

# **ORDINARY COUNCIL**

**Wednesday 16 August 2017**

# Ordinary Council Meeting

Wednesday, 16 August 2017

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# 1 Leadership and Governance

16/08/2017

## What we are trying to achieve

A community that works together in decision making that is defined as ethically, socially and environmentally responsible.

## What the result will be

We will have:

- A community that has the opportunity to be involved in decision making
- Open, easy, meaningful, regular and diverse communication between the community and decision makers
- Partnerships and collaborative projects, that meet the community's expectations, needs and challenges
- Knowledgeable, skilled and connected community leaders
- Strong corporate management that is transparent

## How we will get there

- 1.1 Inform and engage with the community about what Council does using varied communication channels
- 1.2 Maintain strong partnerships between all stakeholders - local, state and federal — so that they are effective advocates for the community
- 1.3 Demonstrate leadership
- 1.4 Use innovative, efficient and sustainable practices
- 1.5 Ensure strong corporate and financial management that is transparent and accountable



## PORT MACQUARIE-HASTINGS COUNCIL

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

On 16 August 2017 Port Macquarie-Hastings Council ("**Council**") resolved that:

1. All previous delegations of Functions the subject of this Instrument be revoked.
2. The person who holds the position of General Manager of Council ("**General Manager**"), being at the date of this instrument, Craig Andrew Swift-McNair, be delegated authority under section 377 of the LG Act to exercise and/or perform on behalf of Council the Council's Functions under all Legislation in force and as amended from time to time:
  - (a) **Subject to** any condition or limitation on a Function specified in **Schedule 1**; and
  - (b) **Excluding** those Functions:
    - (i) that are expressly prohibited from delegation as listed under Section 377 of the LG Act;
    - (ii) which are expressly required by legislation to be exercised by a resolution of Council.
3. The General Manager be sub-delegated authority to exercise and/ or perform on behalf of Council the Functions delegated to Council under, and in accordance with, any instrument of delegation to the Council set out in **Schedule 2, excluding** those functions which pursuant to the terms of delegation to the Council may not be sub-delegated.
4. The General Manager be delegated any Function which is taken to be conferred or imposed on the Council pursuant to section 381(1) of the LG Act.
5. In the absence of the General Manager that a person appointed by resolution to act as General Manager assume all functions, delegations and sub-delegations of the General Manager for the period only of the absence of the General Manager unless otherwise resolved by Council.
6. The delegations in this Instrument are subject to, and are to be exercised in accordance with, the requirements of the relevant legislation, and any resolution or policy or procedure or budget adopted from time to time by the Council.
7. The delegations in this Instrument are effective from the date of the resolution of the Council referred to below and remain in force until amended or revoked by a resolution of the Council.
8. In this delegation:

"**Functions**" means powers, authorities, duties and functions and anything ancillary or related to the exercise or performance thereof.

"**Legislation**" includes legislation enacted by the parliaments of New South Wales and of the Commonwealth of Australia;

"**LG Act**" means the *Local Government Act 1993* as amended.

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

## Schedule 1: Limitations

N/A
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## Schedule 2: Instruments of Delegation to Council

Delegator	Regarding	Date of Instrument
NSW Food Authority	NSW Food Authority- Those functions as specified in the <i>Food Act 2003</i> .	Tuesday, 1 July 2008
Roads and Maritime Services (RMS)	Roads and Maritime Services delegations- Section 50- The RMS delegates to councils constituted under the <i>Local Government Act 1993</i> listed in schedule 1 and 2 respectively ("delegates") the functions of RMS set out in Schedule 3 ("the functions") subject to the limitations set out in Schedule 4 and authorises delegates to sub-delegate the functions to the persons in Schedule 5 ("sub-delegates") subject to the limitations in Schedule 4.	Monday, 31 October 2011
NSW Government- Planning & Infrastructure	Making of Local Environmental Plans- Authority to exercise the functions of the Minister for Planning & Infrastructure under Section 59 of the <i>Environmental Planning and Assessment Act 1979</i> that are delegated to Port Macquarie-Hastings Council by instrument of delegation dated 14 October 2012, following receipt of the Written Authorisation to Exercise Delegation in exercising the Minister's function under section 59, Council officers must comply the Department's "A guideline for the preparation of local environmental plans" and "A guide to preparing planning proposals".	Sunday, 14 October 2012
NSW- Fair Trading	Fair Trading- Those functions as specified in the "Instrument of delegation" under section 21 of the <i>Plumbing and Drainage Act 2011</i> .	Tuesday, 1 January 2013
National Heavy Vehicle Regulator Board	National Heavy Vehicle Regulator Board- Those functions specified in Column 1 and Column 2 of Schedule 1, subject to the limitations (if any) specified in Column 3 of Schedule 1.	Thursday, 22 January 2015

Pursuant to a Resolution of the Council at its meeting of 16 August 2017 (Item xxxx)

[INSERT MAYOR / CLLR NAME]

Mayor / Councillor

Date:

Port Macquarie-Hastings Council

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## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

**General Manager's acknowledgement of Delegations of Authority**

I , Craig Andrew Swift-McNair, currently employed by the Council in the position of General Manager do hereby acknowledge that I have read and understood the Instrument of Delegation, delegated to me by Council pursuant to a Resolution of the Council at its meeting of 16 August 2017 (Item xxxxx) and that I will perform my duties within the boundaries of these delegations and in accordance with my position description. I acknowledge these delegations are effective unless revoked only while I remain in this position.

.....  
Craig Andrew Swift-McNair  
General Manager  
Date:

Review Date: Est. September 2021 (As per the Local Government Act 1993 s.380, each council must review all its delegations during the first 12 months of each term of office. The next Local Government Elections are due to be held in September 2020).

Amendments: D2015/010211, OC 17/06/15 Item 11.01, OC 15/07/15 Item 13.05, OC 18/05/16 Item 12.01, GM 25/05/16 D2016/109250

**PORT MACQUARIE-HASTINGS COUNCIL**  
**INSTRUMENT OF DELEGATION TO GENERAL MANAGER**

On 18 September 2013 Port Macquarie-Hastings Council ("**Council**") resolved that:

1. All previous delegations of Functions the subject of this Instrument be revoked.
2. The person who holds the position of General Manager of Council ("**General Manager**"), being at the date of this instrument, Craig Andrew Swift-McNair, be delegated authority under:
  - 2.1 Section 377 of the LG Act, to exercise and/or perform on behalf of Council the Council's Functions:
    - (a) Specified in **Schedule 1**; and
    - (b) **Excluding** those Functions:
      - (i) that are expressly prohibited from delegation as listed under Section 377 of the LG Act;
      - (ii) which are expressly required by legislation to be exercised by a resolution of Council.
  - 2.2 Section 375 of the Biosecurity Act 2015, to carry out the functions of the local authority under the Biosecurity Act 2015 and to subdelegate those functions to Council officers.
3. The General Manager be delegated any Function which is taken to be conferred or imposed on the Council pursuant to section 381(1) of the LG Act.
4. The delegations in this Instrument are subject to, and are to be exercised in accordance with, the requirements of the relevant legislation, and any resolution or adopted Policy of the Council.
5. In this delegation:

"**Acts**" includes legislation enacted by the parliaments of New South Wales and of the Commonwealth of Australia;

"**Functions**" means powers, authorities, duties and functions and anything ancillary or related to the exercise or performance thereof.

"**LG Act**" means the *Local Government Act 1993* as amended.

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

## Schedule 1:

<b>Part A – To exercise and/or perform on behalf of Council the following Functions</b>	
<b>AIRPORT</b>	To act in the position of Aerodrome Technical Inspector in relation to licensing criteria at the Port Macquarie Airport.
<b>APPLICATIONS-COUNCIL WORK</b>	To authorise the preparation, lodgement, signing and submission on Council's behalf, building and development applications or other applications for all works undertaken by Council.
<b>APPLICATIONS-OWNER'S CONSENT</b>	To sign all applications involving Council property as owner to facilitate the lodgement of these applications.
<b>APPLICATIONS-EXTERNAL BODIES</b>	<ul style="list-style-type: none"> <li>(i) To sign applications for works and services to be undertaken by Government Departments, utilities and other external bodies on Council property or goods to be purchased which are necessary or ancillary to the Council's operations;</li> <li>(ii) To sign applications which are seeking grants or funding to assist Council in the delivery of services or the provision of facilities to the community.</li> </ul>
<b>ASSETS-DISPOSAL</b>	To approve the disposal of assets under the control of the Council that are surplus to requirements.
<b>AUTHORISED OFFICERS</b>	To appoint and revoke the appointment of authorised officers for the purposes of the Local Government Act 1993 and Regulations, any other Acts or Regulations or any specified provisions of the Acts and Regulations.
<b>BUSH FIRE</b>	To issue and serve notices and permits as prescribed by the Rural Fires Act 1997.

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

<p><b>CERTIFICATION OF DEVELOPMENT</b></p> <p>(i) To assess and determine applications for Building Certificates, Compliance Certificates, Construction Certificates, Complying Development Certificates, Strata Certificates, Subdivision Certificates and Occupation Certificates, in accordance with the provisions of the Environmental Planning and Assessment Act 1979 and subject to accreditation level under the Building Professionals Act 2005.</p> <p>(ii) To assess and determine applications for Building Certificates, Compliance Certificates, Construction Certificates, Complying Development Certificates, Strata Certificates, Subdivision Certificates and Occupation Certificates, in accordance with the provisions of the Environmental Planning and Assessment Act 1979 subject to accreditation level under the Building Professionals Act 2005 and the following:</p> <p>(a) Class 1 and 10 buildings only,</p> <p>(b) Buildings constructed in accordance with Council approval(s),</p> <p>(c) No evidence of unauthorised building works to the building,</p> <p>(d) Complies with the relevant boundary setback requirements (as applicable),</p> <p>(e) Does not include performance based construction certificate.</p>
<p><b>COASTAL PROTECTION ACT 1979</b></p> <p>Appointed as an authorised officer under the Coastal Protection Act 1979 (Delegation to Craig Henderson Only)</p>
<p><b>CODES AND POLICIES</b></p> <p>To authorise any action necessary to comply with any Policy or Code of the Council.</p>
<p><b>COMPLAINTS AGAINST ACCREDITED CERTIFIERS</b></p> <p>To submit, on behalf of Council, complaints against accredited Certifiers.</p>
<p><b>CORRESPONDENCE</b></p> <p>To sign correspondence on behalf of the Council.</p> <p>The following correspondence to be signed by the General Manager only:</p> <p>(i) Ministers of the Crown (excepting routine correspondence);</p> <p>(ii) Members of Parliament (excepting routine matters);</p> <p>(iii) Permanent Heads – Government Departments and Instrumentalities – where the subject matter is intended for the personal attention of the permanent head or other high level attention;</p> <p>(iv) The Ombudsman;</p> <p>(v) Local Government Association(s) where matters affect Councillors.</p>
<p><b>CONSULTANTS-APPOINTMENT</b></p> <p>To approve the appointment of consultants for special purposes where expert professional advice is required in the proper discharge of Council's functions within the adopted estimates of Council.</p>
<p><b>COUNCIL/COMMITTEE MEETINGS-AUTHORITY TO VARY DATES AND TIMES</b></p> <p>To vary the schedule of meeting dates and times for meetings of Committees and the Council, when it is not practicable or desirable to hold meetings on a designated day or night.</p>

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

<p><b>DOCUMENT-CERTIFICATION</b></p> <p>To certify documents as being originals or true copies and to verify current residency status of residents of Port Macquarie-Hastings Local Government Area.</p>
<p><b>EEO MATTERS</b></p> <p>To implement the statutory responsibilities of the General Manager with respect to EEO matters (Local Government Act 1993)</p>
<p><b>EMERGENCY SERVICES</b></p> <ul style="list-style-type: none"> <li>(i) Authorise the use of Council's plant, staff, equipment and contractors in emergencies at the request of the State Emergency Services, the New South Wales Police or the Bushfire Co-ordinator.</li> <li>(ii) Authorise the sale of materials from Council stock under emergency circumstances, as considered appropriate.</li> <li>(iii) Lend materials from Council stock under emergency circumstances, as considered appropriate.</li> <li>(iv) Authority under the section 377 of the Local Government Act 1993 to declare bush fire danger periods outside the statutory periods, when of the opinion that prevailing weather conditions warrant such a declaration being made and to withdraw such declarations when appropriate.</li> </ul>
<p><b>FILMING ON COUNCIL RESERVES AND PROPERTY</b></p> <p>To approve, approve with conditions as may be appropriate in the circumstances and subject to the payment of charges and fees as determined by Council, or disapprove of applications to use public reserves, beaches, public roads or Council property for filming or photographic purposes.</p>
<p><b>FINANCE-ABANDONMENT OF SMALL BALANCES</b></p> <p>To approve the abandonment of small year end balances up to an amount of \$2.00 in relation to outstanding rates and interest charges that are considered uneconomical to pursue subject to the provisions of the Local Government Act 1993.</p>
<p><b>FINANCE – BANK GUARANTEES</b></p> <p>To approve the acceptance of bank guarantees in association with development, strata and subdivision applications or other Council requirements.</p>
<p><b>FINANCE – CASHIER DISCREPANCIES</b></p> <p>To approve discrepancies of \$1000.00 or less in cashier banking with amounts greater than \$1000.00 to be reported to Council.</p>
<p><b>FINANCE – CHEQUE SIGNING</b></p> <p>To sign cheques under the arrangements endorsed by the General Manager and WESTPAC Bank.</p>
<p><b>FINANCE – DISCHARGE OF MORTGAGES</b></p> <ul style="list-style-type: none"> <li>(i) To discharge mortgages held by Council on condition that the Director Commercial Services and Industry Engagement certifies that all conditions of the mortgage have been met.</li> <li>(ii) The authority exercised under this delegation be reported to Council.</li> </ul>

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

<p><b>FINANCE – EXTENSIONS OF TIME TO PAY ACCOUNTS</b></p> <p>To approve applications for extensions of time to pay accounts where considered appropriate.</p>
<p><b>FINANCE-FEES AND CHARGES</b></p> <p>To vary, waive or reduce various fees as detailed in Council's Statement of Fees and Charges in those circumstances where the organisation/person involved is a charitable organisation, or where the fee charged is not achieving a usage/level of sales envisaged, or if the specified fee is unreasonable or inappropriate in defined or exceptional circumstances.</p>
<p><b>FINANCE-EXPENDITURE AUTHORISATION</b></p> <p>To authorise all expenditure and/or purchase orders within the adopted Council budget.</p>
<p><b>FINANCE-INTEREST CHARGES</b></p> <p>To approve interest charges accrued pursuant to Council's power under section 567 of the Local Government Act 1993 being written off up to a limit of \$200.00 in respect of outstanding rates in circumstances where the person is unable to pay the accrued interest for reasons beyond that person's control or payment of the accrued interest would cause personal hardship.</p>
<p><b>FINANCE-INVESTMENTS</b></p> <p>To invest, in such securities as authorised under the Local Government Act 1993 and in accordance with Council's Investment Policy, and as deemed necessary, cash and other funds of the Council which may from time to time be surplus to Council's immediate and future needs, subject to a report of all Council investments being submitted to the Council on a monthly basis.</p>
<p><b>FINANCE-PENSIONERS-INTEREST CHARGES</b></p> <p>To approve interest charges on current years rates and annual charges levied pursuant to Council's powers under section 564 of the Local Government Act 1993 being written off where eligible pensioners enter into an arrangement for payment of rates and charges in full within the year in which they are levied.</p>
<p><b>FINANCE – PETTY CASH</b></p> <p>To authorise petty cash expenditures within the adopted Council budget.</p>
<p><b>FINANCE - PURCHASE ORDER SIGNING</b></p> <ul style="list-style-type: none"> <li>(i) To sign orders on Council's behalf within the constraints imposed by the adopted estimates of the Council.</li> <li>(ii) To sign the Sales Tax Exemption Certificate.</li> </ul>
<p><b>FINANCE - RATES AND OTHER DEBTS - RECOVERY</b></p> <ul style="list-style-type: none"> <li>(i) To authorise the institution of legal proceedings for the recovery of any outstanding rates and other debts due to Council, where the ratepayer or debtor is paying the debt by an approved instalment arrangement.</li> <li>(ii) To approve the disconnection of the water supply to a property for non-payment of Water charges and to order the reconnection to the water supply, in cases where financial hardship prevents the repayment, in full, of the outstanding amounts.</li> </ul>



## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

<p><b>FINANCE – REFUNDS</b></p> <p>To approve or refuse all applications for the refund of application fees, booking fees, bonds and deposits for the use of Council facilities.</p>
<p><b>FINANCE - REIMBURSEMENT OF FEES</b></p> <p>To approve reimbursements to charitable and non-profit organisations for development and related application fees.</p>
<p><b>FINANCE - SALE OF CARBON CREDITS</b></p> <p>To undertake the sale of carbon credits and participate in auctions under Federal emissions trading schemes and programs.</p>
<p><b>FINANCE – SECTION 603 CERTIFICATES</b></p> <p>To issue certificates under section 603 of the Local Government Act 1993.</p>
<p><b>FINANCE – SEWER CHARGES</b></p> <p>Authority to determine the appropriate percentage of water consumption to be used for sewer usage charges for Clubs where properties apply for a variation to the average percentage of 70% resolved by Council.</p>
<p><b>FINANCE - TRAVEL EXPENSES</b></p> <p>To authorise reimbursement to Councillor(s), Administrator(s) and Officers for travelling expenses incurred whilst undertaking official Council business or whilst attending a conference, training or similar activity.</p>
<p><b>FINANCE – WRITING OFF DEBTS</b></p> <p>To approve the abandonment of debts up to the amount of \$2,500.00 in accordance with the provisions of clause 213 of the Local Government (General) Regulation 2005.</p>
<p><b>FIRE SAFETY STATEMENTS</b></p> <p>To sign and issue fire safety statements of all kinds by, and in accordance with the provisions of the Environmental Planning and Assessment Regulation 2000.</p>
<p><b>FOOD ACT 2003</b></p> <p>To exercise the powers of the Director-General of the NSW Food Authority as the "appropriate enforcement agency" in NSW for the purpose of the Food Standards Code, Standard 3.2.2 clauses 15 and 17 and Standard 3.2.3 clauses 10 and 14.</p>
<p><b>FREE PARKING AREAS</b></p> <p>Enter into future Free Parking Agreements within the Local Government Area, on behalf of Council.</p>
<p><b>GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 - INTERNAL REVIEWS</b></p> <p>To determine applications for internal reviews made under the Government Information (Public Access) Act 2009.</p>

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

<p>GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 - REQUEST FOR INFORMATION</p> <p>To approve or refuse informal applications made under the Government Information (Public Access) Act 2009 for access to Council documents.</p>
<p>GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 - REQUEST FOR INFORMATION</p> <p>To approve or refuse formal applications made under the Government Information (Public Access) Act 2009 for access to Council documents.</p>
<p>GRANTS/SUBSIDIES</p> <p>(i) To formally accept grants as provided for in Council's annual budget.</p> <p>(ii) To make the annual application for subsidy to the State Library of New South Wales, in accordance with the provisions of the Library Act 1939.</p>
<p>INSURANCE-INSURERS CLAIMS</p> <p>To authorise payment of claims against Council where the claim has been accepted by Council's insurer.</p>
<p>INSURANCE-QUOTATIONS</p> <p>To review Council's insurance policies and to call and approve quotations on the recommendation of Council's Insurance Broker.</p>
<p>INSURANCE-SETTLEMENT OF CLAIMS</p> <p>To settle claims against Council where the claim is below Council's excess subject to the concurrence of Council's insurance assessors and/or brokers or where numerous precedents exist provided funds have been voted by Council.</p>
<p>LEGAL ADVICE</p> <p>To obtain legal advice from Council's Solicitors or Counsel.</p>
<p>LEGAL DOCUMENTS – GENERAL</p> <p>To sign any contract, lease, licence, deed, or legal or other document, where the execution of such document is necessary to meet legal or Council formalities when such relate to the Council's normal business activities.</p>

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

## LEGAL PROCEEDINGS-INSTITUTION OF

- (i) To authorise the issue of Court attendance notices, application notices, subpoenas, the laying of any information or the making of any complaint for the recovery of any penalty or the making of any order for, or in respect of, any offence, nuisance or other matter or thing whatsoever under any Act or instrument which empowers such action to be taken by Council, or its employees and to issue such Court attendance notices, application notices, subpoenas or to lay any such information or make any such complaint.
- (ii) To order the institution of proceedings for the recovery of any penalty or the making of any order for, or in respect of, any offence, nuisance or other matter or thing whatsoever under any Act or instrument which empowers such action to be taken by Council.
- (iii) To represent Council in all respects in any proceedings arising out of (i) – (ii) above, in the Land and Environment Court, any local Court, before any Justice and before any Commissions of Inquiry.

## LEGAL PROCEEDINGS-INSTRUCTION

- (i) To institute proceedings, issue court attendance notice, application notice, subpoenas, lay any information or make any complaint for the recovery of any penalty or the making of orders in respect of any offence, nuisance or other matter or thing whatsoever under any Act or Instrument which empowers such action to be taken by Council or its employees.
- (ii) To appear and act for Council in the conduct of any action, suit or other legal proceedings in all Courts.
- (iii) To instruct the Council's Solicitors in the conduct of any action, suit or other legal proceedings in all courts.
- (iv) To authorise legal and other representation of Council in appeals to any Court, Public Hearings, Commissions of Inquiry and for legal proceedings initiated by Council.

## LIQUOR ACT 2007 and REGISTERED CLUBS ACT 1976

To exercise delegated authority on behalf of the Council in respect to matters arising from processes required by and outlined in the Liquor Act 2007 and the Registered Clubs Act 1976.

## LOAD LIMITS

To stop vehicles on public roads, check the tare weight of such vehicles and determine whether such vehicles comply with any load limit imposed upon the road.

## LOCAL APPROVALS – (ASSET AND INFRASTRUCTURE SERVICES)

To grant Local Approvals contained in section 68 of the Local Government Act 1993, necessary to provide the public and private works and services approved by Council in the adopted budget.

## LOCAL APPROVALS, CONSENTS AND CERTIFICATES-ASSESSMENT OF DETAILS

To assess applications, details submitted to Council ancillary to an approval or certificate given by the Council, as determined by the Director Development and Environment, subject to compliance with the term of the approval and Local Government legislation including structural engineering details, mechanical ventilation, fire safety and construction details and details submitted to comply with an approval.

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

<p><b>LOCAL APPROVALS - PLANNING AND ENVIRONMENT</b></p> <p>To undertake all of the functions contained in Chapter 7 of the Local Government Act 1993 for the assessment and determination of applications for activities requiring the approval of Council, as contained in the Table to section 68 of the Local Government Act 1993.</p>
<p><b>LOCAL APPROVALS – SECTION 82 OBJECTIONS</b></p> <p>To exercise the functions of the Council in relation to the assessment and determination of objections under section 82 of the Local Government Act 1993, in accordance with the Instrument of Delegation issued by the Director General of the Department of Local Government.</p>
<p><b>MEDIA RELATIONS</b></p> <p>To make media statements on behalf of Council.</p> <p>To issue media releases, written statements or announcements on behalf of Council.</p>
<p><b>MOTOR VEHICLES - PRIVATE LEASEBACK, NOVATED LEASE, ASSOCIATED LEASE AND COMMUTER USE BY COUNCIL STAFF</b></p> <ul style="list-style-type: none"> <li>(i) To approve applications from employees to participate in the Council's motor vehicle policy scheme and execute the appropriate standard written agreement.</li> <li>(ii) To vary the number of vehicles owned by the Council and made available for lease back, novated lease, associated lease and commuter use.</li> </ul>
<p><b>NOTICES AND REGULATORY ORDERS</b></p> <ul style="list-style-type: none"> <li>(i) To issue prohibition orders pursuant to section 60 of the Food Act 2003, for premises and equipment.</li> <li>(ii) To issue or serve notices and/or orders under any and all Acts or Regulations which Port Macquarie-Hastings Council is required by law to administer.</li> </ul>
<p><b>PLANNING CONTROL - CONTRIBUTION DEFERRAL DEEDS</b></p> <p>To enter into and execute contributions deferral deeds and associated documents in accordance with Council Policy.</p>

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

## PLANNING CONTROL-DEVELOPMENT ASSESSMENT

- (i) To determine development applications under Part 4 of the Environmental Planning and Assessment Act 1979 having regard to the relevant environmental planning instruments, development control plans and Council Policies, with the exception of:
  - (a) Applications where objection has been lodged and the objection cannot be managed by consent conditions.
  - (b) Applications on land owned or under the care and control of Council where objections are unresolved.
  - (c) Applications involving waiving of contributions in accordance with Council policy, of an amount greater than \$1,000.
- (ii) To determine development applications under Part 4 of the Environmental, Planning and Assessment Act having regard to the relevant environmental planning instruments, development control plans and Council policies, with the exception of:
  - (a) Applications where objection has been lodged
  - (b) Applications exceeding \$2 million in value
  - (c) Applications on land owned or under the care and control of Council.
  - (d) Extensions, intensification or alterations to existing non-conforming uses
  - (e) Applications involving a variation to development standards pursuant to SEPP 1.
  - (f) Applications which, in the opinion of the Assessing Officer or Planning Manager, are likely to cause public controversy.
  - (g) Applications for multi-dwelling housing (except dual occupancies where there are no objections).
  - (h) Applications involving the waiving of contributions.
- (iii) To vary the notification provisions for development applications as provided for in the Community Participation and Social Impact Assessment Provisions of Port Macquarie Hastings Development Control Plan 2011.

## NORTHERN REGION JOINT PLANNING PANEL FUNCTIONS

Under section 23(B) of the Environmental Planning and Assessment Act 1979 the Northern Region Joint Planning Panel delegates its functions referred to in Schedule 1 of the Instrument of Delegation, subject to the limitations set out in Schedule 2 of the Instrument of Delegation, to the councils as specified in Schedule 3 of the Instrument of Delegation.

## PLANNING CONTROL - LAND AND ENVIRONMENT COURT APPEALS AND SETTLEMENTS

To enter into mediation with appellants to the Land and Environment Court and to enter into settlement agreements on behalf of Council.

## PLANNING CONTROL - MAKING OF LOCAL ENVIRONMENTAL PLANS

To carry out the functions pursuant to section 59 of the Environmental Planning and Assessment Act 1979.

## PLANNING CONTROL - OUTDOOR DINING

To determine applications for approval to operate outdoor dining under the Roads Act 1993 and the executive of any deed of guarantee, subject to the granting of a lease.

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

<p><b>PLANNING CONTROLS - PART V ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979 ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>(i) To exercise the functions of Council under section 112 of the Environmental Planning and Assessment Act 1979 in determining whether an Environmental Impact Statement is required.</li> <li>(ii) To exercise the functions of Council under Part V of the Environmental Planning and Assessment Act 1979 in granting or refusing approval to a proposed activity where an Environmental Impact Statement is not required.</li> </ul>
<p><b>PLANNING CONTROL - PLANNING CERTIFICATES</b></p> <p>To issue planning certificates under section 149 of the Environmental Planning and Assessment Act 1979.</p>
<p><b>PLANNING CONTROL-RECEIPT OF AMENDED PLANS</b></p> <p>To agree to the amendment of a development application before determination in accordance with clause 48A of the Environmental Planning and Assessment Regulation 2000.</p>
<p><b>PLANNING CONTROL - SECTION 82A REVIEW OF DETERMINATION</b></p> <p>To determine applications for the review of determinations of development applications under section 82A of the Environmental Planning and Assessment Act 1979.</p>
<p><b>PLANNING CONTROL - SECTION 96 APPLICATIONS MODIFICATION OF CONSENTS</b></p> <ul style="list-style-type: none"> <li>(i) To determine applications for modifications of development consents under section 96 of the Environmental Planning and Assessment Act 1979, where the application is made under section 96(1) and/or section 96(1A) of the Environmental Planning and Assessment Act 1979, as amended, and the original consent was granted by the Development Assessment Panel.</li> <li>(ii) To determine applications for modifications of development consents under section 96 of the Environmental Planning and Assessment Act 1979, where the application is made under section 96(1) and/or section 96(1A) and section 96(2) of the Environmental Planning and Assessment Act 1979, as amended, the original consent was granted under delegated authority.</li> <li>(iii) To determine applications for modifications of development consents under section 96 of the Environmental Planning and Assessment Act 1979, where the application is made under section 96(1) and/or section 96(1A) of the Environmental Planning and Assessment Act 1979, as amended, the original consent was granted under delegated authority.</li> </ul>
<p><b>PLANNING CONTROL – SEPP 1 OBJECTIONS AND CLAUSE 4.6 OBJECTION</b></p> <p>To exercise functions of the Council in relation to the assessment and determination of objections under SEPP 1, in accordance with Department of Planning Circular PS08-014 and PS08-003.</p>
<p><b>PLANNING CONTROL - STRATA SUBDIVISIONS</b></p> <p>To determine applications for strata subdivision under the Strata Schemes Management Act 1996 and issuing certificates for such applications and performing other functions of Council under the Strata Schemes Management Act 1996 and Conveyancing Act 1919.</p>

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

## PLANNING CONTROL - SUBDIVISION CERTIFICATES

To approve subdivision certificates under Part 4A of the Environmental Planning and Assessment Act 1979 and endorse supporting documents and certify that development consent for a subdivision has been obtained or consent is not required.

## PLANNING CONTROL - SUBDIVISION MATTERS

- (i) Certify that bonded works have been completed to Council's satisfaction (including maintenance period) and then release or reduce the relevant bond.
- (ii) Approve of engineering/infrastructure works and/or conditions associated with subdivisions and building development in accordance with Council's specifications, standards and policies or refuse if they do not conform.
- (iii) Grant development consent and issue subdivision certificates to the consolidation of properties.
- (iv) Authorise release of linen plans of subdivision when all conditions of relevant approvals have been complied with.
- (v) Authorise release of linen plans of subdivision subject to the compliance with current DCP(s).
- (vi) To sign linen plans of subdivision upon certification by the Director Development and Environment that all Council requirements have been complied with or that satisfactory bonding arrangements have been entered into.
- (vii) To vary, modify or release restriction to users and/or covenants created by section 88B Instruments in relation to subdivisions and to fix the common seal of Council.
- (viii) Approve applications under Part 4A of the Environmental Planning and Assessment Act 1979 generally, including construction certificate applications and subdivision certificate applications where development approval has already been given by Council or approved under delegated authority, provided that details with the applications are in accordance with all conditions of approval.

## PLANNING CONTROL - VOLUNTARY PLANNING AGREEMENTS

To enter into a voluntary planning agreement where Council's Development Assessment Panel has approved the development to which the agreement relates.

## PLANNING CONTROL - VOLUNTARY PLANNING AGREEMENTS

To enter into a Voluntary Planning Agreement on behalf of Council where the development to which the Agreement relates is approved by the Joint Regional Planning Panel.

## PLANT DISPOSAL

To dispose of surplus Council plant by auction in accordance with Council's Integrated Planning and Reporting documents.

## PLANT - REPLACEMENT

To replace, after consultation with and upon the recommendation of the respective Heads of Department, sedans, station sedans, utilities and vans in the Council's motor vehicle fleet, subject to compliance with the Council's policy from time to time regarding the replacement of motor vehicles.

## PLUMBING AND DRAINAGE

To carry out all plumbing regulator functions under the Plumbing and Drainage Act 2011.

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

<b>PRIVACY AND PERSONAL INFORMATION PROTECTION ACT 1998 – APPLICATIONS</b> To determine applications made under the Privacy and Personal Information Protection Act 1998.
<b>PRIVACY AND PERSONAL INFORMATION PROTECTION ACT 1998 – INTERNAL REVIEWS</b> To determine applications for internal reviews made under the Privacy and Personal Information Protection Act 1998.
<b>PROPERTY - COMMERCIAL/RESIDENTIAL LEASES</b> To authorise the leasing or licensing of Council's commercial and residential properties.
<b>PROPERTY - LEASING</b> To secure or renew tenancies for Council's properties at market rates.
<b>PROPERTY - LIBRARY FACILITIES</b> (i) To approve or refuse the use of: (a) The meeting room at Port Macquarie Library. (b) The meeting room at the Wauchope Library. (c) The meeting room at the Laurieton Library.
<b>PROPERTY - SALE OF LAND</b> To sign any Contract of Sale of Land where such land is sold, pursuant to a resolution of Council to sell such land.
<b>PROPERTY - USAGE OF COUNCIL BUILDINGS</b> To approve or refuse the use of Council buildings and to charge a fee, if applicable.
<b>PUBLIC INTEREST DISCLOSURES ACT 1994</b> To accept disclosures in accordance with the provisions of the Public Interest Disclosures Act 1994.
<b>PROTECTION OF THE ENVIRONMENT OPERATIONS ACT 1997</b> Authority to act as an 'Enforcement Officer' under the Protection of the Environment Operations Act 1997 section 226(1) and clause 81(2) of the Protection of the Environment Operations (General) Regulation 2009.
<b>PUBLIC PARKS, RESERVES, RECREATION AREAS AND FREE PARKING AREAS-CONTROL</b> (i) To assist in securing the observance of provisions made by the Council for the care, control and management of all public parks, reserves, recreation areas and free parking areas within the Local Government Area of Port Macquarie-Hastings Council. (ii) To take all necessary steps for the protection of flora and fauna, and regulate the use and enjoyment of such public parks, reserves, recreation areas and free parking areas and cause the removal therefore of trespassers and other persons causing annoyance and inconvenience. (iii) To require any person reasonably suspected of having offended against the provisions of any Act or Regulation to give his/her name and residential address.



## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

<p><b>PUBLIC RESERVES AND PLAYING FIELDS</b></p> <ul style="list-style-type: none"> <li>(i) To approve, approve with conditions considered appropriate in the circumstances, or disapprove of applications for permission to hold parties and picnics on public reserves, and for the casual or seasonal hiring and use of public reserves and playing fields under the care, control and management of Council, subject to payment of the hiring charges as determined by Council.</li> <li>(ii) To approve, in the case of all casual hiring of ovals and playing fields, of refunds of hiring fees, where, due to circumstances beyond the control of the hirer, the playing of games is not possible, provided that refund shall not be made if play has been commenced and subsequently discontinued.</li> </ul>
<p><b>PRIVATE PROPERTY-ENTRY AND INSPECTION</b></p> <p>To enter and examine at any reasonable hour, any premises within the Local Government Area of Port Macquarie-Hastings Council for any purpose relating to the administration of any and all Acts or Regulations which Port Macquarie-Hastings Council is required by law to administer.</p>
<p><b>PRIVATE WORKS</b></p> <ul style="list-style-type: none"> <li>(i) To authorise the use of Council staff, plant, equipment and contractors to carry out private works where the full estimated cost of the work is paid in advance. Also to carry out works for Government Departments and statutory bodies upon receipt of an official order.</li> <li>(ii) To hire out Council's plant at charges approved by the Council.</li> </ul>
<p><b>RECORDS – COUNCILLOR ACCESS</b></p> <p>To approve or refuse access to Council's records by Councillors.</p>
<p><b>RECORDS - DISPOSAL</b></p> <p>To authorise the disposal of Council's records subject to statutory limitations.</p>
<p><b>ROADS ACT 1993</b></p> <ul style="list-style-type: none"> <li>(i) To approve (subject to conditions) or refuse applications under section 138 Roads Act 1993, for work in, on or over the road reserve.</li> <li>(ii) To approve any civil works within the road reserve, provided the works comply with Council's approved specifications, standards and/or relevant policies.</li> </ul>

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

<b>ROADS, FOOTPATHS AND PUBLIC PLACES</b>	
(i)	Determine where additional street lights are to be installed or existing lights upgraded within the limits of funds voted by Council.
(ii)	Approve parking of mobile display caravans in public streets and places where the caravans display information from Government Departments.
(iii)	Authorise the erection of logo type advertising signs at major intersections within the Area, subject to the following conditions: (a) The applicant to be responsible for provision of signs for erection by Council and for provision of replacement signs as required. (b) The maximum size of the sign to be 600 mm square.
(iv)	Approve banners over public roads and reserves complying with Council Policy.
(v)	Approve applications to install pipelines within Road Reserves.
(vi)	Approve the naming of new roads within subdivisions on historical, botanical, Aboriginal, prominent or famous people or a particular theme, provided such names are not the name of the subdivider or those of living persons.
(vii)	Be responsible for the implementation and control of numbering of buildings.
(viii)	Issue orders requiring persons to identify premises under section 124 of the Local Government Act 1993.
<b>SEAL</b>	
To affix the seal of Council to a document in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005.	
<b>SKATEBOARDS AND ROLLER SKATES</b>	
To control the use of skateboards and roller skates on public roads, public places and reserves.	
<b>STAFF – HUMAN RESOURCE POLICY</b>	
To authorise, approve and determine matters in regard to staff, in accordance with adopted Human Resource Policy as adopted by Council.	
<b>STAFF – REDUNDANCY</b>	
To enter into redundancy arrangements with staff through organisational restructuring and other changes agreed to by Council and in accordance with the Council Policy.	
<b>STAFF – TRAINING PLAN</b>	
To approve the Staff Training Plan in accordance with Council's Budget allocation.	
<b>STREET LIGHTING</b>	
(i)	To approve replacement of street lamps or variation in wattage or type of street lamps in accordance with proposals submitted by the relevant electricity utility.
(ii)	To approve applications being made for improved street lighting and the acceptance of charges in respect thereof fixed by the relevant electricity utility.
<b>STREET PROCESSIONS, ETC</b>	
To approve, subject to Police requirements to approve, approve with conditions considered appropriate in the circumstances, or disapprove of applications for permission to hold street processions, triathlons, walkathons, marches, fun runs and the like on public roads.	

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

<p><b>STREET STALLS, COLLECTIONS, ETC</b></p> <ul style="list-style-type: none"> <li>(i) To approve, control and regulate with or without conditions, or refuse, applications for door knock appeals and applications for the solicitation or collection in any public road or place of gifts of money or subscriptions for any purpose.</li> <li>(ii) To issue permits, with or without conditions and otherwise generally control street stalls and to approve or refuse applications made by, and allocate dates therefore to, charitable and non-profit organisations, churches and the like, for the conduct of street stalls.</li> </ul>
<p><b>TELECOMMUNICATION FACILITIES</b></p> <p>To provide owners consent for Telecommunications Facilities on Council owned land subject to:</p> <ul style="list-style-type: none"> <li>(i) Facilities being in accordance with State Environmental Planning Policy (Infrastructure) 2007 Schedule 3A - Exempt and Complying development in relation to telecommunications facilities.</li> <li>(ii) Maintaining the current and future needs of Council's operational requirements for its own telecommunications infrastructure.</li> <li>(iii) Facilities not penetrating the Obstacle Limitation Surface for the Port Macquarie Airport.</li> </ul>
<p><b>TENDERS - OPENING</b></p> <p>To act as the 'appropriate person' in accordance with the Local Government (General) Regulation 2005 for the opening of tenders received in Council's Tender Box.</p>
<p><b>TENDERS - CALLING OF</b></p> <p>To call Tenders on the Council's behalf.</p>
<p><b>TENDERS – EXTENSION OF CLOSING TIME</b></p> <p>To extend the closing times for lodgement of tenders where warranted.</p>
<p><b>TENDERS – METHOD</b></p> <p>To determine the method of tendering as prescribed in clause 166 of the Local Government (General) Regulation 2005.</p>
<p><b>TREE PRESERVATION ORDER</b></p> <p>To approve, approve with conditions considered appropriate in the circumstances, or disapprove all applications made to Council for the ringbarking, cutting down, topping, lopping, pruning or removal of trees within the Local Government Area which are subject to Council's Tree Preservation Order.</p>
<p><b>TREE – REMOVAL</b></p> <ul style="list-style-type: none"> <li>(i) Authorise the removal of trees on private property considered to be dying, dead or dangerous or which could have a detrimental effect on Council's utilities. Any legal action considered necessary to be referred to Council for approval to proceed.</li> <li>(ii) Authorise the removal of trees considered to be dead, dying or dangerous or which could have a detrimental effect on Council's utilities and on the site of proposed subdivisions.</li> </ul>

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

## TRAFFIC MATTERS

To exercise or perform on behalf of the Council, such powers, duties and responsibilities as are delegated from time to time to the Council by the Roads and Maritime Services (297/1989 – 19/9) pursuant to the powers conferred on that Authority by the Transport Administration Act 1988.

## VALUATION APPEALS

To represent the Council, or to appoint a substitute representative to appear before the Land and Environment Court at any hearings of objections against valuations of properties in the Local Government Area.

## WATER RESTRICTION

- (i) To implement water restrictions in the Port Macquarie-Hastings Local Government Area i.e. Level 1, 2, 3 or 4 restrictions, as appropriate.
- (ii) To grant licenses, subject to conditions, where applications are received in writing and the applicant can clearly demonstrate a financial loss or hardship if not granted some limited exemption to water restrictions that may be imposed.

## WORKS - URGENT

To approve work to a maximum cost of \$10,000.00 which is considered urgent and in the public interest and for which there is no budget provision but where funds are available within the votes for the Council budget.

## ACTS AND REGULATIONS

To exercise all powers vested in Council by the following Acts and Regulations, including but not limited to:

Biosecurity Act 2015

Companion Animals Act 1998

Community Land Development Act 1989

Conveyancing Act 1919

Crown Lands Act 1989

Dividing Fences Act 1991

Environmental Planning and Assessment Act 1979

Food Act 2003 and Regulations

Fire Brigades Act 1989 and Regulations

Government Information (Public Access) Act 2009 and Regulations

Health Records and Information Privacy Act 2002

Heritage Act 1977

Impounding Act 1993 and Regulations

Independent Commission Against Corruption Act 1988

Interpretation Act 1987

Land Acquisition (Just Terms Compensation) Act 1991

Library Act 1939

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

Liquor Act 2007  
Local Government Act 1993 and Regulations  
Native Title (New South Wales) Act 1994  
Ombudsman Act 1974  
Plumbing and Drainage Act 2011  
Privacy and Personal Information Protection Act 1998  
Protection of the Environment Operations Act 1997 and Regulations  
Public Health Act 2010 and Regulations  
Registered Clubs Act 1976  
Roads Act 1993 and Regulations  
Road Transport (Vehicle and Driver Management) Act 2005  
Rural Fires Act 1997 and Regulations  
Rural Lands Protection Act 1998  
State Emergency and Rescue Management Act 1989  
State Emergency Service Act 1989  
Statute Law (Miscellaneous Provisions) Act (No 2) 2008  
Strata Schemes (Freehold Development) Act 1973  
Strata Schemes (Leasehold Development) Act 1986  
Strata Schemes Management Act 1996  
Swimming Pools Act 1992 and Regulations  
Transport Administration Act 1988  
Unclaimed Money Act 1995  
Waste Avoidance and Resource Recovery Act 2001  
Water Management Act 2000  
Work Health and Safety Act 2011

Pursuant to a Resolution of the Council at its meeting of 18 September 2013 (Item 08.05)

## INSTRUMENT OF DELEGATION TO GENERAL MANAGER

**General Manager's acknowledgement of Delegations of Authority**

I, Craig Andrew Swift-McNair, currently employed by the Council in the position of General Manager do hereby acknowledge that I have read and understood the Instrument of Delegation, delegated to me by Council pursuant to a Resolution of the Council at its meeting of 16 July 2014 (Item 06.02) and that I will perform my duties within the boundaries of these delegations and in accordance with my position description. I acknowledge these delegations are effective unless revoked only while I remain in this position.

.....  
Craig Andrew Swift-McNair

General Manager

Date: 25/07/2017

Review Due Date: 1 September 2016

Amendments: D2015/010211, OC 17/06/15 Item 11.01, OC 15/07/15 Item 13.05, OC 18/05/16 Item 12.01, GM 25/05/16 D2016/109250, OC 19/07/17 Item 12.05





Our cities—the CBDs, the suburbs and our regional centres—are where over 75% of us live. To succeed in the 21st Century economy our cities need to be productive and accessible, but they also need to be liveable with a clear focus on serving their citizens.

For cities to move forward, they need attract, retain and nurture creative talent and organisations, who will help their cities, innovate, create jobs and grow.

While the opportunities have never been greater, congestion, poor access to jobs and services, reduced housing affordability and increasing pollution can challenge the quality of life they offer.

The Smart Cities Roadshow will be heading to: **Adelaide, Melbourne, Canberra, Sydney, Brisbane and Perth**

#### Key Learning Outcomes:

1. Understand what a smart city really means and the smart cities ecosystem
2. Learn how to build a business case for your city and acquire funding
3. What tools and technologies are right for your city, if any?
4. How to build partnerships to help change your city
5. Understand the required skills that you will need moving forward to remain relevant in fast changing landscape

#### What You Can Expect:

- What does a 'Smart City' mean for your City?
- Role of Digital in Creating Smart Communities
- Innovative financing approaches to City Investments - How can cities overcome the raft of challenges in financing their projects?
- Creating Effective Partnerships Between Industry, Academia and Cities to Drive City Innovation
- Making Smart Cities a Reality
- Smart Infrastructure - Improving the safety, efficiency, reliability and delivery of essential services
- Smart Precincts - Making community precincts more liveable, productive, sustainable and safe
- Smart Services - Delivering citizen centric local government services and unlocking closer community engagement
- Smart Planning - Building adaptable and resilient cities through improved land use and strategic planning.
- Smart Financing - Innovative financing approaches to City Investments
- Smart Data - Unlocking the power of open data, big data and analytics

#### Who Should Attend:

- Federal and State Government Policy Makers
- City Mayors
- City Councillors
- Chief Executive Officers
- Senior IT Leaders from utilities, energy, health and transport sectors
- Infrastructure and Construction Experts
- Telecommunications and Broadband Experts
- Corporate Innovation and Smart City decision-makers
- City Chief Digital and Technology Leaders
- Regional and Municipal Economic Development Officers
- Public Works and Transportation Leaders
- City Planners
- Community social organisations
- Municipal Systems Administrators
- Municipal Planners in Social Services
- University Engineering and Innovation faculty members
- Municipal Transportation and Construction Leaders





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# SMART CITIES SERIES

## BUILDING THE CITIES OF TOMORROW

SYDNEY: 29 AUGUST
CANBERRA: 30 AUGUST
MELBOURNE: 31 AUGUST

ADELAIDE: 05 SEPTEMBER
BRISBANE: 06 SEPTEMBER
PERTH: 07 SEPTEMBER

Our cities—the CBDs, the suburbs and our regional centres—are where over 75% of us live. To succeed in the 21st Century economy our cities need to be productive and accessible, but they also need to be liveable with a clear focus on serving their citizens.

For cities to move forward and become great, they need attract, retain and nurture creative talent and organisations, who will help their cities innovate, create jobs and grow.

While the opportunities have never been greater for our cities, congestion, poor access to jobs and services, reduced housing affordability and increasing pollution can challenge the quality of life they offer.

The Smart Cities Series, will bring together federal, state, and local government, innovators, thinkers, financiers, educational and research institutions, and technology providers to network and discuss how we can achieve our goals. The series will head to 6 cities across Australia to benchmark the key challenges faced by organisations in each state, and develop a national report on the findings. The report will be created using a combination of interviews and surveys, as well as expert opinions, and released later in the year, in partnership with KPMG.

**STEERING COMMITTEE**

**SYDNEY  
29 AUG**

Paul Francis, Director Smart Cities Lead, KPMG  
 Justin Anderson, Founder and Director, Hypercat Alliance (video link)  
 Adam Beck, Executive Director, Smart Cities Council Australia and New Zealand  
 Dr Tim Williams, Chief Executive Officer, Committee for Sydney  
 Catherine Caruana-McManus Director, Meshed  
 Julie Scott, Manager Economic Development, Liverpool City Council  
 Amanda Chadwick, Administrator, Parramatta City Council  
 Kate Deacon, Executive Manager - Research, Strategy and Corporate Planning, City of Sydney  
 Nathan Rogers, Chief Information Officer, Northern Beaches Council  
 Dr Nathaniel Bavinon, Smart City Coordinator, City of Newcastle  
 Professor Barney Glover, Vice-Chancellor and University President, University of Western Sydney  
 Professor David Wilkinson, Deputy Vice Chancellor, Corporate Engagement and Advancement, Macquarie University  
 Professor Pascal Perez, Director, SMART Infrastructure Facility, University of Wollongong  
 Professor Chris Pettit, Associate Director, City Futures Research Centre, UNSW  
 Damien Giurco, Professor of Resource Futures, Institute for Sustainable Futures, UTS  
 Johanna Pitman, Program Director, CityConnect, BlueChilli

### AGENDA

8:40 – 8:45 AM	WELCOME FROM PSN
8:45 – 9:00 AM	<p><b>WHAT DOES A 'SMART CITY' MEAN FOR YOUR CITY?</b></p> <p>Not every city will have the same goals and needs when becoming a smart city. The technologies a smart city needs vary based on the region and the country. Implementing technology simply because it exists isn't enough. Remembering that everyone's vision for a smart city is not the same, so having to decide on what a smart city means to you is of great importance. This session will look at the various forms of 'Smart'.</p> <p>Paul Francis, Director Smart Cities Lead, KPMG</p>
9:00 – 9:25 AM	<p><b>KEYNOTE: THE FUTURE FOR SYDNEY</b></p> <p>This keynote session will look at the future possibilities for our cities, and what do we need to do to get there?</p> <p>Dr Tim Williams, Chief Executive Officer, Committee for Sydney</p>
9:25 – 9:45 AM	<p><b>PARTNER SESSION: ROLE OF DIGITAL IN CREATING SMART COMMUNITIES</b></p> <ul style="list-style-type: none"> <li>• Role of digital in smart city innovation and approaches to digital transformation in local government</li> <li>• Projecting future citizen expectations through digital engagement and predicting behaviour</li> <li>• Incorporating technologies and innovations in future planning to build an integrated, interactive and digital communication networks</li> </ul>

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9:45 – 10:25 AM	<p><b>PANEL: CREATING EFFECTIVE PARTNERSHIPS BETWEEN INDUSTRY, ACADEMIA AND CITIES TO DRIVE CITY INNOVATION</b></p> <ul style="list-style-type: none"> <li>• How can Cities create the framework necessary for Innovation?</li> <li>• How can the built environment and city design help foster innovation by creating more collaborative opportunities for their people?</li> <li>• What do innovators and start-ups look for in a city?</li> <li>• What does it take to create an ecosystem of innovators?</li> <li>• Creating spaces that supporting urban innovation and diminish the digital divide</li> <li>• What needs to be done to digitise the physical city and empower individuals, innovators, and entrepreneurs to change the way cities function using data?</li> </ul> <p><b>Panellists:</b>  <b>Professor Barney Glover</b>, Vice-Chancellor and University President, <b>University of Western Sydney</b>  <b>Professor David Wilkinson</b>, Deputy Vice Chancellor, Corporate Engagement and Advancement, <b>Macquarie University</b>  <b>Professor Pascal Perez</b>, Director, SMART Infrastructure Facility, <b>University of Wollongong</b>  <b>Professor Chris Pettit</b>, Associate Director, City Futures Research Centre, <b>UTS</b>  <b>Damien Giurco</b>, Professor of Resource Futures, <b>Institute for Sustainable Futures, UTS</b>  <b>Johanna Pitman</b>, Program Director, CityConnect, <b>BlueChilli</b></p>
10:25 – 11:00 AM	<p><b>ROUNDTABLE SESSION A – ATTENDEES CHOOSE 1 SESSION</b></p> <p><b>ROUNDTABLE 1:</b> Smart Infrastructure - Improving the safety, efficiency, reliability and delivery of essential services</p> <p><b>ROUNDTABLE 2:</b> Smart Precincts - Making community precincts more liveable, productive, sustainable and safe</p> <p><b>ROUNDTABLE 3:</b> Smart Services - Delivering citizen centric local government services and unlocking closer community engagement</p> <p><b>ROUNDTABLE 4:</b> Smart Planning - Building adaptable and resilient cities through improved land use and strategic planning.</p> <p><b>ROUNDTABLE 5:</b> Smart Financing - Innovative financing approaches to City Investments</p> <p><b>ROUNDTABLE SESSION 6:</b> Smart Data – Unlocking the power of open data, big data and analytics</p>
11:00 – 11:20 AM	<b>MORNING TEA AND NETWORKING</b>
11:20 – 11:40 AM	<b>CONTENT TBC</b> <b>SPEAKER TBC</b>
11:40AM – 12:15 PM	<p><b>ROUNDTABLE SESSION B - ATTENDEES CHOOSE 1 SESSION</b></p> <p>1. Smart Infrastructure 2. Smart Precincts 3. Smart Services 4. Smart Planning 5. Smart Financing 6. Smart Data</p>
12:15 – 1:00 PM	<p><b>PANEL DISCUSSION: MAKING SMART CITIES A REALITY</b></p> <ul style="list-style-type: none"> <li>• Building a business case, getting financing, getting started?</li> <li>• Where do we begin and what do we focus on?</li> <li>• How can we create and implement the vision for progressive, sustainable future cities?</li> <li>• What are the technologies that we will see making the biggest impact in the next 5 years? IoT, digital, big data &amp; analytics, mobile, social, autonomous vehicles, what else?</li> <li>• How can these technologies help cities function more efficiently, deliver better services, increase resilience, improve governance and quality of life?</li> </ul> <p><b>Panellists</b>  <b>Julie Scott</b>, Manager Economic Development, <b>Liverpool City Council</b>  <b>Amanda Chadwick</b>, Administrator, <b>Parramatta City Council</b>  <b>Nathan Rogers</b>, Chief Information Officer, <b>Northern Beaches Council</b>  <b>Dr Nathaniel Bavinton</b>, Smart City Coordinator, <b>City of Newcastle</b>  <b>Kate Deacon</b>, Executive Manager - Research, Strategy and Corporate Planning, <b>City of Sydney</b></p>
1:00 – 1:30 PM	<b>LUNCH AND NETWORKING</b>

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## CALLING OF QUOTATIONS / TENDERS FOR CONTRACTORS POLICY

<b>Responsible Officer</b>	Manager Business Services Corporate & Business Services
<b>Contact Officer</b>	Procurement Coordinator: Michael Robinson <a href="mailto:michael.robinson@pmhc.nsw.gov.au">michael.robinson@pmhc.nsw.gov.au</a> Ph: 6581-8309
<b>Authorisation</b>	Port Macquarie-Hastings Council
<b>Effective Date</b>	10 <sup>th</sup> March 1997
<b>Modifications</b>	10/3/97, 3/7/00, 20/06/05
<b>Superseded Documents</b>	Calling Of Quotations/Tenders For Contractors June 2005
<b>Review</b>	Procurement Coordinator – Annually – March (from 2011)
<b>File Number</b>	N/A – refer Records Section.
<b>Associated Documents</b>	Purchasing Policy 2007, Tendering Policy 2009

### 1. INTRODUCTION

As per Councils Purchasing Policy there is a requirement to call for Quotations / Tenders for Contractors to ensure value for money when engaging Contractors services. The requirements for Quotations are included in this policy. This policy was first developed in 1997 and has been reviewed several times since to ensure it remains current with any changes in Local Government Regulations and or practices in general.

### 2. POLICY OBJECTIVE

The purpose and objective of this document is to standardise current Quotation practices & procedures across Port Macquarie-Hastings Council. This document will define the policies by which best practice Quotation for Contractors can be fulfilled.

***Please note:***

This policy does not replace the comprehensive Tendering policy originally adopted November 2003.

This policy is for the engagement of Contractors only.

***Please Note:***

This policy does not relate to the purchase of Motor Vehicles or Major Plant Items.

### 3. POLICY SCOPE

This policy applies to all Council Officers.

### 4. DEFINITIONS

N/A

## 5. LEGAL & POLICY FRAMEWORK

This policy is to be read in conjunction with Port Macquarie-Hastings Council Purchasing policy 2007 and Tendering policy 2009.

## 6. POLICY STATEMENT

All instances where contractors will be engaged to perform works on behalf of Port Macquarie-Hastings Council will be subject to this policy.

## 7. IMPLEMENTATION

The Calling of Quotations / Tenders for Contractors Policy has been in place since 2005. Relevant staff have previously been trained in the processes involved in obtaining quotes from contractors and periodically, further training will be provided. Any Council Officers with a requirement to engage contractors are encouraged to seek the assistance and advice of the Procurement Coordinator or the Manager, Business Services.

### 7.1 Roles and Responsibilities

The Procurement Coordinator and the Manager, Business Services are responsible for the implementation of this policy. It is the responsibility of all Council Officers to adhere to this policy when seeking quotes.

### 7.2 Support and Advice

The Procurement Coordinator and the Manager, Business Services are available for support and advice as required.

### 7.3 Communication

The revised policy will be placed on public exhibition for a period of 28 days. Once the public exhibition period is over; Council staff will be informed of the revised policy.

### 7.4 Procedures and Forms

The procedures for obtaining quotes are contained below. For information regarding all forms and documents, contact the Procurement Coordinator.

### 7.5 Guidelines

N/A

## 8. REVIEW

The Procurement Coordinator will conduct a review of the policy on an annual basis, in March, beginning in 2011.

## POLICY

### 1. Contractors shall be engaged on a principal/contractor basis.

### 2. Quotations/Tenders

Unless otherwise specified, quotations/tenders for the use of contractors shall be called in sufficient time so that the quotations/tenders can be assessed and accepted for use commencing from 1 July following. Quotations/tenders shall initially be called for a period of

one (1) year. Subsequent periods shall be determined by the General Manager in consultation with Directors.

3. **Advertisements**

Advertisements shall be placed in the local papers and where appropriate, in Regional/National papers, as determined by the relevant Director/General Manager.

4. **Specifications and Documentation**

The standard component of the specification shall apply and be completed by all contractors, in addition to any specific additional requirements. A copy of this standard documentation shall be forwarded to each interested contractor and where specified, shall be completed by the contractor for the quotation/tender to be accepted as formal.

The standard component of the specification shall require:

- (i) For the provision of service, details relating to the percentage of local content involved in the provision of the service.
- (ii) For the provision of product, details relating to the percentage of manufacture of the product that has occurred from within the Hastings Local Government area and whether warehousing or transport firms, located in the Hastings are to be used.

5. **Assessment of Quotations/Tenders**

The relevant Director, in conjunction with relevant Council Officers, shall assess the quotations/tenders in accordance with this policy and make recommendations to Council, as necessary.

Quotations/tenders shall be categorised as follows from the information supplied by the contractor:

(a) *Incorporated Contractors*

These include those currently incorporated or intending to become incorporated prior to the commencement of the next financial year. Where this is proposed by the contractor, it be a requirement that incorporation be completed prior to commencement.

(b) *Partnerships*

It shall be assessed as to whether it is a legitimate partnership in terms of taxation requirements, by an examination of the following issues:

- i) The names of the partners submitted;
- ii) The name of the bank account submitted for payments to be remitted to;
- iii) Whether the partnership advertises its services;
- iv) Registered Trade Name (if applicable) and business address
- v) Statement as to whether more than one (1) partner is active in the business;
- vi) The percentage labour represents of the quoted price;
- vii) The number of employees (if any).

In assessing/comparing the prices of the partnership contractors, a loading of 2.5% shall apply to meet statutory obligations. Where a quotation/tender from a partnership does not meet the above guidelines from a taxation perspective, the quotation/tender shall be assessed as a sole trader.

(c) *Sole Traders*

- i) As required in the standard documentation, where a contractor indicates he/she is a sole trader, the price shall be specified in two (2) components:

1. Labour
2. Other (including machinery hire)

- ii) This category of contractor shall also be required to provide details of:

- i) Whether the contractor advertises his/her services &
- ii) Whether the contractor has a registered trade name and business address;

- iii) The relevant Director must also give an assessment as to the estimated extent of work with Council for the proposed contract period.

Where the sole trader is deemed by the relevant Director "not be used on a continuous basis and for less than 75% of Council's normal working hours", or the labour content is less than 50% of the total quoted/tendered price, then the proposed quotation/tender shall be treated as a contractor - sole trader and assessment based on the price submitted, plus a loading of 2.5% to meet Council's statutory obligations.

- iv) Where a sole trader submits a quotation/tender price that indicates the labour content is 50% or greater of the total price and the Director assesses that the usage of that contractor, if successful, is likely to be greater than 75% of Council's normal operational hours, then the proposed engagement be treated in two (2) parts:

- i) As a contractor for the dry hire of the plant;
- ii) As a casual/temporary employee for the labour component (the price submitted for labour shall include all leave entitlements) and the sole trader must be prepared to enter into Council's standard "Contract of Employment" for temporary/casual employees where plant is also hired. In accepting this arrangement, the contractor acknowledges that Council will be paying the labour component of the quotation/tender as an employee through Council's normal payroll system and will be subject to normal PAYG tax deductions. This determination shall be made in accordance with Tax Ruling IT2129.

In these cases, an on-cost rate shall be applied to the labour component sufficient to cover superannuation, Workers' Compensation and payroll tax at applicable rates that may apply from time to time. These costs shall also be added to the labour tendered price by Council when evaluating quotation/tender prices. The specific percentages of these on-costs are not listed here as they are subject to change. For clarification of these on-costs, Council Officers need to confirm the actual on-costs with appropriate Finance Staff.

Any quotation/tender received where the documentation is not complete/inaccurate so as to not allow a determination in accordance with these guidelines, shall not be accepted at Council's discretion.

**6. Taxation**

- (a) For all contractors except for that component determined as sole traders/casual/temporary employees (where applicable), prescribed payments tax shall be deducted in accordance with the taxation requirements. The contractors shall acknowledge that Council will deduct tax through the withholding tax system at the rate of 50% of their payment or as otherwise specified by taxation guidelines, unless the prescribed declaration is presented in accordance with the taxation requirements. No retrospective adjustment shall be made where a declaration is subsequently submitted.
- (b) Where a determination is made that it is a sole trader/casual/temporary employee relationship, then the taxation of the dry hire of the plant shall be in accordance with the prescribed payments system, as outlined in 5(a). For the labour component, taxation shall be deducted through Council's PAYG payroll system at the prescribed rates.

**7. Workers Compensation**

- (a) That where labour is to be employed by the contractor, lessee or licensee, proof of Workers' Compensation insurance and renewals to be provided.
- (b) Notice of this requirement and a further note that Council will require the production of the original Workers' Compensation policy is to appear in all applications, specifications, contracts and tender forms where applicable.
- (c) All such documents to contain a condition that if proof of the above insurance is not furnished fourteen (14) days prior to the commencement or renewal of the contract, lease, agreement or licence, the arrangement will be terminated. Further, that payment to contractors may be withheld.

**8. Motor Vehicle & Third Party Insurance**

- (a) Tenderers for the supply of hire plant and applicants for the listing of plant items are to furnish proof by presenting for inspection:
  - Original motor vehicle registration papers;
  - Original motor vehicle comprehensive insurance documents;Along with details of other insurances required in these matters.
- (b) Proof of currency of insurance and renewal to be furnished fourteen (14) days prior to commencement of the agreement.
- (c) Notice of these requirements is to appear in all pro-forma applications, specifications and tender forms.
- (d) All such documents to contain a condition that if proof of registration and comprehensive insurance is not furnished fourteen (14) days prior to commencement or renewal of the contract or agreement, the arrangement will be terminated, further, that payment to contractors may be withheld.

**9. Claims for Payment**

With the exception of the labour component of sole traders/casual/temporary employee, all claims for payment shall be made by invoice by the contractor on the business invoice of the contractor. The invoice must be in the name of the accepted quotation/tender and must specify the following:

- i) The name (as per quotation/tender submitted) and address
- ii) The date of the invoice

- iii) Details of work
  - (a) The date of the job
  - (b) Description of the job
  - (c) Number of units (i.e. hours, etc)
  - (d) The rate per unit (i.e. hours, etc)
  - (e) The amount of claim
  - (f) Advice whether task completed by owner or employee
- iv) A certification that all employees (where applicable) or sub-contractors of the contractor engaged in the work subject to the payment by Council have been paid and details of currency of the Workers' Compensation and public liability policies held and the dates of expiry.





## GOOD GOVERNANCE POLICY

<b>Responsible Officer</b>	Group Manager Governance and Executive Services
<b>Contact Officer</b>	Group Manager Governance and Executive Services
<b>Authorisation</b>	Ordinary Council Meeting
<b>Effective Date</b>	25 July 2012
<b>Modifications</b>	Nil
<b>Superseded Documents</b>	Nil
<b>Review</b>	Group Manager Governance and Executive Services This Policy will be reviewed biennially.
<b>Associated Documents</b>	Code of Conduct

### 1. INTRODUCTION

A comprehensive governance review was conducted prior to the September 2012 ordinary Local Government election. This Policy was developed and introduced as a direct result of the review.

Good governance is critically important because:

- It underpins the confidence that people have in Council and its service delivery.
- It affects the quality of Council's outputs by better planning, decision making and implementation.
- A Council that practises good governance is much more likely to be productive, efficient and effective.
- It can only be achieved if Council meets its legislative responsibilities.
- It can only be achieved if Council agrees to be, and is, held accountable by its community for their performance.

The intention of the Policy is to work in conjunction with Council's Code of Conduct.

### 2. POLICY OBJECTIVE

The purpose of this policy is to provide a framework for Councillors to operate within in order to achieve good governance. It includes the standards of behaviour expected of Councillors of the Port Macquarie-Hastings Council.

### 3. POLICY SCOPE

This Policy applies to all Councillors of Port Macquarie-Hastings Council, including the Mayor.

### 4. DEFINITIONS

Councillors: Elected Council representatives, including the Mayor.  
Executive Group: General Manager and 1st tier management positions.  
Group Managers: All 2nd tier management positions.

### 5. LEGAL & POLICY FRAMEWORK

Local Government Act 1993  
Local Government (General) Regulation 2005  
Council's Code of Conduct

**6. POLICY STATEMENT**

Refer to Policy Section.

**7. IMPLEMENTATION**

This Policy will be initially implemented on the commencement of an elected Council after the September 2012 ordinary Local Government election.

**7.1 Roles and Responsibilities**

The following Council officers are responsible for the implementation of and the adherence to this Policy:

- General Manager
- Group Manager Governance and Executive Services

**7.2 Support and Advice**

The following Council officers can provide support and advice on this Policy:

- General Manager
- Group Manager Governance and Executive Services

**7.3 Communication**

The Policy will be communicated utilising the Port Macquarie-Hastings Council Policy Development Process.

Additionally:

*Pre-Policy adoption* – The community will be made aware of the proposed Policy via the applicable Council Business Paper.

*Post-Policy adoption* – A brief will be provided for Councillors, Executive Group and Group Managers.

Generally:

Attention will be drawn to the existence of this Policy at all pre-election Councillor sessions conducted and delivered by Council.

**8. REVIEW**

Review of this Policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The Group Manager Governance and Executive Services is responsible for the review of this Policy.

This Policy will be reviewed biennially.

**POLICY**

Councillor behaviour is to be at all times above reproach. This means Councillors will act with integrity and be ethical, honest and law abiding. They also must demonstrate courtesy and respect to all individuals (including fellow Councillors and staff).

Councillors are to be thoroughly familiar with the vision, strategies and objectives outlined in Council's integrated planning and reporting documents.

Decision making processes of Council are to be open, transparent and demonstrate genuine and effective consultation with the community.

Councillors are expected to behave as a member of the Council team, acknowledging the democratic process and respecting all decisions made by Council, even though it may be known publicly that a certain Councillor or group of Councillors opposed the proposal during the decision making process.

Councillors are to be aware of and fully understand their legal and financial responsibilities in relation to the performance of their civic duties.

Councillors are to be aware of and comply with Council Codes, Policies, procedures, protocols and guidelines relevant to their roles and responsibilities. Apart from general conduct, matters such as disclosure of interest, media interaction and personal benefit as well as access to Council resources and information are of particular importance to the achievement of good governance.



## PLAQUES POLICY

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<b>Responsible Officer</b>	Manager Governance
<b>Contact Officer</b>	Manager Governance (Phone ext 8631)
<b>Authorisation</b>	Council approval on 7 Feb 1994
<b>Effective Date</b>	07/02/1994
<b>Modifications</b>	4 February 2002
<b>Superseded Documents</b>	None
<b>Review</b>	Manager Executive Services by November 2012
<b>File Number</b>	
<b>Associated Documents</b>	None

### 1. INTRODUCTION

Council uses plaques to mark special occasions such as the opening of new Council infrastructure and to mark special occasions such as a visit by a dignitary.

### 2. POLICY OBJECTIVE

To provide Councillors and staff with guidance in the ordering of plaques to mark special occasions.

### 3. POLICY SCOPE

This policy applies to Councillors and staff of Port Macquarie Hastings Council

### 4. DEFINITIONS

n/a

### 5. LEGAL & POLICY FRAMEWORK

This is a Council practice formalised in a policy.

### 6. POLICY STATEMENT

This policy is to provide Councillors and staff with guidance in the preparation of plaques. The Mayor is able to vary this policy in special circumstances.

### 7. IMPLEMENTATION

This policy will apply to all major Council infrastructure projects as determined by the Mayor.

**7.1 Roles and Responsibilities**

Council staff involved in the opening of Council infrastructure projects.

**7.2 Support and Advice**

General Manager and or Manager Governance.

**7.3 Communication**

Policy has been in place for 20 years

**7.4 Procedures and Forms**

n/a

**7.5 Guidelines**

n/a

**8. REVIEW**

This policy will be reviewed every two years by the Manager Governance. The policy is able to be varied by the Mayor at his/her discretion where special circumstances exist.

**POLICY**

1. That the names of the Mayor and General Manager appear on all plaques.
2. That the Mayor be delegated authority to vary this policy where special circumstances exist.



## REPORTING REQUIREMENTS FOR COMMUNITY LEASES/LICENCES/AGREEMENTS POLICY

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<b>Responsible Officer</b>	Manager Business Services
<b>Contact Officer</b>	Jeff Walton Corporate Support Co-ordinator 6581 8699
<b>Authorisation</b>	
<b>Effective Date</b>	ORD 11/11/02
<b>Modifications</b>	10/03/06
<b>Superseded Documents</b>	
<b>Review</b>	To be reviewed by Corporate Support Co-ordinator annually
<b>File Number</b>	
<b>Associated Documents</b>	

### 1. INTRODUCTION

Council leases either land or a combination of land and buildings to community groups located throughout the Hastings. Due to the Community groups ability to raise funds by way of core activities and in some instances commercial type activities it is required that they provide Council with annual reports of their financial benefit derived thereof.

### 2. POLICY OBJECTIVE

To implement accountability measures for Council to ascertain the financial benefit to the community of low cost leases to community groups.

### 3. POLICY SCOPE

This policy applies to any Council staff that are responsible for the low cost leases between Council and Community Groups.

### 4. DEFINITIONS

N/A

### 5. LEGAL & POLICY FRAMEWORK

N/A

### 6. POLICY STATEMENT

Per 2 above.

**7. IMPLEMENTATION****7.1 Roles and Responsibilities**

The Corporate Support Co-ordinator is responsible for the implementation of this policy.

**7.2 Support and Advice**

The Corporate Support Co-ordinator can be contacted for advice in relation to the implementation of this policy.

**7.3 Communication**

The policy review will be reported to an Ordinary Council Meeting.

**7.4 Procedures and Forms****8. REVIEW**

The Corporate Support Co-ordinator will commence a review of the Reporting Requirements of Community Leases/Licences/Agreements one year after approval.

**POLICY****PREAMBLE**

Council presently leases either land or a combination of land and buildings to community groups located throughout the Hastings. Generally, in recognition of the contribution made by these groups to the community, the annual lease fees are nominal.

Community groups often raise funds for their core activities, however in some instances, these activities are commercial in their nature. For example surf life saving clubs have outdoor dining facilities and restaurants. Whilst Council, in its role of lessor, raises no objection to these activities being used as a means to raise funds, it is considered appropriate that the community groups engaged in such activities on public land be required to report annually to Council the financial benefit derived by such groups from undertaking such activities

That as from the date of adoption of this policy, it be a fundamental term of the granting of all leases to community groups that, depending on the status of each group, one of the following clauses be incorporated within each lease/licence or agreement:

**1. Where the lessee is an incorporated body under the Association Incorporate Act, 1984:**

The lessee will provide to Council within one (1) month of the date of each Annual General Meeting of the Association an independent audited statement of the following:

- (a) Income and Expenditure of the Association during its last financial year.
- (b) Assets and Liabilities of the Association at the end of its last financial year.
- (c) Statement of Activities conducted for the year, certified as being a true and correct record by the President, Treasurer and Secretary of the Body.

OR

**2. Where the lessee is not an incorporated body:**

The lessee will provide to Council within one (1) month of each anniversary of the lease, an independent audited Statement of the following:

- (a) Income and Expenditure of the Association during its last financial year.
- (b) Assets and Liabilities of the Association at the end of its last financial year.
- (c) Statement of Activities conducted for the year, certified as being a true and correct record by the President, Treasurer and Secretary of the Body.



HR Use Of A Purchase Card And/Or Corporate Card Procedure 07/10/2010 11:11:39 AM



HR      Obsolete

HR Use Of A Purchase Card And/Or Corporate Card Procedure 07/10/2010 11:11:39 AM

**Precis:** Use Of A Purchase Card And/Or Corporate Card Procedure  
Responsible Officer:

**Document:**

**Adopted:** Exec Group 15/12/09

**Amended:**

**Responsible Division:** Corporate & Business Services



Purchase&CorporateCardsPROCEDURE.pdf



## USE OF A PURCHASE CARD AND / OR CORPORATE CARD PROCEDURE

<b>Responsible Officer</b>	Manager Business Services (Corporate & Business Services Division)
<b>Contact Officer</b>	Procurement Coordinator: Michael Robinson <a href="mailto:Michael.robinson@pmhc.nsw.gov.au">Michael.robinson@pmhc.nsw.gov.au</a> Ph: 6581-8309
<b>Authorisation</b>	Council's Executive Group
<b>Effective Date</b>	TBA
<b>Modifications</b>	N/A
<b>Superseded Documents</b>	P-Card & Corporate Card – Use of Policy February 2004
<b>Review</b>	Procurement Coordinator – Annually – November (from 2010)
<b>File Number</b>	TBA
<b>Associated Documents</b>	Purchasing Policy

### 1. INTRODUCTION

The purpose of having a Purchase Card (P-Card) programme is to simplify work processes relating to the entire Procurement process, from the initial raising of a requisition to placement of the purchase orders, to payment of the supplier.

### 2. PROCEDURE OBJECTIVE

The objective of this Procedure is to empower Council staff to make responsible purchasing decisions without the need for a lengthy paperwork trail that can impact on the efficiency of all Divisions.

### 3. PROCEDURE SCOPE

This Procedure refers to all Council Officers who have access to a P-Card or a Corporate Card. The focus for this programme is on high volume, low value purchases, typically valued at under \$1,000.

### 4. DEFINITIONS

P-Card: Purchase Card  
Misuse of a Card: Misuse means not complying with the processes included in this procedure or incurring expenses that are in breach of this procedure or the Attendance at Conferences policy or any other policy or procedure in force at the time, or failing to complete reconciliations in a timely manner as included in this procedure.

### 5. LEGAL & PROCEDURE FRAMEWORK

This procedure is to be read in conjunction with the Councils formal adopted Purchasing policy and Councils Attendance at Conferences policy. Both these policies can be found on Lotus Notes.

**6. PROCEDURE STATEMENT**

All staff issued with a P-Card/Corporate Card will be responsible & accountable for their use. The issuing of these cards should be seen as a privilege, not a right and if misuse is detected, the authority for use will be withdrawn and disciplinary action may be taken.

**7. REVIEW**

The Procurement Coordinator will conduct a review of the Procedure on an annual basis, in November, beginning in 2010.

**8. PROCEDURE DOCUMENT**

- 1) There is to be no personal expenditure incurred on the cards at any time.
- 2) At all times, the P-Cards / Corporate Cards shall be used in accordance with Council's procedures as described herein.
- 3) No P-Card will have the facility to be used outside Australia. Corporate Cards will not be used outside Australia, unless specifically approved by the General Manager. Only in emergencies shall cash advances be drawn on Corporate Cards.
- 4) Each P-Card will have an individual transaction limit and a monthly credit limit applied to them. This is mainly dependant on your current level of delegated authority within Council. Each Corporate Card will have a monthly credit limit only.
- 5) Under no circumstances is order splitting to take place in an effort to breach the transaction limit on each P-Card. If goods and services are required of greater value than your individual transaction limit, then you will need to revert back to the current process for raising a requisition that will require your Manager / Supervisor to authorise the purchase. Please refer to the standard Purchasing policy for relevant information.
- 6) Use of the P-Card is only intended for purchases of \$1,000 or less, but in certain individual circumstances, may be applicable for purchases greater than this.
- 7) For all transactions, the cardholder must obtain a Tax Invoice from the supplier. A Tax Invoice should state the suppliers ABN, as well as all other relevant details relating to that particular purchase. If you do not obtain an official Tax Invoice from the supplier, you may be personally liable for this payment to Council.
- 8) Under no circumstances are Safety products to be purchased via a P-Card. All safety products will be issued by the store as a matter of OH&S quality assurance. Only by the store issuing these products can we be satisfied that the safety products meet all current Australian standards etc. Any safety products/equipment that is not in stock at the Council stores should be referred to the OH&S Co-ordinator for approval. Once approval has been granted, the goods are to be ordered through the current manual Purchasing system.
- 9) Under no circumstances are Tools to be purchased via a P-Card. All tools are to be purchased via the current purchase order process, which controls the purchase of tools and allows them to be tracked throughout the organisation.
- 10) Please note that fuel purchases are not to be made on a P-Card or a Corporate Card. All fuel purchases are to be made via the approved council fuel card only.
- 11) P-Cards may be used for general out-of-pocket expenses while in attendance at conferences or workshops representing Council. However, major expenses for conferences etc such as travel, accommodation and conference registration should ideally not be charged to P-Cards,

but should be paid using the current processes as detailed in the Attendance at Conferences policy.

- 12) If a Corporate Card is to be used to pay for the expenses of a group of persons, then the expenses must be in line with the requirements of the Attendance at Conferences policy, if related to a conference, seminar or workshop or considered reasonable under the particular circumstances.
- 13) P-Card holders are expected to purchase goods & services from defined preferred suppliers. A list of these suppliers is available on Lotus Notes and is continually updated. Through reporting, usage of P-Cards will be monitored and failure to follow this Procedure will be investigated which may result in the commencement of the disciplinary process.
- 14) All P-Card holders will be supplied with a P-Card Reconciliation Book for the purpose of reconciliation.
- 15) The P-Card Reconciliation Book is effectively a logbook of your purchases for the month. As soon as practicable after a purchase, you must enter your purchase details onto the reconciliation book. This reconciliation process is critical to the success of the entire P-Card programme. This data needs to be detailed and accurate.
- 16) Once you have completed a page of your Reconciliation Book, you must ensure that you attach all the suppliers Tax Invoices to the completed top copy of your reconciliation book. The total of the invoices and the totals on your reconciliation sheet must balance. It is the responsibility of the cardholders to ensure that the reconciliation sheet and the supplier invoices/receipts all balance.
- 17) On completion of the reconciliation, you will need to have it authorised by your Manager or Supervisor. Once authorisation has been obtained, the reconciliation should be forwarded to Finance by the 17<sup>th</sup> of each month, which is in line with the banks statement date. If the 17<sup>th</sup> of the month falls on a weekend, please ensure your reconciliation is forwarded to Finance on the first business day following the 17<sup>th</sup> of the month. If a staff member is due to be on leave, then the reconciliation should be completed and forwarded on their last day of work prior to going on leave.
- 18) For Corporate Cards a summary of expenses incurred on the card, together with the necessary documentation and tax invoices / receipts attached shall be completed within one month of the expense being incurred. The summary of expenses incurred must include the relevant costing details, together with a justification for incidentals and other expenditures. The Divisional Director or General Managers authorisation should then be obtained and all documentation should then be forwarded to the Corporate & Business Services division. This summary of expenses shall be validated against the monthly statement issued by the Bank.
- 19) All reconciliation / summary of expenses sheets must balance with the supplier invoices / receipts. It is not the role of Councils finance staff to reconcile monthly expenditure for the cardholders. The onus is on the cardholder to ensure this is done.
- 20) Please note that if there is continued misuse of a P-Card / Corporate Card, or a failure to submit a completed and authorised reconciliation / summary of expenses incurred within the due date as specified above in Clause 17, the Director of Corporate & Business Services will reserve the right to remove the P-Card / Corporate Card from the relevant Council Officer. In certain circumstances (for example where Policies and / or Procedures are not followed) the General Manager may deem the expenditure to be of a private nature in which case the expense will be required to be repaid to Council.



Authorised by: <authority>  
Authorised date: DD/MM/YYYY  
Effective date: DD/MM/YYYY  
Next review date: DD/MM/YYYY  
File Number: D2016/184719

## Airport - Leasing of Land and Buildings Policy

### 1. INTRODUCTION

This policy articulates Council's approach to the leasing of land and buildings at Port Macquarie Airport.

### 2. POLICY STATEMENT AND SCOPE

This policy aims to maximise the economic development potential of Port Macquarie Airport by ensuring that land and buildings leased at the Airport are used for aviation related business activities which have the potential to provide significant employment and economic benefits to the Port Macquarie – Hastings region.

- a) This policy shall apply to all leases / licences of land and buildings at Port Macquarie Airport, and to all Council staff involved in the leasing of land and buildings at the Airport.
- b) All leases at Port Macquarie Airport shall be prepared by Council's Solicitors in accordance with the *Conveyancing Act 1919* and the *Real Property Act 1900* using the standard Law Society of NSW lease format. Lease documents shall be executed by the General Manager under delegated authority pursuant to the *Local Government Act 1993*.
- c) Council shall consider formal expressions of interest from interested parties for the lease of land and / or buildings at Port Macquarie Airport for the purpose of aviation related business activities which have the potential to provide significant employment and economic benefits to the Port Macquarie – Hastings region.
- d) Such expressions of interest shall be required to include a Statement of Business Operations (or similar) for the proposed aviation related business activity, details of the proposed employment and economic benefits to the region, and details of the financial strength and business and technical skills of the proposed Lessee.
- e) The General Manager or his/her nominated representative shall be authorised to negotiate a suitable lease term on the basis of industry best practice and in consideration of CASA aerodrome standards, the Port Macquarie Airport Master Plan and Business Plan at the time.
- f) The General Manager or his/her nominated representative shall be authorised to negotiate a suitable rental determined on a commercial basis, with the rental amount determined in consideration of a valuation conducted by Council's consultant valuers. The rental amount shall be adjusted annually in line with the Consumer Price Index (CPI), and reviewed to market every time a lease option is requested or as agreed by the Lessee and Council.
- g) In addition to the rental amount, the Lessee shall pay all aviation charges in connection with the use of Port Macquarie Airport facilities and services (eg Airport Usage Charges, Aircraft Parking charges etc). The aviation charges / rates shall be published annually in Council's Schedule of Fees and Charges. Aviation Charges shall be deemed to be a sum payable under the Lease and any failure to pay all or part of the Aviation Charges shall be deemed to be failure to pay monies due and rent under the Lease.
- h) The proposed Lessee shall be required to provide a personal Deed of Guarantee to Council in relation to the payment of the agreed rental amount and aviation charges incurred where the lease is prepared under a registered company name.

- i) The proposed Lessee shall be required to obtain formal development consent from the relevant Consent Authority for any development proposed on the proposed lease area before finalising the lease with Council.
- j) The Lessee / Licensee shall be required to hold a current Public Liability Insurance cover of a minimum \$20 million, which specifically indemnifies the interest of Port Macquarie-Hastings Council against any damage that may arise out of the conduct of the business activities proposed. Such cover shall be varied at the discretion of Council and the Lessee shall be required to provide proof of renewals / currency annually to Council.
- k) The proposed Lessee shall pay all legal costs associated with the preparation and execution of the lease documents.
- l) All statutory outgoings such as rates and charges, water access / availability and usage charges, sewerage and drainage charges (where appropriate), business waste management charges, land tax, electricity, and telephone shall be the responsibility of the Lessee.
- m) The Lessee shall be responsible for ensuring compliance with all statutory requirements associated with their business activities including, but not limited to, the requirements of the Civil Aviation Safety Authority (CASA) and the Office of Transport Security (OTS) noting that Port Macquarie Airport is a Security Controlled Airport regulated under the *Aviation Transport Security Act 2004*.
- n) The Lessee shall comply with the Port Macquarie Airport Operations Manual and Conditions of Use at all times.
- o) The following clause prepared by Council's Solicitors shall be inserted into all leases:

*"The Lessor reserves the right to utilise from time to time the Port Macquarie Airport and its facilities for special events including, but not necessarily limited to, air shows, trade shows, and the like and the Lessee acknowledges and agrees that the Lessor may at its sole and absolute discretion limit or exclude access to the property leased or the lessor's property during such events and/or limit the hours of the conduct of the Lessee's business during such events or exclude the Lessee's right to conduct its business during such events. The Lessee acknowledges and agrees that the conduct of these special events may cause interruption to the Lessee's use and enjoyment of the property leased including but not necessarily limited to access restrictions, security arrangements, crowds, vehicular movements and noise and the Lessee will not be entitled to any compensation, rent reduction or to bring any claim, suit or action in respect of the conduct of the event, any interruption of the Lessee's use and enjoyment of the property leased and any action taken by the Lessor pursuant to this clause. The parties acknowledge and agree that this provision is a fundamental condition of the Lease."*

### 3. RESPONSIBILITIES AND AUTHORITIES

The Business Enterprise Manager - Airport is responsible for implementing this policy.

The Property & Leasing Coordinator may be contacted for support and advice regarding this policy and the preparation of lease documents.

### 4. REFERENCES

- *Conveyancing Act 1919*
- *Real Property Act 1900*
- *Local Government Act 1993*
- *Aviation Transport Security Act 2004*
- *Airport Operations Manual*

**5. DEFINITIONS**

Any reference to '\$' or 'dollars' refers to Australian dollars.

**6. PROCESS OWNER**

Group Manager Commercial Business Units.

**7. AMENDMENTS**

Name of Document	File Location	Amendments:
Airport - Leasing of Land and Buildings Policy - adopted 2010 10 06	D2012/225501	<ul style="list-style-type: none"><li>• New Policy template.</li><li>• Minor administrative updates to align the Policy with the current Airport lease template / clauses.</li><li>• Staff position titles updated.</li></ul>

DRAFT



Authorised by: <authority>  
Authorised date: DD/MM/YYYY  
Effective date: DD/MM/YYYY  
Next review date: 30/06/2019  
File Number: #####

## DEBT RECOVERY POLICY

### 1. INTRODUCTION

This policy provides a framework and consistency for making decisions regarding debt recovery.

### 2. POLICY STATEMENT AND SCOPE

#### RATES

##### Rates & Charges Notice

Rates and charges notices are issued in July each year and are payable in four instalments on 31 August, 30 November, 28 February and 31 May each financial year. A rate instalment notice is issued 30 days before each instalment due.

##### Instalments

If an instalment is overdue for greater than 14 days, a reminder letter will be sent as soon as practicable.

Following the reminder notice, if the amount remains overdue, as soon as practicable, a demand letter will be issued to the ratepayer advising:-

- The amount of any overdue rates and charges
- Confirm that interest charges are applying to the overdue amount
- The ratepayer that they should contact Council to make an alternative payment arrangement if they are not in a position to pay all of the overdue rates and charges
- Ratepayers that if payment is not received by a nominated date, recovery proceedings may commence without further notice.

##### Recovery Action

The use of external debt recovery agencies shall be used where appropriate and cost effective for Council.

After the expiry of 14 days and if a payment or a suitable arrangement has not been made, further legal action may be pursued.

To ensure fairness, the following will be used to guide if further recovery action is warranted:

- The amount of the outstanding debt should be greater than \$1,100
- The assessment should have more than one instalment outstanding

##### Arrangements

Payment arrangements may be made where financial difficulties are being experienced.



A ratepayer may at any time make arrangements to pay off their outstanding rates and annual charges by regular payments, subject to the following guidelines and Council's Rates and Charges Hardship Policy.

- Arrangements can be made on a weekly, fortnightly or monthly basis
- Payment arrangements should be finalised where possible prior to the next rates being levied so the problem is not compounded, and will be negotiated so that all outstanding arrears as well as any current rates and charges are cleared within a 12 month period
- Extenuating circumstances can be taken into consideration if either of the above two conditions cannot be met, but must be referred to the Debtors Clerk for approval.

All ratepayers who enter into an arrangement will continue to have interest charged on the outstanding amount, unless approved otherwise under Council's Rates and Charges Hardship Policy.

Where a ratepayer has not honoured a previous arrangement Council staff have the discretion as to whether to accept a new arrangement or continue with further recovery action without further notice. Any new arrangement cannot be accepted until a payment is received to show good faith or all outstanding arrears from the previous arrangement are brought up to date.

All payments will be applied towards the rates and charges account in the order which they become due.

Should the arrangements not be maintained as agreed, legal action for the recovery of the debt will commence. If legal action has already been taken, further recovery action will be considered.

#### **Sale of Land**

Under the Local Government Act 1993 (NSW), Council has the right to sell land for unpaid rates. This course of action will only be used when all other recovery options have been exhausted

#### **Pensioner Accruals**

Council will not allow any further pensioners to accrue their rates as a debt against their property or Estate.

