

# **ORDINARY COUNCIL**

**Thursday 15 August 2024**

# Ordinary Council Meeting

Thursday, 15 August 2024

## Items of Business

<b>Item</b>	<b>Subject</b>	<b>Page</b>
<b>10.04</b>	<b>STATUS OF COUNCIL POLICIES</b>	
	Attachment : Status of Council Policies.....	7
<b>10.05</b>	<b>POLICY REVIEW - DRAFT POLICY FRAMEWORK - FOLLOWING PUBLIC EXHIBITION</b>	
	Attachment 1: Draft Policy Framework.....	10
	Attachment 2: Current Adopted Policy - Making of Council Policy.....	15
<b>10.06</b>	<b>MID NORTH COAST JOINT ORGANISATION END OF TERM REPORT</b>	
	Attachment : Mid North Coast Joint Organisation End of Term Report.....	23
<b>10.10</b>	<b>AUDIT, RISK AND IMPROVEMENT COMMITTEE - ANNUAL REPORT 2023-2024</b>	
	Attachment : Annual Chairperson's Report for 2023-2024 .....	56
<b>10.11</b>	<b>GRANT APPLICATIONS BIENNIAL REPORT</b>	
	Attachment : Grants Register 2023-2024.....	60
<b>10.12</b>	<b>2024-2025 LONG-TERM FINANCIAL PLAN</b>	
	Attachment 1: 2024-2025 Long-Term Financial Plan .....	66
	Attachment 2: Letter of 20 June 2024 from the Office of Local Government to the Chief Executive Officer.....	112
	Attachment 3: Letter of 23 July 2024 from the Office of Local Government to the Chief Executive Officer.....	114
<b>10.13</b>	<b>2023-2024 OPERATIONAL PLAN FULL YEAR STATUS REPORT AS AT 30 JUNE 2024</b>	
	Attachment 1: 2023-24 Operational Plan Final Status Report as at 30 June 2024.....	116
	Attachment 2: 2023-24 Operational Plan Final Exception Report as at 30 June 2024.....	232
	Attachment 3: 2022-2023 Carry Over Status Report as at 30 June 2024.....	262
	Attachment 4: 2023-24 Monthly Budget Adjustment Status Report as at 30 June 2024 .....	270
	Attachment 5: 2023-24 Actions Deferred by Quarter.....	277
<b>10.14</b>	<b>2022-2026 DELIVERY PROGRAM (YEAR 2) - SIX MONTH PROGRESS REPORT AS AT 30 JUNE 2024</b>	
	Attachment : Delivery Program Six Month Progress Report as at 30 June 2024.....	280
<b>10.15</b>	<b>2023-2024 CARRY-OVER PROJECTS</b>	
	Attachment : Proposed Carry-Overs from 2023-2024 to 2024-2025.....	309
<b>10.16</b>	<b>INVESTMENTS AND LOANS - JULY 2024</b>	

Attachment 1:	Port Macquarie Hastings Council Investment Report - 30 July 2024.....	317
Attachment 2:	Port Macquarie Hastings Council Portfolio Valuation - 30 July 2024.....	340
Attachment 3:	Port Macquarie Hastings Council Loan Repayments - 2024-2025.....	347
<b>10.17</b>	<b>MONTHLY BUDGET REVIEW - JULY 2024</b>	
Attachment :	July 2024 Budget Review.....	348
<b>10.19</b>	<b>GLASSHOUSE BIENNIAL REPORT AND UPDATE ON GLASSHOUSE PLAN 2020-2022 ACTIONS</b>	
Attachment 1:	Glasshouse Financial Statements - Income and Expenditure to 30 June 2024.....	353
Attachment 2:	Update on Glasshouse Plan 2020-2022 Actions August 2024 .....	354
Attachment 3:	Glasshouse Strategic Review Plan .....	358
Attachment 4:	Glasshouse Plan 2024-2025 - marked up copy.....	365
Attachment 5:	Glasshouse Plan 2024-2025 - clean copy .....	383
<b>10.20</b>	<b>DRAFT PROCUREMENT STRATEGY</b>	
Attachment :	Draft Procurement Strategy 2025-2028.....	417
<b>11.02</b>	<b>QUESTION WITH NOTICE - ASSET MANAGEMENT</b>	
Attachment :	Parks and Recreation Asset Management Plan .....	442
<b>11.05</b>	<b>COMMUNITY GRANTS PROGRAM 2024-2025</b>	
Attachment :	Policy - Providing Funding and Support to the Community.....	469
<b>11.06</b>	<b>COMMUNITY INCLUSION PLAN - REPORT CARD 2023-2024</b>	
Attachment 1:	Community Inclusion Plan 2022-2025.....	472
Attachment 2:	Community Inclusion Plan Report Card 2023-2024.....	487
<b>11.07</b>	<b>CULTURAL PLAN - REPORT CARD 2023-2024</b>	
Attachment :	Cultural Plan Report Card .....	499
<b>11.08</b>	<b>RECREATION AND OPEN SPACE ACTION PLAN - POST EXHIBITION</b>	
Attachment 1:	Engagement REPORT Recreation & Open Space Action Plan 2024-2029.....	511
Attachment 2:	Draft Recreation and Open Space Action Plan.....	550
<b>11.09</b>	<b>LANK BAIN NAMING REQUEST - POST PUBLIC EXHIBITION</b>	
Attachment :	Engagement Report - Naming of Athol Lank Bain Stand.....	571
<b>11.10</b>	<b>MANAGEMENT OF PUBLIC SPACES POLICY - POST PUBLIC EXHIBITION</b>	
Attachment 1:	Engagement Report - Management of Public Spaces .....	574
Attachment 2:	Draft Management of Public Spaces Policy.....	580
<b>13.01</b>	<b>POLICY REVIEW - STORMWATER MANAGEMENT POLICY</b>	
Attachment :	Draft Stormwater Management Policy .....	584
<b>13.02</b>	<b>POLICY REVIEW - ROADS POLICY SUITE</b>	
Attachment 1:	Road Reserve and Public Roads Management Policy .....	599
Attachment 2:	Sealed Roads Policy .....	613

	Attachment 3: Roadside Vegetation Management Policy.....	619
	Attachment 4: Bridges and Culverts Policy .....	624
<b>13.03</b>	<b>POLICY REVIEW - UNSEALED ROADS POLICY - POST PUBLIC EXHIBITION</b>	
	Attachment 1: Engagement Report Draft Unsealed Roads Policy .....	629
	Attachment 2: Unsealed Roads Policy Final Draft.....	642
<b>13.04</b>	<b>STORMWATER STRATEGIC ACTION PLAN</b>	
	Attachment : Stormwater Strategic Action Plan.....	649
<b>13.05</b>	<b>CLASSIFICATION OF COUNCIL LAND - LOT 50 WAAPANGAL PLACE THURMSTER</b>	
	Attachment : Attachment 1 - Lot 50 Waapangal Road Thurmster .....	681
<b>13.06</b>	<b>SETTLEMENT POINT AND HIBBARD FERRY OPERATIONS</b>	
	Attachment 1: Correspondence to Minister 10 April 2024 .....	682
	Attachment 2: Correspondence to Minister 11 April 2024 .....	685
	Attachment 3: Response from Minister 18 July 2024 .....	686
	Attachment 4: Correspondence to Minister 31 July 2024 .....	688
<b>13.07</b>	<b>INTEGRATED TRANSPORT PLAN - POST PUBLIC EXHIBITION</b>	
	Attachment 1: Integrated Transport Plan Community Engagement Report .....	690
	Attachment 2: Revised Draft Integrated Transport Plan 2024 .....	726
<b>13.08</b>	<b>HOUSING FOR OUR FUTURE - LOCAL HOUSING STRATEGY POST EXHIBITION REPORT</b>	
	Attachment 1: Living and Place Strategy - Final Draft .....	778
	Attachment 2: Local Housing Delivery Plan - Final Draft .....	809
	Attachment 3: Draft Affordable Housing Plan - Final Draft .....	845
	Attachment 4: Living and Place Strategy Appendix A - Response to s9.1 Directions.....	870
	Attachment 5: Living and Place Strategy Appendix B - Mapping.....	879
	Attachment 6: Housing for Our Future - Community Engagement Report.....	891
	Attachment 7: Draft Living and Place Strategy - full mark up showing changes .....	961
	Attachment 8: Draft Local Housing Delivery Plan - full mark up showing changes .....	993
<b>13.09</b>	<b>LAND ACQUISITION - MARIA RIVER ROAD LIMEBURNERS CREEK</b>	
	Attachment 1: Location Plan - Willsallen property Maria River Road Limeburners Creek .....	1035
	Attachment 2: Plan of Acquisition .....	1036
<b>13.10</b>	<b>LAND ACQUISITIONS - LORNE ROAD COMBOYNE</b>	
	Attachment 1: Attachment 1 - Extent of Lorne Road Upgrade Works.....	1037
	Attachment 2: Attachment 2 - Land Acquisitions - Borham .....	1038
	Attachment 3: Attachment 3 - Land Acquisitions - Hurrell .....	1041
<b>13.11</b>	<b>NSW NATIONAL PARKS AND WILDLIFE SERVICES LAND REVOCATION</b>	
	Attachment 1: NPWS Letter to Council 22 July 2024 .....	1044
	Attachment 2: Maps of Revoked NPWS Lands.....	1046

	Attachment 3: Maps of Council Land Proposed as Compensation .....	1057
<b>13.12</b>	<b>KOOLONBUNG CREEK FLYING-FOX CAMP MANAGEMENT PLAN UPDATE</b>	
	Attachment 1: Kooloonbung Creek Camp Management Plan .....	1058
	Attachment 2: Kooloonbung Creek Flying Fox Camp Management Plan - Appropriate Land Use Planning Framework Report .....	1179
	Attachment 3: Progress Report Action Table June 2023.....	1257

# 1 Leadership and Governance

## 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 affective 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

POLICY REGISTER										
COUNCIL ADOPTED (PUBLIC)	No. of Policies	72								
Title	Responsible Division	Responsible Position	Last Council Adoption Date	Last Review Date	Last Modification Date	Review Period	Review Due Date	Status	Comments	Review Stage
Airport Leasing of Land and Buildings	Business & Performance	Group Manager Commercial Business Units	Aug-17	Sep-20	Sep-20	4 years	Jun-23	Overdue	Currently under review. Expected to be presented to Council by February 2025 for consideration	Review initiated
Asset Management	Community Utilities	Executive Lead Finance and Commercial Operations	May-22	May-17	May-22	4 years	May-26	Current		N/A - Current
Beach Driving	Community, Planning & Environment	Group Manager Liveable Communities	Jul-18	Jul-21	Jul-21	3 years	Jun-24	Overdue	To be presented to Council before end 2024	Review initiated
Bushfire Risk Mitigation on Public Land	Community, Planning & Environment	Group Manager Liveable Communities	Jun-11	Jun-22	Jun-22	2 years	Jun-27	Current		N/A - Current
Cemeteries	Business & Performance	Manager Customer Services	Jun-10	Jun-22	Jun-22	4 years	Jun-26	Current		N/A - Current
Climate Change Response	Community, Planning & Environment	Group Manager Regulatory and Environment Services	Dec-22	Dec-22	Dec-22	2 years	Dec-24	Within 6 months of review date		N/A - Current
Code of Meeting Practice	Business & Performance	Group Manager Governance	Nov-19	Nov-22	Nov-22	Each Council term	Sep-25	Current	Must be reviewed within 12 months following ordinary election	N/A - Current
Community Engagement	Community, Planning & Environment	Group Manager Liveable Communities	May-16	May-22	May-22	4 years	Jun-26	Current		N/A - Current
Community Leasing and Licensing Policy	Community, Planning & Environment	Property and Leasing Coordinator	Mar-23	Mar-23	Mar-23	As needed		Current		N/A - Current
Communications Policy	Business & Performance	Executive Manager Transformation	Oct-22	Oct-22	Oct-26	4 years	Oct-26	Current		N/A - Current
Compliance and Enforcement	Community, Planning & Environment	Group Manager Regulatory and Environment Services	Aug-22	Aug-22	Aug-22	4 years	Aug-26	Current		N/A - Current
Contaminated Land	Community, Planning & Environment	Group Manager Regulatory and Environment Services	May-17	May-22	May-22	4 years	Aug-26	Current		N/A - Current
Construction of Infrastructure Works on Public Property by Contractors	Community Infrastructure	Group Manager Com Infra Plan & Design	Oct-10	Oct-10	Oct-10	2 years	Oct-12	Overdue	To be rescinded as consolidated within Road Reserve Management Policy	Review initiated
Contributions for Footpath and Kerb and Gutter Construction	Community Infrastructure	Group Manager Com Infra Plan & Design	May-24	May-24	May-24	2 years	Dec-26	Current		N/A - Current
Control of Burning	Community, Planning & Environment	Group Manager Regulatory and Environment Services	Apr-18	Apr-22	Apr-22	2 years	Apr-24	Overdue	Impacted due to recent resignation of Group Manager Regulatory and Environment Services. To be presented to Council before end 2024.	Deferred
Councillor and Staff Interaction Policy	Business & Performance	Group Manager Governance	Sep-23	Sep-23	Sep-23	1 year	Mar-25	Current	To be reviewed within 6 months of Ordinary Election	N/A - Current
Conflict of Interest Council Related Development applications	Community, Planning & Environment	Group Manager Development	Dec-22	Dec-22	Dec-22	2 years	Nov-24	Current		N/A - Current
Councillor Induction and Professional Development	Business & Performance	Group Manager Governance	Nov-21	Nov-21	Nov-21	Once every four (4) years.	Oct-24	Within 3 months of review date		N/A - Current
Customer Complaint Policy	Business & Performance	Manager Customer Service	Aug-23	Aug-23	Jun-26	2 years	May-28	Current		N/A - Current
Customer Experience	Business & Performance	Chief Information Officer	Dec-20	Dec-20	Dec-20	2 years	Dec-22	Overdue	To be reviewed in conjunction the development of the Customer Experience Strategy. Expected to be completed by end 2024	Review initiated
Data Breach Policy	Business & Performance	Group Manager Governance	Mar-24	Mar-24	Mar-24	2 years	Mar-26	Current		N/A - Current
Debt Recovery	Business & Performance	Group Manager Financial Services	Jul-21	May-23	May-23	2 years	Apr-25	Current		N/A - Current
Determining Applications Lodged by Staff and Councillors	Business & Performance	Group Manager Governance	May-24	May-24	May-24	2 years	May-26	Current		N/A - Current
Development Contributions Administration	Community, Planning & Environment	Executive Manager Strategy	Jun-24	Jun-24	Jun-24	As needed	Sep-25	Current	Within 12 months of an Ordinary Election	N/A - Current
Dogs in Public Spaces	Community, Planning & Environment	Group Manager Liveable Communities	Oct-21	Oct-21	Oct-21	3 Years	Oct-24	Within 3 months of review date		N/A - Current