#### **SUNDRY DEBTORS**

Recovery action will commence when amounts are outstanding 60 days and over.

Arrangements to pay off outstanding amounts by regular payments may be made where appropriate at Council staff discretion.

#### **WATER**

Recovery action is in line with Council's Water Supply Policy 2015 and in accordance with clause 31 of the Local Government (Water, Sewerage and Drainage) Regulations 1993 and Council's procedure titled "Debt Recovery - Recovery of Outstanding Water Charges by Restriction/Disconnection of Water Supply".

Arrangements to pay off their outstanding water by regular payments may be made where appropriate at Council staff discretion.

#### **WRITE-OFF OF ACCOUNTS**

Accounts that the Chief Financial Officer considers not to be cost-effective to recover shall be written-off provided that the account cannot be attached to a larger debt or carried forward and included in subsequent accounts.

In accordance with Council's "Instrument of Delegation to the General Manager", the General Manager can approve the writing off of debts up to the amount of \$2,500.00.

Requests for the writing off of debts exceeding \$2,500.00 must be approved by Council resolution.

### LEGAL COSTS

The ratepayer will be liable for all debt recovery costs and fees associated with any legal action which will be a charge on the property until paid.

### 3. RESPONSIBILITIES AND AUTHORITIES

The following Council officers are responsible and accountable for the implementation and communication of this Policy.

- Debtors Clerk;
- Senior Debtors Clerk; and
- Rates & Revenue Co-ordinator.

The following Council officers are responsible for the adherence, monitoring compliance and ensuring this policy is reviewed and updated to meet external compliance:

- Financial Operations Manager
- Chief Financial Officer

### 4. REFERENCES

This policy must conform to the following:

- Making Council Policy;
- Instrument of Delegation to the General Manager;
- Civil Claims Act 1970;
- Local Government Act 1993 (NSW) (Sections 562, 566, 568, 713);
- Council's procedure titled "*Debt Recovery – Recovery of Outstanding Water Charges by Restriction/Disconnection of Water Supply*";
- Local Government (General) Regulations 2005 (NSW) (Regulation 144, 131, 213); and
- Local Government (Financial Management) Regulations 1999

### 5. DEFINITIONS

**General Manager** - A 1<sup>st</sup> tier management position and titled as such

**Director** - A 2<sup>nd</sup> tier management position and titled as such

**Group Manager**- A 3<sup>rd</sup> tier management position and titled as such

**Council officer** - A member of Council staff

### 6. PROCESS OWNER

Chief Financial Officer

**7. AMENDMENTS**

Changes that have been made in reference to the last version (10/03/2006) include:

- Transfer of content to a new template.
- Changes to Staff titles.
- Review of policy wording to meet 'plain English' requirements, where appropriate.
- Inclusion of instalment dates for rates and charges
- Inclusion of legal costs highlighting responsibility of ratepayer
- Inclusion of General Manager's delegation of authority allowing writing off of debts to a limit of \$2,500.00. Updated from \$250.
- Replacement of 5 year cap for arrangements to a 12 month cap, but with discretion allowed based on extenuating circumstances
- Removal of ability for pensioners to accrue their rates as a debt against their property or estate

DRAFT



**Authorised by:** Council  
**Authorised date:** DD/MM/YYYY  
**Effective date:** DD/MM/YYYY  
**Next review date:** DD/MM/YYYY  
**File Number:** D2016/187009

## GIFTS AND BENEFITS POLICY

### 1. INTRODUCTION

This policy was developed in recognition that the conduct of Council business may give rise to gifts or benefits being offered to Council officials.

The offer or acceptance of gifts and other benefits has the potential to influence the behaviour of Council officials in the performance of their duties and/or affect the public perception of the integrity and reputation of Council and Council officers.

The objective of this policy is to protect Council officials so that they are not influenced, or perceived that they are being influenced, in the performance of their duties by providing guidance on the procedures to be followed if a gift or other benefit is offered or received.

### 2. POLICY STATEMENT AND SCOPE

Council officials will act with integrity at all times. The offer and acceptance of gifts and other benefits has the real and perceived opportunity for undermining integrity.

This Policy sets out the basis of how Port Macquarie-Hastings Council will manage offers of gifts and other benefits in accordance with Council's Code of Conduct and Statement of Business Ethics.

This policy applies to all Council officials as defined in this policy.

#### 2.1 General Obligations

As a general rule it is prudent to refuse any gifts or other benefits offered. However, circumstances may arise where refusal may be difficult or inappropriate. The details of gifts and benefits accepted or refused shall be entered into the Gifts and Benefits Register by the completion of a Gift and Benefit Declaration as soon as practical. Gifts and benefits of a token value are excluded from the requirement to include in the Gifts and Benefits Register.

Council official's involved in procurement; tendering or sales activities for Council must not accept any gift or benefit from potential or current suppliers.

Council official's that have discretionary roles in regulatory and approval functions must not accept any gift or benefit from individuals or companies seeking the exercise of Council's decision making discretion or where an individual or company has sought the exercise of Council's decision making discretion in the previous 12 months.

Soliciting gifts or benefits by a Council official is prohibited under all circumstances. If a Council official is aware of another Council official soliciting gifts or benefits, the circumstances should be immediately reported to the General Manager.

Offers of cash or cash-like gifts should never be accepted as they would be likely to be perceived as an attempted bribe. 'Bribery' is defined as inducement by offering undue reward by, or to, any person in public office in order to influence his or her behaviour in that office and to influence that person to act contrary to the known rules of honesty and integrity.

Council officials must not offer or seek a bribe. Receiving or offering a bribe is an offence under the Crimes Act 1900 (NSW). Any Council official who believes they have been offered a bribe should refuse it and report the matter immediately to the General Manager. The General Manager will then assess

whether to report the matter to the Independent Commission Against Corruption (ICAC) in accordance with the ICAC legislation. The General Manager will also inform the NSW Police Service of the incident.

Councillors and designated persons must, under section 449(3) of the *Local Government Act 1993*, disclose any gift or gifts totalling a value exceeding \$500 made by the same person during a period of 12 months or less on the Disclosure of Interest Return.

## **2.2 Gifts and Benefits Register (Register)**

All offers of gifts or benefits exceeding \$50, or a cumulative value of \$50 in a six month period from one person or organisation to the same Council official must be recorded in the Register via the completion of a Gift and Benefit Declaration.

Gifts or benefits which appear to be associated with a Council official's role at Council and are offered to a family member of the official are also subject to this Policy and must be recorded in the Register via the completion of a Gift and Benefit Declaration.

The Register acts as a record of gifts and other benefits, accepted or refused by Council officials and demonstrates Council is open and transparent in dealing with gifts and other benefits.

The Register will be available for public inspection.

The Gifts and Benefits Declaration form is available for electronic lodgement and can be accessed via clicking on the [hyperlink](#), Council's network drive I drive\Executive\Gift Register\ or from the Divisional Executive Assistants. All required fields are to be completed and the form to be appropriately approved.

## **2.3 Types of Gifts and Other Benefits**

### **2.3.1 Token gifts and benefits - value not exceeding \$50**

For the purposes of this policy, a token gift and benefit is defined as not exceeding a value of \$50. Gifts and benefits of token value that do not create a sense of obligation may be accepted and are therefore not required to be recorded in the Register.

Examples of token gifts and benefits include:

- free or subsidised meals, beverages or refreshments provided infrequently in conjunction with:
  - the discussion of official Council business
  - Council work related events such as training, education sessions, workshops and conferences
  - Council functions or events
  - social functions organised by groups, such as Council committees and community organisations
- invitations to and attendance at local social, cultural or sporting events
- gifts of single bottles of reasonably priced alcohol
- ties, scarves, coasters, tie pins, diaries, chocolates or flowers
- prizes of token value .

### **2.3.2 Cumulative token gifts and benefits**

Where a series of token gifts or benefits given by the same person or organisation to the same Council official within a six month period which have an aggregate value in excess of \$50, they must be treated as gifts or benefits that exceed the token value and recorded in the Register.

### **2.3.3 Gifts and Benefits of Value**

All offers (whether accepted or refused) of gifts or benefits exceeding \$50, or a cumulative value of \$50 in a six month period from one person or organisation to the same Council official or a family member of a Council official must be declared in the Register.

Examples of gifts and benefits of value include:

- tickets to major sporting events;
- corporate hospitality at a corporate facility or at a sporting venue;
- discounted products for personal use;

- use of holiday homes or free or discounted travel;
- a prize as a result of entering a competition, raffle or lucky door while engaged in official duties (e.g. whilst at a conference); and
- a prize that was promoted as an incentive associated with the Council official's role (e.g. procurement sales incentive).

#### **2.3.4 Ceremonial Gifts**

A ceremonial gift is an official gift from one agency to another when conducting official business between the two agencies. Although a ceremonial gift may be of a reasonable monetary value, they are usually given with the intention to express welcome or gratitude to the agency as a whole, rather than an individual.

If gifts are offered to individual Council officials within Council's delegation, these gifts should be respectfully declined, unless it is unreasonable to decline due to protocol.

Examples of ceremonial gifts include:

- Plaques;
- Works of art;
- Craft;
- Sister city gifts; and
- Other items of significance that relate to a specific occasion or locality.

Ceremonial gifts received are to be recorded in the Gift and Benefit Register. The General Manager (or Mayor if received by the General Manager) will determine the appropriate location within Council to house the gift.

#### **2.4 Gifts that are Unable to be Refused or Returned**

If you receive a gift or benefit of more than token value and the circumstances are such that it cannot reasonably be refused or returned, the gift should be accepted, promptly disclosed to the relevant Director (Council officer), General Manager (Councillor) or Mayor (General Manager) and recorded in the Register.

Where a gift or benefit of more than the token value cannot be reasonably refused or returned, Council must make a decision as to how the gift is disposed of, having regard to the nature of the gift and the circumstance in which it was received.

Options for disposing of gifts and benefits include:

- Displayed in Council offices (plaques, artwork, craftwork, flowers etc);
- Used in Council operations (technical resources, plant and machinery);
- Shared amongst Council Staff (perishable food items);
- Donated to a suitable charity; and
- Conduct a raffle/auction with the proceeds donated to charity.

The method of disposal and the reasons for the decision should be documented in the Register.

#### **2.5 Breaches of the Policy**

Each Council official of Council is obliged to comply with this policy. Sanctions may be applied if this policy is breached.

Any person may report an alleged breach of this policy by a Council official to the Group Manager Governance and Procurement, General Manager, or in the case of an alleged breach by the General Manager, to the Mayor.

The General Manager or Mayor as appropriate shall investigate any report received and take such action as is considered necessary including counselling, censure motions, disciplinary action, the laying of charges and the taking of civil action.

**3. RESPONSIBILITIES AND AUTHORITIES**

The Group Manager Governance and Procurement is responsible and accountable for:

- maintaining the Gifts and Benefits Register;
- undertaking a regular review of this Policy. The review will incorporate changes in relevant legislation, documentation released from relevant state agencies and best practice guidelines;
- investigating breaches of this Policy and refer matters to the General Manager as appropriate; and
- implementation of, monitoring of adherence to this Policy.

Directors, Managers and Supervisors are responsible and accountable for ensuring that their staff are aware of this Policy, its intent and be available to give advice on its interpretation.

All employees are responsible and accountable for complying with this policy.

**4. REFERENCES**

Clause 184 Gifts, and Schedule 3 Form of return - disclosure of interest)  
Code of Conduct  
Fraud Prevention Policy  
Gifts and Benefits Register  
Gifts and Benefits Declaration form  
Making of Council Policy Procedure  
Statement of Business Ethics  
*Crimes Act 1900 (NSW)*  
*Local Government Act 1993*(in particular Part 2 Duties of Disclosure - s449)  
Local Government (General) Regulation 2005 (in particular Part 8 Honesty and Disclosure of Interests,

**5. DEFINITIONS**

Benefit	Includes, but is not limited to, hospitality, preferential treatment, access to confidential information, free access to services which are normally charged at a fee, or access to a private spectator box at a sporting or entertainment event.
Bribe	Gifts or benefits given specifically for the purpose of winning favours or to influence the decision or behaviour of a Council official to benefit someone or something.
Cash-like	Includes gift vouchers or cards (eg iTunes, Spotify, Bunnings or similar), credit card, debit card with credit on it, prepayment such as phone or internet credit, membership or an entitlement to discounted or free services.
Council function or event	A function or event where the Council official has a formal role at the function or event to represent Council.
Council Officer	A member of Council staff
Council Official	Councillors, Council officers, Council Committee or Reference Group members, volunteers or delegated persons as defined in the <i>Local Government Act 1993</i> .
Councillor	Elected Council representatives, including the Mayor
Director	2nd tier management position and titled as such
Family member	Parents, spouses, children and siblings
General Manager	1st tier management position and titled as such

Gift	Includes, but is not limited to, items such as cash or cash-like gifts, alcohol, clothes, products or tickets to a sporting or entertainment event.
Hospitality	The provision of meals, refreshments or other forms of entertainment.
Register	Gifts and Benefits register.
Token value	The monetary limit of the value of gifts or benefits that may be accepted and do not require declaration in the Gifts and Benefits Register. This value is \$50 and therefore any gift or benefit valued at less than \$50 is considered to be of token value in accordance with this policy.

## 6. PROCESS OWNER

The Group Manager Governance and Executive Services is the nominated process owner for this Policy.

## 7. AMENDMENTS

The following amendments have been made to this policy to the previous version:

1. Removal of the requirement to record the offer, acceptance, refusal or return of a token gift or benefits in the Register;
2. Inclusion of guidance on ceremonial gifts;
3. Removal of specific examples of gift and benefit situations; and
4. Reformatting to the revised policy template.



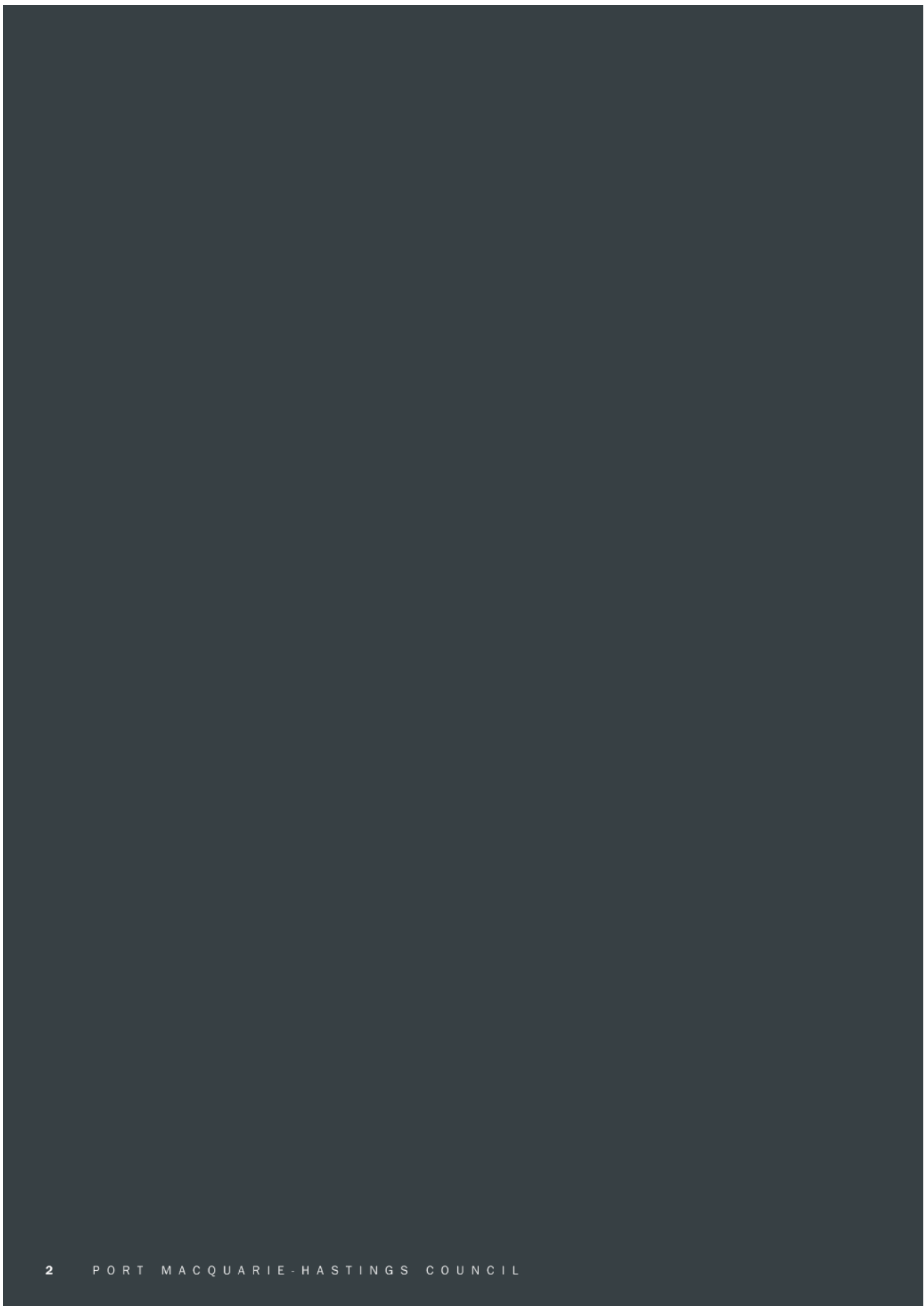
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# PRIVACY MANAGEMENT PLAN

JUNE 2017







## DRAFT PRIVACY MANAGEMENT PLAN

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## BACKGROUND

**P**ort Macquarie-Hastings Council is committed to protecting the privacy of our customers, business contacts, Councillors, employees, contractors and volunteers.

This Plan has been developed in order to outline that Council collects and holds personal and health information for the purpose of facilitating its business. It is important that the use of this information is confined to the purpose for which it was acquired. In order to properly manage the personal information it holds, it is essential for the provisions of this Plan to be observed by Councillors, employees, contractors and volunteers.

The *Privacy and Personal Information Protection Act 1998* (PPIPA) requires Council to prepare and implement a Privacy Management Plan. The Information and Privacy Commission guidelines for Privacy Management Plans recommend review at least every two years. This Plan outlines how Port Macquarie-Hastings Council complies with the legislative requirements of the PPIPA, the *Health Records and Information Privacy Act 2002* (HRIIPA) and the *Privacy Code of Practice for Local Government* (Code).







## OBJECTIVE

The main objectives of this Plan are to inform the community and educate staff on access to personal information and to maximise compliance with the PPIPA and HRIPA.

This Plan aims to ensure Port Macquarie-Hastings Council manages the personal and health information it collects, stores, accesses, uses and discloses in the course of its business activities.

## CONTACT INFORMATION

The Group Manager Governance and Executive Services is Port Macquarie-Hastings Council's Public Officer and is assigned the role of Privacy Contact Officer.

The Privacy Contact Officer can provide advice as to:

- > Whether the personal or health information is collected for a lawful purpose;
- > If that lawful purpose is directly related to a function of Council;
- > If Council's documents, contracts, forms and notices comply with the PPIPA and HRIPA; and
- > Whether the collection of personal or health information is reasonably necessary for the specified purpose.

This Plan should only be used as a guide in the application of the PPIPA and HRIPA. Where more specific information is required please refer to the relevant Act or seek information from Council's Privacy Contact Officer.

To contact Council relating to any Privacy matters, information in this Plan or to send privacy related forms please email: [council@pmhc.nsw.gov.au](mailto:council@pmhc.nsw.gov.au) or phone: 02 6581 8111.

For assistance in understanding the processes under the PPIPA and HRIPA, please contact the Information & Privacy Commission NSW.

### Information & Privacy Commission NSW

GPO Box 7011  
SYDNEY NSW 2001  
Phone: 1800 472 679  
Email: [ipcinfo@ipc.nsw.gov.au](mailto:ipcinfo@ipc.nsw.gov.au)  
Web: [www.ipc.nsw.gov.au](http://www.ipc.nsw.gov.au)

### Administrative Decisions Tribunal

Level 10, John Maddison Tower  
86-90 Goulburn Street  
SYDNEY NSW 2000  
Phone: 02 9377 5711  
Fax: 02 9377 5723



## PART 1 – INTRODUCTION

### 1.1 WHAT IS PERSONAL INFORMATION?

Personal information is defined in the PPIPA as:

*“information or an opinion about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion. This information can be on a database and does not necessarily have to be recorded in a material form.”*

### 1.2 WHAT IS NOT PERSONAL INFORMATION?

Personal information does not include information about an individual that is contained in a publicly available publication. Once contained in a publicly available publication, information ceases to be covered by the PPIPA.

Where Council is requested to provide access or make a disclosure about information that has already been published, Council will rely on the provisions of the relevant Act that authorises Council to hold the information and not the PPIPA, for example, a request under the *Government Information (Public Access) Act 2009* (GIPAA).

In accordance with GIPAA, when inviting public submissions, Council will advise people that their submission, including any personal information in the submission, may be made publicly available.

### 1.3 WHAT IS HEALTH INFORMATION?

Health information is defined in the HRIPA as:

*“personal information that is information or an opinion about the physical or mental health or a disability (at any time) of an individual or an individual’s express wishes about the future provision of health services to him or her or a health service provided or to be provided to an individual.”*

### 1.4 APPLICATION OF THIS PLAN

The PPIPA, HRIPA and this Plan apply, wherever practicable, to:

- > Councillors;
- > Council employees;
- > Consultants and contractors of Council;
- > Volunteers;
- > Council owned businesses; and
- > Council committees (including community members of those committees which may be established under Section 355 of the LGA).

For the purposes of this Plan any reference to Council or Council staff, is inclusive of the parties listed above.

### 1.5 PERSONAL AND HEALTH INFORMATION HELD BY COUNCIL

Council holds personal information concerning Councillors, including:

- > Personal contact information;
- > Complaints and disciplinary matters;
- > Disclosure of interest returns; and
- > Entitlements to fees, expenses and facilities.

Council holds personal and health information concerning its customers, ratepayers and residents, including:

- > Rates records;
- > Customer requests;
- > Library lending records;
- > Fitness testing records;
- > Burial and cremation records;
- > Community service utilisation e.g. Community Transport;
- > CCTV footage;
- > Donation, grant and sponsorship applications;
- > Submissions and information collected through Council's community engagement and consultation activities;
- > Public access forum applications; and
- > Development applications and related submissions.

Council holds personal and health information concerning its current and former employees, including:

- > Recruitment material;
- > Pre-employment medical information;
- > Workers compensation investigations;
- > Public interest disclosure investigations;
- > Leave and payroll data;
- > Personal contact information;
- > Performance management plans;
- > Disciplinary matters;
- > Disclosure of interest returns; and
- > Wage and salary entitlements.

#### **1.6 UNSOLICITED INFORMATION**

Unsolicited information is personal or health information received by Council in circumstances where Council has not asked for or required the information to be provided. It includes gratuitous or irrelevant information received. Such information is not deemed to have been collected by Council, but the retention, use and disclosure principles of the information will apply to any such information in Council's possession. Personal information contained in petitions received in response to a call for submissions or unsolicited petitions tabled at Council meetings will be treated the same as any other submission and be made available for release to the public.



## PART 2 – PUBLIC REGISTERS

### 2.1 DEFINITION

A public register is defined as “a register of personal information that is required by law to be, or is made, publicly available or open to public inspection (whether or not on payment of a fee).”

Council holds public registers under the *Local Government Act*, including:

- > Land Register;
- > Records of Approvals; and
- > Register of Disclosures of Interests.

*\*Note – this is purely indicative. Council may, by virtue of its own practice, hold other public registers, to which PPIPA applies.*

Council holds public registers under the *Environmental Planning and Assessment Act 1979* (EPA), including:

- > Register of consents and certificates; and
- > Register of building certificates.

Council holds a public register under the *Protection of the Environment Operations Act 1997* (POEO):

- > Public register of notices and orders

Council holds a public register under the *Impounding Act 1993* (IA):

- > Record of impounding

Council holds a public register under the *Cemeteries and Crematoria Act 2013*

- > Register of interment rights, memorials, cremations and interments

The purpose of each of these public registers is set out in this Plan.

### 2.2 DISCLOSURE OF PERSONAL INFORMATION CONTAINED IN PUBLIC REGISTERS

Personal information contained in a public register, other than where required by legislation, will only be disclosed where Council is satisfied that it is to be used for a purpose relating to the purpose of the register.

Disclosure in relation to personal information not contained in a public register must comply with the Information Protection Principles as outlined in this Plan.

A person seeking a disclosure concerning someone else’s personal information from a public register must make application to Council and outline their reasons and purpose.

### 2.3 PURPOSES OF PUBLIC REGISTERS

The “primary” purpose for each identified register is listed below. In some cases a “secondary” purpose has also been identified. This section is for guidance only.

**Land Register** – The primary purpose is to identify all land vested in Council or under its control. The secondary purpose includes a consideration of public accountability as to the land held by Council. Third party access is therefore a secondary purpose.

**Records of Approvals** – The primary purpose is to identify all approvals granted under the LGA.



**Register of Pecuniary Interests** – The primary purpose is to determine whether or not a member of Council staff has a pecuniary interest in any matter with which Council is likely to be concerned. There is a corresponding public accountability purpose and third party access is a secondary purpose.

**Register of Consents and Approvals** – The primary purpose is to identify applications for development consent and other approvals, confirm determination on appeal and identify applications for complying development certificate.

**Record of Building Certificates** – The primary purpose is to identify all building certificates.

**Public Register of Notices, Prosecutions and Audits** – The primary purpose is to record regulatory actions taken (notices issued, legal proceedings, penalties etc) under the POEO.

**Record of Impounding** – The primary purpose is to identify any impounding action by Council.

**Register of interment rights, memorials, cremations and interments** – The primary purpose is to record all details relating to interment rights, cremations and interments of Council managed cemeteries and crematoriums.

## 2.4 SECONDARY PURPOSE OF ALL PUBLIC REGISTERS

Council aims to be open and accountable and it is considered that a secondary purpose for which all public registers are held by Council includes the provision of access to members of the public. Disclosure of specific records from public registers would normally be permitted.

Requests for access, copying or the sale of the whole or a substantial part of a public register will not necessarily fit within this purpose. Council will make an assessment as to the minimum amount of personal information that is required to be disclosed with regard to any request.

Council requires a statutory declaration to verify the intended use of the information requested. Statutory Declarations can be found at on Councils website.

## 2.5 OTHER REGISTERS

Council may keep other registers that are not public registers. The Information Protection Principles, this Plan, the Code and PPIPA apply to the use and disclosure of information in those registers.

The Rates Record is not a public register and Council's position on this record is as follows:

**Rates Record** – The primary purpose is to record the value of a parcel of land and rate liability in respect of that land. The secondary purpose includes recording the owner or lessee of each parcel of land. For example, a disclosure on a rating certificate that a previous owner was a pensioner is considered to be allowed as it relates to the secondary purpose of the register.

Public access to the Rates Record will only be granted where the purpose of the access is to obtain information necessary for a statutory purpose such as the service of a notice under the *Dividing Fences Act 1991* the *Environmental Planning and Assessment (Regulation) Act 2000* or the *Rural Fires Act 1997*. The Rates Record will also be used by Council to notify relevant land owners of development applications and other matters where Council is required or wishes to consult the local community.

**2.6 APPLICATIONS FOR ACCESS TO OWN RECORDS ON A PUBLIC REGISTER**

A person wishing to access a public register to confirm their own details needs to prove their identity to Council before being granted access to their personal information.

**2.7 APPLICATIONS FOR SUPPRESSION OF PERSONAL INFORMATION IN A PUBLIC REGISTER**

A person about whom personal information is contained (or is proposed to be contained) in a public register, may request Council to have the information removed from or not placed on the register by submitting an application in the form of a Statutory Declaration. Statutory Declarations can be found at [www.jp.nsw.gov.au](http://www.jp.nsw.gov.au). Council will err in the favour of suppressing the information, unless public interest in maintaining access to the information outweighs any individual interest in suppressing the information.

The information may still be used in the exercise of Council functions, but it cannot be disclosed to other parties.





## PART 3 – POLICIES AND LEGISLATION

Policies and legislation affecting the processing of information and related to this Plan include but is not limited to:

- > Council's Information Guide – Facilitates public access to information and documents held by Council. The Publication Guide refers to the *Government Information (Public Access) Act 2009*, *Government Information (Public Access) Regulation 2009* and the *Local Government Act 1993* and should be read in conjunction with the *Privacy Code of Practice for Local Government*.
- > *Environmental Planning and Assessment Act 1979* (EPAA) – Contains provisions that require Council to make development applications and accompanying information publicly available and provides a right for people to inspect and make copies of elevation plans during the submission period. Available at [www.austlii.edu.au](http://www.austlii.edu.au)
- > *Health Records and Information Privacy Act 2002* (HRIPA) – Governs both the public and private sector in NSW, contains a set of 15 Health Privacy Principles and sets up a complaints mechanism to ensure agencies abide by these Principles. Available at [www.ipc.nsw.gov.au](http://www.ipc.nsw.gov.au)
- > *Privacy and Personal Information Protection Act 1998* (PPIPA) – Prohibits disclosure of personal information by public sector officers not in accordance with the performance of their official duties and is generally directed at corrupt or irregular disclosure of information rather than inadvertent failure to follow procedures or guidelines. Available at [www.ipc.nsw.gov.au](http://www.ipc.nsw.gov.au)
- > *Public Interest Disclosures Act 1994* (PIDA) – Encourages and facilitates the disclosure, in the public interest of corrupt conduct, maladministration, serious and substantial waste, government information contravention and Local Government pecuniary interest contravention in the public sector. Available at [www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au)
- > *Privacy Code of Practice for Local Government 2000* – Modifies Part 2, Information Protection Principles and Part 6, Public Registers of the PPIPA as they relate to Local Government. Available at [www.ipc.nsw.gov.au](http://www.ipc.nsw.gov.au)



## PART 4 – INFORMATION PROTECTION PRINCIPLES

### 4.1 INFORMATION PROTECTION PRINCIPLES AND HEALTH PRIVACY PRINCIPLES

Council complies with the Information Protection Principles (IPPs) prescribed under PPIPA and the Health Privacy Principles (HPPs) prescribed under HRIPA as follows:

#### IPP 1 & HPP 1 Lawful collection

Council will collect personal and/or health information that is reasonable necessary and for a lawful purpose that is directly related to its functions and/or activities. Such personal and health information may include names, residential addresses, phone numbers, email addresses, signatures, medical certificates, photographs and video footage (CCTV).

#### IPP 2 & HPP 2 Direct collection

Personal information will be collected directly from the individual, unless that person consents otherwise. Parents or guardians may give consent for minors. Health information will be collected directly from the person concerned, unless unreasonable or impracticable to do so.

Collection may occur via phone, written correspondence to Council, email, facsimile, Council forms or in person.

#### IPP 3 & HPP 3 Requirements when collecting information

Council will inform individuals that their personal information is being collected, why it is being collected and who will be storing and using it, either before or as soon as practicable after collection. Council will also inform the person how they can view and correct their information. A Privacy Statement is published on Council's website, intranet and included on forms where personal or health information is collected.

Council will inform individuals why health information is being collected about them, what will be done with it and who might see it, either before or as soon as practicable after collection. Council will also inform the person how they can view and correct their health information and any consequences if they do not provide their information. If health information is collected about a person from someone else, reasonable steps will be taken to ensure that the person has been notified as above.

#### IPP 4 & HPP 4 Relevance of collection

Personal and health information collected will be relevant to Council's functions and services, accurate, up-to-date, complete and not excessive. The collection will not unreasonably intrude into the individual's personal affairs.

Council will, in normal circumstances, rely on the individual to supply accurate, complete information, although in special circumstances, some verification processes may be necessary.

#### IPP 5 & HPP 5 Secure storage

Council will store personal information securely, for no longer than as required by the General Retention and Disposal Authorities for Local Government Records issued by State Records Authority of NSW, and will be disposed of appropriately. It will be protected from unauthorised access, use or disclosure by application of appropriate



access levels to Council's electronic data management system and staff training.

If it is necessary for the information to be given to a person in connection with the provision of a service to Council (e.g. consultants and contractors), everything, reasonably within the power of the Council will be done to prevent unauthorised use or disclosure of the information.

#### **IPP 6 & HPP 6 Transparent access**

Council will provide reasonable detail about what personal and/or health information is stored on an individual. Council stores information for the purpose of carrying out its services and functions and in order to comply with relevant record keeping legislation.

Individuals have a right to request access to their own information to determine what, if any information is stored, how long it will be stored for and how it is stored (e.g. electronically with open or restricted access to staff, in hard copy in a locked cabinet etc.).

#### **IPP 7 & HPP 7 Access to own information**

Council will ordinarily provide a response to applications for access to personal and/or health information without excessive delay or expense, generally within 28 days of the application being made.

#### **IPP 8 & HPP 8 Right to request to alter own information**

Council will, at the request of an individual, allow them to make appropriate amendments (i.e. corrections, deletions or additions) to their own personal and health information.

Changes of name, address and other minor amendments may require appropriate supporting documentation. Where substantive amendments are involved, an application form may be required and appropriate evidence must be provided as to why the amendment is needed.

#### **IPP 9 & HPP 9 Accurate use of information collected**

Taking into account the purpose for which the information is proposed to be used, Council will take all reasonable steps to ensure that personal and health information is accurate before using it. Council will take all reasonable steps to ensure the information it proposes to use is the most recent information kept on file, is not unreasonably out of date or where it is reasonable and necessary to do so, write to the individual to whom the information relates.

#### **IPP 10 & HPP 10 Limits to use of information collected**

Council will only use personal and health information for the purpose for which it was collected, for a directly related purpose or for a purpose for which a person has given consent. It may also be used without consent in order to deal with a serious and imminent threat to any person's life, health or safety, for the management of a health service, for training, research or to find a missing person. Additionally, a secondary purpose includes investigation of suspected unlawful activity, to exercise complaint handling functions or investigative functions.

**IPP 11 & HPP 11 Restricted and limited disclosure of information**

Council will only disclose personal and health information with the individuals consent or if the individual was told at the time of collection that it would do so. Council may also disclose information if it is for a related purpose and it considers that the individual would not object. Personal and health information may also be used without the individuals consent in order to deal with a serious and imminent threat to any person's life, health or safety, for the management of a health service, for training, research or to find a missing person. Additionally, a secondary purpose includes investigation of suspected unlawful activity, to exercise complaint handling functions or investigative functions.

**IPP 12 Special limits on disclosure**

Council will not disclose sensitive personal information relating to an individual's:

- > Ethnic or racial origin;
- > Political opinions;
- > Religious or philosophical beliefs;
- > Trade union membership; or
- > Health or sexual activities unless the disclosure is necessary to prevent a serious or imminent threat to the life or health of the individual concerned or another person.

Council will not disclose this information to any person or body in a jurisdiction outside NSW unless:

- > A relevant privacy law that applies to the personal information concerned is in force in that jurisdiction; or
- > The disclosure is permitted under a Privacy Code of Practice.

**SPECIFIC HEALTH INFORMATION PRIVACY PRINCIPLES**

Health information is given a higher level of protection regarding use and disclosure than is other personal information. In addition to the privacy principles above that apply to both personal and health information, the following four principles apply specifically to health information.

**HPP 12 Unique identifiers**

Council will only assign identifiers to individuals if the assignment of identifiers is reasonably necessary to enable Council to carry out any of its functions efficiently.

**HPP 13 Anonymity**

Wherever it is lawful and practicable, individuals must be given the opportunity to not identify themselves when entering into transactions with or receiving any health service(s) from Council.

**HPP 14 Transfer of data outside New South Wales**

Health information must only be transferred outside NSW if Council reasonably believes that the recipient is subject to laws or obligations substantially similar to those imposed by the HRIPA or consent has been given or transfer is under a contract between Council and the individual or transfer will benefit the individual or

to lessen a serious threat to an individual's health and welfare, or steps have been taken to ensure that the information will not be handled inconsistently with the HRIPA or transfer is permitted or required under any other law.

#### **HPP 15 Cross-organisational linkages**

Council will seek the express consent of individuals before participating in any system that links health records across more than one organisation. Health information or the disclosure of their identifier for the purpose of the health records linkage system will only be included if the person has given express consent.

#### **4.2 HOW THE PRIVACY CODE OF PRACTICE FOR LOCAL GOVERNMENT AFFECTS THE IPPS**

The Code makes provisions under IPP's 2, 3, 10 and 11 for Council to depart from these Principles where the collection of personal information is reasonable necessary when an award, prize, benefit or similar form of personal recognition is intended to be conferred upon the person to whom the information relates.

The Code makes provision under IPP 10, in addition to the above, for Council to use personal information for a purpose other than the purpose for which it was collected where the use is in pursuance of Council's lawful and proper functions and Council is satisfied that the personal information is reasonable necessary for the exercise of such functions.

The Code makes provision under IPP 11, in addition to the above, for Council to depart from this Principle in the circumstances described below:

1. Council may disclose personal information to public sector agencies or public utilities on condition that:
  - a. The agency has approached Council in writing;
  - b. Council is satisfied that the information is to be used by that agency for the proper and lawful functions of that agency; and
  - c. Council is satisfied that the personal information is reasonably necessary for the exercise of that agency's functions.
2. Where Council is requested by a potential employer, it may verify that a current or former employee works or has worked for Council, the duration of that work and the position occupied during that time. This exception shall not permit Council to give an opinion as to that person's suitability for a particular position with any potential employer unless Council is satisfied that the person has provided their consent for Council to provide a reference, which may include an opinion as to that person's suitability for the position for which they have applied.



## PART 5 – DISSEMINATION OF THE PRIVACY MANAGEMENT PLAN

### 5.1 COMPLIANCE STRATEGY

During induction and on a regular basis all employees will be made aware of this Plan and it will be made available on Council's intranet and website.

Councillors, employees, contractors and volunteers will be regularly acquainted with the general provisions of the PPIPA and HRIPA and, in particular, this Plan, the Information Protection and Health Privacy Principles, the Public Register provisions, the Privacy Code of Practice for Local Government and any other applicable Code of Practice.

### 5.2 COMMUNICATIONS STRATEGY

Council informs its employees, Councillors and the community of their rights under PPIPA, HRIPA and this Plan by:

- > Publishing the Privacy Management Plan and associated documents on Council's website together with a link to the Information and Privacy Commission website;
- > Including privacy statements on application forms and invitations for community engagement; and
- > Council will direct the public to the Information Privacy Commission website for more information on individual rights and access.







## PART 6 – COMPLAINTS AND PROCEDURES FOR INTERNAL REVIEW

### 6.1 INTERNAL REVIEW

If an individual is not satisfied with Council's conduct in relation to their privacy request, disclosure of personal information on a public register or believe Council is contravening a privacy principle or code of practice, they can make an application for internal review of Council's conduct or decision by writing to Council's Privacy Contact Officer.

The written application must be addressed to Council, include a return address in Australia and be received by Council within 6 months of the individual becoming aware of the conduct or decision that is the subject of the application.

### 6.2 HOW DOES THE PROCESS OPERATE?

The Privacy Contact Officer will appoint a Reviewing Officer to conduct the internal review. The Reviewing Officer must not be substantially involved in any matter relating to the application and must be an employee who is suitably qualified to deal with the matters raised.

The review is to be completed within 60 days of receipt of the application. The applicant will be notified of the outcome within 14 days of determination.

The Privacy Commissioner will be notified of an application for review as soon as practicable after it is received. Council will brief the Privacy Commissioner on the progress of an internal review and notify them of the outcome.

The Privacy Commissioner may make submissions to Council in relation to the subject matter of the application.

### 6.3 WHAT HAPPENS AFTER AN INTERNAL REVIEW?

If the applicant is dissatisfied with the outcome of a review, an application may be made to the Administrative Decisions Tribunal for a review of Council's conduct.

If the applicant is dissatisfied with an order or decision made by the Tribunal, an appeal may be made to an Appeal Panel of the Tribunal.

### 6.4 ALTERNATIVE TO LODGING AN APPLICATION FOR INTERNAL REVIEW

If a person does not want to lodge an application for internal review with Council, they may contact the Privacy Commissioner directly.

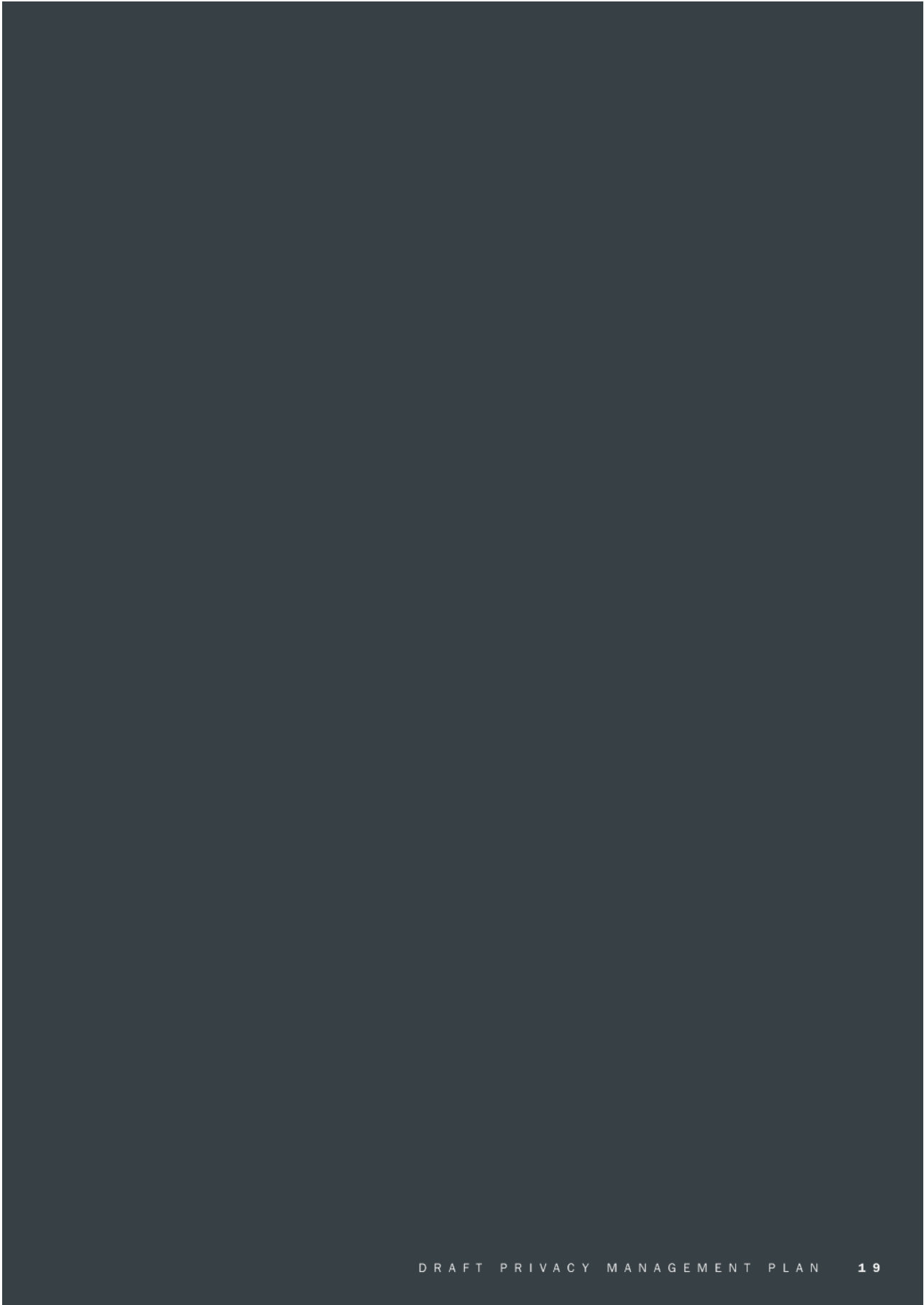


## PART 7 – SPECIFIC EXEMPTIONS IN PPIPA AND HRIPA RELEVANT TO COUNCIL

There are a number of exemptions from compliance with the PPIPA and HRIPA that apply directly to Council. These relate to situations where:

- > Information is collected in connection with proceedings (whether commenced or not) before any Court or Tribunal;
- > Information is collected for law enforcement purposes;
- > Information is used for a purpose reasonably necessary for law enforcement purposes or to protect the public revenue;
- > Council is authorised or required by a subpoena or search warrant or other statutory instrument;
- > Council is investigating a complaint that may be referred or made to an investigative agency;
- > Council is permitted by a law or Act not to comply;
- > Compliance would prejudice the interests of the individual to whom the information relates;
- > The individual to whom the information relates has given express consent to Council not to comply; or
- > Disclosure is permitted under the Privacy Code of Practice for Local Government.







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COUNCIL

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council@pmhc.nsw.gov.au  
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Authorised by: <authority>  
 Authorised date: DD/MM/YYYY  
 Effective date: DD/MM/YYYY  
 Next review date: 30/06/2019  
 File Number: #####

## Rates and Charges Hardship Assistance Policy

### 1. INTRODUCTION

Council recognises that from time to time certain ratepayers may have difficulty in paying their Council rates and charges and believes it should work with some ratepayers to find alternative payment options.

Council is committed to reviewing ratepayer claims that may show a genuine inability to pay their rates and other charges in a timely manner.

### 2. POLICY STATEMENT AND SCOPE

This policy applies to all ratepayers who hold a current Blue Pensioner Concession Card, and are eligible for the pension rebate. Other extenuating circumstances may be considered at the discretion of relevant Council officers.

It applies to rates, charges and interest accrued on such debts. In certain circumstances Council officers may consider extending this policy to certain related fees.

This policy provides a framework for responding to applications from ratepayers experiencing genuine hardship with the payment of their rates and charges in accordance with the NSW Local Government Act 1993 ("the Act") and the NSW Local Government (General) Regulation 2005.

The Act provides for the following assistance to ratepayers who may experience hardship in some circumstances in paying rates and charges;

- Periodical payment arrangements for overdue rates and charges (Section 564)
- Writing off or reducing interest accrued on rates or charges on compliance of any agreement (Section 564 & 567)
- Providing rate relief in the amount of rates payable because of hardship resulting from general revaluation of land in the Local Government Area (Section 601)

#### Hardship Rates and Charges Relief

Applications for Hardship Rate and Charges Relief must be made on the Hardship Relief Application Form, available from Council's website [www.pmhc.nsw.gov.au](http://www.pmhc.nsw.gov.au)

- The applicant must be the owner or part owner of the property and be liable for the payment of rates on the property.
- The property for which the hardship application applies must be categorised as "Residential" or "Farmland".
- The property for which the hardship application applies must be the principal place of residency of the applicant/s, in which they are currently residing  
The applicant shall be the holder of a Blue Pension Concession Card, "TPI" Totally & Permanently Incapacitated Gold Card, "EDA" Extreme Disability Allowance Gold Card or "WW" War Widow Gold Card.
- The application for hardship must be accompanied with supporting documentation which may include but is not limited to:

- Reasons why the person was unable to pay the rates and charges when they became due and payable;
  - Copy of recent bank statements for all accounts held by the applicants;
  - Details of income and expenditure for all applicants;
  - Copy of Income Statement from Centrelink; and
  - Letter from a recognised financial counsellor or financial planner confirming financial hardship.
- The applicant will need to submit an application form each year with details of income, expenses and assets to ensure the applicant's circumstances have not altered.

**Hardship Assistance by periodical payment arrangements (Section 564)**

Council may enter into a formal agreement with an eligible applicant to repay the outstanding rates and charges by periodical payments on a payment arrangement. When a scheduled repayment is missed, Council will reactivate interest charges from the last payment made in the repayment arrangement.

Council officers may also consider arrangements for certain fees where appropriate.

Council will contact the ratepayer in writing to advise of the default.

**Hardship Assistance by writing off Rates, Charges and interest charges (Section 567)**

Council may at their discretion write off rates, charges or interest, subject to this Policy. In accordance with Council's Instrument of Delegation the General Manager can approve the writing off of debts up to the amount of \$2,500.

Council officers may also consider writing off for certain fees where appropriate.

Requests to write off debt exceeding this amount must be approved by Council resolution.

**Hardship Assistance due to certain Valuation changes (Section 601)**

Under Section 601 of the Act, a ratepayer who incurs a rate increase following a new valuation of land may apply to Council for relief of the actual rates charged. The Act specifies that waiving, reducing or deferring any part of the rate payable is at the discretion of Council. Valuations are independently determined by the Valuer General. It is Council's view that waiving rates as a result of this valuation would generally impose an inequitable burden on other ratepayers. Council will direct any valuation enquiries to the Valuer General and encourage aggrieved ratepayers to make an appropriate application under the appeal provisions of the Valuation of Land Act 1916.

**General**

All hardship applications will be determined following recommendation by Council's Rates & Revenue Co-ordinator.

All hardship applications shall be advised in writing of Council's decision.

Any applicants not satisfied with the determination, can lodge Council a written objection, stating the reasons for the objections. This will be reviewed with the outcome of the objection advised in writing.

Council will assess each application on its own merits and may, at their discretion, choose to allow a payment arrangement for rates payments or write off of interest charges, subject to this Policy.

Privacy will be maintained in accordance with the NSW Privacy and Personal Information Protection Act 1998.

### 3. RESPONSIBILITIES AND AUTHORITIES

The Rates & Revenue Co-ordinator and the Financial Operations Manager are responsible and accountable to the implementation and communicating of this policy.

The Chief Financial Officer is responsible for the monitoring compliance of this policy and ensuring this policy is reviewed and updated to meet external compliance.

### 4. REFERENCES

Making Council Policy  
Local Government Act 1993 (NSW), as amended  
Local Government Regulations 2005 (NSW)  
Council Rating and Revenue Raising Manual Department of Local Government (2007)  
Guidelines for a Council Rates Hardship Policy (August 2011)  
Hardship Relief Application Form

### 5. DEFINITIONS

**General Manager** - A 1<sup>st</sup> tier management position and titled as such

**Director** - A 2<sup>nd</sup> tier management position and titled as such

**Group Manager** - A 3<sup>rd</sup> tier management position and titled as such

**Council officer** - A member of Council staff

**"Blue Pensioner Concession Card (PCC Card)"** - Entitlement card that has been issued by either Centrelink or the Department of Veteran Affairs.

**"TPI"** - Gold Card embossed with TPI meaning Totally & Permanently Incapacitated

**"EDA"** - Gold Card embossed with EDA meaning Extreme Disability Allowance

**"WW"** - Gold Card embossed with WW meaning a War Widow

### 6. PROCESS OWNER

Chief Financial Officer

### 7. AMENDMENTS

Changes that have been made in reference to the last version (ORD 25/05/2012) include:

- Transfer of content to a new template.
- Changes to Staff titles.
- Review of policy wording to meet 'plain English' requirements, where appropriate
- Inclusion of wording "in which they are currently residing" within the scope of the property for which the hardship application applies. The policy states that the property must be the principal place of residency of the applicants, in which they are residing.
- Clarification that the requirement is that the applicant must be the holder of a Blue Pension Concession Card, "TPI" Totally & Permanently Incapacitated Gold Card, "EDA" Extreme Disability Allowance Gold Card or "WW" War Widow Gold Card applies to the entire policy.
- Inclusion of a sentence allowing extenuating circumstances to be considered.
- S601- Clarification of Council's view waiving rates as a result of land valuation would generally impose an inequitable burden on other ratepayers



## Introduction

In this brochure, the term “lobbying” is used to cover those types of communication between local government councillors and the community that include representations to councillors by special interest groups, by individuals with a direct interest in a council decision and by advocates acting on behalf of others.

Lobbying is common in local government. The most common form occurs when a group or individual makes direct contact with a councillor in an attempt to influence a council decision. Councillors are lobbied over such issues as:

- development matters
- the upgrading of local facilities, including playgrounds and sporting amenities
- revenue decisions, including the setting of business, mining, farming or special rates.

The Commission’s view is that appropriate lobbying of councillors is normal. In many cases lobbying is part of the democratic process and is an acceptable feature of the relationship between citizens and their elected representatives.

Section 232(2) of the *Local Government Act 1993* also makes it clear that councillors have a representative role in considering the views of constituents and communicating with them. Section 232(2) states:

*(2) The role of a councillor is, as an elected person:*

- *to represent the interests of the residents and ratepayers*
- *to provide leadership and guidance to the community*
- *to facilitate communication between the community and the council.*

Section 79C of the *Environmental Planning and Assessment Act 1979* (EP&A Act) also makes it clear that relevant views of members of the public are applicable to the merit assessment of development applications.

Interactions with community members are also a way for councillors to obtain information that may be relevant to their decision-making. In development matters, for example, the Land and Environment Court has made it clear that where council determines a development application, councillors should not rely exclusively on council officers to consider all matters relevant to the determination but must also consider the relevant matters themselves.<sup>1</sup>

## Inappropriate lobbying

It is in the public interest that lobbying is fair and does not undermine public confidence in impartial decision-making. Lobbying is a two-way process between councillors and lobbyists. Occasionally a lobbyist can try to improperly influence a councillor’s decision-making. Councillors should take care that their duty to consider issues fairly and properly is not compromised by participating in lobbying practices that are outside the bounds of appropriate or lawful behaviour.

It is not possible to define every type of activity that could constitute inappropriate or unlawful lobbying. Generally, however, inappropriate or unlawful conduct on the part of someone lobbying a councillor usually involves an attempt to obtain preferential consideration or treatment based on factors other than the merits of a matter.

Examples of inappropriate or unlawful conduct by councillors that could occur during the lobbying process include:<sup>2</sup>

- accepting undisclosed payments or benefits whilst making a decision that affects the gift giver’s interests
- accepting a political donation in return for the favourable exercise of discretion during decision-making. Ideally, councillors should keep the lobbying and fundraising activities in which they are involved quite separate to avoid even the perception that a political donation could influence their decision-making



## Lobbying local government councillors

- granting access to a particular individual or group while *unreasonably* denying similar access requested by another party. The Commission is, however, mindful of the fact that the part-time nature of councillors' work can impose time constraints on their ability to meet all requests for meetings
- fettering discretion by giving undertakings to an interested party prior to considering all the information relevant to a decision. Councillors are under a particular obligation to give real consideration to all mandated matters when dealing with statutory powers such as section 79C of the EP&A Act
- acting in a manner that exceeds the role of a councillor as defined in section 232 of the Local Government Act as a result of being lobbied. An example could be directing council staff over the content of any advice or recommendation on a council matter as a result of being lobbied by a third party<sup>3</sup>
- disclosing confidential information whilst being lobbied
- being unduly influenced by factors that are irrelevant to the merits of the matter under consideration.

Councillors who are lobbied over council matters by close friends, associates or relatives should also consider whether the nature of their relationship with the proponent and the impact of the matter on the proponent's interests give rise to a pecuniary or non-pecuniary interest. In such cases, councillors should manage the matter in accordance with the provisions of the Local Government Act (in the case of a pecuniary interest) and the DLG Model Code of Conduct (in the case of a non-pecuniary interest).

### Transparency

Councillors work in a unique environment which is often characterised by:

- a lack of time during business hours to attend to council matters
- a likelihood of chance encounters with people who have an interest in council matters
- limited availability of resources such as support staff
- high community demand for accessibility.

The Commission acknowledges that this environment can make it difficult for councillors to avoid informal discussions with constituents who seek to lobby them. It would also be unnecessarily onerous and impractical to require councillors to avoid such contact, especially for routine and non-controversial matters.

Nevertheless, councillors should exercise judgement when deciding whether to be involved in private meetings with people seeking to influence a council decision. Suspicions of inappropriate lobbying can occur when lobbying is not open to public scrutiny. Regardless of whether such suspicions are justified, they still have the potential to undermine public confidence in council decision-making and adversely affect a councillor's reputation.

Transparency is a useful means of governing accountability and perceptions of fairness in lobbying processes. There are a number of ways councillors can help ensure transparency whilst being lobbied. These include:

- documenting meetings with proponents
- generally conducting meetings in official locations such as council premises
- having other people present during meetings
- inviting applicants who have approached them for a meeting to discuss a significant development to write to council seeking a meeting with all councillors and relevant staff
- providing copies of information presented during lobbying meetings to council officers for consideration and assessment (if required), distribution to other councillors and filing as part of council's records
- asking people who have requested a meeting to put their arguments in writing
- making a declaration at a council meeting about lobbying activities they have been engaged in that are not part of council's formal processes.

Councillors can consider these options in situations where it would be beneficial to have some form of record about what transpired between themselves and a proponent. Examples include matters where complaints of preferential treatment have already been made, or in matters involving individuals who have been the subject of complaints of preferential treatment in the past.

### Late submissions

Most councils invite public participation, by way of lobbying, by interested parties when called upon to determine development applications. Codes and practices intended to control and manage the process vary from council to council. Some prohibit accepting submissions later than two days before the meeting at which the development application is to be determined. Others invite submissions (mostly oral) at the meeting at which the development application is to be determined.

## Lobbying local government councillors

It goes without saying that councils, in the discharge of their planning discretion, are entitled to develop appropriate codes of practice. It is, however, the law that a body discharging a public function is not entitled to adopt a code or practice which has the effect of precluding receipt of relevant matters for consideration.

On the other hand, councils are entitled to regulate, in a general way, how to deal with submissions and the like and they are entitled to discourage or prohibit manipulative lobbying practices – both by those who support the development and those who oppose it.

Councils must discharge their public function fairly and impartially. But what amounts to fairness and impartiality varies according to the circumstances of the case.

When dealing with lobbying in the context of determining development applications, a council must first ask whether the received submission should be entertained (and bearing in mind that it must be relevant to the development application applied for and may not be significantly different from it). The next is to determine how it should be managed and in this regard issues of significance and fairness would need to be addressed.

### Tendering

The lobbying of councillors by tenderers about the outcome of a tender process is an exception to the principle that lobbying is permissible. In other words, lobbying of councillors by tenderers is normally NOT permissible. The conditions which govern tender processes are based on a request for tender (RFT). RFTs usually contain statements prohibiting proponents from approaching councillors (and council officers not nominated as contact people) during a tender process.

RFTs also contain selection criteria for choosing a successful tenderer. Most selection criteria are based on objective technical and pricing issues and do not involve a 'political' dimension or subjective decisions. Tender processes also typically do not include mechanisms for community feedback. Community views on issues like the decision to undertake a tender process, and in what form, are typically sought prior to the issuing of an RFT.

### Further information

Further information can be obtained by contacting the Commission on (02) 8281 5999 or toll free on 1800 463 909 (for callers outside metropolitan Sydney).

Further information can also be obtained from the DLG Model Code of Conduct available from the DLG website at [www.dlg.nsw.gov.au](http://www.dlg.nsw.gov.au).

### Endnotes

<sup>1</sup> In *Centro Properties Limited v. Hurstville City Council & Anor* (2004) NSW LEC 401, McCellan CJ advised (at 55), "In the absence of the delegation of the decision-making function to an officer, the corporate body must itself consider the issues relevant to the development application before it. It may be informed about those issues by the council officer's report which may not, and often will not, disclose all of the information considered by the officer and his or her complete reasoning processes." There may be cases where councillors need to make some enquiry to discharge their obligation to consider relevant matters and this may entail communicating with affected/interested parties.

<sup>2</sup> Many of the examples referred to in this section also contravene the provisions of the Department of Local Government's Model Code of Conduct.

<sup>3</sup> Section 352 of the Local Government Act also makes it clear that a member of staff is not subject to direction by council or an individual councillor as to the content of any advice or recommendation.

### Caveat on use of this brochure

This publication provides readers with advice, guidance and/or recommendations regarding specific governance issues.

The advice relates to what the Commission considers at the time of publication to be best practice in relation to these issues. It does not constitute legal advice and failure to implement the advice, guidance and recommendations contained herein would not necessarily constitute corrupt conduct, which is defined in the *Independent Commission Against Corruption Act 1988*.

Councils are welcome to refer to this publication in their own publications. References to and all quotations from this brochure must be fully referenced.

ADDRESS	Level 21, 133 Castlereagh Street, Sydney NSW 2000
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TELEPHONE	(02) 8281 5999 or 1800 463 909 (toll-free for callers outside metropolitan Sydney)
FACSIMILE	(02) 9264 5364
TTY	(02) 8281 5773 (for hearing-impaired callers only)
EMAIL	icac@icac.nsw.gov.au
WEBSITE	www.icac.nsw.gov.au
BUSINESS HOURS	9.00am–5.00pm Monday to Friday



**I·C·A·C**  
INDEPENDENT  
COMMISSION  
AGAINST  
CORRUPTION



## LOBBYING POLICY

<b>Responsible Officer</b>	Group Manager Governance and Executive Services
<b>Contact Officer</b>	Group Manager Governance and Executive Services
<b>Authorisation</b>	Ordinary Council Meeting
<b>Effective Date</b>	25 July 2012
<b>Modifications</b>	
<b>Superseded Documents</b>	
<b>Review</b>	Group Manager Governance and Executive Services
<b>Associated Documents</b>	Council's adopted Code of Conduct Lobbying Local Government Councillors (ICAC Publication)

### 1. INTRODUCTION

A comprehensive governance review was conducted prior to the September 2012 ordinary Local Government election. This Policy was developed and introduced as a direct result of the review.

It is in the public interest that lobbying is fair and does not undermine public confidence in impartial decision-making.

The governance review identified this area as requiring address. The establishment of this Policy intends to assist both Councillors in their role as elected officials and staff. The actions of Councillors and staff when lobbied must reduce the likelihood of perceptions of corrupt or inappropriate conduct and comply with appropriate probity principles.

### 2. POLICY OBJECTIVE

This Policy has been prepared to assist Councillors and staff to manage the conflict of roles that may arise when they receive representations from special interest groups, by individuals with a direct interest in a Council decision or by advocates acting on behalf of others seeking the Councillor or staff member to represent their interests in a matter before the Council.

### 3. POLICY SCOPE

This Policy applies to all Councillors and staff of Port Macquarie-Hastings Council.

### 4. DEFINITIONS

Councillors:	Elected Council representatives, including the Mayor.
EP&A Act:	Environmental Planning and Assessment Act 1979
Executive Group:	General Manager and 1 <sup>st</sup> tier management positions.
Group Managers:	All 2 <sup>nd</sup> tier management positions.
ICAC Act:	Independent Commission Against Corruption Act 1988
Lobbying:	Any representation made to a Council Official either by an individual or group with a direct interest in a matter; or by an advocate acting on behalf of others.
Lobbyist:	Any person, body corporate, unincorporated association, partnership or firm whose business includes being contracted or engaged to represent the interests of a third part, but does not include: <ul style="list-style-type: none"> <li>- Applicants or owners for a development application.</li> </ul>

- Charitable, religious and non-profit organisations.
- individuals making representations to inform the Council of their views on matters of public interest
- peak industry bodies and professional organisations who represent the interests of their members
- trade unions
- professionals, such as accountants, architects, lawyers, surveyors and town planners, where contact with Council on behalf of a client may be incidental but a necessary part of their usual work in order to provide their technical or professional services to their client.

Lobbyist Register: A system of registering lobbyists for the purposes of transparency.

## 5. LEGAL & POLICY FRAMEWORK

Local Government Act 1993  
Local Government (General) Regulation 2005  
ICAC Act 1988

## 6. POLICY STATEMENT

Please refer to Policy section.

## 7. IMPLEMENTATION

### 7.1 Roles and Responsibilities

The General Manager and Group Manager Governance and Executive Services are responsible for the implementation of this Policy.

All Councillors and staff are responsible for complying with the provisions of this Policy.

All Councillors and staff are responsible for reporting any inappropriate lobbying or efforts to unduly influence the decision-making process to the General Manager.

All lobbyists are responsible to register with the Council and to comply with any associated procedures and Council's Statement of Business Ethics.

The General Manager is responsible for reporting any suspected unlawful conduct to ICAC.

### 7.2 Support and Advice

The following Council officers may provide support and advice on this Policy:

- General Manager.
- Group Manager Governance and Executive Services.

### 7.3 Communication

Policy will be communicated utilising the Port Macquarie-Hastings Council Policy Development Process.

Additionally:

*Pre-Policy adoption* – The community will be made aware of the proposed Policy via the applicable Council Business Paper.

*Post-Policy adoption* – A brief will be provided for Councillors, Executive Group and Group Managers.

Generally:

Attention will be drawn to the existence of this Policy at all pre-election Councillor sessions conducted and delivered by Council.

#### **7.4 Procedures and Forms**

##### **7.4.1 Lobbyist Registration Form.**

### **8. REVIEW**

Review of this Policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The Group Manager Governance and Executive Services is responsible for the review of this Policy.

This Policy will be reviewed biennially.

## **POLICY**

Lobbying in local government is common, normal and part of the democratic process. It is an acceptable feature of the relationship between citizens and their elected representatives. The most common form of lobbying occurs when a group or individual makes direct contact with a Councillor in an attempt to influence a Council decision.

Section 232(2) of the Local Government Act makes it clear that Councillors have a representative role in considering the views of constituents and communicating with them.

Section 79C of the EP&A Act makes it clear that the relevant views of members of the public are applicable to the merit assessment of development applications.

Interactions with the community are a way for Councillors to obtain information that may be relevant to their decision-making.

### **PART 1: IMPROPER CONDUCT**

Attempts at inappropriate or unlawful conduct on the part of someone lobbying a Councillor or staff member may constitute corrupt conduct. Any attempts made that fall within the ICAC Act definition of corrupt conduct will be reported in accordance with Council's Public Interest Disclosure Internal Reporting Policy for corrupt conduct, maladministration and waste.

Councillors and staff must avoid conduct during the lobbying process that would be considered inappropriate.

Councillors and (where appropriate) staff will not:

- Accept undisclosed payments and/or benefits whilst making a decision that affects the gift giver's interests.
- Accept a political donation in return for the favourable exercise of discretion during decision-making.

Councillors should keep the lobbying and fundraising activities in which they are involved quite separate to avoid even the perception that a political donation could influence their decision-making.

- Grant or facilitate access to a particular individual or group while unreasonably denying similar access requested by another individual or group.

- Fetter discretion by giving undertakings in any form, to an interested party prior to considering all the information relevant to a decision.

Councillors are under a particular obligation to give real and open consideration to all mandated matters when dealing with statutory powers such as Section 79C of the EP&A Act.

- Act in a manner that exceeds the role of a Councillor or staff member as a result of being lobbied.
- Disclose confidential information or information not in the public domain whilst being lobbied.
- Be influenced by factors that are irrelevant to the merits of the matter under consideration.

Councillors and staff members who are lobbied over Council matters by close friends, associates or relatives should also consider whether the nature of their relationship with the proponent and the impact of the matter on the proponent's interests give rise to a pecuniary or non-pecuniary interest.

In such cases the matter should be managed in accordance with the provisions of the Local Government Act and Council's adopted Code of Conduct.

## **PART 2: TRANSPARENCY**

Councillors and staff members will exercise judgement when deciding whether to be involved in private meetings with people seeking to influence a Council decision. Suspicions of inappropriate lobbying can occur when lobbying is not open to public scrutiny.

Transparency is a useful means of governing accountability and perceptions of fairness in lobbying processes. To ensure transparency while being lobbied Councillors and (where appropriate) staff will:

- Ensure that lobbyists are registered on Council's Lobbyist Register.
- Document meetings and significant telephone conversations with lobbyists, development proponents, supporters and objectors and provide a copy to the General Manager prior to any subsequent Council meeting where the matter may be reported.
- Conduct meetings in official locations and have other people present during such meetings.
- Request people who wish to schedule a meeting to put their arguments in writing.
- Invite applicants, supporters or objectors and lobbyists who have approached them for a meeting to discuss a significant development to write to Council seeking a meeting with all Councillors and relevant staff.
- Not discuss or negotiate on an individual basis, any possible compensatory conditions or other development related matters. All such issues must be referred to the appropriate Director or General Manager for proper consideration and assessment.
- Provide copies of information presented during lobbying meetings to Council staff for consideration and assessment, distribute to other Councillors and file in Council's official records system prior to any subsequent Council meeting where the matter may be reported.
- Provide copies to the appropriate Director or General Manager, of emails and correspondence to and from parties to a development application or other significant matter, prior to any subsequent Council meeting where the matter may be reported.
- Notifying their Group Manager about lobbying that is not undertaken via Council's adopted formal processes.
- Make a declaration at a Council meeting about lobbying to them that is not undertaken via Council's adopted formal processes.

**PART 3: LOBBYIST REGISTER**

All lobbyists are required to complete the Lobbyist Registration Form for each matter on which they intend to lobby Council.

The register will be publicly available on Council's website.

**PART 4: TENDERING**

The lobbying by tenderers about the outcome of a tender process is an exception to the principle that lobbying is permissible. In other words, lobbying by tenderers is NOT permissible.

Tenders contain selection criteria for choosing a successful tenderer. Most selection criteria are based on objective technical and pricing issues and do not involve a political dimension or subjective decision.

Tender processes also do not typically include mechanisms for community feedback. Community views on issues like the decision to undertake a tender, and in what form, are typically sought prior to the calling of a tender or initiation of the tendering process.

**PART 5: REFERENCE**

In the development of this Policy reference has been made to the ICAC publication *Lobbying local government councillors – A guide for councillors, constituents and other interested parties* publication. Content from this publication is reproduced within this Policy.

For further information please reference the ICAC publication directly.





Authorised by: <authority>  
Authorised date: DD/MM/YYYY  
Effective date: DD/MM/YYYY  
Next review date: DD/MM/YYYY  
File Number: #####

## Provision of Information between Councillors and Staff

### 1. INTRODUCTION

Based on the provisions in the *Local Government Act 1993* (the Act), Councillors and Council staff have distinctly different roles to play. The Council is responsible for the strategic direction and for determining the Policy framework of Council. The Council also has a statutory role as the consent authority, under both the *Environmental Planning and Assessment Act 1979* and the Act, for applications for development consent and local approvals. The General Manager is responsible for the effective day to day management of the organisation and the carrying out of Council's Policies and strategic objectives.

The distinction between these two roles may at times become unclear. There often needs to be interaction between Councillors and Council staff, particularly regarding access to and provision of information, to effectively integrate policy making and service delivery.

The objective of this Policy is to provide Councillors with relevant information and an appropriate level of access to the staff of Council in order to exercise the functions of civic office and to facilitate informed decision making by:

- providing a documented process for Councillors to access Council information;
- ensuring Councillors have access to all information necessary for them to exercise their statutory role as a member of the governing body of Council;
- ensuring that Councillors receive advice to help them in the performance of their civic duty in an orderly and regulated manner; and
- providing direction on Councillors rights of access to staff and Council buildings.

### 2. POLICY STATEMENT AND SCOPE

Council's Code of Conduct provides that Councillors are to be provided sufficient information in a timely manner to enable them to carry out their civic office functions.

This Policy establishes the principles by which Councillors may access information and interact with staff in order to undertake their civic office functions, whilst facilitating a positive working relationship between Councillors and staff.

This Policy applies to all Councillors, staff and contractors of Port Macquarie-Hastings Council and their interactions.

#### 2.1 Access to Council Information

Councillors are required to have full and timely access to information held by Council to assist them in making informed decisions on matters under their consideration or matters to be listed for consideration for which there is notification. This information should be relevant and appropriate to the discharge of their civic duty.

Councillors must properly examine and consider all the information provided to them relating to matters that they are dealing with to enable them to make a decision on the matter in accordance with Council's charter.

Councillors who have a private (as distinct from civic) interest in information held by Council have the same rights of access as any member of the public, that is as prescribed by the *Government Information (Public Access) Act 2009* (GIPA Act).

Section 6 of the GIPA Act prescribes that information that is 'open access information' must be made publicly available unless there is an overriding public interest against disclosure of the information. Additionally, Part 2 of the *Government Information (Public Access) Regulation 2009* outlines additional specific information that is 'open access information' for local authorities.

Section 8 and 9 of the GIPA Act prescribes the application process for access to information that is available to members of the public and Councillors.

#### **2.1.1 Councillor Access to Information**

Councillors wishing to access Council information, other than 'open access information' as prescribed by the GIPA Act that is not relevant to their civic duties, must make an application to the General Manager or Public Officer.

Councillors must draft the application carefully and precisely detail the information, or the nature of the information, being sought. It is expected that Councillors will act reasonably in making an application for information.

All Councillor applications will be treated as an 'informal access application', where appropriate, as prescribed by the GIPA Act and duly processed.

Councillor applications for information relating to the exercise of a Councillor's civic duties will be processed within fifteen (15) working days and provided with timely information on the progress of the application.

Councillor applications for information relating to a Councillor's private interest will be processed as prescribed by the GIPA Act.

##### **2.1.1.1 Councillor Information Application Refusal**

The General Manager and/or the Public Officer shall not unreasonably decide that information is not relevant to the performance of the Councillor's civic duty and refuse access to that information. The General Manager or the Public Officer must state their reasons for the decision if access is refused.

An application for information from a Councillor may be refused where it is demonstrated that significant resources will be required to respond to an application for information. The Councillor will be advised and provided with details of the estimates of time and/or costs that are likely to be incurred in providing the information.

If an application for information from a Councillor is refused, the Councillor is entitled to lodge a 'formal access application' for the information, as prescribed by the GIPA Act. Noting that an application fee will be required to be paid and additionally a processing charge for dealing with an access application may be imposed.

Councillors will not be provided with access to staff personnel files or details relating to Independent Commission Against Corruption investigations.

#### **2.1.2 Use of Council Information**

In regard to accessing information, a Councillor or Council staff member must:

- only access Council information needed for Council business;
- not use that Council information for private purposes;
- not seek or obtain, either directly or indirectly, any financial benefit or other improper advantage for themselves, or any other person or body, from any information to which they have by virtue of their office or position with Council; and
- only release Council information in accordance with established Council Policies and procedures and in compliance with relevant legislation.

#### **2.1.3 Security of Confidential Information**

The integrity and security of confidential information in the possession of a Councillor or Council staff member must be maintained.

In addition to general obligations relating to the use Council information, a Councillor or Council staff member must:

- protect confidential information;
- only release confidential information if they have authority to do so;
- only use confidential information for the purpose for which it is intended to be used;
- not use confidential information gained through their official position for the purpose of securing a private benefit for themselves or for any other person;
- not use confidential information with the intention to cause harm or detriment to Council or any other person or body; and
- not disclose any information discussed during a confidential session of a Council meeting.

#### **2.1.4 Personal Information**

When dealing with personal information, a Councillor or Council staff member must comply with:

- The *Privacy and Personal Information Protection Act 1998*
- The *Health Records and Information Privacy Act 2002*
- The Information Protection Principles and Health Privacy Principles
- Council's Privacy Management Plan
- The Privacy Code of Practice for Local Government

### **2.2 Interaction between Councillors and Council staff**

The Act provides that the General Manager is to direct staff in the performance of their duties. Any and all access to staff by Councillors, other than the General Manager, is to be authorised by the General Manager via Delegated Authority.

A Councillor or member of Council staff must not take advantage of their official position to improperly influence other Councillors or members of Council staff in the performance of their civic or professional duties for the purpose of securing private benefit for themselves or for some other person.

#### **2.2.1 Inappropriate Interactions for Councillors**

- Direct Council staff other than by giving appropriate direction to the General Manager in the performance of Council's functions by way of Council or Committee resolution, or by the Mayor exercising their power under Section 226 of the Act;
- in any public or private forum, direct, influence or attempt to direct or influence, any member of Council staff or a delegate of the Council in the exercise of the functions of the Council staff member or delegate;
- contact a Council staff member on Council related business outside of avenues available under this Policy and any associated procedures;
- contact or issue instructions to any of Council's contractors or tenderers, including Council's legal advisors, unless by the Mayor exercising their power under section 226 of the Act. This does not apply to Council's external auditors who, in the course of their work, may be provided with information by individual Councillors;
- approaching Council staff to discuss individual staff matters and not the broader industrial policy issues;
- Councillors who have lodged a development application with Council, discussing the matter with Council staff member(s) in staff-only areas of the Council;
- being overbearing, abusive or threatening to Council staff;
- making personal attacks on Council staff in a public forum;
- making threatening or derogatory comments about other Councillors or Council staff;
- directing or pressuring Council staff in the performance of their work, or recommendations they should make;

- approaching any Council staff member directly for confidential or otherwise sensitive information that does not relate to the exercise of their civic duties and is not generally available to the public; and
- personally reprimanding Council staff, rather than raising the matter with the General Manager.

### **2.2.2 Inappropriate Interactions for Council Staff**

- approaching Councillors directly to discuss individual staff matters and not the broader industrial policy issues;
- refusing to give information that is available to other Councillors to a particular Councillor;
- providing ad hoc advice to Councillors without recording or documenting the interaction as they would if the advice was provided to a member of the community;
- meeting with applicants or objectors alone AND outside of office hours to discuss development applications or proposals;
- lobbying Councillors to change resolutions of Council; and
- giving preferential treatment or service to one or more Councillors.

It is appropriate that staff and staff organisations have discussions with Councillors in relation to matters of industrial policy.

### **2.2.3 During Meetings**

The interaction between Councillors and Council staff at Council and Committee meetings is regulated by:

- Council's Code of Meeting Practice;
- The *Local Government Act 1993*;
- The *Local Government (General) Regulation 2005*; and
- Council's adopted Code of Conduct.
- Council's Delegated Authorities

Councillors and Council staff must show respect to the Chair, other Council officials and any members of the public present during Council and Committee meetings or other formal proceedings of Council.

The interaction between Councillors and Council staff at subcommittee, steering group and advisory group meetings are regulated by the applicable adopted charters.

The interaction between Councillors and Council staff at Portfolio meetings are regulated by the Councillor Portfolio Protocol.

### **2.2.4 Outside of Meetings**

Councillors may contact the General Manager, the relevant Director or other Council staff member as authorised by the General Manager via Delegated Authority to discuss or make arrangements to meet to discuss Council business.

Only Council staff authorised by the General Manager via Delegated Authority will provide advice to Councillors.

## **2.3 Councillor Access to Council Offices and Buildings**

Councillors are entitled to have access to the Council Chamber, Committee room, Councillors room, Mayoral Office and public areas of Council's Headquarters building during normal business hours and for meetings. Councillors requiring access to these facilities at other times must seek prior authorisation from the General Manager.

Councillors who are not in pursuit of their civic duties have the same rights of access to Council buildings and premises as any other member of the public.

A Councillor has no rights to enter staff-only areas without the express authorisation of the General Manager.

Councillors must ensure when they are in a staff-only area they are mindful of potential conflict or pecuniary interest matters and avoid giving rise to the appearance that they may be improperly influencing Council staff decisions.

## 2.4 Breaches

All breaches of this Policy will be dealt with as a breach of Council's Code of Conduct.

## 3. RESPONSIBILITIES AND AUTHORITIES

The Group Manager Governance and Procurement is the Council officer responsible for the implementation of this Policy.

The Group Manager Governance and Procurement is the primary point of contact regarding the meaning and application of this Policy. The following Council officers may provide support and advice on this Policy:

- General Manager
- Executive Assistant to the Mayor
- Executive Assistant to the General Manager

The Group Manager Governance and Procurement will:

- undertake a review of this Policy biennially. The review will incorporate changes in relevant legislation, documentation released from relevant state agencies and best practice guidelines;
- investigate breaches of this Policy and refer matters to the General Manager as appropriate; and

All Councillors and staff are responsible and accountable for complying with this policy.

## 4. REFERENCES

Council's Code of Conduct  
Council's Delegated Authorities  
Council's Code of Meeting Practice  
Councillor Portfolio Protocol  
Subcommittee, Steering and Advisory Group Charters.  
*Government Information (Public Access) Act 2009*  
*Health Records and Information Privacy Act 2002*  
*Local Government Act 1993*  
*Local Government (General) Regulation 2005*  
*Privacy and Personal Information Protection Act 1998*

## 5. DEFINITIONS

Councillor's the Act	Elected Council representatives, including the Mayor <i>Local Government Act 1993</i>
Public Officer	Group Manager Governance and Procurement fulfils the role of Public Officer for Port Macquarie-Hastings Council
Open access information	government information that is required to be made publicly available by Council under section 6 of the GIPA Act
Formal access application	an application for access to government information under Part 4 of the GIPA Act
Informal access application	an application for access to government information which is not open access information or does not require a formal access application.
Personal Information	information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about

	an individual whose identity is apparent or can reasonably be ascertained from the information or opinion.
Private Interest	information not relevant to the performance of a Councillor's civic duty

## 6. PROCESS OWNER

The Group Manager Governance and Procurement is the nominated process owner for this Policy.

## 7. AMENDMENTS

The following amendments have been made to this policy to the previous version:

1. Section 2.1.1- clarification of when an informal GIPA application must be lodged.
2. Section- 2.1.1.2- removal of section.
3. Section 2.2.3- acknowledgement of subcommittee, advisory group and portfolio meetings.
4. Expansion of definitions.
5. Minor wording changes.
6. Reformatting to the revised policy template.

DRAFT



Port Macquarie-Hastings Council  
**2016 - 2017 Operational Plan - End of year -  
Quarterly Progress Report as at 30 June 2017**



PORT MACQUARIE  
HASTINGS

## GUIDING PRINCIPLE

### Ensuring good governance

## GUIDING PRINCIPLE – Ensuring good governance

# What are we trying to achieve?

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

**Community Strategic Plan:** 1.1 Engage the community in decision making by using varied communication channels that are relevant to residents

**Delivery Program Objective:** 1.1.1 Use a variety of tools to engage with the community in a manner that is transparent, effective, relevant and inclusive

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.1.1.1 Use a variety of media, direct publication and digital mediums to keep the community informed	Communications	1. Audit media message uptake  2. Distribute quarterly newsletter  3. Increase engagement in social media  4. Maintain up to date corporate website	1. 100%  2. 100%  3. 100%  4. 100%	1. 100%  2. 100%  3. 100%  4. 100%	Achieved. A total of 577 Media Releases, Media Alerts, Media Statements and Community Announcements and Media Responses were issued for the year with these appearing via a mix of media channels/agencies. (38 for the month of June)  Achieved. The Community Now Newsletter was distributed with quarterly rates notices. The next newsletter is scheduled for distribution in July.  Achieved. Over the year: Facebook likes increased from 4,714 at 30 June 2016 to 6,475 Facebook reach increased from 659,449 at 30 June 2016 to 2,100,261. YouTube video views increased from 14,024 at 30 June 2016 to 36,132.  Achieved. From July 2016 to June 2017, 160 media releases and 48 public notices, approved developments and notifications were published to the corporate website. 374 corporate website feedback and update requests were received and actioned.



## GUIDING PRINCIPLE

### Ensuring good governance

**Community Strategic Plan:** 1.1 Engage the community in decision making by using varied communication channels that are relevant to residents

**Delivery Program Objective:** 1.1.1 Use a variety of tools to engage with the community in a manner that is transparent, effective, relevant and inclusive

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		5. Meet statutory advertising requirements	5. 100%	5. 100%	Achieved. Community Now notices statutory advertising appeared weekly in the Port Express, Wauchope Gazette and Camden Haven Courier Newspapers.

**Delivery Program Objective:** 1.1.2 Support community involvement in decision making through education around Council matters and services

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.1.2.1 Use a combination of online, face to face and printed engagement methods to facilitate community involvement in decision making	Community Place	1. Advise Community Reference Group members of engagement opportunities  2. Conduct four lunchtime conversations across the LGA  3. Engagement activities undertaken during the year and numbers participating	1. 100%  2. 100%  3. 100%	1. 100%  2. 100%  3. 100%	Achieved. A very successful year for engagement with many campaigns being run. Of particular note was the Special Rate Variation engagement and its reach (over 21,000). As well as trying new techniques such as streaming focus group forums live via facebook.  Achieved. A litter blitz campaign and road safety campaign were conducted. Session held on Town Square to inform community of the Town Square and Town Green Projects and Kendall Main Street.  Achieved. During the year, key projects have included, Town Green/Square, Hyndmans Bridge, The Play Space and Ocean Drive. Council's online engagement tool "Have Your Say" data from 1 July 2016 to 30 June 2017 has seen, Total visits: 47,281. Max visitors per day: 483, Number of activated registrations: 2,311, New registrations this year: 261, with the number of projects listed as 46.

## GUIDING PRINCIPLE

### Ensuring good governance

**Community Strategic Plan:** 1.1 Engage the community in decision making by using varied communication channels that are relevant to residents

**Delivery Program Objective:** 1.1.2 Support community involvement in decision making through education around Council matters and services

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		4. Increased participation on PMHCListing	4. 100%	4. 100%	Achieved. Council's online engagement tool "Have your Say" has seen increased online participation with the community during the year. Key projects have included Town Green/Square, Hyndmans Bridge, The Play Space and Ocean Drive Have Your Say data for the period 1 July 2016 to 30 June 2017 has included Total visits: 47,281, Max visitors per day: 483, Number of activated registrations: 2,311 and New registrations this year: 261 Number of Projects: 46.

**Community Strategic Plan:** 1.2 Create professional development opportunities and networks to support future community leaders

**Delivery Program Objective:** 1.2.1 Provide effective leadership that supports the community

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.2.1.1 Implement the Councillor Professional Development Program	Governance and Executive Services	1. Minimum of five equitable development opportunities offered	1. 100%	1. 100%	Achieved. Councillors currently take the opportunity to request development opportunities. Developing the approach to development plans.

## GUIDING PRINCIPLE

### Ensuring good governance

**Community Strategic Plan:** 1.3 Create strong partnerships between all levels of government and their agencies so that they are effective advocates for the community.

**Delivery Program Objective:** 1.3.1 Participate in active alliances with other agencies to make effective decisions that address the needs of our community

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.3.1.1 Progress local government reform through consideration of Joint Organisations (JO's) and responding to Office of Local Government engagement	General Manager's Office	1. Participate in ongoing discussions at local and state level regarding JO's	1. 100%	1. 100%	Achieved. Joint Organisation discussions continuing. General Managers Advisory Council (GMAC) meeting attended on 10 February 2017 and 3 March 2017, a meeting was not held in April due to Mid Coast Regional Organisation of Councils (MIDROC) Board Meeting, and May and June GMAC Meetings were been postponed. MIDROC meeting scheduled for April 2016, however, unable to be attended due to competing priorities.
1.3.1.2 Convene meetings with Local Business Chambers	General Manager's Office	1. Meetings scheduled with Local Business Chambers	1. 100%	1. 100%	Achieved. Meetings scheduled and attended throughout the financial year and have included meeting with Port Macquarie Chamber of Commerce, Wauchope Chamber of Commerce and Camden Haven Chamber of Commerce.
1.3.1.3 Convene meetings with State and Federal members	General Manager's Office	1. Meetings scheduled with State and Federal Members	1. 100%	1. 100%	Achieved. Meetings were scheduled throughout the financial year and have included meeting with Mrs Leslie Williams MP, Luke Hartsuyker MP. Telephone discussion was also held with Mrs Melinda Pavey MP. Meetings with Dr Gillespie MP held as required.

## GUIDING PRINCIPLE

### Ensuring good governance

**Community Strategic Plan:** 1.4 Demonstrate conscientious and receptive civic leadership

**Delivery Program Objective:** 1.4.1 Engage with the community on impacts and changes of operations

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.4.1.1 Produce and submit the Annual Report in accordance with Local Government Act requirements	Organisational Performance	1. Annual Report adopted by Council and submitted to Office of Local Government no later than 30 November  2. Publish Community Report Card and distribute to community groups in December	1. 100%  2. 100%	1. 100%  2. 100%	Achieved. The 2015-2016 Annual Report was presented to the Ordinary Meeting Council Meeting held in November 2016. Hard copies are available at Council Customer Services Offices and Library Branches across the region.  Achieved. The community report card for 2015-2016 was published and distributed. It is now available for viewing at Council Offices and Library Branches.
1.4.1.2 Provide a report on progress on the implementation of the 2013-2017 Four Year Delivery Program	Organisational Performance	1. Four Year Delivery Program progress report provided to Council on a six monthly basis	1. 2#	1. 2#	Achieved. The six monthly Delivery Program report was presented to the September 2016 and March 2017 Ordinary Council Meeting as scheduled as per the legislation.
1.4.1.3 Review the Legislative Compliance Register	Governance and Executive Services	1. Annual review of compliance register undertaken and presented to Council	1. 100%	1. 100%	Achieved. The Legislative Compliance review for 2015-2016 was presented to the Audit Committee and the Ordinary Council Meeting in August 2016.
1.4.1.4 Produce and submit the annual Government Information Public Access (GIPA) Report in accordance with the GIPA Act requirements	Governance and Executive Services	1. GIPA Annual Report submitted to IPC no later than 31 October	1. 100%	1. 100%	Achieved. Annual report provided to the Information and Privacy Commissioner.
1.4.1.5 Produce and submit the annual Code of Conduct Complaints Report in accordance with the OLG requirements	Governance and Executive Services	1. Report prepared annually and presented to Council no later than 31 December	1. 100%	1. 100%	Achieved. Council resolution adopted a report relating to the statistics at the December Ordinary Council meeting. Statistics provided to the OLG on 24 November 2016.
1.4.1.7 Undertake development of the annual Operational Plan	Organisational Performance	1. An annual Operational Plan is adopted no later than 30 June	1. 100%	1. 100%	Achieved. The 2017-2018 Operational Plan and Integrated Planning suite of documents were adopted at the 21 June Ordinary Meeting of Council in line with legislation. Over 250 submissions were received, which informed Council's future planning.