Title	Responsible Division	Responsible Position	Last Council Adoption Date	Last Review Date	Last Modification Date	Review Period	Review Due Date	Status	Comments	Review Stage
Footpaths and Walkways in Public Road Reserves	Community Infrastructure	Group Manager Infrastructure Operations	Jun-10	Jun-22	Jun-22	3 years	Jun-25	Current		N/A - Current
Fraud and Corruption Prevention	CEO's Office	Group Manager Governance	Sep-23	Sep-23	Sep-23	2 years	Sep-25	Current		N/A - Current
Graffiti and Vandalism Reward Scheme	Community, Planning & Environment	Group Manager Liveable Communities	May-22	May-22	May-22	4 years	May-26	Current		N/A - Current
Graffiti Vandalism Management Policy	Community, Planning & Environment	Group Manager Liveable Communities	May-22	May-22	May-22	4 years	May-26	Current		N/A - Current
Investment	Business & Performance	Group Manager Financial Services	Jun-23	Jun-23	Jun-23	Annually	Jun-25	Current		N/A - Current
Interpretation Policy	Community, Planning & Environment	Group Manager Liveable Communities	Aug-23	Aug-23	Jun-27	4 years	Jun-27	Current		N/A - Current
Legislative Compliance Policy	Business & Performance	Group Manager Governance	Mar-24	Dec-23	Mar-24	4 years	Mar-28	Current		N/A - Current
Liquid Trade Waste Regulation	Community Utilities	Group Manager Utilities Operations	Feb-18	Feb-23	Feb-23	2 years	Feb-25	Within 6 months of		N/A - Current
Local Government Elections Caretaker Period	Business & Performance	Group Manager Governance	May-21	Apr-24	Apr-24	4 years	Apr-28	Current		N/A - Current
Making of Council Policy	Business & Performance	Group Manager Governance	Sep-15	Sep-15	Sep-15	Within 12 months after any scheduled Ordinary Local Government Election and as a minimum, once every four (4) years.	Sep-17	Overdue	Draft Policy Framework developed considered by Council and publicly exhibited. Workshop held with Councillors and final draft to be considered at August 2024 Ordinary Council meeting	Submitted to Council
Management of Public Spaces	Community, Planning & Environment	Group Manager Liveable Communities	Jun-22	Jun-22	Jun-22	2 years	Jun-24	Overdue	Final draft policy to be submitted to Council in August 2024.	Submitted to Council
Markets Policy	Community, Planning & Environment	Group Manager Economic and Cultural Development	Feb-21	Feb-21	Feb-21	2 years	Sep-23	Overdue	This will be consolidated into the Management of Public Spaces Policy and this policy will be recommended to be rescinded.	Review initiated
Mayoral Discretionary Fund	Business & Performance	Group Manager Governance	Apr-22	Apr-22	Apr-22	To be reviewed within 6 months following each Ordinary election or change in Mayor	Mar-25	Current		N/A - Current
Naming and Renaming of Reserves	Community, Planning & Environment	Group Manager Liveable Communities	Mar-17	Mar-22	Mar-22	4 years	Feb-26	Current		N/A - Current
Naming and Renaming of Roads	Community, Planning & Environment	Group Manager Liveable Communities	Mar-17	Mar-22	Mar-22	4 years	Feb-26	Current		N/A - Current
Parking Policy	Community Infrastructure	Group Manager Com Infra Plan & Design	May-11	May-23	May-23	2 years	Apr-25	Current		N/A - Current
Payment of Expenses and Provision of Facilities to Councillors	Business & Performance	Group Manager Governance	Nov-22	Nov-22	Nov-22	Within 12 months after any scheduled Ordinary Local Government Election and as a minimum, once every four (4) years.	Sep-25	Current		N/A - Current
Payment of Late Rate Instalment Due Death of Ratepayer's Spouse	Business & Performance	Group Manager Financial Services	May-23	May-23	May-23	2 years	Apr-25	Current		N/A - Current
Pensioner Concession Rebates	Business & Performance	Group Manager Financial Services	May-23	May-23	May-25	2 years	Apr-25	Current		N/A - Current
Petitions Policy	Business & Performance	Group Manager Governance	Dec-25	Dec-25	Nov-20	2 years	Dec-25	Current		N/A - Current
Planning Agreements	Community, Planning & Environment	Executive Manager Strategy	Jul-24	Jul-24	Jul-24	As needed	Jul-29	Current		N/A - Current
Planning Proposal	Community, Planning & Environment	Group Manager Development Services	Dec-19	Dec-19	Apr-23	As needed	Sep-24	Within 3 months of review date	As per the requirements of the Local Government Act, the policy will have to be reviewed within 12 months following the Council election in Sept 2024 i.e. by Sept 2025.	N/A - Current
Port Macquarie-Hastings Council Flood Policy	Community Infrastructure	Group Manager Com Infra Plan & Design	Dec-18	Dec-18	Dec-18	2 years	Nov-20	Overdue	An updated policy has been drafted and is to be reported to Council on completion of current flood study projects as flood mapping will cover an expanded area via the modelling undertaken.	Review initiated
Privacy Management Plan	Business & Performance	Group Manager Governance	Mar-24	Oct-23	Oct-23	2 years	Mar-26	Current	Plan has been reviewed and will commence internal consultation in August 2023	N/A - Current
Procurement	Business & Performance	Group Manager Procurement	Jul-24	Jul-24	Jul-24	Annually	Jul-25	Current	Review underway, delay due to staff resourcing.	N/A - Current
Project Management	Business & Performance	Group Manager Governance	Feb-17	Feb-17	Feb-17	4 years	Feb-21	Overdue	Deferred due to competing priorities and lack of resources. Expected to be completed in Q2 of 2025	Deferred
Providing Funding and Support to the Community	Community, Planning & Environment	Group Manager Liveable Communities	May-22	May-22	May-22	4 years	May-26	Current		N/A - Current
Public Art	Community, Planning & Environment	Group Manager Economic and Cultural Development	Mar-20	Mar-20	Sep-20	4 years	Dec-24	Within 6 months of review date		N/A - Current