## GUIDING PRINCIPLE

### Ensuring good governance

**Community Strategic Plan:** 1.4 Demonstrate conscientious and receptive civic leadership

**Delivery Program Objective:** 1.4.2 Manage Council's financial assets, provide accurate, timely and reliable financial information for management purposes and provide plain English community reporting

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.4.2.1 Monitor and report on Council's financial position in accordance with Local Government Act requirements	Financial Services	1. Audited financial statements lodged with OLG by 31 October 2. Financial statements prepared by 30 September 3. Three quarterly budget review statements (QRBS) submitted to Council as well as the Annual Report	1. 100% 2. 100% 3. 3#	1. 100% 2. 100% 3. 3#	Achieved. Statements lodged 27 October 2016. Achieved. Audited statements lodged 27 October 2016. Achieved. Reports tabled as required.
1.4.2.2 Manage Council's investment portfolio to optimise investment returns within the constraints of the policy, the Local Government Act and Regulations	Financial Services	1. Investment report tabled at Council meeting on a monthly basis 2. Investment return to exceed Office of Local Government (OLG) benchmark	1. 11# 2. 100%	1. 12# 2. 100%	Achieved. Report tabled as required. Achieved. Return met as required.
1.4.2.4 Develop Annual Budget and review Long Term Financial Plan	Financial Services	1. Develop draft Annual Budget no later than 30 April 2. Develop draft Fees and Charges by 30 April 3. Final budget adopted by Council by 30 June 4. Review the Long Term Financial Plan in line with the draft budget adoption by 30 June	1. 100% 2. 100% 3. 100% 4. 100%	1. 100% 2. 100% 3. 100% 4. 100%	Achieved. Annual Budget adopted in June. Achieved. Fees and Charges Developed, exhibited and approved. Achieved. Achieved. LTFP reviewed and complete.

## GUIDING PRINCIPLE

### Ensuring good governance

**Community Strategic Plan:** 1.4 Demonstrate conscientious and receptive civic leadership

**Delivery Program Objective:** 1.4.2 Manage Council's financial assets, provide accurate, timely and reliable financial information for management purposes and provide plain English community reporting

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.4.2.6 Prepare monthly financial reports for Council	Financial Services	1. Present 10 monthly financial reports to Council (excl July & January)	1. 10#	1. 10#	Achieved. Reports tabled as required.
1.4.2.8 Undertake revaluation of Council's water and sewer assets	Assets and Systems	1. Revaluation of water and sewer assets completed by 30 June	1. 100%	1. 100%	Achieved. Final valuation report received from valuer.

**Delivery Program Objective:** 1.4.3 Build trust and improving Council's public reputation through transparency and accountability

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.4.3.1 Coordinate lodgement of Annual Disclosure of Interest Returns	Governance and Executive Services	1. Annually update Disclosure Register by 30 September	1. 100%	1. 100%	Achieved. Disclosures were gathered from designated persons.
1.4.3.2 Review Payment of Expenses and Provision of Facilities for Councillors Policy	Governance and Executive Services	1. Policy reviewed and adopted by 30 November 2. Submit to OLG by 1 December	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. The payment and expenses policy was adopted at the 16 November 2016 Ordinary Council meeting. Achieved. The payment and expenses policy was adopted at the 16 November 2016 Ordinary Council meeting and was sent to the OLG on 23 November 2016.
1.4.3.3 Report on Public Interest Disclosures (PID)	Governance and Executive Services	1. PID Annual Report submitted to NSW Ombudsman by 31 October 2. Report bi-annually on any PIDs by 30 July and 14 February	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. The 2015-2016 PID Annual Report was provided to the NSW Ombudsman as per the required legislation. Achieved. The 2016-2017 six monthly reports were lodged in February 2017 and July 2017 in line with legislation requirements.

## GUIDING PRINCIPLE

### Ensuring good governance

**Community Strategic Plan:** 1.4 Demonstrate conscientious and receptive civic leadership

**Delivery Program Objective:** 1.4.3 Build trust and improving Council's public reputation through transparency and accountability

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.4.3.4 Submit annual performance reporting for the water and sewer business to NSW Office of Water for benchmarking comparisons	Water and Sewer	1. Annual performance of PMHC water and sewer business in comparison to state medians reported to Council 2. Performance reporting data is collated and forwarded to NSW Office of Water annually 3. Recommendations from triple bottom line (TBL) summary report detailed by NSW Office of Water are considered for action	1. 100%  2. 100%  3. 100%	1. 100%  2. 100%  3. 100%	On target. 2015/16 data was provided to Department of Primary Industries Water by end of 2016. Release of the performance data in late May 2017. To be included as an agenda item in the July Council business paper.  On target. 2015/16 data was provided to Department of Primary Industries Water by end of 2016. Release of the performance data in late May 2017. To be included as an agenda item in the July Council business paper.  On target. 2015/16 data was provided to Department of Primary Industries Water by end of 2016. Release of the performance data in late May 2017.

**Delivery Program Objective:** 1.4.4 Promote the visibility and profile of councillors through improved access by the community

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.4.4.1 Deliver the Take the Council to the Community program	Governance and Executive Services	1. Two off-site Council meetings held during the year (March Wauchope, October Laurieton)	1. 100%	1. 100%	Achieved. The October 2016 Ordinary Council Meeting was held at Laurieton. The March 2017 Ordinary Council Meeting was held at Wauchope.
1.4.4.3 Deliver the Listening and Engaging with the Community Program	Governance and Executive Services	1. Minimum of four (4) visits per annum	1. 4#	1. 3#	On target. Engaging with the Community meetings have been held at Herons Creek, Comboyne and Lake Cathie. Next meeting planned at Telegraph Point in the Telegraph Point School of Arts Hall on Wednesday, 12 July 2017.

## GUIDING PRINCIPLE

### Ensuring good governance

**Community Strategic Plan:** 1.5 Implement innovative, fact based business practices

**Delivery Program Objective:** 1.5.1 Address community needs with a transparent, responsive, efficient and effective organisation that is customer focused, and aspires to deliver best practice service

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.1.1 Deliver high quality customer interactions through the Customer Service Centre and Call Centre and within service level standards	Community Place	1. 75% of calls answered within service level standards (currently 20 secs). 2. Call abandonment rate is 3% or lower 3. Greater than 75% of customer initial interaction is dealt with at first point of contact	1. 75% 2. 3% 3. 75%	1. 84% 2. 1% 3. 91%	Achieved. A total of 108,265 calls received, 106,399 counter enquiries and 25,048 emails processed for the period July 2016 to June 2017. Achieved. A total of 108,265 calls received, 106,399 counter enquiries and 25,048 emails processed for the period July 2016 to June 2017. Achieved. A total of 108,265 calls received, 106,399 counter enquiries and 25,048 emails processed for the period July 2016 to June 2017.
1.5.1.3 Educate staff on the Customer Experience Charter and obligation to respond to written customer inquiries (mail or email) within service level standards	Community Place	1. All new staff inducted on Customer Service Charter 2. Deliver internal education program	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. Achieved.
1.5.1.5 Review and evaluate referrals, compliments and complaints on an annual basis	Community Place	1. Reports provided to Council on an annual basis by 30 September	1. 100%	1. 100%	Achieved. Report presented in August 2016.
1.5.1.6 Meet the charter requirements of the Small Business Friendly Council's Program	Economic Development	1. Submit quarterly reports to the Office of the NSW Small Business Commissioner	1. 100%	1. 100%	Achieved. Initiatives implemented and reporting requirements to the Office of the NSW Small Business Commissioner met (April 2017 reporting was new case study format looking at Council's approach to a local preference policy).
1.5.1.7 Actively seek grant funding opportunities to maximise delivery of Council priorities	General Manager's Office	1. Applications for grants made as available	1. 100%	1. 100%	Achieved. In total, 22 grant applications have been submitted for the July 2016 to June 2017 period.



## GUIDING PRINCIPLE

### Ensuring good governance

**Community Strategic Plan:** 1.5 Implement innovative, fact based business practices

**Delivery Program Objective:** 1.5.1 Address community needs with a transparent, responsive, efficient and effective organisation that is customer focused, and aspires to deliver best practice service

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.1.8 Further develop an innovative, business friendly and solutions - focused culture within Council	Economic Development	1. Implement actions from Economic Development Strategy	1. 100%	1. 100%	Achieved. Implementation of the Economic Development Strategy has been achieved across Council and in partnerships with tour local community, business and industry. Key actions included: implementation of the Land Development Approvals Process review actions; adoption of flexible developer contributions options; outdoor dining fee waiver promotion in towns and villages; regular business confidence survey; ongoing planning for the Airport business park; ongoing implementation of Council's Events Strategy generating some \$33m in economic impact.; development of a destination website and ongoing marketing and PR under our Destination Management Plan. In addition, the 2017-2021 Economic Development Strategy was drafted and adopted by Council in May 2017.
		2. Report to Council on Economic Development Steering Group (EDSG) activity in December and June	2. 100%	2. 100%	Achieved. Following December 2016 reporting, a further report on EDSG activity and the draft 2017-2021 Economic Development Strategy was presented to Council in March, and adopted in May 2017.
		3. Undertake biannual business confidence survey and report to EDSG	3. 100%	3. 100%	Achieved. Three year term of the biannual survey concluded and provides a good dataset and understand of local trends. Planning is now well advanced for transition to an annual survey commencing August 2017.

## GUIDING PRINCIPLE

### Ensuring good governance

**Community Strategic Plan:** 1.5 Implement innovative, fact based business practices

**Delivery Program Objective:** 1.5.2 Provide and maintain efficient and effective information management systems that are accessible, user friendly and meet community and organisational requirements

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.2.4 Provide Geographic Information Systems (GIS) to the organisation and to the community in a timely and effective manner	Assets and Systems	1. Less than five complaints received relating to GIS data accuracy as captured in the Customer Record Management (CRM) system	1. 5#	1. 0#	Achieved. No complaints received relating to GIS data accuracy during 2016-17 per Council's Customer Record Management (CRM) system.
1.5.2.5 Renew technology infrastructure to provide secure and responsive ICT systems (Multi year project)	Information, Communication and Technology	1. Undertake technology infrastructure renewal projects according to project plan	1. 100%	1. 100%	Achieved. WiFi testing has been completed and a bill of materials for tender is currently underway. Microwave upgrades have commenced with a tender being developed. Remaining network switches are now being upgraded to finalise the network upgrade.
1.5.2.8 Undertake delivery of ICT projects (Multi year project)	Information, Communication and Technology	1. Projects delivered as per approved project plans	1. 100%	1. 100%	Achieved. Desktop replacement project is well underway with over 160 desktops completed. Geocortex remains on track for completion in September. All other ICT projects are on track as per the current project plan.

**Delivery Program Objective:** 1.5.3 Ensure ratepayer value for money through continuous improvement in quality, effectiveness and efficiency of delivery of Council services

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.3.1 Ensure development assessment, building certification and subdivision certification activities are completed efficiently and in accordance with legislation	Development Assessment	1. Capture the number of applications and processing times, together with a commentary on development trends and report to Council quarterly	1. 100%	1. 100%	Achieved. Determined applications for July to June 2017 include: 1,115 Development Applications with an average processing time of 35 days, 178 s96 Modifications with an average processing time of 31 days, 508 Building Construction Certificates with an average processing time of 8 days and 115 Complying Development Certificates with an average processing time of 6 days.

## GUIDING PRINCIPLE

### Ensuring good governance

**Community Strategic Plan:** 1.5 Implement innovative, fact based business practices

**Delivery Program Objective:** 1.5.3 Ensure ratepayer value for money through continuous improvement in quality, effectiveness and efficiency of delivery of Council services

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.3.4 Work across the organisation to facilitate business improvement initiatives	Organisational Performance	1. Implement actions as per Council resolution of June 2016	1. 100%	1. 100%	Achieved. Phase 3 of the Services Review Progress is drawing towards completion with the seven identified services/service categories having progressed through review and either identified and implemented opportunity for improvement, created business cases or have future state recommendations. These will be presented to Councillors in Sept 2017 to close phase 3 of the Service Review Project. Work continues with the Stores Service Review. The review now sits with the Business Improvement Office to work through a service review process that will work closely with the Stores team to identify any process improvement opportunities.
		2. Progress report (business improvement initiatives) biannually to Council	2. 100%	2. 100%	Achieved. The Business Improvement Office use project planning to track progress of the work and internally report monthly to the Executive through the Business Improvement Steering Committee along with quarterly reporting to audit committee. A 'Winlog' has been created to capture existing and ongoing improvements to measure performance impact. A Councillor briefing is scheduled for September 2017 to provide progress and outcomes of Phase 3: Business Improvement.

## GUIDING PRINCIPLE

### Ensuring good governance

**Community Strategic Plan:** 1.5 Implement innovative, fact based business practices

**Delivery Program Objective:** 1.5.3 Ensure ratepayer value for money through continuous improvement in quality, effectiveness and efficiency of delivery of Council services

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.3.6 Progress Service Level Project and incorporate feedback through active engagement on service levels	Organisational Development	1. Two forums held with the community	1. 100%	1. 100%	Achieved. A community Engagement Forum was held in July 2016 to engage with the community on service levels for Roads, Bridges and Transport, Stormwater, Place Making, Sports and Recreation and Economic Development. The forum provided insight into where the community see the current level of service and their desired level of service for these priority areas. An engagement program took place during November and December to engage with the community about the level of service Council provides for it's road network and the proposed Special Rate Variation Council is to decide upon in the coming months to continue funding to maintain and renew our road network. The engagement campaign included a community forum, online discussion, fact sheets and survey and pop up stands at various locations across the LGA.

**Delivery Program Objective:** 1.5.4 Use procurement, tendering and purchasing approaches that provide best value to the community

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.4.1 Continue to implement and monitor the Procurement Strategy action items	Commercial and Business Services	1. Completion of audit action items as per agreed timelines with quarterly reporting to the Audit Committee.	1. 100%	1. 100%	Achieved. A contract management policy, procedure and templates framework project has been requested to be undertaken a project charter has been developed. A detailed project plan is currently under development, which will include engagement and consultation with the organisation via a dedicated working group as detailed in the project plan.



## GUIDING PRINCIPLE

### Ensuring good governance

**Community Strategic Plan:** 1.5 Implement innovative, fact based business practices

**Delivery Program Objective:** 1.5.4 Use procurement, tendering and purchasing approaches that provide best value to the community

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.4.2 Ensure plant purchases are in line with the plant replacement program (Multi year project)	Transport and Stormwater Network	1. Plant replacement program delivered according to approved schedule	1. 100%	1. 85%	On target. Plant Replacement Program was 85% completed although only 64% was actually delivered. 22% was ordered but delays in supply has carried them over into 2017/18.

**Delivery Program Objective:** 1.5.5 Ensure there is appropriate management of risk for Council and the community

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.5.1 Review the Corporate Risk Register	Governance and Executive Services	1. Review the risk register on a quarterly basis and report to the Audit Committee	1. 100%	1. 100%	Achieved. Quarterly review completed and presented to the April Risk Management Working Group and May Audit, Risk and Improvement Committee. Next quarterly review occurring at present.
1.5.5.2 Implement the Risk Management Action Plan, as part of the Statewide Continuous Improvement Program	Governance and Executive Services	1. Review and implement the Risk Management Action Plan on a quarterly basis and report to Executive	1. 100%	1. 100%	Achieved. Actions being completed as planned. Meeting held with Statewide-Mutual to finalise the annual review. Presented to the July Risk Management Working Group.
1.5.5.3 Conduct an annual review of insurance coverage	Governance and Executive Services	1. Annual review completed and insurance renewals in place	1. 100%	1. 100%	Achieved. Annual insurance renewals complete and instructions for renewal approved by the Acting General Manager.

**Delivery Program Objective:** 1.5.6 Create a workplace that reflects Human Resources current best practices

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.6.10 Construct new works depot in Port Macquarie (Carry Over 2014/2015)	Asset and Systems	1. Project delivered according to approved project plan (Construct new works depot)	1. 100%	1. 0%	Deliverable dependant on OP item 5.1.1.1. (u) - preconstruction and design of works depot.

## GUIDING PRINCIPLE

### Ensuring good governance

**Community Strategic Plan:** 1.5 Implement innovative, fact based business practices

**Delivery Program Objective:** 1.5.6 Create a workplace that reflects Human Resources current best practices

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
1.5.6.4 Implement workplace strategies and processes as outlined in the Equal Employment Management Plan	Organisational Performance	1. Performance and improvements against the Equal Employment Management Plan targets are reported in the Annual Report	1. 100%	1. 100%	Achieved. Performance and improvements against the Equal Employment Management Plan were reported in Council's 2015/2016 Annual Report as per legislation requirements.
1.5.6.6 Carry out office furniture replacement program	Recreation and Buildings	1. Replacement program carried out according to approved schedule	1. 100%	1. 100%	Achieved.

**GUIDING PRINCIPLE**  
Looking after our people

**GUIDING PRINCIPAL - Looking after our people**

**What are we trying to achieve?**

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

**Community Strategic Plan:** 2.1 Create an environment and culture that allows the Port Macquarie-Hastings community to feel safe

**Delivery Program Objective:** 2.1.1 Provide leadership in implementing safety initiatives

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.1.1.4 Manage and deliver approved lifeguard services	Recreation and Buildings	1. Deliver approved lifeguard services 2. Deliver lifeguard education programs to schools and community groups (target 2500 students)	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. Agreed lifeguard services for 2016/17 were delivered as required. Achieved. Australian Lifeguard Services staff have delivered the lifeguard education program to 5,200 students this financial year.

**Delivery Program Objective:** 2.1.2 Advocate for, support and coordinate emergency management services

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.1.2.2 Implement Council actions included within the LGA Bush Fire Risk Management Plan (BFRMP) in relation to Council-owned and managed land	Environmental Services	1. Risk Management Plan actions for current financial year implemented	1. 100%	1. 100%	Achieved. Works were completed based on identified priorities. Bush Fire Risk Management Plan review underway in relation to future actions.
2.1.2.3 Deliver annual maintenance program for bushfire risk mitigation works on Council land in accordance with Bushfire Risk Management Plan, adopted by NSW Rural Fire Service	Environmental Services	1. Deliver works in accordance with relevant standards	1. 100%	1. 100%	Achieved. Scheduled APZ maintenance works for Summer/Autumn was completed to required standards.

## GUIDING PRINCIPLE

### Looking after our people

**Community Strategic Plan:** 2.1 Create an environment and culture that allows the Port Macquarie-Hastings community to feel safe

**Delivery Program Objective:** 2.1.2 Advocate for, support and coordinate emergency management services

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.1.2.4 Deliver bushfire preparedness and planning programs to the community	Environmental Services	2. Develop priority listing by 30 November	2. 100%	2. 100%	Achieved. Works priorities for hazard reduction for regular maintenance and enhancements completed for implementation remainder of FY 16-17. Includes APZ enhancements and Fire Trail upgrades.
		3. Monitor and assess one site per month to identify risk rating	3. 100%	3. 100%	Achieved. Council land adjacent to primary school assessed for fuel load and bush fire risk. Works implemented to mitigate risk.
2.1.2.6 Provide new bushfire tankers/vehicles	Emergency Management	1. Two bushfire preparedness educational programs delivered by 30 June	1. 100%	1. 100%	On target. Ongoing education through Customer Request Management (CRM) process was undertaken. New Bush fire mitigation works on Council land was undertaken. Scheduled public consultation delayed due to merger of Hastings and Mid Coast Council Bush Fire Management Committees. Targeted community engagement will occur after the maps and plans for the new Mid Coast Bush Fire Risk Management Plan have been developed in draft form.
		1. Equipment supplied as scheduled (new bushfire tankers/vehicles)	1. 100%	1. 100%	Achieved. Fleet requirements meet. Final requisitions to be completed.

**Delivery Program Objective:** 2.1.3 Implement inspection, compliance and education practices that ensure acceptable levels of public and environmental health; meet building and fire safety standards

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.1.3.01 Monitor and take action as appropriate to ensure compliance with development approvals and building, environmental, public health and onsite sewage standards	Regulatory Services	1. > 80% of complaints responded to within set customer service standards	1. 80%	1. 94%	Achieved.



## GUIDING PRINCIPLE

### Looking after our people

**Community Strategic Plan:** 2.1 Create an environment and culture that allows the Port Macquarie-Hastings community to feel safe

**Delivery Program Objective:** 2.1.3 Implement inspection, compliance and education practices that ensure acceptable levels of public and environmental health; meet building and fire safety standards

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. 1,000 risk-based audit inspections completed	2. 1,000#	2. 1,016#	Achieved.
		3. 195 public health risk-based audit inspections conducted annually	3. 195#	3. 289#	Achieved.
		4. 250 pool inspections complete	4. 250#	4. 553#	Achieved.
		5. 40 fire safety inspections complete	5. 40#	5. 51#	Achieved.
		1. > 80% of complaints regarding compliance with regulation and legislation responded to within set customer service standard	1. 80%	1. 85%	Achieved.
2.1.3.05 Provide ranger and law enforcement services to ensure compliance with legislation, regulations and Council policies re: parking, regular beach patrols, illegal signage, sale of goods on roads	Regulatory Services	2. Number of offences (capture actions) detected during proactive patrols	2. 0#	2. 914#	Achieved. Offences have been captured on a monthly basis.
		3. Report legislated companion animal data through the annual report	3. 100%	3. 100%	Achieved. Companion Animal data reported in Council's 2015/2016 Annual Report as per legislation.
2.1.3.06 Provide a safe water supply in accordance with Australian Drinking Water Quality Guidelines	Water and Sewer	1. Daily testing and monitoring program achieved	1. 100%	1. 100%	Achieved. All sampling and monitoring completed.
		2. Nil reportable incidents in accordance with NSW Health agreed protocols	2. 0#	2. 0#	Achieved. No reportable incidents have been recorded.

## GUIDING PRINCIPLE

### Looking after our people

**Community Strategic Plan:** 2.1 Create an environment and culture that allows the Port Macquarie-Hastings community to feel safe

**Delivery Program Objective:** 2.1.3 Implement inspection, compliance and education practices that ensure acceptable levels of public and environmental health; meet building and fire safety standards

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		3. Water quality is within limits set by Australian Drinking Water Guidelines 2011 100% of the time	3. 100%	3. 100%	Achieved. All water quality within the health targets set by the Australian Drinking Water Guidelines.
2.1.3.08 Undertake all sampling, analysing and reporting of environmental and regulatory requirements as requested and provide services to outside organisations on an approved cost for service basis	Commercial and Business Services	1. All sampling, analysing and reporting of environmental and regulatory requests completed in accordance with approved budgets	1. 100%	1. 100%	Achieved. All sampling, analysis and reporting completed within budget.
		2. All sampling, analysing and reporting of environmental and regulatory requests completed in accordance with the required service standards	2. 100%	2. 100%	Achieved. Sampling, analysing and reporting completed in accordance with required service standards.
		3. Laboratory equipment purchased as required within budget	3. 100%	3. 100%	Achieved. New Laboratory equipment purchased as required within budget.
		4. NATA corporate accreditation maintained	4. 100%	4. 100%	Achieved. NATA Corporate Accreditation maintained.

## GUIDING PRINCIPLE

### Looking after our people

**Community Strategic Plan:** 2.2 Provide young people with a range of leisure activities and opportunities for personal development

**Delivery Program Objective:** 2.2.1 Build capacity in the community to support young people

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.2.1.1 Provide opportunities for young people to learn and develop through 'youth-focused' initiatives	Community Place	1. Undertake two skill development programs for young people	1. 100%	1. 100%	Achieved. The YAC have successfully completed 2 x Skills Development Courses as planned for the 2016/2017 financial year which have included First Aid and Social Media Governance.
		2. Youth Advisory Council activities coordinated	2. 100%	2. 100%	Achieved. The Hastings Youth Advisory Council are working on team building project whilst continuing to engage and identify no going youth issues. I have been working to build new youth reference groups in both Camden Haven and Wauchope with view to providing greater representation and youth opportunities in these areas. Council will once more have a present at the Luminosity Youth Summit where I will be presenting a 90 minute workshop- Creative thinking builds brighter futures- Young People-Big Ideas.
		3. Youth Week held annually	3. 100%	3. 100%	Achieved. Youth Week 2017 was a great success with more youth focused events than ever before we will now be investigating outcomes to plan future events and strategies.

**Community Strategic Plan:** 2.3 Provide medical and social services for all members of the community

**Delivery Program Objective:** 2.3.1 Advocate, support and/or implement wellness and healthy lifestyles in accordance with the 2013-2017 social strategy

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.3.1.2 Advocate on the social impacts identified through the Place Making initiative for the local communities in the LGA	Community Place	1. Advocacy undertaken and social impact and social justice issues documented	1. 100%	1. 100%	Achieved. The 12 months saw many social justice and social impact issues highlighted for our community. Key place making activities included Reconciliation week - Screening of the Mamo documentary (25th Anniversary of the decision).

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## GUIDING PRINCIPLE

### Looking after our people

**Community Strategic Plan:** 2.4 Develop partnerships within the community to build on existing strengths and improve areas of social disadvantage

**Delivery Program Objective:** 2.4.1 Work with community groups to build capacity on social justice issues

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.4.1.3 Coordinate and facilitate the Access Committee and in conjunction undertake programs and activities utilising a Place Making approach that focus on better outcomes for the aged and disabled	Community Place	1. Annual report of achievements against the DDA for the previous financial year presented to Council	1. 100%	1. 100%	Achieved. The Annual report of achievements was endorsed at the October Council meeting. Council noted that due to a change in legislation Council must develop a Disability Inclusion Act Action Plan (2017-2021) that will supersede the current DDA Action Plan (2009-2018). Community engagement for the new plan will commence in mid November and the new plan is scheduled to be completed by May 2017 and tabled to NSW Parliament in July 2017.
		2. Disability Action Plan strategies implemented on time and on budget	2. 100%	2. 100%	Achieved. Another solid month of creating a more disability friendly community. Highlights include: - Disability Inclusion Action Plan endorsed at the June Council Meeting. This was after a year of robust engagement with the community and workshops with disability organisations. This 40 page document outlines an achievable four year plan for council. - Audit of disability parking bays commenced with the Access Committee with 13 parking spaces inspected this month. - New disability (accessible) public toilet at Lake Cathie commenced installation this month, including the demolition and removal of the old amenities and steps. - New disability (accessible) public toilet at Rainbow Beach Bonny Hills building works commenced this month. - Dementia Friendly Community Steering Committee organised and work plan for 2017/18 developed.

## GUIDING PRINCIPLE

### Looking after our people

**Community Strategic Plan:** 2.4 Develop partnerships within the community to build on existing strengths and improve areas of social disadvantage

**Delivery Program Objective:** 2.4.1 Work with community groups to build capacity on social justice issues

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		3. Seniors Week program developed and implemented	3. 100%	3. 100%	Achieved. Seniors Week was launched, featuring the 'Five Grannies' singing group and the opening of the 10 day Seniors iPad art exhibition. The PMHC Sensational Seniors Expo was held on 3 March at Panthers auditorium with a record 84 stall holders, attracting over 1,000 seniors who received information about services and seniors groups all under one roof. The 'Big Chat' Creative Ageing forum with Australian Centre for Arts & Health was delivered on 9 March with the Aged & Disability Officer giving two presentations to the 80 delegates.
2.4.1.7 Implement the actions from the Aboriginal Awareness and Understanding Strategy	Community Place	1. NAIDOC Week supported	1. 100%	1. 100%	Achieved. NAIDOC Week program of events implemented and supported. Official Flag Raising Ceremony School Holiday Program Hastings Family Fun Day - Stall Holder Collaboration with Glasshouse for Exhibition Opening Milton Budge and Blak Douglas
		2. Reconciliation Week activities and program implemented	2. 100%	2. 100%	Achieved. Program of events delivered from 27 May - 3 June 2017.
		3. Sorry Day activities conducted	3. 100%	3. 100%	Achieved. Sorry Day morning tea held on National Sorry Day 27 May 2017 at Birpai Local Aboriginal land Council.
		4. Strategies completed on time and on budget	4. 100%	4. 100%	Achieved. Ongoing implementation of the actions outlined in the Aboriginal Awareness and Understanding Strategy 2013 - 2017.
2.4.1.8 Coordinate the Grants Program to assist the community to deliver projects which contribute to a sense of place	Community Place	1. Conduct annual review of grant compliance	1. 100%	1. 100%	Achieved. Review completed in July 2016.



## GUIDING PRINCIPLE

Looking after our people

**Community Strategic Plan:** 2.4 Develop partnerships within the community to build on existing strengths and improve areas of social disadvantage

**Delivery Program Objective:** 2.4.1 Work with community groups to build capacity on social justice issues

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Two rounds of grants completed	2. 100%	2. 100%	Achieved. Two Rounds from the 2016/2017 Community Grant Round complete and finances distributed to successful applicants.

**Community Strategic Plan:** 2.5 Create events and activities that promote interaction and education

**Delivery Program Objective:** 2.5.1 Provide sponsorship and expertise to community groups that coordinate social and community events

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.5.1.9 Coordinate civic events that bring the community together	Community Place, General Manager's Office	1. Annual Australia Day events coordinated, held and evaluated	1. 100%	1. 100%	Achieved. All five (5) events successfully planned, staged and delivered evening before and on Australia Day 2017. Australia Day Sub-Committee will now transition to a Working Group. Group to recommence meeting again in August 2017.
		2. Citizenship ceremonies held	2. 100%	2. 100%	Achieved. Eight Citizenship Ceremonies have been held during the financial year.
		3. Countdown to Christmas event held	3. 100%	3. 100%	Achieved. Event successfully planned, staged and delivered with estimates of over 8,000 people attending this community event. Performances included various community groups including Sing Australia, PMQ-Hastings Elite Dance, Bel Canto Choir Group, PMQ Performing Arts, Blokes Notes and local entertainer Blake O'Connor. Great feedback received from the community via social media across the whole event.
		4. Handa Sister City (3 day) cultural exchange coordinated and held	4. 100%	4. 100%	Achieved. Host schools for 2017, 2018 and 2019 secured. No further action required until first quarter of 2017.

## GUIDING PRINCIPLE

### Looking after our people

**Community Strategic Plan:** 2.5 Create events and activities that promote interaction and education

**Delivery Program Objective:** 2.5.1 Provide sponsorship and expertise to community groups that coordinate social and community events

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		5. Moonlight Movies events held	5. 100%	5. 100%	Achieved. Screening of Moonlight movies have been held across the region and were well attended by visitors and members of our local communities.

**Community Strategic Plan:** 2.6 Provide social and community infrastructure and services

**Delivery Program Objective:** 2.6.1 Work with rural community's to identify, evaluate and address community needs

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.6.1.1 Participate in the rural communities network	Community Place	1. Four Place Making initiatives achieved with the community	1. 100%	1. 100%	Achieved. Working with the halls on a new rural halls meeting approach to build capacity within the group.

**Delivery Program Objective:** 2.6.2 Create access to community facilities that allow a range of social, health and wellbeing activities

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.6.2.12 Town and village signage installation	Community Place	1. Project delivered according to approved project plan	1. 100%	1. 50%	Behind target. Working with the community on the symbolism has delayed the project slightly. Contractor has been engaged to manufacture and install signage and this should be rolled out within the next two months
2.6.2.8 (a) Town Centre Master Plan - Place Making activation at the Hay Street Forecourt, Foreshore and Clarence Shoreline	Community Place	1. Project delivered according to approved project plan (Place Making activation at the Hay Street Forecourt).	1. 100%	1. 0%	Behind target. Agreement with the TCMP on the best way to develop place making in the CBD yet to be achieved. Activation and place making has occurred on within the CBD just not funded from this OP line.

## GUIDING PRINCIPLE

### Looking after our people

**Community Strategic Plan:** 2.6 Provide social and community infrastructure and services

**Delivery Program Objective:** 2.6.2 Create access to community facilities that allow a range of social, health and wellbeing activities

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.6.2.8 Develop and implement a Place Making framework to create vibrant, resilient places that are valued by the community	Community Place	1. Conduct 20 Place Making initiatives across the LGA	1. 20#	1. 48#	Achieved. Numerous place making activities have been held which have included Wauchope Skate Park Opening, Wauchope Christmas at Bain Park and Your Voice Our Community surveys completed. Seniors week expo held in March with over 1,000 seniors attending the day. Development and launch of the Arts Mid North Coast's Creative Aging Website and the Big Chat. Youth Week, Moonlight movies, National Reconciliation Morning Tea, Reconciliation Week and the Ulyesses Street Festival were all successful events.
2.6.2.9 Encourage use of community facilities through Place Making initiatives	Community Place	2. Framework and Action Plan adopted  1. Attend AGM and additional meetings of S355 committees when held	2. 100%  1. 100%	2. 100%  1. 100%	Achieved Place making and place based approach is becoming embedded in all that Council does.  Achieved. All AGMs attended. This month the groups were all contacted to schedule there 2017/18 AGMs

**Community Strategic Plan:** 2.7 Empower the community to be active and involved in community life

**Delivery Program Objective:** 2.7.1 Encourage and build capacity for community groups to be active, successful and sustainable and support growth of the volunteer base

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.7.1.9 Promote and coordinate volunteer involvement in Council programs and activities	Community Place	1. An accurate volunteer database is developed by 30 June	1. 100%	1. 100%	Achieved. With the new volunteer coordinator commencing in April 2017 a great deal of work has been undertaken to redevelop the volunteer database and link it with Council web page. A new recruitment campaign this month also saw over 32 additional volunteers register this month alone.

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## GUIDING PRINCIPLE

### Looking after our people

**Community Strategic Plan:** 2.8 Promote cultural and artistic expression

**Delivery Program Objective:** 2.8.1 Support, facilitate and advocate for arts and cultural programs that engage the community and deliver a range of high quality performing, visual arts and cultural development services

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.8.1.5 Continue to implement and monitor the Glasshouse Strategic Plan 2014 — 2017	Commercial and Business Services	1. Number of performing arts events presented by 30 June	1. 19#	1. 21#	Achieved. 21 performing art events were presented. The Glasshouse Performing Arts Program operates within the calendar year. A number of events were presented some of which included Therese Raquin, TEDxSydneyLive, Melbourne International Comedy Festival Road Show, The Witches and Mr Stink.
		2. Number of visual arts events presented by 30 June	2. 23#	2. 25#	Achieved. 25 visual art events were presented during the financial year. The Glasshouse Regional Gallery has presented a number of exhibitions some of which included: Autum - Val Allen, Natural Wonder - PMHC Collection, A is for Animal, Guy Maestri - Unearth, Remember Me, The Diggers of Vignacourt - Australian War Memorial and Operation Art.
		3. Present quarterly reports to Council	3. 100%	3. 100%	Achieved. As resolved at the February 2017 Ordinary Council meeting, the Glasshouse is now required to report to Council every 6 months, not quarterly. The next report is due August 2017.
2.8.1.6 Work with community groups involved in arts and culture to deliver a wide range of inclusive cultural experiences across the LGA through Place Making	Community Place	1. Engage with key stakeholders and community to deliver cultural activities	1. 100%	1. 100%	Achieved. Work continues with the community to implement the cultural plan. Key activities include Conservatorium of Music - Friday Lunch time sessions, Hurrell House - Museum Development and Heritage LEP.
		2. Implement the Cultural Plan	2. 100%	2. 100%	Achieved. Work continues with the community to implement the cultural plan. Key activities include Conservatorium of Music - Friday Lunch time sessions, Hurrell House - Museum Development Heritage LEP, Tasting on Hastings and Artwalk 2018.

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## GUIDING PRINCIPLE

Looking after our people

**Community Strategic Plan:** 2.9 Promote a healthy lifestyle, through education, support networks and facilities

**Delivery Program Objective:** 2.9.1 Provide a range of sporting and recreational opportunities

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.9.1.2 Manage the Mayor's Sporting Fund to promote and support athletes and sporting people	Community Place	1. Manage distribution of funds on behalf of the Sporting Fund Committee	1. 100%	1. 100%	Achieved. Reports and agendas prepared, minutes taken and reports to Council prepared on time detailing distribution of funds.
		2. Mayor's Sporting Fundraiser activities held	2. 100%	2. 100%	Achieved. The 18th Annual Eagle Insurance Mayors Sporting Fund Golf Day was held on 25 November 2016 at PMQ Golf Club. Over \$9,100 raised with all monies going directly to the Mayors Sporting Fund. The Mayors Barefoot Bowls day was held at Port City Bowling Club in April. Total monies raised was \$5420. Next fund raising event to be held in August.
		3. Provide an Annual Report on activities of the Mayor's Sporting Funds	3. 100%	3. 100%	Achieved. Report presented to the Ordinary Council Meeting held in December 2016.
2.9.1.3 Continue implementation of Recreation Action Plan 2015 — 2025	Recreations and Buildings	1. Conduct policy reviews	1. 100%	1. 100%	Achieved. Continual policy reviews required to ensure procedures in place remain effective and provide best practice.
		2. Develop a quarterly audit process for Council's sporting facilities	2. 100%	2. 100%	Achieved. Sports field audit process implemented. Recommend PMHC perform bi-annual audit rather than quarterly audit.
		3. Quarterly stakeholder communication	3. 100%	3. 100%	Achieved. Communication with sporting clubs continues to occur regularly and on a needs basis. Through engagement, sporting groups are more aware of the e-messaging system (E-blast) and are engaging more effectively to ensure messages are received.

## GUIDING PRINCIPLE

### Looking after our people

**Community Strategic Plan:** 2.9 Promote a healthy lifestyle, through education, support networks and facilities

**Delivery Program Objective:** 2.9.2 Plan and deliver innovative Library Services which cater for new technology and growth areas

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
2.9.2.1 Provide a range of library programs and lending services across the LGA including books, equipment, technology, online databases and funding opportunities (Multi year project)	Community Place	1. Provide access and technical support for the Imaginarium — Recording and editing studio	1. 100%	1. 100%	Achieved. The Imaginarium continues to be well used with over 400 hundred bookings in the past year.
		2. Provide access to online services including databases and downloadable materials	2. 100%	2. 100%	Achieved. Access to all databases was maintained for the year. Ebook downloads have increased from 31,244 to 36,747.
		3. Submit State Library reporting	3. 100%	3. 100%	Achieved. All reporting submitted on time.
		4. Update resources including books and equipment	4. 100%	4. 100%	Achieved. 15,000 new items were added to stock with 16,688 items deleted.

## GUIDING PRINCIPLE

Helping our community prosper

## GUIDING PRINCIPLE - Helping our community prosper

### What are we trying to achieve?

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

**Community Strategic Plan:** 3.2 Promote and support an increase in business capacity in order to generate ongoing economic growth

**Delivery Program Objective:** 3.2.1 Identify, support and advocate for effective programs that assist the growth of appropriate business and industry

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.2.1.12 Advocate for priority industries including agriculture; forestry and fisheries; creative industries; electricity industry; small and home-based businesses	Economic Development	1. Recommend advocacy options to ED SG	1. 100%	1. 100%	Achieved. Working with local industry to test and launch of new food website www.mnccfresh.com.au during the period. Creative Wauchope initiative launched including brochure and social media activity. Inquiry into Regional Development and a Global Sydney submission lodged following ED SG approval.
3.2.1.13 Implement industry action plans for manufacturing, construction, and transport and warehousing industries	Economic Development	1. Actions delivered and reported to Economic Development Steering Group	1. 100%	1. 100%	Achieved. Actions plans finalised with some ongoing commitments including the Construction Industry Action Group meetings and Careers Market participation (16 May 2017).

**Delivery Program Objective:** 3.2.2 Develop, manage and maintain Council business units to optimise commercial return and community benefit

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.2.2.01 Increase operating revenue on Council business units including the Airport, the Crematorium and the Glasshouse	Commercial and Business Services	1. Operating revenue increased by >3% per annum per business unit	1. 3%	1. 3%	Achieved. Operating revenue from Glasshouse Commercial operations, Port Macquarie Airport and Innes Gardens Crematorium is 3% higher than the YTD data from the prior year.



## GUIDING PRINCIPLE Helping our community prosper

**Community Strategic Plan:** 3.2 Promote and support an increase in business capacity in order to generate ongoing economic growth

**Delivery Program Objective:** 3.2.2 Develop, manage and maintain Council business units to optimise commercial return and community benefit

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.2.2.3 (e) Upgrade Port Macquarie Historic Cemetery	Commercial and Business Services	1. Project delivered according to approved project plan	1. 100%	1. 100%	Achieved.
3.2.2.3 Carry out improvement and expansion works at Innes Garden Memorial Park, Wauchope and Laurieton cemeteries	Commercial and Business Services	1. Projects delivered according to approved project plan (Improvement works at Innes Garden Memorial Park, Wauchope and Laurieton cemeteries)	1. 100%	1. 100%	Achieved. All works program items completed.
3.2.2.4 Undertake Glasshouse back of house maintenance including lift repairs, plant and equipment	Commercial and Business Services	1. Program delivered as required	1. 100%	1. 100%	Achieved. Building and equipment maintenance undertaken as required.
3.2.2.5 Implement equipment improvements and repairs for the laboratory (Refer to 2.1.3.08)	Commercial and Business Services	1. Project delivered according to approved project plan	1. 100%	1. 100%	Refer to Operational Plan action 2.1.3.08 in relation to the Laboratory equipment.
3.2.2.6 Manage burial and cremation services at Innes Garden Memorial Park, Wauchope, Laurieton and other outlying cemeteries	Commercial and Business Services	1. Services carried out in accordance with legislative and customer requirements	1. 100%	1. 100%	Achieved. All services performed in compliance with Public Health legislation and guidelines.

**Delivery Program Objective:** 3.2.3 Facilitate growth in retail and commercial business through the provision of appropriately zoned land that meets the needs of sustainable business

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.2.3.1 Prepare Local Environmental Plan (LEP) and Development Control Plan (DCP) amendments in relation to a business park near Port Macquarie Airport	Strategic Land Use Planning	1. Report to Council following exhibition of draft LEP and DCP provisions by 31 December	1. 100%	1. 50%	Behind target. Review of landowner submissions to planning criteria underway. Report to Aug/Sep 2017 Council meeting expected pending approval of Airport BioCertification application by NSW Environment Minister.

## GUIDING PRINCIPLE

### Helping our community prosper

**Community Strategic Plan:** 3.2 Promote and support an increase in business capacity in order to generate ongoing economic growth

**Delivery Program Objective:** 3.2.4 Appropriately develop, manage and maintain Council's property including property sales, acquisitions, road closures, land development and management of community and commercial leases

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.2.4.1 Manage Council's community and commercial leases for the most appropriate return to Council and the community	Commercial and Business Services	1. All commercial and community leases current as at 30 June	1. 100%	1. 100%	Achieved. 145 Commercial Leases operating (including airport, outdoor dining, outdoor trading, residential, temporary licences). 85 Community Leases operating (including PMHC as Lessee).
3.2.4.2 Manage statutory property functions including land acquisitions	Commercial and Business Services	1. Projects delivered according to approved project plan (land acquisitions)	1. 100%	1. 100%	Achieved. Statutory Property projects completed as required.

**Delivery Program Objective:** 3.2.5 Optimise the commercial focus on Council's property portfolio to deliver improved returns to Council and the community

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.2.5.1 Continue to implement and monitor the property portfolio business plan		1. Property portfolio business plan actions delivered by 30 June	1. 100%	1. 100%	Achieved. Various properties acquired and disposed during the year consistent with the Land Review, operational and works program requirements and formal resolutions of Council.

**Delivery Program Objective:** 3.2.6 Optimise the use of appropriately zoned land

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.2.6.1 Prepare LEP amendments to facilitate development in the Major Innes Rd/Charles Sturt University Precinct and DCP amendments for the Innes Peninsula, including the PMQ Hospital Precinct	Strategic Land Use Planning	1. Report to Council by December 2016 (Major Innes Rd/Charles Sturt University Precinct)	1. 100%	1. 60%	Behind schedule. Orbital Road Study in preparation. Ongoing monitoring of landfill gas migration required. Dept of Planning & Environment require LEP amendment process to recommence following new landfill gas migration study report.

## GUIDING PRINCIPLE

### Helping our community prosper

**Community Strategic Plan:** 3.3 Expand tourism business opportunities and benefits through collaborative planning and promotion

**Delivery Program Objective:** 3.3.1 Maximise, support, facilitate and advocate for major events and conferences to ensure ongoing positive economic and tourism growth

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.3.1.1 Maximise the economic impact of major events for our community	Economic Development	1. Distribute event development sponsorship funding according to adopted guidelines	1. 100%	1. 100%	Achieved. Council supported 11 local events during the 2016-2017 financial year under our Event Sponsorship Program. These events resulted in a combined economic impact of \$2.93 million for our community.
		2. Implement the Major Events Strategic Action Plan for 2016 - 2017	2. 100%	2. 100%	Achieved. Council has sponsored a diverse portfolio of major events (25) during the 2016-2017 financial year. This has contributed to a number of key actions in the Major Events Strategic Action Plan, including: linking destination marketing promotions with our sponsored event's out of region audience to promote extended stays and/or repeat visitation. Event placements across the LGA. In particular, Council was the major sponsor of the 2017 Ulysses AGM Event which was hosted in Wauchope. Continued support of local events (11) through our Event Sponsorship Program. An increased return on investment from Council sponsored events with a total injection of \$33.64 million into our local economy (this was a 17.5% increase on the previous financial year).
		3. Increase economic impact of major events by 5% annually (measured as at 30 June 2016)	3. 5%	3. 18%	Achieved. Council provided sponsorship to 25 major events during the 2016-2017 financial year. This resulted in a combined total economic impact of \$33,638,383 which is a 17.5% increase on the previous financial year.

## GUIDING PRINCIPLE Helping our community prosper

**Community Strategic Plan:** 3.3 Expand tourism business opportunities and benefits through collaborative planning and promotion

**Delivery Program Objective:** 3.3.2 Implement and support innovative and effective strategies and partnerships that position Port Macquarie-Hastings as a distinct and competitive destination that guides market development

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.3.2.1 Implement Greater Port Macquarie Destination Management Plan to grow our visitor economy	Economic Development	1. Increase total overnight visitor expenditure (4 year annual update) by 7.1% per annum. In accordance with Destination NSW target to double overnight visitor economy 2. Maintain No 1 ranking for North Coast NSW (measured as at 30 June 2017)	1. 7%  2. 100%	1. 0%  2. 100%	Not available. 2016-17 data is not yet available. Most recent reporting indicates that as a destination we are on track with growth in our domestic overnight visitation as follows: a) Increased by 5.6% in the year 15/16 b) Increased by 17.3% in the year 14/15.  Achieved. The Regional Tourism Profile for North Coast NSW used to create this ranking has been discontinued by Tourism Research Australia. The current reporting format does not provide this level of detail and information. The Tourism Monitor report for the 5 year average 2011-2016 (FY) includes a section where comparisons have been made to other LGA areas with similar destination attributes in regional coastal locations. The data indicates that Port Macquarie is the number 1 destination for domestic visitors and nights: 1. Port Macquarie O/N Visitors - 730,000 Nights - 2,408,000 2. Coffs Harbour O/N Visitors - 725,000 Nights - 2,375,000 3. Port Stephens O/N Visitors - 647,000 Nights - 2,082,000



## GUIDING PRINCIPLE

### Helping our community prosper

**Community Strategic Plan:** 3.3 Expand tourism business opportunities and benefits through collaborative planning and promotion

**Delivery Program Objective:** 3.3.2 Implement and support innovative and effective strategies and partnerships that position Port Macquarie-Hastings as a distinct and competitive destination that guides market development

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.3.2.2 Advocate for regional growth by promoting the Local Government Area (LGA) as a great place to live, learn, work, play and invest	Economic Development	1. Develop, update and distribute marketing collateral for specific target markets	1. 100%	1. 100%	Achieved. The Destination PR program has been delivered for the year with recent results including 'Travel ideas to nourish the soul in Port Macquarie' being picked up by 150 Fairfax online media outlets in John Rozentals travel column. Promotion of the "Wauchope Motorcycle Friendly Town" initiative also resulted in two media visits and resulting social media and feature promotions. The annual winter campaign kicked off in May using a range of digital channels and planning for the development of the new 'Eat See Do' Official Visitor Guide was finalised for July commencement.

**Community Strategic Plan:** 3.4 Maximise innovation and economic competitiveness by providing high quality communication technology throughout the Port Macquarie-Hastings region.

**Delivery Program Objective:** 3.4.1 Advocate and lobby government for implementation of the National Broadband Network as soon as possible

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.4.1.1 Maximise use of current technologies and future opportunities for local businesses and industry by implementing the Digital Strategy	Economic Development	1. Implement 2016 - 2017 actions from the Digital Strategy	1. 100%	1. 100%	Achieved. Town Centre free wifi trial commenced on 1 March 2017 with ongoing monitoring of usage and next steps to be determined in the 2017/18 financial year..

## GUIDING PRINCIPLE

### Helping our community prosper

**Community Strategic Plan:** 3.5 Target and encourage business enterprise by providing favorable business conditions including infrastructure and transport options.

**Delivery Program Objective:** 3.5.1 Develop, manage and maintain Port Macquarie Airport as a key component of the regional transport network and continue to grow the airport's contribution to the regional economy

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
3.5.1.1 Continue to implement and monitor the Port Macquarie Airport Master Plan including development of the Airport Business Hub and airside and landside airport improvements	Commercial and Business Services	1. Master plan actions delivered by 30 June	1. 100%	1. 100%	Achieved, noting multi-year projects / actions. Grow the Airport's contribution to the regional economy by promoting a range of competitive services: providing direct flights to Sydney, Brisbane and Melbourne. Provide adequate infrastructure and facilities to meet the forecast demand for future regular public transport (RPT) airline operators: Terminal Building Upgrade Project - finalisation of concept plan is in progress, site investigations have commenced, back of house baggage requirements being investigated. Provide opportunity for commercial property development to promote employment opportunities and facilitate economic development: Planning proposal for the Airport Business Park has been submitted. Environmental approvals are being sought (Bio-certification assessment report and strategy and Environmental Protection and Biodiversity Conservation (EPBC) Act Referral) and have been submitted to the relevant Government Departments. Tender for the planning and design of Parallel Taxiway has been awarded.

## GUIDING PRINCIPLE

### Helping our community prosper

**Community Strategic Plan:** 3.5 Target and encourage business enterprise by providing favorable business conditions including infrastructure and transport options.

**Delivery Program Objective:** 3.5.1 Develop, manage and maintain Port Macquarie Airport as a key component of the regional transport network and continue to grow the airport's contribution to the regional economy

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Projects delivered according to approved project plan (Airport Business Hub and airside and landside airport improvements)	2. 100%	2. 100%	Achieved, noting multi-year projects. Terminal Building Upgrade Project - finalisation of concept plan is in progress, and site investigations have commenced, and back of house baggage requirements are being investigated. Environmental approvals are being sought (Bio-certification assessment report & strategy and EPBC Act referral have been submitted to the relevant Government Departments) for the ongoing development of Airport operations and developments. Planning proposal for the Airport Business Park has been submitted. Tender for the planning and design of Parallel Taxiway has been awarded.
3.5.1.2 Support, facilitate and advocate for a range of regular public transport (RPT) airline services at Port Macquarie Airport	Commercial and Business Services	1. Increase in aircraft movements > 5,500 2. Increase in passenger numbers > 226,000	1. 5,500# 2. 226,000#	1. 5,328# 2. 225,791#	Behind target. 5446 airline (RPT) movements in 2016-17 which is consistent with the previous financial year. Behind target (-0.09%), 225,791 passengers in 2016-17 which represents a 1.2% increase over 2015-16.
3.5.1.4 Port Macquarie Airport Terminal Building Upgrade - commence detailed design - multi-year project. (NEW OP action adopted at the Ord Council Meeting 15 November 2016).	Commercial and Business Services	1. Project delivered according to approved project plan (Airport Terminal Building Upgrade)	1. 100%	1. 100%	Achieved, noting multi-year project. Terminal Building Upgrade Project - finalisation of concept plan is in progress, and site investigations have commenced, back of house baggage requirements being investigated.

## GUIDING PRINCIPLE

### Looking after our environment

## GUIDING PRINCIPLE - Looking after our environment

# What are we trying to achieve?

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

**Community Strategic Plan:** 4.1 Protect and restore natural areas

**Delivery Program Objective:** 4.1.1 Implement and advocate a range of proactive programs for the environmental management of lands within the local government area

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.1.1.1 Undertake the weed management program according to the Mid North Coast Invasive Plant Species Strategy 2012, working in partnership with community groups such as Landcare	Environmental Services	1. 20% of all plant nurseries in the LGA inspected for invasive weeds 2. 240ha land treated for invasive weeds 3. 300 properties inspected for invasive weeds 4. 600km of weed dispersal routes treated	1. 100%  2. 240ha 3. 300# 4. 600km	1. 100%  2. 1,005ha 3. 303# 4. 2,301km	Achieved. 20% of plant nurseries inspected in the first quarter. Works now complete.  Achieved. Over 1,005ha of land treated for invasive weeds. Achieved. 303 riparian vine weeds properties inspected. Achieved. Over 2,301 km of weed disposal routes treated.
4.1.1.2 Control feral animals on Council-controlled land	Environmental Services	1. Feral animal control undertaken in accordance with approved control plans on five sites during the year	1. 100%	1. 100%	Achieved. Kingfisher landfill site added to Council land under feral deer control
4.1.1.4 Implementation of the Bushland Regeneration Program, in collaboration with community groups, such as Landcare	Environmental Services	1. 600ha area of bush regeneration undertaken	1. 600#	1. 1,113#	Achieved. Over 1,113ha of Bushland regeneration undertaken.



## GUIDING PRINCIPLE

### Looking after our environment

**Community Strategic Plan:** 4.3 Implement total water cycle management practices

**Delivery Program Objective:** 4.3.1 Operate the sewerage system to maximum efficiency to ensure that effluent released into the environment meets EPA licence conditions

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.3.1.1 Meet effluent quality requirements of Environmental Protection Licences (EPL)	Water and Sewer	1. Compliance with Environment Protection Authority licence effluent quality conditions	1. 100%	1. 98%	Behind target. Effluent quality 98% compliant with EPA licence discharge limits for July 2016 to June 2017 period.

**Delivery Program Objective:** 4.3.2 Increase availability and community awareness of reclaimed water and reused effluent

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.3.2.1 Provide reclaimed water that is fit for purpose and ensures public health and safety	Water and Sewer	1. Compliance with verification monitoring programs and reclaimed water quality targets 2. Nil reportable incidents in accordance with Reclaimed Water Quality Plan requirements	1. 100% 2. 0#	1. 100% 2. 0#	Achieved. Reclaimed water quality met the target.  Achieved. No incident was reported this year.

**Community Strategic Plan:** 4.4 Continue to improve waste collection and recycling practices

**Delivery Program Objective:** 4.4.1 Reduce waste to landfill, utilising appropriate education, facilities and strategies

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.3 Deliver a commercial and industrial education program to encourage source separation of waste	Environmental Services	1. Education (Waste) program delivered by 30 June 2016	1. 100%	1. 0%	Behind schedule. Education delivery method under review.
4.4.1.6 Construct Kew Transfer Station - multi-year project (Carry Over 2014/2015)	Infrastructure Delivery	1. Project delivered according to approved project plan (Construction of Kew Transfer Station).	1. 100%	1. 100%	Achieved. Project delivered ahead of schedule.

## GUIDING PRINCIPLE

### Looking after our environment

**Community Strategic Plan:** 4.4 Continue to improve waste collection and recycling practices

**Delivery Program Objective:** 4.4.1 Reduce waste to landfill, utilising appropriate education, facilities and strategies

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.4.1.9 Kingfisher Waste Depot — development application and designs	Environmental Services	1. Project delivered according to approved project plan (Kingfisher Waste Depot)	1. 100%	1. 100%	Achieved. Development Application approved.

**Community Strategic Plan:** 4.5 Provide community access and opportunities to enjoy our natural environment

**Delivery Program Objective:** 4.5.1 Provide and promote new and upgraded paths, facilities and access to parks and bushland/natural resources

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.5.1.3 Implement the Bushland Open Space Strategy	Environmental Services	1. Project delivered according to approved project plan (Bushland Open Space Strategy)	1. 100%	1. 100%	Achieved. Bushland Open Space Management strategy project outcomes implemented. Project focus delivery on environmental protection in Asset Protection Zones and adjoining community land by installation of signage and bollards to protect the environment and maintain integrity of access.

**Community Strategic Plan:** 4.7 Increase awareness of and plan for the preservation of local flora and fauna

**Delivery Program Objective:** 4.7.1 Promote the conservation of key habitats

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.7.1.1 Prepare a plan to promote the conservation of key koala habitat for the coastal areas of the Port Macquarie-Hastings local government area	Strategic Land Use Planning	1. Report koala planning outcomes to Council by 31 March	1. 100%	1. 75%	Behind schedule. Briefing to Council on planning progress and outcomes in November 2016. Preparation of draft documents for exhibiting delayed due to uncertainty regarding the State Government review of their Koala planning policy.

## GUIDING PRINCIPLE

### Looking after our environment

**Community Strategic Plan:** 4.7 Increase awareness of and plan for the preservation of local flora and fauna

**Delivery Program Objective:** 4.7.1 Promote the conservation of key habitats

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.7.1.2 Prepare a draft Biodiversity Strategy to determine environmental priorities for conservation and restoration	Environmental Services	1. Draft Biodiversity Strategy prepared by 30 June	1. 100%	1. 100%	Achieved. Draft Biodiversity Strategy prepared.
4.7.1.3 Inform and educate residents, industry and community groups on Council's Tree Management requirements within the Development Control Plan	Recreation and Buildings	1. Advice on Council's Tree Management requirements provided in accordance with service standards and industry best practice  2. Educational material on Council's Tree Management requirements and delivery program developed and implemented  3. Investigations undertaken in relation to all reported illegal tree works	1. 100%  2. 100%  3. 100%	1. 92%  2. 100%  3. 100%	Behind target. Providing advice on Tree Management requirements in accordance with the service standard is slightly behind the set target. Total Customer Requests were 1,790. Made up of 1,343 (Public), 380 (Private). 67 (Reported illegal actions). Additional information: 705 enquires (425 public and 253 private phone and email enquires). This does not include calls transferred from call centre to mobile or landline. In addition, there were 173 internal enquiries relating to tree matters.  Achieved. Educational material delivered via correspondence and conversations regarding different legislative requirements, including civil advice letters, Local Land Services, Office of Environment and Heritage jurisdiction, meetings with contractors and residents regarding Development Control Plan provisions and application process. Informal advice on tree management requirements was provided on three occasions.  Achieved. 61 illegal tree works reported and investigated during the financial year.



## GUIDING PRINCIPLE Looking after our environment

**Community Strategic Plan:** 4.8 Plan for and take action to minimise the impact of natural events and climate change

**Delivery Program Objective:** 4.8.1 Carry out relevant studies to determine the likely extent of natural events and the impact of climate change, develop relevant mitigation strategies

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.8.1.2 (b) Undertake a landfill gas capture trial project at Cairncross Landfill (New OP action as per recommendation at Ord Council Meeting Nov 2015)	Environmental Services	1. Project delivered according to approved project plan (landfill gas capture trial project)	1. 100%	1. 100%	On target. Development Application approved. Project to continue into 2017/18 financial year.
4.8.1.5 Commence review of Hastings River Flood Study for climate change impacts	Environmental Services	1. Review of Hastings River Flood Study commenced by 30 June 2016	1. 100%	1. 100%	Achieved. Flood study reviewed.
4.8.1.7 Update Wrights and Yarranabee Creeks Flood Study to include urban drainage systems and progress through flood mitigation plan	Environmental Services	1. Project delivered according to approved project plan (Wrights and Yarranabee Creeks Flood Study)	1. 100%	1. 100%	Achieved. Project to continue in 17/18 financial year.

**Community Strategic Plan:** 4.9 Manage development outcomes to minimise the impact on the natural environment

**Delivery Program Objective:** 4.9.1 Strategically and financially plan for the infrastructure that will cater for population growth

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.9.1.1 Review the Development Contributions Plans for compliance with new planning legislation (stage 1)	Environmental Services	1. Draft contributions plan for open space prepared by 30 June 2016	1. 100%	1. 100%	Achieved. Draft Open Space Development Contributions Plan prepared.

**Delivery Program Objective:** 4.9.2 Undertake transparent and efficient development assessment in accordance with relevant legislation

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
4.9.2.2 Ensure the Development Assessment Panel (DAP) operates in accordance with their Charter and all applications are accurately determined	Development Assessment	1. Number of successful legal appeals relating to process errors	1. 0#	1. 0#	Achieved. All applications processed in accordance with legislation.

## GUIDING PRINCIPLE

### Planning and proving our infrastructure

## GUIDING PRINCIPAL - Planning and proving our infrastructure

# What are we trying to achieve?

Our population growth is supported through public infrastructure, land use and development strategies that create a connected, sustainable and accessible community.

**Community Strategic Plan:** 5.1 Create and maintain an integrated roads and transport system that eases access between population centres and services

**Delivery Program Objective:** 5.1.1 Plan, investigate, design and construct road and transport assets which address pedestrian, cyclist and vehicular needs

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.1.1.1 (a) Comboyne Road - Undertake design/preconstruction - Replace bridge over Hartys Creek Id No.09 (Multi year project) (NOTE:Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Infrastructure Delivery	1. Project delivered according to approved project plan (Replace bridge over Hartys Creek Id No. 109)	1. 100%	1. 49%	Deferred. Design underway. This project to be undertaken in conjunction with nearby Hyndmans Creek bridge replacement design also refer to item 5.1.1.3 (w) for details. Hyndmans Creek bridge delayed significantly by weather in early 2017. The commencement of this project has been consequently delayed to 2017/18 and will require some budget adjustment.
5.1.1.1 (c) Miscellaneous design works	Infrastructure Delivery	1. Program delivered according to approved ongoing schedule (Miscellaneous design works)	1. 100%	1. 100%	Achieved. Program delivered in line with operational priorities.
5.1.1.1 (d) North South Link Road - undertake design/preconstruction (Multi year project)	Transport and Stormwater Network	1. Project delivered according to approved project plan (North South Link Road)	1. 100%	1. 100%	On target. Stage 3 being finalised. Traffic modelling has been undertaken within the Area Wide Traffic Study project.
5.1.1.1 (h) Town Centre Master Plan - undertake design/preconstruction of walkway from Town Beach to Kooloonbung Creek (Multi year project)	Recreation and Building	1. Project delivered according to approved project plan (walkway from Town Beach to Kooloonbung Creek)	1. 100%	1. 100%	Achieved.

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.1 Create and maintain an integrated roads and transport system that eases access between population centres and services

**Delivery Program Objective:** 5.1.1 Plan, investigate, design and construct road and transport assets which address pedestrian, cyclist and vehicular needs

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.1.1.1 (i) Town Centre Master Plan - undertake design/preconstruction of lighting and banner poles, including lighting up of trees (Multi year project)	Infrastructure Delivery	1. Project delivered according to approved project plan (Undertake design/preconstruction of lighting and banner poles, including lighting up of trees)	1. 100%	1. 100%	Achieved. Banner plan presented to the TCMP at the June meeting.
5.1.1.1 (n) Ocean Drive - undertake preconstruction for duplication Greenmeadows Drive south to Matthew Flinders Drive (Multi year project)	Infrastructure Delivery	1. Project delivered according to approved project plan (duplication Greenmeadows Drive south to Matthew Flinders Drive)	1. 100%	1. 100%	On target. See item 5.1.1.4 (c).
5.1.1.1 (o) Beechwood Road - undertake preconstruction for upgrades of segments 20, 40 and 50 (Multi year project)	Infrastructure Delivery	1. Project delivered according to approved project plan (Beechwood Road upgrade)	1. 100%	1. 100%	Achieved. Designs for these stages of Beechwood Rd now complete.
5.1.1.1 (u) Works Depot relocation - preconstruction/design (Multi year project)	Assets and Systems	1. Project delivered according to approved project plan (Works Depot relocation)	1. 100%	1. 75%	Behind schedule. Budget on target. Planning documentation has been finalised for submission for Council approval, based on completion of the following scopes of work - updated noise impact assessment; geotechnical testing; detailed site survey and design of civil infrastructure; structural and architectural design of office building; and updated cost estimate.
5.1.1.1 (y) Hastings River Drive - Aston Street crossing (Multi year project)	Infrastructure Delivery	1. Project delivered according to approved project plan (Aston Street crossing)	1. 100%	1. 100%	On target. Project has carried from 2015/16FY. Design complete.

## GUIDING PRINCIPLE

### Planning and providing our infrastructure

**Community Strategic Plan:** 5.1 Create and maintain an integrated roads and transport system that eases access between population centres and services

**Delivery Program Objective:** 5.1.1 Plan, investigate, design and construct road and transport assets which address pedestrian, cyclist and vehicular needs

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.1.1.1.1 (cc) Lake Road, continuation of detailed design of dual lanes (Multi year project)	Infrastructure Delivery	1. Project delivered according to approved project plan (Lake Road, detailed design of dual lanes)	1. 100%	1. 55%	On target. Project continues from 2015/16FY. Intersection treatments at Jindalee Rd and Fernhill Rd subject to traffic modelling confirmation. Survey and project planning for remaining stages underway. Concept Design for Stage 1 (Ocean Dr to Chestnut complete). Design ongoing for Jindalee Rd Intersection and Fernhill intersection
5.1.1.1.1 (dd) Beechwood Road — design Stages 5 and 6 of Beechwood Road reconstruction (Riverbreeze to Waugh Street)	Infrastructure Delivery	1. Project delivered according to approved project plan (Beechwood Road — design Stages 5 and 6)	1. 100%	1. 85%	Behind target. Project design finalisation pending resolution of Yippin Creek road crossing.
5.1.1.1.1 (ee) Hastings River Drive — Hughes Place to Boundary Road (Multi year project)	Infrastructure Delivery	1. Project delivered according to approved project plan (Hastings River Drive — Hughes Place to Boundary Road)	1. 100%	1. 85%	On target. Project planning underway. Delivery timeline to be confirmed following completion of planning.
5.1.1.3 (a) Hastings River Drive - undertake continued construction/delivery Gordon St to Aston St (Multi year project)	Infrastructure Delivery	1. Project delivered according to approved project plan (construction/delivery Gordon Street to Aston Street)	1. 100%	1. 100%	Achieved. Project completed mid 2016. Project continued from 2015/16FY.



## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.1 Create and maintain an integrated roads and transport system that eases access between population centres and services

**Delivery Program Objective:** 5.1.1 Plan, investigate, design and construct road and transport assets which address pedestrian, cyclist and vehicular needs

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.1.1.3 (aa) Ocean Drive — upgrade from Mountain View Road to Fairwinds Avenue including intersection of Sirius Drive	Transport and Stormwater Networks	1. Project delivered according to approved project plan (Ocean Drive — upgrade from Mountain View Road)	1. 100%	1. 100%	On target. Stabilisation and sealing works have been completed over the full length of the project. Asphalt placed at the Sirius Drive intersection on 5 July 2017. A crumb rubber seal will be applied in September to complete the project. Pavement temperatures must be 20 degrees C at the time application hence it is unsuitable to apply this product during winter. Project will be completed in 2017-18.
5.1.1.3 (d) Ocean Dr - undertake construction/delivery - replace Stingray Creek Bridge (Multi year project)	Infrastructure Delivery	1. Project delivered according to approved project plan (replace Stingray Creek Bridge)	1. 100%	1. 100%	On target (revised). Project continued from 2014/15 FY. Steering Group established to oversee project governance 2014. NSW Public Works appointed as Contract Managers for construction. Works progressing, steering group providing project governance ongoing.
5.1.1.3 (l) Town Centre Master Plan - construct Town Square (Multi year project) (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Infrastructure Delivery	1. Project delivered according to approved project plan (TCMP - construct Town Square)	1. 100%	1. 100%	Deferred. Design and pre construction completed. Works commenced June 2017 and programmed to be completed prior to summer 2017. Project will continue into 2017/18FY and require some budget adjustment as such.
5.1.1.3 (r) Houston Mitchell Drive - commence construction of stages 2 and 3, from new Houston Mitchell Drive/ Ocean Drive roundabout east (Multi year project)	Infrastructure Delivery	1. Project delivered according to approved project plan (commence construction of stages 2 and 3, from new Houston Mitchell Drive/ Ocean Drive roundabout east)	1. 100%	1. 85%	Behind target (revised). Project continues from 2015/16FY. Works commence May 2016. Approved program to completion now extends to June 2017 based on approved extensions of time (due to weather and approved variations). Road foundation variations have impacted total project cost. Wet start to 2017 and ongoing rain periods has hampered progress.

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.1 Create and maintain an integrated roads and transport system that eases access between population centres and services

**Delivery Program Objective:** 5.1.1 Plan, investigate, design and construct road and transport assets which address pedestrian, cyclist and vehicular needs

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.1.1.3 (w) Comboyne Road - replace Hyndmans Creek Bridge (Multi year project) (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Infrastructure Delivery	1. Project delivered according to approved project plan (Replace Hyndmans Creek Bridge )	1. 100%	1. 65%	Deferred. Project continues from 2015/16FY. Construction underway. This project is to be undertaken in conjunction with nearby Hartys Creek Bridge replacement and is programmed to continue into 2017. Site works commenced Sept 2016, Wet weather in early 2017 has significantly delayed the project. The site has been inundated with flood water in three separate occasions and remains too wet to work at time of writing this status. Full road closure for bridge girder installation delayed to June/July School hols 2017. Project budget adjustment into 2017/18FY will be required.
5.1.1.3 (x) Albert Street bridge — replace single lane timber bridge with concrete culvert (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Infrastructure Delivery	1. Project delivered according to approved project plan (Albert Street bridge)	1. 100%	1. 65%	Deferred. Project planning finalised however works commencement delayed from Sept 2016 due to design finalisation. The commencement of these works is programmed for early 2017/18FY. This project budget is required to be adjusted into the 2017/18FY for 2016/17FY.
5.1.1.3 (y) O'Neills Bridge Batar Creek Road — replace timber bridge with concrete culvert (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Infrastructure Delivery	1. Project delivered according to approved project plan (O'Neills Bridge Batar Creek Road)	1. 100%	1. 85%	Deferred. Project planning ongoing. Design and Construction tender advertised June 2017. Tenders close Jul 2017. Budget adjustment into 2017/18 FY required.
5.1.1.3 (z) Beechwood Road — deliver Stage 2 reconstruction from Riverbreeze Drive to Rosewood Road (south of intersection) (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Infrastructure Delivery	1. Project delivered according to approved project plan (Stage 2 reconstruction from Riverbreeze Drive to Rosewood Road)	1. 100%	1. 49%	Deferred. Project scope increased to include river breeze intersection. Project commencement expected early 2017/18 FY. Commencement of construction delayed due to crew and contractors being held up by wet weather in the early 2017. This project will continue into 2017/18 FY and require some budget adjustment.

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.1 Create and maintain an integrated roads and transport system that eases access between population centres and services

**Delivery Program Objective:** 5.1.1 Plan, investigate, design and construct road and transport assets which address pedestrian, cyclist and vehicular needs

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.1.1.4 (aa) Construction of a roundabout at the intersection of Hill Street and Granite Street, Port Macquarie	Transport and Stormwater Network	1. Program delivered according to approved schedule (Construction of a roundabout at the intersection of Hill Street and Granite Street)	1. 100%	1. 100%	Achieved. Roundabout constructed on time and on budget. Additional works are planned to complement this project including asphalt works to be performed on 6 July and further pavement rehabilitation works planned for Hill St between Lord St and Lake Rd in August.
5.1.1.4 (bb) Construction of a shared path between Miala Street and Lake Cathie Medical Centre Ocean Drive	Infrastructure Delivery	1. Program delivered according to approved schedule (Construction of a shared path between Miala Street and Lake Cathie Medical Centre)	1. 100%	1. 85%	Behind target. Project near completion. Construction commenced Sept 2016 and was extended to include water trunk mains to connect to adjacent residential development. Works ongoing. Project awaiting water main interconnections ahead of final concreting works. Water main crews delayed by wet weather in early 2017 also.
5.1.1.4 (c) Ocean Drive-Undertake cont design/const/delivery-Matthew Flinders Dr to Greenmeadows duplication (Multi year project)	Infrastructure Delivery	1. Program delivered according to approved schedule (Matthew Flinders Drive to Greenmeadows duplication )	1. 100%	1. 100%	On target. Project on revised target Project continued from the 2014/15 FY Project Steering Group established by Council to provide Governance to this project. The scope of works for this project was increased to include the full design between Greenmeadows and Matthew Flinders Dr during June 2015.
5.1.1.4 (cc) Construction of kerb ramps and refuges at multiple intersections in Port Macquarie, Laurieton and Kew	Infrastructure Delivery	1. Program delivered according to approved schedule (Construction of kerb ramps and refuges at multiple intersections)	1. 100%	1. 100%	Achieved. Works completed in accordance with project planning.



## GUIDING PRINCIPLE

### Planning and proving our infrastructure

**Community Strategic Plan:** 5.1 Create and maintain an integrated roads and transport system that eases access between population centres and services

**Delivery Program Objective:** 5.1.1 Plan, investigate, design and construct road and transport assets which address pedestrian, cyclist and vehicular needs

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.1.1.4 (d) Construct multiple footpath / cycleway projects throughout the Local Government Area (Carry Over 2014/2015)	Infrastructure Delivery	1. Program delivered according to approved schedule (Construct multiple footpath/cycleway projects)	1. 100%	1. 100%	Achieved. 100% of the footpath program is complete. Locations where path has been installed to date include: Lord St Port Macquarie (100 m), Munster St Port Macquarie (220 m), Highfields Cct Port Macquarie (20 m), Orara St Kendall (140 m), Bain St Wauchope (110 m) and Central Rd Port Macquarie (365m)
5.1.1.4 (dd) Construction of improved pedestrian amenity, Wauchope Main Street, Stage 1 (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Transport and Stormwater Network	1. Program delivered according to approved schedule (Construction of improved pedestrian amenity, Wauchope Main Street, Stage 1)	1. 100%	1. 50%	Deferred. Final design complete with all RMS sign off stages complete. 2016/17 FY has seen early works activities and/or the procurement of materials undertaken, including water pipes and fittings and street furniture. A nomination has been made for grant funding to complete all the works in contract including project management. Project will continue into 2017-2018.
5.1.1.4 (e) Laurieton Town Centre works (Multi year project)	Community Place	1. Program delivered according to approved schedule (Laurieton Town Centre works)	1. 100%	1. 100%	Achieved. Council staff continue to work with the community to identify key projects within the CBD to spend the remaining fund on. Agreement is yet to be reached.
5.1.1.4 (ee) Design pedestrian amenity improvements — Kew to Laurieton along Ocean Drive and Bold Street	Infrastructure Delivery	1. Program delivered according to approved schedule (Design pedestrian amenity improvements — Kew to Laurieton along Ocean Drive and Bold Street)	1. 100%	1. 100%	Achieved. Project designs finalised, this footpath forms part of the schools to schools project.
5.1.1.4 (f) Wauchope Town Centre works (Multi year project)	Community Place	1. Program delivered according to approved schedule (Wauchope Town Centre works)	1. 100%	1. 0%	Behind target. Awaiting works on Wauchope Main Street to commence. this should happen early in the new financial year

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.1 Create and maintain an integrated roads and transport system that eases access between population centres and services

**Delivery Program Objective:** 5.1.1 Plan, investigate, design and construct road and transport assets which address pedestrian, cyclist and vehicular needs

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.1.1.4 (ff) Design mid-block signal pedestrian crossing on Gordon Street, Port Macquarie	Transport and Stormwater Network	1. Program delivered according to approved schedule (Design mid-block signal pedestrian crossing on Gordon Street, Port Macquarie)	1. 100%	1. 100%	Not available. Project removed following outcomes of the investigations report which noted that lights at Horton Street intersection are more beneficial than a mid block crossing, a request was lodged with RMS to move the funding to design these lights and not do the mid block lights. RMS have stated that they will not move the funding therefore the project has been removed and we will need to apply for separate funding for the lights at Horton & Gordon in future programs.
5.1.1.4 (g) Town Centre Master Plan - develop a management plan and undertake activities for the entertainment precinct (Multi year project)	Community Place	1. Program delivered according to approved schedule (Town Centre Master Plan - develop a Management Plan)	1. 100%	1. 0%	Behind target. Agreement with the TCMP on the best way to develop place making in the CBD yet to be achieved. Activation and place making has occurred on within the CBD just not funded from this OP line.
5.1.1.4 (r) Lake Road - intersection with Blackbutt (Multi year project)	Infrastructure Delivery	1. Program delivered according to approved schedule (Lake Road - intersection with Blackbutt)	1. 100%	1. 100%	Achieved. Project completed and re opened to traffic during November 2016. Project continued from 2015/16 FY.
5.1.1.4 (v) Bulli Creek Bridge, Comboyne Rd — design & replacement of single lane timber bridge with a two lane concrete bridge (NOTE: Project deferred to 2017-2018 Operational Plan-ORD Meeting17/5)	Infrastructure Delivery	1. Program delivered according to approved schedule (Bulli Creek Bridge, Comboyne Road)	1. 100%	1. 49%	Deferred. Project planning ongoing. This project to be undertaken in conjunction with nearby Hyndmans and Harty's Bridges. Delivery program to be confirmed following completion of project planning. This project programmed to commence in 2017/18 FY with a construction tender advertisement expected in July. This project indirectly effected by wet weather in early 2017 due to bridge crews and contractors being held up on Hyndmans Creek bridge due to flooding.

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.1 Create and maintain an integrated roads and transport system that eases access between population centres and services

**Delivery Program Objective:** 5.1.1 Plan, investigate, design and construct road and transport assets which address pedestrian, cyclist and vehicular needs

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.1.1.4 (w) Gordon Street — upgrade Gordon Street to Horton Street to Lake Road to a dual carriageway (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Infrastructure Delivery	1. Program delivered according to approved schedule (Gordon Street — upgrade Gordon Street to Horton Street)	1. 100%	1. 100%	Deferred. Project construction works underway. This project now includes some upgrade to Hay Street (adjoining Gordon St). Commencement delayed by wet start to 2017, construction crews delayed on other works, construction commencement during May 2017). These works will continue into 2017/18FY and require some budget adjustment from 2016/17FY.
5.1.1.4 (x) Construction of road safety treatments along Pappinbarra Road from Pipeclay Road to Koree Island Road	Transport and Stormwater Network	1. Program delivered according to approved schedule (Construction of road safety treatments along Pappinbarra Road)	1. 100%	1. 100%	On target: Works practically complete. Final seal and line marking programmed from October in line specification requirements for warmer weather.
5.1.1.4 (y) Construction of road safety treatments at two locations on Bago Road, 650m north of Milligan's Road and 250m south of Isabel Place	Transport and Stormwater Network	1. Program delivered according to approved schedule (Construction of road safety treatments at two locations on Bago Road)	1. 100%	1. 100%	On target: Works practically complete. Final seal and line marking programmed from October in line specification requirements for warmer weather.
5.1.1.4 (z) Construction of road safety treatments at the intersection of Bridge Street and Gore Street, Port Macquarie	Transport and Stormwater Network	1. Program delivered according to approved schedule (Construction of road safety treatments at the intersection of Bridge Street)	1. 100%	1. 100%	On target: Works practically complete. Final seal and line marking programmed from October in line specification requirements for warmer weather.

**Delivery Program Objective:** 5.1.2 Develop and implement the annual maintenance and preventative Works Programs for Roads and Transport assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
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## GUIDING PRINCIPLE

### Planning and providing our Infrastructure

**Community Strategic Plan:** 5.1 Create and maintain an integrated roads and transport system that eases access between population centres and services

**Delivery Program Objective:** 5.1.2 Develop and implement the annual maintenance and preventative Works Programs for Roads and Transport assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.1.2.1 Undertake road resurfacing and rehabilitation works in accordance with the rolling priority program and roads maintenance hierarchy	Transport and Stormwater Network	<p>1. Develop annual road maintenance report by 30 June</p> <p>2. Undertake road resurfacing and rehabilitation works in accordance with the rolling priority program and roads maintenance hierarchy</p>	<p>1. 100%</p> <p>2. 100%</p>	<p>1. 100%</p> <p>2. 100%</p>	<p>Achieved. Development and preparation of the annual road maintenance report is underway. This report relates to the 2016-17 financial year.</p> <p>Achieved. The first round of Wauchope reseals were completed in February 2017 on the streets surrounding Blackbutt Dr and Cowarral Cct. Further pavement preparation is underway near Rocks Ferry, Colonial Circuit, Yippin Creek Rd, Redbank Rd and Old King Creek Rd. Preparation works have been hampered by the recent wet weather. The date of the final reseal is dependent on warmer weather temperatures. The reseal contractor was booked in for April however pavement temperatures were too low to commence work and works were suspended until September 2017. Asphalt rejuvenation works were planned for April by a specialised contractor however pavement temperatures dropped and therefore works were suspended and will resume in September 2017. The areas planned for rejuvenation include the streets near Riverbreeze Dr and Colonial Cct. Road rehabilitation projects nominated for delivery in 2016-2017 included the following sections: - King Creek Road, Wauchope (completed) - Sarahs Cres, Wauchope (underway) - Diamond Head Rd, Dunbogan (completed) - Captain Cook Bicentennial Dr, Laurieton (completed) - Glen Haven Dr, Lakewood (completed) - Stoney Creek Rd, Wauchope (completed) - Ocean Drive, Lakewood (early July) - Ocean Drive, Bonny Hills (early July) -</p>

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5.1.2.2 Carry out annual unsealed road maintenance program including resheeting, grading, drainage and vegetation and rural roadside vegetation clearing	Transport and Stormwater Network	1. Develop annual road maintenance report by 30 June  2. Undertake road resurfacing and rehabilitation works in accordance with the rolling priority program and roads maintenance hierarchy	1. 100%  2. 100%	1. 100%  2. 100%	Ocean Drive, Lake Cathie (early July) The Camden Head Rd, Dunbogan rehabilitation project has been moved to the 2017-18 works programme to integrate the proposed Beach to Beach Footpath works and the planned watermain relocation into the one project. Rehabilitation preparation works have been completed for the listed stabilisation projects. The contractor arrived in April and currently has two crews operating on the pavement rehabilitation programme.  Achieved. Development and preparation of the annual road maintenance report is underway. This report relates to the 2016-17 financial year.  Achieved. Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road risk rating and road hierarchy systems.
5.1.2.3 Carry out annual sealed road network maintenance program including resurfacing, heavy patching, vegetation management, roadside furnishing and drainage	Transport and Stormwater Network	1. Develop annual road maintenance report by 30 June  2. Undertake road resurfacing and rehabilitation works in accordance with the rolling priority program and roads maintenance hierarchy	1. 100%  2. 100%	1. 100%  2. 100%	Achieved. Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road risk rating and road hierarchy systems. Development and preparation of the annual road maintenance report is underway. This report relates to the 2016-17 financial year.  Achieved. Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road risk rating and road hierarchy systems.

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.1 Create and maintain an integrated roads and transport system that eases access between population centres and services

**Delivery Program Objective:** 5.1.2 Develop and implement the annual maintenance and preventative Works Programs for Roads and Transport assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.1.2.6 Undertake Bridges and Culverts maintenance and repair program including inspections, monitoring and bridge repair works	Transport and Stormwater Network	1. Develop annual road maintenance report by 30 June	1. 100%	1. 100%	Achieved. Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road risk rating and road hierarchy systems. Development and preparation of the annual road maintenance report is underway. This report relates to the 2016-17 financial year.
		2. Undertake Bridges and Culverts maintenance and repairs in accordance with scheduled program	2. 100%	2. 100%	Achieved. Works delivered on budget. Works schedule based on inspections and assessment criteria from Council's road risk rating and road hierarchy systems.

**Community Strategic Plan:** 5.2 Ensure transport options are safe, functional and meet access needs across the Local Government Area

**Delivery Program Objective:** 5.2.1 Plan and implement traffic and road safety programs and activities addressing pedestrian, cyclist and vehicular needs

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.2.1.1 Implement the 2014-2017 Road Safety Action Plan and undertake road safety education and awareness programs identified in the plan	Transport and Stormwater Network	1. Two major educational programs are undertaken by the 30 June	1. 2#	1. 2#	Achieved. A project was delivered which involved installation of eight temporary speed advisory signs across Port Macquarie locations included Settlement Point Road, Park Street, Matthew Flinders Drive, Clifton Drive, Fernhill Road, The Ruins Way, Lord Street and Pacific Drive. The signs used radar to display vehicle speed as a driver approached and also showed the applicable speed limit. The locations were selected where speeding is known to be a problem or a perceived problem.

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.2 Ensure transport options are safe, functional and meet access needs across the Local Government Area

**Delivery Program Objective:** 5.2.1 Plan and implement traffic and road safety programs and activities addressing pedestrian, cyclist and vehicular needs

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.2.1.4 Area Wide Traffic Study (commence multi year project)	Transport and Stormwater Network	1. Project delivered according to approved project plan	1. 100%	1. 100%	On target. Draft report received 30 June 2017. Initial review underway.

**Community Strategic Plan:** 5.3 Develop and enhance quality open space and recreational facilities

**Delivery Program Objective:** 5.3.1 Plan, investigate, design and construct open spaces and recreational facilities

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.3.1.1 (c) Wayne Richards Park — Stage 3B detailed design and approvals	Infrastructure Delivery	1. Project delivered according to approved project plan (Wayne Richards Park — Stage 3B)	1. 100%	1. 100%	On target. Project underway. Continued from 2015/16FY Works commenced Sept 2016 and will continue into 2017.
5.3.1.1 (d) Continued preconstruction and designs work for the Lake Cathie Bonny Hills Regional Sporting complex	Infrastructure Delivery	1. Project delivered according to approved project plan (preconstruction and designs work for the Lake Cathie Bonny Hills Regional Sporting complex)	1. 100%	1. 85%	On target> Works continuing from 2015/16FY. works dependent on adjoining subdivision development.
5.3.1.2 (c) Port Macquarie Indoor Stadium - upgrade and extend (Multi year project)	Infrastructure Delivery	1. Project delivered according to approved project plan (Port Macquarie Indoor Stadium - upgrade and extend)	1. 100%	1. 100%	Achieved. Carry over project from 2015/2016 FY. Steering group established for project governance. Construction tender awarded to Ware Buildings at October 2015 Council Meeting. Works commenced late November 2015. Construction complete Nov 2017. Opened to public Feb 2017.
5.3.1.2 (h) Town Centre Master Plan - undertake landscaping upgrades (Multi year project)	Infrastructure Delivery	1. Project delivered according to approved project plan (TCMP landscaping upgrades )	1. 100%	1. 100%	Achieved.



## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.3 Develop and enhance quality open space and recreational facilities

**Delivery Program Objective:** 5.3.1 Plan, investigate, design and construct open spaces and recreational facilities

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.3.1.2 (i) Flynn's Beach - upgrade sea wall (Multi year project) (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Infrastructure Delivery	1. Project delivered according to approved project plan (Flynn's Beach - upgrade sea wall )	1. 100%	1. 49%	Deferred. Carry over project from 2015/2016 FY. Construction tender advertised late 2016. All tenders rejected based on demonstrated budget insufficiency. Reconsideration of seawall repair options underway. Project will not commence prior to 2017/18 FY, pending agreed/revised scope.
5.3.1.2 (l) Wauchope Swimming Pool - upgrade of 50m pool (Multi year project)	Infrastructure Delivery	1. Project delivered according to approved project plan (Wauchope Swimming Pool - upgrade of 50m pool)	1. 100%	1. 100%	Achieved. Project completed and opened to the public January 2017.
5.3.1.3 (b) Googik Track - construct shared walkway/cycleway - Stage 2 (Multi year project) (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Infrastructure Delivery	1. Project delivered according to approved project plan (Googik Track - construct shared walkway / cycleway, Stage 2)	1. 100%	1. 100%	Deferred. Project ongoing and follows the successful delivery of Stages 1 and 2 in 2013-2014 and 2014-2015 respectively. Stage 2 commenced construction in January 2015 works and is now completed and awaiting connection with the Crestwood estate. This project is being delivered in partnership with the NPWS. Design and approvals of remaining stages under development with NPWS. No works programmed for remainder of 2016/17 FY. Budget adjustment into 2017/18 FY required.
5.3.1.4 (ab) Henry Kendall Reserve - develop leash free dog area (Multi year project)	Recreation and Buildings	1. Project delivered according to approved project plan (Henry Kendall Reserve - develop leash free dog area)	1. 100%	1. 100%	Achieved.

## GUIDING PRINCIPLE

### Planning and providing our infrastructure

**Community Strategic Plan:** 5.3 Develop and enhance quality open space and recreational facilities

**Delivery Program Objective:** 5.3.1 Plan, investigate, design and construct open spaces and recreational facilities

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.3.1.4 (ad) Port Macquarie Coastal Walk — Master Plan development, repairs and signage installation	Recreation and Buildings	1. Project delivered according to approved project plan (Port Macquarie Coastal Walk)	1. 100%	1. 100%	On target. Master plan development has commenced with initial community engagement complete. Over 60 submissions where received which will inform development of the coastal walk master plan. The draft master plan is scheduled to be presented to the August 2017 Council Meeting and will include submissions from the community. Once adopted, the master plan will identify priorities so that funding can be directed appropriately. This project will continue in 2017/2018.
5.3.1.4 (q) Westport Reserve - upgrade boat ramp Stage 2 (Multi year project)	Infrastructure Delivery	1. Project delivered according to approved project plan (Westport Reserve - upgrade of boat ramp)	1. 100%	1. 100%	Achieved. Works complete. Project continued from 2015/16 FY. Floating pontoon and piling complete. Some over expenditure apparent due to extended delivery program and significantly increased piling costs.
5.3.1.4 (v) Bonny Hills - construct new toilet block in accordance with Bonny Hills Reserves Masterplan at the Community Hall Reserve (Multi year project)	Recreation and Buildings	1. Project delivered according to approved project plan (Bonny Hills Reserve - upgrade public amenities)	1. 100%	1. 100%	Achieved. Construction commenced early June 2017. Project planned for completion in July 2017 which also includes demolishing of existing structure.
5.3.1.4 (w) Town Beach (north) - construct public toilets (Multi year project)	Infrastructure Delivery	1. Project delivered according to approved project plan (Town Beach Reserve - Construct public amenities)	1. 100%	1. 100%	Achieved. Project successfully complete November 2016 ahead of program. Project continued from 2015/16 FY.

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.3 Develop and enhance quality open space and recreational facilities

**Delivery Program Objective:** 5.3.1 Plan, investigate, design and construct open spaces and recreational facilities

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.3.1.4 (z) Town Green - implementation of Master Plan (Multi year project) (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Recreation and Buildings	1. Project delivered according to approved project plan (Town Green - design and implement Master Plan)	1. 100%	1. 100%	Deferred. Currently substantially under construction with completion expected by December 2017. Project to continue into 2017/2018 with approval to carry over funds as per item 13.02 at Ordinary Council Meeting in May 2017.

**Delivery Program Objective:** 5.3.2 Develop and implement programs for the annual maintenance and operation of open spaces and recreational facilities

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.3.2.1 Undertake maintenance program for parks, reserves, sporting fields and beaches	Recreation and Buildings	1. Program including beach cleaning and playground inspections delivered according to approved maintenance schedules	1. 100%	1. 100%	Achieved. Focus has been on parks, sports field and garden maintenance. - Broadleaf spraying in Port Macquarie and Wauchope areas has commenced - Sports field maintenance for weekly fixtures. Field preparation including mowing, linemarking topdressing and fertilizing - Preparations for various events such as markets, weddings and community events - Garden maintenance across the Port Macquarie, Wauchope and Lake Cathie areas including CBD's, medians and estate gardens. Upgrade of Lord Street median - Cemetery mowing at Laurieton, Kendall, Wauchope, Port Macquarie and Comboyne - Painting of parks assets as part of the winter works program has included seats, signs and shelters - replacement of the handrail at Jack Dwyer reserve in Wauchope was also undertaken. It should be noted that extremely wet weather in March 2017 saw over 500 mm of rain. As a result of the rain and storms Council undertook a huge cleanup at Town Beach with 600 tonne of debris removed over a 7 day period.

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.3 Develop and enhance quality open space and recreational facilities

**Delivery Program Objective:** 5.3.2 Develop and implement programs for the annual maintenance and operation of open spaces and recreational facilities

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.3.2.2 Implement maintenance programs for boat ramps, wharves and jetties	Transport and Stormwater Network	1. Program delivered according to approved maintenance schedules (for boat ramps, wharves and jetties)	1. 100%	1. 100%	Achieved. Works delivered on budget. Wharves and Jetties works are scheduled based on inspections and assessment criteria from Council's risk rating criteria. Boat ramps are cleaned in accordance with Maintenance Programme - high risk and frequently used ramps are cleaned up to 4 times per year. Cleaning typically occurs prior to Christmas, Easter and school holiday periods.
5.3.2.3 Undertake scheduled and reactive maintenance programs of all Council-owned and leased buildings including office furniture replacement	Recreation and Buildings	1. Program delivered according to approved maintenance schedules (Council-owned and leased buildings)	1. 100%	1. 100%	Achieved.
5.3.2.4 Provide, maintain and manage public aquatic facilities	Recreation and Buildings	1. Oversee the management of Council's public aquatic facilities in accordance with lease obligation checklist 2. Undertake annual off-season facility maintenance in accordance with approved program	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. All four pools are being managed in accordance with the Pool Management and Operational guidelines. Wauchope Pool season was extended until 17 May 2017. Port Macquarie Pool will continue to operate until 30 June 2017. Achieved.
5.3.2.5 Deliver park furniture renewals across the Local Government Area LGA, including donated seats program	Recreation and Buildings	1. Inspections carried out July — September 2. Works delivered April — June	1. 100% 2. 100%	1. 100% 2. 100%	Achieved. Achieved.



## GUIDING PRINCIPLE

### Planning and providing our infrastructure

**Community Strategic Plan:** 5.3 Develop and enhance quality open space and recreational facilities

**Delivery Program Objective:** 5.3.2 Develop and implement programs for the annual maintenance and operation of open spaces and recreational facilities

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.3.2.6 (l) Innes Peninsula (Brierley Hill)	Recreation and Buildings	1. Project delivered according to approved project plan (Innes Peninsula - Brierley Hill)	1. 100%	1. 0%	Yet to commence. Land for park is pending transfer to Council. Project will continue into 2017-2018.
5.3.2.6 Carry out playground equipment replacement program	Recreation and Buildings	1. Replacement (playground equipment) delivered according to approved schedule	1. 100%	1. 100%	Achieved.
5.3.2.7 (i) Oxley Oval — provision of floodlighting	Recreation and Buildings	1. Project delivered according to approved project plan (Oxley Oval — floodlighting)	1. 100%	1. 100%	On target. Contract reviewed. Tender process has taken place. Report presented to July 2017 Ordinary Council meeting for awarding of tender. Project funds approved to be carried over to 2017/18 financial year.
5.3.2.7 Deliver sporting facility renewal and new asset program across the LGA	Recreation and Buildings	1. Renewal (sporting facility) delivered as per schedule and reported according to seasonal sports	1. 100%	1. 100%	On target. Contract reviewed. Tender process has taken place. Report presented to July 2017 Ordinary Council meeting for awarding of tender. Project funds approved to be carried over to 2017/18 financial year. Project being delivered alongside Oxley Oval floodlighting project.
5.3.2.9 (b) Kooloonbung Creek Nature Park - replace timber boardwalk	Recreation and Buildings	1. Project delivered according to approved project plan (Kooloonbung Creek Nature Park - replace timber boardwalk)	1. 100%	1. 100%	Achieved.
5.3.2.9 Deliver recreational walkway replacement program across the LGA	Recreation and Buildings	1. Replacement program delivered according to approved project plan (walkway replacement program)	1. 100%	1. 100%	Achieved.

## GUIDING PRINCIPLE

### Planning and providing our infrastructure

**Community Strategic Plan:** 5.4 Plan settlements to accommodate a range of compatible land uses and projected population growth

**Delivery Program Objective:** 5.4.1 Plan settlements to accommodate a range of compatible land uses that meets projected population growth for new and existing developments

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.4.1.1 Preparation, exhibition and review of the draft Port Macquarie-Hastings Urban Growth Management Strategy 2015	Strategic Land Use Planning	1. Report to Council following exhibition of draft strategy by 31 March	1. 100%	1. 75%	Behind schedule. Final reporting and timing of exhibition of the local strategy has been delayed pending final release of the North Coast Regional Plan. Plan release occurred 22 March 2017. Council is required to implement the regional plan through it's Community Strategic Plan and land use plans, including a Regional City Action Plan for Port Macquarie-Hastings. Staff are working to finalise UGMS in consultation with Councilors and Department of Planning and Environment. Strategy report to Council expected by September 2017.
5.4.1.4 Preparation of Local Environmental Plan and Development Control Plan amendments for the South Lindfield urban release area	Strategic Land Use Planning	1. Draft LEP amendments endorsed after exhibition by Council by 30 June	1. 100%	1. 85%	Behind target. Changes arising from March Council resolution require revisions to LEP and associated Planning Agreements. Exhibition to proceed when signed Agreements are received.
<b>Delivery Program Objective:</b> 5.4.2 Review planning instruments and strategies to ensure currency and facilitate sustainable development outcomes whilst acknowledging the impact on community affordability					
Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.4.2.1 Review neighbourhood planning for Thrumster (Area 13) and amend the Local Environmental Plan and Development Control Plan accordingly	Strategic Land Use Planning	1. Report to Council by 30 June (Planning for Thrumster - Area 13)	1. 100%	1. 5%	Behind target. Detailed project plan prepared. Start of work delayed. Comprehensive KPOM project has taken priority given the need for consistency in koala policy at Thrumster and elsewhere. Preparation of Comprehensive KPOM delayed due to uncertainty regarding the review of State Government Koala planning policy.



## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.4 Plan settlements to accommodate a range of compatible land uses and projected population growth

**Delivery Program Objective:** 5.4.3 Review the planning framework for decisions regarding land use and development

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.4.3.1 Undertake ongoing review of the Port Macquarie Hastings Local Environmental Plan (LEP) 2011	Strategic Land Use Planning	1. Six monthly progress reports and/or briefings to Council (review to the Port Macquarie-Hastings LEP 2011)	1. 100%	1. 90%	On target. Miscellaneous amendments to LEP 2011 ongoing. Implementing decision of February Council Meeting.
5.4.3.2 Undertake ongoing review of Port Macquarie-Hastings Development Control Plan 2013	Strategic Land Use Planning	1. Six monthly progress reports and/or briefings to Council (review of the Port Macquarie-Hastings DCP 2013)	1. 100%	1. 100%	On target. Area specific development control plan provisions for Rainbow Beach commenced April 2017. Area specific provisions for Linfield expected to be publicly exhibited July-August 2017
5.4.3.4 Finalise a Structure Plan for the proposed future urban release area to the west of Wauchope	Strategic Land Use Planning	1. Report to Council following exhibition (Structure Plan for the proposed future urban release area to the west of Wauchope)	1. 100%	1. 100%	Achieved. Draft Structure Plan adopted by Council at 15/3/17 meeting.

**Community Strategic Plan:** 5.5 Create and maintain public infrastructure that delivers sustainable water, sewer and stormwater services

**Delivery Program Objective:** 5.5.1 Plan, investigate, design and construct water supply assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.1.1 (d) O'Briens Dam rehabilitation works (Carry Over 2014/2015)	Water and Sewer	1. Project delivered according to approved project plan (O'Brien's Dam Rehabilitation works)	1. 100%	1. 50%	Behind target. Final designs and cost estimates issued by NSW Public Works. Project to proceed to construction phase. NSW Public Works have completed specification. Project delayed by operational priorities.
5.5.1.1 (g) Water Treatment Plant - Wauchope augmentation - additional treatment capacity at existing Wauchope Water Treatment Plant (NOTE: OP action removed November 2016)	Water and Sewer	1. Project delivered according to approved project plan (Wauchope Water Treatment Plant augmentation)	1. 100%	1. 100%	Not available. This Operational Plan action has been removed as per Executive approval in November as this project will not continue in 2016/17.

## GUIDING PRINCIPLE

### Planning and providing our infrastructure

**Community Strategic Plan:** 5.5 Create and maintain public infrastructure that delivers sustainable water, sewer and stormwater services

**Delivery Program Objective:** 5.5.1 Plan, investigate, design and construct water supply assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.1.1 (i) Kew/Kendall - feasibility study gas chlorine system (NOTE: OP action removed November 2016)	Water and Sewer	1. Project delivered according to approved project plan (Kew/Kendall - feasibility study gas chlorine system)	1. 100%	1. 100%	Not available. This Operational Plan action has been removed as per Executive approval in November as this project will not continue in 2016/17.
5.5.1.2 (a) North Haven to Laurieton trunk main and Stingray bridge crossing - construct rising main along Ocean Drive from North Haven (Carry Over 2014/2015)	Water and Sewer	1. Project delivered according to approved project plan (North Haven to Laurieton trunk main and Stingray Creek Bridge crossing)	1. 100%	1. 100%	Achieved. Final water and sewer connections completed May 2017.
5.5.1.2 (b) Southern Arm trunk main - program to construct main along Houston Mitchell Drv (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Water and Sewer	1. Project delivered according to approved project plan (Construct southern arm trunk main along Houston Mitchell Drive)	1. 100%	1. 80%	Deferred. Construction approval complete from Forestry Corporation NSW. There has been delays in the finalisation of the NPWS construction approval due to non-responsiveness from NPWS staff following initial discussions with PMHC legal representatives Marsdens. Construction License finalised with NPWS, a small number of outstanding clauses remain in the NPWS Easement Agreement to be finalised. Next phase is clearing of easement to enable geotech and design finalisation. Project to continue into 2017/2018.
5.5.1.3 (b) Installation of new water supply services to residential and business premises - to cater for new development	Water and Sewer	1. Project delivered according to approved project plan (Installation of new water supply services)	1. 240#	1. 628#	Achieved.

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.5 Create and maintain public infrastructure that delivers sustainable water, sewer and stormwater services

**Delivery Program Objective:** 5.5.1 Plan, investigate, design and construct water supply assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.1.3 (m) Ocean Drive Marbuck bypass - construct 450mm connection from Cathie Rd to Maher Rd to Camden Haven Truck Main	Water and Sewer	1. Project delivered according to approved project plan (Ocean Drive Marbuck bypass)	1. 100%	1. 100%	On target. Dependent upon Ocean Dr Duplication Design - underway. Final design comments provided and now await Issues For Construction drawings. Construction proposed in 2017/18.
5.5.1.3 (o) Sancroix Reservoir to Area 13 - 750mm trunkmain construction ( multi year project) (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Water and Sewer	1. Project delivered according to approved project plan (Sancroix Reservoir - trunkmain construction)	1. 100%	1. 49%	Deferred. Project continued from 2015/16FY. Design planning ongoing ahead of construction commencement. Construction of this project will continue into the 2017/18FY.
5.5.1.4 (b) Port Dam switchgear upgrade (Carry Over 2013/2014)	Water and Sewer	1. Project delivered according to approved project plan (Port Dam switchgear upgrade)	1. 100%	1. 75%	Behind target. Aurecon completing detailed design and specification for upgrade works. Specification received and being reviewed prior to going to Tender.
5.5.1.4 (g) Kendall Booster Water Pump Station — upgrade pump to allow for increased population growth	Water and Sewer	1. Project delivered according to approved project plan (Kendall Booster Water Pump Station)	1. 100%	1. 75%	Behind target. Potential change to disinfection methodology has delayed the project.
5.5.1.4 (h) Bago Telemetry Tower — construct 40 m telemetry tower at Bago reservoir site	Water and Sewer	1. Project delivered according to approved project plan (Bago Telemetry Tower)	1. 100%	1. 90%	On target. However, currently behind on planning for this project due to Sewer SCADA project nearing completion and all available staff are committed to completion of that project on time. Project to continue into 2017-2018.

**Delivery Program Objective:** 5.5.2 Develop and implement the annual maintenance and preventative works program for Water Assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.2.1 Operate and maintain water treatment plants in accordance with adopted maintenance programs and scheme requirements	Water and Sewer	1. Plant breakdowns are attended to within 24 hours	1. 100%	1. 100%	Achieved. All breakdowns rectified within 24 hours during the reporting period.

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.5 Create and maintain public infrastructure that delivers sustainable water, sewer and stormwater services

**Delivery Program Objective:** 5.5.2 Develop and implement the annual maintenance and preventative works program for Water Assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		2. Plants are monitored continuously by electronic means	2. 100%	2. 100%	Achieved. All Water Treatment Plants monitored continuously by Council's remote water monitoring system (SCADA C).
5.5.2.2 Operate and maintain sewerage treatment plants in accordance with environmental licences, adopted maintenance programs and scheme requirements	Water and Sewer	1. Plant breakdowns are attended to within 24 hours	1. 100%	1. 100%	Achieved. All breakdowns rectified within 24 hours during the reporting period.
		2. Plants are monitored continuously by electronic means	2. 100%	2. 100%	Achieved. All Sewage Treatment Plants monitored continuously by Council's remote water monitoring system (Wizcon).
5.5.2.4 Conduct water asset replacement and renewal programs for live water mains, water meters, minor works, pumps, switchboards, flow meters, technical equipment and water quality	Water and Sewer	1. Project delivered according to approved project plan (water asset replacement and renewal programs)	1. 100%	1. 100%	Achieved. Water System maintenance and asset renewals undertaken as required.

**Delivery Program Objective:** 5.5.3 Plan, investigate, design and construct Sewerage assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.3.1 (c) Port Macquarie Reclaimed Water Treatment Plant upgrade for growth (Multi year project - Carry Over 2014/2015)	Water and Sewer	1. Project delivered according to approved project plan (Port Macquarie Reclaimed Water Treatment Plant upgrade)	1. 100%	1. 95%	On target. Port Macquarie Reclaimed Water Treatment Plant Upgrade construction complete January 2017. Commissioning and process proving complete February 2017. Minor works outside of the scope of the contract to be carried over into 2017/18. Funding will also be carried over to allow for post completion contract payment.



## GUIDING PRINCIPLE Planning and providing our Infrastructure

**Community Strategic Plan:** 5.5 Create and maintain public infrastructure that delivers sustainable water, sewer and stormwater services

**Delivery Program Objective:** 5.5.3 Plan, investigate, design and construct Sewerage assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.3.1 (e) Small towns sewerage program - provision of centralised sewerage systems for Comboyne (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Water and Sewer	1. Project delivered according to approved project plan (Small towns sewerage program - Comboyne)	1. 100%	1. 50%	Deferred. REF's and Tender Documentation currently being completed. Anticipated completion of all documentation by early July 2017 to enable calling of Tenders in late July 2017. Application for Funding under the Small Towns Sewerage program has been successful and notification received from Infrastructure NSW.
5.5.3.1 (f) Small towns sewerage program - provision of centralised sewerage systems for Long Flat (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Water and Sewer	1. Project delivered according to approved project plan (Small towns sewerage program - Long Flat)	1. 100%	1. 50%	Deferred. REF's and Tender Documentation currently being completed. Anticipated completion of all documentation by early July 2017 to enable calling of Tenders in late July 2017. Application for Funding under the Small Towns Sewerage program has been successful and notification received from Infrastructure NSW.
5.5.3.1 (g) Small towns sewerage program - provision of centralised sewerage systems for Telegraph Point (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Water and Sewer	1. Project delivered according to approved project plan (Small towns sewerage program - Telegraph Point)	1. 100%	1. 50%	Deferred. REF's and Tender Documentation currently being completed. Anticipated completion of all documentation by early July 2017 to enable calling of Tenders in late July 2017. Application for Funding under the Small Towns Sewerage program has been successful and notification received from Infrastructure NSW.
5.5.3.1 (j) Area 15 Sewerage Upgrade to provide for future development (Mult year project - OP action added as per resolution adopted at the Ord Council Meeting on 18/11/2015)	Water and Sewer	1. Project delivered according to approved project plan (Area15 Sewerage Upgrade)	1. 100%	1. 100%	See item 5.5.3.3 (h).

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.5 Create and maintain public infrastructure that delivers sustainable water, sewer and stormwater services

**Delivery Program Objective:** 5.5.3 Plan, investigate, design and construct Sewerage assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.3.1 (k) Thrumster (Area 13) Sewerage Treatment Plant — environmental impact and concept study	Water and Sewer	1. Project delivered according to approved project plan (Thrumster (Area 13) Sewerage Treatment Plant)	1. 100%	1. 10%	Behind schedule. Project plan currently under development. Concept design and EIS review proposed to be undertaken as part of the initial works. Final review to be undertaken once complete.
5.5.3.1 (l) Stingray Creek Bridge New Sewer Mains	Water and Sewer	1. Project delivered according to approved project plan (Stingray Creek Bridge New Sewer Mains)	1. 100%	1. 100%	Achieved. Final connections of water mains completed May 2017, Final connections of sewer rising mains also completed May 2017. All services now cut over onto new bridge.
5.5.3.3 (b) Port Macquarie Sewerage Treatment Plant - dewater effluent ponds 3 to comply with EPA commitments	Water and Sewer	1. Project delivered according to approved project plan (Port Macquarie Sewerage Treatment Plant — dewater effluent pond 3)	1. 100%	1. 100%	Achieved. Alum sludge disposal commenced January 2017 and was completed February 2017.
5.5.3.3 (c) Replacement of sewer telemetry and computer hardware including Programmable Logic Controllers at sewerage treatment plants where required	Water and Sewer	1. Project delivered according to approved project plan (Replacement program for sewer telemetry and computer hardware)	1. 100%	1. 100%	Achieved. The new clear SCADA data base for the sewer pumping stations, Kew Kendall Sewer Treatment Plant (STP) and Wauchope STP has been commissioned and is in the proving period Port Macquarie STP data base commissioning is to commence June 2017. Bonny Hills STP and Camden Haven STP data base commissioning is to be completed June 2017 and the practical completion of the project is expected to be July 2017.
5.5.3.3 (d) Thrumster reclaimed water Interim supply Rising Main to Thrumster Reservoir (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Water and Sewer	1. Project delivered according to approved project plan (Interim supply Rising Main to Thrumster Reservoir)	1. 100%	1. 80%	Deferred. Construction completed for section along John Oxley Dr (Major Innes Rd to Philip Charley Dr). Stage 1 design now complete and expect to call tenders for construction in Aug 2017. Designs for stages 3-8 appear to be on track for a September design finalisation.



## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.5 Create and maintain public infrastructure that delivers sustainable water, sewer and stormwater services

**Delivery Program Objective:** 5.5.3 Plan, investigate, design and construct Sewerage assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.3.3 (h) Port Macquarie Sewer Pump Station 71 and new rising main (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Infrastructure Delivery	1. Project delivered according to approved project plan (Port Macquarie Sewer Pump Station 71 and new rising main)	1. 100%	1. 65%	Deferred. Project design underway. Project continues from 2015/16FY. Design progress ongoing and expected to continue into the new financial year and be completed in 2017/18.
5.5.3.3 (i) Thrumster Reclaimed Water interim supply Oxley Hwy Reservoir (0.5 ML storage) (NOTE: OP action removed November 2016)	Water and Sewer	1. Project delivered according to approved project plan (Thrumster Reclaimed Water interim supply Oxley Hwy Reservoir - 0.5 ML storage)	1. 100%	1. 100%	Not available. This Operational Plan action has been removed as per Executive approval in November as this project will not continue in 2016/17 due to changes in the Area 13 reclaimed water servicing strategy. Oxley Hwy reservoir not required in new strategy.
5.5.3.3 (j) Thrumster — construct various reclaimed water trunkmains (NOTE: OP action removed November 2016)	Water and Sewer	1. Project delivered according to approved project plan (Thrumster — construct various reclaimed water trunkmains)	1. 100%	1. 100%	Not available. This Operational Plan action has been removed as per Executive approval in November as this project will not continue in 2016/17. No deliverables for project. Infrastructure provided by developers through contribution offsets. Included in program for the DSP calculations only.
5.5.3.3 (k) Oxley Highway — construct reclaimed water interim supply pumping station (NOTE: OP action removed November 2016)	Water and Sewer	1. Project delivered according to approved project plan (Oxley Highway — construct reclaimed water interim supply pumping station)	1. 100%	1. 100%	Not available. This Operational Plan action has been removed as per Executive approval in November, due to changes in the Area 13 reclaimed water servicing strategy. Project to be redefined as reservoir supply pump station and included in FY17/18.

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.5 Create and maintain public infrastructure that delivers sustainable water, sewer and stormwater services

**Delivery Program Objective:** 5.5.3 Plan, investigate, design and construct Sewerage assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.3.3 (l) Port Macquarie Reclaimed Water Treatment Plant — undertake upgrade activities	Water and Sewer	1. Project delivered according to approved project plan (Port Macquarie Reclaimed Water Treatment Plant — undertake upgrade activities)	1. 100%	1. 95%	On target. Port Macquarie Reclaimed Water Treatment Plant Upgrade construction complete January 2017. Commissioning and process proving complete February 2017. Minor works outside of the scope of the contract to be carried over into 2017/18. Funding will also be carried over to allow for post completion contract payment.
5.5.3.4 (a) Camden Haven upgrade and upsize of mains and pump stations (Carry Over 2013/2014)	Water and Sewer	1. Project delivered according to approved project plan (Camden Haven upgrade and upsize of mains and pump stations)	1. 100%	1. 70%	Behind schedule. Sewer pump station upgrade complete. Mains upgrade ongoing and in accordance with approved budget. Initial design from LGES complete. Further design currently being undertaken by LGES including Geotech Investigation and REF. Geotech investigation extended to allow for acid sulphate assessment. Anticipated completion early July 2017.
5.5.3.4 (c) Mechanical sewerage treatment plant asset replacement - rolling program of mechanical asset replacement	Water and Sewer	1. Project delivered according to approved project plan (rolling program of mechanical asset replacement)	1. 100%	1. 100%	Achieved. Programmed replacement/refurbish of mechanical assets at Councils Sewage Treatment Plants.
5.5.3.4 (i) Small towns sewerage program - provision of centralised sewerage systems for North Shore (Carry Over 2013/2014)	Infrastructure Delivery	1. Project delivered according to approved project plan (Small towns sewerage program - North Shore)	1. 100%	1. 100%	Achieved. Project successfully turned on/commissioning in June 2016.
5.5.3.4 (n) Bonny Hills Sewer Treatment Plant — design and construct ultra-violet system including pumping modifications	Water and Sewer	1. Project delivered according to approved project plan (Bonny Hills Sewer Treatment Plant)	1. 100%	1. 100%	Achieved. Bonny Hills effluent reuse strategy finalised. Detailed design commenced. BASIX application submitted. Construction commenced on Bonny Hills chlorine system. This is a multi year project.

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.5 Create and maintain public infrastructure that delivers sustainable water, sewer and stormwater services

**Delivery Program Objective:** 5.5.4 Develop and implement the annual maintenance and preventative works program for Sewerage Assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.4.3 (a) Port Macquarie sewer treatment plant aerator	Water and Sewer	1. Project delivered according to approved project plan (Port Macquarie sewer treatment plant aerator)	1. 100%	1. 90%	Behind target. Replacement gearbox and motor has been installed in Aeration Tank #3. Quotes have been received and are now waiting on delivery of parts to complete replacement of a further aerator and frame in tank #3. Due to long lead times on the required parts, this project will be carried over into 2017/18.
5.5.4.4 Conduct sewer assets replacement and maintenance program for odour control installations, minor extensions, pumps, pipelines, instruments, switchboards and electrical sewerage treatment plant	Water and Sewer	1. Program delivered according to approved schedule sewer assets replacement and maintenance)	1. 100%	1. 100%	Achieved. Sewerage system maintenance and asset replacements proceeding as per program.

**Delivery Program Objective:** 5.5.5 Deliver water and sewerage supply services to ensure public health and safety and environmental protection

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.5.3 Operate the water supply network to ensure public health and safety	Water and Sewer	1. All complaints/requests are reported as a CRM's and dealt with in accordance with the adopted service standard 2. For interruptions to service delivery, residents and the Customer Service Centre are notified during next available working hours	1. 100%  2. 100%	1. 100%  2. 100%	Achieved. All complaints recorded as customer requests and responded to in accordance with service standards.  Achieved. Residents and Customer Service Centre notified as required

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.5 Create and maintain public infrastructure that delivers sustainable water, sewer and stormwater services

**Delivery Program Objective:** 5.5.5 Deliver water and sewerage supply services to ensure public health and safety and environmental protection

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
		3. Main breaks are attended to immediately, residents are notified of potential interruptions, the Customer Service Centre is notified if required	3. 100%	3. 100%	Achieved. All main breaks attended within service standard and the customer service centre notified as required.
		4. Pumping stations and reservoir levels monitored electronically 100% of the time	4. 100%	4. 100%	Achieved. Water supply scheme monitored continuously by SCADA-C for the reporting period including pumping stations and reservoir levels. Water SCADA duty officer available at all times during reporting period.
5.5.4 Maintain and operate storage dams in accordance with Australian National Committee On Large Dams (ANCOLD) guidelines	Water and Sewer	1. Dam safety emergency plan updated annually, annual high accuracy surveys undertaken on dam walls to determine movement	1. 100%	1. 100%	Achieved. Port Macquarie Dam 2017 Survey completed in May, awaiting report.
		2. Inspections undertaken on dam structures in accordance with ANCOLD recommendations	2. 100%	2. 100%	Achieved. NSW Public works annual inspections completed 30 November. Five yearly surveillance reports received for forwarding to Dams Safety Committee.



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**Community Strategic Plan:** 5.5 Create and maintain public infrastructure that delivers sustainable water, sewer and stormwater services

**Delivery Program Objective:** 5.5.5 Deliver water and sewerage supply services to ensure public health and safety and environmental protection

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.5.5 Operate the sewerage network to ensure service delivery meets public health and safety requirements	Water and Sewer	3. Monitoring of seepage from dam structure and pore pressures within dam wall recorded as per ANCOLD recommendations. All readings compiled in graphical form	3. 100%	3. 100%	Achieved. Surveillance of dam structures undertaken in accordance with ANCOLD recommendations.
		1. All complaints/requests are reported as a CRMs and dealt with in accordance with the adopted service standard	1. 100%	1. 100%	Achieved. All complaints recorded as CRMs and responded to in accordance with service standards.
		2. Nil reportable incidents relating to the operation of the sewerage network	2. 0#	2. 10#	Behind target. 10 reportable incidents have been recorded for the financial year. All incidents dealt with in accordance with pollution incident response management plan.
		3. Pumping stations monitored electronically 100% of the time	3. 100%	3. 100%	Achieved. Sewer pump stations and Sewerage Treatment Plants monitored by Wizcon SCADA system continuously during the reporting period and sewer duty officer available at all times.
		4. Trade waste inspections (captured) with 100% of defects identified are acted upon	4. 240#	4. 422#	Achieved. All inspections for the reporting period compliant or in the process in place for rectification.

## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.5 Create and maintain public infrastructure that delivers sustainable water, sewer and stormwater services

**Delivery Program Objective:** 5.5.6 Plan, investigate, design and construct Stormwater assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.5.6 Chemical dosing system upgrade	Water and Sewer	1. Project delivered according to approved project plan (Chemical dosing system upgrade)	1. 100%	1. 100%	Achieved. Chlorine gas and Carbon Dioxide dosing systems installed at Bonny Hills.
5.5.6.1 (b) Short Street drainage - undertake condition rating and investigations (Carry Over 2013/2014)	Infrastructure Delivery	1. Project delivered according to approved project plan (Short Street drainage)	1. 100%	1. 100%	Achieved. Project completed during 2015/16 financial year.
5.5.6.1 (c) Lake and Jindalee Roads - investigate and design stormwater drainage	Transport and Stormwater Network	1. Project delivered according to approved project plan (Lake and Jindalee Roads - investigate and design stormwater drainage)	1. 100%	1. 90%	On target. Contract awarded March 2017 with project completion expected by September 2017.
5.5.6.1 (d) East Port, Gordon/Owen Streets - investigate and design stormwater drainage	Transport and Stormwater Network	1. Project delivered according to approved project plan (East Port, Gordon/Owen Streets - investigate and design stormwater drainage)	1. 100%	1. 90%	On target. This project has been delayed until late 2017 due to other higher priority design projects.
5.5.6.3 (a) Continue stormwater remediation - Batar Creek Road System, Kendall Stage 2	Infrastructure Delivery	1. Project delivered according to approved project plan (Stormwater remediation - Batar Creek Road System, Kendall Stage 2)	1. 100%	1. 85%	Behind target. Design and Construction tender Advertised during June 2017. Tenders close July. Project completion required by Jul 2018.
5.5.6.3 (b) Continue stormwater remediation - continuation of remediation at Skyline Place/Ocean Drive Bonny Hills (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Infrastructure Delivery	1. Project delivered according to approved project plan (Stormwater remediation - Skyline Place Bonny Hills)	1. 100%	1. 45%	Deferred. Project continued from 2015/16 FY. Detailed design completed. Property matters are delaying commencement and negotiations underway with owner regards acquisition. Works deferred to 2017/18 FY, budget adjustment into 2017/18 FY also required.



## GUIDING PRINCIPLE Planning and providing our infrastructure

**Community Strategic Plan:** 5.5 Create and maintain public infrastructure that delivers sustainable water, sewer and stormwater services

**Delivery Program Objective:** 5.5.6 Plan, investigate, design and construct Stormwater assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.6.3 (c) Continue stormwater remediation - flood remediation Blackbutt Creek, Wauchope	Transport and Stormwater Networks	1. Project delivered according to approved project plan (Stormwater remediation - flood remediation Blackbutt Creek, Wauchope)	1. 100%	1. 50%	Behind schedule. Project continued from 2014/15 FY. Detailed design completed. Property acquisition matters are delaying works commencement. Project on hold until acquisition resolved.
5.5.6.3 (d) Open Drain reprofiling - Oleander Ave to Koala Street	Transport and Stormwater Network	1. Project delivered according to approved project plan (Open Drain reprofiling - Oleander Ave to Koala Street)	1. 100%	1. 100%	Achieved. Project has been completed.
5.5.6.4 (b) Calwalla Crescent - stormwater remediation (NOTE: Project deferred to 2017-2018 Operational Plan - ORD Meeting May17)	Infrastructure Delivery	1. Project delivered according to approved project plan (Calwalla Crescent - stormwater remediation)	1. 100%	1. 49%	Deferred. Detailed design finalised. Works deferred to commence in 2017/18 FY due to resource availability. Carry forward budget adjustment required into 2017/18 FY.

**Delivery Program Objective:** 5.5.7 Develop and implement the annual maintenance and preventative works program for Stormwater Assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.7.1 (b) Wrights Creek - Dredge to lower standing water levels and improve capacity	Transport and Stormwater Network	1. Project delivered according to approved project plan (Wrights Creek - Dredge to lower standing water levels and improve capacity)	1. 100%	1. 100%	Achieved.
5.5.7.1 Carry out stormwater maintenance and repairs program including inspections, cleaning, clearing and minor drainage remediation/improvements	Transport and Stormwater Network	1. Project delivered according to approved project plan (stormwater maintenance and repairs program)	1. 100%	1. 100%	Achieved. Maintenance works being undertaken in accordance with prioritisation criteria.

**GUIDING PRINCIPLE**  
Planning and proving our Infrastructure

**Community Strategic Plan:** 5.5 Create and maintain public infrastructure that delivers sustainable water, sewer and stormwater services

**Delivery Program Objective:** 5.5.7 Develop and implement the annual maintenance and preventative works program for Stormwater Assets

Operational Plan Activity 2016 - 2017	Lead Responsibility	Success Measures	Target	YTD Actual	Comment on Progress
5.5.7.2 (a) Settlement Shores canals - routine maintenance	Transport and Stormwater Network	1. Project delivered according to approved project plan (Settlement Shores canals - routine maintenance)	1. 100%	1. 100%	Achieved. Canal maintenance activities will be programmed in accordance with established risk management templates as contained within the "Stormwater Drainage CRM Risk Assessment Process".
5.5.7.2 (b) Settlement Shores - Hydrographic Survey and maintenance planning	Transport and Stormwater Network	1. Project delivered according to approved project plan (Settlement Shores - Hydrographic Survey and maintenance planning)	1. 100%	1. 100%	On target. Draft plan placed on public exhibition at May Council meeting.
5.5.7.2 (c) Broadwater Canal - Structural condition assessments	Transport and Stormwater Network	1. Project delivered according to approved project plan (Broadwater Canal - Structural condition assessments)	1. 100%	1. 100%	Achieved.

FINANCE & ECONOMIC IMPLICATIONS - JULY 2017											
Section	Project	Project Description	Capital/ Operating	Item	Report Note No	Full Year Original Budget	Full Year Current Budget	Actuals to 31 July 2017	New Yearly Proposed Budget - July 2017	Movement Funding Source	EFFECT COMMENT ON FUNDING POSITION
Corporate Performance											
Financial Services	00264	Financial Services	Operating	a	2	2,600,696	2,600,696	115,555	2,560,696	40,000 Revenue	These funds have been transferred to customer services to cover bank charges associated with that
Corporate Performance Total										40,000	
Strategy and Growth											
Library	41739	VRoom Augmented Lib Spaces 1617 Grant	Capital	b	1	0	0	0	175,915	-175,915 Grant	0 Council has received a grant for the VRoom Augmented Library Spaces. This adjustment reflects the amount of the grant expected to be expended in 2017/18.
Library	19172	Grants WIP Capital - Library	Capital	b	1	0	0	0	-175,915	175,915 Grant	0 This is to recognise the grant on project 41739
Customer Services	00290	Customer Services Centre	Operating	a	2	1,460,320	1,460,320	61,555	1,500,320	-40,000 Revenue	0 VRoom Augmented Library Spaces
Economic Development	41786	Investment Attraction Project 2017	Operating	c	1	0	0	0	25,636	-25,636 Grant/Re serve	-40,000 This is to reflect bank charges that apply to the customer services centre. The funds have been transferred from Financial Services.
Economic Development	19161	Grants WIP Operating - Economic Development	Operating	c	1	0	0	0	-13,636	13,636 Grant	0 Council has received a grant for this project.
Economic Development	19169	Transfer from Reserves - Economic Development	Operating	c	1	0	0	0	-12,000	12,000 Reserve	0 This is to recognise the grant on project 41786 Investment Attraction Project 2017.
Strategy and Growth Total										-40,000	
Development & Environment											
Aquatic Facilities	41059	Wauchape Pool - Facility Upgrade	Capital	d	1	0	0	181,639	1,460,000	-1,460,000 Grant	0 Council has received a grant for the Wauchape Memorial Olympic Pool Upgrade. This project is expected to be completed by December 2017.
Aquatic Facilities	19272	Grants WIP Capital - Aquatic Facilities	Capital	d	1	0	0	0	-1,460,000	1,460,000 Grant	0 This is to recognise the grant on project 41059 Wauchape Memorial Olympic Pool Upgrade.
Parks & Gardens	41037	Flynns Beach - Upgrade of Sea Wall	Capital	e	1	0	0	0	922,500	-922,500 Grant	0 Council has received a grant for Flynns Beach - Upgrade of Sea Wall.
Parks & Gardens	19282	Grants WIP Capital - Parks & Gardens	Capital	e	1	0	0	0	-922,500	922,500 Grant	0 This is to recognise the grant on project 41037 Flynns Beach - Upgrade of Sea Wall.
Parks & Gardens	41280	Wayne Richards Park - Stage 3	Capital	f	1	0	0	0	17,001	-17,001 Grant	0 As part of the grant conditions for this project Council has to apply interest to any unexpended grant. This adjustment is to reflect the unexpended interest up to 30 June 2017.
Parks & Gardens	19280	Transfer from Restriction - Unexpended Grants	Capital	f	1	0	0	0	-17,001	17,001 Grant	0 This is to transfer the unexpended grant interest from restrictions for project 41280 Wayne Richards Park - Stage 3
Parks & Gardens	40441	Lark Bain Sports Ground - Floodlighting	Capital	g	3				39,763	-39,763 Reserve	0 This is in line with item 14.02 to the Committee of the Whole Meeting on 19 July 2017
Parks & Gardens	41661	Oxley Oval - Sportfield Floodlights	Capital	g	3			709	40,759	-40,759 Reserve	0 This is in line with item 14.02 to the Committee of the Whole Meeting on 19 July 2017
Parks & Gardens	19280	Transfer from Reserves - Working Capital	Capital	g	3				-80,522	80,522 Reserve	0 This is in line with item 14.02 to the Committee of the Whole Meeting on 19 July 2017
Waste Management	50069	Cairncross - Facility Upgrade and Expand Approvals	Capital	h	3	0	0	0	30,000	-30,000 Reserve	0 This project commenced in October 2014 but was not carried over due to uncertainty with the extent of the budget that would be required in 16/17 and 17/18. This is to recognise the 17/18 portion of this project.
Waste Management	19309	Transfer from Reserve - Waste Management	Capital	h	3	0	0	0	-30,000	30,000 Reserve	0 This is to recognise the reserve funding on 50069 Cairncross - Facility Upgrade and Expand Approvals.
Waste Management	50063	Illegal Dumping Clean up and Prevention Program	Operating	i	1	0	0	3,871	107,560	-107,560 Grant	0 Council has received a grant for this project and this adjustment is to recognise the amount to be expended in the 17/18 financial year.
Waste Management	19301	Grants WIP Operating - Waste Management	Operating	i	1	0	0	0	-107,560	107,560 Grant	0 This is to recognise the grant on project 50063 illegal dumping clean up and prevention program.
Waste Management	50066	Kingfisher Waste Depot - Upgrade and Expansion	Capital	j	3	1,500,000	1,500,000		200,000	1,300,000 Reserve	0 This project has been deferred to 2018/19 as it is unlikely that any construction works will take place in 17/18. The remaining budget will be used on design works.
Waste Management	19309	Transfer from Reserve - Waste Management	Capital	j	3	-1,550,000	-1,550,000		-250,000	-1,300,000 Reserve	0 This is to reflect the reduced reserve funding required on project 50066 Kingfisher Waste Depot - Upgrade and Expansion

## FINANCE &amp; ECONOMIC IMPLICATIONS - JULY 2017

FINANCE & ECONOMIC IMPLICATIONS - JULY 2017													
Section	Project	Project Description	Capital/ Operating	Item	Report Note No	Full Year Original Budget	Full Year Current Budget	Actuals to 31 July 2017	New Yearly Proposed Budget - July 2017	Movement	Funding Source	EFFECT ON FUNDING POSITION	Comment
Development & Environment Total													
Infrastructure													
Transport & Traffic	41701	Beechwood Road Reconstruction - Riverbreeze to Waugh Street	Capital	k	5	1,000,000	1,000,000	34,660	1,137,263	-137,263	Contributic	0	Council has received a contribution from a developer towards this project.
Transport & Traffic	19345	Contributions W/P Capital - Transport & Traffic	Capital	k	5	-5,000,000	-5,000,000		-5,137,263	137,263	Contributic	0	This is to recognise the contributions towards project 41701 Beechwood Road Reconstruction Riverbreeze to Waugh Street
Transport & Traffic	41792	Design pedestrian signals at Gordon Street (Oxley Highway), Port Macquarie	Capital	l	1				75,000	-75,000	Grant	0	Council has received an RMS grant for this project.
Transport & Traffic	19342	Grants W/P Capital - Transport & Traffic	Capital	l	1	-5,548,016	-5,548,016	-408,550	-5,623,016	75,000	Grant	0	This is to recognise the grant on project 41792 Design pedestrian signals at Gordon St, Port Macquarie
Transport & Traffic	41793	Construct a shared path along Ocean Drive from Pacific Highway to Glen Haven Drive	Capital	m	1				400,000	-400,000	Grant/Re	0	Council has received a grant for this project.
Transport & Traffic	41781	RMS Grants - Safety Program and Active Transport Program	Capital	m	1	500,000	500,000		300,000	200,000	Reserve	0	These funds have been transferred to 41793 Shared Path along Ocean Drive from Pacific Highway to Glen Haven Drive to match the grant.
Transport & Traffic	19342	Grants W/P Capital - Transport & Traffic	Capital	m	1	-5,548,016	-5,623,016	-408,550	-5,823,016	200,000	Grant	0	This is to recognise the grant on project 41793 Shared path along Ocean Drive from Pacific Highway to Glen Haven Drive.
Transport & Traffic	41589	Wauchope CBD Pedestrian Redesign - All Stages	Capital	n	1				1,800,000	-1,800,000	Grant	0	Council has received a grant for this project.
Transport & Traffic	19342	Grants W/P Capital - Transport & Traffic	Capital	n	1	-5,548,016	-5,823,016	-408,550	-7,623,016	1,800,000	Grant	0	This is to recognise the grant on project 41589 Wauchope CBD Pedestrian Redesign - All Stages.
Water Supply	20131	Granite Street No 2 - 25ML Reservoir	Capital	o	3	5,000,000	5,000,000		100,000	4,900,000	S64	0	This budget has been deferred to 2018/19. The remaining budget is to be used for design purposes.
Water Supply	19227	S64 Expenditure	Capital	o	3	-12,450,006	-12,450,006		-7,550,006	-4,900,000	S64	0	This is to reflect the reduced S64 funding required on project 20131 Granite Street No 2 25ML Reservoir.
Water Supply	20057	Southern Arm Trunkmain	Capital	p	3	7,500,002	7,500,002	2,378	500,000	7,000,002	Reserve/ S64	0	This budget has been deferred to 2018/19 and 2019/20. The remaining budget is to be used for design purposes.
Water Supply	19227	S64 Expenditure	Capital	p	3	-12,450,006	-7,550,006		-2,550,004	-5,000,002	S64	0	This is to reflect the reduced S64 funding required on project 20131 Granite Street No 2 25ML Reservoir.
Water Supply	19229	Transfer from Reserve - Water Supply	Capital	p	3	-17,565,000	-17,565,000		-15,565,000	-2,000,000	Reserve	0	This is to reflect the reduced Reserve funding required on project 20131 Granite Street No 2 25ML Reservoir.
Water Supply	20151	Thrumster Reclaimed Reservoir including Land Acquisition	Capital	q	3	4,000,000	4,000,000		100,000	3,900,000	Reserve	0	This project has been deferred to 2018/19. The remaining budget is for design purposes.
Water Supply	19229	Transfer from Reserve - Water Supply	Capital	q	3	-17,565,000	-16,065,000		-12,165,000	-3,900,000	Reserve	0	This is to reflect the reduced Reserve funding required on project 20151 Thrumster Reclaimed Reservoir including land acquisition
Infrastructure Total													

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**Port Macquarie - Hastings Council**

**General purpose financial statements  
for the year ended 30 June 2017**

**Statement by Councillors and Management  
made pursuant to Section 413(2c) of the Local Government Act  
1993 NSW (as amended)**

The attached general purpose financial statements have been prepared in accordance with:

- \* The Local Government Act 1993 NSW (as amended) and the Regulations made thereunder.
- \* The Australian Accounting Standards and professional pronouncements.
- \* The Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these Statements:

- \* presents fairly the Council's operating result and financial position for the year, and
- \* accords with Council's accounting and other records.

We are not aware of any matter that would render this report false or misleading in any way.

Signed in accordance with a resolution of Council made on 16 August 2017.

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**Mayor**

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Councillor

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Craig Swift-McNair  
**General Manager**

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Robyn Wilson  
**Responsible Accounting Officer**



**Port Macquarie - Hastings Council****Special purpose financial statements  
for the year ended 30 June 2017****Statement by Councillors and Management  
made pursuant to the Local Government Code of Accounting Practice and  
Financial Reporting**

The attached Special Purpose Financial Statements have been prepared in accordance with:

- \* NSW Government Policy Statement *"Application of National Competition Policy to Local Government"*.
- \* Division of Local Government Guidelines *"Pricing & Costing for Council Businesses: A Guide to Competitive Neutrality"*.
- \* The Local Government Code of Accounting Practice and Financial Reporting.
- \* The NSW Office of Water *Best-Practice Management of Water Supply and Sewerage Guidelines*.

To the best of our knowledge and belief, these Reports:

- \* present fairly the operating result and financial position for each of Council's declared Business Activities for the year, and
- \* accord with Council's accounting and other records.

We are not aware of any matter that would render the reports false or misleading in any way.

Signed in accordance with a resolution of Council made on 16 August 2017.

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**Mayor**

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**Councillor**

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**Craig Swift-McNair  
General Manager**

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**Robyn Wilson  
Responsible Accounting Officer**

## 2017/18 Carry-over Report

Will this be a carry-over Yes/N Yes

Amount to be carried over		Section	G/L Number	Project Description	Detailed Description	Reason for Carry-over	Total
Division	Development & Environment						
		Aquatic Facilities	41059	Wauchope Swimming Pool	Upgrade of 50m Pool	Carryover required to allow for delivery of grant funded scope of works	185,670
		Aquatic Facilities Total					185,670
		Natural Resources	41426	Floodplain Management Plan Implementation	Hibbard Floodway Investigation	Grant funded project.	75,000
			41575	Wrights and Yarranabee Creeks Flood Study	Priority projects from Floodplain Management Plans	To be carried over to 41426 Detailed Hibbard Floodway Investigation to match the grant that has been approved.	45,000
			41630	Estaurine Lake Linkages	Update to include Urban Drainage Systems and progress through Flood Mitigation Plan and Strategy	Grant funded project.	190,306
			41715	Jillaroo Road Stormwater Redirection Design	Protecting the Islands and Foreshores of the Camden Haven	Grant funded project.	96,130
			41721	Boundary St Flood Access	Detailed Design	Grant funded project.	38,664
			41722	North Brother Local Catchments Flood Study		Grant funded project.	250,000
			41726	Fire & Biodiversity Consort	Koala Management Project	Grant funded project.	239,287
			41735	Koala Road Strike Project		Grant funded project.	21,545
			41736	Koala Monitoring Project		Grant funded project.	48,000
			41737	Dunbogan Flood Access Rd	Stage 1A EIS Preparation	Grant funded project.	8,405
			41740	Sophora Tormentosa	Reintroductions Grant	Grant funded project.	24,120
		Natural Resources Total					3,897
		Parks & Recreation	40100	Sporting Grants Programme		Active grant funding projects are progressing and are expected to be completed in 2018	1,040,355
			40441	Lank Bain Sports Ground	Provision of Floodlighting	Request for Tender process has been completed. A tender report will be considered by Council at the July 2017 meeting.	164,195
			40596	Foreshore Reserve	Playground Replacement at end of useful life.	Project delayed to allow for the Lake Cathie Foreshore Master Plan to be developed and adopted.	138,089
			41600	Rocks Ferry Reserve	Portoon Installation	Grant funded project.	88,370
			41646	Bartlett's Beach Reserve	Replacement of pathway at end of useful life.	Significant beach erosion occurred after project planning had commenced. Staff are currently awaiting detailed engineering designs for the footings and protection wall where pathway terminates on the beach.	107,458
			41648	Bruce Porter Reserve	Riverbank Erosion Management	Detailed design complete. Awaiting approvals from DPI - Fisheries prior to commencing construction.	20,000
			41649	Bunny's Corner	Riverbank Erosion Management	Detailed design complete. Awaiting approvals from DPI - Fisheries prior to commencing construction.	10,000
			41653	Innes Peninsula (Brierley Hill Stage 8/Red Ochre)	Park Embellishment	Currently awaiting dedication of the park site to Council.	200,000
			41659	Long Flat Showground Playground	Playground soffit replacement	Community lead grant fund application for upgrade of the playground was unsuccessful. Council has prioritised renewal of this playground in 2017/18 based on asset condition.	15,000
			41661	Oxley Oval	Provision of sportsfield floodlights.	Request for Tender process has been completed. A tender report will be considered by Council at the July 2017 meeting.	152,162
			41664	Spoons Bay Reserve	Walkway, bridge and beach access replacement	Request for Quotation process for replacement of the footbridge identified a funding shortfall. Alternate options are being developed by staff and structural engineers.	80,000
			41665	Wauchope Riverwalk (carry to 41756)	Replacement of existing boardwalk (adjacent to Rocks Ferry Road)	To be carried over to 41756 Rocks Ferry Reserve - Riverbank Revetment Extension	51,178
			41666	Wayne Richards Park Regional Sporting Complex.	Stage 3B Development - Detailed design and approvals	Project deferred due to prioritisation of Stoney Creek Sports Grounds project.	297,185

## 2017/18 Carry-over Report

Will this be a carry-over Yes/N Yes

Amount to be carried over Division	Section	G/L Number	Project Description	Detailed Description	Reason for Carry-over	Total
Development & Environment	Parks & Recreation	41697	Settlement Point Reserve	Riverbank Erosion Management	Council has applied for matching funds from Crown Lands through the Public Reserves Management Fund to allow for more significant back channel bank protection works to be undertaken.	30,000
		41702	Port Macquarie Coastal Walk	Walkway repairs and signage installation	The Coastal Walk Master Plan is still under development and will inform staging priority when adopted by Council later in 2017.	169,051
		41734	Westport Park Marine Rescue Pontoon		100% Grant funded project. Funded to be provided directly to marine rescue Port Macquarie when approved jet ski storage is constructed.	32,100
	Parks & Recreation Total					<b>1,574,789</b>
	PM Town Centre Masterplan	41385	TCMP Town Green	Town Green masterplan and Design	Multi-year project	455,492
	PM Town Centre Masterplan Total					<b>455,492</b>
	Strategic Land Use Planning	41397	Heritage Inventory	Update to Heritage Inventory for priority areas	Appointment of heritage consultant delayed to allow background data collection and documentation to take place during student placement in 2016/17. RFQ issued in June 2017 to engage a consultant to do the follow up assessment work.	50,000
	Strategic Land Use Planning Total					<b>50,000</b>
	Waste Disposal	50017	Dunbogan Waste Management Facility	Continuation of Landfill Capping - project has commenced, will require additional funding	Final section delayed due to late opening of Kew Waste Transfer Station	80,000
		50057	Kingfisher Waste Depot - DA & Design	Undertake Pre-construction - Transfer Station upgrade to compactor bins and tip shop	Delayed due to extended lease of concrete crushing operation.	133,710
Development & Environment Strategy & Growth		50069	Cairncross Waste Depot	Facility Upgrade & Eopen Approvals	Project delayed due to additional environmental studies to be undertaken.	78,901
		50080	Better Waste & Recycling Fund	Waste Reduction programs including Illegal Dumping	This is a fully funded EPA grant. Initial advice was that the funds could not be carried over, however this has now changed.	102,643
		50085	Cairncross Landfill	Gas Trial	Delayed due to additional time for DA approval.	146,191
		50093	Illegal Dumping Clean Up/Prevention Program		Grant funded project.	15,434
	Waste Disposal Total					<b>556,878</b>
	Community Engagement	41705	Community Engagement		Was to be used to support continuing engagement activities, delayed due to discussion on Engagement direction and will assist in Community planning	15,424
	Community Engagement Total					<b>15,424</b>
	Community Place	41300	CDAT Drug Action Week		This is an auspiced Grant for Community Drug Action Team (CDAT)	756
		41386	Wauchope Town Centre		This was specifically for bins for Wauchope High St upgrade and will be spent when works commence.	10,000
		41433	World War 1 and ANZAC Commemorations	Construction of Artworks and Gardens	This is a multi year project working with our community to develop celebration pieces that commemorate the 100 years since WW1	43,856
		41444	Laurieton Town Centre Works	Undertake Design/Construction/Delivery	Funds to assist the community to develop activities in the town centre. A community plan to be developed in 17/18 to determine priorities and fund to be expended.	14,646
		41451	Wauchope Town Centre Works		This was specifically for bins for Wauchope High St upgrade and will be spent when works commence.	9,715
	TCMP - Place making activation	41477		Glasshouse, Foreshore, Clarence Shoreline	The funds to support activation activities with the Port Town centre, an agreement over the use of the money was not resolved. This could support activities in 17/18 particularly around art walk and key activations around new Town square and Town green spaces.	50,000
	Anzac Centenary Local Grants Programme	41528			This is a multi year project working with our community to develop celebration pieces that commemorate the 100 years since WW1.	5,301
	Tastings on Hastings	41633		2016 Event	To support the 2017 Tastings on Hastings Event 27-29 October	19,582

## 2017/18 Carry-over Report

Will this be a carry-over Yes/N Yes

Amount to be carried over	Section	G/L Number	Project Description	Detailed Description	Reason for Carry-over	Total
Division Strategy & Growth	Community Place	41643	Town and Village Signage		Delay in procurement approach and community input into symbolism. The project is ready to proceed in the next few weeks. Delay with design of community symbolism due to lack of community input. Grant funded project.	78,000
	Community Place Total	41717	Hastings Youth Builders Festival			16,700
	Library	40866	Special Library Projects	Self Funding	Money raised from Library activities to support library programs each year.	248,555
		40935	Library Local Priority Grant		Library Grant provided by the state for specific activities within the service, full expenditure was not reached despite all efforts to increase program and activities within the library. This will go to support the additional activities associated with the new tech space and study areas scheduled with 17/18 and 18/19.	7,526
		41739	Vroom Augmented Library Spaces	2016/17 Grant	Recent grant to be used to develop Vroom -Tech Space. This will go to support the additional activities associated with the new tech space with additional funds in the 17/18 budget	92,512
	Library Total	40639	Road Asset Condition Rating	Undertake condition rating of all of Council's transport assets	Project will be undertaken in 2017/18.	20,000
	Assets & Property Investment	41049	Thrumster Development - Preliminary Costs		Please note this project is to be transferred to Assets and Property Investment.	120,038
		41642	Stormwater Asset Condition Rating		This is an ongoing program of work.	99,900
	Assets & Property Investment Total	40048	Aerodrome - Refurbish Terminal Building		Project continuing into 2017/2018	101,665
Strategy & Growth Total	Airport	41718	2017 Annual Program Funding	Regional Gallery	Grant funded project.	6,108
Corporate Performance	Glasshouse Cultural	40528	Asset Management System	Continued implementation of Authority Asset Management System including bulk data loads	Completion of the current ICT renewal program	207,673
	Digital Technology	41470	Information & Communications Technology - Projects	Undertake Information and Communications Technology Projects	Completion of the current ICT renewal program	591,690
		41484	Information & Communications Technology - Renewals	Annual replacement of Printers, Servers, PCs, Routers, Software & Photocopiers.	Completion of the current ICT renewal program	184,486
	Digital Technology Total	41361	Beechwood Road	Preconstruction for upgrades of segments 20, 40 and 50	Project delayed due to issues relating to integration with VPA for land development adjacent to the road and impacts upon bridge designs, requiring significant investigations to determine final scope of project.	184,486
Corporate Performance Total	Asset Design	41595	Lake Road - Design of Dual Lanes	Oxley Highway to Ocean Drive		29,129
		41608	Hastings River Drive	Design - Hughes Place to Boundary		29,129
	Asset Design Total	40715	Stormwater Remediation Works	Undertake Design/Construction/Delivery - Drainage remediation/improvement works to prevent flooding of private property	Project delayed due to insufficient resources and higher priority design works	29,129
		41569	Major investigation required - East Port Area	Gordon St./ Owen St. System Lot6 DP17811 (West of EastPort Bowling Club carpark)	Project delayed due to insufficient resources and higher priority design works	50,000
		41571	Settlement Shores Canals - Hydrographic Survey	Hydrographic Survey to ascertain need for further maintenance dredging	Project duration lengthened to manage community engagement and issues relating to future funding of the proposed plan.	343,523
		41574	Stormwater Remediation - Lake and Jindalee Roads	Stormwater Drainage Design & Investigation - (The Good Guys)	Project delayed due to insufficient resources and higher priority designs works	718,880
		41667	CCTV of newly constructed stormwater assets		As this year was the commencement of this process On-going project time frames for works are highly dependant on when new subdivisions come on line, this will be evened out over coming year.	1,112,403
	Corporate Performance Total					1,326,018
	Infrastructure					108,134
						233,725
						150,949
						492,808
						24,433
						31,212
						56,250
						51,205
						66,908

## 2017/18 Carry-over Report

Will this be a carry-over Yes/N Yes

Amount to be carried over	Section	G/L Number	Project Description	Detailed Description	Reason for Carry-over	Total
Division Infrastructure	Drainage	41668	Design of Stormwater Remediation - 17 Karalee Pde, Port Macquarie	Stormwater Remedial works design incorporating the provision of an overflow path to address flooding of 17 Karalee Pde, Port Macquarie	Delayed due to managing requirements of land owner(s)	16,901
		41671	Detailed Design of Westport Stormwater Management Plan Main Priorities	Preparation of prioritised works schedule to upgrade the infrastructure within this catchment. Preparation of Detailed designs for top 3 priorities.	Project delayed due to insufficient resources and higher priority designs works	30,000
		41713	Black Swan Terrace Drainage Upgrade	Design	Multi year project, works commence in late 2016/17 FY and known to cover multi years	31,392
	Drainage Total					308,300
	Fleet Management	40722	Port Macquarie Depot	Construct new Work Depot	Project continuing into 2017/2018	2,890,335
	Fleet Management Total					2,890,335
	Network & Project Planning	41579	2014/15 CPTGS - Accessible Bus Shelters & Seats		Grant funding that cannot be expended elsewhere	5,914
	Network & Project Planning	41741	Engineering Data Standards Review		Multi Year Project	71,040
	Network & Project Planning Total					76,954
	SES & Public Safety	41724	SES Building Works	Waiohope & Camden Haven Units	Grant Project	73,833
	SES & Public Safety	41733	SES Building Works	Port Macquarie Unit	Grant Project	2,933
	SES & Public Safety Total					76,766
	Sewerage Services	30023	Sewer SCADA Application & Computer Hardware	Undertake Construction/Delivery - Replacement of Sewer SCADA application and computer hardware including PLCs at STPs where required	Most likely final payment to complete project in July / August	20,435
		30029	Port Macquarie Reclaimed Water Treatment Plant	Upgrade for Growth	Final contract payment to be paid in 2017/18 budget year	519,653
		30118	Camden Haven Upgrade & Upsize Mains & Pump Stations	Undertake Delivery - Works to comply with commitments to EPA in December 2012	Multi Year Project	500,000
		30138	Port Macquarie STP Aerators Replacement	Purchase spare gearbox, motor and impellers for each EAT	Extended delivery on some components has meant project will not be finalised until 2017/18 budget year	54,024
		30146	Port Macquarie Sewer Pump Station #71	Upgrade of Port Macquarie Sewer Pump Station 71 and new rising main to STP	Multi Year Project	-322,607
		30147	Area 15 Sewerage Upgrade	Upgrade for Growth	Multi year project. Remaining budget to be added to next year budget	1,451,575
		30149	Area 13 Sewerage Treatment Plant	EIS/Concept Study	Multi Year Project	500,000
		30155	Reclaimed Water - Augmentation to Bonny Hills STP	LC/BH UV System Design and Construct including pumping modifications	Multi Year Project	221,810
	Sewerage Services Total					2,944,890
	Transport and Traffic	40127	Albert Street Bridge Replacement - Culvert Construction	Construction - Replacement of the single lane timber Albert Street Bridge, Albert Street with a concrete culvert	Multi Year Project	-121,502
		40307	Batar Creek Bridge Replacement - Culvert Construction	Construction - Replacement of Batar Creek timber Bridge, Batar Creek Road with a concrete culvert.	Multi Year Project	-53,478
		41258	Continuation of Pavement Rejuvenation Treatments	Continuation of pavement rejuvenation treatments sites to be confirmed through program development	Projects delayed due to storm events	81,369
		41259	Continuation of High Traffic Road Resurfacing	Continuation of high traffic road resurfacing sites to be confirmed through program development	Projects delayed due to storm events	17,296
		41456	Area wide Traffic Study	Commence Study	Multi Year Project	280,770
		41465	Road Resealing Works	Undertake Resealing works throughout the Local Government Area.	Projects delayed due to storm events	1,043,521
		41481	Various Design Works	Additional Transport & Stormwater Designs	Funds have been allocated to projects however these have been delayed due to the extent of works with Infrastructure Delivery and delays caused by higher priority projects than these smaller projects	122,644
		41487	North South Link Road Investigations	Undertake Design/Preconstruction	Multi Year Project	76,108
		41494	Additional Road funding		Projects delayed due to storm events	53,500
		41578	Comboyne Road	Replacement of bridge over Hyndmans Creek Id No. 109	Multi year project affected by storms and flooding	31,113
		41583	Houston Mitchell Drive	Stage 2 - Ocean Drive to 2.65km East (Matching to Previous Stage 1) Stage 3 - Pacific Highway to Long Point Drive (Matching to Previous Stage 1)	Works affected by multiple storm events.	700,847
		41620	Traffic Light Augmentation	Detailed Design - Replacement of Bulli Creek Bridge	Awaiting outcomes of RMS grant funding applications	24,902
		41623	Bulli Creek Bridge Replacement Design	Comboyne Road, including survey and geotechnical assessments	Design complete however funds required to manage any RPT's or design changes required during construction.	14,496
		41672	Gordon Street, Upgrade (Construction from Horton St to Lake Road)	Construction - Upgrade of Gordon Street from Horton St to Lake Road to a dual carriage way.	Projects delayed due to storm events	633,083

## 2017/18 Carry-over Report

Will this be a carry-over Yes/N Yes

Amount to be carried over	Section	G/L Number	Project Description	Detailed Description	Reason for Carry-over	Total
Division	Transport and Traffic	41678	Ocean Drive Shared path	Construct shared path between Miala Street and Medical Centre	Grant funded - can only carry over Council's portion. Works delayed due to major water main relocation required and storm events diverting resources.	28,114
Infrastructure		41680	Ocean Drive Shared path	Schools to Schools - Construct Shared path - Mountainview Road to Brotheglen Drive (Council contribution from footpaths allocation)	Grant funded - can only carry over Council's portion. Works delayed due to storm events diverting resources.	155,955
		41689	Graham Drive, Kendall	Develop pedestrian masterplan	Remaining portion of Councils contribution only. Delayed due to awaiting consultant final reports.	1,680
		41690	Wauchope Main Street	Improve pedestrian amenity - Construction of Stage 1	Awaiting outcomes of RfMS grant funding applications	14,000
		41691	Ocean Drive (Lakewood) Pavement Rehabilitation (\$4,100,000)	Pavement Rehabilitation of Ocean Drive Lakewood from Mountain View Road to Fairwinds Ave, including the intersection of Sirius Drive	Projects delayed due to storm events	923,351
		41692	Design of Carparking Upgrade Garden Cres, Port Macquarie		Project delayed due to insufficient resources and higher priority design works	7,024
		41694	Design of Driveway/Verge - Verdale Pl, King Creek		Delayed due to managing requirements of land owner(s)	3,378
		41700	Beechwood Road Design (Riverbreeze Dr to Waugh Street)	Design - Stage 5 & 6 of Beechwood Road Reconstruction. Stage 5 is from No 84 Beechwood Rd to Riverbreeze Drive. Stage 6 is the continuation to Waugh Street	Project delayed due to issues relating to integration with VPA for land development adjacent to the road and impacts upon bridge designs, requiring significant investigations to determine final scope of project.	150,000
		41701	Beechwood Road Reconstruction (Construction from Rosewood Road to Riverbreeze)	Construction - Stage 2 of Beechwood Road (Waugh St to Mornings Creek Rd) - Stage 2 is Riverbreeze Drive to Rosewood Road (sth of intersection) - Part Seg 20 & Seg 30	Projects delayed due to storm events	169,378
		41727	Hindman Street Footpath Works			
Transport and Traffic Total	Water Supply	20123	Port Dam 33kV Switchgear Upgrade	Undertake Design/Construction/Delivery	Continuing process to acquire land from Essential Energy to complete footpath. Still awaiting their agreement to acquisition	2,653
		20137	Sancroix Reservoir to Area 13 Trunkmain 750mm	Construction of 3600m of DN750 trunkmain from Sancroix Reservoir to east of Pacific Hwy	Detailed design by others with approval constraints (change of approval requirements from regulators impacting design)	4,904,140
		20140	Bago Telemetry Tower	40m High Tower to house Telemetry Equipment at Bago Reservoir Site	Multi Year Project	468,049
		20216	Pacific Highway to John Oxley Drive Water main	DSP Project		-369,587
Water Supply Total	Infrastructure Delivery	41037	Flynns Beach Seawall	Undertake Construction/Delivery - Upgrade		63,999
		41252	Town Green	Undertake Construction/Delivery - Implement Masterplan		189,960
		41367	Stormwater Remediation - Blackbutt Creek, Wauchope	Flood Mitigation measure 1	Continuing process to acquire land to enable works to proceed. Still awaiting land owners agreement to acquisition	352,421
		41392	Googlik Track	Undertake Construction/Delivery - Shared walkway/cycleway - Stage 2		-21,699
		41393	Stingray Creek Bridge Replacement/Construction - Completion (\$27,066,735)	Construction of Stingray Creek Bridge	Multi Year Project	-111,357
		41457	Comboyne Road	Undertake Design/Preconstruction - Replacement of bridge over Harbys Creek Id No. 09		28,943
		41464	Footpaths	Undertake Footpaving works throughout the Local Government Area.		-2,900
		41480	TCMP - Construction Town Square			1,579,627
		41602	Lake Cathie Accessible Fishing Platform			-2,106
		41723	Hasbings Regional Sporting Complex			21,164
Infrastructure Delivery Total						-266,683
Infrastructure Total						21,876
Grand Total						-20,892
						1,225,973
						13,272,587
						19,053,479



Glasshouse Financial Statements  
for the period ending 30 June 2017

	Notes	Original Annual Budget \$	Current Annual Budget \$	Budget \$	Current Actual \$	Quarter Variance \$	Variance %	Budget \$	Year to Date Actual \$	Variance \$	Variance %
<b>Operating</b>											
<b>Operating Income</b>											
Operating Contributions and Grants		21,553	91,553	21,553	0	(21,553)	0%	91,553	70,065	(21,488)	77%
Venue Hire (including hirer promoters events)		1,094,554	1,094,554	273,852	308,413	34,561	113%	1,094,554	1,038,154	(56,400)	95%
Performing Arts - Show Income		375,000	375,000	93,829	143,327	49,498	153%	375,000	292,761	(82,239)	78%
Gallery - Income		4,080	4,080	1,020	5,723	4,703	561%	4,080	27,709	23,629	679%
VIC - Income		8,186	8,186	2,055	2,049	(6)	100%	8,186	5,589	(2,597)	68%
Bar/Cafe Sales		240,000	240,000	60,048	39,678	(20,370)	66%	240,000	180,473	(59,527)	75%
Retail Income		75,000	75,000	18,769	12,659	(6,110)	67%	75,000	51,861	(23,139)	69%
Rental Income received		0	0	0	0	0		0	0	0	
Sponsorships/Donations/Memberships		37,040	37,040	9,257	(16,190)	(25,447)	(175%)	37,040	48,377	11,337	131%
<b>Operating Income Total</b>		<b>1,855,413</b>	<b>1,925,413</b>	<b>480,383</b>	<b>495,659</b>	<b>15,276</b>	<b>103%</b>	<b>1,925,413</b>	<b>1,714,990</b>	<b>(210,423)</b>	<b>89%</b>
<b>Operating Expenditure</b>											
Building Operational Expenses		546,756	546,756	135,496	133,513	1,983	99%	546,756	538,267	8,489	98%
Building Maintenance		236,210	236,210	53,751	51,515	2,236	96%	236,210	265,090	(28,880)	112%
Administration Operational Expenses		128,639	128,639	37,272	31,258	6,014	84%	128,639	92,531	36,108	72%
Salaries and oncosts		1,695,599	1,695,599	423,990	429,644	(5,654)	101%	1,695,599	1,735,589	(39,990)	102%
Community Discount		65,000	65,000	16,259	7,348	8,911	45%	65,000	38,592	26,408	59%
Bar/Cafe Operations		230,000	230,000	57,546	14,199	43,347	25%	230,000	75,618	154,382	33%
Marketing and Promotion		104,979	104,979	26,260	16,605	9,655	63%	104,979	64,070	40,909	61%
Performing Arts - Show Expenditure		391,400	291,400	72,853	69,390	3,463	95%	291,400	205,964	85,436	71%
Gallery Expenditure		224,228	294,228	84,507	94,732	(10,225)	112%	294,228	306,911	(12,683)	104%
Retail Expenditure		5,000	5,000	1,247	1,336	(89)	107%	5,000	2,688	2,312	54%
Venue Hire Costs (including hirer promoters events)		114,889	114,889	28,725	31,904	(3,179)	111%	114,889	103,141	11,748	90%
Sponsorship/Donations/Memberships Expense		5,000	5,000	1,255	1,466	(211)	117%	5,000	4,058	942	81%
Council Overheads		462,928	462,928	115,809	115,809	0	100%	462,928	462,928	0	100%
<b>Operating Expenditure Total</b>		<b>4,210,628</b>	<b>4,180,628</b>	<b>1,054,970</b>	<b>998,719</b>	<b>56,251</b>	<b>95%</b>	<b>4,180,628</b>	<b>3,895,448</b>	<b>285,180</b>	<b>93%</b>
<b>Operating Surplus (Deficit)</b>		<b>(2,355,215)</b>	<b>(2,255,215)</b>	<b>(574,587)</b>	<b>(503,059)</b>	<b>71,528</b>	<b>88%</b>	<b>(2,255,215)</b>	<b>(2,180,458)</b>	<b>74,757</b>	<b>97%</b>
<b>Interest and Depreciation</b>											
Interest Repayments		926,078	926,078	537,012	354,318	182,694	66%	926,078	743,202	182,876	80%
Depreciation		1,031,300	1,031,300	1,031,300	984,212	47,088	95%	1,031,300	984,212	47,088	95%
<b>Interest and Depreciation Total</b>		<b>1,957,378</b>	<b>1,957,378</b>	<b>1,568,312</b>	<b>1,338,529</b>	<b>229,783</b>	<b>85%</b>	<b>1,957,378</b>	<b>1,727,413</b>	<b>229,965</b>	<b>88%</b>
<b>Total Operating Surplus (Deficit)</b>		<b>(4,312,593)</b>	<b>(4,212,593)</b>	<b>(2,142,899)</b>	<b>(1,841,589)</b>	<b>301,310</b>	<b>86%</b>	<b>(4,212,593)</b>	<b>(3,907,872)</b>	<b>304,721</b>	<b>93%</b>
<b>Capital</b>											
<b>Capital Income</b>											
Capital Contributions and Grants		0	0	0	0	0		0	0	0	
Depreciation		1,031,300	1,031,300	(1,031,300)	(984,212)	47,088	95%	(1,031,300)	(984,212)	47,088	95%
<b>Capital Income Total</b>		<b>1,031,300</b>	<b>1,031,300</b>	<b>(1,031,300)</b>	<b>(984,212)</b>	<b>47,088</b>	<b>95%</b>	<b>(1,031,300)</b>	<b>(984,212)</b>	<b>47,088</b>	<b>95%</b>
<b>Capital Expenditure</b>											
Acquisition of Assets		90,800	90,800	57,800	44,719	13,081	77%	90,800	62,260	28,540	69%
Transfers to Reserves		110,000	110,000	110,000	0	110,000	0%	110,000	0	110,000	0%
Loan Principal Repayment		1,501,871	1,501,871	575,039	927,013	(351,974)	161%	1,501,871	1,877,512	(375,641)	125%
<b>Capital Expenditure Total</b>		<b>1,702,671</b>	<b>1,702,671</b>	<b>742,839</b>	<b>971,732</b>	<b>(228,893)</b>	<b>131%</b>	<b>1,702,671</b>	<b>1,939,772</b>	<b>(237,101)</b>	<b>114%</b>
<b>Total Capital Surplus (Deficit)</b>		<b>(671,371)</b>	<b>(671,371)</b>	<b>(1,774,139)</b>	<b>(1,955,943)</b>	<b>(181,804)</b>	<b>110%</b>	<b>(2,733,971)</b>	<b>(2,923,984)</b>	<b>(190,013)</b>	<b>107%</b>
<b>Total Cash Position (before funding)</b>		<b>(4,983,964)</b>	<b>(4,883,964)</b>	<b>(3,917,038)</b>	<b>(3,797,532)</b>	<b>119,506</b>	<b>97%</b>	<b>(6,946,564)</b>	<b>(6,831,856)</b>	<b>114,708</b>	<b>98%</b>
<b>Funded By:-</b>											
Reserves		90,800	90,800	57,800	44,719	13,081	77%	90,800	62,260	28,540	69%
Other Funds		0	0	0	0	0		0	0	0	
General Council Revenue		4,893,164	4,793,164	3,859,238	3,752,813	106,425	97%	6,855,764	6,769,596	86,168	99%
<b>Total Cash Funding Sources</b>		<b>4,983,964</b>	<b>4,883,964</b>	<b>3,917,038</b>	<b>3,797,532</b>	<b>119,506</b>	<b>97%</b>	<b>6,946,564</b>	<b>6,831,856</b>	<b>114,708</b>	<b>98%</b>
<b>Balance of Outstanding Loans</b>		<b>15,688,196</b>									

## GLASSHOUSE STRATEGIC PLAN 2014 - 2017 - UPDATE ON PROGRESS ACHIEVED AGAINST RECOMMENDATIONS - AUGUST 2017

Key Outcomes:	Recommendations:	By When:	Progress Achieved as at 30 June 2017:
<b>Ensuring Good Governance</b> Implement effective and efficient management structures, processes and systems, to ensure open and transparent decision-making based on the provision of accurate and timely data	1.1 Develop a business plan to guide day-to-day activities consistent with delivering the key outcomes of the Strategic Plan within set timeframes 1.2 Review management and reporting systems to support effective decision-making	Complete by 30 September 2014  Immediate and Ongoing	Completed - Business Plan actions being implemented consistent with the Strategic Plan and business priorities.  Operational / business as usual - Business Plan KPIs monitored by Senior Management. Utilisation and occupancy rates reported to Council in Glasshouse reports.
	1.3 Advocate for an Economic Impact Assessment to identify the benefits of the Glasshouse to the local and regional economy 1.4 Investigate options for the future management and operational structure of the Glasshouse	Complete by 30 June 2015  Complete by 30 June 2017	Completed - AEC Group report submitted and presented at the August 2015 GSC meeting.  Operational / business as usual - Operational structure being reviewed as necessary to support implementation of the Glasshouse Strategic Plan and Business Plan.
	<b>Developing Successful Partnerships</b> Work with key stakeholders in the community, government and business to build community engagement and maximise commercial outcomes	Immediate and Ongoing	Operational / business as usual - 2017 Membership Program at 30 June = 1,154 members (1,046 members in 2016). The Glasshouse Venue Manager has established regular stakeholder meetings with: <ul style="list-style-type: none"> <li>- Greater Port Macquarie Tourism Association;</li> <li>- Tourism Ambassadors;</li> <li>- Council's Destination Marketing team; and</li> <li>- Council's Community Place team.</li> </ul>
	2.2 Review the delivery of information services (including visitor information) within the Glasshouse in partnership with Council's Economic Development unit	1 <sup>st</sup> Draft by 31 December 2014 Final complete by 30 June 2015	Completed - Improvements to the VIC located at the Glasshouse implemented in December 2015 with positive feedback received from industry stakeholders.
<b>Enhancing Utilisation and Visitation</b> Implement targeted marketing and sales strategies to enhance utilisation, increase event visitation and maximise commercial outcomes	3.1 Promote operational flexibility in the use of the Glasshouse footprint to optimise cultural, community and commercial outcomes	Complete by 31 December 2014	Operational / business as usual - opportunities continuing to be investigated / implemented. Glasshouse podium and stairs (fronting the Hay Street forecourt) reclassified from road reserve to operational land on 10 March 2017 providing improved operational flexibility.
	3.2 Develop Glasshouse Marketing and Sales Strategies, including redevelopment of the website <a href="http://www.glasshouse.org.au">www.glasshouse.org.au</a>	Complete by 30 September 2014 Website complete by 30 June 2015	Completed - Marketing and Sales Plan actions being implemented consistent with the Strategic Plan and business priorities. Completed - Redeveloped website implemented 1 December 2015 - with Membership Renewal Launch.
<b>Promoting Viability</b> Apply a commercial management focus to all cultural, community and commercial activities to improve long-term efficiency, effectiveness and viability	4.1 Develop a rolling 5-year profit and loss forecast	Complete by 31 October 2014	Completed - P&L incorporated into Business Plan (see Recommendation 1.1).
	4.2 Undertake a review of the Glasshouse incremental revenue streams and opportunities with a view to enhancing utilisation and visitation	Immediate and Ongoing	Operational / business as usual - in conjunction with the implementation of the Business Plan and Marketing and Sales Plan.
	4.3 Implement the Service Delivery Matrix	Immediate and Ongoing	Operational / business as usual - Matrix implemented, subject to ongoing review. Cost - benefit analysis and risk assessment undertaken as part of event booking process.
	4.4 Continue to rationalise operating costs and overheads	Immediate and Ongoing	Operational / business as usual - in conjunction with the implementation of the Business Plan and Marketing and Sales Plan.

# 2 Your Community Life

16/08/2017

**What we are trying to achieve**

A healthy, inclusive and vibrant community.

**What the result will be**

We will have:

- Community hubs that provide access to services and social connections
- A safe, caring and connected community
- A healthy and active community that is supported by recreational infrastructure
- A strong community that is able to identify and address social issues
- Community participation in events, programs, festivals and activities

**How we will get there**

- 2.1 Create a community that feels safe
- 2.2 Advocate for social inclusion and fairness
- 2.3 Provide quality programs, community facilities and public spaces, for example, community halls, parks and vibrant town centres
- 2.4 Empower the community through encouraging active involvement in projects, volunteering and events
- 2.5 Promote a creative and culturally rich community



Authorised by: <authority>  
Authorised date: DD/MM/YYYY  
Effective date: DD/MM/YYYY  
Next review date: DD/MM/YYYY  
File Number: #####

## Regulatory Enforcement Policy

### 1. INTRODUCTION

The existing Compliance Policy, adopted in 2007, is well out of date and does not adequately deal in detail with the reasoning, priorities and objectives of the compliance activities of the Port Macquarie-Hastings Council.

There is a need for an updating of this policy, clearly stating the procedures, methodology and service levels to be applied, based on risk management principles, when responding to complaints from members of the community. This will better guide the allocation of the Council's finite human and financial resources to address those regulatory issues which present the greatest risk.

The Council receives a significant number of compliance-related customer requests, and expends considerable resources responding to them. Customer requests can be reasonably classified into two categories:

- Matters which primarily impact on the interests of private individuals, and
- Matters which impact the broader public interest.

The policy is intended to give guidance regarding the process of receiving, acknowledging, assessing, investigating and, where relevant, prosecuting reports of alleged unlawful activity.

### 2. PURPOSE

The purpose of the policy is to establish a framework to guide the most efficient and effective use of building, environmental and general regulatory resources to achieve the best environmental, health and safety outcomes for the community.

### 3. POLICY STATEMENT AND SCOPE

The policy is intended to clearly identify the methodology used by Council regulatory staff to prioritise and attend to complaints received from the community and to assist Council staff to act promptly, consistently and transparently while giving clear guidelines for the exercise of their legislative discretionary powers.

The objectives of the policy are:

- To provide the community with a clear statement of the way Council staff will assess and respond to complaints received in relation to compliance with building, environmental and general regulatory matters.
- To clearly state the methodology which will be used to appropriately respond to complaints from the community.
- To define how we prioritise responses based on priorities and risk management principles.
- To provide information on alternatives available to the community to resolve complaints, should the Council assess the complaint as low priority or one that will not be responded to.
- To maximise the capacity of Council's compliance staff resources.

**4. GUIDING PRINCIPLES****(a) Best practice**

We deliver compliance and enforcement functions efficiently and effectively and to foster public confidence in our capacity and effectiveness as a regulator.

**(b) Impartiality**

We exercise our compliance and enforcement powers independently in the public interest with integrity and professionalism and without fear, favour or bias.

**(c) Objectivity**

We act fairly and objectively to ensure our enforcement actions are based on evidence and that appropriate checks and balances exist in the decision making process.

**(d) Transparency**

We deal with customers in an open and transparent manner so that they have a clear understanding of what is expected from them and what they can expect from the Council.

We exercise good governance when making decisions which can be reviewed by courts and tribunals, and other agencies such as the NSW Ombudsman, the Independent Commission Against Corruption and the NSW Auditor General;

**(e) Accessibility**

We are focused on good customer service. We therefore assist customers to undertake and enforce their consumer rights by providing information on their rights regarding the laws we administer and the Council's role as a regulator.

**(f) Timeliness**

We investigate complaints in an impartial and timely manner and provide a fair, reasonable and appropriate remedy.

**(g) Consistency**

We aim to provide clarity and certainty about our priorities and processes, noting there may be unique circumstances for matters we investigate.

**(h) Proportionality**

We ensure enforcement action is proportional to the level of customer detriment and the seriousness of the breach. More serious or persistent offences warrant more serious enforcement action.

**(i) Targeting**

We make effective use of our finite resources by targeting issues, practices and offences in line with inherent risks and our enforcement priorities.

**(j) Accountability**

We accept that we are accountable for our compliance and enforcement activity.

**(k) Inter-agency cooperation**

The Council will cooperate and share information with other enforcement agencies at a local, State and Federal level, where appropriate, to achieve common compliance objectives.

**5. RESPONSIBILITY**

This policy applies to all authorised officers investigating reports of breaches of relevant State legislation, regulations and Council policies and all compliance action where the Council has regulatory responsibility under NSW legislation.

## 6. STATUTORY OBLIGATIONS

The Local Government Act contains a Charter or set of guiding principles designed to direct councils in the carrying out of their functions. These guiding principles include a range of matters with the following considered to be of relevance to the policy:

- 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 ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the Council is affected.

The Local Government Act provides Councils with the power to give an order (or notice or direction) requiring or prohibiting the doing of a wide range of things to or on premises. However, Council has discretion as to how it exercises this power.

Whilst the Local Government Act does not mandate the matters Councils must regulate, there are a number of other Acts that confer responsibility upon them to take appropriate measures to ensure compliance with the requirements of the Act, for example:

1. The Public Health Act requires Councils to regulate matters such as public swimming pools and spa pools, regulated systems and premises on which skin penetration procedures are carried out (as referred to in Part 3);
2. The Swimming Pools Act requires Councils to investigate complaints about breaches of the Act in accordance with section 29A.

The NSW Ombudsman's Enforcement Guidelines for Councils have also been used as a basis for framing this policy and for developing complimentary operational procedures to address compliance issues.

All actions by Council staff in association with the management of compliance and enforcement action will align with the Council's Code of Conduct.

## 7. INVESTIGATING UNLAWFUL ACTIVITY

All complaints and reports of alleged unlawful activity must be logged on a customer report (CRM) and directed to the appropriate Council officer for action. All reports and complaints made to the Council will be acknowledged within ten (10) days of receipt.

Not all complaints will warrant investigation. Council will consider a range of factors when deciding whether to investigate. These include:

- Is the matter within the jurisdiction of Council?
- Where applicable, has the person making the complaint attempted to resolve it prior to making a complaint to the Council?
- Is the complaint premature, for example, does it relate to some unfinished aspect of work that is still in progress?
- Is the activity or work permissible with or without consent?
- If the activity is permissible with consent, is there a consent in place?
- Is it possible to determine from the information available to Council whether the activity or work is permissible without consent and/or whether all conditions of consent are being complied with?
- Is the complaint trivial, frivolous or vexatious?
- Is the person making the complaint willing to make a statement and, if necessary, give evidence as a witness in any prosecution of the matter?
- Has too much time elapsed since the events the subject of the complaint took place?
- Is there another body that is a more appropriate agency to investigate and deal with the matter?
- Is the activity having a significant detrimental effect on the environment or does it constitute a risk to public safety?



- Does the complaint indicate the existence of a systematic problem, e.g. if the complaint is one of a series, could there be a pattern of conduct or a more widespread problem?
- Has the person or organisation complained of been the subject of previous complaints?
- Does the complaint have special significance in terms of the Council's existing priorities?
- Are there any significant resource implications in relation to an investigation and any subsequent enforcement action?
- Is it in the public interest to investigate the complaint?

If a decision is made not to investigate a complaint, this decision must be recorded with the reasons for that decision, approved by the relevant line manager or Director and then communicated to the person who made the original complaint within twenty-eight (28) days of the receipt of the original complaint.

#### **Options for Dealing with Confirmed Cases of Unlawful Activity**

Council will try to use the quickest and most informal option to deal with unlawful activity wherever possible, unless there is little likelihood of compliance with such options or the particular circumstances warrant more formal action.

Approaches to be considered will include:

- referring the complaint to an external agency for further investigation or prosecution
- taking no action on the basis of lack of evidence or some other appropriate reason
- counseling the subject of the investigation to educate them on the relevant Council requirements
- negotiation with the subject of the investigation and obtaining some undertakings to address the issues of concern arising from the investigation, e.g. an application for modification of development consent
- issuing a letter requiring work to be done or activity to cease in lieu of more formal action
- issue a "Notice of Intention to serve an Order" or notice under relevant legislation, followed by service for an appropriate order or notice.
- Issuing a notice requiring work to be done under various legislation
- starting proceedings in the Land & Environment Court for an order to remedy or restrain a breach of the relevant act or regulation.
- seeking injunctions from the Land & Environment Court or the Supreme Court
- issuing a summons in the Local Court
- issuing a penalty infringement notice
- taking proceedings for an offence against the relevant Act or Regulation.
- carrying out the works specified in an order under the LG Act at the cost of the person served with the order.

A decision to prosecute will not be made until such time as the alleged offender has been given the opportunity to offer an explanation for his/her actions or reasonable attempts have been made to allow the alleged offender this opportunity.

#### **Actions by Authorised Officers**

Pursuant to relevant legislation, the Council will delegate authority to (and thereby authorise) regulatory staff to carry out inspections and take necessary action as part of their duties. The Council views the power to enter private property in order to carry out investigations very seriously and will ensure that these powers are exercised in accordance with all relevant legal requirements.

All Council staff who carry out investigations and inspections on private land for regulatory purposes must:

- Have a delegation from Council to enter the premises in order to carry out investigations.
- Be authorized by the Council where it is required by specific legislation to permit inspections on private property.

- Carry appropriate photographic identification demonstrating their authorisation to enter private property under the relevant legislation.
- Be courteous and helpful.
- Be conscious of any requirements relating to work health and safety.