Title	Responsible Division	Responsible Position	Last Council Adoption Date	Last Review Date	Last Modification Date	Review Period	Review Due Date	Status	Comments	Review Stage
Public Interest Disclosure Policy	Business & Performance	Group Manager Governance	Nov-23	Nov-23	Sep-21	2 years	Oct-25	Current		N/A - Current
Rates and Charges Hardship Assistance	Business & Performance	Group Manager Financial Services	Apr-20	Apr-20	Apr-20	2 years	Apr-22	Overdue	To be reviewed in conjunction with development of Waiving of Fees Policy. Expected to be considered by Council before end 2024	Review initiated
Recycled Water Services Policy	Community Utilities	Group Manager Utilities Planning and Design	Dec-23	Dec-23	Dec-23	2 years	Dec-25	Current		N/A - Current
Risk Management	Business & Performance	Group Manager Governance	Oct-22	Oct-22	Oct-22	2 years	Oct-24	Within 3 months of review date	This will be reviewed before end 2024 in conjunction with Risk Management Transformation Project which has commenced.	N/A - Current
Road Reserve Management Policy	Community Infrastructure	Group Manager Com Infra Plan & Design	Oct-22	Oct-22	Oct-22	3 years	Oct-25	Current		N/A - Current
Roadside Vegetation Management	Community Infrastructure	Group Manager Com Infra Plan & Design	Mar-21	Mar-21	Mar-21	2 years	Mar-23	Overdue	Draft Policy will be presented to Council in August 2024	Review initiated
Smoke Free Environments Policy	Community, Planning & Environment	Group Manager Liveable Communities	Mar-24	Mar-24	Mar-24	4 years	Mar-28	Current		N/A - Current
Social Impact Assessment	Community, Planning & Environment	Group Manager Liveable Communities	May-22	May-22	May-22	Annually	May-23	Overdue	To be presented to Council following the 2024 Local Government election	Not commenced
Sponsorship	Business & Performance	Group Manager Commercial Business Units	Nov-21	Nov-21	Nov-21	2 years	Nov-23	Overdue	Currently under review. Expected to be presented to Council by February 2025 for consideration	Review initiated
Statement of Business Ethics	Business & Performance	Group Manager Procurement	Nov-23	May-21	Nov-23	2 years	Nov-25	Current	Review underway, delay due to staff resourcing.	N/A - Current
Strategic Property Investment	Business & Performance	Group Manager Commercial Business Units	Mar-24	Mar-24	Mar-24	4 years	Mar-28	Current		N/A - Current
Sustainability	Community, Planning & Environment	Group Manager Regulatory and Environment Services	Oct-21	Oct-21	Oct-21	2 years	Oct-23	Overdue	Presented to Council in September 2023 and April 2024 where it was first deferred pending a workshop with Councillors and no motion was adopted at the April 2024 Ordinary Council meeting	Submitted to Council
Tendering Local Preference	Business & Performance	Group Manager Procurement	Sep-20	Sep-20	Sep-20	As needed	Sep-21	Overdue	Councillor workshop conducted August 2024 to propose rescinding of this policy and consolidation of Local Preference into a Procurement Strategy	Review initiated
Unsealed Roads	Community Infrastructure	Group Manager Infrastructure Operations	Nov-18	Nov-18	Nov-18	2 years	Oct-20	Overdue	Placed on the agenda for the August 2024 Ordinary Council meeting	Submitted to Council
Unreasonable Customer Conduct	Business & Performance	Group Manager Governance	Dec-20	May-24	May-24	2 years	May-26	Current		N/A - Current
Volunteer	Community, Planning & Environment	Group Manager Liveable Communities	Jun-23	Jun-23	Jun-23	2 years	May-25	Current		N/A - Current
Waste Services	Community Utilities	Group Manager Utilities Planning and Design	Jun-20	May-24	May-24	2 years	May-26	Current		N/A - Current
Water Supply	Community Utilities	Group Manager Utilities Planning and Design	Dec-23	Dec-23	Dec-23	As needed	Dec-25	Current		N/A - Current
Works In Kind	Community, Planning & Environment	Executive Manager Strategy	Oct-10	Oct-10	Oct-10	As needed	Oct-12	Overdue	Related to the Development Contributions Framework which was reported to and noted by Council at its meeting of 20 April 2023.	Deferred



# Policy Framework

## Document Control

Content Manager Record No.:

Action	Version	Completed by	Completion Date	Approved by	Approval Date	Review Date
Created (replaced Making a Council Policy)	V01	Governance and Legal Officer	04/09/23	[position title]	DD/MM/YY	DD/MM/YY

## Table of Contents

- 1. Purpose.....2
- 2. Statement.....2
- 3. Scope.....2
- 4. Principles.....2
- 5. Policy Framework Hierarchy.....2
- 5.1. Policies.....3
  - 5.1.1. External policies.....3
  - 5.1.2. Internal policies.....3
- 5.2. Procedures.....3
- 5.3. Guidelines.....4
- 5.4. Frameworks.....4
- 6. Policy Framework Procedure.....4
- 7. Reporting.....4
- 8. Records Management.....4
- 9. Relationship to Integrated Planning and Reporting Framework.....5
- 10. References and Related Documents.....5
- 11. Definitions.....5
- 12. Responsible Officer.....5



## 1. Purpose

The purpose of the Policy Framework is to provide direction for the creation, review, amendment, and rescission of Port Macquarie-Hastings Council policies, procedures, and guidelines.

## 2. Statement

Port Macquarie-Hastings Council (Council) is committed to following the Policy Framework (Framework) to:

- a. implement and execute strategy;
- b. establish standards of employee and Councillor behaviour (our Values);
- c. promote governance best practice and manage risk;
- d. comply with legislative requirements; and
- e. effectively run the business of Council.

## 3. Scope

The Framework applies to all employees and Councillors, and to all policies, procedures, and guidelines, developed for and on behalf of Council.

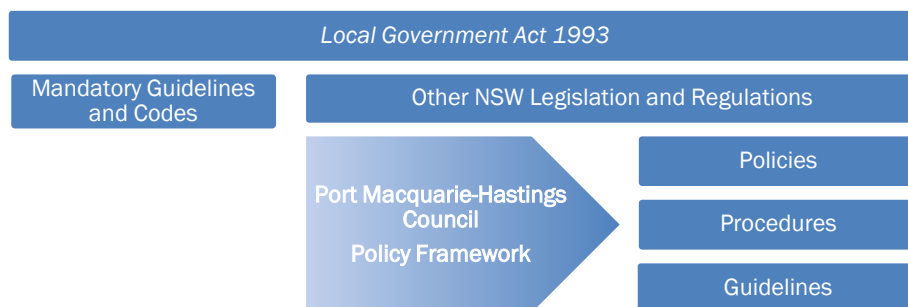
## 4. Principles

All policies, procedures, and guidelines must be:

- a. clear, simple to read, and easily understood;
- b. created, reviewed, amended, and rescinded as per the Policy Framework Procedure;
- c. approved by the appropriate delegate(s) as per the Policy Framework Procedure;
- d. on the appropriate template;
- e. communicated to, and easily accessible by, all employees and Councillors (where appropriate); and
- f. must not be contrary to current legislation, regulation, or policy.

## 5. Policy Framework Hierarchy

The Policy Framework fits within Council's broader governance structure under the *Local Government Act 1993*.





## 5.1. Policies

A policy is a formal document containing a mandatory statement of principles that set direction for our strategy, governance and risk management, legal requirements, operations, and people, safety and performance.

Policies outline what we as employees must do to deliver our community vision to be the most liveable, sustainable, and innovative place in Australia. They provide an approved way of operating and consistency in decision making in relation to a particular matter. This in turn reduces Council's risk exposure.

Port Macquarie-Hastings Council produces two types of policies.

### 5.1.1. External policies

External policies have a community focus, are adopted by Council, and fall within one or more of the following categories:

- a. **Strategic matters** - these policies set the intentions and direction expressed in high-level plans and strategies. Policies that support strategic matters guide the allocation of resources to meet objectives and support future activities. These policies relate to matters contained within the plans, strategies, and reports that comprise our Integrated Planning and Reporting Framework.
- b. **Governance and risk management** - these policies promote governance best practice, manage risk, prevent fraud and corruption, protect personal information, set staff and councillor codes of conduct, and provide defence against potential liability by showing a process of reasonable management action and decision making.
- c. **Legislative compliance** - these policies are mandated by legislation or another statutory instrument. These policies must be adopted by Council under law.

### 5.1.2. Internal policies

Internal policies have an operational focus, are approved by the Chief Executive Officer or Executive Group, and fall within one or more of the following categories:

- a. **Operational matters** - these policies support the performance of work or the practical application of principles or processes. They guide the delivery of internal services to Council, and the delivery of external services to the public.
- b. **People, safety, and performance** - these policies support workforce health and safety, promote standards of behaviour, outline performance expectations, and determine various other requirements for working at Council.
- c. **Legislative compliance** - these policies are mandated by legislation or another statutory instrument. These policies must be approved by the Chief Executive Officer (or delegate) under law.

## 5.2. Procedures

A procedure is a formal document containing a mandatory process, practice, or action required to implement and comply with a policy. While policies outline what we must do as employees, procedures tell us how we must do it, in order to meet the principles contained in the policy.



Group specific procedures are approved by the Group Manager. Division specific procedures are approved by the Director. Whole of Council procedures are approved by the Executive Group, often but not necessarily, at the same time as the corresponding policy.

Procedures are internal operational documents that provide a set of instruction on how to complete a task and do not require approval by Council.

### 5.3. Guidelines

A guideline is a non-mandatory document that suggests steps or methods to help implement a policy or procedure. A guideline provides additional support, or guidance, to help accurately interpret a policy, and/or action a procedure. Group specific guidelines are approved by the Group Manager. Division specific guidelines are approved by the Director. Whole of Council guidelines are approved by the Executive Group.

### 5.4. Frameworks

A Framework is an overarching collection of resources such as policies, procedures, and guidelines which provide direction on a specific topic or business function. A framework may also include video and interactive online modules. A Framework may or may not be formalised by a document such as this one.

## 6. Policy Framework Procedure

The Policy Framework Procedure outlines the process for creating, reviewing, amending, and rescinding Council policies, procedures, and guidelines.

The Policy Framework Procedure focuses on the Policy and Procedure Lifecycle, which provides direction on how to establish the need, conduct research and analysis, produce a draft, conduct consultation, approve, communicate, implement, train, and revise, policies and procedures.

## 7. Reporting

A status report will be provided annually to:

- a. The Executive Group - outlining the status of internal policies; and
- b. Council - outlining the status of external policies.