#### Taking Enforcement Action

When deciding whether to take enforcement action, Council will consider the circumstances of the case. These include:

- Has the Council created an estoppel situation?
- Is the breach a technical breach only?
- When was the unlawful activity carried out and for how long?
- How has the unlawful activity affected the natural or built environment and the health, safety and amenity of the area?
- Would consent have been given if it had been sought?
- Can the breach be easily remedied?
- Does the person in breach show contrition?
- Are there any particular circumstances of hardship affecting the complainant or the person the subject of the complaint?
- Has the person the subject of the complaint received a previous warning or other non-coercive approach or has formal legal action been taken?
- Would an educative approach be more appropriate than a coercive approach?
- What are the costs and benefits of taking formal enforcement action as opposed to taking information action?
- Is there sufficient evidence to warrant the allocation of resources to investigating and prosecuting the activity?
- What are the chances of success if the proposed enforcement action was challenged in court?
- Is the person making the complaint willing to provide the Council with a statement and appear in court as a witness?
- Is there a draft planning instrument on exhibition that would make the unauthorised use legal?
- What action would be reasonable and proportionate to the circumstances of the case?
- What would be in the public interest?

A decision whether or not to implement proceedings will not be influenced by:

- any elements of discrimination against the person, e.g. race, nationality, political associations
- personal empathy or antipathy towards the offender or the complainant
- the political or other affiliations of any person/s involved in the proceedings.

Enforcement options which may be appropriate for breaches determined to be low, medium or high risk are set out in the guide below:

Enforcement action	Breach significance		
	High	Medium	Low
Prosecution	✓		
Court order	✓		
Penalty notice	✓	✓	✓
Notice/Order/Direction	✓	✓	✓
Undertaking	✓	✓	✓
Negotiated outcome		✓	✓
Formal caution		✓	✓
Warning letter		✓	✓
Record of breach		✓	✓

A comprehensive list of compliance issues and their risk ratings is included with this policy statement at **Appendix 1**.

#### **Considerations regarding Private Certifiers or Principal Certifying Authorities**

The Council recognizes that when a private certifier is acting as the Principal Certifying Authority (PCA), they are responsible for ensuring that the development is carried out in accordance with the *Environmental Planning and Assessment Act 1979* and the development consent.

Community members making complaints regarding a development under the responsibility of a private certifier will be advised to contact the private certifier in the first instance. Where a complaint is received, the Council will advise the relevant PCA, requesting them to investigate and respond. While the Council does not have legal control over PCAs, it will liaise with them and will make every effort to ensure that the requirements of all relevant laws are met.

The Council may make complaints to the Building Professionals Board, through the General Manager, if it considers that a PCA has not acted in accordance with their obligations under legislation or has not acted in the public interest.

#### **Procedural Fairness and Natural Justice**

The Council has a duty to act fairly and to ensure the principles of procedural fairness and natural justice are adhered to when investigating unlawful activity. In this regard, the Council will:

- Inform people of the substance of any allegations made against them at an appropriate stage of the investigation.
- Inform people of the substance of any adverse comment made about them and provide them with an opportunity to put their case forward.
- Objectively consider any submission put forward by a party to the matter.
- Make reasonable inquiries or investigations before making a decision to take action.
- Ensure no person makes a decision about a case in which they have a conflict of interest.
- Act fairly and without bias.
- Conduct the investigation without unnecessary delay.

#### **Absolute discretion of delegated regulatory officers**

In accordance with well-established legal principles, a decision about what action to take in any situation is the responsibility of authorized officers exercising their discretion vested in them by the relevant laws or regulations. If a decision is made not to further investigate a matter, the decision should be recorded with clear reasons for not doing so, authorised by a line manager, and the complainant advised in writing of the reason for the decision.

#### **Authorisation of legal action**

Council officers involved in compliance activities will have the appropriate delegations to serve Notices/Orders and to issue Penalty Infringement Notices (on-the-spot fines).

Any legal action involving the initiation of prosecution through the Courts or injunctive proceedings/court orders must be authorised by the General Manager, following an appropriate briefing and recommendation from the relevant Director.

### **8. RESPONSIBILITIES AND AUTHORITIES**

The Group Manager (Regulatory Services) is responsible and accountable for:

- Implementing and communicating this policy

- Monitoring compliance with this policy
- Ensuring this policy is reviewed and updated to compliment external changes in legislation or government policy or administrative guidelines.

## 9. REFERENCES

Local Government Act 1993  
Port Macquarie-Hastings Council Operational Plan 2016-17  
Coffs Harbour City Council - Enforcement Policy (2013)  
NSW Fair Trading – Compliance and Enforcement Policy (2013)  
EPA Victoria - Compliance and Enforcement Policy (2011)  
Great Lakes Council – Enforcement Policy (2014)  
The City of Newcastle – Compliance Policy (2013)  
Parramatta City Council – Development Control Enforcement Policy (2010)  
NSW Ombudsman’s Office – Enforcement Guidelines for Councils (2015)

## 10. DEFINITIONS

“DLG” means the Department of Local Government  
“NSW EPA” means the NSW Environmental Protection Agency.  
“NSW FA” means the NSW Food Authority.  
“Councillor” means an elected member of Council  
“General Manager: means the first tier management position and titled as such  
“Director” means the second tier management position and titled as such  
“Group Manager: means the third tier management position and titled as such  
“Council office” means a member of Council staff  
“Council” means the Port Macquarie-Hastings Council  
“Unlawful activity” means any activity which has, or is being carried out contrary to law, regulation or policy.  
“Compliance” means following the law, obtaining the right approvals or permissions, conducting authorised activities in accordance with any conditions or regulatory requirements.  
“Compliance Activity” means the investigation and application of a range of regulatory or non-regulatory compliance tools.  
“PCA” means a principal certifying authority  
“BPB” means the Builder’s Professional Board  
“CDC” means a complying development certificate  
“Authorised Officer” means any employee appointed by the General Manager as an authorised officer under various legislation.  
“estoppel” is a legal principle that bars a party from denying or alleging a certain fact owing to that party's previous conduct.

## 11. PROCESS OWNER

The process owner for the revision of the policy and its implementation is the Group Manager (Regulatory Services).

## 12. AMENDMENTS

This policy revises and supersedes the following policies:

Compliance Policy (Adopted July 2007)  
The Enforcement of Unlawful Activity Policy (Adopted August 2010)

Appendix 1: Schedule of risk ratings for certain types of illegal activity:

DESCRIPTION	RISK RATING			
	SEVERE	MAJOR	MODERATE	MINOR
<b>BUILDING AND DEVELOPMENT</b>				
dangerous structure adjoining public land, e.g. dilapidated awnings		✓		
wimming pools-unsafe barrier complaint on private land		✓		
development without consent		✓		
development not in accordance with consent			✓	
development carried out without construction certificate			✓	
right of way and covenant complaints, other than conditions of consent				✓
building works carried out without approval now made lawful by Exempt and Complying development SEPP				✓
boundary fence and retaining wall issues where the Dividing Fences Act applies.				✓
<b>COMPANION ANIMALS</b>				
dog attacks-major - (e.g. imminent risk to public, where a person has been bitten or serious injury to other animals, or assistance to Police)	✓			
dog attacks-minor (after an event - minor or no injury to persons or animals or risk to public safety)		✓		
dog - Dangerous, Menacing or Restricted Breed as per Companions Animal Act, no imminent risk to public safety, e.g. dog contained		✓		
pick up of seized and contained dog			✓	
loaming dog complaint			✓	
dog barking (complaints from 2 or more persons willing to give court statement)			✓	
arking Dogs-anonymous complaint or uncorroborated complaint only.				✓
impounding of Cats - Council provides pound facility but no collection service				✓

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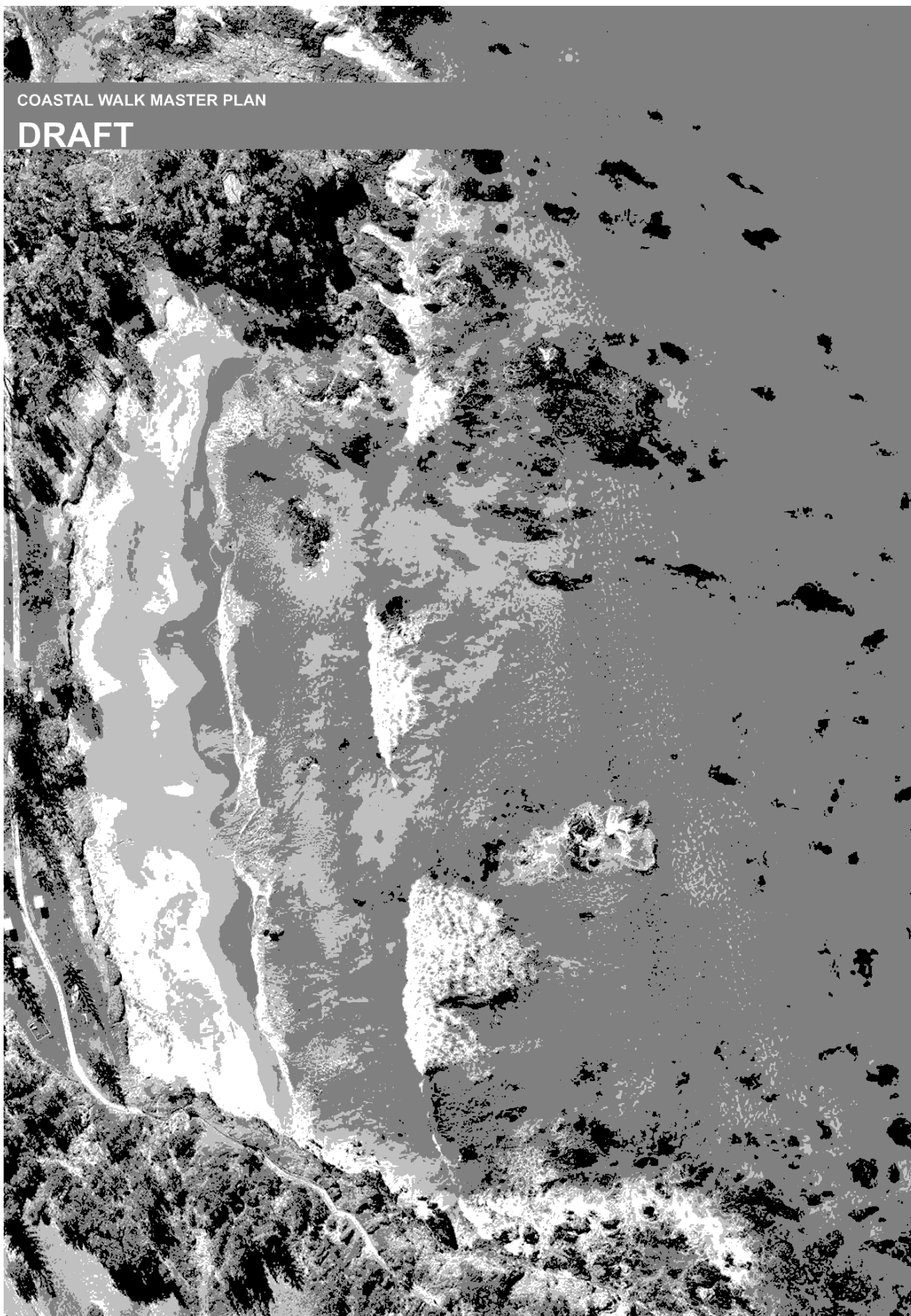
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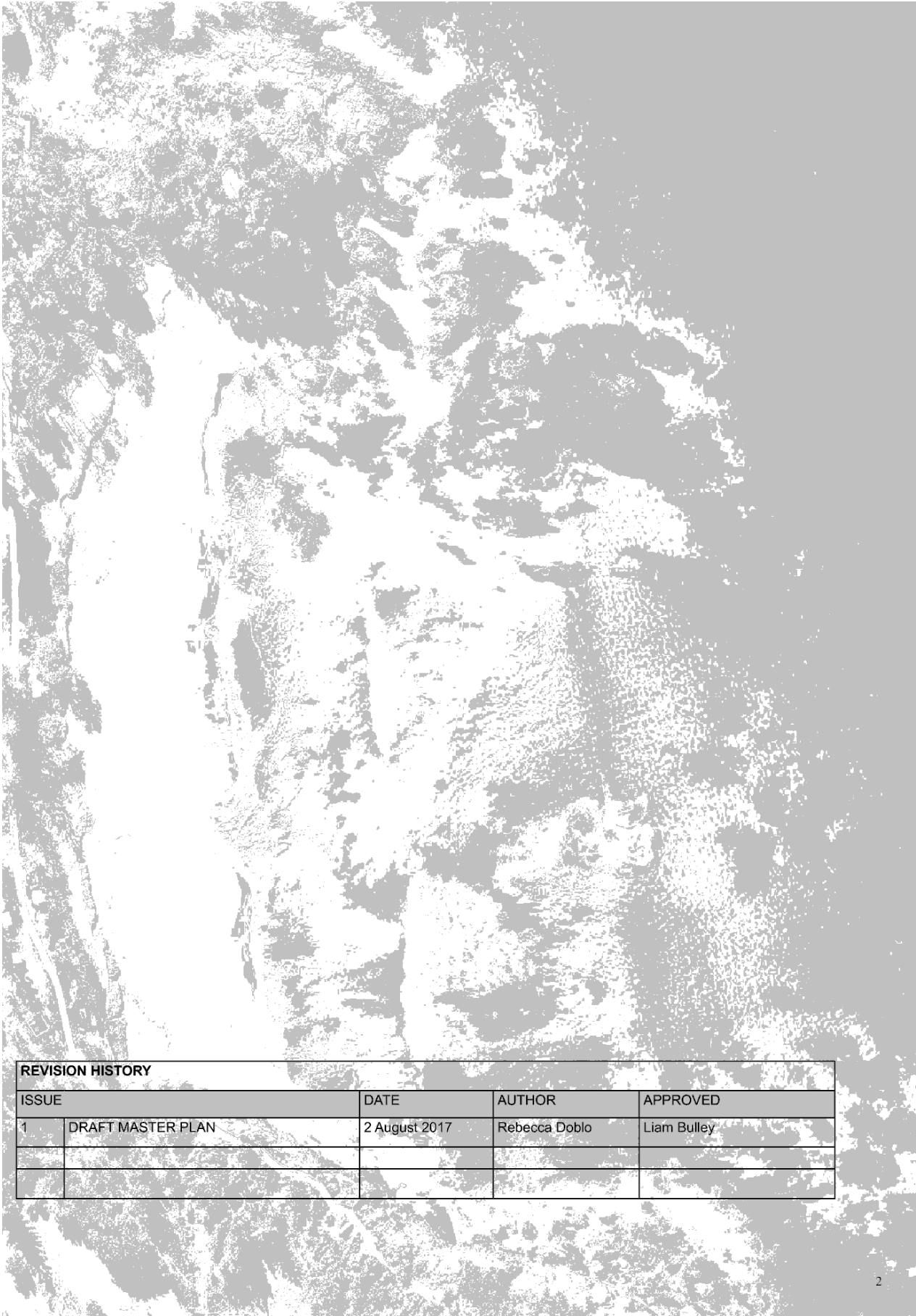
Public swimming pool water quality				✓			
Inhealthy condition of premises –vermin and pests, failing on-site sewage systems, cumulation of waste impacting on public health			✓				
Domestic green/unclean pools - no evidence of mosquito larvae							✓
Insanitary motels including bed bugs							✓
Insightly premises - condition of property not deemed a public health risk					✓		□
Mould in private residences							✓
<b>EDIMENT AND EROSION CONTROL</b>							
Adequate sediment and erosion controls, direct flow into waterway			✓				
Adequate sediment and erosion control not in accordance with consent			✓				
Adequate Sediment and Erosion Control not direct flow into waterway but nuisance to public place			✓				
Adequate sediment and erosion control causing nuisance between adjoining neighbours works not requiring consent)					✓		
<b>EWER / WATER / STORMWATER</b>							
Overland stormwater flow nuisances (private property)							✓
Overland stormwater flow nuisances (from Council owned property)			✓				
Overland stormwater flow nuisances associated with development consent			✓				
Stormwater nuisance (diversion /downpipes /guttering)			✓				
Water Restriction Breaches			✓				
<b>UNAUTHORISED USE OF PUBLIC LANDS</b>							
Legal Camping public lands				✓			
Trading without approval public lands (Section 68 Local Government Act)					✓		
Public reserve breaches			✓				
Public land licence breaches (fitness, outdoor dining, surf school)			✓				
Legal signage public place			✓				
<b>USE OF PREMISES</b>							
Unauthorised use of premises (requiring consent)			✓				

Holiday letting in residential zones without consent or where prohibited									
<b>VEGETATION REMOVAL</b>									
Unauthorised clearing of high conservation prescribed native vegetation (work under way)								✓	
Unauthorised clearing of prescribed native vegetation (operational machinery)									
Non-compliance with development consent governing biodiversity protection (work under way)									
Non-compliance with development consent governing biodiversity protection (works ceased)								✓	
<b>ROAD APPLICATION COMPLIANCE</b>									
Road opening permits - works without a permit or non-compliance with permit									
Driveways- works without a permit or non compliance with permit								✓	
Damage to Council infrastructure - local roads/kerbing/footpath during construction work								✓	

**\* Note:** Low priority matters are actioned by:

- Referral to Council / Government / Industry website, and/or
- Posting a pamphlet / information sheet, and/or
- Sending a letter to the complainant providing relevant information





REVISION HISTORY				
ISSUE		DATE	AUTHOR	APPROVED
1	DRAFT MASTER PLAN	2 August 2017	Rebecca Doblo	Liam Bulley



## COASTAL WALK MASTER PLAN VISION

**To provide a world class walking track that showcases our magnificent coastline from Westport Park to Tacking Point Lighthouse**

### Objectives

1. Highlight key views through viewing platforms and lookouts
2. Provide surprise and delight through inclusion of local artists in the design of both infrastructure and standalone artworks e.g. sculptures
3. To provide a foot surface that is stabilised (either concrete or hotmix). Increase width to minimum 2.2m along length. Up to 3m where available and achievable.
4. Manage drainage to reduce track and slope erosion
5. Provide clear wayfinding for users through signage and path design
6. To provide well spaced rest stops with public toilets, parking, water bubblers, seating and picnic opportunities
7. To regenerate natural vegetation communities to assist with erosion and restore natural ecosystems
8. To protect and regenerate endangered ecological communities
9. To work with NSW National Parks and Wildlife to obtain consistent track, signage and furniture treatments throughout the Coastal Walk
10. To provide a safe and compliant walk in accordance with AS2156 Walking Tracks Infrastructure Design e.g. installation of barriers
11. To provide clear trail heads where people can orientate themselves and enter or exit the coastal walk
12. To provide alternative footpath routes where the walk goes onto the beach e.g. footpaths along Pacific Drive
13. To provide good pedestrian access from areas where tourist accommodation is concentrated e.g. Flynns Beach and Town Beach
14. To improve pedestrian links between communities along the path and to the CBD to reduce vehicular pressure on the road network and parking facilities.
15. To provide an implementation plan that has clear priorities and timelines over the next few years
16. Provide clear wayfinding and path links to other Walking Trails e.g. Googik Track, Kooloonbung Creek Nature Park
17. To provide interpretation signage showcasing our local Aboriginal history, the history of European settlement, geological, environmental and maritime information
18. To support and encourage locals and visitors in using the path for health and well being benefits and to improve access to the existing exercise equipment along the path
19. To support and highlight local community groups that have established community projects along the path, e.g. The Friends of Mrs. York's Garden, Port Macquarie Landcare, Tacking Point Lions Club etc.
20. To work with local education providers (CSU, Hastings Secondary College) in researching and installing resources along the path
21. To enhance the usability for those with a disability to use the path safely in accessible sections close to the Port Macquarie CBD



## COASTAL WALK MASTER PLAN

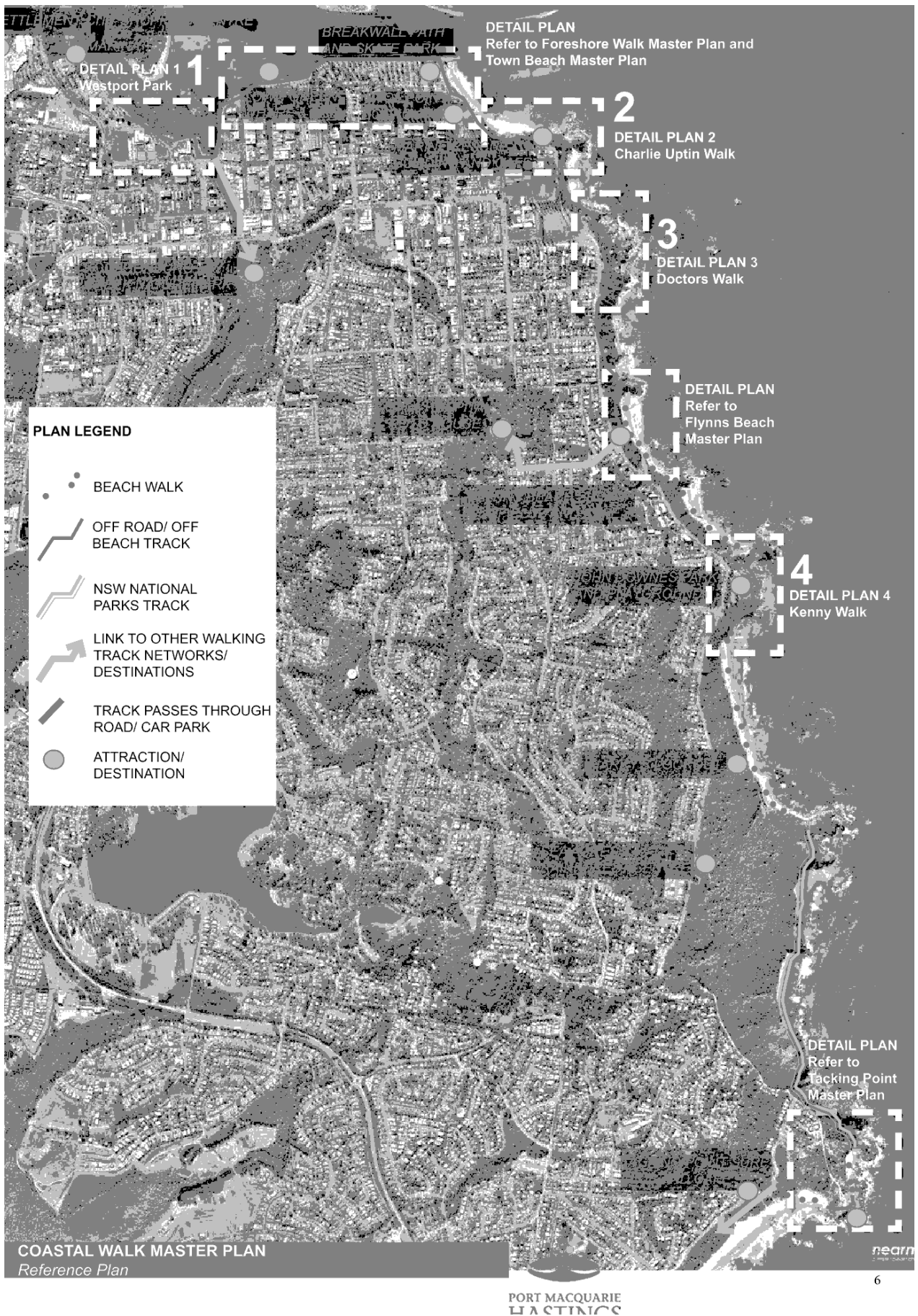
### MAIN INITIATIVES

**To provide a world class walking track that showcases our magnificent coastline from Westport Park to Tacking Point Lighthouse**

Refer to attached plans for detailed locations of each initiative.

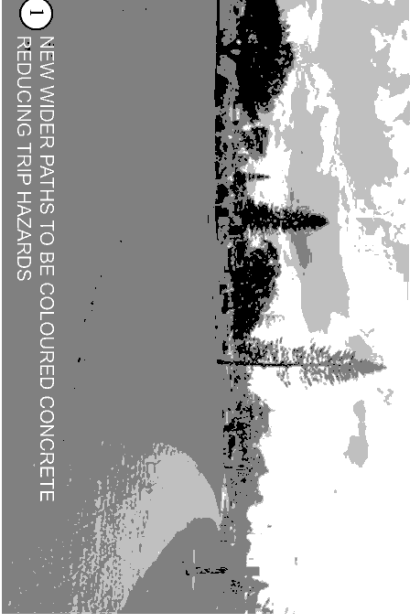
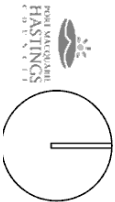
INITIATIVE	OUTCOME
<b>WHOLE OF COASTAL WALK</b>	
1. Construct a footpath along both sides of Pacific Drive where possible	Provides important pedestrian linkages to and from the Coastal Walk, car parking and destinations along the route. This also provides alternative routes where the Coastal Walk travels along the beach.
2. Install a suite of Wayfinding Signage	Provides wayfinding for visitors and locals clearly defining the Coastal Walk as an entity. Builds from Wayfinding Signage Strategy currently under development.
3. Prepare an Interpretation Signage Strategy	There is a wide mix of signage across the Walk that is confusing and unsightly. A strategy will allow for consolidation of existing signage and guide future sign installations.
4. Install consistent furniture and treatments using durable coastal materials such as local stone, hardwood timber and stainless steel.	Provides a consistent look and feel, robustness, low maintenance and longevity.
5. Repairs to pathways, steps and balustrades to meet Australian Standards for Walking Tracks and Accessibility	Provides a safe and accessible walk.
6. Investigate incorporation of artwork into each stage of development.	Provides intrigue and delight on the journey.
7. Protect natural environment during any works: bolster native vegetation, remove weeds, protect endangered ecological communities, protect fragile geology.	The natural quality of the Walk is highly valued and contributes to the beauty and delight experienced on the Walk.
<b>DETAIL PLAN 1 WESTPORT PARK</b>	
1. Remove paver pathway and replace with 3m wide coloured concrete path. Move path away from playground fence and locate closer to water where possible	Existing pathway is tired and prone to trip hazards. New pathway is wider and facilitates shared use by pedestrians and cyclists. Easing it away from the playground fence allows for market setup either side of the path.
2. New path along frontage of car park	Provides accessible link from car parks onto Coastal Walk path
3. Remove earth berm	Berm is currently difficult to maintain and provides a barrier to event set up and use including Foreshore Markets.
4. Upgrade section of vertical seawall from boat ramp to stormwater pipe including access ramp	Provides improved access to small beach that forms between boat ramp and stormwater pipe.
5. Upgrade stormwater infrastructure and improve drainage	Improves usability of the park after rainfall and upgrades infrastructure before installation of new path.
6. Install pole lighting incorporating additional power outlets	Improves security and safety. Power outlets improves flexibility for events.
7. Install major track head with seating, bubbler, bike racks and signage	Signifies start of Coastal Walk and provides a map showing walking and destination options.
8. Upgrade rock seawall	Stabilises park edge.
9. Investigate linkage through car park and around to William Street Bridge	Provides key link into CBD.
10. Include seating areas	Provides opportunities for respite and passive recreation.
11. Plant more shade trees	Provides shade and shelter to the Coastal Walk and general park areas to encourage usage.
<b>DETAIL PLAN 2 CHARLIE UPTIN SECTION</b>	
1. Redesign and rebuild deck and stair at the Marine Rescue Building	Upgrades highly used destination along the Coastal Walk that is currently in poor condition.
2. Install typical track head with seating, bubbler, bike racks and signage	Signifies important node of Coastal Walk and provides a map showing walking and destination options.
3. Flatten and regrade grassed area and edge with low stone wall	Provides more usable green space at this highly used location.
4. Widen path to 2.2m where possible and pave with concrete. Upgrade balustrades.	This is one of the most highly used sections of the Coastal Walk. Path widening will accommodate increasing use by visitors and the community.
5. Replaces beach access stairs to be in accordance with Australian Standards	Improves access to the beach and upgrades stairs currently in poor condition. Meets compliance requirements.

INITIATIVE	OUTCOME
<b>DETAIL PLAN 2 CHARLIE UPTIN SECTION cont.</b>	
6. Reinforce Casuarina edge planting	Casuarinas on northern edge provide shade and stability to the slope. More plantings provide for succession.
7. Upgrade bridge to Flagstaff Hill	Bridge is in poor condition and requires repairs.
8. Trim vegetation selectively to open up views from the Flagstaff lookout	Improves views from key lookout.
9. Remove existing non compliant stairs and rebuild ramped pathway to Oxley Beach	The network of paths in this location is confusing for wayfinding. Simplifying paths and redesigning improves accessibility and connections.
10. Pave link from ramp to Oxley Beach to Coastal Walk	Provides missing link from car parks on Pacific Drive to Coastal Walk.
11. Install footpath connections along William Street and Pacific Drive to create a loop walk with the Coastal Walk	This connects 3 main lookouts: Gaol Point, Flagstaff and a new lookout travelling past existing monuments. The loop is enlarged when Mrs Yorks Woodland Walk from Allman Hill is complete.
12. Construct a new lookout above the Marine Rescue building	This lookout is level with Gaol Point. It provides a added destination on the proposed loop walk with views of distant mountain ranges to the north and along Town Beach and the breakwall.
<b>DETAIL PLAN 3 DOCTORS WALK SECTION</b>	
1. Install typical track head with seating, bubbler, bike racks and signage at both ends of the Doctor's Walk (Oxley Beach and Windmill Hill)	Signifies important nodes of Coastal Walk and provides a map showing walking and destination options.
2. Replace path with boardwalk at section where poor drainage inundates path	Improves accessibility and safety.
3. Install 2 new small lookouts and additional seating	Provides rest stops with scenic views.
4. Widen path to 2.2m where possible and pave with concrete, upgrade balustrades.	This is a highly used section of the Coastal Walk. A wider, concrete path allows for a range of individuals, dog walkers and groups as well as increased usage into the future.
5. Replace stairs to Windmill Hill	Improves accessibility and upgrades these stairs currently in poor condition.
<b>DETAIL PLAN 4 KENNY WALK SECTION</b>	
1. Install typical track head with seating, bubbler, bike racks and signage at both ends of Kenny Walk (Nobbys Beach and John Downes Park). Remove excessive signage at the Nobbys Beach car park and include dog bowl and bag dispenser.	Signifies important nodes of Coastal Walk and provides a map showing walking and destination options.
2. Install a new formal track and stair to the memorial on The Nob with new lookout at highly used vantage point	Provides improved access to this well used route with stunning views.
3. Upgrade memorial on The Nob with paving, seating and selectively cleared vegetation to improve views	Provides a more fitting setting to the memorial with stunning views.
4. Upgrade stairs and handrail to Nobbys Beach from car park	Provides improved access to this highly used beach.
5. Install paths around the outside of the car park	Provides clear route to continue along the Coastal Walk away from reversing vehicles.
6. Widen path to 2.2m where possible and pave with concrete or bitumen, upgrade balustrades.	A wider, paved path allows for a range of individuals, dog walkers and groups as well as increased usage into the future.
7. Install new seating areas	Gives areas for rest and passive recreation.
8. Add a footpath to John Downes Park along Pacific Drive	Links the Coastal Walk to this popular playground.
9. Add a footpath along Pacific Drive travelling south to Harry's Lookout	This provides an alternative route when north Shelly Beach is inaccessible due to high tides.
10. Investigate options for improving access for pedestrians from Pacific Drive to Nobbys Beach	Provides a safe option for surrounding residents to walk their dog to the beach thereby alleviating pressure on the small car park.

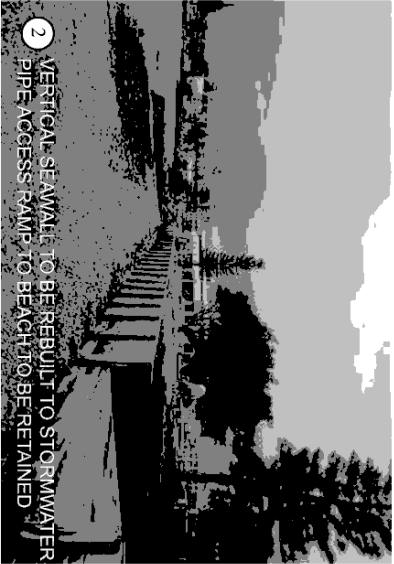




COASTAL WALK MASTER PLAN  
DETAIL PLAN 1 WESTPORT PARK



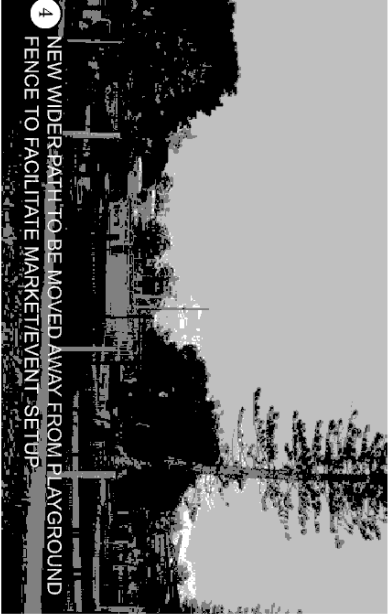
1 NEW WIDER PATHS TO BE COLOURED CONCRETE  
REDUCING TRIP HAZARDS



2 VERTICAL SEAWALL TO BE REBUILT TO STORMWATER  
PIPE ACCESS RAMP TO BEACH TO BE RETAINED



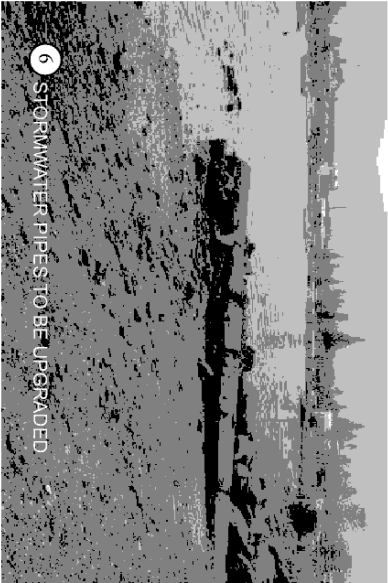
3 ROCK SEAWALL TO BE UPGRADED, POTENTIAL TO RET  
VERTICAL WALL TO FORM STRONG EDGE TO THE PARK



4 NEW WIDER PATH TO BE MOVED AWAY FROM PLAYGROUND  
FENCE TO FACILITATE MARKET/EVENT SETUP

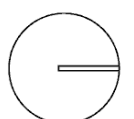


5 NEW WIDER PATH TO BE MOVED CLOSER TO  
WATER'S EDGE, ROCK WALL TO BE UPGRADED &  
MANGROVES PROTECTED



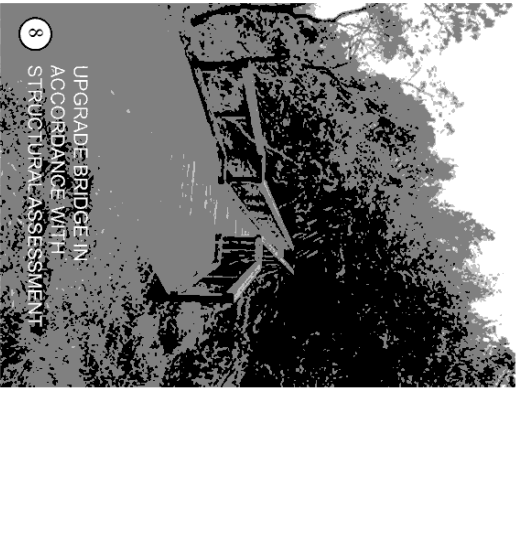
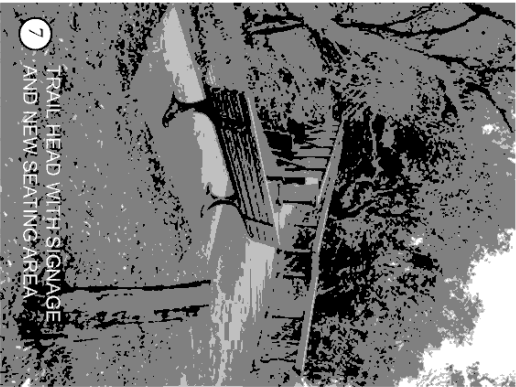
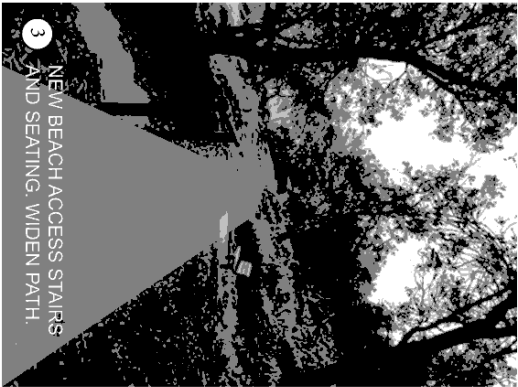
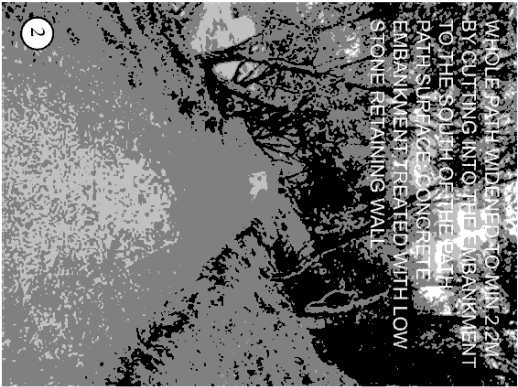
6 STORMWATER PIPES TO BE UPGRADED







COASTAL WALK MASTER PLAN  
DETAIL PLAN 2 CHARLIE UPTIN SECTION

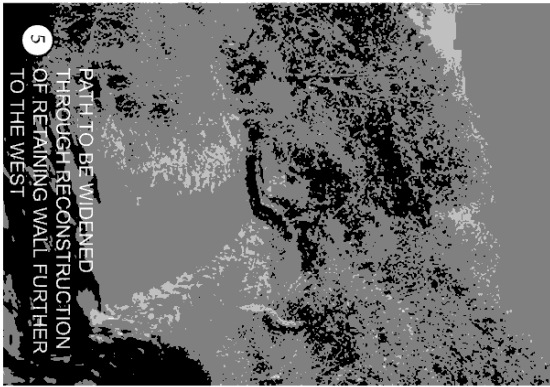




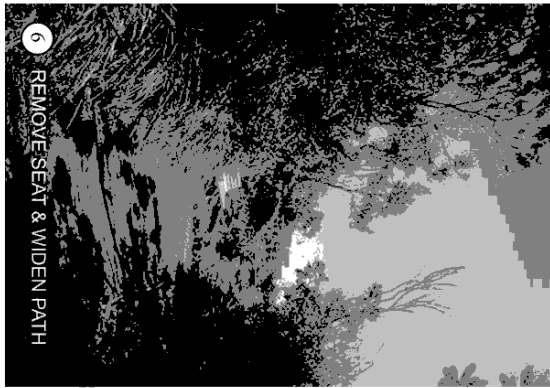
COASTAL WALK MASTER PLAN  
DETAIL PLAN 3 DOCTORS WALK SECTION



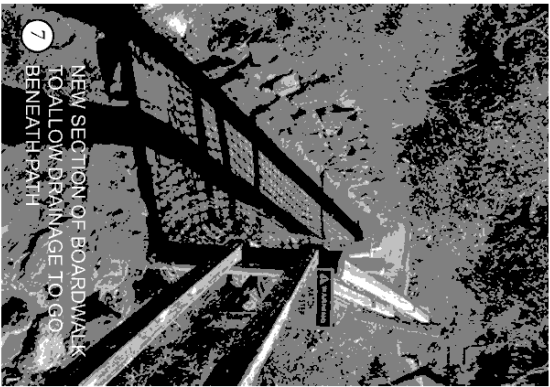
COASTAL WALK MASTER PLAN  
DETAIL PLAN 3 DOCTORS WALK SECTION



5 PATH TO BE WIDENED THROUGH RECONSTRUCTION OF RETAINING WALL FURTHER TO THE WEST



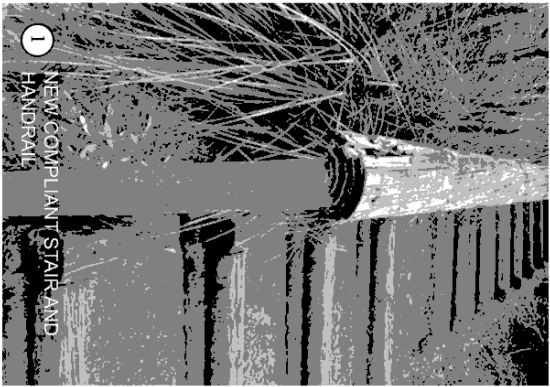
6 REMOVE SEAT & WIDEN PATH



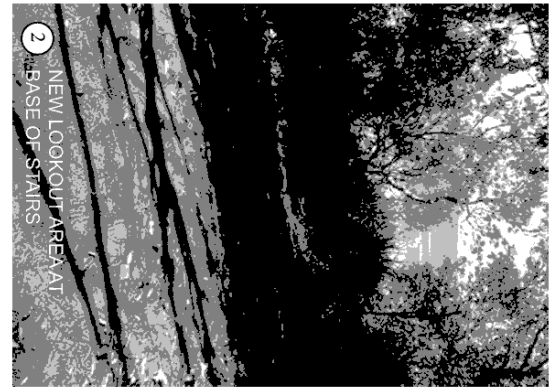
7 NEW SECTION OF BOARDWALK TO ALLOW DRAINAGE TO GO BENEATH PATH



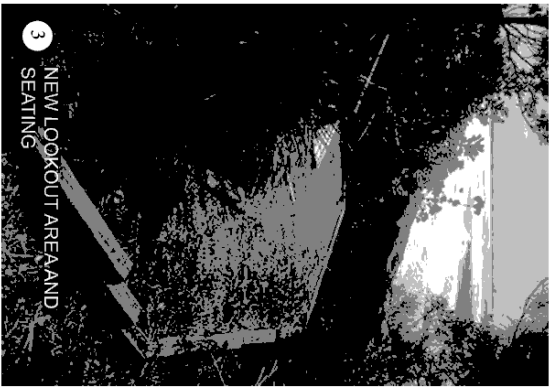
8 TRAIL HEAD WITH SIGNAGE AND SEATING AT OXLEY BEACH



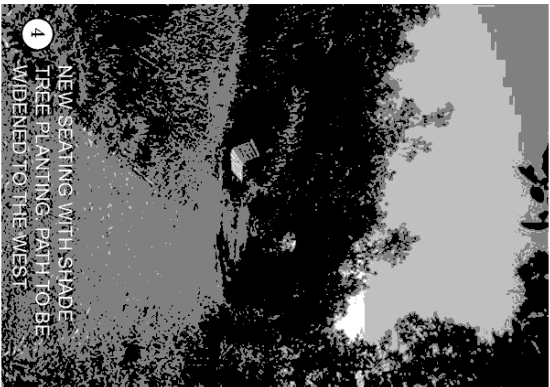
1 NEW COMPLIANT STAIR AND HANDRAIL



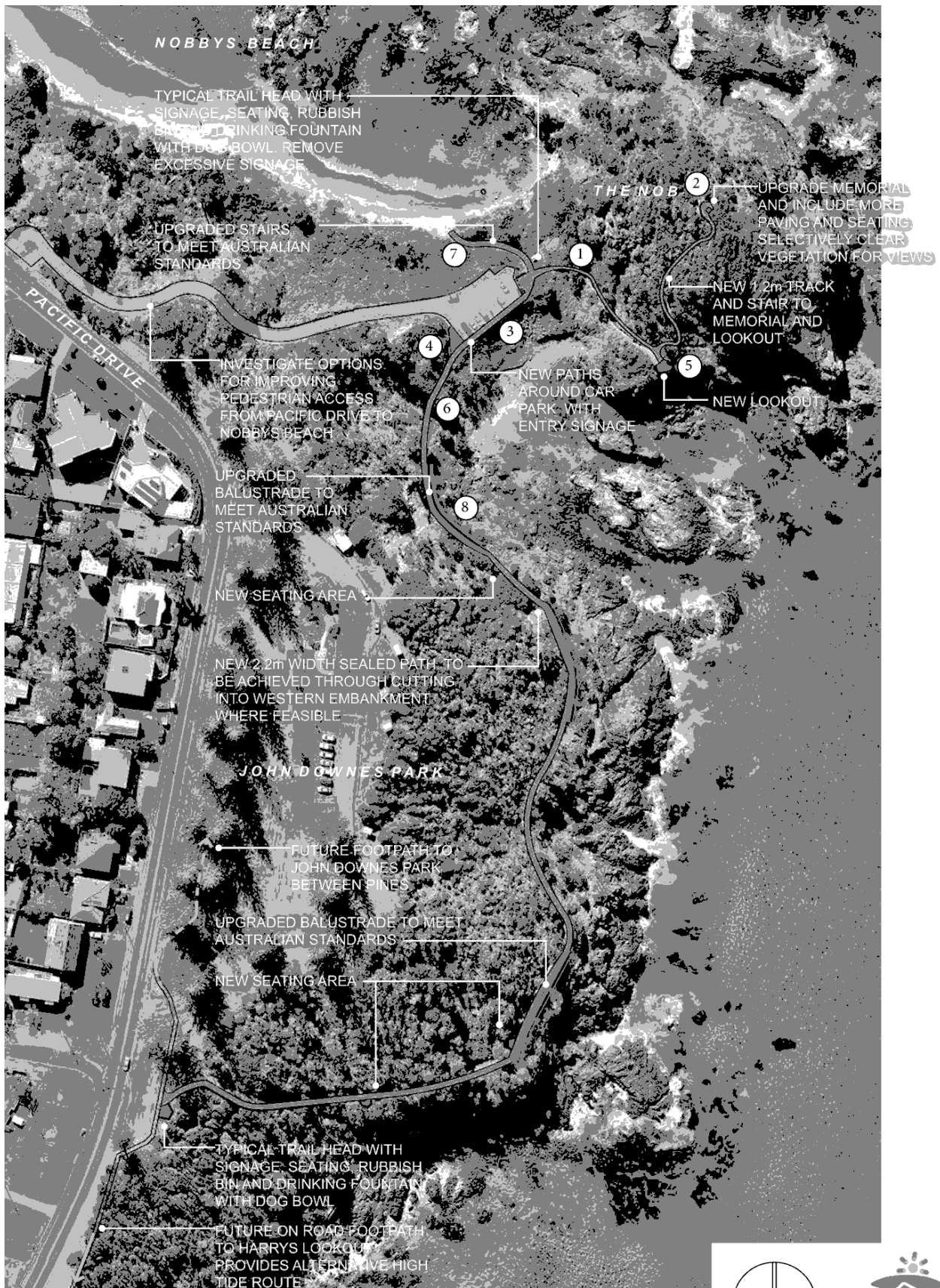
2 NEW LOOKOUT AREA AT BASE OF STAIRS



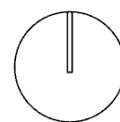
3 NEW LOOKOUT AREA AND SEATING



4 NEW SEATING WITH SHADE TREE PLANTING. PATH TO BE WIDENED TO THE WEST

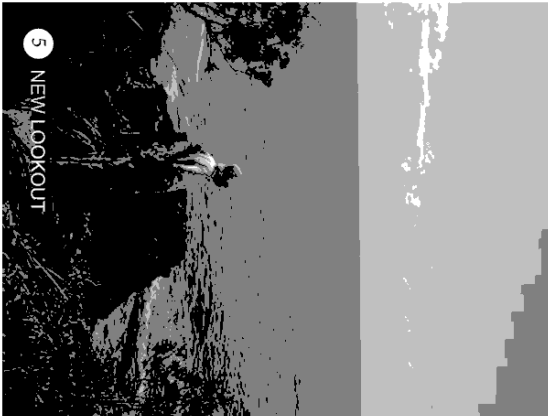


**COASTAL WALK MASTER PLAN**  
**DETAIL PLAN 4 KENNY WALK SECTION**

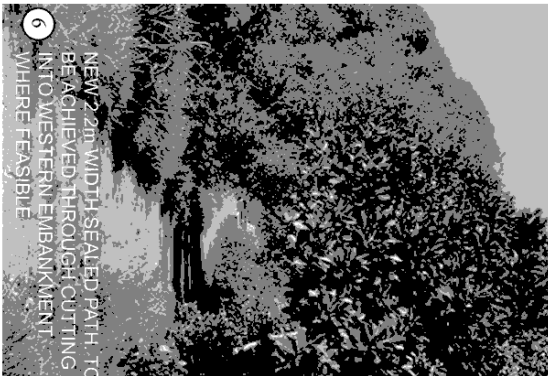


**PORT MACQUARIE**  
**HASTING**  
COUNCIL

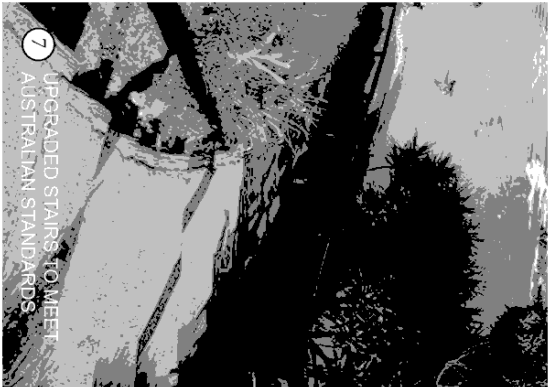
COASTAL WALK MASTER PLAN  
DETAIL PLAN 4 KENNY WALK SECTION



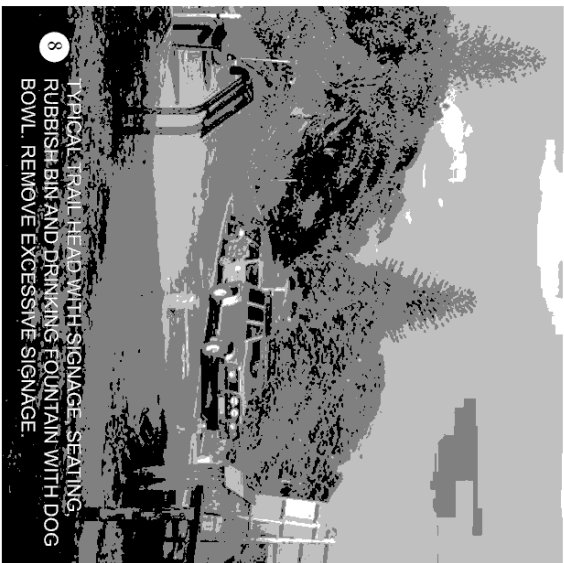
5 NEW LOOKOUT



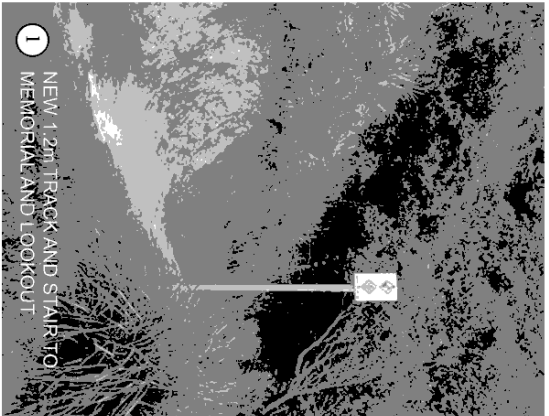
6 NEW 2.2m WIDTH SEALED PATH, TO BEACHIEVED THROUGH CUTTING INTO WESTERN EMBANKMENT WHERE FEASIBLE



7 UPGRADED STAIRS TO MEET AUSTRALIAN STANDARDS



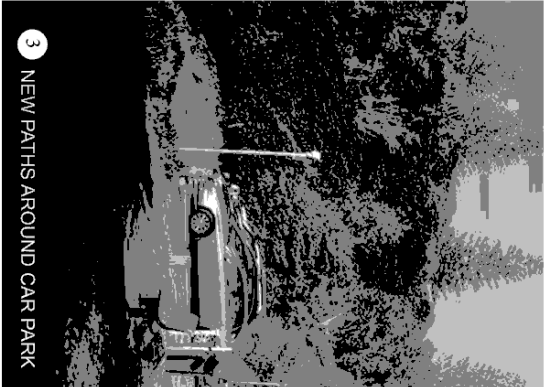
8 TYPICAL TRAIL HEAD WITH SIGNAGE, SEATING, RUBBISH BIN AND DRINKING FOUNTAIN WITH DOG BOWL. REMOVE EXCESSIVE SIGNAGE.



1 NEW 1.2m TRACK AND STAIR TO MEMORIAL AND LOOKOUT



2 UPGRADE MEMORIAL AND INCLUDE MORE PAVING AND SEATING. SELECTIVELY CLEAR VEGETATION FOR VIEWS



3 NEW PATHS AROUND CAR PARK



4 ENTRY SIGNAGE WITH WAYFINDING MAP





COASTAL WALK MASTER PLAN  
CONCEPT IMAGES





Summary of Submissions  
Port Macquarie Coastal Walk  
Master Plan

Council Report  
16 August 2017

Submission	Issue
<p>1</p> <p>Roger and Elisabeth Speaight</p>	<p>1. Improve access at the northern end of Little Bay where path is very steep and eroded. The small beach in the middle of Miners Beach is very difficult to access from the south beach. Perhaps a short length of track above the high water mark would alleviate this? The steps down to Miners Beach from Lighthouse Road near Bangalay Drive need some urgent attention.</p> <p>2. Improve access at the northern end of Shelly Beach.</p> <p>3. Include additional seats in special vantage points.</p> <p>4. No Sculptures.</p> <p>5. Retain natural, unspoilt beauty.</p>
<p><b>Response/Comment</b></p>	<p>Refer to report</p>
<p>2</p> <p>Matt Bell</p>	<p>1. Erosion must be controlled both on the gravel track and below.</p> <p>2. More seating.</p> <p>3. More interpretive signage.</p>
<p><b>Response/Comment</b></p>	<p>Refer to report</p>
<p>3</p> <p>Dr Michael Forster</p>	<p>1. Improve access at the northern end of Shelly Beach</p> <p>2. The location and frequency of the water dispensers is excellent.</p>
<p><b>Response/Comment</b></p>	<p>Options to be investigated as a part of the development of the master plan.</p>
<p>4</p> <p>Alice</p>	<p>1. Please make it stroller friendly</p>

	<b>Response/ Comment</b>	Refer to report
5	C Hurley	<ol style="list-style-type: none"> <li>1. Install path to monument at Nobby's point</li> <li>2. Improve access at the northern end of Shelly Beach</li> <li>3. Improve access to the rocks/rock pools at the southern end</li> </ol>
	<b>Response/ Comment</b>	<ol style="list-style-type: none"> <li>1. Agreed. Options to be investigated as a part of the development of the master plan.</li> <li>2. Refer to report</li> <li>3. This areas is within a NSW National Parks and Wildlife Service area. All feedback will be forwarded to them for consideration.</li> </ol>
6	Jesse	<ol style="list-style-type: none"> <li>1. Seeking improved accessibility where possible. Could a footpath travel along the road to link up at the top of Windmill hill or go along the top of Towns Beach and links up at the lookout.</li> <li>2. Fix the footpath at Mrs York's garden. The top section is ruined by tree roots and the other is very sloped and not easy to use with a pram and other people trying to get through.</li> </ol>
		<ol style="list-style-type: none"> <li>1. Agreed. Accessible portions of the coastal track will be improved and additional footpaths along Pacific Drive will be proposed where feasible. The Sunrise Rotary Club are proposing to install a new footpath along the top of Town Beach to the Gaol Point lookout.</li> <li>2. The Tacking Point Lions Club is proposing to install a new footpath link from Gaol Point to the existing footpath to Mrs York's Garden. The Town Centre Master Plan includes plans for improvements to the footpath on Stewart Street. Funding has not been allocated to this project due to other higher priority projects across the Local Government Area.</li> </ol>
7	Michael Radley	<ol style="list-style-type: none"> <li>1. Wider paths.</li> <li>2. A path should be installed along Settlement Point Road</li> </ol>

**Response/  
Comment**      Refer to report

8

Amanda

1. A path should be installed along Settlement Point Road

**Response/  
Comment**

Refer to report

9

Simon  
Turnbull

1. Put in a northern access trail from Shelly Beach to Harry's statue where there used to be a trail. Alternatively there is another trail about 50 metres north of Harry's statue that could be linked so that people don't have to walk on the road.
2. Open up the trail that runs from behind Shelly Beach toilets following the ridge line up to the top of the stairs on the southern end of Miners.

**Response/  
Comment**

1. This area contains 2 endangered ecological communities: Lighthouse Gully Littoral Subtropical Rainforest Complex and Coastal Headland Brushbox Littoral Rainforest. Incursion into these communities would have adverse effects and cannot be justified with alternative routes (along the beach or proposed footpath along Pacific Drive) available.
2. Refer report. The Sea Acres Plan of Management states that this track (the Tuppeny Road) will be closed and revegetated.

10

Leanne  
Barrett

1. Would love a water bubbler you can use without a bottle.

**Response/  
Comment**

Refer to report

11

Rod Packer

1. Reinstate old trail from Shelly Beach behind the toilet block that goes up to the trail on Lighthouse road. This could serve as a diversion around the nude sunbathers in Miners beach.
2. Maybe some additional kilometre markers

**Response/  
Comment**

Refer to report

3

- |    |                              |   |
|----|------------------------------|---|
| 12 | Matthew                      | <ol style="list-style-type: none"> <li>1. Love exercise stations but need more bubblers</li> <li>2. Should reinstate the old path across the top of Shelly Beach</li> <li>3. Should reinstate the old path across the top of Miners Beach.</li> </ol>   |
|    | <b>Response/<br/>Comment</b> | Refer report  |
| 13 | Don Haldane                  | <ol style="list-style-type: none"> <li>1. Improve access at the northern end of Shelly Beach</li> </ol>   |
|    | <b>Response/<br/>Comment</b> | Refer report  |
| 14 | Peter Owen                   | <ol style="list-style-type: none"> <li>1. Some of the trees around flagstaff area, appear to be dead or dying. To enhance the tropical outlook could we plant more native palms? This would not block views of the beach and would provide a canopy to keep invasive weeds at bay.</li> <li>2. Could the water stations be retrofitted with additional spouts so people aren't washing the sand from their feet on the same spouts that water bottles are filled? Maybe even a top mounted bubbler for people without bottles?</li> </ol> |
|    | <b>Response/<br/>Comment</b> | <ol style="list-style-type: none"> <li>1. Select weed species have been poisoned by Council to allow natural regeneration of the native species. Planting will be in accordance with the vegetation communities along the walk. Selective pruning will be proposed to enhance views from key vantage points including the Flagstaff area.</li> <li>2. Refer report.</li> </ol>  |
| 15 | Bethany O'Mullane            | <ol style="list-style-type: none"> <li>1. Improve access at the northern end of Shelly Beach</li> </ol>   |
|    | <b>Response/<br/>Comment</b> | Refer report  |
| 16 | Tricia Ginn                  | <ol style="list-style-type: none"> <li>1. The section from Windmill Hill to Oxley Beach should be along the top. There is plenty of room on the eastern side of Pacific Drive and it is open so personal safety issues would be addressed. I think the overall view &amp; continuity would also be improved.</li> </ol>   |
|    | <b>Response/<br/>Comment</b> | Refer report  |

- 17
- Mark Magann
1. Nudists are offensive and a deterrent to walkers. Could a section of Lighthouse beach or North Shore beach be set aside for the nudists?

**Response/  
Comment** Refer report

- 18
- Kym Gribble
1. A sign saying No Nudists on Miners beach. Nudists are offensive and a deterrent to walkers. A new designated beach needs to be allocated for nudists e.g. Rocky Beach
  2. Improvements needed to section of the Doctors Walk on the southern end of Oxley Beach
  3. A footpath is needed along Lighthouse Beach Road
  4. Improve access at the northern end of Shelly Beach.
  5. The Coastal track should be advertised as a circuit track. Beach in one direction, road the other. We have found this is how most people complete the walk. The road way is really a disgrace for both walkers and cyclists compared to similar coastal towns that provide wide safe walking / cycling paths next to roads leading to the most visited tourist spot in Their town which is for Port the Lighthouse.

**Response/  
Comment** Refer report

- 19
- Ken
1. Would love the walk to be bike friendly.
  2. Keep the path closer to the ocean for views. Example being between the doctor's walk and Flynn's beach.
  3. Look at the Anzac walk bridge in Newcastle. Maybe one of those on the cliffs from Oxley to Flynn's, where it is wide enough for bikes.

**Response/  
Comment** Refer report

- 20
- Linda Hope
1. Maybe runners had their own section from Lighthouse ..... so much space because the walks are so popular, it probably needs widening, and kept in good repair,
  2. Access for older people and with disabilities

**Response/  
Comment** Refer report

- 21
- Annie Curtis
1. Improve access at the northern end of Shelly Beach Track down to north end of Little Bay (behind Lighthouse Beach) is eroded and slippery.
  2. Steps from Lighthouse road to Miners Beach (near base) are narrow and slippery.
  3. Nudists that display themselves openly to walkers on Miners Beach.
  4. Sometimes very limited space walking up road from Flynns Beach in height of summer with parked and moving cars -so a wider walking section.
  5. The re-fill walking stations are good but would be improved by adding a drinking fountain.
  6. Keep it as natural as possible but just need to improve / maintain some of the paths.

**Response/  
Comment**

Refer report

- 22
- Vanessa Thompson
1. I think there needs to be a coherent path from Lighthouse Beach to Town Green. I think it would be preferable if there was a path that followed the coast but off the beach. Beach walking is not all that easy, and many people who do the walk, do so for a proper hike, rather than for a stroll along a beach.
  2. At Shelly Beach, there is a lovely path through the rainforest up to Harry's Lookout but this peters out along Pacific Drive, and if you want to continue walking the coast from there, you must walk along the road or go back down to the beach.
  3. I think a path down to Rocky Beach should be considered.

**Response/  
Comment**

Refer report

- 23
- Tina Woodward
1. Improve access at the northern end of Shelly Beach
  2. Steps need repairing going down to Miners Beach from Lighthouse road

**Response/  
Comment**

Refer report

- 24
- Tamara campbell
1. Some extra areas for prams, wheelchairs etc would be good.

**Response/  
Comment**

Refer report



- 25  
Gay Dixon
1. Improve access at the northern end of Shelly Beach
  2. Miners Beach nudity is a deterrent
- Response/  
Comment** Refer report
- 26  
Sophie  
Kubowicz
- It could be more user-friendly for people with wheelchairs and mobility scooters.
- Response/  
Comment** Refer report
- 27  
Ingrid Moon
- Most definitely the break wall should be widened as it cannot cope with the traffic. It is quite dangerous when there are cyclists trying to navigate through walkers, children, pets & elderly folk.
- Response/  
Comment** A master plan has been prepared for the break wall path that includes doubling the width. This plan rests with Crown Lands for implementation as they fully own and maintain the break wall.
- 28  
Jill Keating
- Lighthouse Road should have a footpath
- Response/  
Comment** Refer report
- 29  
Rachel  
Stephan
1. The Doctors Walk needs levelling
  2. Water Stations & Gym equipment is valued
  3. Add dog bowls to the bottom of water fountains
- Response/  
Comment** Refer report
- 30  
John Hansen
- Improve access at the northern end of Shelly Beach
- Response/  
Comment** Refer report

31

Richard and  
Svitlana  
Newton

1. There are several entry and exit point along the walk that are almost impassable. These need to be upgraded.
2. Would be great to duplicate the walk the whole length along the roadway for those of us which are not as young as we used to be.
3. More BBQ and covered sheltered seating would be a huge asset for both the community and tourists

**Response/  
Comment**

Refer report

32

Colin Marr

1. Improve access at the northern end of Shelly Beach
2. Approximate times for the walks would help those walkers from out of town to judge the length of the walks.

**Response/  
Comment**

Refer report

33

Jeff Davis

1. Improve access at the northern end of Shelly Beach
2. Dog off leash access at Nobby Beach should be reviewed (the same applies to Light House). The smell and littering with dog droppings is a real down side to the walk. A large number of dog owners do not have 'effective control' of their dogs - as required by State Laws. This means people with fear of dogs cannot access these beaches and especially this part of the walk. Our visitors especially overseas ones are astounded that such beautiful areas are desecrated in this manner. It is an embarrassment to us locals. Having been dog owners we appreciate the facility but are saddened at how many owners who use these areas have little regard for others amenity of the beaches and so little knowledge of their obligations under the laws.

**Response/  
Comment**

Refer report

34

I have 2 areas on Town Beach to Flynn's Beach section.  
that I believe need attention:

Jeff Neale

1. After ascending 'Doctor's walk' steps from Oxley Beach, approx. 100m on, there is a spot where natural water flow after rain is impeded and needs to be repaired
2. Where the steps lead onto Tuppeny Lane, opposite Everard St, at Flynn's Beach, there needs to be a pedestrian-safe path painted from base of steps along Tuppeny Lane. Drivers are confused by the old central road line marking. Maybe some "Watch Out For Pedestrians" signage here too.

**Response/  
Comment**

Refer report

35

Tim  
Grootenboer

I am not in favor of whole-scale redevelopment of the coastal walk. . It has unique attractiveness and will become bland.  
Going from concreted pathway to stairs, to roadside footpath to beach walking to bush track are part of the appeal.

**Response/  
Comment**

Refer report

36

Chris Manser

1. Improve access at the northern end of Shelly Beach

**Response/  
Comment**

Refer report

37

Paul &  
Christine  
Gibson

1. At present the lower hill section from the North of the Lighthouse is eroded and needs to be segmented into steps.
2. Improve access at the northern end of Shelly Beach

**Response/  
Comment**

Refer report

38

Sarah  
Goodyer

1. Pram friendly

**Response/  
Comment**

Refer report

9

39

Todd Beness

1. Better link between Nobby's Beach and Shelly Beach.
2. Improve access at the northern end of Shelly Beach
3. Provide better lighting and wider footpaths where possible for all pedestrians.

**Response/  
Comment**

Refer report

40

Jess  
Anderson

1. Sign posting with distance and time to walk sections for tourists.
2. Dog friendly water fountains
3. BBQ's at break wall, Town Beach and just before Flynn's
4. Incorporating wood sculpture along walk that is in keeping with the natural environment and promotes natural features koalas, dolphins, whales, turtles etc. - more like what is at Shelly Beach and Harry's lookout
5. Do not make this walk too commercial or touristy. Celebrate the environment and make it as environmentally friendly as possible.
6. Some subtle lighting in more secluded parts e.g. bollards with lights or muted lights built into the path
7. Quality structures no shortcuts or cheap materials - built to last and in keeping with the hardwood staircases already in place.

**Response/  
Comment**

Refer report

41

Kia Ora

1. Regular maintenance, especially after bad weather. The stretch from the Lighthouse up to Matthew Flinders Drive is very badly eroded and needs urgent attention as well as better weed management.
2. Improve access at the northern end of Shelly Beach

**Response/  
Comment**

Refer report

42

Lewis Cividin

1. The parts that have steep narrow steps could be widened
2. Add some solar path lights.
3. Improve so that you could run/ride all the way from Town to lighthouse point without leaving the path i.e. going on the road or going on to the beach. It'd be so nice to be able to run along the top of the cliffs all the way along and look at the ocean while running or riding.

10

4. The information signs about historical parts are great would love more information on the Birpai stories of the area also.

**Response/  
Comment**

Refer report

43

Anthony  
Houlahan

1. Remove the on road section from Oxley Beach to Town Beach

**Response/  
Comment**

Most submissions addressing this area have requested additional footpaths between Town Beach and Oxley Beach along Pacific Drive. It is likely that these will be included in the master plan.

44

Luke Kerin

1. Lighting along the break wall.  
2. Fix the sections south of Oxley Beach where dirt washes onto the path and turns to mud in the rain.

**Response/  
Comment**

1. A master plan has been prepared for the break wall path that includes doubling the width. This plan rests with Crown Lands for implementation as they fully own and maintain the break wall.  
2. Refer report

45

Sally

The path could be wider and lighting would be great

**Response/  
Comment**

Refer report

46

Adam Carrall

Extend path to Settlement Point. Leave the rest the same.

**Response/  
Comment**

Refer report

47

Keep the coastal walk in its current, natural- feeling state for the most part. Widening the path, or too much vegetation clearing beside it, would significantly detract from the pleasant, natural outdoor experience it currently offers PMHC residents, visitors and tourists. Also clearing of overhead and path-side vegetation would make much of the coastal walk too hot in summer.

Some improvements I would suggest, if funding allows, are :

(1) Improvements to the northern end of the Doctors Walk including path and balustrade

(2) The concrete path that abut directly with Pacific Drive between Windmill Hill and Flynn's Beach could benefit (visually and from a traffic noise perspective) from a narrow band of screening vegetation or a vine covered trellis beside the road.

Joy Corben

(3) Re-alignment/re-construction of the steps that go down to the Tuppeny Lane entry road to Flynn's Beach would make them less steep and slippery at times, and perhaps they could join up with a new raised boardwalk or pathway, possibly cut into the slope, on the north side of Tuppeny Lane. This would provide clear and safe demarcation between the path and road down to Flynn's Beach (like the path beside the road to Shelly's). Also need a new pathway or steps winding down the far northern slope at the back of Flynn's Beach, allowing walkers to safely avoid the squeeze between parked and moving cars along Tuppeny Lane. The slope at the northern end of the beach is currently just a large unsightly weed patch.

(4) A slightly raised boardwalk along the low dune at the back of Miner's Beach would provide a link between the path/steps from Shelly Beach in the north and the other path/steps that continue just south of Miner's Beach. It would remove the necessity to walk along the beach at this point. It would also offer a much-needed improvement in privacy for people enjoying their own recreation preference, whether nude sunbathers (which I personally don't object to) or less-broad-minded walkers (often accompanied by children) who would prefer to keep some distance from them. The most significant benefit of much of the existing coastal walk is the feeling it offers of a bush walk and/or beach side hike in a fairly natural environment on the urban doorstep.

Vegetation overhanging the path should be left as much as possible as too much clearing, construction and installation of outdoor furniture, and even one gaudy resin koala, will spoil the experience.

12



	<b>Response/ Comment</b>	Refer report
48		
	Ken Bailey	<ol style="list-style-type: none"> <li>1. Improve access at the northern end of Shelly Beach</li> <li>2. More interpretive signage along the whole track.</li> <li>3. While we are not against nudists the behavior of some of the nudists (male) is confronting and exhibitionist and this prevents and intimidates families and single women from using the Miners Beach section. At times some of the nudists stand on the stairs and beach and stare at walkers.</li> <li>4. We also notice that some people walk their dogs on Shelly Beach and Miners Beaches both on and off leash. Dogs should not be allowed on the small rocky beach to the north of the lighthouse.</li> <li>5. Dogs are also seen at Shelly beach car park and along the track from Harry's lookout to Shelly Beach.</li> </ol>
	<b>Response/ Comment</b>	Refer report
49		
	Michelle Love	<ol style="list-style-type: none"> <li>1. Improve access at the northern end of Shelly Beach</li> <li>2. The signage balance is important - providing information) but not too much visual clutter like there is at Tacking Point Lighthouse.</li> <li>3. Dogs should be on leads</li> <li>4. More seating</li> <li>5. Information about sections suitable for prams or those with bad knees (i.e. no steps) would be good on the brochures or at the larger entrance points.</li> </ol>
	<b>Response/ Comment</b>	Refer report
50		
	Linda Kocis	<ol style="list-style-type: none"> <li>1. Paths get overgrown. Edges could be better maintained.</li> <li>2. I like the walk in its natural state i.e. not perfect. Six monthly check on hot mixed paths for sinkage on steps etc. would be good.</li> <li>3. A new handrail at southern end of Oxley Beach needs to be installed where the bunting has been for a long time.</li> <li>4. The view could be improved by getting rid of the noxious plants that block or which take over/grow around the native species.</li> <li>5. Grants for environmental management of the walk would be great</li> </ol>
	<b>Response/ Comment</b>	Refer report. Grants will be sought for the implementation of the master plan.

- 51
- Alex Overton
1. More formalised look out points/platforms.
  2. Formalised and sign posted exit points should be made to divert dog walkers to the main road away from no dog beaches (i.e. northern end of Nobby's beach).
  3. Improve access at the northern end of Shelly Beach
  4. Install a path to avoid having to walk along Shelly Beach i.e. along Pacific Drive similar to the one North of Windmill Hill.
- Response/  
Comment**
1. Agreed. Options to be investigated as a part of the development of the master plan.
  2. Refer report
  3. Refer report
  4. Refer report
- 52
- Paul Dirago
1. Lighthouse Road (East) is too dangerous for pedestrians.
  2. The Rotary pathway is a problem because of the section of broken concrete.
  3. Lighthouse Road (East) has no footpath, causing walkers to walk on the narrow roadway that is used by vehicles
  4. Lighthouse Road (East) has a dead tree stump blocking pedestrian access
- Response/  
Comment**
- Refer report
- 53
- Comments relate to Westport Park component of the Coastal Walk. They refer specifically to the potential for the footpath to be relocated along the waterfront.
- A layout with the footpath along the foreshore could be accommodated by the markets but may have a few issues:
- Condition of turf in wet weather will limit use
  - foreshore is extremely windy and currently stallholder vehicles are parked along the waterfront as a kind of wind barrier which also reduces vehicle movements
- Necia Waghorn
- Improvements to the park that would facilitate the markets include:
- Removal of the long earth berm which creates a barrier to movement and layout
  - Additional power outlets e.g. housed in new light poles or furniture
  - Seating areas
  - Shade including both trees and structures (eg rotundas)
  - Relocation of footpath along the southern edge of the playground min1-2m further away to allow more space for stalls along the playground fence
  - Waterfront pathway allows ability to meander and create different spaces and to address the waterfront

- Good drainage

The staging plan and construction period should be further discussed with you once drafted to minimise impact on market. An alternative venue may be needed during construction e.g. Town Square/ Town Green.

**Response/  
Comment**

These comments will be taken into account during the development of the master plan. Further engagement will be undertaken once draft plan is completed.

54

Chris Pell

1. Sealed path of a minimum width (say 1m+) from Town Beach to Lighthouse Beach which doesn't include running on the narrow road shoulder, or running directly on the beach.
2. Some existing sections are very narrow and quite dangerous with limited safety fencing and land slips.
3. Needs more directional signage, distances, lookouts, cultural significance, etc.

**Response/  
Comment**

Refer report

55

Bradley  
Vogel

1. Should be able to walk dog on leash. It shouldn't be banned. Police could fine people with off leash dogs.

**Response/  
Comment**

Refer report

56

Angela  
Fraser

1. Remove the nudist beach and so everyone can enjoy the full beach walk. The nudist beach is unsafe and ruins the experience when walking with your family.

**Response/  
Comment**

Refer report

57 I need to use a Mobility Scooter so I represent a large section of the Disabled Community in Port Macquarie. My enjoyment of the Track is therefore restricted to the flatter sections where there is a ramp and where there are no Steps. I can thus go from Westport Park to Town beach only, which I do.

My favourite sections are beach vistas but most of these areas are currently non accessible to Disabled persons. I can get to Harry's Lookout and Rocky beach and to Shelly Beach. But the remainder of the track is non disable friendly. It is pleasing to see that Disabled Parking has been provided in these areas.

Bruce Gibbs I would like to see more sections being made Disable friendly. I suggest the track from Shelly Beach south to Miners Beach is a good starting point with improvement made to the surface of the track to the lookout, where Miners Beach vista is seen. Opportunities for replacing steps with ramped sections should be identified and a Plan developed for these changes to be constructed urgently. When your Map is reprinted I suggest that the section where you can use a Mobility Scooter or similar equipment is coloured differently to the one used for the general track. Also the Map should indicate where disabled parking is available to raise awareness of ease of access to enjoy the track by Disabled persons.

The changes I have suggested fall in line with the objectives of the new Disability Inclusion Plan. Increasing the accessibility of all community members, locals and visitors, allows a greater appreciation and enjoyment for all, from accessing the vista of our beautiful natural coastal landscapes.

**Response/  
Comment** Refer report

58 Liz Brennan The provision of a few drinking points that do not require a bottle. Many runners don't run with a water bottle, the existing bottle stations have the water coming out with such force it's impossible to cup your hands and drink from them (plus you can only use one hand to do this because if needing to press a button).

**Response/  
Comment** Refer report

- 59
- Catherine Mardell
1. We need some formed stairs and a raised grid mesh boardwalk to connect to the northern end of Nobby's Beach to Pacific Drive please. It's a very well used track and the littoral rainforest needs protection.
  2. Also a car park just north of the informal north Nobby's track head would alleviate the problem of the car park at Nobby's and give some additional parking for Flynn's overflow.
  3. Also formed stairs at either end of Rocky Beach would be great to stop the erosion that is occurring on the informal tracks.
- Response/ Comment**
1. This area is an endangered ecological community of Coastal Headland Brushbox Littoral Rainforest. The formalisation of this track will require a study of the environmental impact. This will be explored further during the master planning process.
  2. This area is currently a bus stop. Space will be reviewed to assess the ability to include additional parking in this location.
  3. Access to Rocky Beach will be discouraged. Access to other beaches will be improved to retain some natural, untouched features like Rocky Beach.
- 60
- John Raddatz
- Found it a bit annoying that you can take your dog on a leash from the start of the walk in town until you hit Flynn's Beach. No dogs allowed on Flynn's or Shelly Beaches. Some signage near the Town Beach kiosk would be helpful or allow people to take their dogs if using the Coastal Walk with the usual requirements of clean up etc.
- Response/ Comment**
- Refer report
- 61
- Megan
1. Probably just fix up broken sections/ landslides and the waterfall section at Oxley beach.
  2. We are so lucky to have such a lovely walk so close to home. Thankyou
- Response/ Comment**
- Refer report
- 62
- Yvonne Ramsay
- The lovers' padlocks at Windmill Hill are ruining the wire fence. I suggest an idea that I saw in Moscow-several purpose built, strong metal trees for the locks to be attached to. The couples decorate them and they become a tourist attraction. There is plenty of space on the grass area. They would be very popular and look most attractive.

**Response/ Comment** The inclusion of public art and similar elements will be considered as a part of the master plan.

63

Tony Roberts

1. At the bottom of the timber steps that come off Pacific Drive onto Tuppeny Road there are no road markings and limited sight distance. In addition, when you are standing on the surf club side of the road wanting to cross west back to the timber steps there is zero sight distance. This is very dangerous. My suggestion would be to put in a marked pedestrian crossing here with suitable traffic calming devices to the north such as speed humps
2. At the southern end of the steps that lead down from the hill side onto Tuppeny Road near the intersection of Everard Street there is confusion to how to safely walk to the beach. It requires road marking and signage.

**Response/ Comment**

Refer report

64

David Bawden

My suggestion is to take this one step further using a lot of walking paths already in existence.

I think that the Coastal Track sort of finishes at Lighthouse with a dead end, if you start from the town end.....why not extend this further to return it back into town via the suburbs? Thus creating a full loop walk.

I would suggest that the new loop be as follows:

1. Town to Kinross Close. (Existing walkway)  
Existing walk from Kooloonbung walkway along this track and emerge out at Kooloonbung Close to join into the high grade walkway alongside Ocean Drive, past the hockey fields, past the Catholic Schools and with the existing footpath currently ending at Kinross Close (just near the town dam). All this walkway exists and requires no real work..just signage!
2. Kinross Close to Beech Tree Circ. (New walkway needed)  
Beech Tree Circuit to Sapphire Drive  
A walkway needs to be constructed over the next section to join up with the existing track just behind Beech Tree Circuit. This new track would need to follow alongside Ocean Drive past the water supply dam reserve.  
It would all be new. But by being on the eastern side of Ocean Drive it would avoid taking the track over this busy stretch of road because once it joins up with the track behind Beech Tree Circuit, this existing walking track goes under Ocean Drive and makes its way safely to Sapphire Drive.

18

3. Beech Tree Circuit to Sapphire Drive (Existing walkway)  
Thus from Beech Tree to Sapphire Drive no work is required as it exists and is high quality!

4. Sapphire Drive to Lighthouse Road via Matthew Flinders Drive. (New pathway on existing footpaths).

This section would go past Lighthouse Beach and Surf Club and join up to the end of the Coast Walk. This should be concreted from Sapphire to Lighthouse Road and located on the eastern side of Matthew Flinders Drive

#### CONCLUSION

Thus the walking loop of Port Macquarie would be completed giving an outstanding asset to our town.

The project would be to create the walkway in two sections only (2 and 4 above). All the rest already exists!!!!

Not everyone can complete the Coastal Walk, but the new Suburban walk section of the loop would allow prams, mobility scooters and electric walking chairs to all participate, because it would not have any steps! Also water stations and small exercise areas could be included as well.

#### Response/ Comment

The current scope of the Coastal Walk master plan is from Westport Park to Tacking Point Lighthouse. These proposed routes will be considered as a part of Council's future footpath planning. Refer to the report for further discussion on footpath development.



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**08 MAYOR'S SPORTING FUND APPLICATION**

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**CONSENSUS**

1. That Morgan Jean be granted the amount of \$350.00 to assist with the expenses he will incur travelling to and competing at the 2017 Pacific School Games (Swimming) to be held in Adelaide from 1 – 10 December 2017 inclusive.
2. That Wauchope High School's – Girl's Rugby Team be granted \$350.00 to assist with the expenses they will incur travelling to and competing at the NSW CHS School State Rugby 7's Championships to be held in Sydney on 9 August 2017.
3. That Sam Cobourn be granted the amount of \$500.00 to assist with the expenses he will incur travelling to and competing at the 14<sup>th</sup> World Wusu Championships in the sport of SANDA (Chinese Kung Fu Free-Fighting) to be held in Kazan, Russia from 26 September – 3 October 2017 inclusive.
4. That Mitchell Evans be granted the amount of \$150.00 to assist with the expenses he will incur as a member of the Under 16's NSW Country Rugby Union Team to compete at various locations during July and August 2017.
5. That Tamika Roach be granted the amount of \$300.00 to assist with the expenses she will incur competing at the State Inter-Schools Dressage Championships, State Youth Dressage Championships, both being held in Sydney during June and early July respectively and the State Pony Club Dressage Championships to be held in Tamworth during July 2017.
6. That Annika Toohey be granted \$500.00 to assist with the expenses she will incur competing as part of the NSW All Schools Girls Hockey Team to compete at the Nationals – Pacific School Games being held in Adelaide from 1 – 10 December 2017 inclusive.

# 3 Your Business and Industry

16/08/2017

## What we are trying to achieve

A region that is a successful place that has vibrant, diversified and resilient regional economy that provides opportunities for people to live, learn, work, play and invest.

## What the result will be

We will have:

- A strong economy that fosters a culture supportive of business and ensures economic development of the region
- Townships, villages and business precincts that are vibrant commercial, cultural, tourism, recreational and/or community hubs
- A region that attracts investment to create jobs
- Partnerships that maximise economic return and create an efficient and effective business environment

## How we will get there

- 3.1 Embrace business and a stronger economy
- 3.2 Create vibrant and desirable places
- 3.3 Embrace opportunity and attract investment to support the wealth and growth of the community
- 3.4 Partner for success with key stakeholders in business, industry, government, education and the community

## AGENDA

ORDINARY COUNCIL  
17/05/2017

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Item: 09.08Subject: OPPORTUNITIES FOR LOCAL FIRMS TO DO BUSINESS WITH  
COUNCILPresented by: Corporate Performance, Rebecca Olsen

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**Alignment with Delivery Program**

1.5.4 Use procurement, tendering and purchasing approaches that provide best value to the community.

**RECOMMENDATION****That Council:**

1. Continue to implement the currently adopted integrated strategy to support local business.
2. Place the draft Local Preference Policy incorporating a 5% Notional Price Offset, on public exhibition for a period of 28 days from 24 May to 21 June 2017.
3. Note that a further report will be tabled at the July 2017 meeting of Council, detailing the submissions received from the public during the exhibition period.

**Executive Summary**

A report was presented to the April 2015 ordinary Meeting of Council detailing a whole-of-Council integrated strategy which was designed to assist locally owned and operated businesses to be more competitive and ultimately more successful in winning a larger, growing share of Council's procurement spend. Since this time, staff have focussed on implementation of these actions.

This report presents a draft Local Preference Policy (LPP) for Council's further consideration to complement the currently adopted integrated strategy to support local business.

**Discussion**

Council's current integrated strategy to support local business through Council's purchasing of goods and services was adopted by Council at the Ordinary Council Meeting held on 15 April 2015. At that meeting, Council resolved, in part, as follows:

## AGENDA

ORDINARY COUNCIL  
17/05/2017*09.03 SUPPORTING LOCAL BUSINESS THROUGH COUNCIL'S PURCHASING  
OF GOODS AND SERVICES**RESOLVED: Turner/Levido**That Council:**1. Note the Key Outcomes and Recommendations listed in the report being the whole-of-Council integrated strategy designed to assist locally owned and operated businesses to be more competitive and ultimately more successful in winning a larger, growing share of Council's procurement spend.**CARRIED: 8/0**FOR: Besseling, Cusato, Griffiths, Intemann, Levido, Roberts, Sargeant and Turner**AGAINST: Nil*

Since that time Council staff have continued to implement the adopted strategy under the key areas of:

- Engagement and Collaboration
- Access to Information
- Council Staff Engagement.

Key actions implemented to date include:

Engagement and Collaboration

- Formal tender debriefs and constructive feedback provided to unsuccessful tenderers;
- Annual supplier / business forums held providing information regarding Council tender processes, upcoming opportunities, and generally how to do business with Council;
- The facilitation of tender writing workshops to assist suppliers to provide tender responses that meet specific tendering requirements.

Access to Information

- Enhanced content added to Council's website to better inform suppliers of upcoming opportunities;
- Broader advertising of upcoming opportunities implemented, including via Council's Economic Development Matters newsletter.

Council Staff Engagement

- Ongoing training and awareness provided to staff to promote purchasing from local suppliers.

In adopting the current strategy, it was reported in April 2015 that legal advice received at the time highlighted that there are inherent legal risks associated with the implementation of a local preference policy, specifically in the areas of transparency, consistency, fairness, conflicts of interest and competition law.

Draft Local Preference Policy - 5% Notional Price Offset

A report (attached) was presented to Council at the Ordinary March 2017 Council meeting in response to the following resolution:

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## AGENDA

ORDINARY COUNCIL  
17/05/2017**11.01 NOTICE OF MOTION - OPPORTUNITIES FOR LOCAL FIRMS TO DO BUSINESS WITH COUNCIL****RESOLVED:** Turner/Hawkins*That Council:*

1. Request the General Manager provide a briefing to Councillors in early 2017 outlining options and strategies to increase the opportunities for local firms to do business with Council.
2. Request the General Manager provide a report to the Ordinary Council Meeting on 15 March 2017 outlining options and strategies to increase the opportunities for local firms to do business with Council that complement the current Council adopted integrated strategy for local supply.

**CARRIED:** 9/0**FOR:** Besseling, Alley, Cusato, Dixon, Griffiths, Hawkins, Intemann, Levido and Turner**AGAINST:** Nil

At this meeting, Council resolved as follows:

**09.12 OPPORTUNITIES FOR LOCAL FIRMS TO DO BUSINESS WITH COUNCIL****RESOLVED:** Turner/Hawkins

*That Council request the General Manager develop a draft Local Preference Policy incorporating a 5% Notional Price Offset, to be presented to the April 2017 Ordinary Council Meeting for consideration.*

**CARRIED:** 7/1**FOR:** Besseling, Alley, Dixon, Hawkins, Intemann, Levido and Turner**AGAINST:** Cusato

Accordingly this report presents a draft Local Preference Policy (as attached), incorporating a 5% Notional Price Offset\* for Council's further consideration. To allow further research into the development of a draft Policy, this report had been deferred to the May 2017 meeting.

\* Price or "Notional Offset" provides a set percentage discount to the pricing submitted by local suppliers to be used in the tender evaluation process. It offers a price advantage to local / regional suppliers during the tender evaluation. For example, if a 5% Price Offset was applied to a local supplier that submitted a \$400,000 tender, the price used in the evaluation / scoring process would be reduced by \$20,000 to \$380,000. If the tender was ultimately successful ie being the most advantageous to Council, a contract would be entered into for the full submitted price of \$400,000.

It should be noted that this could lead to Council paying more for goods and services. For example, if all criteria other than price were equal, the following table shows the result if assessing under a Local Preference Policy Incorporating a Notional Offset:

<b>Tenderer</b>	<b>Local</b>	<b>Non-Local</b>
<b>Submitted Price</b>	\$400,000	\$385,000
<b>Price Offset applied under a notional price offset policy</b>	\$20,000	0
<b>Tender Price Assessed</b>	\$380,000	\$385,000
<b>Result</b>	<b>Winning tender. Council Pays \$400,000</b>	

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## AGENDA

ORDINARY COUNCIL  
17/05/2017

The following table shows the result if assessing without a Local Preference Policy:

Tenderer	Local	Non-Local
Submitted Price	\$400,000	\$385,000
Price Offset applied under a notional price offset policy	0	0
Tender Price Assessed	\$400,000	\$385,000
Result		Winning tender. Council Pays \$385,000

The draft Policy includes a cap to minimise the potential cost to Council from such a Policy. The draft Policy has been reviewed by Lindsay Taylor Lawyers to minimise Council's exposure to the inherent legal risks associated with local preference policies, which as previously reported to Council, include the potential for:

- breaches of the obligation under clause 178 of the *Local Government (General) Regulation 2005* to accept the most advantageous tender ie best value;
- breaches of the *Competition and Consumer Act 2010* ie lessening of competition;
- challenges as a result of lack of transparency, consistency and fairness.

These risks cannot be entirely excluded through the terms and management of a LPP and associated procurement documents. Advice received from Lindsay Taylor Lawyers is reflected in the body of this report.

According to legal advice, it could be argued that such a Price Offset is acceptable as it won't have such an impact on price that Council cannot justify the successful tenderer as having lodged the "most advantageous" tender, and will not be sufficient to cause a substantial lessening of competition in the market.

In certain circumstances, a price offset can play a significant role, such as when the market for the particular services or works involves a small profit margin.

Further work is currently being undertaken to ascertain any further detail that may be required to the Policy - if required and where relevant this will be incorporated into the final Policy following the submission period for consideration by Council.

#### Weighted Local Preference/Local Content selection criteria Policies

Some Councils have adopted Local Preference Policies that take a different approach to the notional price offset approach detailed above. These contain a specific weighted local preference and local content selection criteria.

In respect of these policies, Lindsay Taylor Lawyers provided the following advice:

- such policies have the potential to provide "a significant competitive advantage to 'local content' in the procurement process" and "has the potential to distort the outcome of a procurement process".

Under such a Policy, the weighting criteria (assuming for simplicity that the criteria are weighted the same) may look something like:

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## AGENDA

ORDINARY COUNCIL  
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Criteria	Weighting
1. Experience	20%
2. Capability, technical expertise, financial	20%
3. Program, delivery times	20%
<b>4. Local supplier content</b>	<b>20%</b>
5. Pricing	20%
Total	100%

Assuming that criteria 1,2 and 3 are the same, a local supplier who can increase their scoring with local supplier content can submit a much higher price than a non-local supplier and still win the tender. The cost to Council can be significantly more than with a price offset criteria.

It is considered that this approach contains significantly more risk than a Policy that contains a notional price offset provision.

In preparation for the March 2017 report to Council, Council staff contacted a number of Councils as part of the research undertaken. Subsequent contact was made to determine if there has been any measurement undertaken of quantifiable benefit, but this has not occurred in any of the Councils that were contacted.

Social Procurement

Further to the report tabled at the Ordinary Council Meeting held on 15 March 2017, staff have also investigated an alternative "social procurement policy" approach adopted by some Councils.

A similar approach was researched by Council staff in late 2014/early 2015 as part of the research undertaken before the development of the current strategy to support local business.

Social procurement may be seen as being motivated and informed by a Council's role of civic leadership in its local area and desire to benefit the local community and promote social justice through its procurement activities.

Such a policy seeks to incorporate social benefit into procurement within the context of purchasing on a value for money basis. The Policy considers local supply / local content and community benefit (eg community sponsorships / philanthropic activities, employment and training opportunities etc) split 50/50 within a combined weighted selection criteria with a weighting of various percentages of the total evaluation.

It is considered that a social procurement policy is in essence a Weighted Local Preference/Local content Policy with the same inherent legal risks in that it has the potential to provide "a significant competitive advantage to 'local content' in the procurement process" and "has the potential to distort the outcome of a procurement process".

According to legal advice received on the specific application of a Social Procurement Policy (SPP) are the following:-

- legal risks involved in potential breaches of the LG Act and LG Reg and the CC Act through the application of the APP, including but not limited to:
  - o the risk of substantial pecuniary penalties if the CC Act is breached,

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ORDINARY COUNCIL  
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- the risk of substantial claims for damages by suppliers who suffer loss or damages as a consequence of a breach,
- confusion amongst stakeholders as the scope and application of the SPP having regard to key definitional matters, particularly those relating to local suppliers, local content and local area,
- criticism, complaints and challenges from suppliers who are unsuccessful because of the application of the SPP,
- reputational damage as an entity with whom others may not wish to conduct because of the SPP,
- reduced access to, or higher costs for, goods, services and facilities resulting from:
  - the application of the SPP itself in circumstances where suppliers are not awarded the lowest priced contract,
  - persons being reluctant to conduct business with the Council,
- community criticism resulting from increased costs to the Council and the wider community through the application of the SPP,
- resource diversion involved in dealing with criticism, complaints, challenges and the like concerning the SPP.

Summary

Council currently has in place an integrated strategy to support local business and does spend a significant amount in the local community.

Local preference policies can operate in a number of ways but generally give advantage to locals over and above other suppliers. For this reason, such policies may be favoured by local suppliers.

Local preference policies however, carry a number of legal risks depending on their nature. In this report, a number of manifestations of a local preference policy have been referred to: namely:

- A Notional Price Offset
- Weighted Local Preference/Local Content selection criteria
- Social procurement.

Any approach that favours local suppliers is fundamentally unfair to persons other than local suppliers. Some legal risks can be managed by additional rigour in administration and documentation, but unfairness cannot be addressed.

It is considered that a notional price offset, rather than a weighted local preference/social procurement policy is more transparent, more able to be consistently applied and less likely to dissuade suppliers from tendering. On balance, it is therefore considered that of the local preference options, a policy incorporating a notional price offset represents the least risk to Council in comparison to the other forms of an LPP presented in this report.

**Options**

Council has the option to:

- Maintain the status quo, and continue to implement the currently adopted integrated strategy to support local business through Council's purchasing of goods and services; or

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Attachment 1

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## AGENDA

ORDINARY COUNCIL  
17/05/2017

- To implement a 12 month trial of the Local Preference Policy incorporating a 5% Notional Price Offset. This trial can take place once Council has adopted the Policy and will enable Council to measure its success during the trial period.
- Give further consideration to the implementation of a weighted local preference/social procurement policy.

**Community Engagement & Internal Consultation**

Internal consultation has been undertaken with:

- General Manager
- Director, Corporate Performance;
- Group Manager, Governance and Procurement;
- Group Manager, Commercial Business Units;
- Strategic Procurement Manager;
- Procurement Operations Coordinator.

**Planning & Policy Implications**

The implementation of any Local Preference Policy will also result in the need for a comprehensive review and revision of Council's current suite of procurement policies, procedures, tendering and request for quotation documentation etc to ensure that all relevant procurement documents refer to and explain the application of the LPP to ensure transparency, consistency of application, and to reduce challenges by unsuccessful tenderers.

**Financial & Economic Implications**

The implementation of a LPP poses an additional administrative, process and financial burden on Council with evaluation criteria, evaluation processes, and Council tender reports needing to specifically address how Council is satisfied that it will still select the most advantageous tender when the LPP is applied.

The implementation of a LPP has the potential to add costs to goods and services, in that Council may pay more for a contract than it otherwise would due to the application of the LPP as described in the body of the report, however the Draft Policy as proposed mitigates this somewhat with a 5% notional price offset and an overall cap.

**Attachments**

1. March 2017 Report to Council
2. Draft Tendering Local Preference Policy

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Item 11.01  
Attachment 1

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**Authorised by:** <authority>  
**Authorised date:** DD/MM/YYYY  
**Effective date:** DD/MM/YYYY  
**Next review date:** DD/MM/YYYY  
**File Number:** D2017/105567

## Tendering Local Preference Policy

### 1. INTRODUCTION

This Policy has been introduced to support local businesses and encourage local economic business activity for the benefit of the Port Macquarie - Hastings community. The Policy complements Council's integrated strategy to support local business.

This Policy should be read in conjunction with Council's Procurement Policy and Tendering Procedure, and in consideration of Council's legislative obligation under clause 178 of the *Local Government (General) Regulation 2005* to "accept the tender that, having regard to all the circumstances, appears to it to be the most advantageous".

### 2. POLICY STATEMENT

Council is committed to supporting the local economy and enhancing the capabilities of local business and industry. The objective of this Policy is to create a framework that ensures Council gives due consideration to the actual and potential benefits to the local economy of sourcing goods and services locally where possible, whilst maintaining a value for money approach at all times.

The intention of this Policy is to support Council's commitment to achieving the best value for money outcome to Council and the community, while maximising opportunities for local business to compete for Council business.

Council acknowledges that it has an important role to play in the local economy and is committed to assisting local industry engage in business with Council. To assist local industry and local economic development, Council will apply this Policy within its tendering procedures as set out in this Policy.

Council is also concerned to ensure that application of this Policy does not have an adverse effect on competition and does not cause Council to breach its obligations under the *Competition and Consumer Act 2010* (CCA). Council will determine, before calling tenders for any contract, whether the Policy can be applied without breaching the CCA and having an adverse impact on competition. Section 4 of this Policy set out the matters that will be considered in determining whether this Policy applies.

### 3. OPERATION OF THE POLICY

When assessing a tender in accordance with Council's Tendering Procedure, the procurement decision will be based on best value for money and the most advantageous result for Council after considering a range of weighted price and non-price (quality) evaluation criteria as set out in any tender documents.

If this Policy applies to the particular tender, any Local Supplier who lodges a tender with Council will be granted a notional offset of the lesser of 5% or \$25,000 against that Local Supplier's submitted tender price, for the purposes only of evaluating the tenders, and awarding the contract.

Applying a notional reduction in price will increase the competitiveness of a Local Supplier against other suppliers. The \$25,000 cap on the offset is intended to limit the financial impact of this Policy.

As price is only one factor for consideration in the evaluation of a tender, the application of the notional offset does not guarantee that the tenderer receiving the offset will be the successful tenderer.

For the avoidance of doubt, the price actually paid by Council under any resulting contract will be the submitted tender price, not including the offset.

The notional offset will operate as shown in the following examples:

**Example 1:** Assuming price is equal

Location	Price offset applied	Submitted tender price	Tender price assessed
Local Supplier	5%	\$400,000 Offset applied \$20,000	\$380,000
Non-Local Supplier	Nil	\$400,000	\$400,000

**Example 2:** Assuming price is equal

Location	Price offset applied	Submitted tender price	Tender price assessed
Local Supplier	5%	\$600,000 Offset applied \$25,000 limited by the max. cap	\$575,000
Non-Local Supplier	Nil	\$600,000	\$600,000

**Example 3:** Assuming price is not equal

Location	Price offset applied	Submitted tender price	Tender price assessed
Local Supplier	5%	\$400,000 Offset applied \$20,000	\$380,000
Non-Local Supplier	Nil	\$380,000	\$380,000

#### 4. APPLICATION OF POLICY

Before tenders are called, Council is to firstly determine whether the tender relates to regulatory, service or business activities of Council and therefore whether the CCA applies to the calling of the tender.

##### *Regulatory Activities*

If the tender relates to Council's regulatory activities, this Policy applies.

Examples of regulatory activities of Council include granting approvals and issuing orders under the *Environmental Planning & Assessment Act 1979* and *Local Government 1993*.

##### *Service Activities*

Where the tender relates to Council's service activities, Council must determine whether the service activity is, or is not, an activity in which Council carries on a business.

In determining whether the service activity involves the carrying on of a business, Council will consider the following factors:

- whether the activity involves trading or commercial transactions or is carried out in a business context;
- whether the activity is carried out regularly and systematically; and
- whether the activity is similar to activities a private trader would carry out, rather than being governmental in nature.

Where the tender relates to Council's service activities which are not activities in which Council carries on a business, this Policy will apply.

Examples of service activities of Council which are not activities in which Council carries on a business are domestic waste collection, local roadworks, maintenance and provision of sewerage and drainage systems and operation of libraries.

Where the tender relates to service activities which are activities in which Council carries on a business, this Policy will only apply if Council further determines whether the application of the notional offset to the tender price for Local Suppliers would have an anti-competitive effect, such that it would substantially lessen competition in a market (as that terminology is used in the CCA).

Examples of service activities of Council which are activities in which Council carries on a business are water supply, and commercial waste management services provided on a price competitive basis.

#### *Business Activities*

Where the tender relates to Council's business activities, this Policy will not apply if Council further determines that the application of the notional offset to the tender price for Local Suppliers would have an anti-competitive effect, such that it would substantially lessen competition in a market (as that terminology is used in the CCA).

Examples of business activities of Council are the operation of the airport, the Glasshouse and crematorium.

#### *Anti-Competitive Effect*

In determining whether the application of the notional offset in this Policy to a tender submitted by a Local Supplier would have the effect of substantially lessening competition in a market, Council will consider:

- the competitive nature of the market for the relevant contract; this goes beyond mere consideration of the market by directing attention towards the level of competition, and the number of potential tenderers;
- the likely effect that application of the notional offset in this Policy will have on the market, which may involve consideration of the impact of the offset on the likely tendered prices (for example, given the \$25,000 cap, the notional offset may have a lesser impact in relation to tenders with a very high expected price); and
- whether Council is a significant, or even the only, purchaser of the types of goods and services to which the tender relates.

If Council determines that this Policy will apply to a tender, this will be noted in the relevant tender documents including in:

- the request for tender, tendering advertisement and procurement plan;
- the conditions of tender; and
- the applicable response schedule for tenderers.

Council reserves its right during the evaluation of submitted tenders to determine not to apply the notional offset in this Policy if it forms the view, for any reason, that application of the notional offset is **not** consistent with Council's obligations under the CCA. Tender documents will be drafted to reflect that Council will reserve this right.

The process to be followed in determining whether this Policy applies to a tender, and whether the notional offset will be applied, is further set out in the flow chart annexed to this Policy.

## 5. LOCAL SUPPLIER

A tenderer will be a Local Supplier for the purposes of this Policy if it is a business which:

- in the case of a business which has been operating for more than 3 months prior to lodging the relevant tender:
  - has its principal place of business within the LGA or within 5 kilometres of the boundaries of the LGA and has had for the 3 months prior to the lodging of the relevant tender; and
  - operates within a market within the LGA and has been doing so for the 3 months prior to the lodging of the relevant tender, or
- in the case of a new business which has not been operating for 3 months, has its principal place of business within the LGA or within 5 kilometres of the boundaries of the LGA, and has been operating or is proposing to operate within a market in the LGA.

The onus will be on the tenderer claiming to be a Local Supplier to provide the necessary supporting evidence with its tender to establish that it is a Local Supplier.

Council will accept ASIC documents as proof of a principal place of business. In respect of whether a business operates in a market within the LGA, Council would expect the evidence submitted to include invoices or copies of other contracts or purchase orders which demonstrate the carrying on of a business within the LGA.

Decisions about a tenderer's status as a Local Supplier will be made by the tender evaluation panel established for the relevant tender. The decision of the tender evaluation panel in that regard is final and not subject to challenge.

## 6. RESPONSIBILITIES AND AUTHORITIES

The following Council officers are responsible for the implementation of this Policy, monitoring compliance, and ensuring that the Policy is reviewed and updated as necessary to meet external compliance:

- General Manager;
- Directors;
- Group Manager Governance and Procurement;
- Strategic Procurement Manager.

This Policy applies to all Council staff involved in tendering processes.

## 7. REFERENCES

- Port Macquarie - Hastings Council Procurement Policy;
- Port Macquarie - Hastings Council Tendering Procedure.
- *Local Government Act 1993*;
- *Local Government (General) Regulation 2005*;
- *Competition and Consumer Act 2010*;
- Office of Local Government Tendering Guidelines for NSW Local Government;

## 8. DEFINITIONS

- **CCA** means the *Competition and Consumer Act 2010*
- **Council officer**: A member of Council staff.
- **Director** means a Council officer whose title includes the word 'Director'
- **General Manager** means the General Manager of the Council within the meaning of the *Local Government Act 1993*;
- **Group Manager** means a Council officer whose title includes the words 'Group Manager'.
- **LGA** means the area constituted under Part 1 of Chapter 9 of the *Local Government Act 1993* for Port-Macquarie-Hastings Council.

- **Local Supplier** means a tenderer which the Council determines to be a local supplier for the purposes of this Policy under section 4 of this Policy.

**9. PROCESS OWNER**

- Group Manager Governance and Procurement.

**10. AMENDMENTS**

New document.

DRAFT



# 4 Your Natural and Built Environment

16/08/2017

## What we are trying to achieve

A connected, sustainable, accessible community and environment that is protected now and into the future.

## What the result will be

We will have:

- Effective management and maintenance of essential water, waste and sewer infrastructure
- A community that is prepared for natural events and climate change
- Sustainable and environmentally sensitive development outcomes that consider the impact on the natural environment
- Accessible transport network for our communities
- Infrastructure provision and maintenance that meets community expectations and needs
- Well planned communities that are linked to encourage and manage growth
- Accessible and protected waterways, foreshores, beaches and bushlands
- An environment that is protected and conserved for future generations
- Renewable energy options that are understood and accessible by the community

## How we will get there

- 4.1 Provide (appropriate) infrastructure and services including water cycle management, waste management, and sewer management
- 4.2 Aim to minimise the impact of natural events and climate change, for example, floods, bushfires and coastal erosion
- 4.3 Facilitate development that is compatible with the natural and built environment
- 4.4 Plan for integrated transport systems that help people get around and link our communities
- 4.5 Plan for integrated and connected communities across the Port Macquarie-Hastings area
- 4.6 Restore and protect natural areas
- 4.7 Provide leadership in the development of renewable energy opportunities
- 4.8 Increase awareness of issues affecting our environment, including the preservation of flora and fauna



**Review of proposed upgrade to LED lighting  
for eligible Category P street lighting  
Port Macquarie Hastings Council**

Date: 22 June 2017



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## 1 Recommendation to Port Macquarie Hastings Council

A proposal from Essential Energy to upgrade eligible Category P (local) street lighting to LED provides an opportunity for Port Macquarie Hastings Council to make significant energy savings and cost savings. Street lighting across NSW is moving towards LED technology and this will occur over the next several years for both local and main roads (Category V).

PMHC received a proposal from Essential Energy to upgrade 5,583 eligible luminaires to LED, out of Council's total street lighting inventory of 7,690 luminaires. Four LED technology options were offered. Of these Option 1 (all Gerard LED luminaires) is the most cost effective.

The benefits of the Option 1 Gerard proposal are summarised below.

Option 1 (Gerard)	Amount
Capital cost (payable to Essential Energy)	\$2,025,218
Energy Savings Certificate (ESC) discount	\$120,266
Net cost to PMHC	\$1,904,953
Annual energy saving	859,532 kWh
Annual energy cost saving	\$117,648
Annual SLUOS saving	\$225,104
Simple payback	4.9 years
Net present value benefit compared with doing nothing, to 2030 at 7% discount rate	\$1,609,959

It is recommended that Council consider a modified Option 1 proposal, where assets with a significant residual value are omitted from the LED upgrade. The omission of 94 luminaires with residual value in excess of \$1,000 from the upgrade would reduce the capital cost by \$257,117. Energy savings will be slightly lower in this case, however a simple payback is achieved in 4.4 years, and the net present value is improved by nearly \$200,000 compared with the unmodified Option 1 proposal. This option is summarised below.

Option 1 modified (Gerard) – residual value decreased by omission of 94 luminaires	Amount
Capital cost (payable to Essential Energy)	\$1,768,101
Energy Savings Certificate (ESC) discount	\$118,221
Net cost to PMHC	\$1,649,880
Annual energy saving	844,920 kWh
Annual energy cost saving	\$115,648
Annual SLUOS saving	\$221,277
Simple payback	4.4 years
Net present value benefit compared with doing nothing, to 2030 at 7% discount rate	\$1,805,278

At the next bulk replacement for Category V (main) roads (est 2021) it is expected that eligible LED technologies will be available for Council to select, and additional capital costs will be incurred at this time, as well as returns comparable to the current proposal. It is estimated that up to \$2million will be required, excluding any discounts or incentives that may be available. Council should begin to make provision for this project. The energy saving for upgrading Category V luminaires is expected to be 1,136 MWh per year, which would bring total energy savings in street lighting to more than 1,980 MWh per year, more than 10% of Council's grid electricity consumption.





## Proposed LED Street Lighting Upgrade – Category P luminaires: PMHC

the capital cost and liaison with Essential Energy to understand what, if any, capital costs may be incurred in future bulk upgrades for these lamps. A secondary assessment looks at residual values as part of the business case and assesses the impact if high residual value assets are omitted from the LED program of work

- Preparation of summary report and recommendations to PMHC



## Proposed LED Street Lighting Upgrade – Category P luminaires: PMHC

### 3 Inputs to the business case

#### 3.1 Background inputs

The main input to the assessment of the street lighting LED upgrade case is Essential energy's excel workbook, supplied by PMHC. This sets out a range of inputs to the proposal, including:

- Summary of cost components making up the proposed net cost to PMHC for each of 4 LED options,
- Summary of SLUOS charges that will apply to the 4 options, based on negotiated agreed rates between Essential Energy and representatives of local governments,
- Details underpinning the calculation of each cost component and supporting new SLUOS charges

A secondary input is a document prepared by Essential Energy that includes explanatory notes accompanying the excel workbook. Central to this is the outline of how the net costs to PMHC are worked out, as shown below.

#### Breakdown of Summary Page

Peake Shire Council Bulk LED Upgrade Summary



	Number of Upgraded Luminaires	Cost of Upgrade	Discount for Tariff 2 Luminaires	Discount for Bulk Lamp	Residual Value	Total Cost for Council	Essential Energy's Contribution
Option 1	382	\$ 142,053	9,190	21,191	40,790	152,466.20	\$ 30,381.78
Option 2	382	\$ 125,904	9,190	21,191	40,790	136,314.04	\$ 30,381.75
Option 3	382	\$ 137,104	9,190	21,191	40,790	147,516.32	\$ 30,381.79
Option 4	382	\$ 153,299.13	9,190.27	21,191.50	40,790.92	163,668.28	\$ 30,381.77

	P4/PS Luminaire Power Consumption (Watts)	P3 Luminaire Power Consumption (Watts)	LED Annual SLUOS (Current Proposed Negotiated)
Option 1	22.6	42	\$ 13,958.01
Option 2	23	42	\$ 13,353.47
Option 3	25	42	\$ 14,647.48
Option 4	22.6	42	\$ 13,252.03

## Option Summary:

Option 1 All Gerard - (P4/S) StreetLED 18W and (P3) StreetLED 36W  
 Option 2 Gerard + GE - (P4/S) GE Evolve 25W and (P3) StreetLED 36W  
 Option 3 GE + Pecan - (P4/S) GE Evolve 25W and (P3) Pecan 42W  
 Option 4 Gerard + Pecan - (P4/S) StreetLED 18W and (P3) Pecan 42W

Of primary importance in this document in terms of PMHC's net costs is the Residual Value of assets that are to be upgraded, and whether some of this cost can be mitigated through bulk upgrade timing and/or omission of certain assets from the upgrade.

Two other inputs are relevant in terms of assessing the business case for LEDs – i.e. benefits to offset the capital cost for the new luminaires. These include;

- Lighting load table<sup>1</sup>: all eligible unmetered devices in the NEM have an agreed power consumption and agreed operating hours to support billing by networks and retailers. For unmetered public lighting in the PMHC there are three types of lamps that are proposed to

<sup>1</sup> [https://www.aemo.com.au/-/media/Files/Electricity/NEM/Retail\\_and\\_Metering/NEM-Load-Tables-For-Unmetered-Connection-Points.pdf](https://www.aemo.com.au/-/media/Files/Electricity/NEM/Retail_and_Metering/NEM-Load-Tables-For-Unmetered-Connection-Points.pdf)





## Proposed LED Street Lighting Upgrade – Category P luminaires: PMHC

be upgraded. These are summarised below, showing the prefix that identifies these lamps, their nominal wattage and their agreed actual system wattage inclusive of ballast losses. The actual wattage is used to determine energy consumption. Street lighting run hours are taken to be 4300 hours per year, equal to 11.8 hours per day on average.

Lamp type	Prefix	Nominal watt	Actual system watts
Compact fluorescent	FLU0350	42 W	46.4 W
High pressure sodium	HPS0020	70 W	86 W
Mercury vapour	MVA0020	80 W	95.8 W

- Energy contract: PMHC is mid-way through a three year agreement for supply of electricity for street lighting. This agreement expires in December 2018. Recent trends in the wholesale electricity market have seen very steep rises in contestable energy rates for customers, including local governments. It is possible that a similar step-change in rates will apply to PMHC's street lights following the end of the current contract. For the purposes of this analysis, the following assumptions are applied:
  - Existing energy rates are used until end 2018 (see below)
  - Energy rates then increase to 12¢/kWh for Peak and Shoulder energy, and 7¢/kWh for Offpeak energy for the next three years. These rates are approximately 10% lower than has been observed in recently negotiated 3-year agreements in NSW. In subsequent years these rates escalate at 2.5% per year
  - Network rates for street lighting are taken from Essential Energy's published rates for 2017-18, and then assumed to escalate at 2.5% per year
  - Environmental and market charges are additional to these rates and are taken to be 1.3 ¢/kWh in 2017-18 with escalation at 2.5% per year thereafter

Energy rates under the current agreement are tabulated below, with proposed future rates set out below this. It is noted that the Offpeak rates are the most relevant for street lighting, with 76% of street lighting electricity consumed during this period.

Year	Peak rate ¢/kWh	Shoulder rate ¢/kWh	Offpeak rate ¢/kWh
2016	6.3033	3.7568	3.2764
2017	6.8655	4.0939	3.3333
2018	7.1133	4.2962	3.4862
2019	12.0	12.0	7.0
2020	12.0	12.0	7.0
2021	12.0	12.0	7.0
2022	Escalation at 2.5% p.a. from 2021 rates		



## Proposed LED Street Lighting Upgrade – Category P luminaires: PMHC

## 3.2 Scope of upgrade

The proposed LED bulk upgrade is limited to eligible Category P luminaires, essentially non-decorative local road lighting. While PMHC has 7,690 street lighting luminaires in total (unmetered), the proposal applies to 5,583 luminaires. The remainder are Category V (main road) lights and decorative lighting.

Current Tariff	New Tariff	New Tariff	New Tariff	New Tariff	Number of Luminaires Upgraded
FLU0350-ST-1620-003-B	LED0003-ST-3240-004-B	LED0006-ST-3600-004-B	LED0006-ST-3600-004-B	LED0003-ST-3240-004-B	320
FLU0350-ST-1620-004-B	LED0003-ST-3240-004-B	LED0006-ST-3600-004-B	LED0006-ST-3600-004-B	LED0003-ST-3240-004-B	1,698
FLU0350-ST-1620-005-B	LED0003-ST-3240-004-B	LED0006-ST-3600-004-B	LED0006-ST-3600-004-B	LED0003-ST-3240-004-B	6
FLU0350-ST-1660-003-B	LED0003-ST-3280-004-B	LED0006-ST-3640-004-B	LED0006-ST-3640-004-B	LED0003-ST-3280-004-B	4
FLU0350-ST-1660-004-B	LED0003-ST-3280-004-B	LED0006-ST-3640-004-B	LED0006-ST-3640-004-B	LED0003-ST-3280-004-B	63
FLU0350-ST-1660-005-B	LED0003-ST-3280-004-B	LED0006-ST-3640-004-B	LED0006-ST-3640-004-B	LED0003-ST-3280-004-B	2
FLU0350-ST-1700-003-B	LED0003-ST-3320-004-B	LED0006-ST-3680-004-B	LED0006-ST-3680-004-B	LED0003-ST-3320-004-B	46
FLU0350-ST-1700-004-B	LED0003-ST-3320-004-B	LED0006-ST-3680-004-B	LED0006-ST-3680-004-B	LED0003-ST-3320-004-B	2,250
FLU0350-ST-1700-005-B	LED0003-ST-3320-004-B	LED0006-ST-3680-004-B	LED0006-ST-3680-004-B	LED0003-ST-3320-004-B	7
FLU0350-ST-1710-003-B	LED0003-ST-3320-004-B	LED0006-ST-3680-004-B	LED0006-ST-3680-004-B	LED0003-ST-3320-004-B	4
FLU0350-ST-1710-004-B	LED0003-ST-3320-004-B	LED0006-ST-3680-004-B	LED0006-ST-3680-004-B	LED0003-ST-3320-004-B	52
FLU0350-ST-1720-004-B	LED0003-ST-3340-004-B	LED0006-ST-3700-004-B	LED0006-ST-3700-004-B	LED0003-ST-3340-004-B	36
FLU0350-ST-1730-004-B	LED0003-ST-3350-004-B	LED0006-ST-3710-004-B	LED0006-ST-3710-004-B	LED0003-ST-3350-004-B	16
HPS0020-ST-0040-001-B	LED0001-SI-3000-003-B	LED0001-SI-3000-003-B	LED0009-SI-3960-003-B	LED0009-SI-3960-003-B	58
HPS0020-ST-0040-002-B	LED0001-SI-3000-003-B	LED0001-SI-3000-003-B	LED0009-SI-3960-003-B	LED0009-SI-3960-003-B	12
HPS0020-ST-0040-003-B	LED0001-SI-3000-003-B	LED0001-SI-3000-003-B	LED0009-SI-3960-003-B	LED0009-SI-3960-003-B	5
HPS0020-ST-0040-004-B	LED0001-SI-3000-003-B	LED0001-SI-3000-003-B	LED0009-SI-3960-003-B	LED0009-SI-3960-003-B	112
HPS0020-ST-0040-005-B	LED0001-SI-3000-003-B	LED0001-SI-3000-003-B	LED0009-SI-3960-003-B	LED0009-SI-3960-003-B	5
HPS0020-ST-0350-001-B	LED0001-SI-3040-003-B	LED0001-SI-3040-003-B	LED0009-SI-4000-003-B	LED0009-SI-4000-003-B	2
HPS0020-ST-0350-002-B	LED0001-SI-3040-003-B	LED0001-SI-3040-003-B	LED0009-SI-4000-003-B	LED0009-SI-4000-003-B	1
HPS0020-ST-0350-004-B	LED0001-SI-3040-003-B	LED0001-SI-3040-003-B	LED0009-SI-4000-003-B	LED0009-SI-4000-003-B	2
HPS0020-ST-0360-001-B	LED0001-SI-3080-003-B	LED0001-SI-3080-003-B	LED0009-SI-4040-003-B	LED0009-SI-4040-003-B	23
HPS0020-ST-0360-002-B	LED0001-SI-3080-003-B	LED0001-SI-3080-003-B	LED0009-SI-4040-003-B	LED0009-SI-4040-003-B	11
HPS0020-ST-0360-003-B	LED0001-SI-3080-003-B	LED0001-SI-3080-003-B	LED0009-SI-4040-003-B	LED0009-SI-4040-003-B	11
HPS0020-ST-0360-004-B	LED0001-SI-3080-003-B	LED0001-SI-3080-003-B	LED0009-SI-4040-003-B	LED0009-SI-4040-003-B	136
HPS0020-ST-0360-005-B	LED0001-SI-3080-003-B	LED0001-SI-3080-003-B	LED0009-SI-4040-003-B	LED0009-SI-4040-003-B	2
HPS0020-ST-0730-001-B	LED0001-SI-3090-003-B	LED0001-SI-3090-003-B	LED0009-SI-4050-003-B	LED0009-SI-4050-003-B	40
HPS0020-ST-0730-003-B	LED0001-SI-3090-003-B	LED0001-SI-3090-003-B	LED0009-SI-4050-003-B	LED0009-SI-4050-003-B	4
HPS0020-ST-0730-004-B	LED0001-SI-3090-003-B	LED0001-SI-3090-003-B	LED0009-SI-4050-003-B	LED0009-SI-4050-003-B	4
MVA0020-ST-0010-001-B	LED0003-ST-3240-004-B	LED0006-ST-3600-004-B	LED0006-ST-3600-004-B	LED0003-ST-3240-004-B	3
MVA0020-ST-0010-002-B	LED0003-ST-3240-004-B	LED0006-ST-3600-004-B	LED0006-ST-3600-004-B	LED0003-ST-3240-004-B	4
MVA0020-ST-0010-004-B	LED0003-ST-3240-004-B	LED0006-ST-3600-004-B	LED0006-ST-3600-004-B	LED0003-ST-3240-004-B	6
MVA0020-ST-0990-001-B	LED0003-ST-3320-004-B	LED0006-ST-3680-004-B	LED0006-ST-3680-004-B	LED0003-ST-3320-004-B	14
MVA0020-ST-0990-002-B	LED0003-ST-3320-004-B	LED0006-ST-3680-004-B	LED0006-ST-3680-004-B	LED0003-ST-3320-004-B	527
MVA0020-ST-0990-003-B	LED0003-ST-3320-004-B	LED0006-ST-3680-004-B	LED0006-ST-3680-004-B	LED0003-ST-3320-004-B	4
MVA0020-ST-0990-004-B	LED0003-ST-3320-004-B	LED0006-ST-3680-004-B	LED0006-ST-3680-004-B	LED0003-ST-3320-004-B	89
MVA0020-ST-1000-002-B	LED0003-ST-3330-004-B	LED0006-ST-3690-004-B	LED0006-ST-3690-004-B	LED0003-ST-3330-004-B	4
<b>TOTAL</b>					<b>5,583</b>

The proposed upgrade can be summarised as shown below in terms of the existing and proposed number of each type of lamp.

Lamp type	Prefix	Proposed LED Luminaires
Compact fluorescent	FLU0350	4,504
High pressure sodium	HPS0020	428
Mercury vapour	MVA0020	651

## 3.3 Options for LED

The proposal sets out four options available to PMHC, based on suppliers of eligible lamps. The four options are advised to be:

- Option 1: All Gerard luminaires, 17W and 36W LEDs replacing those currently in use
- Option 2: GE and Gerard luminaires, 25W and 36W LEDs replacing those currently in use
- Option 3: GE and Pecan luminaires, 25W and a 42W LEDs replacing those currently in use
- Option 4: Gerard and Pecan luminaires, 17W and 42W LEDs replacing those currently in use



## Proposed LED Street Lighting Upgrade – Category P luminaires: PMHC

Existing Lamps in Service			Bulk LED Replacement		Bulk LED Replacement		Bulk LED Replacement	
Luminaire Type	Current Lamp Size	Tariff Code	Luminaire Option 1 - All Gerard		Luminaire Option 2 - GE/Gerard		Luminaire Option 3 - GE/Pecan	
			Tariff Code	Luminaire	Tariff Code	Luminaire	Tariff Code	Luminaire
Compact Fluorescent	32w	FLU0355	LED0003	StreetLed 17W	LED0006	GE Evolve 25W	LED0006	GE Evolve 25W
	42w	FLU0350	LED0003	StreetLed 17W	LED0006	GE Evolve 25W	LED0006	GE Evolve 25W
	70w	HPS0020	LED0001	Streetled 36W	LED0001	Streetled 36W	LED0009	Pecan 42W
High Pressure Sodium	150w	HPS0090	No Replacement	No Replacement	No Replacement	No Replacement	No Replacement	No Replacement
	250w	HPS110	No Replacement	No Replacement	No Replacement	No Replacement	No Replacement	No Replacement
	400w	HPS0170	No Replacement	No Replacement	No Replacement	No Replacement	No Replacement	No Replacement
Mercury Vapour	50w	MVA0010	LED0003	StreetLed 17W	LED0006	GE Evolve 25W	LED0006	GE Evolve 25W
	80w	MVA0020	LED0003	StreetLed 17W	LED0006	GE Evolve 25W	LED0006	GE Evolve 25W
	125w	MVA0080	LED0001	StreetLed 36W	LED0001	StreetLed 36W	LED0009	Pecan 42W
	250w	MVA0190	No Replacement	No Replacement	No Replacement	No Replacement	No Replacement	No Replacement
Metal Halide (Reactor Ctrl)	400w	MVA0220	No Replacement	No Replacement	No Replacement	No Replacement	No Replacement	No Replacement
	150w	MHR0030	No Replacement	No Replacement	No Replacement	No Replacement	No Replacement	No Replacement
	250w	MHR0060	No Replacement	No Replacement	No Replacement	No Replacement	No Replacement	No Replacement



## Proposed LED Street Lighting Upgrade – Category P luminaires: PMHC

### 3.4 Energy use and 2017-18 cost in base and LED cases

Energy use and cost for all cases was estimated by applying the wattages indicated above to all lamp / LED luminaires for 4300 hours per year, and the energy rates for 2017-18. This results in the following estimate of energy use and cost:

Item	Existing lamps	LED Option 1	LED Option 2	LED Option 3	LED Option 4
Energy use	1,302,617 kWh	443,085 kWh	620,417 kWh	631,459 kWh	454,127 kWh
Energy saving	-	859,532 kWh	682,200 kWh	671,158 kWh	848,490
2017-18 energy cost	\$178,295	\$60,647	\$84,919	\$86,430	\$62,158
2017-18 cost saving	\$-	\$117,648	\$93,376	\$91,864	\$116,136

It can be seen that the expected electricity use and cost savings in all cases are substantial, with savings of up to 66%.

### 3.5 SLUOS in base and LED cases

Street Lighting Use of System (SLUOS) costs are determined by referencing the existing and proposed luminaire codes in the Essential Energy Public Lighting Pricelist, located on the SLUOS Tariffs tab in the workbook supplied with the LED proposal.

The existing and proposed SLUOS costs are shown below. It is noted that these differ very slightly from the values in the 'Summary' tab, however the differences are trivial. It is also noted that the pricelist is valid from 1 July 2016 and so will cease to be valid after 30 June 2017. As part of discussions with Essential Energy it was indicated that rises are likely to be in line with CPI or similar and would not have a material impact on the business case for LEDs. As such the 1 July 2016 pricelist is suitable for this analysis.

Item	Existing lamps	LED Option 1	LED Option 2	LED Option 3	LED Option 4
SLUOS costs	\$416,740	\$191,636	\$219,518	\$224,376	\$196,494
SLUOS saving	\$-	\$225,104	\$197,364	\$192,364	\$220,246

### 3.6 ESCs in each LED case

As the 'first energy saver' PMHC is the eligible applicant for Energy Saving Certificates (ESCs) under the NSW Energy Savings Scheme. This scheme enables energy savers to claim credits in the form of a financial benefit for eligible energy saving initiatives. Street lighting upgrades is an eligible activity. The value of ESCs fluctuates as it is a market-based scheme. In the past year the market price has fluctuated between around \$14-23/ESC (see chart below). Discussions with Accredited Certificate Providers (aggregators who help end users access ESC benefits) indicate that for LED street lights the available ESCs will be based on:

- All MWh saved via reference to the unmetered public lighting load tables,
- 12 years claim of ESCs,
- 1.06 tCO<sub>2</sub>-e per MWh of electricity saved



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If PMHC were to claim ESCs by working with an ACP, then a fee would be payable – for assessment purposes this is assumed to be the approach, and that an ACP's fee would equate to \$4/ESC. It is also assumed that the market price for ESCs at the time of sale is \$15/ESC. Hence a net benefit of \$11/ESC is assumed to be received by PMHC, effectively as a discount to the capital cost of the project.

Application of this to the expected savings gives the following estimate of ESCs for all four options.

Item	LED Option 1	LED Option 2	LED Option 3	LED Option 4
ESCs	10,933 ESCs	8,678 ESCs	8,537 ESCs	10,793 ESCs
PMHC Discount at \$11/ESC	\$120,266	\$95,453	\$93,908	\$118,721

In this case contact was made with EcoVantage; it is understood that other ACPs (e.g. National Carbon Bank) are or will be accredited to apply the method for street lighting should PMHC require this expertise to access ESC benefits.

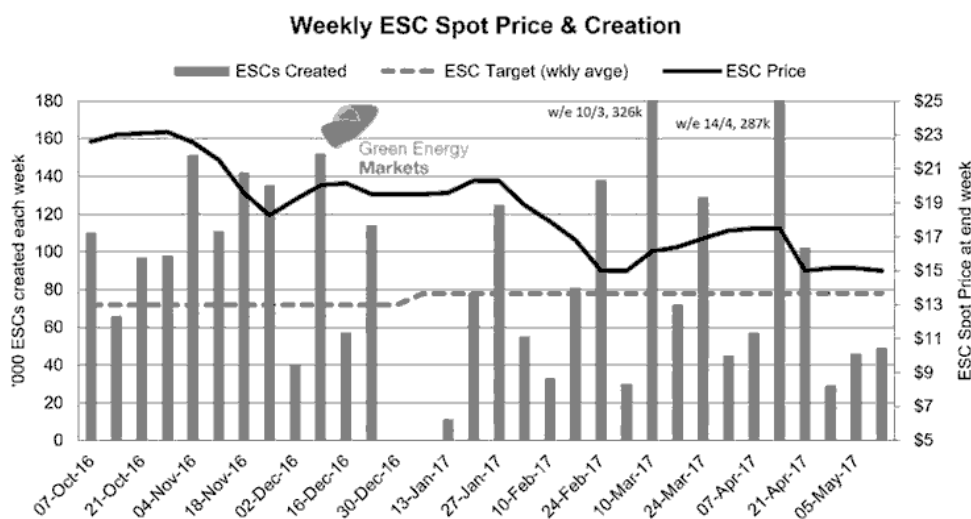


FIGURE 1: TRENDS IN SPOT MARKET PRICES FOR ESCS 2016-17<sup>2</sup>

<sup>2</sup> Sourced from <http://greenmarkets.com.au/resources/esc-market-prices>



### 3.7 Other incentives

At this stage the NSW Climate Change Fund process is still ongoing, and programs and grant / incentive funding priorities and processes are not finalised. It is understood that providing support to the accelerated uptake of LED in public lighting is a specific measure that may be supported.

One potential aspect that may have an impact is whether councils will be eligible to access both grants / incentives from the CCF as well as ESCs for LED street lighting upgrades.

### 3.8 Future capital cost input requirements

From discussion with Essential Energy it is understood that the proposed capital cost for the four options presented in the only capital cost PMHC would incur for the foreseeable future. Any future request for capital input from council would relate to new LED technology – e.g. higher efficiency LEDs driving further step change in energy demand and requiring the installation of new luminaires.

While bulk upgrades are normally scheduled for 4-year intervals the proposed LEDs would have an 8-year cycle. The rated life of the three technologies ranges from 10 years (GE) to 15 years (Gerard) and out to 20 years (Pecan).

### 3.9 Residual value

Of the capital cost to council (\$1.70m to 2.07m), a significant portion is made up of the residual value in some of the existing street lighting assets. The total residual value across all lamps to be upgraded is \$379,277 (out of \$1,342,438 total residual value across all street lighting). However of this figure:

- The value of \$379,277 is for residual value in just 523 assets,
- \$257,117 of this residual value is for just 94 assets

The residual value in these assets should have fallen by the time any upgrade occurs.

Discussion with Essential Energy indicates that Council can elect to omit assets from an LED upgrade, hence if desired the capital cost could be reduced with the omission of assets having a high residual value.



#### 4 Business case analysis

The case for upgrading to one of the four LED options was evaluated using the information outlined above and taking the net cost to PMHC (including residual value) as correct.

A present value analysis approach is taken to compare the cost of the existing and LED options over time. A discount rate of 7% is used.

2030 is chosen as the project period; this will cover multiple bulk replacement cycles and ends before any further capital input (for new LED technologies with lower power draw) should be required. For analysis purposes it is assumed that the project is implemented now – i.e. in 2016-17 with benefits realised from 2017-18 onwards.

Energy consumption, energy rates, SLUOS costs and ESC quantities are input to the model as described above, including noted escalation rates. ESCs are assumed to have a net value to PMHC of \$11 each (i.e. current spot price of c.\$15/ESC less a \$4/ESC ACP fee).

The resultant analysis yields the following outcomes.

Scenario	NPV (2030) (\$)	Capital cost (\$)	Net cost to PMHC after ESCs	Annual cost saving (year 1)	Simple payback (years)
Existing	-\$6,045,779	\$0	\$0	NA	NA
Option 1	-\$4,435,820	\$2,025,218	\$1,904,953	\$342,752	4.9 years
Option 2	-\$4,686,564	\$1,702,489	\$1,607,035	\$290,597	4.9 years
Option 3	-\$4,792,597	\$1,743,120	\$1,649,212	\$284,228	5.2 years
Option 4	-\$4,541,853	\$2,065,850	\$1,947,129	\$336,382	5.2 years

- The Option 1 solution (all Gerard LEDs) has the best financial outcome, with all four options being financially superior to the existing situation.
- PMHC is \$1.6 million better off by 2030 under Option 1, and is at least \$1.25 million better off even with the poorest-performing LED option (on a financial basis).
- The value of ESCs ranges from \$94,000 to \$120,000 net benefit to PMHC, which equates to up to 5% of the project cost.
- Both Option 1 and Option 2 capital costs are recovered by the end of the fifth year post-implementation. The payback for Options 3 and 4 is slightly longer.

The financial analysis shows that council is materially better off under an LED network for its local roads based on the assessment parameters used here.

The NPV analysis for each of the five scenarios is shown below.





## Proposed LED Street Lighting Upgrade – Category P luminaires: PMHC

## 4.1 No upgrade

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Capital Cost	\$ -												
Energy Consumption	1,302,617 kWh	1,302,617 kWh	1,302,617 kWh	1,302,617 kWh	1,302,617 kWh	1,302,617 kWh	1,302,617 kWh	1,302,617 kWh	1,302,617 kWh	1,302,617 kWh	1,302,617 kWh	1,302,617 kWh	1,302,617 kWh
ESCs	\$ -												
Energy Cost	\$ 178,255	\$ 209,813	\$ 240,302	\$ 243,640	\$ 248,395	\$ 254,805	\$ 260,370	\$ 267,495	\$ 274,182	\$ 281,037	\$ 288,063	\$ 295,264	\$ 302,646
SLUOS	\$ 416,740	\$ 427,158	\$ 437,837	\$ 448,783	\$ 460,003	\$ 471,503	\$ 483,291	\$ 495,373	\$ 507,757	\$ 520,431	\$ 533,462	\$ 546,799	\$ 560,469
ESC Value	\$ -												
Net Cashflow	\$ -	\$ 636,972	\$ 678,140	\$ 692,423	\$ 706,398	\$ 726,108	\$ 744,261	\$ 762,866	\$ 781,939	\$ 801,488	\$ 821,525	\$ 842,063	\$ 863,115
<b>NPV</b>	<b>\$ 6,013,779</b>												

## 4.2 Option 1 – Gerard

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Capital Cost	\$ 2,025,218												
Energy Consumption	443,085 kWh	443,085 kWh	443,085 kWh	443,085 kWh	443,085 kWh	443,085 kWh	443,085 kWh	443,085 kWh	443,085 kWh	443,085 kWh	443,085 kWh	443,085 kWh	443,085 kWh
ESCs	10,933												
Energy Cost	\$ 60,647	\$ 71,368	\$ 81,739	\$ 82,874	\$ 84,432	\$ 86,604	\$ 88,769	\$ 90,988	\$ 93,263	\$ 95,595	\$ 97,984	\$ 100,434	\$ 102,945
SLUOS	\$ 131,636	\$ 136,427	\$ 141,338	\$ 146,371	\$ 151,530	\$ 156,819	\$ 162,239	\$ 167,795	\$ 173,490	\$ 179,327	\$ 185,310	\$ 191,443	\$ 197,729
ESC Value	\$ 120,266												
Net Cashflow	\$ -	\$ 267,795	\$ 283,676	\$ 289,245	\$ 296,022	\$ 303,423	\$ 311,008	\$ 318,783	\$ 326,753	\$ 334,922	\$ 343,295	\$ 351,877	\$ 360,674
<b>NPV</b>	<b>\$ 4,428,840</b>												

## 4.3 Option 2 – GE / Gerard

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Capital Cost	\$ 1,703,450												
Energy Consumption	620,417 kWh	620,417 kWh	620,417 kWh	620,417 kWh	620,417 kWh	620,417 kWh	620,417 kWh	620,417 kWh	620,417 kWh	620,417 kWh	620,417 kWh	620,417 kWh	620,417 kWh
ESCs	8,678												
Energy Cost	\$ 84,919	\$ 99,831	\$ 114,452	\$ 116,042	\$ 118,307	\$ 121,265	\$ 124,296	\$ 127,404	\$ 130,589	\$ 133,853	\$ 137,200	\$ 140,630	\$ 144,146
SLUOS	\$ 219,518	\$ 225,066	\$ 230,631	\$ 236,397	\$ 242,307	\$ 248,365	\$ 254,574	\$ 260,938	\$ 267,462	\$ 274,148	\$ 281,002	\$ 288,027	\$ 295,228
ESC Value	\$ 95,453												
Net Cashflow	\$ -	\$ 334,937	\$ 345,084	\$ 352,439	\$ 360,634	\$ 369,629	\$ 378,870	\$ 388,342	\$ 398,050	\$ 408,002	\$ 418,202	\$ 428,657	\$ 439,373
<b>NPV</b>	<b>\$ 4,689,394</b>												



## Proposed LED Street Lighting Upgrade – Category P luminaires: PMHC

## 4.4 Option 3 – GE / Pecan

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Capital Cost	\$ 748,320							\$					
Energy Consumption	631,459 kWh	631,459 kWh	631,459 kWh	631,459 kWh	631,459 kWh	631,459 kWh	631,459 kWh	631,459 kWh	631,459 kWh	631,459 kWh	631,459 kWh	631,459 kWh	631,459 kWh
ESCs	8,537												
Energy Cost	\$ 86,430	\$ 101,709	\$ 116,489	\$ 118,107	\$ 120,413	\$ 123,423	\$ 126,509	\$ 129,671	\$ 132,913	\$ 136,236	\$ 139,642	\$ 143,133	\$ 146,711
SLUOS	\$ 224,376	\$ 229,986	\$ 235,736	\$ 241,629	\$ 247,670	\$ 253,861	\$ 260,208	\$ 266,713	\$ 273,381	\$ 280,215	\$ 287,221	\$ 294,401	\$ 301,761
ESC Value	\$ 93,908												
Net Cashflow	-\$ 1,649,212	-\$ 311,695	-\$ 352,225	-\$ 359,736	-\$ 366,082	-\$ 372,284	-\$ 386,716	-\$ 396,384	-\$ 406,294	-\$ 416,451	-\$ 426,863	-\$ 437,534	-\$ 448,473
NPV	\$ 4,792,397												

## 4.5 Option 4 – Gerard / Pecan

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Capital Cost	\$ 2,065,850							\$					
Energy Consumption	454,127 kWh	454,127 kWh	454,127 kWh	454,127 kWh	454,127 kWh	454,127 kWh	454,127 kWh	454,127 kWh	454,127 kWh	454,127 kWh	454,127 kWh	454,127 kWh	454,127 kWh
ESCs	10,793												
Energy Cost	\$ 62,158	\$ 73,146	\$ 83,776	\$ 84,939	\$ 86,597	\$ 88,762	\$ 90,981	\$ 93,256	\$ 95,587	\$ 97,977	\$ 100,426	\$ 102,937	\$ 105,510
SLUOS	\$ 196,494	\$ 201,407	\$ 206,442	\$ 211,603	\$ 216,893	\$ 222,315	\$ 227,873	\$ 233,570	\$ 239,409	\$ 245,394	\$ 251,529	\$ 257,818	\$ 264,263
ESC Value	\$ 118,721												
Net Cashflow	-\$ 1,947,129	-\$ 274,553	-\$ 290,218	-\$ 296,542	-\$ 303,490	-\$ 311,077	-\$ 318,854	-\$ 326,826	-\$ 334,996	-\$ 343,371	-\$ 351,956	-\$ 360,754	-\$ 369,773
NPV	\$ 4,541,853												



## 5 Re-assessment with significant residual value assets omitted

As noted above there is a significant amount of the total residual value tied up in just a small number of assets. The financial return for the LED upgrade would be improved if these were omitted from the upgrade, which is permitted.

Rather than omit 10% of all lights, a re-assessment of the Base Case and Option 1 is carried out with just 94 lamps omitted and their associated residual value of \$257,117. In this case energy and SLUOS savings and ESCs are dropped by 1.7% to reflect the fraction of lamps taken out. The base case is also modified to omit 1.7% of energy use so that a like-for-like comparison is made.

Scenario	NPV (2030) (\$)	Capital cost (\$)	Net cost to PMHC after ESCs	Annual cost saving (year 1)	Simple payback (years)
Existing	-\$5,943,001	\$0	\$0	NA	NA
Option 1	-\$4,435,820	\$2,025,218	\$1,904,953	\$342,752	4.9 years
Option 1 modified	-\$4,137,723	\$1,768,101	\$1,649,880	\$336,925	4.4 years

This shows the overall outcome being an improved NPV and lower capital cost. A simple payback of 4.4 years is estimated, 0.5 years better than the case where all 5,583 luminaires are upgraded.



## 6 Future Category V LED upgrade

For completeness a preliminary estimate of the likely business case for upgrading Category V (main road) lighting to LED is made. Drawing on PMHC data and this LED assessment a number of parameters for this future upgrade are developed as shown below.

Measure	Quantity	Source
PMHC Street Lighting Electricity Consumption	3,023,689 kWh	ERM
Existing Consumption of LED-eligible lamps (Category P)	1,302,617 kWh	Essential
Consumption by Category V luminaires	1,721,072 kWh	Calculated
SLUOS for Category V luminaires	\$287,358	Essential
Number of Category V luminaires	1,784	Essential
% Energy Saving Category V luminaires	66%	% saving for Cat P, may be different for Cat V
% SLUOS Saving Category V luminaires	54%	% saving for Cat P, may be different for Cat V
Price of LED-eligible lamps per lamp (Option 1)	\$362.75	Calculated
Expected added cost of LED lamps for Category V	250%	Assumed – close to trial values, bulk quantities likely to be cheaper
Potential capital cost per Category V LED	\$906.87	Calculated
Potential energy savings for Category V LEDs	1,135,650 kWh	Calculated

With these parameters applied an initial estimate of the potential benefits of future Category V LED upgrade can be developed as tabulated below.

Scenario	NPV (2030) (\$)	Capital cost (\$)	Net cost to PMHC after ESCs	Annual cost saving (year 1)	Simple payback (years)
Existing Cat V	-\$5,484,271	\$0	\$0	NA	NA
Category V estimate	-\$3,944,460	\$1,910,772	\$1,751,871	\$310,659	4.9 years

PMHC may be over \$1.5 million better off with future Category V LED upgrades, on top of benefits from Category P LEDs.



Level 32, 101 Miller Street  
North Sydney 2060

[www.100percentrenewables.com.au](http://www.100percentrenewables.com.au)

## MINUTES

Ordinary Council Meeting  
15/05/2013

---

**09.01 APPLICATION FOR CLOSURE AND PURCHASE OF PART GRANTHAM LANE, PORT MACQUARIE (PIN 14446)**

---

Councillor Justin Levido left the Meeting, the time being 06:24pm.

*RESOLVED: Intemann/Griffiths*

That Council:

1. Make application to Department of Primary Industries - Crown Lands for the closure of that part of Grantham Lane, generally as bounded by the red lines in the plan attached to this report provided that the closure does not include any pedestrian footpath.
2. The Common Seal be affixed to the linen plan of Road Closure and First Title Creation.
3. Pursuant to Section 377 of the Local Government Act 1993, delegate to the General Manager authority to sign the Land Titles Office Transfer Form.

*CARRIED: 6/0*

*FOR: Besseling, Cusato, Griffiths, Hawkins, Intemann and Roberts*

*AGAINST: Nil*

Councillor Justin Levido returned to the Meeting, the time being 06:25pm.

---

**09.02 OVERSEAS TRAVEL APPROVAL FOR DANNY ROBERTS, WATER TREATMENT TECHNICAL OFFICER TO ATTEND THE 2013 OPERATORS TOUR OF NEW ZEALAND**

---

*RESOLVED: Intemann/Roberts*

That Council support the attendance of Mr Danny Roberts to the 2013 New Zealand Water Operations Group Annual Conference and that congratulations be extended to staff member, Terry Randall.

*CARRIED: 7/0*

*FOR: Besseling, Cusato, Griffiths, Hawkins, Intemann, Levido and Roberts*

*AGAINST: Nil*

G E N D

O R D I N A R Y C O U N C I L  
1 0 2013

L A r O r P

I 09.01

S APPLICATION FOR CLOSURE AND PURCHASE OF PART  
GRANTHAM LANE, PORT MACQUARIE (PIN 14446)Pr d C r S r I d r E  
M N r

A D r Pr r

2.1.1 Provide leadership in implementing safety initiatives.

## RECOMMENDATION

T C  
1. M D r r Gr Pr L r I d r r  
r d r d r d r  
2. T C S d d r R d  
T Cr .  
3. P r S 3 L G r A  
F r G r M r r L d T

E S r

A report to consider an application for the closure and purchase of part Grantham Lane, Port Macquarie

## D

An application has been received from the owners of Lot 1 Deposited Plan 15326 ("Grantham" - 4 Grantham Lane) for the closure and purchase of a part of Grantham Lane. The area sought for closure and purchase is bounded by the red line in the attached plan.

The application cites security concerns for the owners of "Grantham" particularly in light of a recent break in. The reasons the applicants are seeking to close and purchase the road are set out in the following extract lodged with the application:

"There are some problems and difficulties with the current boundary alignment as it follows the old mining contours and causes the following problems:

- The boundary line is causing difficulty now that we wish to install electronic estate gates. The current position of the temporary gate is unsuitable because the roadway near there has subsided. The only current alternative would be to move

I 09.01

P 4



G E N D

O R D I N A R Y C O U N C I L  
1 0 2013

## L A N E R O A D P

the gates 2 m towards the house where the ground is more even. This would crowd the front entrance and interfere with the movement of vehicles on the roundabout. It would also interfere with the position of the electricity supply hub.

- Pedestrians can easily access Grantham via the southern section of the Muston reserve and then into the property from there. In the past objects have been flung at the house causing breakages. This security risk would be minimised by a boundary alteration.
- The portion of roadway known as Grantham Lane serves the water tower reserve and Grantham. From the turn off for the water reserve the lane serves only one purpose and that is to allow entry to Grantham. It is in a poor state due to the movement of fill that it is built on and is not reasonably maintained by council. The road surface is loose and a trip hazard because of its condition. We would take over responsibility for the maintenance of this portion of roadway.
- Lighting does not exist for Grantham Lane and we would like to design the gates to have lighting built into the posts. That will reduce the trip hazard in the winter months when the garbage bins are being taken down the roadway to Muston St where they are currently being collected.
- Tall trees border the entrance way to Grantham. These trees have become unstable at times and represent a falling branch hazard. Council have been unable to wholly maintain these trees as they work on a reactive approach after damage has occurred rather than a proactive approach that is required if damage and the potential for injury is to be prevented. The owners of Grantham would take over the management of these trees.
- Security is a big issue for the occupants of Grantham. Due to its isolation and distance from other houses and the structure of its modern additions, it has been a target for thieves in the past. Potential offenders are able to conceal themselves in nearby foliage to "case" the property and observe at very close quarters the activities of the occupants. This is difficult to prevent due to the lay of the land and the proximity of the boundary fence to the house. Removal of the foliage is not an option as this would expose us to even greater scrutiny. Moving the boundary fence away from the rear of the house would distance any casual observers from the house and make their observation tasks more difficult.
- Noise pollution is also a difficulty with recreational motorbike riders able to ride very close to the rear of Grantham. This frequently occurs as the riders use the reserve to the north and east of the house and then the roadway to the house to complete their circuit.
- Children often use Grantham lane as a race track for their competitive games with one another. The poor surface and steep gradient of the roadway presents a hazard to all users and in particular the children who do not wear helmets. Safety is the key issue here. If the boundary was further down Grantham Lane there may be less appeal with this activity.
- Cars can access the gates at night and shine their lights into most of the western side of the house. This can be a very unnerving experience for anyone alone in the house, especially if it is at 1 am or so. This has been happening quite frequently of late. Occupants of the cars would be close enough to see inside the house. All preventable if the boundary was to be relocated."

O

There is the option to:

- Support the request for the closure and purchase or to
- Not support the request for the closure and purchase.

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C E I r C

The request for closure was advertised via "Council Matters" and internal staff notified for comment. At the close of the advertising period, there were no public submissions or enquiries received. No objections were raised by staff although the presence of a pedestrian footpath has been noted. It was not possible to determine, on site if the footpath comprised part of the public road network or has been constructed with the adjoining public reserve. The precise location of the footpath will be determined as part of the survey works associated with the road closing process. As a precaution, any road closure should be conditioned so that the footpath be excluded from the closure.

P P I

The proposed road closure, if supported by Council, will proceed having regard to the provisions of the Roads Act 1993.

F E I

Council is entitled to monetary compensation for the land comprised in the road to be closed. The precise area of road to be closed will become known after the Department of Primary Industries - Crown Lands approves of the closure and calls for a survey of the area of road to be closed. As a standard clause of Council's Road Closure Application form, the applicants are required to pay to Council a value for the land as assessed by Council's independent valuer.

A further standard clause requires that all costs in the road closure are to be met by the applicants.

A

1. Plan depicting area of Grantham Lane sought for closure and purchase

PEOPLE



I 09.01

P 6

ORDINANCE COUNCIL  
1 0 2013

# L A r e



**A**      **I**      **09.01**  
         **P**      **24**

## MINUTES

Ordinary Council Meeting  
15/03/2017

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**ADOPTION OF RECOMMENDATIONS FROM THE CONFIDENTIAL COMMITTEE OF THE WHOLE**

---

*RESOLVED: Levido/Turner*

That the undermentioned recommendations from Confidential Committee of the Whole (Closed Session) be adopted:

- Item 15.01 T-17-02 Provision of Architectural Design Services for Port Macquarie Airport Terminal Upgrade

This item is considered confidential under Section 10A(2)(d(ii)) of the Local Government Act 1993, as it contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it.

**RECOMMENDATION**

That Council:

1. Accept the lump sum tender from MODE Design Corp. Pty Ltd for \$343,200 (excl. GST) for the provision of Architectural Design Services for the Port Macquarie Airport Terminal Upgrade.
2. Accept the Schedule of Rates from MODE Design Corp. Pty Ltd and note additional provisional items for the purposes of managing potential variations to the contract.
3. Affix the seal of Council to the necessary documents.
4. Maintain the confidentiality of the documents and considerations in respect of Tender T-17-02.

- Item 15.02 Proposed Road Closure - Part Pacific Drive North of Home Street, Port Macquarie

This item is considered confidential under Section 10A(2)(c) of the Local Government Act 1993, as it contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

**RECOMMENDATION**

That Council:

1. Note the receipt of correspondence from Lands Advisory Services Pty Ltd dated 14 March 2017.
2. In accordance with the Roads Act 1993, undertake community engagement and notify statutory authorities of Council's intention to close part of Pacific Drive, north of Home Street, Port Macquarie as detailed in the body of the Proposed Road Closure - Part Pacific Drive North of Home Street, Port Macquarie report.
3. Subject to no submissions, by way of objection, being received to the proposed road closing, make application to the Department of Industry - Lands to close part of Pacific Drive, north of Home Street, Port Macquarie as detailed in the body of the Proposed Road Closure - Part Pacific Drive North of Home Street, Port Macquarie report.
4. Subject to the road closure process request the Department of Industries - Lands vest the closed road in Council as operational land.

## MINUTES



*Ordinary Council Meeting*  
15/03/2017

5. Subject to the road closure process and Resolutions 2-4 above:
  - (a) delegate authority to the General Manager to enter into direct negotiations with adjoining landowners for sale of the land, noting that this represents the best value option for Council in disposing of this land,
  - (b) note that the direct negotiations referred to in 5(a) are to ensure that all costs are to be paid by the adjoining landowners and that the sale price is to be based on terms no less favourable than the market value as determined by Council's consultant valuer at the date of publication of a Notice of Road Closure in the NSW Government Gazette.
6. Subject to Resolutions 2-5 above delegate authority to the General Manager to:
  - (a) sign the Land Titles Office Request Form and Land and Property Information Transfer Form;
  - (b) sign the Plan of Road Closure and First Title Creation;
  - (c) sign the Contracts for Sale.

Item 15.03      Services Contract - Maintenance and Support of Security Screening Equipment at Port Macquarie Airport

This item is considered confidential under Section 10A(2)(d(ii)) of the Local Government Act 1993, as it contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it.

**RECOMMENDATION**

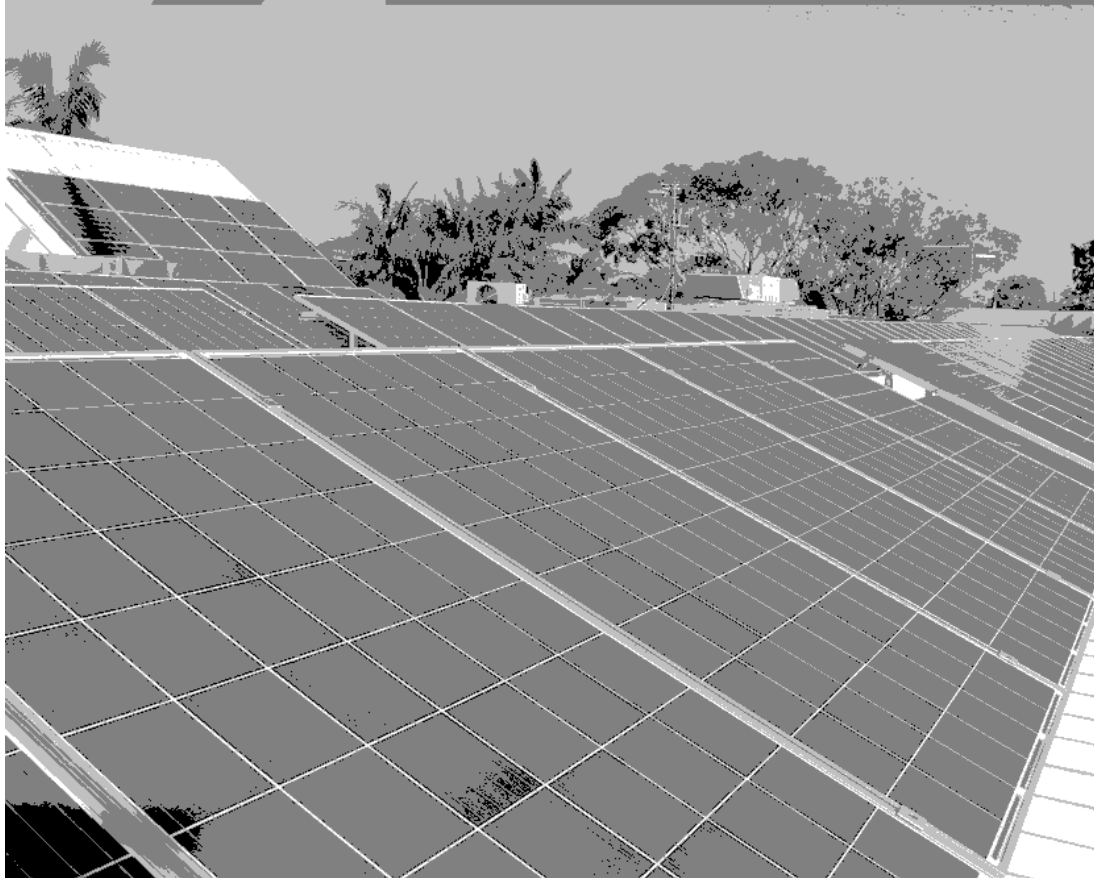
That Council:

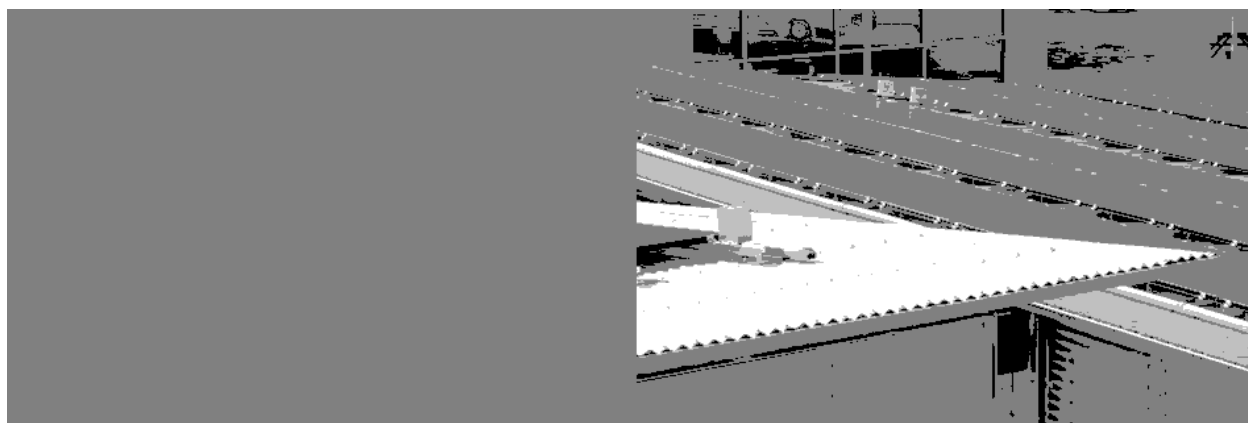
1. Pursuant to Section 55 (3) (i) of the Local Government Act 1993, due to the unavailability of competitive or reliable tenderers as described in this report, resolves to not invite tenders for the services contract for the maintenance and support of security screening equipment at Port Macquarie Airport.
2. Accept the quotation from Smiths Detection (Australia) Pty Ltd for \$204,480 (ex GST) for the maintenance and support of security screening equipment at Port Macquarie Airport, subject to agreement of the final terms and conditions of contract being satisfied, including but not limited to, the term being for a three (3) year period, with an option to extend for a further one (1) year period, such option to be for the benefit of the Council and may be exercised only by the Council in its sole discretion.
3. Delegate authority to the General Manager to enter into the final and agreed services contract with Smiths Detection (Australia) Pty Ltd.
4. That Smiths Detection (Australia) Pty Ltd be informed of this resolution.
5. Subject to satisfactory resolution 2 above, affix the seal of Council to the necessary documents.
6. Maintain the confidentiality of the documents and considerations in respect of the quotation from Smiths Detection (Australia) Pty Ltd.



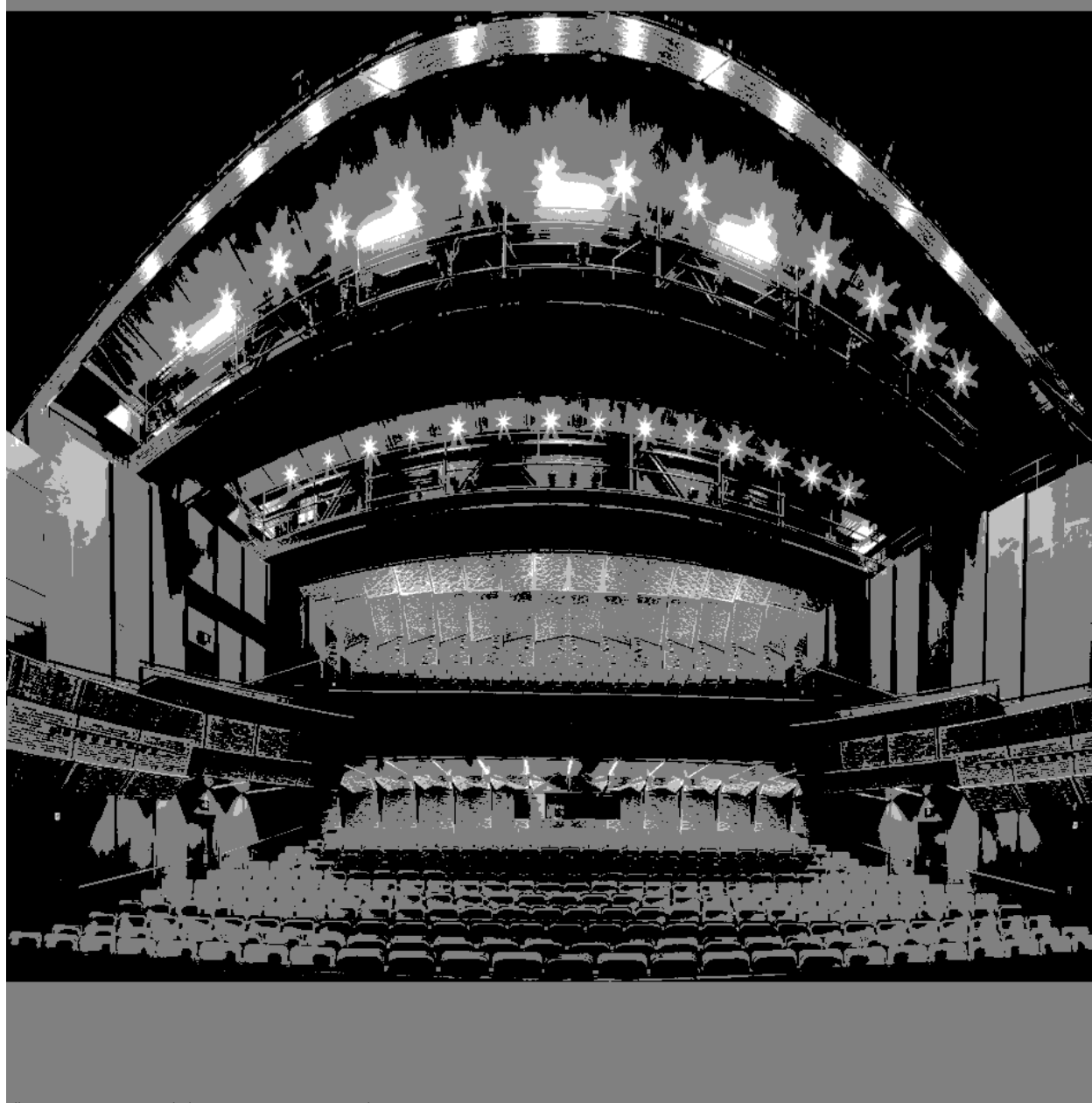
PORT MACQUARIE  
HASTINGS  
COUNCIL

# DRAFT LONG TERM ENERGY STRATEGY





Cover: Photovoltaic System – Council headquarters  
Above: Photovoltaic System – Port Macquarie Library  
Below: Glasshouse, Port Macquarie







## CONTEXT

Council's grid-supplied energy baseline was assessed to be 18,590 MWh in 2015/16. 1.6% of electricity needs are currently sourced from renewable energy sources. Council recognises the importance of responsibility planning for and managing its long term energy requirements.

## STRATEGY COMPONENTS

### 1. Council will aim to source 100% of its electricity from renewable sources by 2027.

The adoption of an appropriate long-term energy target is required to guide and enable Council to pursue and implement the most appropriate energy projects over a long term period. A target will support Council in meeting its overarching objective of managing Council's energy resources and requirements in a financially sustainable manner.

Council has established a long-term energy target that focuses on sourcing 100% of electricity from renewables within a set timeframe. This target has been developed based on the specialist advice received to date, and referencing both the targets set by leading regional benchmark councils, and the forecast advances in renewable energy technologies over the next 10 year period.

It is acknowledged that the installation of a mid-scale solar photovoltaic (PV) plant (refer component 2 of the Strategy) would be required to meet such a target. Forecast advances in renewable technologies indicate that between 2020 and 2025, the installation of a mid-scale PV plant (currently cost prohibitive to install and operate), will become cost effective. A 10-year timeframe i.e. around 2027 has therefore been identified as an appropriate target.

The target will be supported by a continuing approach to implementing energy efficiency initiatives across Council's operations, as detailed within this report.

### 2. Council will aim to implement one or more mid-scale solar projects, when this technology becomes cost efficient to install and operate, in the medium to long term.

A mid-scale solar PV plant refers to grid-connected PV generation (between 10MW and 15MW) on Council-owned land (or water), that Council could develop in order to either offset its grid-derived electricity or create an equivalent amount of renewable electricity to that purchased for Council's operations. This technology is not currently cost efficient to install and operate.

Such a project would require between 23Ha to 51Ha of total land area, at a

projected capital cost (based on currently available technology) in the order of \$20 million, and would be the largest contributor to Council achieving its target.

**> Capacity for grid reduction compared with base energy:**

18,000 MWh per year (capacity for more)

**> Potential costs:**

Levelized cost of electricity (LCOE) for mid-scale/large-scale PV are \$110- 120/ MWh (land based). Capital cost >\$20 million but falling.

**> Short Term Actions (Yr 1 to Yr 2):**

- Carry out an evaluation of potential structures and delivery models.
- Carry out initial site suitability assessments / feasibility of solar PV at identified sites in order to prioritise one or more that could be developed into a mid-scale solar PV project.

**> Medium Term and Long Term Actions (Yr 3 onwards):**

- Proceed to a more detailed feasibility study for a preferred site or sites.
- Subject to feasibility assessment outcomes Council may proceed towards developing mid-scale solar PV.

**3. Council will continue to implement appropriate energy efficiency initiatives (including but not limited to more small-scale solar projects) in the short to medium term.**

A number of energy efficiency initiatives have been identified, that will support Council in meeting its overall target. These have been grouped into 3 categories:

- Potential reduction > 1,000 MWh per annum
- Potential reduction < 1,000 MWh per annum and > 500 MWh per annum
- Business As Usual – Potential reduction < 500 MWh per annum

**3a. Potential reduction > 1,000 MWh per annum**

- > Solar PV behind the meter** – continue to implement at feasible sites, continue to undertake site assessments on additional sites and implement if feasible.
- > Energy efficient street lighting** – develop feasibility for bulk upgrade to LED, obtain specialist advice, proceed if feasible based on payback period and residual value considerations.
- > Bioenergy from landfill gas capture** – subject to landfill gas trial outcomes and detailed feasibility assessments, Council may proceed toward capture of bioenergy.
- > Bioenergy from organic waste** – costs are currently uncertain, Council to monitor Ballina biochar project and remain abreast of energy-from-waste technology developments.
- > Purchase of Renewable Energy or RECs** – not be pursued at this time on the basis of cost, price premium, and preference to pursue own opportunities.
- > Short Term Actions (Yr 1 to Yr 2):**
  - Continue to implement solar PV behind the meter at feasible sites
  - Undertake additional solar PV behind the meter feasibility assessments
  - Develop feasibility for bulk LED upgrade to street lighting and obtain specialist advice
  - Subject to feasibility and approval, procure a preferred supplier to undertake bulk LED upgrade

- Monitor the results of existing landfill gas trial and develop detailed feasibility assessments

**> Medium Term and Long Term Actions (Yr 3 onwards):**

- Implement additional solar PV behind the meter at feasible sites
- Develop feasibility for bulk LED upgrade to remaining Council street lighting
- Subject to feasibility and approval, proceed toward landfill gas capture of bioenergy
- Monitor the market for the purchase of Renewable Energy and RECs

**3b. Potential reduction < 1,000 MWh per annum and > 500 MWh per annum**

- > Building lighting** – continue to upgrade to LED within existing Council facilities, assess the feasibility of bulk LED change outs where appropriate.
- > Motor systems** – identify opportunities for retrofit and specify energy efficiency for new systems.
- > Short Term Actions (Yr 1 to Yr 2):**
  - Upgrade to LED lighting in identified buildings
  - Identify retrofit opportunities and specify new system energy efficiency requirements.
- > Medium Term and Long Term Actions (Yr 3 onwards):**
  - Upgrade to LED lighting where viable
  - Identify retrofit opportunities and specify new system energy efficiency requirements.

**3c. Business As Usual – Potential reduction < 500 MWh per annum**

Council will continue to implement prudent energy reduction and energy efficiency initiatives as part of business as usual operations. These include, but are not limited to:

- > Building Heating, Ventilation and Air Conditioning (HVAC)** – reviews, audits and upgrades of HVAC plant systems as appropriate, aimed at optimising performance and efficiency.
- > General Power** – ongoing audits and reviews to optimise performance and efficiency, removal of surplus appliances.
- > Solar Hot Water, Heat Pumps** – consideration of solar hot water and heat pumps when replacing hot water services.
- > Battery Energy Storage (linked to solar PV)** – continue to monitor developments in Battery Energy Storage Systems, which are not currently cost effective, reviewing business cases at suitable sites where appropriate.

**4. Council will report on progress via the annual Operational Plan, an annual report to Council, and periodically obtain strategic advice to inform the organisation of relevant advances in renewable energy technology.**

Council will utilise the existing Operational Plan reporting framework and an annual progress report to Council to report on progress to the community. In order to remain abreast of renewable energy technology developments, Council will periodically obtain strategic advice from appropriately qualified experts to identify opportunities and support the overall objective of this Strategy.

L O N G T E R M E N E R G Y S T R A T E G Y E



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## Port Macquarie – Hastings Council

### Sustainable Long-Term Energy Strategy – Options Report

Date:

12 September 2016



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## 1 Summary for Port Macquarie-Hastings Council

This Options Report seeks to help Port Macquarie-Hastings Council understand its energy efficiency and renewable energy opportunities so that it can take decisions on its short, medium and long-term strategies for managing energy resources.

The assessment has focused on electricity use in Council's operating facilities, covering water, sewer, buildings, recreational and other sites. Street lighting was also included. Transport energy was excluded from the assessment.

Council has implemented a range of sustainability initiatives in recent years. Four solar PV systems on Council facilities are prominent examples. Energy efficiency initiatives such as LED lighting, energy efficient heat pumps and process controls in wastewater and water systems are less prominent but more significant in terms of savings achieved.

Council's grid-supplied energy baseline was assessed to be 18,590 MWh, which would rise to almost 23,000 MWh in 2030 if growth of 1.5% per year is assumed and no further improvements in efficiency or renewable investments are made. This is illustrated below.

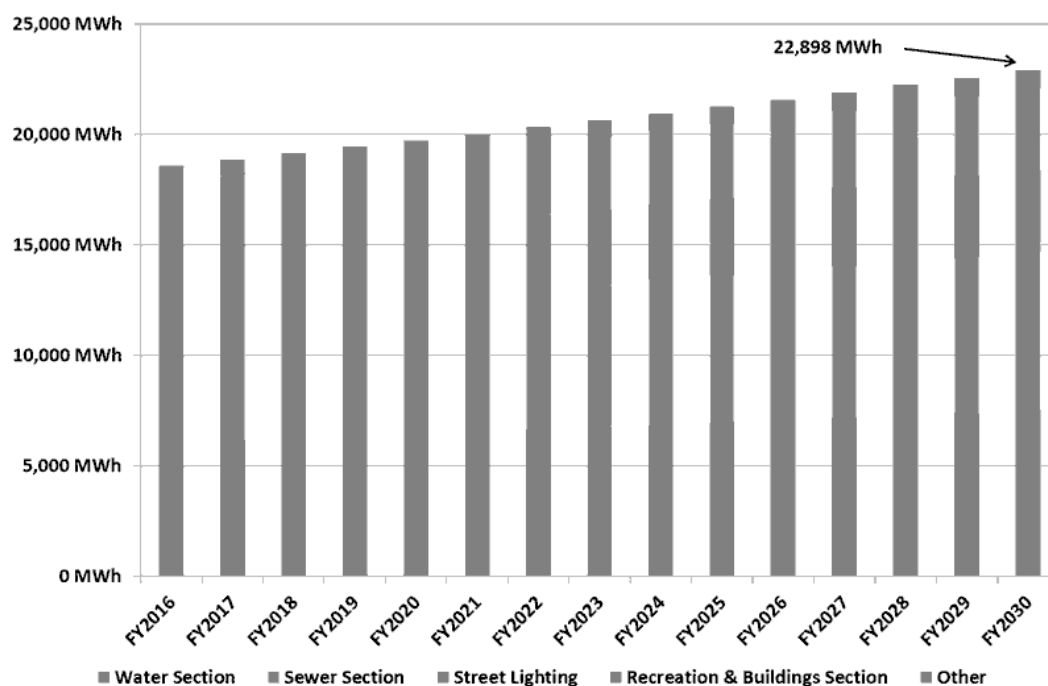


FIGURE 1 – PROJECTED GRID ELECTRICITY DEMAND FOR PMHC OPERATIONS TO FY2030

Perhaps surprisingly, electricity consumption is dominated by electric motors, which are used to operate aeration blowers and pumps across the Council's water and sewer network. Lighting for buildings and streets is the next biggest user of electricity. While air conditioning is one of the most 'visible' uses of energy to Council staff, it and general power (e.g. for computers, appliances) are relatively small energy users compared with motor and lighting systems. This is shown in Figure 2.



PMHC: Sustainable Long-Term Energy Strategy – Options Report

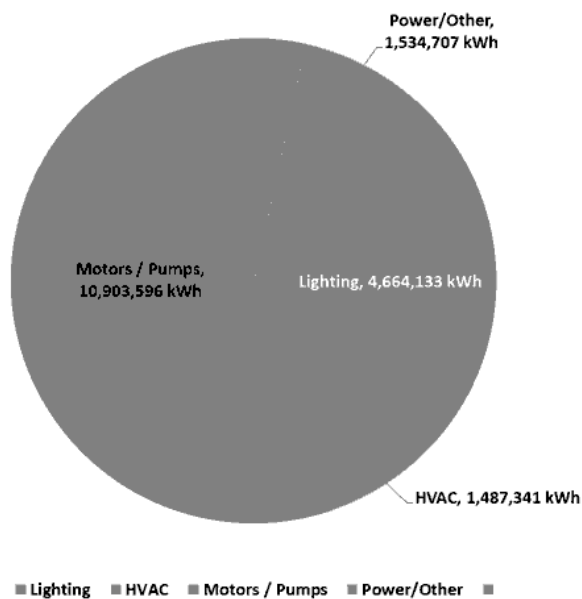


FIGURE 2- BASE ELECTRICITY USE BY EQUIPMENT TYPE – PMHC

There is significant context for this assessment and action by Port Macquarie-Hastings Council. The LGA is one of the leading Councils in Australia in terms of the uptake of solar PV and solar hot water by households. There is a clear international consensus on the need to act quickly to reduce greenhouse gas emissions and more and more Governments, the private sector and households are moving to a sustainable long-term energy future.

This assessment has looked at opportunities for grid energy reduction through energy efficiency and renewable energy generation, both on-site and at mid-scale, up to a level that could meet Council’s future electricity requirements. High-level estimates of the capacity for grid energy reduction, costs and benefits, and suggested implementation options were developed. Arising from this recommendations are made for short term, medium and long term steps that Council should consider for the identified opportunities.

The extent to which these recommendations are adopted will depend in part on the kind of targets that Council seeks to set and adopt over the long term with regard to sustainable energy. These decisions will also influence the funding and financing options that are required, and the additional resources that are needed to drive the chosen strategies.

A summary of the key short, medium and long-term opportunities is tabulated below.



## PMHC: Sustainable Long-Term Energy Strategy – Options Report

Opportunity	Reduction	Short	Medium	Long
Energy efficient street lighting	1,512 MWh per year	Upgrade to LED	Upgrade to LED	Upgrade to LED
Building lighting	630 MWh per year	Upgrade to LED at 18 sites	Upgrade to LED where viable	Upgrade to LED where viable
Motor systems	600 MWh per year	Retrofit and specify EE for new	Retrofit, specify EE for new	Retrofit and specify EE for new
Building HVAC / BMS	275 MWh per year over the long term	Audit and upgrade HVAC plant systems	Optimise performance	Optimise performance
General power	NA	Audit Improve EE	Improve EE	Improve EE
Solar PV behind-the-meter	1,258 MWh per year	Implement at priority sites	Feasibility and implement	Feasibility and implement
Battery energy storage (linked to solar PV)	140 MWh from 100 kW solar + storage at intermittent use sites	Review sites with PV potential, intermittent demand and high tariffs	Trial sites	Implement viable solar and storage
Solar PV mid-scale on Council-owned land	18,000 MWh per year (capacity for more)	Select sites Feasibility	Potential implementation	Potential implementation
Solar hot water or heat pumps	NA	Consider at replacement of hot water services	Consider at replacement of hot water services	Consider at replacement of hot water services
Bioenergy from organic waste	6,000 MWh per year	Keep watching brief	Keep watching brief	Keep watching brief
Micro-hydro	250 MWh per year	Review opportunity		
Purchased Renewable Energy (RE) or RECs	18,000 MWh per year or as much as meets Council's targets	Available at any time	Available at any time	Available at any time



## 2 Background

100% Renewables Pty Ltd was engaged to work with Port Macquarie-Hastings Council (PMHC) to identify sustainable long-term strategy options for Council's operations. Council's management is aware that, through local action, Councils are demonstrating to their communities and stakeholders that renewable energy is an increasingly practical, feasible and cost-effective way to reduce emissions.

PMHC has implemented a range of energy efficiency and renewable energy initiatives to reduce its own emissions. However, this project provides an opportunity to identify Council's long-term energy strategy options by looking across all of Council's operations and assets, and by assessing the full range of the options available in a holistic way. The intent is that this approach provides Council with a number of options that can help meet its energy needs, as well as its community needs and expectations, in the short, medium and long-term.

The focus of the options study was confirmed to encompass electricity use only at this stage. Stationary fuel consumption is very small, and mainly consists of LPG use. Transport energy use was outside the scope of this project.