The format and information provided will be determined by the Governance team in consultation with each stakeholder group.

## 8. Records Management

All policies, procedures and guidelines must be:

- a. Registered on the Council Policy Register;
- b. Added to Content Manager; and
- c. Displayed on the Council website (external policies) or intranet (all policies, procedures, and guidelines).



## 9. Relationship to Integrated Planning and Reporting Framework

While policies, procedures, and guidelines are an important vehicle for the implementation and execution of high-level strategies, plans, and reports, the Policy Framework does not apply to the development of these documents. For information on how these documents are developed visit [Office of Local Government Integrated Planning and Reporting Framework](#).

## 10. References and Related Documents

- [Local Government Act 1993](#)
- [Local Government \(State\) Award 2020](#)
- [Office of Local Government Integrated Planning and Reporting Framework](#)
- Policy Template
- Policy Framework Procedure
- Procedure Template
- [Work Health and Safety Act 2011](#)
- Other legislation as appropriate

## 11. Definitions

**Framework** - an overarching collection of resources such as policies, procedures, and guidelines which provide direction on a specific topic or business function.

**Guideline** - a non-mandatory document that suggests steps or methods to help implement policies or procedures.

**Objective** - a result to be achieved. An objective can be strategic or operational.

**Operations** - the performance of practical work or something involving the practical application of principles or processes.

**Policy** - a formal document containing a mandatory statement of principles that set direction for our strategy, governance and risk management, legal requirements, values, or operations.

**Procedure** - a formal document containing a mandatory process, practice, or action required to implement and comply with a policy.

**Strategy** - a plan to achieve either a long-term objective or group of overall objectives.

## 12. Responsible Officer

For more information on the Policy Framework or its associated documents please contact the Governance and Legal Officer.



## MAKING OF COUNCIL POLICY

<b>Responsible Officer</b>	Group Manager Governance and Executive Services
<b>Contact Officer</b>	Group Manager Governance and Executive Services
<b>Authorisation</b>	Port Macquarie-Hastings Council
<b>Effective Date</b>	16 September 2015
<b>Modifications</b>	
<b>Superseded Document(s)</b>	Proposing New Policy, Amending Existing Policy and Rescinding Obsolete Policy Policy
<b>Review</b>	Group Manager Governance and Executive Services
<b>File Number</b>	D2015/118330
<b>Associated Documents</b>	Nil

### 1. INTRODUCTION

The establishment of policy reduces risk, provides for consistency in decision making and guides the promotion of operational efficiencies. Procedures, guidelines and similar documents sit under policy, provide the “how to” and assist in the implementation of policy.

A council will typically divide its policy suite into what is termed public ‘Council’ Policy and internal ‘management’ policy. There is no Local Government industry standard terminology used to separate Council Policy from management policy, however the differentiation is commonly formed on the basis of who completes the final authorisation, either the Council or the General Manager.

Commonly used terminology:

<b>Policy approved by Council</b>	<b>Policy approved by the General Manager</b>
Council Policy	Management policy
Big ‘P’ Policy	Little ‘p’ policy
Externally focused Policy	Internally focused policy
	Organisational policy

### 2. POLICY OBJECTIVE

This Policy on the making of Council Policy provides an open and transparent statement as to how the Council will establish, amend and rescind its Policy.

### 3. POLICY SCOPE

In general, Council Policy covers strategic matters and external relationships, whilst management policy covers operational matters and legislative requirements on staffing.

It should be noted that a particular policy (either Council or management) may have a deliberately defined scope of coverage. For example, an adopted Council Policy may only apply to a specific location of the Local Government area or a management policy may apply to a specific staff group or groups.

This Policy sets the Policy making and review process for ‘Council’ Policy.

**4. DEFINITIONS**

Policy	<p>Is a concise statement of governing principles, intentions and values that mandate or constrain the performance of activities undertaken to achieve Council's objectives.</p> <p>Policy provides an approved way of operating in relation to a particular matter.</p> <p>A policy is general in nature, has broad application and helps to ensure compliance with:</p> <ul style="list-style-type: none"> <li>• Council objectives.</li> <li>• Applicable legislation and regulations.</li> <li>• Contract requirements; and</li> <li>• Delegation of authority by the Council and General Manager.</li> </ul>
Procedure	<p>Is a mandated way of undertaking a particular activity.</p> <p>A procedure is the "how to" document, it is a written, approved specification for the execution of an activity - often composed of steps, using established methods or forms - designed to achieve a consistent approach to compliance with applicable policies.</p>
Guideline	<p>Is a document that contains information about acceptable methods for implementing requirements found in policies and procedures that have been adopted.</p> <p>Guidelines do not mandate the actions that are to be taken, rather they offer suggested steps to follow in implementing a particular policy or procedure.</p>
Council official	<p>A Councillor, Council staff, Administrator, Council Committee, Sub-Committee or Advisory Group member, Conduct Reviewer or any person or body to whom a function of Council has been delegated.</p>

**5. LEGAL & POLICY FRAMEWORK**

This Policy, once adopted, will provide Council and Council staff with a process for the development of all new Council Policy, the amendment of existing Council Policy and the rescission of redundant Council Policy.

**6. POLICY STATEMENT**

Please refer to Policy Statement following.

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

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

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

**7.2 Support and Advice**

The following Council officers are available to provide support and advice on this Policy:

- Group Manager Governance and Executive Services.



**7.3 Communication**

Policy will be communicated utilising the Making of Council Policy Procedure.

**7.4 Procedures and Forms**

7.4.1 Making of Council Policy Procedure.

**7.5 Guidelines**

Nil.

**8. REVIEW**

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

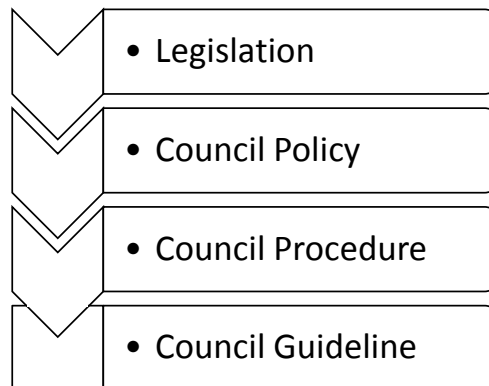
The Group Manager Governance and Executive Services is responsible for the review of this Policy.

This Policy will be reviewed within 12 months after any scheduled Ordinary Local Government Election and as a minimum, once every four (4) years.