The stated requirements for the project encompassed:

- Review Council's current energy state including previous energy initiatives undertaken.
- Provide advice on the suitability, benefits and costs of utilising Council's existing assets to generate renewable energy.
- Provide advice on current and future opportunities and options for the development of a long-term energy strategy, which
  - focuses on the future financial sustainability of Council
  - references similar and leading organisations (public and private)
  - identifies future potential partnerships that may be available to Council in the development of energy initiatives
  - identifies short, medium and long-term objectives/initiatives that Council could pursue in its upcoming Delivery Program to achieve components of the long-term energy strategy i.e. a roadmap

### 2.1 Methodology

The methodology implemented to meet these objectives included the following steps:

1. Project inception and meetings were held with a range of key Council stakeholders across all asset and business groups, to gain insight into current operations, status of energy efficiency and renewable energy initiatives and plans, as well as future plans for each asset and business group.
2. Review Council's current energy state via desktop and site visits. This involved working with Council's procurement team to obtain energy use and cost data for all of Council's electricity agreements. It also involved preliminary site visits to become familiar with Council's operations. Information was sourced from Council's GIS team regarding land and water bodies owned by Council that could potentially host renewable energy systems in future.
3. Based on data collected and initial discussions with key stakeholders Council's energy 'footprint' was developed, and a projection of energy use to 2030 was estimated. This was



## PMHC: Sustainable Long-Term Energy Strategy – Options Report

done to ensure that energy strategy options, particularly in the medium and long term, consider future energy use as well as energy use today.

4. Some 40 sites were visited over a 1-week period with 100% Renewables accompanied by a Council staff member from each asset group. This allowed for a more detailed insight to be gained regarding the operation of assets, and allowed for potential energy efficiency and renewable energy initiatives to be identified and discussed.
5. Based on site visits, data analysis and Council's plans, and the findings of past audits, energy efficiency, renewable energy generation and purchasing options were identified and indicative costs / benefits estimated. The assessment included estimation of the capacity / output of each option, locations, possible timing, and identification of key regulatory issues, risks and barriers.
6. Initial key findings were discussed with key management, with a draft options paper developed for further consultation. This final *Sustainable Long-Term Energy Strategy – Options Report* was then developed, inclusive of suggested options for Council's short (0-2 years), medium (3-5 years) and long-term (> 5 year) plans, resourcing and funding options.



### 3 Context for action by PMHC on energy

Across Australia, and globally, Local Governments have been to the fore regarding action on climate change, energy efficiency and renewable energy, with many LGAs and towns committing to be ‘zero-emissions’ or to run on 100% renewable energy.

Port Macquarie-Hastings Council’s decision to develop a sustainable long-term energy strategy options report reflects Council’s wish to understand the renewable energy opportunities available to it, which will, in turn, inform whether and how Council sets its own long-term targets and strategies.

Additional to this review of Council’s assets and opportunities, it is worthwhile looking at trends that are occurring towards “100% renewables” or similar goals in a range of other spheres. What is clear from these trends is that this is neither new nor isolated to local government.

#### 3.1 Global trends

At a global level nations committed at the Conference of the Parties at Paris in 2015 (COP21) to work to limit global temperature increases to no more than 2C above pre-industrial times, and urged greater efforts to limit the increase to under 1.5C. A summary of some key outcomes from COP21 is shown below.

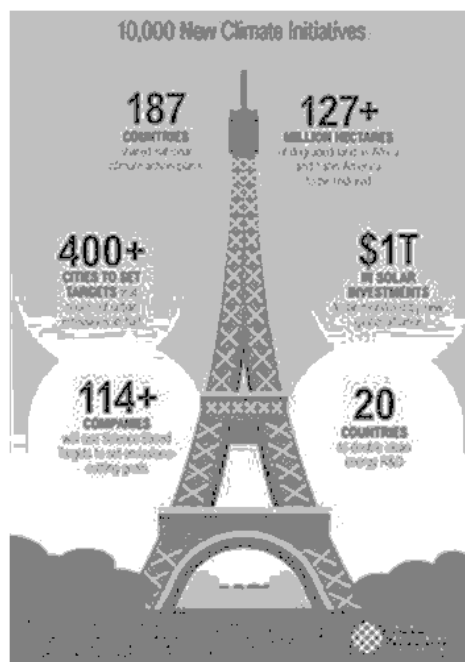


FIGURE 3- SUMMARY OF SOME KEY COMMITMENTS FROM COP21<sup>1</sup>

<sup>1</sup> Source: World Resources Institute



## PMHC: Sustainable Long-Term Energy Strategy – Options Report

Also at a global level, on June 22, 2016, the Compact of Mayors and the Covenant of Mayors announced the new Global Covenant of Mayors for Climate & Energy, a newly merged initiative to bring these two efforts together<sup>2</sup>.

This post-Paris initiative sees over 7,100 cities across 119 countries leading action on limiting climate change. Some 514 cities are part of the Compact of Mayors initiative, including thirteen Australian cities and local governments.

As reported by the International Renewable Energy Agency (IRENA) in 2016, 60% of global greenhouse gas (GHG) emissions come from our use of fossil fuels for energy, per the chart below.

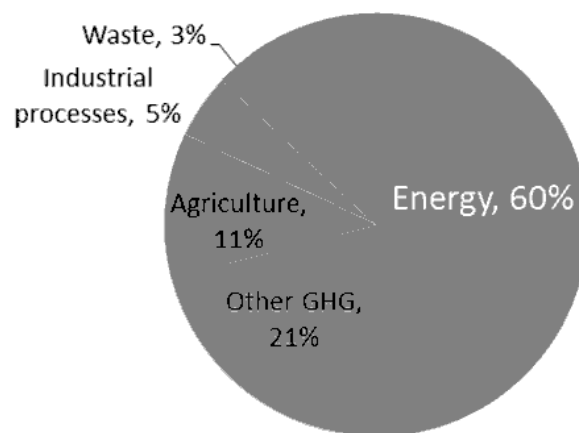


FIGURE 4- SUMMARY OF GLOBAL GHG EMISSIONS SOURCES<sup>3</sup>

This means that renewable energy generation is certain to be a large, if not the largest measure used globally to achieve the goals reaffirmed at COP21. The cities and local governments which are party to the *Global Covenant of Mayors for Climate & Energy* will similarly seek out ways to make their energy supply renewable in coming years.

This is reflected in trends in renewable energy investments over the last 10-12 years, which highlights solar and wind energy as the two technologies dominating renewable energy (RE) spend. In particular, recent years has seen solar PV investments exceed those in wind, both in absolute terms and in growth rates.

These trends are illustrated in Figure 5.

<sup>2</sup> Sourced from: <http://www.compactofmayors.org/> and <http://www.compactofmayors.org/globalcovenantofmayors/>

<sup>3</sup> IRENA 2016





## PMHC: Sustainable Long-Term Energy Strategy – Options Report

Total annual investment into new build renewable energy generating assets (excluding large hydro). This includes large and small scale project finance.

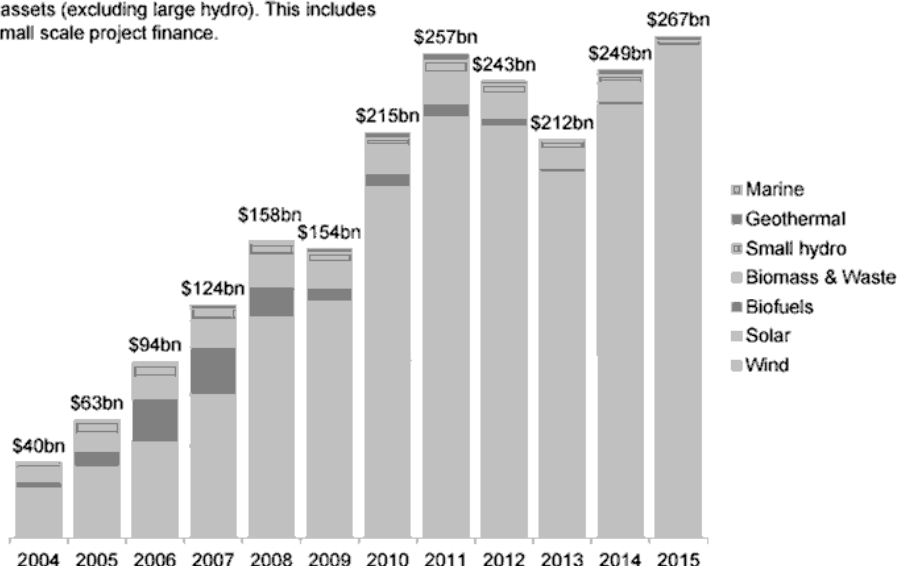


FIGURE 5- SUMMARY OF GLOBAL RE INVESTMENT 2004-15<sup>4</sup>

### 3.2 National trends

At Commonwealth and States / Territories levels a range of initiatives and targets are in place relating to greenhouse gas (GHG) emissions and renewable energy. These include:

- The Renewable Energy Target or RET has been in place since 2001 (at 9,500 GWh of RE by 2020), and was expanded to a 20% target (45,000 GWh) in 2009. It has since been modified and currently stands at a target of 33,000 GWh by 2020. This is split into two components, the Large-scale RET and the Small-scale RE Scheme (SRES). The SRES underpins the installation of RE projects of <100 kW, such as the solar PV projects implemented by Council, by providing an up-front discount to the installed cost of these systems. The Large-scale RET is applicable for installation sizes equal to or greater than 100kW.
- The Australian Renewable Energy Agency (ARENA) was established to help make renewables more affordable through the provision of grants and incentives, particularly for innovative projects. Its objectives are to increase both the competitiveness and supply of renewables. A key initiative being supported at September 2016 is the funding of solar PV projects that can demonstrate unsubsidised costs of under \$130/MWh (on a levelised cost, or lifecycle cost of electricity (LCOE)-basis). On 8<sup>th</sup> September 2016 a total of twelve projects were announced as successful applicants for ARENA grants, and these will see close to 500 MW of large PV capacity built in the near future. Five of these projects are to be located in NSW<sup>5</sup>.

<sup>4</sup> Source: Bloomberg New Energy Finance

<sup>5</sup> <http://arena.gov.au/media/historic-day-australian-solar-12-new-plants-get-support/>



- The Clean Energy Finance Corporation (CEFC) invests on a commercial basis to increase funds for clean energy initiatives, including renewables. Their primary objective is to accelerate the transition to a 'clean energy economy'.
- It is anticipated that ARENA and CEFC will jointly manage a new 'Clean Energy Innovation Fund' from 2016, whereby ARENA-assessed and recommended proposals will be forwarded to CEFC and supported via a \$100m per year commercialisation fund<sup>6</sup>.
- Australia's 2030 emissions reduction target of 26-28% reduction on 2005 levels (50-52% reduction per capita and 64-65% reduction in economy emissions-intensity) is underpinned by a \$2.55bn Emissions Reduction fund (ERF). Port Macquarie-Hastings Council was successful in May 2016 at securing funding under the ERF's 3rd auction process, relating to emissions reduction at the Cairncross landfill site<sup>7</sup>.
- Several States and Territories have announced GHG and/or renewable energy targets and are well on the path towards achieving these. These include:
  - ACT: 100% renewable electricity by 2020, underpinned by a reverse auction process and feed-in-tariffs that are passed on to consumers in the ACT.
  - South Australia: 50% renewable electricity by 2025, target net-zero emissions by 2050.
  - Victoria: target of net zero emissions by 2050.
  - NSW: renewable energy targets are in line with the RET. However, NSW hosts Australia's three largest solar PV power plants, at Broken Hill, Nyngan and Moree (total capacity 211 MW).
  - Queensland is considering if/how a renewable energy target of 50% by 2030 can be developed. Queensland currently has a target of 3000 MW / 1 million rooftops for solar PV and is committed to developing 120 MW of large-scale solar. Ten projects (from 22 nationally) were invited to lodge full applications under ARENA's current solar PV funding initiative (total capacity of these ten projects is 425 MW).

It is clear that there are significant steps being taken at national and states levels to develop large-scale renewable energy to complement Australia's already high uptake of small scale RE systems, particularly solar PV. On the face of it targets at the State / Territory level appear more ambitious than Commonwealth Government targets.

### 3.3 Private sector trends

Governments are not alone in acting now to set ambitious renewable energy targets. Companies are similarly looking to develop and implement efficiency and renewable energy strategies, whether for corporate social responsibility (CSR), cost-saving, staff motivation or other reasons. This is evident when working with companies who partner with the NSW Office of Environment and Heritage (OEH), for example, through their various energy and sustainability programs.

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<sup>6</sup> Sourced from <http://arena.gov.au/about-arena/>

<sup>7</sup>

<http://www.cleanenergyregulator.gov.au/ERF/Pages/Emissions%20Reduction%20Fund%20project%20and%20contract%20registers/Project%20register/ERF-Project-Detailed-View.aspx?ListId=%7b7F242924-BF02-45EE-A289-1ABCC954E9CE%7d&ItemID=258>



## PMHC: Sustainable Long-Term Energy Strategy – Options Report

Globally the most visible initiative is the RE100 campaign by The Climate Group and CDP, a collaboration of some of the most influential companies committed to a goal of supplying 100% of their companies' needs for electricity from renewable energy sources. Launched in 2014, at July 2016 68 companies have made a 100% renewable energy commitment, leading examples include<sup>8</sup>:

- IKEA Group is committed to produce as much renewable energy as the total energy it consumes in its buildings by 2020.
- Swiss Re Group has a goal to use 100% renewable electricity by 2020.
- Adobe is committed to powering its operations and the digital delivery of its products entirely with renewable electricity by 2035.
- Coca-Cola Enterprises has committed to power all of its operations with 100% renewable electricity by 2020.
- Google is committed to sourcing 100% renewable electricity and has an interim target to triple its renewable energy purchasing by 2025.
- Microsoft has been 100 percent powered by renewable energy since 2014.
- Nestle have set targets to reduce direct greenhouse gas emissions per tonne of product by 35% since 2005, by 2015.
- Tetra Pak is committed to powering its operations with 100% renewable electricity by 2030.
- Wal-Mart aims to produce or procure 7,000 GWh of renewable energy globally by the end of 2020, and is committed to a 100% RE target.

Data at a sector level indicates that many of the RE100 companies are well on the way to achieving their 100% renewable energy targets, as shown below.

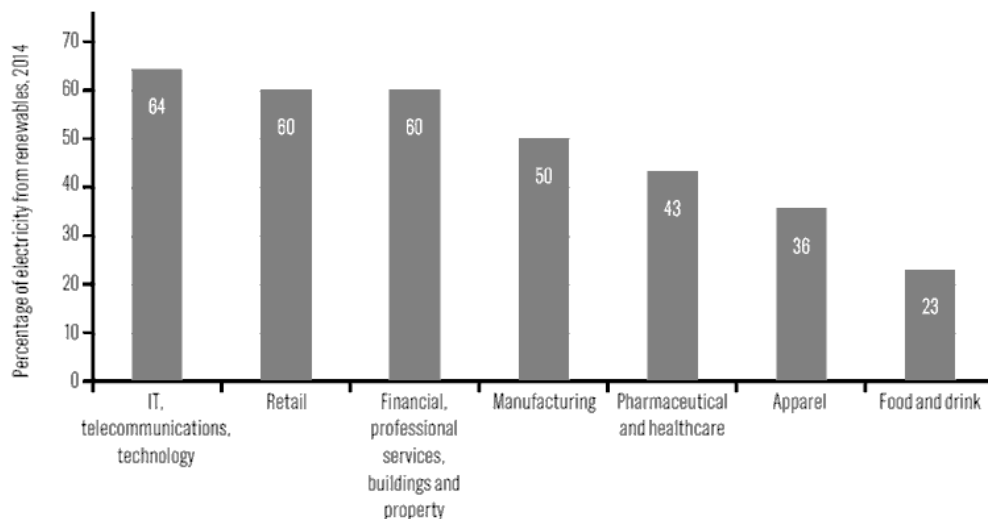


FIGURE 6- SUMMARY PROGRESS BY RE100 SECTORS TOWARDS TARGETS

<sup>8</sup> <http://there100.org/companies>



### 3.4 Regional trends – Mid-North and North Coast of NSW

The mid-north and north coast councils of NSW provide national leadership on renewables through local action. Notable examples include:

- Lismore City Council has a goal to self-generate 100% of its electricity needs from renewables by 2023, and a plan to achieve this was adopted by Council in 2014.
- Coffs Harbour City Council has a goal to source 100% of electricity from renewables by 2030, with interim targets for 2020 and 2025, and a 50% GHG emissions reduction target by 2025. The Renewable Energy and Emissions Reduction Plan was adopted by Council in 2015.
- Byron Shire is aiming to reach a “net zero emissions” target, and Byron Bay Council is a signatory to the Global Compact of Mayors.
- Uralla is aiming to be a zero net energy town (ZNET), through the use of energy efficiency, renewables and storage. A 7-10 timeframe was anticipated for the ZNET target to be achieved when the project was announced in 2014.
- Tyalgum is aiming to be a 100% renewable energy town and to potentially be ‘off-grid’, possibly by 2020.

### 3.5 Local trends – what is occurring in Port Macquarie?

Port Macquarie-Hastings Local Government Area is one of Australia’s leading LGAs in terms of the uptake of solar hot water and solar PV systems. According to data sourced from the Australian Photovoltaic Institute (APVI), PMH LGA has:

- 7,157 PV installations, a 23.5% penetration rate, at June 2016, with over 20MW of installed capacity. Refer to the APVI map with PMH LGA details highlighted below.
- 8,617 solar hot water systems and 1,687 air source heat pumps.

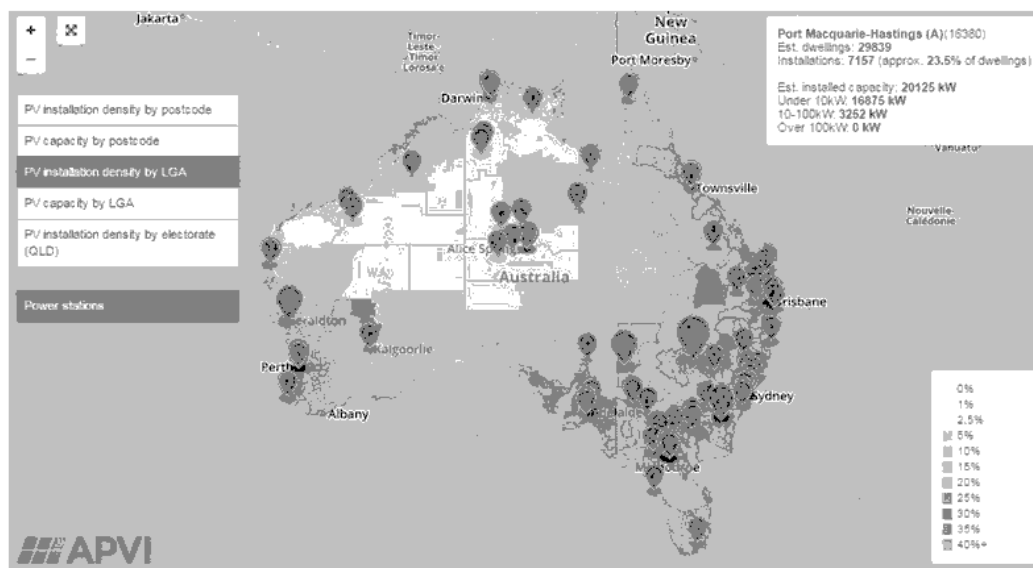


FIGURE 7- PORT MACQUARIE-HASTINGS LGA SOLAR PV PENETRATION RATE, JUNE 2016



### 3.6 Port Macquarie Hastings Council – what has council been doing?

Port Macquarie-Hastings Council does not have any targets at this time for energy use, renewables or GHG emissions. However, numerous initiatives have been progressed by various sections and staff at Council, leveraging off available incentives (such as the SRES or the NSW Energy Savings Scheme for example), or simply implementing energy efficiency on a business-as-usual basis. Key examples of Council's actions include:

- Four sizeable solar PV systems have been implemented, with a total installed capacity of 272.5 kW. Projects have been implemented at Port Macquarie library, the Glasshouse, Wauchope Rural Fire Service building, and the Council's main administration building. Together these systems meet approximately 1.6% of Council's electricity demand.
- Council engaged NSW Public Works to assess the potential for solar PV for 5 more sites, with a report completed in 2015. This report recommended implementation of a further 285 kW of solar PV, mainly at the Port Macquarie Sewerage Treatment Plant (STP or WWTP), with smaller systems recommended for the Laurieton library, Wauchope library / offices, Wauchope Water Treatment Plant (WTP), and the Port Macquarie Water Reclamation Plant (WRP). The 393 MWh per year generated from these installations would double Council's PV contribution to 3.2% of its electricity demand.
- LED lighting has been implemented in some facilities, most noticeably in public sections of the Glasshouse and in parts of the main Council administration building (on a replace-on-fail basis). Energy efficient T5 lighting has been used in all recently-constructed buildings, and LED will be used in any future building development work.
- Air conditioning systems, including central chillers, ventilation systems and building management systems at the Glasshouse are energy efficient; this site has the largest mechanical air conditioning demand of all Council's sites.
- Council recently selected and installed a new heat pump system for the Port Macquarie Aquatic Centre. The selected system was chosen in part because of its claimed energy efficiency performance. Council staff adjust the system's controls and use pool blankets to optimise energy outcomes for the system.
- Sewerage treatment plants have invested in dissolved-oxygen controls (DO) to enable better process control and allow for lower runtime of STP sites' aerator systems, which usually consume 60%+ of electricity use.
- Variable speed drive control is used at water treatment plants for operational control, and a single sewerage pump station (Camden Haven #1) uses VSD control on its pumps. These initiatives can save significant amounts of energy compared with on/off or DOL controls.
- Council will commence with a landfill gas flaring trial in early 2017. This will determine the amount and quality of LFG in this landfill, which will in turn determine whether there is a case for ongoing flaring (methane destruction), electricity generation, or neither.

These initiatives evidence a strong culture of identifying and improving energy systems by staff, across asset groups. While the impact on Council's energy demand to date is modest, it is clear that there is good knowledge of energy efficiency and renewable energy technologies, and skills in-house to develop and implement opportunities. However, a larger scale plan for efficiency and renewable energy works would likely require added resources and finance to see it successfully implemented.



### 3.7 Summary

There is clear precedent at all levels, from global to local, for organisations to set and implement ambitious renewable energy goals. Within the Port Macquarie-Hastings LGA there is evidence that the community has embraced the opportunities available in recent years to make solar part of their energy supply. In coming years many of these same people will likely embrace energy storage technologies as a way of protecting the investment and the benefits they have gained from solar.

Council itself has implemented a range of energy efficiency and renewable energy projects and is evaluating more. Given this context, the focus of the work was directed at determining what options are available to Council to further improve energy efficiency and develop renewable energy, to reduce Council's energy / GHG footprint. Given the context and the opportunities, Council will be better informed and in a position to determine:

1. What is its vision for renewable energy supply of Council's operating assets in the long term?
2. What does Council anticipate can be achieved in the short, medium and long term, and where the focus should be in these periods?

#### 3.7.1 A note on the phrasing of targets

PMHC currently meets 1.6% of its electricity demand from solar PV systems mounted on the roofs of four buildings. However, from an accounting perspective, this electricity is not Council's renewable electricity, since the effect of taking the upfront discount (Small-scale Technology Certificates, or STCs under the Small-scale Renewable Energy Scheme, or SRES) is to sell the rights to the renewable component of this electricity.

If Council elects to set renewable energy targets at a later date, then it needs to be clear about what it is committing to. For example, drawing on earlier RE100 company examples:

- A commitment to produce as much renewable energy as an organisation consumes may allow credits such as STCs (or Large-scale Generation Certificates (LGCs) for large developments) to be used to generate income since the stated claim does not include the consumption of renewable energy.
- A goal to use 100% renewable electricity, on the other hand, may imply that the 'green' rights remain attached to the electricity supply (i.e. unsold). This is more clearly a commitment to consume renewable energy, however there is a likely cost (loss of revenue) impact to consider.



## 4 PMHC's Energy baseline and projected consumption

### 4.1 Council's operating assets

PMHC operates around 340 sites across the LGA, not including street lights (refer to Appendix A). The Council operates facilities that provide a wide range of local services, including:

- Sewerage treatment: 165 sites, including sewerage treatment plants and sewerage pumping stations. All major STPs use some level of dissolved oxygen control to manage the operation of aeration systems. VSD control is not widely used. All of these plants operate 24/7. SPS' operate intermittently depending on inflows and are sized to meet maximum flow conditions. Most SPS' use DOL control of motors and log books at sites visited show that under 'normal' conditions the total number of motor starts and run hours (at or close to full load) is fairly low. The upgraded Camden Haven #1 SPS uses 3 x VSD-controlled pumps to pump up to the Dunbogan STP, and a brief visual inspection showed a single pump running at around 35% of rated power, most likely saving energy compared with a fixed speed arrangement.
- Water treatment and supply: over 60 sites in total, of which four are some of council's largest energy users. In particular the major water pumping sites at Wauchope and Port Macquarie, Cowarra Dam and the Wauchope WTP are significant energy users, and are managed carefully to minimise operation in peak and shoulder charge periods, and maximise operation during off-peak periods. Water pumping stations, reservoirs and community water schemes (Telegraph Point, Comboyne, Long Flat) make up the other sites in this category.
- More than 90 buildings include major facilities such as the Glasshouse, Port Macquarie's aquatic centre, major libraries and Council's main administration building in Port Macquarie. Community buildings, sporting fields, BBQs and amenities make up the bulk of the facilities.
- More than 50 'other' facilities are operated, the major ones being the Port Macquarie airport and the Cairncross waste management facility. Fire services, other tip sites, depots and ferry services (land based) make up the bulk of other sites.

### 4.2 Council's owned land

Part of the brief was to investigate options for Council to utilise its land for future renewable energy development. Council's GIS team was able to identify a range of land (and water) areas that satisfied some initial screening criteria, including:

- Flat or near-flat land (<5% slope) or water body,
- Council-owned that currently has no other committed future use,
- North-facing aspect,
- Buffer to residents,
- Not on a flood plain,
- Not subject to a vegetation management plan or similar constraint,
- Proximity to the electricity grid with LV/HV overlaid,
- Note of (total plus flat) land size in Ha

GIS and site visits highlighted a number of sites that met most or all of these criteria and are reviewed in later sections with regard to their potential future use for RE development.



### 4.3 Scope and data limitations

The scope of this work is limited to PMHC's electricity consumption only. Fuel use for transport is outside of the scope, and stationary fuel use (e.g. LPG) is very small.

Council supplied details of current electricity agreements as well as a list of all sites that are operated by Council. This includes:

- A single agreement for public street lighting. Street lighting assets are owned by Essential Energy, with Council paying for electricity use (network plus retail) and service costs via a Street Lighting Use of System (SLUOS) agreement,
- An agreement covering 17 'contestable' sites, being Council's largest consumers of electricity, such as major water pumping and treatment sites, sewerage treatment plants, major sewerage pumping stations, Council administration, leisure facilities and libraries,
- A small-sites agreement encompassing all of Council's remaining facilities

Council's largest 17 sites consume the vast majority of electricity by facilities, and data quality is good. Data quality for street lighting electricity use is also good. Together these account for almost 90% of Council's electricity use.

Data for Council's small sites is less readily available, and at the time of completing this work data was missing for close to 150 sites. This may be the result of the changeover to a new small-sites agreement, and over the next 12 months it is expected that this data quality will improve.

For the purpose of the baseline energy estimates, electricity use by these sites was estimated by reference to consumption by similar sites. Accuracy for the small sites is estimated to be +/-10%. This leads to an overall error estimate for electricity data of about +/-1.5%, which is acceptable for the purpose of this work.

### 4.4 Baseline electricity use

2013-14 electricity data was utilised for this assessment, as this was used to develop the recently negotiated electricity agreements between Council and its energy retailers.

Council's total electricity consumption is estimated to be 18,730 MWh per year. Taking solar PV generation out of this we estimate grid-supplied electricity to be **18,590 MWh per year**. This figure is taken as Council's baseline.

Based on the data supplied this electricity use can be split into asset types, which gives an indication of areas of greatest energy intensity. In addition, site visits to more than 40 facilities, allied to past experience working in similar organisations, led to the development of an equipment-level breakup of electricity use. The purpose of this is to help ensure that the identification of opportunities, particularly for energy efficiency and where greatest effort should be focused is based on knowledge of what equipment actually uses the most energy.

The two charts below summarise the base energy use by PMHC.





## PMHC: Sustainable Long-Term Energy Strategy – Options Report

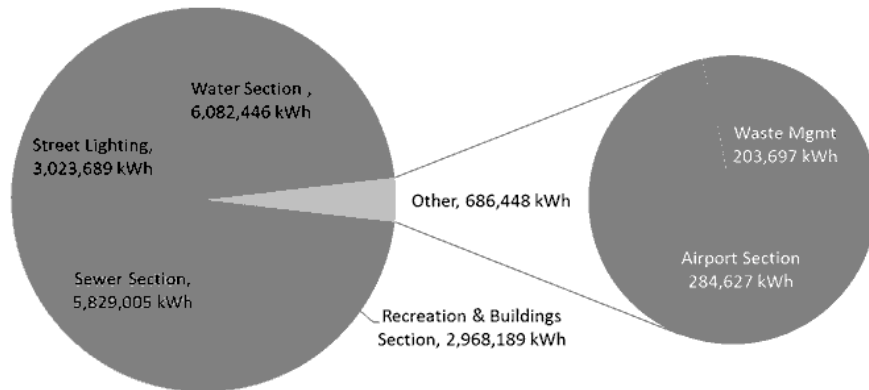


FIGURE 8- BASE ELECTRICITY USE BY ASSET GROUP – PMHC

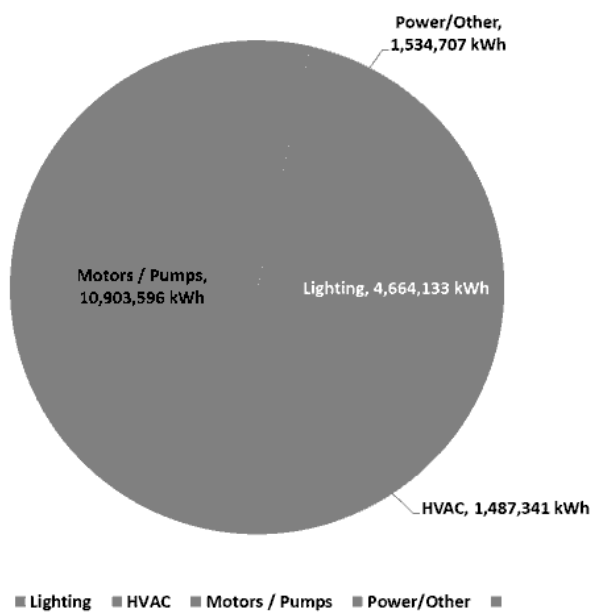


FIGURE 9- BASE ELECTRICITY USE BY EQUIPMENT TYPE – PMHC

Based on this review it is clear that water / sewer pumping and treatment operations, and street lighting are Council's major energy users. Building lighting, HVAC, and power are relatively modest.



#### 4.5 Future electricity demand

For the purpose of a long-term energy strategy it is important to consider future consumption and not just current consumption. For the purpose of this work an annual growth rate in electricity of 1.5% pa was assumed, with a range of factors taken into account.

- Population growth rate from 2010 to 2014 was 1.0-1.2% pa<sup>9</sup>,
- Forecast population growth of 1.5% per year from 2016 to 2036<sup>10</sup>,
- No change to energy systems used by Council,
- Growth in Council services to meet the needs of new residents, particularly water and sewer and street lighting. Growth in energy demand will be less than population growth as there is a high base demand for major water and sewerage treatment plants as well as main road lighting,
- Other growth in Council services – in PMHC for example the water reclamation plant (WRP) has large potential for expansion, and is expected to double in capacity in the near term. As a large energy user this will impact on overall energy demand

This gives a projection for future electricity consumption by PMHC to 2030 as shown below.

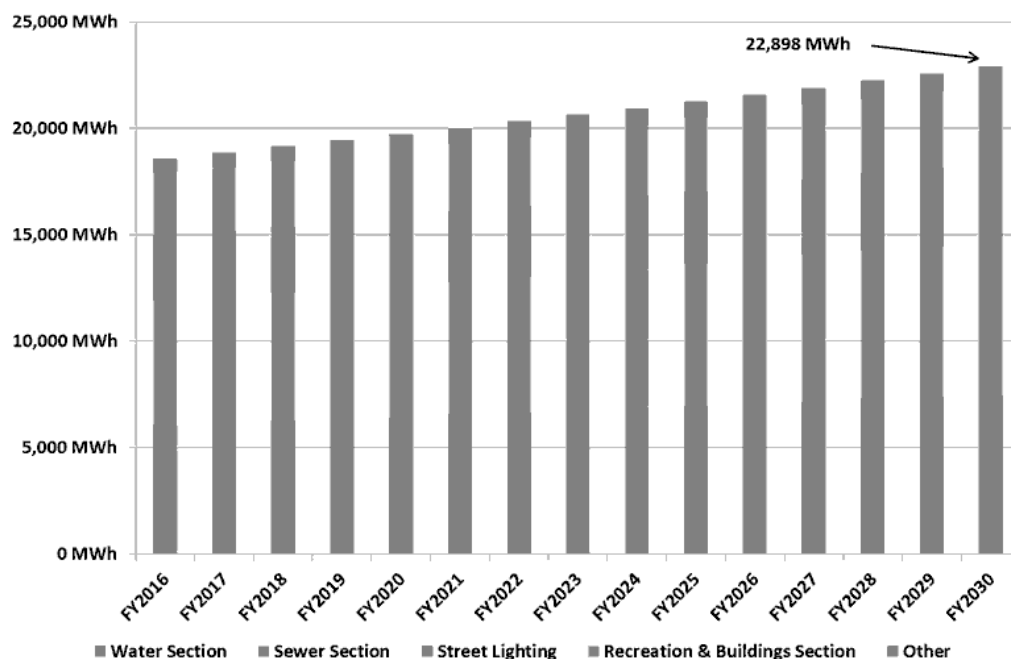


FIGURE 10- PROJECTED GRID ELECTRICITY DEMAND FOR PMHC OPERATIONS TO FY2030

<sup>9</sup> <http://stat.abs.gov.au>

<sup>10</sup> <http://forecast.id.com.au/port-macquarie-hastings>



## 5 PMHC's efficiency and renewable energy options

### 5.1 Approach to evaluating efficiency and renewable energy options

Options that are available to PMHC in the context of a sustainable long-term energy plan were identified and evaluated at a high level based on visits to a range of Council's sites and an assessment of potential renewable energy options based on Council's land, water, and waste resources.

Options were identified and evaluated based on a "reduce, produce, purchase" approach as illustrated below.

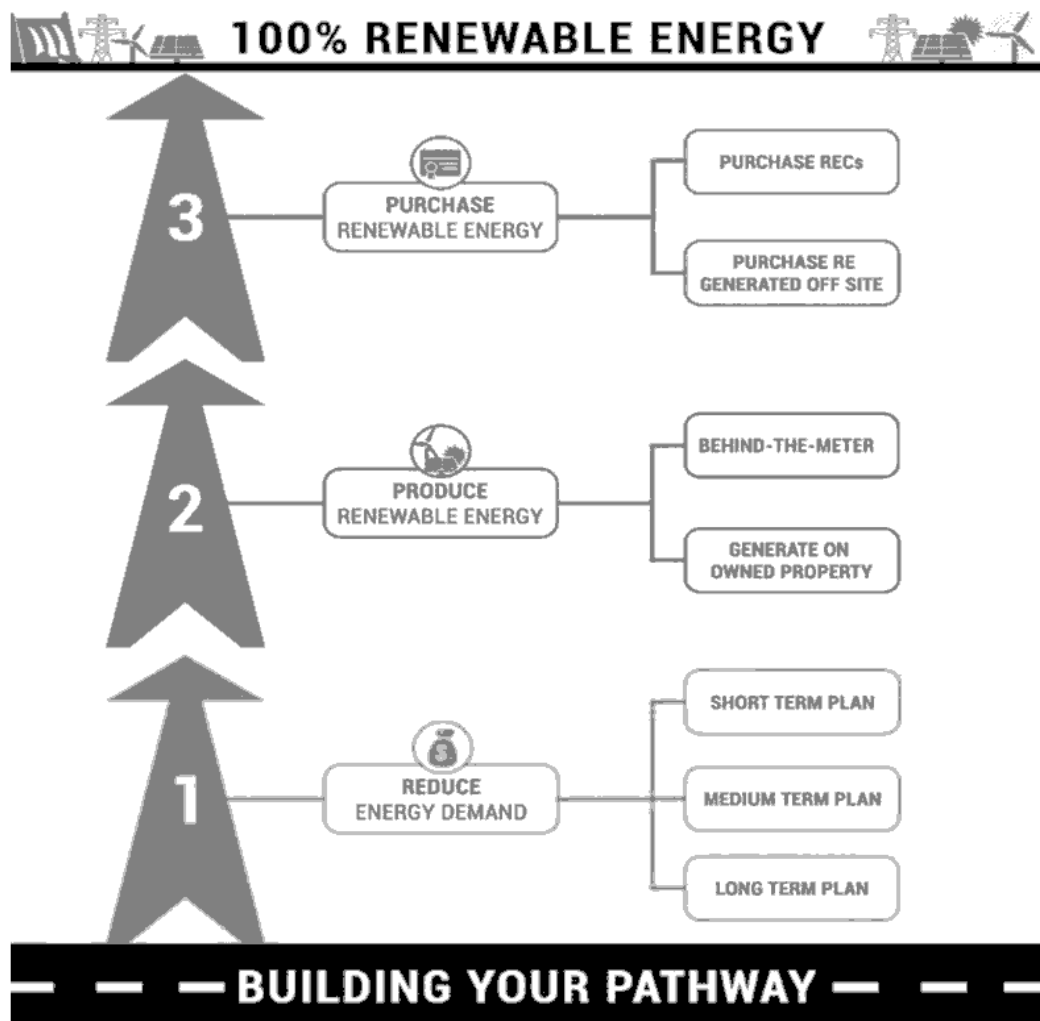


FIGURE 11- APPROACH TO ASSESSMENT OF EFFICIENCY AND RENEWABLE ENERGY FOR PMHC



The following were assessed for each of these categories:

- Reduce energy demand through energy efficiency:
  - Street lighting
  - Building lighting
  - Motor systems
  - Building HVAC / BMS
  - Power
- Renewable energy
  - Solar PV behind the meter
    - Battery energy storage
  - Solar PV mid-scale on Council-owned land
  - Solar hot water
  - Wind energy
  - Bioenergy from organic waste
  - Micro-hydro
  - Purchased RE or RECs

Options were evaluated and are reported based on the following attributes:

1. Locations or sites where options are applicable,
2. Capacity for grid energy reduction,
3. Case studies / examples of implementation by other organisations,
4. Cost-benefit including identification of incentives,
5. Recommended timing (short, medium, long term),
6. Suitable approaches to implementation,
7. Identified risks / barriers

### 5.1.1 Omitted technologies

A range of renewable energy technologies were not evaluated in this work as they are not viable for PMHC LGA or are most likely to be commercialised through implementation in more suitable locations in coming years. These include:

- Marine energy generation technologies,
- Geothermal energy technologies (other than ground-source heat pumps),
- Offshore wind energy,
- Larger-scale mini-hydro or hydroelectric power schemes,
- Concentrated solar thermal power generation,
- Biofuel development



## 5.2 Efficiency and renewable energy options

Category	Energy Efficiency
Technology / initiative	<b>5.2.1 LED Street lighting</b>
Location(s)	Throughout the PMHC LGA, using approved LED fittings
Capacity for grid energy reduction	<p><b>1,512 MWh per year based on 50% of baseline energy consumption, rising to 1,862 MWh against a baseline increasing at 1.5% per year. This is the total potential for all street lighting, which may include local as well as main roads (i.e. P and V categories). This is a saving of 8.1% of PMHC's total electricity consumption.</b></p> <p>At present it is likely that local roads (Cat P) will benefit first using network-approved LED fittings. Main road LED lighting may take longer.</p> <p>As street lighting services grow it is expected that LED will become the norm for new street lighting – e.g. in new land release areas.</p>
Case examples	<p>Seven councils in the NSW Northern Inland region are participants in an LED street lighting upgrade of 5,000 lights. The project is coordinated by Regional Development Australia Northern Inland, funded by the Australian Government, and using lamps approved by Essential Energy.</p> <p><a href="http://www.northernlightsproject.com.au/">http://www.northernlightsproject.com.au/</a></p>
Costs and benefits, incentives	<p>At present PMHC does not pay for the upfront cost of new street lights, which are upgraded in bulk and on a spot (failure) basis by Essential Energy. If this arrangement remains in place then Essential Energy may be able to upgrade to LED when the next bulk lamp upgrade is due to occur, which will minimise the cost of the project.</p> <p>Cost savings for a 50% reduction in electricity are \$194,000 per year based on 2016/17 retail and network rates.</p> <p>It is possible that there will be lower maintenance costs over the LED life cycle, owing to both reduced capital cost (when amortised over a longer lamp life for LED compared with 'traditional' technologies), and to lower spot replacements. Other maintenance activities such as sensor checking, lens / lamp cleaning may remain unchanged. Essential Energy's 2016/17 SLUOS costs do not include LEDs at this time, so this aspect would need to be clarified with Essential Energy.</p>
Recommended timing	All eligible street lights should be upgraded to LED at the next bulk replacement.
<b>Short term 2016/17 and 2017/18</b>	<p>Upgrade eligible lamps to LED at next bulk upgrade.</p> <p>Work with relevant parties to ensure new street lighting (e.g. new land release areas) use LED technology.</p>
<b>Medium term 2019/20 and 2020/21</b>	<p>Upgrade eligible lamps to LED at next bulk upgrade.</p> <p>Investigate the potential role for solar &amp; storage-powered LED street lighting as an alternative to grid-connected LED lighting.</p>
<b>Long term &gt;2021/22</b>	All future street lighting to use LED technology.



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<b>Approaches to implementation</b>	<p>PMHC should engage with Essential Energy at the earliest time to begin discussions and planning towards LED for street lighting, for both existing and new lighting.</p> <p>PMHC may wish to utilise this opportunity to develop a process that can clarify ownership of and responsibility for public lighting, while aiming to see that upgrading to LED technology can also be done with these lights.</p>
<b>Risks / barriers</b>	<p>Essential energy and RDANI's project in the Northern Tablelands region will seek to identify and address any risk issues associated with LED lighting. Networks and other owners who have implemented LED technology have invested significant efforts in ensuring the technology is suitable for use on street lighting assets. As such it is expected that any performance risk will be minimised.</p> <p>Risk issues that can be clarified, developed and managed by PMHC include:</p> <ul style="list-style-type: none"> <li>• Responsibility for street lighting in Council and proactively taking steps to implement LED,</li> <li>• Confirmation of current bulk replacement funding arrangements, and clarification future maintenance costs in consultation with Essential Energy,</li> <li>• Confirmation of timing of planned bulk replacement and development of a plan that ensures the least delay in upgrading to LED,</li> <li>• Treatment of public lighting that may be currently unmetered and part of the street lighting services but should be metered and Council's responsibility</li> </ul>

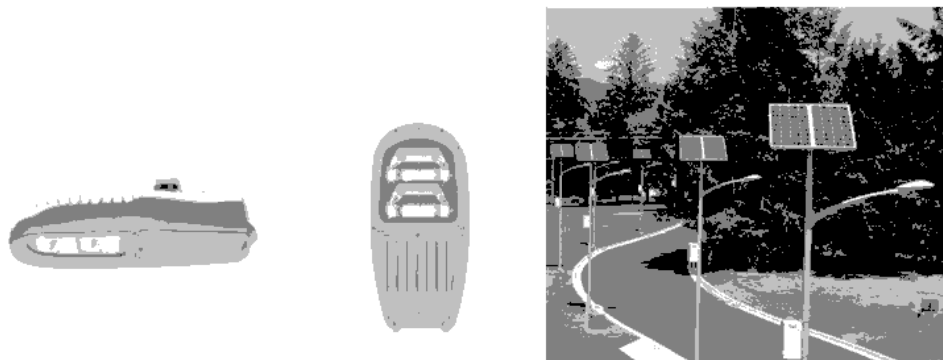


FIGURE 12- LED STREET LIGHTING EXAMPLES (SOURCES: GE LIGHTING, WIKIPEDIA)



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Category	Energy Efficiency
Technology / initiative	5.2.2 Building lighting
Location(s)	<p>PMHC has already begun to migrate towards LED lighting in its buildings. Prominent examples include public lit areas of the Glasshouse where LED spotlights and track lights have been installed, and the Coach Terminal. As lights fail in the administration building LEDs have been installed.</p> <p>Council can continue with a replace-on-fail or opportunistic approach to LED upgrading, or could look to bulk-upgrade to LED in buildings with high use / occupancy. Typically this approach will yield a 3-5 year simple payback, depending on whether a tube-retrofit or a full fitting / panel replacement approach is taken, and on the eligibility of upgraded lights / fittings to receive credits (Energy Savings Certificates) under the NSW Energy Savings Scheme (ESS).</p> <p>This scoping assessment has identified 18 sites from the top energy using sites that are likely to be in the category of 'high use' in terms of lighting systems. These include:</p> <ul style="list-style-type: none"> <li>• Glass House, mainly lit by T5 lights in back-of-house areas. Theatre and stage lighting is also fairly inefficient.</li> <li>• Council's administration building, where some LEDs have been installed but most remains as single T8 fittings.</li> <li>• Water system sites including Wauchope WTP, Port Macquarie RWP, Port Macquarie Dam Pumping Station.</li> <li>• Sewerage Treatment Plants at Port Macquarie, Wauchope, Dunbogan, Kew and Bonny Hills.</li> <li>• Libraries / offices at Laurieton and Wauchope, and Port Macquarie library.</li> <li>• Depot buildings at Port Macquarie and Wauchope.</li> <li>• Other facilities, such as the Senior Citizens at Port Macquarie, Trades &amp; Elec Building at Jindalee Road, and the Fire Services building at Wauchope.</li> </ul>
Capacity for grid energy reduction	<p>A simplistic model assumes lighting to use a percentage of total energy use, typically 25% for buildings and 5-7% for treatment works. LED technology typically reduces lighting energy use by 60%, but where T5 lamps are installed or some LEDs have already been installed this reduces to about 40%.</p> <p>Based on assumptions about energy use by lighting and potential savings it is estimated that <b>the capacity for energy savings from LED lighting upgrades in these 18 buildings is more than 630 MWh per year (+/-40% at this level of assessment). This is the potential savings that can be achieved at 3-5 year simple payback.</b> This is dominated by potential savings at the Glasshouse, PM Library and Council's Administration building.</p> <p>The total LED lighting potential across all of Council's facilities is estimated to be almost 850 MWh per year. These additional savings are</p>



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	in low use facilities where the payback to upgrade to LED lighting will be long. Examples include sporting field lighting, SPS sites, fire service buildings, amenities blocks and other small buildings across the LGA. A preferred strategy for upgrading these lights is to change to LED when lights fail or when sites are being upgraded.
<b>Case examples</b>	<p>The best case examples of LED lighting for buildings are in Council's own facilities – including the administration building, Glasshouse and the Coach terminal. There are numerous suppliers of LED lighting that can replace linear fluorescent tubes / fittings, compact fluorescents, halogens and high bay lamps. All 'traditional' large lighting suppliers as well as numerous new market entrants, supply LED lighting. For example (not endorsement):</p> <p><a href="http://www.gelighting.com">www.gelighting.com</a></p> <p><a href="http://www.philips.com.au">www.philips.com.au</a></p> <p><a href="http://www.ledified.com.au">www.ledified.com.au</a></p>
<b>Costs and benefits, incentives</b>	<p>The cost savings resulting from energy savings of 630 MWh per year, at say 15¢/kWh (savings in peak demand and daytime energy use will result, most energy savings are in large-contract sites) are \$94,500. Maintenance savings will also result as the lifetime of LEDs is 50-70,000 hours compared with 12-18,000 hours for conventional lights. Total annual savings of over \$100,000 would result.</p> <p>For these sites a 3-5 year simple payback is likely to result. Say a 4-year payback is achieved, with some sites upgrading via tube retrofit (no ESC credit but lower upfront cost) and others implementing whole-fitting upgrades (with discount upfront for ESC credits). This is a capital cost estimate of \$400,000.</p> <p>The preferred approach for other lighting will be to stipulate LED as a preferred lighting technology for failed lamps and for upgrades. This will be suitable for most lamp types now (e.g. linear fluorescents, CFLs, halogens, high bays), but it may take longer for stage and sporting field LED lighting to be economically viable.</p>
<b>Recommended timing</b>	A staged implementation approach is preferred given the different uses of lighting and different readiness / cost-effectiveness levels for LED lighting technologies.
<b>Short term 2016/17 and 2017/18</b>	<p>The 18 highlighted sites should be targeted first. Audits may be required at some of these sites to verify lamp numbers and consumption. This could be performed by Council staff, auditors or by invited installers and their Accredited Certificate Providers (ACPs, approved to create ESCs under the NSW ESS).</p> <p>Review Council's specifications for lighting within design briefs, procurement processes and the like. Confirm where LED lighting can be mandated or required to be assessed for viability.</p>
<b>Medium term 2019/20 and 2020/21</b>	As lamps fail and sites are upgraded, ensure lighting is LED where this is viable.





<b>Long term &gt;2021/22</b>	As lamps fail and sites are upgraded, ensure lighting is LED where this is viable.
<b>Approaches to implementation</b>	Council's existing procurement processes can be employed to implement these projects. Council should ensure that the ESC-eligibility of new lighting is examined and specified where applicable.
<b>Risks / barriers</b>	LED lighting is well established and few risks or barriers are relevant.  The commercial viability of some LEDs such as stage lighting and sporting field lighting may require time to improve, and above recommendations include monitoring of trends for these lights.

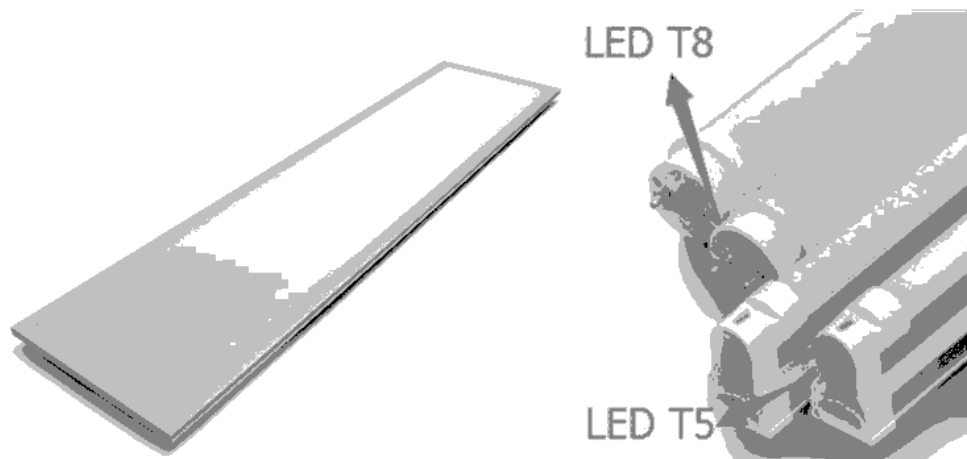


FIGURE 13- LED LIGHTING PANEL AND TUBE EXAMPLES (SOURCES: ECO LIGHT LED, QUORA)



Category	Energy Efficiency
Technology / initiative	<b>5.2.3 Motor systems</b>
Location(s)	<p>The majority of electric motors are installed in water and sewer sites across the LGA. These motors dominate energy use by Council sites.</p> <p>Motor system efficiency is likely to apply mainly to Sewerage Treatment Plants (STP) and Sewer Pump Stations (SPS), building on energy / operational efficiencies that have been implemented. Opportunities that should be investigated include:</p> <ul style="list-style-type: none"> <li>• Further implementation and/or optimisation of dissolved oxygen (DO) control at several STPs (e.g. limit to 2 mg/L) which enables aeration systems to be better controlled and run fewer hours.</li> <li>• The new STP at Dunbogan makes extensive use of VSD control of aeration blowers and other large energy systems. A comparison of energy efficiencies gained here compared with on/off control of aeration in conjunction with DO control was not possible, however VSD with DO control is widely reported in literature on energy efficiency in treatment works and should be reviewed.</li> <li>• Fine bubble aeration techniques.</li> <li>• Blower type – i.e. Rotary Positive Displacement v Multi-Stage Centrifugal v High Speed Turbo Blowers (most efficient).</li> <li>• VSD control of pumps used in treatment works.</li> <li>• A single SPS (Camden Haven #1) has been equipped with VSD control of all pumps as part of a recent upgrade. This was observed to run at just one third of full load, suggesting energy savings may have resulted, however verification of savings by comparison with historical operation was not possible. This opportunity should be assessed as SPS' are upgraded.</li> </ul> <p>Major motors in the water supply system offer low energy savings potential, owing to the inherent efficiency of larger motors, managed usage to align with offpeak times where possible, and use of VSD control within larger WPS facilities. Assessing further opportunities in WPS operations is a lower priority than STP / SPS.</p> <p>Pump design aims to ensure effective operation under varying conditions of water and effluent. This aspect of energy efficiency was not examined in detail as part of this scoping assessment.</p>
Capacity for grid energy reduction	<p>This high level scoping assessment cannot make detailed estimates of potential savings in energy use in wastewater systems. It is clear that some energy efficiency and some plant upgrades have resulted in energy savings, but that further savings are feasible.</p> <p><b>A 10% energy savings objective equates to almost 600 MWh per year for wastewater systems, including treatment plants and SPS'.</b></p> <p>It is likely that SPS savings are achievable when these systems are upgraded, and literature reports VSD benefits in systems dominated by friction losses, but low savings in systems where static head is dominant.</p>



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	STP savings potential is likely to be a combination of retrofit initiatives (e.g. control optimisation, VSD retrofit) and plant upgrade initiatives where efficiency can be incorporated into new works.
<b>Case examples</b>	<p>Hunter Water's Burwood Beach WWTW:  <a href="http://www.hunterwater.com.au/Water-and-Sewer/Sustainability/Energy-Efficiency/Case-Study---Energy-Savings-at-Burwood-Beach-Wastewater-Treatment-Works.aspx">http://www.hunterwater.com.au/Water-and-Sewer/Sustainability/Energy-Efficiency/Case-Study---Energy-Savings-at-Burwood-Beach-Wastewater-Treatment-Works.aspx</a></p> <p>Melbourne Water was a participant in the Commonwealth's Energy Efficiency Opportunities program for large energy users, and several reports on the outcomes of their efficiency assessments are available:  <a href="http://www.melbournewater.com.au/whatwedo/liveability-and-environment/energy/pages/energy-efficiencies-and-renewable-sources.aspx">http://www.melbournewater.com.au/whatwedo/liveability-and-environment/energy/pages/energy-efficiencies-and-renewable-sources.aspx</a></p>
<b>Costs and benefits, incentives</b>	<p>Savings of 600 MWh per year would equate to around \$90,000 in cost savings. Costs to realise this level of savings are likely to be in the range \$300-500,000 including full capital costs for retrofit solutions and marginal cost to optimise energy efficiency within upgrade works.</p> <p>To develop more robust cost estimates Council can engage with NSW Office of Environment and Heritage's Energy Saver program to audit one or more STP and SPS systems, with up to 50% subsidies available to participants. Both wastewater treatment and motor / pump systems are priority areas that OEH is focusing on at this time.</p> <p>Implemented opportunities could be eligible to claim credits under the NSW Energy Savings Scheme (ESS). This could augment energy cost savings and improve the payback for eligible projects.</p>
<b>Recommended timing</b>	More detailed audit of energy efficiency opportunities, drawing on financial assistance from OEH, is recommended to better understand the size of investment and expected energy / cost savings in wastewater systems. Efficiency of energy use should be a key part of all planned plant upgrades / developments by PMHC.
<b>Short term 2016/17 and 2017/18</b>	<p>Audit of STP / SPS systems to confirm savings potential and costs.</p> <p>Implementation of cost effective energy efficiency opportunities.</p> <p>Incorporation of energy efficiency into all new and upgrade works.</p>
<b>Medium term 2019/20 and 2020/21</b>	<p>Implementation of cost effective energy efficiency opportunities.</p> <p>Incorporation of energy efficiency into all new and upgrade works.</p>
<b>Long term &gt;2021/22</b>	<p>Implementation of cost effective energy efficiency opportunities.</p> <p>Incorporation of energy efficiency into all new and upgrade works.</p>
<b>Approaches to implementation</b>	Council's existing procurement processes can be employed to implement cost effective projects.
<b>Risks / barriers</b>	NA



Category	Energy Efficiency
Technology / initiative	<b>5.2.4 Building HVAC / BMS</b>
Location(s)	<p>HVAC energy use is modest as a percentage of Council's energy use, consuming just under 1,500 MWh per year or 8% of total electricity demand. Two thirds of this is estimated to be consumed at three sites, including the Glasshouse, Administration building and Port Macquarie library. Other libraries / offices, depots, STPs / WTPs and community buildings use split or small packaged systems. Many electrical switchrooms across Council's facilities will also have split A/C units to ensure equipment does not overheat.</p> <p>HVAC equipment and controls at the Glasshouse are energy efficient and this system has several years of life remaining. Control systems have been upgraded at the PM Library and Administration buildings recently. As such most of the opportunity for 'quick win' savings opportunities has been taken up.</p> <p>Longer term energy savings will result from the replacement of HVAC equipment and controls as they reach the end of their useful life.</p>
Capacity for grid energy reduction	<p><b>Over the long term the capacity for HVAC energy savings may be as high as 275 MWh per year, which would be achieved incrementally as old plant and controls are replaced.</b> New energy efficient split and packaged systems may be 25% or more energy efficient than existing systems.</p> <p>Savings at sites such as the Glasshouse are expected to be very small and may be limited to optimisation / re-commissioning of control systems periodically. Newer facilities, such as the Surf Club at Bonny Hills also have fairly energy efficient HVAC systems and would not be seeking to upgrade for many years.</p>
Case examples	<p>NSW Office of Environment and Heritage produce numerous case studies of energy efficient initiatives, including for HVAC.</p> <p><a href="http://www.environment.nsw.gov.au/resources/business/financing-case-study-1.pdf">http://www.environment.nsw.gov.au/resources/business/financing-case-study-1.pdf</a> shows one example comparing the choice of an efficient HVAC system to a 'standard' one, also outlining opportunities to access ESCs for efficient HVAC upgrades and highlighting the use of Environmental Upgrade Agreements (EUAs).</p> <p>Commercial air conditioning suppliers are delivering increasingly energy efficient products and solutions into the HVAC market, with EER/COP levels in excess of 5 for many split / packaged products. These include inverter technology, scroll compressors, intelligent controls and integrated heat recovery, for example. Many are beginning to transition to newer low-GHG / zero-ODP refrigerants such as R32 to replace R22 and R410A. Examples include (not endorsement):</p> <p><a href="http://commercial.daikin.com.au/product-solutions">http://commercial.daikin.com.au/product-solutions</a></p> <p><a href="http://www.mitsubishielectric.com.au/Commercial_Air_Conditioning.htm">http://www.mitsubishielectric.com.au/Commercial_Air_Conditioning.htm</a></p>



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<b>Costs and benefits, incentives</b>	<p>Potential reduction of 275 MWh would result in savings of a little over \$40-50,000 per year based on current electricity costs. Hence this is a lower benefit and priority compared with other energy reduction options.</p> <p>Payback for HVAC replacement before end of life is typically 15-25 years, however the payback for new energy efficient equipment compared with 'standard' or low efficiency options is likely to be 2-5 years.</p>
<b>Recommended timing</b>	HVAC energy efficiency should be improved over time through plant replacement and engagement with service providers.
<b>Short term 2016/17 and 2017/18</b>	<p>It is understood an audit of HVAC plant systems is planned in the short term, which will identify priority systems to be upgraded.</p> <p>Council should review its requirements for HVAC equipment energy efficiency, and select high efficiency (as measured by cooling and heating star-ratings) as standard for all new purchases.</p> <p>Council should continue to work with its service providers (plant and controls) to optimise the performance of HVAC systems.</p> <p>As applicable, high priority HVAC upgrades should be implemented using energy efficient equipment and controls.</p>
<b>Medium term 2019/20 and 2020/21</b>	<p>Council should continue to work with its service providers (plant and controls) to optimise the performance of HVAC systems.</p> <p>As applicable, high priority HVAC upgrades should be implemented using energy efficient equipment and controls.</p>
<b>Long term &gt;2021/22</b>	<p>Council should continue to work with its service providers (plant and controls) to optimise the performance of HVAC systems.</p> <p>As applicable, high priority HVAC upgrades should be implemented using energy efficient equipment and controls.</p>
<b>Approaches to implementation</b>	Council's efficiency requirements / documentation, procurement processes and relationships with service providers are preferred ways to ensure that HVAC efficiency improves over time.
<b>Risks / barriers</b>	<p>There are generally no significant risks or barriers to energy efficient HVAC upgrades outside of those addressed through normal safe work practices.</p> <p>Emerging low-GHG refrigerants may provide opportunities for further reductions in greenhouse gas emissions, however there may be a flammability risk that will need to be understood and managed as part of any upgrades using these refrigerants.</p>



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Category	Energy Efficiency
Technology / initiative	5.2.5 General power
Location(s)	<p>General power consumption is a small part of Council's energy use, estimated to be just over 1,500 MWh per year or 8% of consumption. Power consumption will relate to computers and office equipment, process control equipment, server systems, appliances and the like.</p> <p>No specific site or technology is identified that can deliver significant energy savings in power use, with savings potential usually realised as equipment is upgraded or as digital technology replaces analog or pneumatic controls.</p>
Capacity for grid energy reduction	<p>This is not assessed here as the range of equipment contributing to this demand is varied and a detailed assessment of the energy breakup and opportunities is outside this scope. Given the relatively low contribution to total energy use, energy savings are likely to be similarly modest.</p> <p>Examples of measures that will yield savings include:</p> <ul style="list-style-type: none"> <li>• Removal of unnecessary appliances – e.g. surplus refrigerators, personal fans or heaters.</li> <li>• Installation of 5-Star (or more) appliances when replaced.</li> <li>• Upgrade to energy efficient computers / laptops / office equipment when these are upgraded. This may include adoption of a 'thin-client' strategy to reduce power use by desktop PCs.</li> <li>• Minimise use of printed materials to conduct business.</li> <li>• Implementation of computer management systems to switch computers off at night and re-start for upgrades (noting some computers may need to be outside this control).</li> <li>• Use of cloud computing and potentially server and storage virtualisation (particularly if offsite hosting providers use RE).</li> </ul>
Case examples	<p>NSW Office of Environment and Heritage (OEH) developed a 2015 case study of a TAFE Illawarra initiative to control computers operation after 10:30pm, and a case study highlighting St George Bank efforts to reduce office equipment waste.</p> <p><a href="http://www.environment.nsw.gov.au/sustainabilityadvantage/csTAFEIllawarra.htm">http://www.environment.nsw.gov.au/sustainabilityadvantage/csTAFEIllawarra.htm</a></p> <p><a href="http://www.environment.nsw.gov.au/sustainabilityadvantage/csStGeorge.htm">http://www.environment.nsw.gov.au/sustainabilityadvantage/csStGeorge.htm</a></p> <p>Energy star ratings for appliances can be readily sourced from the Commonwealth's Equipment Energy Efficiency (E3) program website, and used to develop Council's requirements for energy efficient appliances:</p> <p><a href="http://www.energyrating.gov.au/">http://www.energyrating.gov.au/</a></p>
Costs and benefits, incentives	Costs and benefits are not assessed here.



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<b>Recommended timing</b>	It is recommended that initiatives such as those above be developed further so that they can be progressed over time, noting the relatively modest benefits compared with other options.
<b>Short term 2016/17 and 2017/18</b>	<p>Audit Council facilities to identify appliances that are additional to needs and remove from use with consultation.</p> <p>Review Council's procurement practices (including reference to recently purchased appliances) and assess the costs and benefits of specifying high star-ratings for all appliance purchases.</p> <p>Review Council's paper consumption and printing practices and evaluate the costs and benefits of raising awareness and setting targets for reduced paper consumption.</p> <p>Engage with Council's IT department regarding future IT and computing needs and strategies to improve energy efficiency. These include 'in-house' measures such as thin-client strategy and night time control of computers, and cloud computing and virtualisation options that would impact energy use but not be influenced by energy considerations.</p>
<b>Medium term 2019/20 and 2020/21</b>	<p>Select energy efficient appliances as these are replaced / purchased.</p> <p>Monitor paper consumption trends.</p> <p>Continue to engage / work with IT to implement agreed energy efficiency measures. Monitor progress on all IT strategies relevant to energy use.</p>
<b>Long term &gt;2021/22</b>	<p>Select energy efficient appliances as these are replaced / purchased.</p> <p>Monitor paper consumption trends.</p> <p>Continue to engage / work with IT to implement agreed energy efficiency measures. Monitor progress on all IT strategies relevant to energy use.</p>
<b>Approaches to implementation</b>	Council's efficiency requirements / documentation, procurement processes and relationships with service providers are preferred ways to ensure that power efficiency improves over time.
<b>Risks / barriers</b>	Nil identified.

FIGURE 14- ENERGY STAR-RATING LABEL (SOURCE: [WWW.ENERGYRATING.GOV.AU](http://WWW.ENERGYRATING.GOV.AU))



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Category	Renewable Energy
Technology / initiative	<b>5.2.6 Solar PV behind the meter</b>
Location(s)	<p>PMHC has implemented four solar PV projects totalling 272.5 kW of installed energy generation capacity. These projects have been implemented based on an evaluation of sites with large roof space as well as the availability of incentives. These are at:</p> <ul style="list-style-type: none"> <li>• Port Macquarie Library, 99 kW commissioned October 2012,</li> <li>• Wauchope Rural Fire Service, 28.5kW commissioned April 2015,</li> <li>• Port Macquarie Glasshouse, 70kW commissioned December 2015,</li> <li>• Port Macquarie Council HQ / administration building, 75kW commissioned April 2016</li> </ul> <p>In addition, a 20 kW PV system is installed at the Cairncross waste management facility, installed by Remondis.</p> <p>Council commissioned NSW Public Works to investigate solar PV potential at a number of additional sites. Their report (2015/16) identified an additional 285 kW of solar PV potential. The estimated capacity and payback for these systems, inclusive of STC / LGC incentives, is:</p> <ul style="list-style-type: none"> <li>• Port Macquarie STP, 172.5 kW at 6.2 year payback,</li> <li>• Wauchope WTP, 44 kW at 5.3 year payback,</li> <li>• Port Macquarie WRP, 33 kW at 6.0 year payback,</li> <li>• Laurieton Library and Offices, 17 kW at 6.5 year payback,</li> <li>• Wauchope Library and Offices, 18.5 kW at 8.7 year payback</li> </ul> <p>The implemented and recommended solar PV projects above represent the best opportunities for PMHC.</p> <p>This scoping assessment, including site visits and desktop assessment, indicates that there may be scope for a further 440 kW of solar PV generation. These sites are generally inferior to those implemented and already evaluated, due to potentially higher implementation costs for solar PV, and due to intermittency of operation which will necessitate installation with battery storage.</p> <p>Further feasibility assessment will be needed to verify the following additional solar PV potential:</p> <ul style="list-style-type: none"> <li>• Sewerage treatment plants at Bonny Hills, Dunbogan, Wauchope and Kew-Kendall.             <ul style="list-style-type: none"> <li>○ Bonny Hills looks to have a modest amount of roof space and scope for ground mount systems, with up to 50 kW estimated PV potential.</li> <li>○ Dunbogan has two decommissioned 20m diameter trickling filter tanks that could potentially host solar PV, land above these tanks as well as some roof space on the site's buildings. Added costs may be associated with</li> </ul> </li> </ul>





establishing a PV system on the trickling tanks.

Estimated PV potential is 75 kW.

- Wauchope also has two decommissioned trickling filter tanks as well as some land on the southern end of the plant that could potentially host up to 50 kW of solar PV. As with Dunbogan there may be added costs of mounting on these tanks, and the adjacent vegetation would need to be managed to avoid shading in future.
- The Kew-Kendall plant appears to have some ground-mount potential, and is a smaller energy user than the other treatment works. A high level estimated PV potential of 30 kW is made here.
- The Port Macquarie Dam Pumping Station has some roof space and potential for ground mount PV. While energy use at the site is high much of this is offpeak energy. An estimated 50 kW of solar PV capacity is estimated to be able to meet part of the site's daytime demand.
- Smaller PV systems can potentially be installed at the Port Macquarie and Wauchope Council depots, the Senior Citizens club and the Trades and Electrical services building on Jindalee Road. An estimated 10 kW per site is estimated. It is noted that at Jindalee Road the adjacent tower may necessitate the use of micro-inverters. In all cases the capacity of roof structures to hold PV systems would be required.
- The Port Macquarie airport terminal building could host a small solar PV system. Approved master plans for the airport will see this building expanded, and solar PV is already seen as a likely inclusion in this future expansion. At this time an estimated 30 kW PV system is included for assessment purposes.

As the cost of battery energy storage systems falls in the next few years there may be additional opportunities for the installation of solar PV. There appears to be limited scope for added PV on sites that already have PV or where feasibility has been assessed, though these can also be re-evaluated. Potential sites for solar with storage include:

- Fire service buildings – these are generally very low energy users and small PV systems of 1.5 kW up to 4.5 kW with storage could potentially meet most of these sites' demand. A total of 24 kW of PV potential is estimated based on energy use for these sites.
- Community water schemes at Telegraph point, Comboyne and Long Flat may have scope for PV with energy storage in future, with 36 kW estimated for the three schemes currently operating, based simply on energy use at this time.
- A further 40 kW of PV plus storage is estimated for other intermittently used sites such as the SES operations centre, Port Macquarie stadium, Wauchope indoor stadium and the Surf Club in Bonny Hills.

Taking existing PV installations, those assessed for feasibility by NSW Public Works and those identified in this scoping assessment that should



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	be further evaluated, PMHC's total capacity for solar PV is 997.5 kW, say 1 MW.
<b>Capacity for grid energy reduction</b>	<p>For simplicity it is assumed that 1,400 kWh will be generated per kW of solar PV capacity installed on Council facilities (note NSW Public Works report models 1,380 kWh/kW per year; for simplicity we adjust these to 1,400 kWh/kW per year).</p> <p>This means that the total potential of 997.5 kW across Council's sites would generate 1,396.5 MWh of electricity per year. Of this 138 MWh has been generated by the Library installation which has been in place since before the base year used here.</p> <p><b>The remaining potential is therefore estimated to be 1,258 MWh per year, including the three projects implemented in 2015/16. This equates to 6.7% of Council's electricity use (8.1% excluding street lighting).</b></p> <p>Taking the Library system into account solar PV could meet almost 7.5% of Council's base electricity use (8.9% excluding street lighting).</p> <p>The findings of this review are broadly consistent with those by other Councils, where PV potential in the range 5-10% of base energy use has been identified.</p>
<b>Case examples</b>	<p>Council's own PV installations at the Library and Glasshouse are described in documented case examples.</p> <p><a href="http://www.energymatters.com.au/commercial-solar/our-customers/solar-case-study-port-macquarie-library/">http://www.energymatters.com.au/commercial-solar/our-customers/solar-case-study-port-macquarie-library/</a></p> <p><a href="http://www.solgen.com.au/port-macquarie-glasshouse-70kw-of-solar-power/">http://www.solgen.com.au/port-macquarie-glasshouse-70kw-of-solar-power/</a></p>
<b>Costs and benefits, incentives</b>	<p>NSW Public Works estimated an implementation cost of \$629,622 excluding GST (\$193,422 for the four sites &lt;100 kW, at \$1.72/Watt). First-year electricity cost savings of 399 MWh and \$75,519 plus \$18,240 in LGC value are estimated with a combined payback of 6.2 years (assuming STC value is included as an up-front discount).</p> <p>For 340 kW of PV potential identified here it is likely that there will be added complexity compared with the above sites. Assuming (conservative) implementation costs of \$2/Watt inclusive of STCs gives capital costs of \$680,000. Annual electricity savings of 476 MWh and \$71,400 at 15¢/kWh would yield a 9.5 year simple payback. Rising electricity costs or demand charges, and continued reductions in solar PV costs would see this payback improve.</p> <p>At present battery energy storage costs are high, typically \$1,000+ per kWh of capacity. For the solar + storage sites considered here energy savings of 140 MWh per year would be valued at \$28,000 assuming electricity costs of 20¢/kWh for these smaller sites. Solar PV costs of around \$172,000 (net of STCs, drawing on NSW Public Works figures) are estimated. The storage requirements would require a site-by-site assessment. A simplistic estimate of 150 kWh based on other reviews</p>



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	would cost about \$150,000 at this time. This indicates costs of \$322,000 and a payback of 11.5 years.
<b>Recommended timing</b>	<p>Sites assessed by NSW Public Works appear to be the most attractive opportunities following the sites with solar PV already installed. These five sites should be prioritised for implementation.</p> <p>Feasibility assessment and implementation of confirmed viable sites from those reviewed as part of this scoping study are the next priority, with implementation in the medium term.</p> <p>Sites with intermittent consumption requiring solar + storage solutions are recommended for longer-term implementation when storage costs are lower. Evaluation of viable sites should be carried out in the medium term.</p>
<b>Short term 2016/17 and 2017/18</b>	<p>Implementation of PV at sites assessed by NSW Public Works.</p> <p>Feasibility assessment of sites highlighted by this scoping assessment.</p>
<b>Medium term 2019/20 and 2020/21</b>	Implementation of viable solar PV projects following feasibility assessment of sites highlighted by this scoping assessment.
<b>Long term &gt;2021/22</b>	Implementation of viable solar PV projects following feasibility assessment of sites highlighted by this scoping assessment.
<b>Approaches to implementation</b>	<p>Council's approach to date has employed normal procurement processes, and this may be suitable for further sites, particularly where Council revenues from the sale of carbon credits (related to the ORRF at Cairncross) can be used.</p> <p>Power Purchase Agreements are another potential implementation option, which would lead to lower risk to Council, low or no up-front costs, and locked-in delivered electricity prices compared with current costs.</p>
<b>Risks / barriers</b>	Assessment and implementation of solar PV is well established and normal risk assessment and mitigation approaches would be applied.

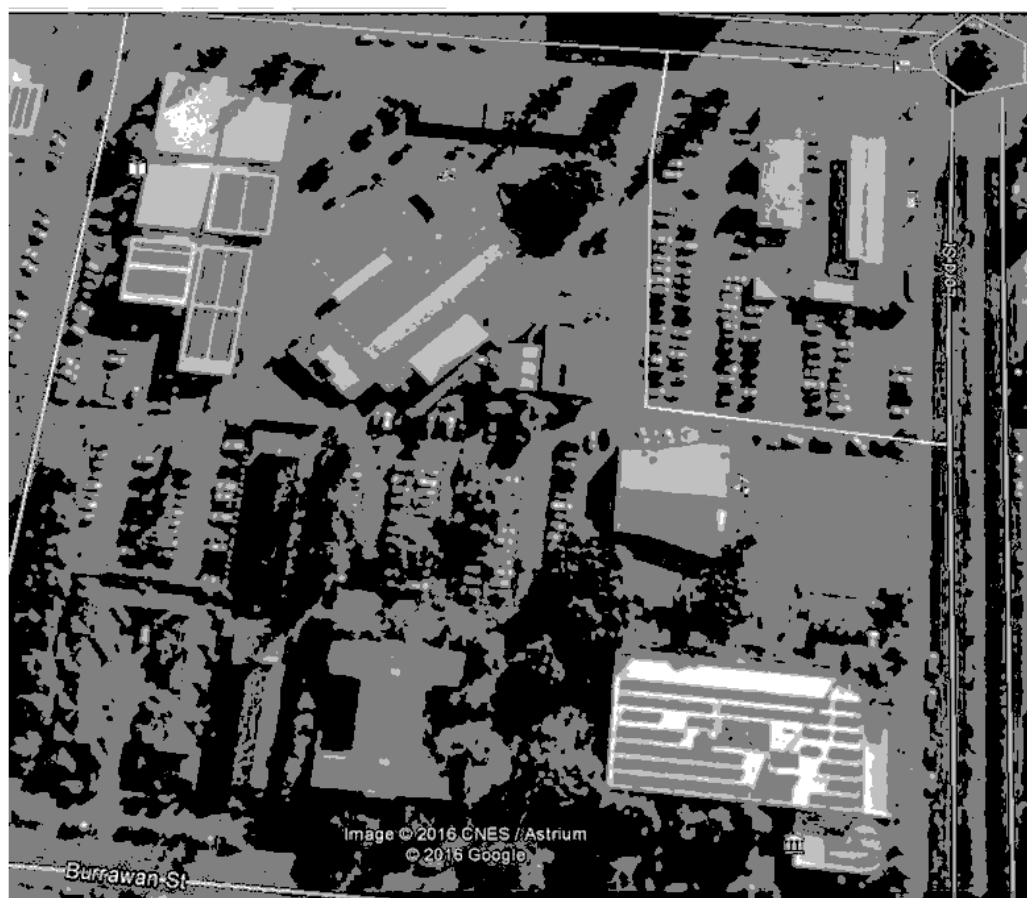


FIGURE 15- VIEW OF PM LIBRARY AND ADMINISTRATION BUILDING SOLAR PV SYSTEMS (SOURCE: GOOGLE EARTH, IMAGE DATE 06/06/2016, ©2016 CNES / ASTRIUM, ©2016 GOOGLE)



Category	Renewable Energy
Technology / initiative	<b>5.2.7 Battery energy storage (linked to solar PV)</b>
Location(s)	<p>Battery energy storage systems (BESS) are likely to be cost effective in the first instance for households with solar PV (particularly when the 60¢ feed-in-tariff expires at the end of 2016), and in off-grid situations where the cost-benefit for solar + storage (+ small diesel potentially) is superior to diesel-only or grid-connect options. Council's amenities at Shelley Beach are offgrid and use batteries for lighting.</p> <p>Various Council buildings may benefit in future from battery energy storage systems (BESS) in conjunction with solar PV.</p> <ul style="list-style-type: none"> <li>Buildings most likely to benefit are those with intermittent daytime electricity demand and high energy tariffs, where correctly-sized BESS' will enable surplus solar energy generation to be stored and used to reduce peak demand, demand outside of daytime hours, or demand when solar generation is low. These may include, for example, Community water scheme facilities, fire service and SES buildings, or indoor sports facilities. Council also has a couple of residential properties that could benefit, including one at Lighthouse Beach and another at Maher's Road. At present these sites would yield the best payback of all Council's sites, likely to be in the 8-15 year range.</li> <li>BESS may also be suited to facilities where the capacity for solar PV exceeds the daytime demand for electricity. This will also enable surplus solar energy generation to be stored and used to reduce peak demand, demand outside of daytime hours, or demand when solar generation is low. This is more likely to be applicable to water and sewerage treatment sites, where large roof and potentially ground-mounted PV systems could be implemented, with greater capacity than the typical daytime demand of these facilities. The lower energy rates at these sites compared with small sites means that the payback for the added solar plus BESS could exceed 15 years at this time.</li> <li>BESS would be least suited to sites with solar PV (or potential for solar PV) that is 'self-consumed' – that is, all solar energy generated is simultaneously consumed to meet a site's demand with no surplus production. The Administration building is a good example, where all PV generation is consumed and there is limited or no potential for additional solar PV generation. In cases such as this the main function of a BESS is to store offpeak electricity and use it to reduce peak demand and peak energy use that cannot be met by solar. This load shifting results in reduced electricity costs but has no effect on GHG emissions. At this time the payback for this kind of BESS set-up is typically more than 30 years, longer than the expected life of the battery.</li> </ul>
Capacity for grid energy reduction	The contribution of BESS to Council's grid energy reduction is likely to be small, however it may make a meaningful contribution by making solar PV cost effective at small and/or intermittent-use sites where it



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	otherwise would not be viable. It may also allow some sites' solar PV capacity to be expanded or designed to exceed the demand of the site.
<b>Case examples</b>	<p>The Australian Energy Storage Council website includes a number of case studies of solar + BESS.</p> <p><a href="http://www.energystorage.org.au/storage-industry-case-studies/">http://www.energystorage.org.au/storage-industry-case-studies/</a></p>
<b>Costs and benefits, incentives</b>	<p>As noted above the payback for BESS' at this time is typically best for small sites with high tariffs and intermittent demand, as well as space to host solar PV and safely house a battery (including fire rating standards for commercial buildings). Initial experience with this type of scenario suggests 8-15 years is a typical payback range, though each individual case will be unique.</p> <p>For larger sites on lower energy rates the payback is typically more than 15 years, and for load / cost shifting situations the initial investment is unlikely to be recovered in the life of the battery system.</p> <p>With an expected rapid growth in the BESS market, declining production costs and continued falls in the cost of solar PV these paybacks will improve.</p> <p>The NSW Office of Environment and Heritage (OEH) has supported the development of business cases for a number of BESS opportunities in commercial businesses across NSW. Information on developments in battery storage and future incentives can be accessed via the OEH website.</p> <p><a href="http://www.environment.nsw.gov.au/business/solar-battery-storage.htm">http://www.environment.nsw.gov.au/business/solar-battery-storage.htm</a></p>
<b>Recommended timing</b>	Council should keep track of developments in battery energy storage and review the business case for potential sites periodically, with a view to implementation of trial solar + storage in the medium to long term.
<b>Short term 2016/17 and 2017/18</b>	<p>Maintain track of BESS developments.</p> <p>Review and confirm potential suitable sites with PV potential, intermittent demand and high tariffs.</p> <p>Confirm no residential properties or off-grid powered sites in Council's portfolio.</p>
<b>Medium term 2019/20 and 2020/21</b>	<p>Maintain track of BESS developments.</p> <p>Review business cases for BESS at suitable Council sites.</p> <p>Consider implementation of trial site(s) with PV and storage.</p>
<b>Long term &gt;2021/22</b>	<p>Maintain track of BESS developments.</p> <p>Review business cases for BESS at suitable Council sites.</p> <p>Implement solar and storage solutions that meet Council's hurdle rate.</p>
<b>Approaches to implementation</b>	Council will need to develop appropriate specifications / briefs for battery systems in future and incorporate within procurement processes.



	<p>'Battery-ready' is a term that is commonly used for solar PV specifications, the intent being that batteries can be retrofitted to solar at a later date. However 'battery-ready' can mean different things depending on likely or planned configurations of solar with storage. Council should review and determine how it should define this in future solar PV specifications.</p>
<b>Risks / barriers</b>	<p>There are risks associated with the installation and operation of batteries that will need to be taken into account. As noted above NCC requirements for fire-rating of enclosures for batteries will be one significant consideration.</p> <p>Both the Energy Storage Council and the Clean Energy Council have released guidance recently to assist businesses to understand the risks and management of these in relation to BESS'.</p> <ul style="list-style-type: none"> <li>• Energy Storage Council: ESC 5000.2016, The Australian Battery Guide</li> <li>• Install Guidelines For Accredited Installers Grid-Connected Energy Systems With Battery Storage, Effective 28 April, 2016, Mandatory 1 October, 2016. Clean Energy Council 2016</li> </ul>

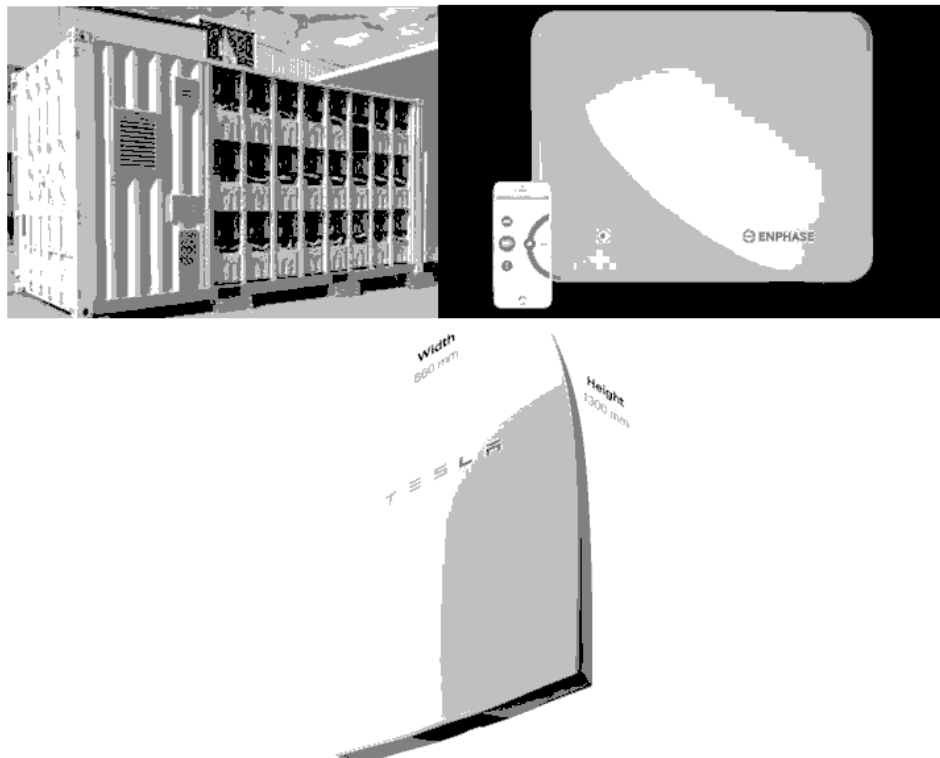


FIGURE 16– BATTERY STORAGE EXAMPLES (SOURCES: REDFLOW, ENPHASE, TESLA MOTORS)



Category	Renewable Energy
Technology / initiative	<b>5.2.8 Solar PV mid-scale on Council-owned land</b>
Location(s)	<p>Mid-scale solar PV refers to grid-connected PV generation on Council-owned land (or water), that Council may seek to develop in order to either offset its grid-derived electricity or create an equivalent amount of renewable electricity to that purchased for Council's operations.</p> <p>There is increased interest by local governments and communities in this type of development, influenced by local-level leadership as well as the increasing affordability of solar-generated electricity. At this time just a small number of projects are in development.</p> <p>Council's GIS team identified a range of land (and water) areas that satisfied some initial screening criteria, including:</p> <ul style="list-style-type: none"> <li>• Flat or near-flat land (&lt;5% slope) or water body,</li> <li>• Council-owned that currently has no other committed future use,</li> <li>• North-facing aspect,</li> <li>• Buffer to residents,</li> <li>• Not on a flood plain,</li> <li>• Not subject to vegetation management plan or similar constraint,</li> <li>• Proximity to the electricity grid with LV/HV overlaid,</li> </ul> <p>Council's current and former landfill sites were also included in this high level assessment. The list of sites identified includes:</p> <p>Council-owned land bodies, including:</p> <ul style="list-style-type: none"> <li>• Kew Kendall STP, including 34Ha at &lt;5% slope, of a total parcel of 158.2Ha. Up to 70Ha under plantation could be considered.</li> </ul> <p>Landfill / tip sites, including:</p> <ul style="list-style-type: none"> <li>• Cairncross Tip, including 11.4Ha at &lt;5% slope, of a total parcel area of 115.1Ha. It is noted that this is council's current landfill and waste management site.</li> <li>• Dunbogan Tip, including 0.47Ha at &lt;5% slope, of a total parcel area of 3.6Ha. This tip is scheduled to close in the short term, however it is on Crown Land.</li> <li>• Wauchope Tip, including 1.2Ha at &lt;5% slope, of a total parcel area of 8.83Ha. This tip is now a waste transfer station, however it is on Crown Land.</li> <li>• Kingfisher Tip in Port Macquarie which is now a waste transfer station, including 1.5Ha at &lt;5% slope (contains WTS infrastructure), of a total parcel area of 15Ha. An estimated 3-4 Ha may be suitable for PV system development.</li> </ul> <p>Water bodies, including:</p> <ul style="list-style-type: none"> <li>• Cowarra Dam, with a surface area of 65.4Ha. Surrounding land of around 68 Ha is fully vegetated and only the water body would be considered for solar PV in future.</li> </ul>





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	<ul style="list-style-type: none"> <li>Port Macquarie Dam (Rosendahl Reservoir), with a surface area of 32.8Ha plus 74 Ha of land surrounding the dam. Much of this is vegetated and includes important Koala habitat; such areas would not be considered for PV development.</li> </ul>
<b>Capacity for grid energy reduction</b>	<p>The maximum capacity for grid energy reduction from these sites far exceeds Council's electricity use, both now and projected in 2030. A more realistic measure is the capacity of mid-scale solar PV that could meet Council's demand, taking into account potential growth as well as measures that Council may implement.</p> <p>If Council were to grow at the projected rate and not implement any further efficiency or renewable energy initiatives then future demand could be over 22,000 MWh per year. On the other hand if Council's energy demand was not to grow and Council implemented all available efficiency and behind-the-meter renewables opportunities, then future demand could be as low as 14,000 MWh per year.</p> <p>A mid-point figure of 18,000 MWh per year could be generated from 12.86 MW of solar PV capacity, assuming 1,400 kWh/kW generation potential per year (or 11.61 MW at 1,550 kWh/kW per year).</p> <p>Identified land-based sites that could potentially host a PV system at mid-scale include:</p> <ul style="list-style-type: none"> <li>Kew Kendall STP (plantation section, approx. 70 Ha)</li> <li>Kingfisher Tip in Port Macquarie (est 3-4 Ha potentially available)</li> <li>Port Macquarie Dam, excluding vegetated land and habitat</li> </ul> <p>Mid to large-scale solar PV plants are typically sited on land at 2Ha/MW to 4Ha/MW, suggesting 23Ha to 51Ha of total land required. Feasibility assessment of identified land bodies (and potentially water bodies, with associated claimed greater efficiency leading to smaller capacity requirements) would determine required area and suitability of sites.</p>
<b>Case examples</b>	<p>To provide a broad perspective on mid-scale solar PV, case examples for land, water and landfill-based PV systems are highlighted.</p> <ul style="list-style-type: none"> <li><b>Land:</b> Sunshine Coast Council has commenced construction on former sugar cane land near Valdora of a 15 MW solar PV plant that will generate more electricity than Council's requirements. <a href="https://www.sunshinecoast.qld.gov.au/Council/Planning-and-Projects/Major-Regional-Projects/Sunshine-Coast-Solar-Farm">https://www.sunshinecoast.qld.gov.au/Council/Planning-and-Projects/Major-Regional-Projects/Sunshine-Coast-Solar-Farm</a></li> <li><b>Landfill:</b> City of Fremantle is seeking to develop a 10 MW solar PV plant on a 19.4Ha former landfill site in south Fremantle. Euron has been working since July 2015 to assess the project's feasibility, after First Solar withdrew from the process, having initially been selected as the preferred tenderer. The current status of the project is not reported. Cap integrity is a key issue that would require careful assessment, and other Councils assessing this type of development have noted this aspect. <a href="http://www.fremantle.wa.gov.au/south-fremantle-solar-farm">http://www.fremantle.wa.gov.au/south-fremantle-solar-farm</a></li> </ul>



	<ul style="list-style-type: none"> <li>• <b>Water:</b> Northern Areas Council in South Australia has implemented a pilot floating solar PV system on a treated water pond at it Jamestown STP. This is intended to be a pre-cursor to a larger 4 MW plant covering several lagoons / ponds at Jamestown and Gladstone. The output will contribute towards Council's electricity requirements.</li> </ul> <p><a href="http://group2i.com/initiatives/our-projects/jamestown-floating-solar/">http://group2i.com/initiatives/our-projects/jamestown-floating-solar/</a></p>
<b>Costs and benefits, incentives</b>	<p>The cost of solar PV has fallen rapidly in recent years. ARENA's current \$100m funding program is looking to support innovative solar PV projects that can demonstrate an unsubsidized cost of under \$130/MWh on an lcoe (lifetime cost of electricity) basis. Evidence suggests that proponents are readily able to better this figure, with ARENA data suggesting that costs of around \$110-\$120/MWh are feasible, and could be lowered further with cheaper financing. A total of 22 projects were short-listed to submit detailed bids to this ARENA program.</p> <p>For a 12.86 MW plant an lcoe of \$120/MWh equates to a capital cost in the order of \$20m+.</p> <p>Incentives could take several forms, such as:</p> <ul style="list-style-type: none"> <li>• Large-scale Generation Certificates or LGCs under the Renewable Energy Target scheme (RET). This scheme runs to 2030, and prices per certificate are market-driven.</li> <li>• Low interest finance could assist with making the project cheaper on an lcoe basis as highlighted by ARENA. The Clean Energy Finance Corporation (CEFC) could be one source of lower cost finance.</li> <li>• Grant assistance could be sought depending on support available from State and/or Commonwealth Governments.</li> </ul> <p>The benefits from such a project could include:</p> <ul style="list-style-type: none"> <li>• Revenue from sale of LGCs, subject to ownership (e.g. Council-as-developer or third party developer) and greenhouse gas reduction objectives (i.e. retirement of LGCs to meet GHG targets, or sell LGCs if simply looking to generate as much as Council's operations consume).</li> <li>• Delivered energy costs could potentially be comparable to present costs or lower over the long term, depending on the structure of the project(s). Decisions regarding ownership of the project and agreements with preferred retailer(s) would be key to this.</li> <li>• Additional revenue could be created where excess electricity is generated compared with Council's needs. Again, this would depend on the project's structure.</li> </ul> <p>It is clear that suitability of, and yield from the sites identified, assumptions regarding future prices for grid electricity and LGCs, and the</p>



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	<p>project's structure would all have a bearing on the overall financial viability for PMHC.</p> <p>It is also clear that continued declining costs of solar PV systems and greater interest in and intent to develop projects at this scale, evidenced by ARENA's current program, will improve the prospects for this type of project in the near future.</p>
<b>Recommended timing</b>	The recommended timing is a function of Council's ambition to develop projects of this type in order to meet its objectives relating to renewable energy, climate change response and the like. It is feasible that a project could be developed in the medium term if feasibility assessments of identified sites confirmed the viability of a project.
<b>Short term 2016/17 and 2017/18</b>	<p>Carry out an evaluation of potential structures and delivery models.</p> <p>Carry out initial site suitability assessments / feasibility of solar PV at identified sites in order to prioritise one or more that could be developed into a mid-scale solar PV project.</p> <p>Proceed to a more detailed feasibility study for a preferred site or sites.</p>
<b>Medium term 2019/20 and 2020/21</b>	Subject to feasibility assessment outcomes Council may want to proceed towards developing mid-scale solar PV.
<b>Long term &gt;2021/22</b>	Subject to feasibility assessment outcomes Council may want to proceed towards developing mid-scale solar PV.
<b>Approaches to implementation</b>	<p>Possible approaches to implementation, and associated benefits and risks, would be developed as part of further feasibility assessment of suitable sites.</p> <p>For Sunshine Coast Council it is understood Council will be the owner, and so has greater flexibility regarding treatment of LGCs and export revenues and potentially lower development costs without third party developer margins. On the other hand this approach may entail higher project risks taken by Council. The retailer agreement is central to the structure, and this aspect is confidential.</p> <p>Another approach suggested by industry participants could see Council let the project to developers to offer their preferred solution while seeking to achieve net benefits over the life of the project through land rental, cost of delivered electricity and / or sale of LGCs.</p>
<b>Risks / barriers</b>	A small number of projects of this type are in development, with Sunshine coast Council's Valdora project appearing to be farthest advanced. Several projects are in development, and ARENA's funding program may see several projects of comparable scale be developed, with a number of project structures that will inform proponents of similar projects. The range of risks and barriers to this project would be fully assessed as part of feasibility assessments, including revenue / savings risks, WHS risks, finance, regulatory approvals, network connections, project performance and the like.