A review of this Policy can be initiated at the discretion of the General Manager.

## POLICY STATEMENT

### PART 1: COUNCIL POLICY FRAMEWORK



Council's Policy Framework is hierarchical and consists of this Policy and the Making of Council Policy Procedure.

Council cannot adopt Policy that is contrary to any applicable Act or Regulation.

Similarly, Policy takes precedence over a Procedure and Procedure takes precedence over a Guideline.

In the event of any inconsistency within Council's Policy Framework, the document of precedence will prevail to the extent of the inconsistency.

#### 1.1 Legislation

Legislation is passed by the Commonwealth (Federal) and/or State Government.

The NSW State Government is specifically responsible and has oversight of Local Government.

#### 1.2 Council Policy

Council Policy is formally adopted by resolution of Council.

Council Policy is a concise statement of governing principles, intentions and values that mandate or constrain the performance of activities undertaken to achieve Council's objectives.

Policy provides an approved way of operating in relation to a particular matter.

A Policy is general in nature, has broad application and helps to ensure compliance with:

- Council objectives.
- Applicable legislation.
- Contract requirements; and
- Delegation of authority by the Council and General Manager.

### 1.3 Procedure

Procedures can be adopted at various levels, by Council and within the organisation. The level of adoption will dictate precedence. For example, a Council adopted Procedure will take precedence over a procedure adopted by an authorised Council staff member.

A procedure is a mandated way of undertaking a particular activity. It is the “how to” document, it is a written, approved specification for the execution of an activity - often composed of steps, using established methods and/or forms - designed to achieve a consistent approach to compliance with applicable policies.

### 1.4 Guideline

Guidelines can be adopted at various levels, by Council and within the organisation. The level of adoption will dictate precedence. For example, a Council adopted Guideline will take precedence over a guideline adopted by an authorised Council staff member.

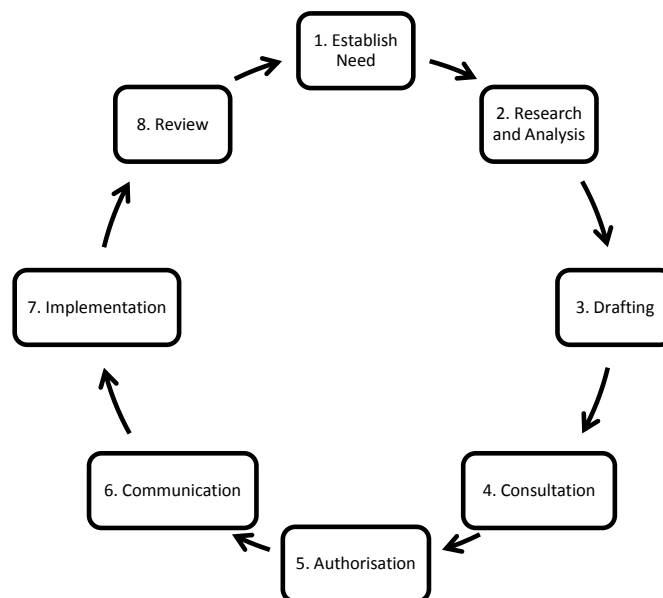
A guideline is a document that contains information about acceptable methods for implementing requirements found in policies and/or procedures that have been adopted. Guidelines do not mandate the actions that are to be taken, rather they offer suggested steps to follow in implementing a particular policy and/or procedure.

There may be situations where a guideline is more appropriate to use than a procedure, for example, where a degree of flexibility is required to ensure the efficient and effective operation of an activity.

It is permissible for a guideline to exist in the absence of a procedure.

## PART 2: NEW COUNCIL POLICY

Proposed Council Policy will use the approved Council Policy template and will adhere to the Making of Council Policy Procedure:



## 2.1 Establish Need

This phase incorporates considerations of the following:

- Why has the issue/matter been identified?
- Do any precedents or already established Policy exist?
- Does the issue/matter require a Policy to be established?
- What are (if any) the implications?
- Can the issue/matter be addressed appropriately in another manner? Such as the establishment of a procedure or guideline.

At the conclusion of this phase, a clear and documented course of action will exist. If that action is the creation of Council Policy, continue through to Phase 2: Research and Analysis.

## 2.2 Research and Analysis

This phase incorporates the following:

- Examine how the issue/matter is currently managed.
  - Identify strengths and weaknesses of current approach(es), etc.
- Identify any areas of Council Policy overlap.
- Investigate legislative and regulatory requirements.
- Does any 'best practice' exist?
- Research and benchmark how the issue/matter is handled by other organisations.
- Evaluate different options, including the impact of the options.
- Assess implementation constraints.

Documented quality Policy option(s) that are appropriate and operationally feasible is the targeted outcome of this phase, so as to ultimately avoid inappropriate and unworkable Policy decisions.

## 2.3 Drafting

Policy should be drafted in plain English and formatted using the adopted Council Policy template. The Policy author is required to ensure that the new Policy is consistent with current legislation and any existing Policy.

During this phase the Policy author should also consider any financial and administrative implications and seek input from appropriate Council staff.

Draft Council Policy will be presented to the Executive Group and the Council prior to any external consultation.

## 2.4 Consultation

External consultation of all Council Policy is to be completed as per the Council adopted Community Engagement Policy and associated documents.

Draft Council Policy will be publicly exhibited for a minimum period of 28 days - unless a statutory exhibition period is required. During the exhibition period Council will accept submissions from the public.

## 2.5 Authorisation

Council Policy is required to be formally adopted by resolution of Council.

## 2.6 Communication

Whilst communication occurs throughout the entire Council Policy development process, specific communication of an adopted Council Policy is mandatory.

Appropriate communication will be undertaken, lead by the identified Council Policy responsible officer. Communication will include consideration of:

- Stakeholders (both external and internal).
- Liaison with appropriate Council staff to ensure inclusion of Council Policy in induction programs, etc.
- Education and training for relevant Council officials.

## 2.7 Implementation

Each Policy will have an identified Council officer responsible for that Policy and its development. The identified officer will develop a plan to effectively implement the Policy including the assignment of specific implementation responsibilities to appropriate Council staff.

## 2.8 Review

Periodic review of the content, communication, implementation and effectiveness of each Council Policy must occur every two (2) years, unless otherwise stated in the Policy document.

A regular review of Policy assists in ensuring that relevant and effective Policy is retained, Policy gaps identified and redundant Policy rescinded.