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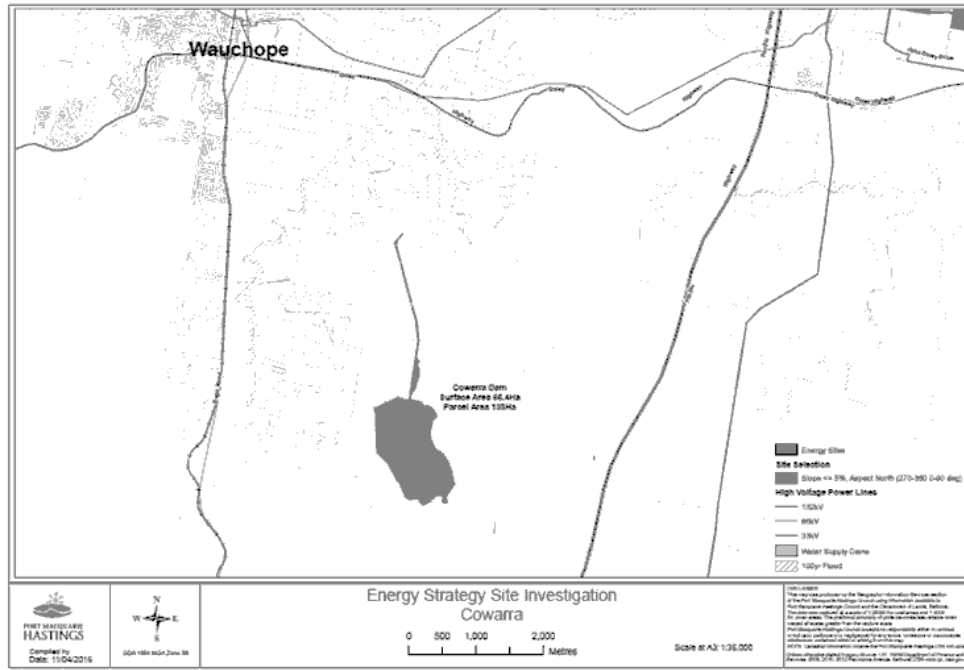


FIGURE 17- COWARRA DAM (SOURCE: COUNCIL GIS)

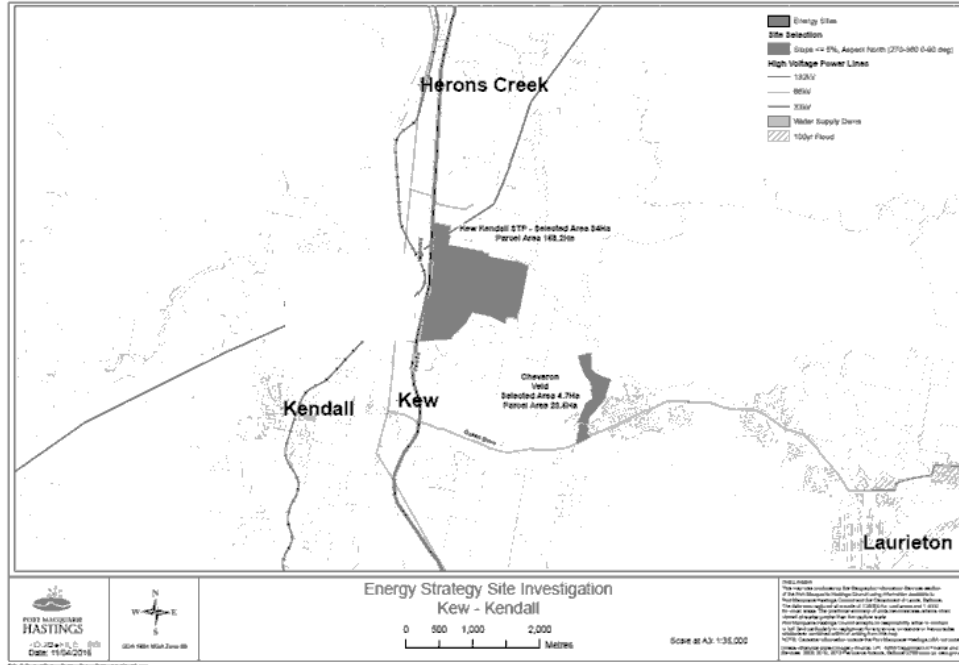


FIGURE 18- KEW KENDALL STP (SOURCE: COUNCIL GIS)



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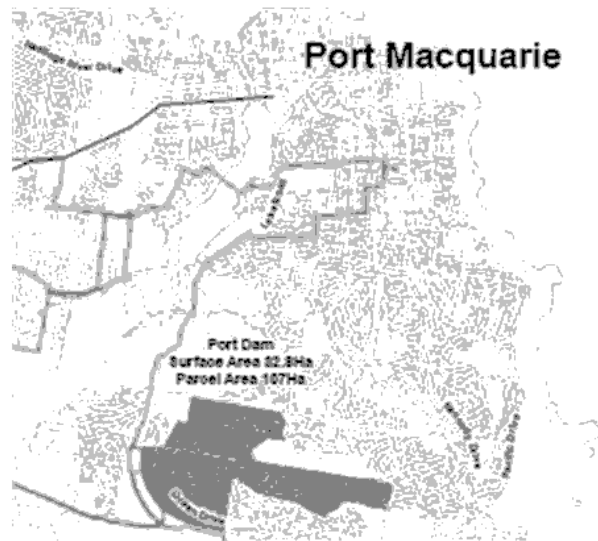


FIGURE 19- PORT MACQUARIE DAM (SOURCE: COUNCIL GIS)

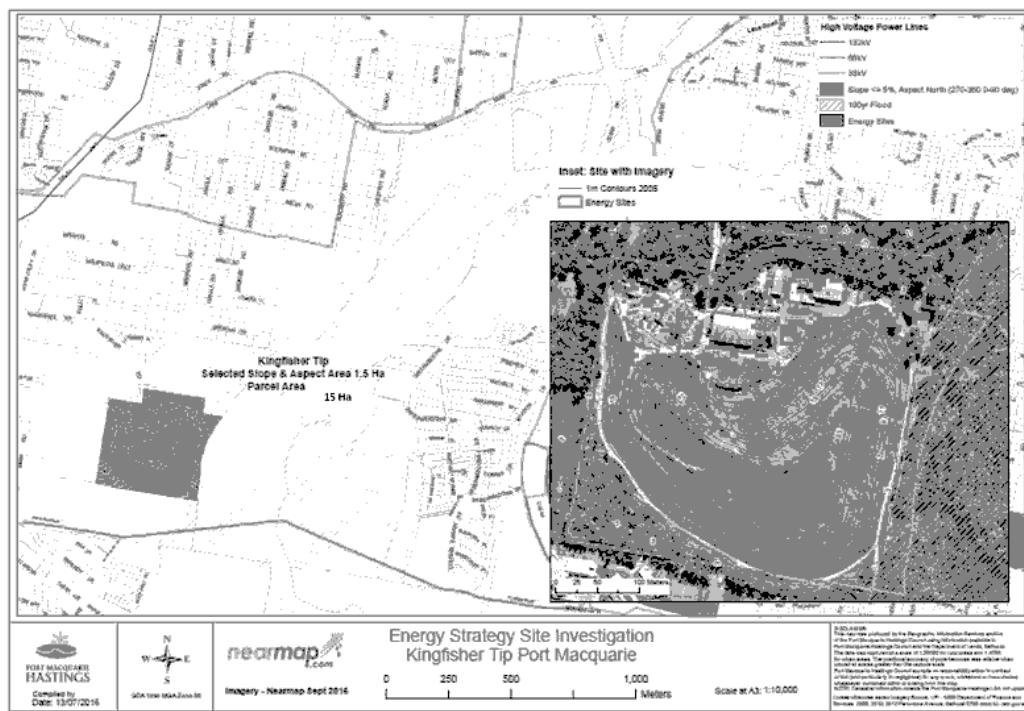


FIGURE 20- KINGFISHER ROAD FORMER LANDFILL (SOURCE: COUNCIL GIS)

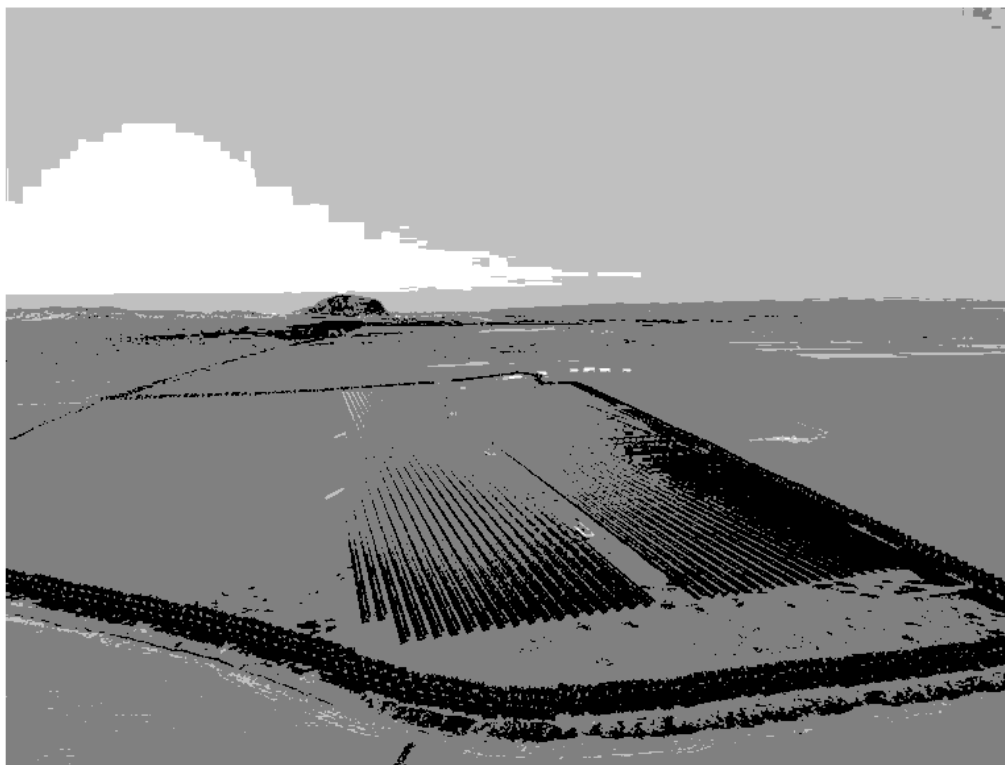


FIGURE 21- ARTIST'S IMPRESSION OF VALDORA 15 MW SOLAR FARM (SOURCE: [WWW.SUNSHINECOAST.QLD.GOV.AU](http://WWW.SUNSHINECOAST.QLD.GOV.AU))

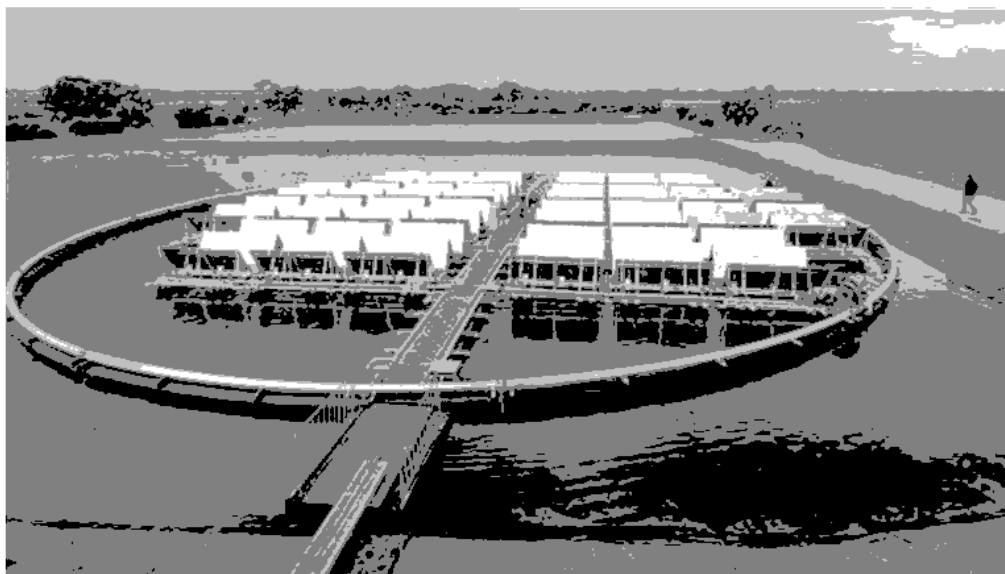


FIGURE 22- JAMESTOWN FLOATING SOLAR PILOT PROJECT (SOURCE: [WWW.RENEWECONOMY.COM.AU](http://WWW.RENEWECONOMY.COM.AU))



Category	Renewable Energy
Technology / initiative	<b>5.2.9 Solar hot water or heat pumps</b>
Location(s)	<p>Solar hot water is used at some Council facilities; for example the Senior Citizens club in Port Macquarie. The Laurieton swimming pool uses unglazed solar to heat water.</p> <p>Further opportunities are fairly limited. Aquatic centres are often ideal for solar hot water however there is very limited roof space at the Port Macquarie aquatic centre and the Wauchope pool.</p> <p>Buildings with large staff numbers or patrons / visitors should be considered for solar hot water or heat pumps when these services are being installed or replaced. Such sites may include:</p> <ul style="list-style-type: none"> <li>• Port Macquarie STP and dam pumping station</li> <li>• Depot buildings</li> <li>• Council Administration building</li> <li>• Glasshouse building</li> <li>• Libraries at Port Macquarie, Laurieton and Wauchope</li> <li>• Fire Services building – e.g. Cameron Street</li> </ul>
Capacity for grid energy reduction	Grid energy reduction potential is very low, with hot water services forming just a small part of Council's power consumption.
Case examples	<p>Port Macquarie Senior Citizens Club, refer image below.</p> <p>Laurieton swimming pool, refer image below.</p>
Costs and benefits, incentives	Typically a solar hot water system or heat pump can pay for itself in 6-10 years depending on usage.
Recommended timing	As hot water services are due for replacement Council should evaluate solar hot water and heat pump costs and benefits compared with electric resistance heaters.
<i>Short term 2016/17 and 2017/18</i>	Consider solar hot water and heat pumps when replacing hot water services.
<i>Medium term 2019/20 and 2020/21</i>	Consider solar hot water and heat pumps when replacing hot water services.
<i>Long term &gt;2021/22</i>	Consider solar hot water and heat pumps when replacing hot water services.
Approaches to implementation	Council's standard procurement processes should be used to implement this measure.
Risks / barriers	Nil identified.



FIGURE 23- SOLAR HOT WATER SYSTEM PORT MACQUARIE SENIOR CITIZENS CLUB (SOURCE: GOOGLE MAPS, IMAGE CAPTURE MARCH 2015)

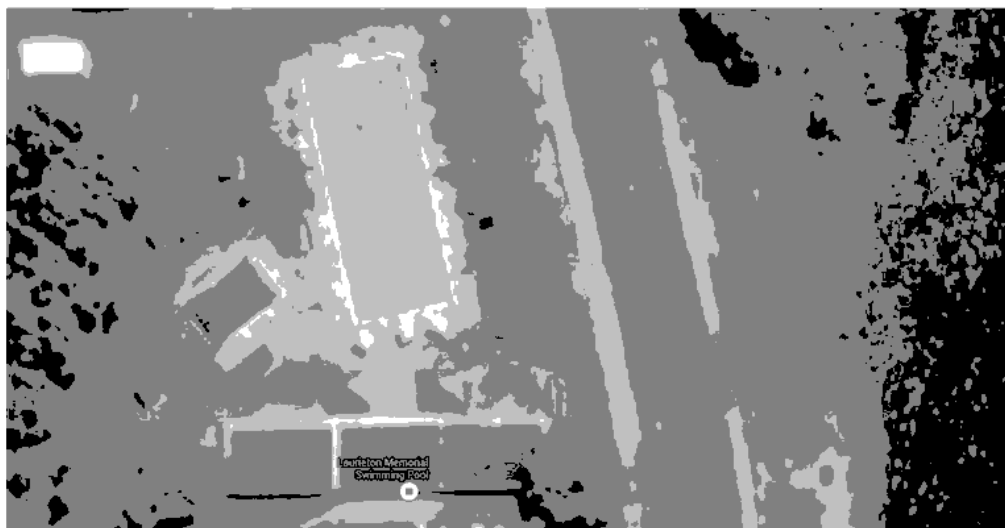


FIGURE 24- SOLAR HOT WATER SYSTEM LAURIETON SWIMMING POOL (IMAGERY: ©CNES / ASTRIUM, DIGITALGLOBE, MAP DATA ©2016 GOOGLE)





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Category	Renewable Energy
Technology / initiative	<b>5.2.10 Wind energy</b>
Location(s)	<p>Australia has some of the world's best wind energy resources. Greatest potential is on coastal regions of western, south-western, southern and south-eastern Australia, and inland regions of WA, SA and western Victoria. Parts of northern NSW (e.g. Glen Innes, Armidale, Walcha) also have good wind resources, comparable to southern coastal areas<sup>11</sup>.</p> <p>'High wind resources' usually means average wind speeds above 7.5 m/s, and the regions referred to above have wind speeds ranging from 8 m/s to 12.5 m/s at 100m and 150m heights. Australia's built and planned wind farms are in areas with wind speeds at these levels.</p> <p>The Port Macquarie region has lower wind speeds than these, with Australia's national wind map<sup>12</sup> showing coastal speeds of around 6.5 m/s at 100m and up to 7 m/s at 150m. Inland wind speeds get as low as 4-4.5 m/s at 100m and 150m and up to coastal levels.</p> <p>While the difference between 7 m/s and say 9 m/s does not seem high, the power extractable from wind is a function of the cube of the wind speed (among other factors). Hence even small changes in average wind speed can result in fairly large changes in the available power.</p> <p>Based on this high level assessment, wind energy is not indicated to be a high priority in terms of local renewable energy development. Wind energy could still form part of Council's energy strategy through regional wind partnership(s) or if Council purchases renewable energy.</p>
Capacity for grid energy reduction	NA
Case examples	NA
Costs and benefits, incentives	NA
Recommended timing	NA
<i>Short term 2016/17 and 2017/18</i>	NA
<i>Medium term 2019/20 and 2020/21</i>	NA
<i>Long term &gt;2021/22</i>	NA
Approaches to implementation	NA
Risks / barriers	NA

<sup>11</sup>The NSW Wind Atlas [http://www.resourcesandenergy.nsw.gov.au/energy-consumers/sustainable-energy/wind/sustain\\_renew\\_wind\\_atlas\\_poster.pdf](http://www.resourcesandenergy.nsw.gov.au/energy-consumers/sustainable-energy/wind/sustain_renew_wind_atlas_poster.pdf) and Geoscience Australia <http://www.ga.gov.au/scientific-topics/energy/resources/other-renewable-energy-resources/wind-energy>

<sup>12</sup>Australian Renewable Energy Mapping Infrastructure (AREMI) <http://nationalmap.gov.au/renewables/>

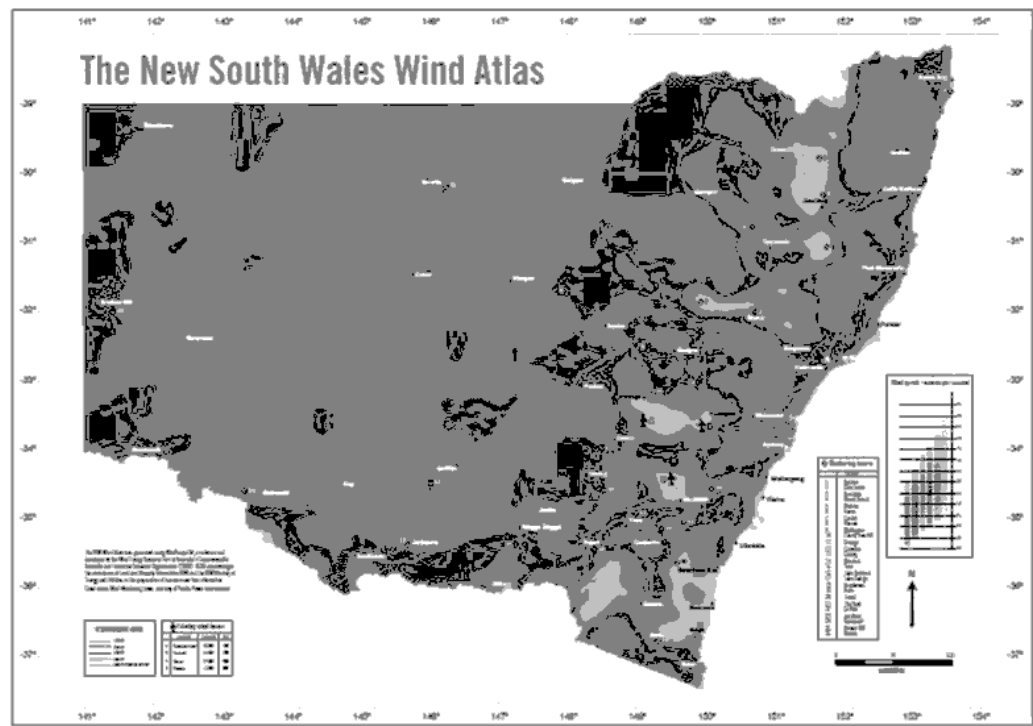


FIGURE 25- EXTRACT FROM THE NSW WIND ATLAS



Category	Renewable Energy
Technology / initiative	5.2.11 Bioenergy from organic waste
Location(s)	<p>Cairncross waste management facility uses an Organic Resource Recovery Facility (ORRF) to convert kerbside organics and biosolids into compost products which are sold to commercial and domestic users<sup>13</sup>. This plant is operated by under a contract which will run for a number of years. The operation of this plant has enabled significant greenhouse gas emissions to be avoided.</p> <p>In addition, legacy waste in the Cairncross landfill may contain gas, and trials are to commence that will verify the quantity and quality of gas available.</p> <p>Council has been successful in selling carbon credits associated with the OORF through the Government's Emissions Reduction Fund (ERF). Revenues raised from this sale process will support renewable energy projects. Subject to the outcomes of the trial there may be added potential to generate and sell credits from landfill gas capture (ref Council Ordinary Meeting minutes, April 2016 and May 2016).</p> <p>Future energy generation potential would be based on the use of fuel inputs that are approved under the NSW EPA's energy from Waste policy. Current eligible fuels include (among others):</p> <ul style="list-style-type: none"> <li>landfill gas and biogas</li> <li>source-separated green waste (used only in processes to produce char)</li> </ul> <p>Other fuels (not listed as eligible) must meet the requirements of an Energy Recovery Facility as described by the policy. This could include biosolids, which are not currently listed.</p> <p>Subject to approval by the EPA, examples of technologies that could be utilised to generate energy include:</p> <ul style="list-style-type: none"> <li>Landfill gas capture and energy generation is commonplace and several plants are in operation across Australia. The viability of this would be subject to the outcomes of the LFG trial, hence at this time the capacity for grid energy reduction by using this approach to supply part of Council's energy is unknown.</li> <li>Pyrolysis of organic waste to produce a biochar product that can be applied to land. The syngas given off the process can be used to generate electricity. While Ballina Shire Council received grant funding to develop such a project, cost increases (\$9m to \$23m) allied to the fact the technology is not developed at scale here, has led to the project not proceeding at this time<sup>14</sup>. Future developments may lead to this becoming a commercially and technically viable way to create energy from waste.</li> </ul>

<sup>13</sup> [www.remondis.com.au/en/reau/services/municipal/organic/](http://www.remondis.com.au/en/reau/services/municipal/organic/)

<sup>14</sup> [http://www.ballina.nsw.gov.au/cp\\_themes/default/page.asp?p=DOC-ITX-11-05-77](http://www.ballina.nsw.gov.au/cp_themes/default/page.asp?p=DOC-ITX-11-05-77)



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	Other technologies and techniques may be available or may be developed / commercialised that can yield energy from waste, whether as gas for electricity generation, or biofuels for heating, transport or generation.
<b>Capacity for grid energy reduction</b>	<p>The capacity for LFG generation cannot be estimated at this time.</p> <p>The quantities of organic waste sent to the Cairncross facility are comparable to those for Ballina Shire Council with approximately 25,000 tonnes to 31,000 tonnes input to the ORRF per year over the past five years. If a slow pyrolysis biochar and energy generation process is proven, this could enable the production of:</p> <ul style="list-style-type: none"> <li>• Around 7,000 tonnes of biochar, and</li> <li>• Up to 6,000 MWh of renewable electricity</li> </ul> <p>Based on current waste inputs this could potentially meet 32% of Council's energy requirements. Trends in organic waste inputs would determine the proportion of future energy demand that could potentially be met.</p>
<b>Case examples</b>	There are no full scale projects of this type in Australia. Pilot / demonstration plants have been built and research is continuing on a number of fronts related to creating energy from biomass.
<b>Costs and benefits, incentives</b>	<p>At present, with a long-term contract in place there is no cost-benefit assessment of this opportunity. As Ballina's proposed project has shown there is uncertainty about the economic viability of these projects.</p> <p>The development of energy (electricity or fuels) from waste is clearly still at pre-commercial stage for numerous proposed technologies / techniques, and grant funding for research and pilot plant development has been the norm. Funding examples include:</p> <ul style="list-style-type: none"> <li>• A \$4.2 million grant was provided to Ballina Shire Council to part-fund the development of the biochar plant, with the funding coming from the Regional Development Fund.</li> <li>• Licella, an Australian company, received a \$5.5 million grant from the Australian Renewable Energy Agency's (ARENA) under their Advanced Biofuels Investment Readiness Program. This was to assess the feasibility of constructing a pre-commercial biofuel plant.</li> <li>• Clean Energy Finance Corporation made its first investment in a waste-to-gas project, with up to \$50 million co-finance being provided to New Energy Corporation (New Energy) to convert municipal, commercial and industrial waste into energy.</li> </ul>
<b>Recommended timing</b>	Any change in the treatment of organic waste is likely to be in the long term. In the short to medium term Council should remain abreast of energy-from-waste technology developments.
<b>Short term 2016/17 and 2017/18</b>	Council should remain abreast of energy-from-waste technology developments.



<b>Medium term 2019/20 and 2020/21</b>	Council should remain abreast of energy-from-waste technology developments.
<b>Long term &gt;2021/22</b>	Council should remain abreast of energy-from-waste technology developments.
<b>Approaches to implementation</b>	Council may prefer to allow market participants to propose alternative waste treatment solutions to those currently undertaken.
<b>Risks / barriers</b>	Numerous risks and barriers appear to exist with regard to energy-from-waste technologies.

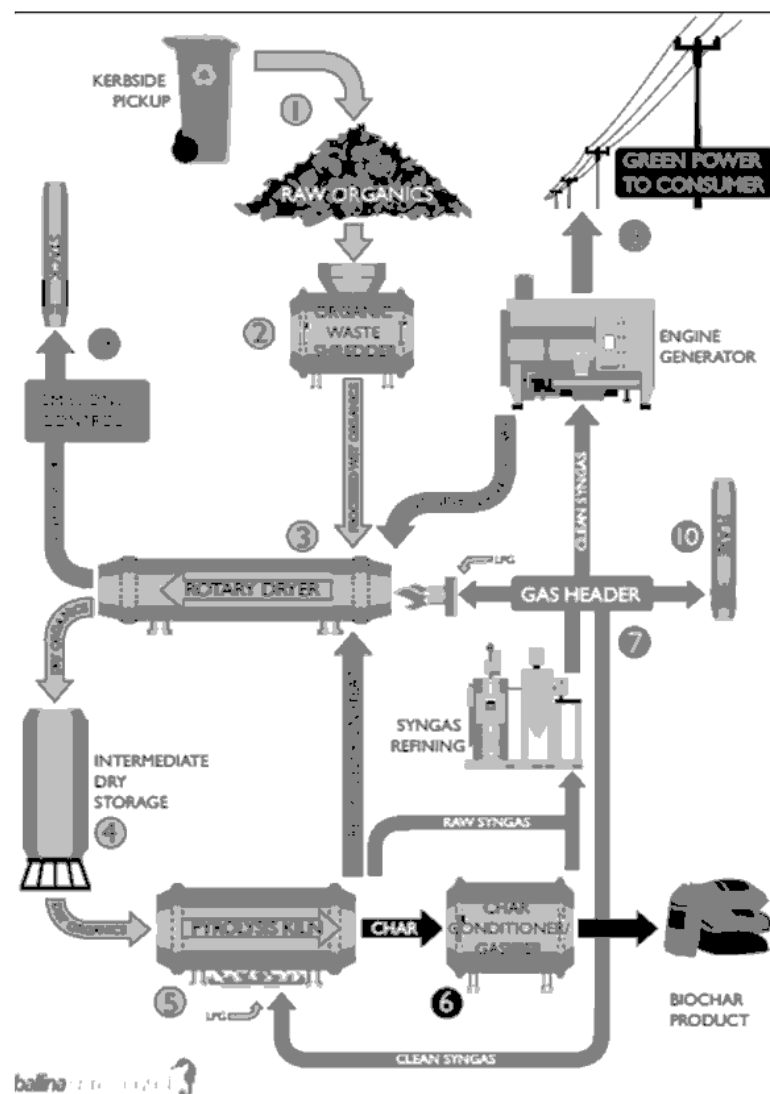


FIGURE 26- BIOCHAR AND ENERGY-FROM-WASTE PLANT PROCESS DIAGRAM (SOURCE: [HTTP://WWW.BALLINA.NSW.GOV.AU/](http://www.ballina.nsw.gov.au/))



Category	Renewable Energy
Technology / initiative	<b>5.2.12 Micro-hydro</b>
Location(s)	<p>Council staff identified Stoney Creek Booster as a possible site for a micro-hydro generator. This booster is located 10.51 km from the reservoir, with approximately 6 GL of water passing each year via a 600mm diameter pipe. Flow rate is 400 L/sec and at 30m of head pressure (net). There is negligible energy used at the site itself, so any energy generated would be supplied to the grid.</p> <p>At the specified flow rate and total annual flow, water passes for 4,200 hours each year, or close to half the time.</p>
Capacity for grid energy reduction	<p>The key equation for estimation of hydro power is:</p> <ul style="list-style-type: none"> <li>Power (W) = Head (m) x Flow (L/s) x Gravity (9.81 m/s<sup>2</sup>)</li> </ul> <p>So for the system identified the theoretical power available is estimated to be 117.72 kW.</p> <p>Conversion of this potential into electrical energy is typically 50-60% efficient; at say 50% overall efficiency this would indicate 58.86 kW of power generation, say 60 kW.</p> <p>Since flow through this booster is for around 4,200 hours per year this could yield 247,212 kWh of electricity; say 250 MWh. This is 1.3% of Council's total electricity consumption.</p>
Case examples	<p>Apart from hydro generation associated with the Snowy and Tasmanian electricity generation schemes there are relatively few mini-hydro and micro-hydro plants operating in Australia, and low growth compared with the rises seen in wind energy and solar energy in recent years.</p> <p>In 2013 Rous Water investigated a number of micro-hydro opportunities in the Northern Rivers region but found these to be economically unviable.</p> <p>Icon Water, which operates water services in the ACT, operates 4 mini-hydro electricity generators, which supply renewable energy to adjacent plants. One of these plants is at the Mount Stromlo Water Treatment Plant.</p> <p><a href="https://www.iconwater.com.au/Water-and-Sewerage-System/Water-Treatment/Mt-Stromlo-Water-Treatment-Plant/Mt-Stromlo-Mini-Hydro.aspx">https://www.iconwater.com.au/Water-and-Sewerage-System/Water-Treatment/Mt-Stromlo-Water-Treatment-Plant/Mt-Stromlo-Mini-Hydro.aspx</a></p>
Costs and benefits, incentives	<p>Unlike other renewable technologies such as solar PV and wind, costs for micro-hydro or mini-hydro projects are very site-specific and literature will suggest costs ranging from \$3,000/kW to more than \$10,000/kW, which would equate to around \$180,000 to \$600,000 in this case. Major costs are typically:</p> <ul style="list-style-type: none"> <li>Civil works / site preparation</li> <li>Penstock costs</li> <li>Turbine, generator and controls</li> </ul>



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	<ul style="list-style-type: none"> <li>Transformer and grid connection costs</li> </ul> <p>Drawing on the experience of Rous Water as noted above it is likely that costs would be in the mid to high end of this range.</p> <p>As there is negligible load at the booster site all power would be exported to the grid, and the project could be eligible to claim credits (STCs) under the Small-scale Renewable Energy Scheme (SRES).</p> <p>Further feasibility assessment would be needed to determine if there was a viable project in this case, however initial indications are that it would be inferior to similarly-sized solar PV opportunities.</p>
<b>Recommended timing</b>	It is unclear whether micro-hydro generation at this site is a good fit, given there is negligible power used at the location and the availability of numerous similarly sized opportunities to reduce power on Council's sites through efficiency and solar PV.
<b>Short term 2016/17 and 2017/18</b>	Review micro-hydro together with other opportunities available to Council and make a decision on whether to further assess this or defer it to a future time.
<b>Medium term 2019/20 and 2020/21</b>	NA
<b>Long term &gt;2021/22</b>	NA
<b>Approaches to implementation</b>	NA
<b>Risks / barriers</b>	NA



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Category	Renewable Energy
Technology / initiative	5.2.13 Purchased RE or RECs
Location(s)	<p>Council could elect to purchase renewable energy rather than generate it locally in order to meet its objectives.</p> <p>While purchasing GreenPower was the primary way to buy renewable energy, there are a number of different models emerging, such as:</p> <ul style="list-style-type: none"> <li>• WWF coordinates a Renewable Energy Buyers Forum to enable organisations to more easily purchase renewable energy. This forum aims to test the market for supply of RE for aggregated demand from members. According to their guide<sup>15</sup> participants will commit a percent of their demand to a PPA and a single retailer or offtaker will be selected for each project who will then agree terms with each participant.</li> <li>• Similarly, the City of Melbourne, together with other government and private-sector organisations released a tender in April 2016 for the supply of large volumes of renewable energy through a group purchasing model<sup>16</sup>.</li> <li>• In 2015 UTS entered into an agreement with the singleton #2 solar project, a 200 kW system in the Hunter Valley<sup>17</sup>. Through their energy retailer the output from HV#2 is deducted directly from UTS' grid supply.</li> <li>• The ACT Government used a reverse auction process to purchase solar and wind energy that will meet its 2020 100% renewable electricity target. This auction process has been highly successful at procuring lowest-cost solar and wind energy. Feed-in-tariffs provide certainty to proponents and these costs are passed through to consumers. Victoria has indicated it will also use this approach to help meet its recently-announced 50% target.</li> <li>• Community-based retailers such as Enova<sup>18</sup> may provide a way to support the growth of local renewable energy developments.</li> <li>• Some local councils are looking at the potential for urban-regional partnerships to develop renewable energy resources. Both this and regional-regional partnerships would provide opportunities to develop renewable resources that may be less costly to develop and / or produce higher yields compared with locally-developed resources.</li> </ul> <p>These are examples of emerging approaches to buying renewables. With innovation a key part of ARENA's funding program it is possible</p>

<sup>15</sup>

[http://awsassets.wwf.org.au/downloads/fs097\\_helping\\_business\\_pathways\\_to\\_purchase\\_renewable\\_energy\\_29jun16.pdf](http://awsassets.wwf.org.au/downloads/fs097_helping_business_pathways_to_purchase_renewable_energy_29jun16.pdf)

<sup>16</sup> <http://www.melbourne.vic.gov.au/business/sustainable-business/Pages/melbourne-renewable-energy-project.aspx><sup>17</sup> <http://newsroom.uts.edu.au/news/2015/09/uts-takes-lead-customer-led-renewables><sup>18</sup> <http://www.enovaenergy.com.au/>





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	new models will emerge from successful bids and inform future buying decisions.
<b>Capacity for grid energy reduction</b>	The amount of 'green' energy purchased in this way would be a function of Council's future targets. If say a 100% target were in place and no mid-scale solar PV or other local renewable energy generation were to be developed then Council could be targeting 18,000 MWh of renewable energy purchases by 2030 (average of 14-22,000 MWh range estimated in relation to mid-scale solar PV opportunity).
<b>Case examples</b>	Refer to WWF, City of Melbourne, UTS and Enova case examples cited above.
<b>Costs and benefits, incentives</b>	With large buying group tenders under evaluation the incremental cost to participants is unknown at this time. Unlike renewable energy development on Council land which could potentially deliver a cost saving to Council over the life of a project (but potentially no GHG emissions reduction attributable to Council), purchase of renewable energy would see energy costs increase (and GHG emissions decrease).
<b>Recommended timing</b>	This option is available to Council at any time. No explicit recommendations are made regarding timing of such a decision.
<b>Short term 2016/17 and 2017/18</b>	NA
<b>Medium term 2019/20 and 2020/21</b>	NA
<b>Long term &gt;2021/22</b>	NA
<b>Approaches to implementation</b>	Standard energy procurement model would be adapted and applied. Learnings from WWF or City of Melbourne tender processes could be incorporated.
<b>Risks / barriers</b>	NA



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Taking all of the identified opportunities the table below provides a summary of all potential benefits, costs and suggested short, medium and long term priorities.

Opportunity	Capacity for grid reduction compared with base energy	Potential costs, benefits and incentives	Short term recommendations	Medium term recommendations	Long term recommendations
<b>LED street lighting</b>	1,512 MWh per year	Can be implemented by Essential Energy as part of bulk upgrades. Electricity savings \$194,000 per year. Lower maintenance costs.	Upgrade eligible lamps to LED at next bulk upgrade.  Work with relevant parties to ensure new street lighting (e.g. new land release areas) use LED technology.	Upgrade eligible lamps to LED at next upgrade.  Investigate potential for solar & storage-powered LED street lighting as alternative to grid LED lighting.	All future street lighting to use LED technology.
<b>Building lighting</b>	630 MWh per year	Capital cost of \$400,000 with ESC credit. Cost savings of over \$100,000 per year.	18 highlighted sites should be audited and implemented first.  Review Council's specifications for lighting and mandate LED lighting where possible.	As lamps fail and sites are upgraded, ensure lighting is LED where this is viable.	As lamps fail and sites are upgraded, ensure lighting is LED where this is viable.
<b>Motor systems</b>	600 MWh per year (10% of sewer energy) over the long term	Potentially \$300-500,000 in retrofit and marginal EE costs. Cost savings of \$90,000 per year.	Engage with NSW OEH and audit STP / SPS systems to confirm savings potential and costs.  Implement cost effective energy efficiency opportunities.  Incorporate energy efficiency into all new and upgrade works.	Implement cost effective energy efficiency opportunities.  Incorporate energy efficiency into all new and upgrade works.	Implement cost effective energy efficiency opportunities.  Incorporate energy efficiency into all new and upgrade works.
<b>Building HVAC / BMS</b>	275 MWh per year over the long term	Costs are the marginal cost of maximising	Audit HVAC plant systems to identify priority systems to be upgraded.	Continue to work with service providers (plant and controls) to	Continue to work with service providers (plant and controls) to



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Opportunity	Capacity for grid reduction compared with base energy	Potential costs, benefits and incentives	Short term recommendations	Medium term recommendations	Long term recommendations
		energy efficiency in HVAC upgrades. Cost savings are \$40-50,000 per year.	Review Council's specifications for HVAC and mandate high efficiency (e.g. star-rating / COP) where possible. Continue to work with its service providers (plant and controls) to optimise the performance of HVAC systems.	optimise the performance of HVAC systems. Maximise the energy efficiency of HVAC upgrades.	optimise the performance of HVAC systems. Maximise the energy efficiency of HVAC upgrades.
<b>General Power</b>	NA	NA	Audit and removal of surplus appliances. Specify high star-rated appliances in procurement specifications. Evaluate raising awareness and setting targets for reduced paper consumption. Engage with IT regarding future IT and computing needs and strategies to improve energy efficiency.	Select energy efficient appliances as these are replaced / purchased. Monitor paper consumption trends. Continue to work with IT on agreed EE measures and monitor progress.	Select energy efficient appliances as these are replaced / purchased. Monitor paper consumption trends. Continue to work with IT on agreed EE measures and monitor progress.
<b>Solar PV behind the meter</b>	1,258 MWh per year (excl PM Library, incl 243 MWh from new systems installed in 2015-16)	\$1.3 million for NSW Public works assessed sites plus additional sites identified here, excluding sites requiring batteries. Year 1 savings of \$165,000.	Implementation of PV at sites assessed by NSW Public Works. Feasibility assessment of sites highlighted by this assessment.	Implementation of viable solar PV projects following feasibility assessment of sites highlighted by this scoping assessment.	Implementation of viable solar PV projects following feasibility assessment of sites highlighted by this scoping assessment.



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Opportunity	Capacity for grid reduction compared with base energy	Potential costs, benefits and incentives	Short term recommendations	Medium term recommendations	Long term recommendations
<b>Battery energy storage (linked to solar PV)</b>	140 MWh from 100 kW solar + storage at intermittent use sites	\$322,000 indicative cost and \$28,000 savings now, but future costs will be more relevant.	Maintain track of BESS developments. Review sites with PV potential, intermittent demand and high tariffs, including for example residential sites at Lighthouse Beach and Maher's Road. Confirm details of solar & storage at Shelley Beach amenities.	Maintain track of BESS developments. Review business cases at suitable sites. Consider trial site(s) with PV and storage.	Maintain track of BESS developments. Review business cases at suitable sites. Implement viable solar and storage solutions.
<b>Solar PV mid-scale on Council-owned land</b>	18,000 MWh per year (capacity for more)	LCOE costs for mid-scale / large-scale PV are \$110-120/MWh (land based). Capital cost >\$20m but falling. Revenue from energy, rental and LGCs.	Carry out an evaluation of potential structures and delivery models. Carry out initial site suitability assessments / feasibility of solar PV at identified sites in order to prioritise one or more that could be developed into a mid-scale solar PV project. Proceed to a more detailed feasibility study for a preferred site or sites.	Subject to feasibility assessment outcomes Council may want to proceed towards developing mid-scale solar PV.	Subject to feasibility assessment outcomes Council may want to proceed towards developing mid-scale solar PV.
<b>Solar hot water or heat pumps</b>	NA	NA	Consider solar hot water and heat pumps when replacing hot water services.	Consider solar hot water and heat pumps when replacing hot water services.	Consider solar hot water and heat pumps when replacing hot water services.
<b>Wind Energy</b>	NA	NA	'High wind resources' usually means average wind speeds above 7.5 m/s. The Port Macquarie region has lower wind speeds, of around 6.5 m/s at 100m on coastal areas and lower average speeds inland. Since the power extractable from wind is a function of the cube of the wind speed (among other factors), small reductions in average wind speed can		



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Opportunity	Capacity for grid reduction compared with base energy	Potential costs, benefits and incentives	Short term recommendations	Medium term recommendations	Long term recommendations
<b>Bioenergy from organic waste</b>	6,000 MWh based on parallels with proposed Ballina biochar project	Costs and viability of biochar + energy from waste are uncertain. Incentives / grants are funding ongoing commercialisation of energy-from-waste technologies and techniques.	Council should remain abreast of energy-from-waste technology developments.	Council should remain abreast of energy-from-waste technology developments.	Council should remain abreast of energy-from-waste technology developments. Note in future Council may prefer to allow market participants to propose alternative waste treatment solutions to those currently undertaken.
<b>Micro-hydro (M-H)</b>	250 MWh per year	Costs for M-H are site-specific and range of \$180-\$600,000 is possible. Income would be from grid export and STCs.	Review micro-hydro together with other opportunities available to Council and make a decision on whether to further assess this or defer it to a future time.		
<b>Purchased Renewable Energy (RE) or RECs</b>	18,000 MWh per year or as much as meets Council's targets	Price premium for RE purchasing is likely, emerging delivery models may see lower costs than traditional GreenPower purchase	This option is available to Council at any time. No explicit recommendations are made regarding timing of such a decision.		



## 6 Resourcing of PMHC's Efficiency and Renewables strategy

At present Port Macquarie-Hastings Council does not have a dedicated 'energy / sustainability / carbon' role. Responsibilities and actions relating to these areas sit within the relevant business groups or functions. At this level, knowledge of and action on energy management and energy efficiency is excellent. Examples include:

- Electricity procurement processes are sound and have recently consolidated all of council's sites (small, large, unmetered) into three accounts at competitive rates. Procurement was underpinned by a comprehensive strategy and was overseen by a group representative of several councils.
- Records of energy use and cost across Council's operations were fairly readily available for the year chosen to underpin the recent procurement process, and this has allowed a reasonable estimate of electricity use to be made for this scoping assessment.
- Council has implemented and assessed most of the best solar PV opportunities within its operations, and has sound knowledge of incentives that are available for these initiatives.
- Several energy efficiency improvements have been made in buildings, recreation facilities, water & sewer operations, and many staff in these operations are aware of efficiency opportunities and available incentives (e.g. Energy Saving Certificates ESCs).

If Council's future approach is to continue to take up saving opportunities through efficiency and renewables on an ad-hoc basis then the current arrangements may be adequate, and many of the available opportunities will be taken up.

Subject to Council's sustainable long term energy goals there could be merit in a coordination role that could add value in a number of ways. These include:

- Meet Council's external reporting requirements, for example:
  - Future Regional State of the Environment (SoE) reports
  - Large Scale Certificate reporting to the Clean Energy Regulator (e.g. for Port Macquarie 172.5 kW solar PV system if this were to proceed)
- Develop and track energy monitoring to facilitate internal and external reporting of energy use and cost information (e.g. input to future procurement, report against targets, inputs to SoE reports)
- Work with business units to identify and target incentives / grants that may be available (e.g. through NSW Office of Environment and Heritage for energy audit and training)
- Work with business units during budget preparations to support the identification and justification for energy efficiency and renewable energy expenditure
- Help to evaluate competing bids for Council's revenue from the sale of carbon credits to ensure best value for money is achieved
- Coordinate development of mid-scale renewable energy projects if this is a decision of Council
- Engage with a range of external parties – governments, Council networks, suppliers, community groups, energy market participants, to link to potential future opportunities (e.g. battery storage, virtual net metering, peer-to-peer trading, community energy developments, new energy retailing models, ARENA, CEFC)
- Develop and deliver internal awareness-raising and education on energy sustainability



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- Coordinate communication of Council's successes in energy sustainability and carbon abatement

It is recommended that PMHC evaluate the need for additional resources to support its sustainable long term energy strategy following a review and decisions on the direction of this strategy and related targets if applicable.



## 7 Funding of PMHC's Efficiency and Renewables strategy

Thus far Council has self-funded energy efficiency and renewable energy projects and has availed on financial incentives such as ESCs and STCs where possible. With revenue from the sale of carbon credits additional internal funds may be available to implement more of these projects.

The following table shows a summary of various options for energy efficiency and renewable energy investments.

Financing option	Up front cost	Repayments to 3 <sup>rd</sup> party	Organisation owns asset	Balance sheet	Technical risk
Self-funded from capital budget &/or C-credits	100%	N/A	Yes	On	Yes
Revolving energy fund	100%	N/A	Yes	On	Yes
Loan funded	0%	Fixed or variable	Yes	On	Yes
Operating lease	0%	Fixed - \$/month	No	Off	Yes
Capital lease	0%	Fixed - \$/month	Yes, at end of lease	On	Yes
On-bill financing	0%	Fixed	Yes	On	No, if there is a guarantee
PPA	0% or setup fee	\$/kWh purchased	No, can purchase at end	Off	No
Community ownership	0% or setup fee	\$/kWh purchased	No	Off	No

### 7.1 Self-funded from capital budget &/or carbon credits

Energy efficiency and renewable energy projects can be financed using Council's own funds from the capital budget or from revenue from the sale of carbon credits related to the operation of the ORRF at Cairncross. Potential advantages are that there are no ongoing contractual obligations and Council can own and depreciate the equipment. However, since Council does not pay any taxes, there is no benefit from depreciation schedules. Potential disadvantages are that there is less money available for other activities, and Council carries all finance and performance risks. Council is also responsible for the maintenance, although many providers offer maintenance contracts to ensure that the equipment continues to operate efficiently and reliably.

### 7.2 Revolving energy fund

Energy efficiency and renewable energy projects can also be financed with Council's own funds from a Revolving Energy Fund (REF), which a lot of other councils in Australia have established. The fund is a financial mechanism, whereby the savings made as a result of sustainability initiatives are diverted back into the fund to repay the capital and also provide financial support for future initiatives. In this way funds used for energy efficiency and renewable energy projects can be spent multiple times to drive emissions, energy use and cost savings.





### 7.3 Loan-funded

A loan funded model means that a lender provides capital to Council, to be repaid by a certain date, typically at a pre-determined interest rate that moves in line with changes in a reference lending rate. Council makes regular repayments to the lender to cover interest costs. An advantage is that there are no or reduced up-front costs. The disadvantages are that Council bears the economic and technical risk if the equipment becomes unusable and that the loan is on the balance sheet.

### 7.4 Operating lease

A supplier owns and installs the equipment, and Councils makes no or modest upfront costs with monthly repayments for a period of time, commonly five to 10 years, off balance-sheet. After this a remove, rollover or buy-out option may exist. The repayments can be a flat monthly rate, or increase during the course of the contract, which is often linked to CPI increases. Usually, the supplier is responsible for the maintenance of the system during the leasing period. Leases allow the spreading out of the cost of an investment, but it means that repayments with interest are incurred. This will make the equipment more expensive than if it was paid for up front.

### 7.5 Capital lease

The capital lease is similar to the operating lease, except that at the end of the lease, the equipment ownership is transferred to Council on payment of an agreed amount.

### 7.6 On-bill financing

On-bill financing is currently offered by Origin Energy and AGL. The energy retailer installs the equipment. This is repaid through a 'repayment' charge on the energy bill. Once all payments are made, the title for the equipment transfers to Council.

### 7.7 Power Purchase Agreement (PPA)

PPA arrangements avoid many of the traditional barriers to adoption for solar systems: high up-front capital costs; system performance risk; and complex design and permitting processes. In addition, PPA arrangements can be cash flow positive from the day the system is commissioned. They also allow for predictable energy pricing.

A PPA provider designs, constructs, owns, operates, maintains and finances the renewable energy generation equipment, and removes it at the end of the agreed period (typically 10-15 years). The PPA provider is effectively leasing Council's space for a set contractual period of time. Alternatively, renewable energy could be purchased from a plant that is not located on Council-owned or leased land.



## Appendix A: List of PMHC Sites

### List of large sites (>100 MWh per year electricity consumption)

NMI	Address	Referred to as:	Council Section	Annual Electricity (kWh)
4001129921	Rosewood Rd Wauchope 2446	Koree No 2 & 3 Pump Stations	Water Section	3,074,068.80
NFFFNRK118	Koala Street Port Macquarie 2444	P M Sewerage Treatment Plant	Sewer Section	2,943,650.98
NFFFNRKK45	Livingstone Rd Port Macquarie 2444	P M Dam Pumping Station	Water Section	1,777,213.72
4001178109	Clarence Street Port Macquarie 2444	Civic Centre - Glass House, Clarence Street	Recreation & Buildings Section	1,190,158.98
4001229844	The Boulevard Dunbogan 2443	Sewerage Treatment Plant	Sewer Section	713,774.94
NFFFNRKD40	Burrawan Street Port Macquarie 2444	PMH Council Administration Building	Recreation & Buildings Section	594,693.31
4001211617	Magellan Place Bonny Hills 2445	Sewerage Treatment Plant	Sewer Section	525,871.58
4407373918	Forest Oak Rd King Creek 2446	Cowarra Dam	Water Section	504,520.02
4407023040	Gordon Street Port Macquarie 2444	P M Library	Recreation & Buildings Section	498,361.64
4001178863	Quarry Rd Rosewood 2446	Wauchope Water Treatment Plant	Water Section	363,011.22
NFFFNRKD37	Bain Street Wauchope 2446	Wauchope Sewerage Treatment Plant	Sewer Section	322,233.18
4407034140	Boundary Street Port Macquarie 2444	P M Airport	Airport Section	279,253.42
NFFCA0225	28-30 Gordon St Port Macquarie 2444	P M Aquatic Centre	Recreation & Buildings Section	194,291.00
4001179384	Lot 17, Hindman Street Port Macquarie 2444	Reclaimed Water Treatment Plant	Sewer Section	190,551.51
4407374433	Pacific Hwy Telegraph Point 2441	Cairncross Waste Facility	Dev & Enviro	181,375.84
NFFFNRKD41	Hastings River Drive Port Macquarie 2444	Sewer Pump Station 7	Sewer Section	116,721.62
NFFFNRKU65	Yaluma Drive Port Macquarie 2444	Sewer Pump Station 64	Sewer Section	95,823.88



**List of small sites (supplied from small sites contract plus other Council database)**

NMI	Section	Site Address	Suburb	Postcode
40012032721	Airport Section	OLIVER DRIVE	PORT MACQUARIE	2444
44073504285	Airport Section	HANGER 1 AIRPORT BOUNDARY ST	PORT MACQUARIE	2444
44070344783	Crematorium	CREMATORIUM PHILLIP CHARLEY DR	PORT MACQUARIE	2444
40012641607	Debtors Form	Lot No1, DP No 758603, Section No11, MCLENNAN ST	LAURIETON	2443
40012751395	Debtors Form	Lot 7025 DP1060950 Stewart St	PORT MACQUARIE	2444
44070180934	Debtors Form	LAURIE ST	LAURIETON	2443
40012568277	Depot Ferry Section	WILLIAM STREET	PORT MACQUARIE	2444
40012608538	Depot Ferry Section	2 PHILIP CHARLEY DRIVE	PORT MACQUARIE	2444
40012738382	Depot Ferry Section	LOT 1 DP 1012667 99 William Street	PORT MACQUARIE	2444
44070119923	Depot Ferry Section	KOALA STREET DEPOT KOALA ST	PORT MACQUARIE	2444
44070123512	Depot Ferry Section	WAUCHOPE DEPOT COMMERCE ST	WAUCHOPE	2446
44070184068	Depot Ferry Section	LAURIETON DEPOT CASTLE ST	LAURIETON	2443
44070336947	Depot Ferry Section	SETTLEMENT POINT RD	PORT MACQUARIE	2444
40011427179	Dev & Enviro Section	FERNBANK CREEK ROAD	PORT MACQUARIE	2444
40011479253	Dev & Enviro Section	KINGFISHER ROAD	PORT MACQUARIE	2444
40011702621	Dev & Enviro Section	COMMERCE STREET	WAUCHOPE	2446
40011820390	Dev & Enviro Section	OCEAN DRIVE	PORT MACQUARIE	2444
40012478908	Dev & Enviro Section	106 1635 LORNE ROAD	LORNE	2439
40012628503	Dev & Enviro Section	LOT 7309 DP1157515 SKATE PRK/TOILETS OCEAN DRIVE	BONNY HILLS	2445
40012790625	Dev & Enviro Section	Lot 14 DP1103758 Herons Creek Rd	KEW	2439
44070700815	Dev & Enviro Section	PORT MACQUARIE TIP KINGFISHER RD	PORT MACQUARIE	2444



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44070703170	Dev & Enviro Section	DUNBOGAN TIP THE BVD	DUNBOGAN	2443
44070708600	Dev & Enviro Section	WAUCHOPE TIP OXLEY HWY	WAUCHOPE	2446
44073714982	Dev & Enviro Section	WASTE MANAGEMENT WEIGHBRIDGE PEMBROKE RD	TELEGRAPH POINT	2441
40011507237	Fire Section	ERNEST STREET	LAKE CATHIE	2445
40011508178	Fire Section	108 CAMERON STREET	WAUCHOPE	2446
40011859919	Fire Section	5 HILL STREET	COMBOYNE	2429
40012542119	Fire Section	TOWER TRAIL	CAIRNCROSS	2446
44070146083	Fire Section	KING CREEK RFBF NARRAN CL	WAUCHOPE	2446
44070147917	Fire Section	PEMBROOKE RFBF MOROKO PARK	PEMBROOKE	2446
44070150572	Fire Section	BEECHWOOD RFBF PAPPINBARRA RD	BEECHWOOD	2446
44070153055	Fire Section	PAPPINBARRA RFBF 839 PAPPINBARRA RD	UPPER PAPPINBARRA	2446
44070154747	Fire Section	BYBARRA RFBF BULLI CREEK RD	BYABARRA	2446
44070156462	Fire Section	LONG F RFBF HENRY ST	LONG FLAT	2446
44070162930	Fire Section	KEW RD	KEW	2439
44070166494	Fire Section	LORNE RFBF STEWARTS RIVER RD	LORNE	2439
44070199819	Fire Section	BONNY HILLS RFBF 115 JUNGARRA CRES	BONNY HILLS	2445
44070345641	Fire Section	SANCROIX RFBF BUSHLAND DR	WAUCHOPE	2446
44070348347	Fire Section	TELEGRAPH POINT RFBF MOONEE ST	TELEGRAPH POINT	2441
44070638433	Fire Section	NORTH SHORE RFBF SHORELINE DR	PORT MACQUARIE	2444
44070670677	Fire Section	LAKE INNES RFBF 48 LAKE INNES DR	WAUCHOPE	2446
44070681360	Fire Section	HOLLISDALE RFBF PAPPINBARRA RD	HOLLISDALE	2446
44070869276	Fire Section	BELLANGRY RD	WAUCHOPE	2446
44073531802	Fire Section	DUCKS RDGE	COMBOYNE	2429
44073543358	Fire Section	47 HUNTINGDON RD	HUNTINGDON	2446
44073762759	General Division	LADY NELSON WHARF CLARENCE ST	PORT MACQUARIE	2444
40011300329	Recreation & Buildings Section	MATTHEW FLINDERS DRIVE	PORT MACQUARIE	2444
40011306078	Recreation & Buildings Section	BEACH STREET	BONNY HILLS	2445
40011323659	Recreation & Buildings Section	STEWART STREET	PORT MACQUARIE	2444



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40011326605	Recreation & Buildings Section	TUPPENNY LANE	PORT MACQUARIE	2444
40011345083	Recreation & Buildings Section	HIBBARD DRIVE	PORT MACQUARIE	2444
40011396152	Recreation & Buildings Section	PACIFIC DRIVE	PORT MACQUARIE	2444
40011437105	Recreation & Buildings Section	ORARA STREET	KENDALL	2439
40011468420	Recreation & Buildings Section	OCEAN DRIVE	LAKE CATHIE	2445
40011603656	Recreation & Buildings Section	KOALA STREET	PORT MACQUARIE	2444
40011609686	Recreation & Buildings Section	CAMDEN HEAD ROAD	DUNBOGAN	2443
40011693879	Recreation & Buildings Section	NORTH SHORE DRIVE	PORT MACQUARIE	2444
40011754696	Recreation & Buildings Section	84 CAMERON STREET	WAUCHOPE	2446
40011782715	Recreation & Buildings Section	BULLER STREET	PORT MACQUARIE	2444
40011859933	Recreation & Buildings Section	HILL STREET	COMBOYNE	2429
40011930968	Recreation & Buildings Section	PACIFIC DRIVE	PORT MACQUARIE	2444
40011938183	Recreation & Buildings Section	FAIRMONT DRIVE	WAUCHOPE	2446
40011939652	Recreation & Buildings Section	TOILET BLOCK AQUA CRESCENT	LAKE CATHIE	2445
40012066754	Recreation & Buildings Section	CENTRAL ROAD	PORT MACQUARIE	2444
40012077099	Recreation & Buildings Section	CAMDEN HEAD ROAD	DUNBOGAN	2443
40012096982	Recreation & Buildings Section	LADY NELSON WHARF CLARENCE STREET	PORT MACQUARIE	2444
40012180290	Recreation & Buildings Section	ROCKS FERRY RESERVE BBQ	WAUCHOPE	2446
40012249828	Recreation & Buildings Section	29 BEACH STREET	BONNY HILLS	2445
40012250281	Recreation & Buildings Section	29 BEACH STREET	BONNY HILLS	2445
40012250317	Recreation & Buildings Section	29 BEACH STREET	BONNY HILLS	2445
40012274454	Recreation & Buildings Section	28 HAYWARD STREET	PORT MACQUARIE	2444
40012322147	Recreation & Buildings Section	GREEN MEADOWS DRIVE	PORT MACQUARIE	2444
40012379718	Recreation & Buildings Section	NARRAN CLOSE	WAUCHOPE	2446



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40012390897	Recreation & Buildings Section	LORD STREET	PORT MACQUARIE	2444
40012423409	Recreation & Buildings Section	THE PARADE	NORTH HAVEN	2443
40012538512	Recreation & Buildings Section	TOILET BLOCK SHORT STREET	LAURIETON	2443
40012769692	Recreation & Buildings Section	Lot 7006 DP1026384 The Parade	NORTH HAVEN	2443
44070118990	Recreation & Buildings Section	LAURIETON POOL LAURIE STREET	LAURIETON	2443
44070122119	Recreation & Buildings Section	RIVER STREET BBQ RIVER ST	WAUCHOPE	2446
44070122605	Recreation & Buildings Section	ANDREWS PARK AMENITIES CAMERON ST	WAUCHOPE	2446
44070122613	Recreation & Buildings Section	CAMERON ST	WAUCHOPE	2446
44070124510	Recreation & Buildings Section	WAUCHOPE POOL CAMERON ST	WAUCHOPE	2446
44070128049	Recreation & Buildings Section	PEPPERMINT CRESCENT	WAUCHOPE	2446
44070136951	Recreation & Buildings Section	OXLEY LANE	WAUCHOPE	2446
44070136969	Recreation & Buildings Section	ROTARY YOUTH CENTRE OXLEY LANE	WAUCHOPE	2446
44070148021	Recreation & Buildings Section	PEMBROOKE ROAD	PEMBROOKE	2446
44070150374	Recreation & Buildings Section	725 BEECHWOOD RD	BEECHWOOD	2446
44070162253	Recreation & Buildings Section	KENDALL PARK RAILWAY ST	KENDALL	2439
44070178060	Recreation & Buildings Section	BOLD ST	LAURIETON	2443
44070181131	Recreation & Buildings Section	LAURIETON OFFICE LIBRARY LAURIE ST	LAURIETON	2443
44070186253	Recreation & Buildings Section	DUNBOGAN HALL CAMDEN HEAD RD	DUNBOGAN	2443
44070186261	Recreation & Buildings Section	ELECTRIC BARBEQUE DUNBOGAN RES	DUNBOGAN	2443
44070190438	Recreation & Buildings Section	HALL OCEAN DR	NORTH HAVEN	2443
44070190446	Recreation & Buildings Section	BBQ NORTH HAVEN OCEAN DRV OCEAN DR	NORTH HAVEN	2443
44070201739	Recreation & Buildings Section	GRAHAM ST	BONNY HILLS	2445
44070201953	Recreation & Buildings Section	BEACH ST	BONNY HILLS	2445
44070210243	Recreation & Buildings Section	LAKE CATHIE HALL MULLAWAY ROAD	LAKE CATHIE	2445



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44070226247	Recreation & Buildings Section	PM SEA RESCUE SHED BULLER ST	PORT MACQUARIE	2444
44070231959	Recreation & Buildings Section	TOWN BEACH KIOSK WILLIAM ST	PORT MACQUARIE	2444
44070237581	Recreation & Buildings Section	TOWN GREEN HORTON ST	PORT MACQUARIE	2444
44070239209	Recreation & Buildings Section	OLD COURT HOUSE HAY ST	PORT MACQUARIE	2444
44070241445	Recreation & Buildings Section	MUNSTER ST	PORT MACQUARIE	2444
44070242730	Recreation & Buildings Section	CANTEEN - MACQUARIE PARK GRANT ST	PORT MACQUARIE	2444
44070243754	Recreation & Buildings Section	MUSIC CENTRE GORDON ST	PORT MACQUARIE	2444
44070324694	Recreation & Buildings Section	HASTINGS RIVER DR	PORT MACQUARIE	2444
44070335923	Recreation & Buildings Section	MC INHERNEY PARK SETTLEMENT POINT RD	PORT MACQUARIE	2444
44070339676	Recreation & Buildings Section	TUFFINS LANE	PORT MACQUARIE	2444
44070339684	Recreation & Buildings Section	SOCCER FIELD TUFFINS LANE	PORT MACQUARIE	2444
44070339692	Recreation & Buildings Section	CANTEEN SUPPLY TUFFINS LANE	PORT MACQUARIE	2444
44070340841	Recreation & Buildings Section	AMENITIES PARK WOODS ST	PORT MACQUARIE	2444
44070352003	Recreation & Buildings Section	RECREATION GROUND ROLLANDS PLAINS RD	TELEGRAPH POINT	2441
44070631852	Recreation & Buildings Section	BBQ AREA BARTLETTS BEACH JORDAN AVE	BONNY HILLS	2445
44070631860	Recreation & Buildings Section	BBQ AREA RAINBOW REACH RD	BONNY HILLS	2445
44070650521	Recreation & Buildings Section	941 STEWARTS RIVER ROAD	LORNE	2439
44070653846	Recreation & Buildings Section	HIBBARD SPORTS STADIUM TUFFINS LANE	PORT MACQUARIE	2444
44070654489	Recreation & Buildings Section	BARBEQUE AREA THE PDE	NORTH HAVEN	2443
44070655636	Recreation & Buildings Section	AMMENITIES BLOCK WOOD ST	PORT MACQUARIE	2444
44070659330	Recreation & Buildings Section	BBQ NORTH HAVEN RESERVE OCEAN DR	NORTH HAVEN	2443
44070659348	Recreation & Buildings Section	BBQ-LAKE RESERVE OCEAN DR	LAKE CATHIE	2445
44070659728	Recreation & Buildings Section	BARBEQUE APEX PARK REID ST	LAURIETON	2443
44070679338	Recreation & Buildings Section	BAIN PARK OXLEY LANE	WAUCHOPE	2446



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44070686145	Recreation & Buildings Section	SANCROX RES	SANCROX	2446
44070700203	Recreation & Buildings Section	HOCKEY FIELDS CAMERON ST	WAUCHOPE	2446
44070708709	Recreation & Buildings Section	THE WALL RESERVE BAYSIDE AVE	NORTH HAVEN	2443
44070709656	Recreation & Buildings Section	SETTLEMENT POINT PARK SETTLEMENT POINT RD	PORT MACQUARIE	2444
44072461883	Recreation & Buildings Section	LASIANDRA PARK BBQ CAMERON ST	WAUCHOPE	2446
44073440779	Recreation & Buildings Section	HISTORIC CEMETERY GORDON ST	PORT MACQUARIE	2444
44073728413	Recreation & Buildings Section	AQUA PARK BARBEQUE AQUA PARK	LAKE CATHIE	2445
44073739699	Recreation & Buildings Section	JOHN DOWNES PARK BBQ PACIFIC DR	PORT MACQUARIE	2444
44073772964	Recreation & Buildings Section	AMMENITIES SCHOOL OF ARTS 58 BOLD ST	LAURIETON	2443
44073825580	Recreation & Buildings Section	BBQS JOHNATHON DICKSON RES	LAKE CATHIE	2445
44073828619	Recreation & Buildings Section	MACQUARIE PARK GORDON ST	PORT MACQUARIE	2444
NFFFNRKU616	Recreation & Buildings Section	WAUCHOPE LIBRARY OFFICE HIGH ST	WAUCHOPE	2446
40011284520	Sewer Section	GREENMEADOWS DRIVE	PORT MACQUARIE	2444
40011306291	Sewer Section	SETTLEMENT POINT RD	PORT MACQUARIE	2444
40011306301	Sewer Section	SETTLEMENT POINT RD	PORT MACQUARIE	2444
40011326348	Sewer Section	1 BRIDGE STREET	NORTH HAVEN	2443
40011336802	Sewer Section	FOREST PARKWAY	LAKE CATHIE	2445
40011401202	Sewer Section	THE POINT DRIVE	PORT MACQUARIE	2444
40011415564	Sewer Section	BAINE PLACE	BONNY HILLS	2445
40011490640	Sewer Section	RIVERBREEZE DRIVE	WAUCHOPE	2446
40011490717	Sewer Section	BEECHWOOD ROAD	WAUCHOPE	2446
40011511249	Sewer Section	BOTANIC DRIVE	LAKEWOOD	2443
40011558149	Sewer Section	THE ANCHORAGE	PORT MACQUARIE	2444
40011571466	Sewer Section	COMMERCE STREET	WAUCHOPE	2446
40011636061	Sewer Section	RIVERBREEZE DRIVE	WAUCHOPE	2446
40011694035	Sewer Section	22 BAGO ROAD	WAUCHOPE	2446
40011754417	Sewer Section	OCEAN DRIVE	LAURIETON	2443
40011975161	Sewer Section	BULLOCK DRIVE	WAUCHOPE	2446
40012040461	Sewer Section	EMERALD DRIVE	PORT MACQUARIE	2444





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40012078773	Sewer Section	2 JOHN FRASER PLACE	PORT MACQUARIE	2444
40012283265	Sewer Section	THRUMSTER STREET	PORT MACQUARIE	2444
40012292003	Sewer Section	51 HASTINGS RIVER DRV	PORT MACQUARIE	2444
40012473858	Sewer Section	41 OLD HERONS CREEK ROAD	HERONS CREEK	2443
40012528289	Sewer Section	71 HASTINGS RIVER DRIVE	PORT MACQUARIE	2444
40012550293	Sewer Section	A BELLANGRY ROAD	BEECHWOOD	2446
40012668185	Sewer Section	80 BEECHWOOD ROAD	YIPPIN CREEK	2446
40012791095	Sewer Section	Lot 10 DP704834 CNR Maria River & Shoreline Dr	PORT MACQUARIE	2444
40012811745	Sewer Section	Lot 2 DP537109 John Frazer Pl	PORT MACQUARIE	2444
44070118751	Sewer Section	WSPS 1 CAMERON ST	WAUCHOPE	2446
44070118776	Sewer Section	WSPS 8 BLACKBUTT DR	WAUCHOPE	2446
44070119189	Sewer Section	PMSPS 9 SWIFT ST	PORT MACQUARIE	2444
44070119262	Sewer Section	PM SPS 10 MORUYA DR	PORT MACQUARIE	2444
44070119980	Sewer Section	PMSPS 18 CHESTNUT RD	PORT MACQUARIE	2444
44070121375	Sewer Section	WSPS 6 PRINCESS AVE	WAUCHOPE	2446
44070121532	Sewer Section	WSPS 3 RANDALL ST	WAUCHOPE	2446
44070123528	Sewer Section	WSPS 7 BAGO RD	WAUCHOPE	2446
44070129039	Sewer Section	WSPS 5 AZALEA AVE	WAUCHOPE	2446
44070129402	Sewer Section	WSPS 4 FLOBERN AVE	WAUCHOPE	2446
44070130963	Sewer Section	WSPS 2 NELSON ST	WAUCHOPE	2446
44070139946	Sewer Section	WSPS 13 PEAD ST	WAUCHOPE	2446
44070170852	Sewer Section	CHSPS 12 SIRIUS DR	LAURIETON	2443
44070172632	Sewer Section	CHSPS 13 TEATREE CL	LAURIETON	2443
44070173499	Sewer Section	CHSPS 22 OCEAN DR	WEST HAVEN	2443
44070173531	Sewer Section	CHSPS 17 OCEAN DR	LAURIETON	2443
44070175297	Sewer Section	CHSPS 15 OCEAN DR	WEST HAVEN	2443
44070175941	Sewer Section	CHSPS 11 OCEAN DR	WEST HAVEN	2443
44070178597	Sewer Section	CHSPS 20 BOLD ST	LAURIETON	2443
44070181710	Sewer Section	CHSPS 21 48 LAKE ST	LAURIETON	2443
44070183639	Sewer Section	CHSPS 4 ARNOTT ST	LAURIETON	2443
44070184942	Sewer Section	CHSPS 2 BAY ST	DUNBOGAN	2443
44070185651	Sewer Section	CHSPS 3 LONGWORTH RD	DUNBOGAN	2443
44070186163	Sewer Section	CHSPS 19 BELL ST	DUNBOGAN	2443
44070186823	Sewer Section	CHSPS 14 CAMDEN HEAD RD	DUNBOGAN	2443
44070187565	Sewer Section	CHSPS 9 CAMDEN HEAD RD	DUNBOGAN	2443
44070188150	Sewer Section	CHSPS 10 IDANT ST	DUNBOGAN	2443



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44070190230	Sewer Section	CHSPS 6 SHORT ST	NORTH HAVEN	2443
44070191329	Sewer Section	CHSPS 8 THE PDE	NORTH HAVEN	2443
44070194784	Sewer Section	CHSPS 7 BORONIA CRES	NORTH HAVEN	2443
44070195800	Sewer Section	CHSPS 23 GLEN LAUREN EST	NORTH HAVEN	2443
44070197409	Sewer Section	CHSPS 24 OCEAN DR	NORTH HAVEN	2443
44070198455	Sewer Section	BHSPS 7 JORDAN AVENUE PARK	BONNY HILLS	2445
44070198562	Sewer Section	BHSPS 8 CATHIE RD	BONNY HILLS	2445
44070198876	Sewer Section	BHSPS 6 OCEAN DR	BONNY HILLS	2445
44070202479	Sewer Section	BHSPS 2 CATHIE RD	BONNY HILLS	2445
44070203116	Sewer Section	LCSPS 12 COWARA ESTATE SPRINGHILL PL	BONNY HILLS	2445
44070203972	Sewer Section	LCSPS 9 OCEAN DR	LAKE CATHIE	2445
44070204632	Sewer Section	LCSPS 5 EVANS ST	LAKE CATHIE	2445
44070205648	Sewer Section	LCSPS 4 AQUA CRES	LAKE CATHIE	2445
44070208583	Sewer Section	LCSPS 3 CHEPANA ST	LAKE CATHIE	2445
44070209227	Sewer Section	BONNY HILLS STW OCEAN DR	BONNY HILLS	2445
44070209235	Sewer Section	BHSPS 13 OCEAN DR	BONNY HILLS	2445
44070209896	Sewer Section	LCSPS 1 TALLONG DR	LAKE CATHIE	2445
44070212405	Sewer Section	PMSPS 12 HOLLINGWORTH ST	PORT MACQUARIE	2444
44070218434	Sewer Section	PMSPS 6 HINDMAN ST	PORT MACQUARIE	2444
44070223540	Sewer Section	PMSPS 4 2 WAUGH ST	PORT MACQUARIE	2444
44070226255	Sewer Section	PMSPS 46 PARK ST	PORT MACQUARIE	2444
44070226320	Sewer Section	PMSPS 5 PARK ST	PORT MACQUARIE	2444
44070231941	Sewer Section	PMSPS 15 WILLIAM ST	PORT MACQUARIE	2444
44070234695	Sewer Section	PMSPS 17 SHORT ST	PORT MACQUARIE	2444
44070235041	Sewer Section	SHORT ST	PORT MACQUARIE	2444
44070239950	Sewer Section	PMSPS 3 SUNSET PDE	PORT MACQUARIE	2444
44070255295	Sewer Section	PMSPS 60 LIVINGSTONE RD	PORT MACQUARIE	2444
44070256848	Sewer Section	PMSPS 13 LAKE RD	PORT MACQUARIE	2444
44070256996	Sewer Section	PMSPS 31 GLEBE CL	PORT MACQUARIE	2444
44070263101	Sewer Section	PMSPS 63 LAKE RD	PORT MACQUARIE	2444



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44070265139	Sewer Section	PMSPS 61 JINDALEE RD	PORT MACQUARIE	2444
44070266566	Sewer Section	PMSPS 35 BARTON CRES	PORT MACQUARIE	2444
44070280147	Sewer Section	PMSPS 14 MELANIE PL	PORT MACQUARIE	2444
44070290303	Sewer Section	PMSPS 16 PACIFIC DR	PORT MACQUARIE	2444
44070303822	Sewer Section	PMSPS 19 MATTHEW FLINDERS DR	PORT MACQUARIE	2444
44070304333	Sewer Section	PMSPS 20 MATTHEW FLINDERS DR	PORT MACQUARIE	2444
44070306826	Sewer Section	PMSPS 11 HART ST	PORT MACQUARIE	2444
44070312724	Sewer Section	PMSPS 51 CATHIE RD	PORT MACQUARIE	2444
44070319331	Sewer Section	PMSPS 48 PARK ST	PORT MACQUARIE	2444
44070319713	Sewer Section	PMSPS 45 35 BAY ST	PORT MACQUARIE	2444
44070322995	Sewer Section	PMSPS 33 NEWPORT CRES	PORT MACQUARIE	2444
44070323085	Sewer Section	PMSPS 50 NEWPORT CRES	PORT MACQUARIE	2444
44070323522	Sewer Section	PMSPS 42 NEWPORT ISLAND RD	PORT MACQUARIE	2444
44070329181	Sewer Section	PMSPS 29 22 LADY NELSON DR	PORT MACQUARIE	2444
44070330891	Sewer Section	PMSPS 37 THE JIB	PORT MACQUARIE	2444
44070333662	Sewer Section	PMSPS 22 MUMFORDS LANE	PORT MACQUARIE	2444
44070334315	Sewer Section	PMSPS 43 FRANCIS ST	PORT MACQUARIE	2444
44070335725	Sewer Section	PMSPS 41 COMMODORE CRES	PORT MACQUARIE	2444
44070335733	Sewer Section	PMSPS 47 COMMODORE CRES	PORT MACQUARIE	2444
44070336303	Sewer Section	PMSPS 40 GIRRAWEE RD	PORT MACQUARIE	2444
44070336618	Sewer Section	PMSPS 39 STEVENS ST	PORT MACQUARIE	2444
44070336970	Sewer Section	PMSPS 38 SETTLEMENT POINT RD	PORT MACQUARIE	2444
44070339149	Sewer Section	PMSPS 25 HASTINGS RIVER DR	PORT MACQUARIE	2444
44070339255	Sewer Section	PMSPS 24 HASTINGS RIVER DR	PORT MACQUARIE	2444



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44070339486	Sewer Section	PMSPS 23 HASTINGS RIVER DR	PORT MACQUARIE	2444
44070339643	Sewer Section	PMSPS 26 TUFFINS LANE	PORT MACQUARIE	2444
44070340040	Sewer Section	PMSPS 44 HIBBARD DR	RIVERSIDE	2444
44070340395	Sewer Section	PMSPS 27 HIBBARD DR	PORT MACQUARIE	2444
44070340684	Sewer Section	PMSPS 28 HIBBARD DR	PORT MACQUARIE	2444
44070340825	Sewer Section	PMSPS 62 WOOD ST	PORT MACQUARIE	2444
44070343835	Sewer Section	PMSPS 57 57 LINCOLN RD	PORT MACQUARIE	2444
44070343983	Sewer Section	PMSPS 53 LINCOLN RD	PORT MACQUARIE	2444
44070633015	Sewer Section	EFFLUENT PONDS LAKE RD	PORT MACQUARIE	2444
44070646833	Sewer Section	PMSPS 67	PORT MACQUARIE	2444
44070647921	Sewer Section	PMSPS 21 MARBUK PL	PORT MACQUARIE	2444
44070649069	Sewer Section	PMSPS 68 OCEAN DR	PORT MACQUARIE	2444
44070654069	Sewer Section	PMSPS 69 NEW MARKET GROVE EST	PORT MACQUARIE	2444
44070654422	Sewer Section	SPS 64 OXYGEN INJECTION OCEAN DR	PORT MACQUARIE	2444
44070654430	Sewer Section	LAKE ROAD STP PORT MACQUARIE LAKE RD	PORT MACQUARIE	2444
44070656527	Sewer Section	PMSPS 70 RIVERPARK RD	PORT MACQUARIE	2444
44070658688	Sewer Section	CHSPS 25 BEACHFRONT CARAVAN PK THE PDE	NORTH HAVEN	2443
44070659712	Sewer Section	CHSPS 26 LAURIETON BAY SERV PK 451 OCEAN DR	LAURIETON	2443
44070668142	Sewer Section	WSPS 14 COWARALL CCT	WAUCHOPE	2446
44070670711	Sewer Section	LCSPS 14 LAKESIDE WAY	LAKE CATHIE	2445
44070670727	Sewer Section	LCSPS 15 FISHERMANS WAY	LAKE CATHIE	2445
44070672814	Sewer Section	CHSPS 27 FAIRWINDS EST	LAURIETON	2443
44070683777	Sewer Section	PMSPS 72 THE MEADOWS	PORT MACQUARIE	2444
44070687200	Sewer Section	LCSPS 16 OCEAN DR	LAKE CATHIE	2445
44070688513	Sewer Section	CHSPS 28 SCARBOROUGH WAY	DUNBOGAN	2443
44070698692	Sewer Section	INNES LAKE	PORT MACQUARIE	2444



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44070709509	Sewer Section	PMSPS 71 OFF MAJOR INNES DR	PORT MACQUARIE	2444
44070859228	Sewer Section	PMSPS 74 ELKHORN GR	PORT MACQUARIE	2444
44070863108	Sewer Section	CHSPS 29 LORD ST	LAURIETON	2443
44073511530	Sewer Section	CHSPS 18 RIVER ST	DUNBOGAN	2443
44073547432	Sewer Section	PMSPS 75 THE BINNACLE	PORT MACQUARIE	2444
44073560320	Sewer Section	CAMDEN HAVEN BOAT PUMP OUT MILL ST	LAURIETON	2443
44073609052	Sewer Section	PORT MACQUARIE BOAT PUMP OUT END HOLLINGWORTH ST	PORT MACQUARIE	2444
44073625750	Sewer Section	PUMP STATION 54 OXLEY HWY	PORT MACQUARIE	2444
44073640066	Sewer Section	SEWER PUMP STATION LAKESIDE WAY	LAKE CATHIE	2445
44073717944	Sewer Section	SEWER PUMP STATION CRESTWOOD DR	PORT MACQUARIE	2444
44073747825	Sewer Section	PUMP STATION KK3P GRAHAM ST	KENDALL	2439
44073747833	Sewer Section	PUMP STATION KK7P BATAR CREEK RD	KENDALL	2439
44073749490	Sewer Section	SEWAGE PUMP STATION KK2P RIVER ST	KENDALL	2439
44073749500	Sewer Section	SEWAGE PUMP STATION KK4P KEW RD	KENDALL	2439
44073749518	Sewer Section	SEWAGE PUMP STATION KK5P KEW RD	KEW	2439
44073749524	Sewer Section	SEWAGE PUMP STATION KK6P PACIFIC HWY	KEW	2439
44073749532	Sewer Section	SEWAGE PUMP STATION KK8P OLD BRIDGE RD	KENDALL	2439
44073749540	Sewer Section	SEWAGE PUMP STATION KK9P DUNWOODIE ST	KENDALL	2439
44073749839	Sewer Section	SEWAGE PUMP STATION KK1P RAILWAY ST	KENDALL	2439
44073753831	Sewer Section	STOCKWHIP PL	WAUCHOPE	2446
44073838816	Sewer Section	58 AMETHYST WAY	PORT MACQUARIE	2444
44073857519	Sewer Section	TUNIS STREET	LAURIETON	2443
NFFFAA05106	Sewer Section	PMSPS 8 HILL ST	PORT MACQUARIE	2444
NFFFNRKU608	Sewer Section	55 MUNSTER STREET	PORT MACQUARIE	2444



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