During any review, the Council Policy intent and implementation will be revisited and the effectiveness of the Policy's deployment and any unexpected outcomes will be considered.

Policy review continues the life cycle of a Policy, returning to a reconsideration of Phase 1: Establish Need. This ensures that Policy is regularly considered for removal based on changing legislation, Council needs or the creation of competing Policy.

## PART 3: AMENDING COUNCIL POLICY

Amendments to existing Council Policy must follow the Making of Council Policy Procedure, unless the amendments are minor in nature.

Minor amendments include:

- Changes to the format of the Policy, grammar or spelling.
- Changes to the Policy number or changes to Policy owners or those responsible for implementing the Policy.

The General Manager has authority to approve minor amendments to Council Policy if, in the General Manager's opinion, the amendment does not:

- Change the intent of the Policy, or
- Impact on the community, or
- Result in conflict with an existing Policy; or
- Have legal and/or financial implications.

## PART 4: RESCINDING COUNCIL POLICY

Council Policy can only be rescinded by a specific resolution of the Council to do so.

Prior to Council passing a motion to rescind a Council Policy (a resolution), the Council will place on public exhibition its intention to rescind the Policy.

During the public exhibition period the Council will call for and accept submissions from the public.

**PART 5: REPORTING ON STATUS OF COUNCIL POLICY**

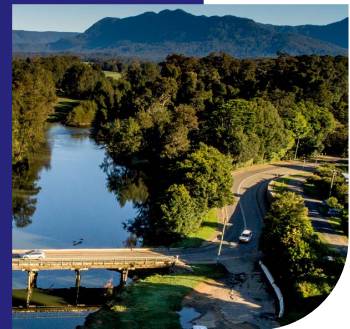
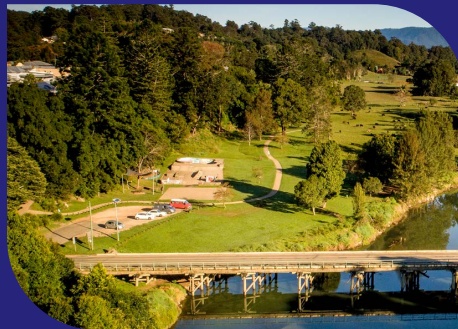
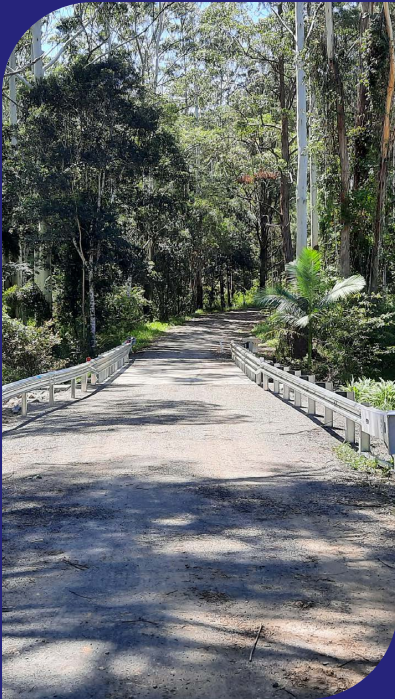
An annual Council report will be presented to the Council outlining the status of all current Council Policy.

The Council report will include (as a minimum):

- Policy adoption date.
- Policy last reviewed date.
- Outcome of last review (No change, administrative amendments, Council approved).
- Policy next review date.



# Mid North Coast Joint Organisation End of Term Report 2021 -2024



Contact Details:

Mid North Coast Joint Organisation

[Executive.Officer@mncjo.nsw.gov.au](mailto:Executive.Officer@mncjo.nsw.gov.au)

PO Box 84, Port Macquarie NSW 2444





## A message from the Chair

It is with pleasure that I present the Mid North Coast Joint Organisation's (MNCJO) End of Term Report (EOTR) 2021-2024.

The MNCJO was established in 2018 and comprises three member Councils - Bellingen, Kempsey and Port Macquarie-Hastings and as such, is one of the smaller Joint Organisations in NSW. This does not stop us from achieving results that far outweigh our size.

It seems the collaboration for Joint Organisations across New South Wales has gained momentum through teaming up on state-wide projects and sharing knowledge and resources.

The continued collaboration of the Joint Organisations is key to innovation, creating efficiencies and finding solutions to the challenges faced by local councils. We have and will continue to be strongly focused on achieving this and ensuring the Mid North Coast region benefits.

Following our guiding principles, the MNCJO continues to focus on a whole-of-region approach to decision making and strategic planning. The projects delivered by the MNCJO all provide regional benefits for all of the Mid North Coast Councils, both members and non-members.

I would like to acknowledge the support of the Mayors, General Managers/CEO and our Executive Officer of our Joint Organisation, as well as those in the community who are working with us to deliver the programs that we know will be of significant benefit and of lasting impact to all the Mid North Coast Joint Organisation communities.

**Mayor Peta Pinson**

Chair

Mid North Coast Joint Organisation







## A message from the Executive Officer

In October 2023, I was engaged as a dedicated Executive Officer for the MNCJO. In the immediate past the Executive Officer role was undertaken by one of the member councils General Managers in addition to their substantive position. Although only part time, this change, has made a significant difference to the JOs operations.

Prior to the Executive Officer role, I worked for the JO as Project Manager and was successful in sourcing nearly \$1.2million in grant funding for projects, including: Disaster Risk Reduction Fund, Joint Organisation Net Zero Acceleration Fund and the Business Case Strategy Development Fund.

The State Network of Joint Organisations continues to strengthen. The much larger JOs provide significant opportunity for the MNCJO to benefit from their expertise. In particular, the opportunity to participate in projects that have a state-wide perspective. NSW State Departments are realising the benefits of utilising this collective and increasing their engagement with JOs for collaborative projects.

I'm aware and appreciative of the work that has been achieved before my term at the JO and believe this provided great grounding for the infant organisation. Therefore, it is worth noting the MNCJO and member councils worked together and with TfNSW on the resolution of difficult issues associated with the Deed for projects funded under the Fixing Country Bridges Program. This amounted to the member councils collectively receiving \$50million through this program.

The JO is well positioned to respond to overtures from the State Government to participate in projects that have a regional focus. However, I take seriously my role of providing value for member councils and their communities. I am focusing on building council networks which allow like-minded professionals the opportunity to collaborate and thus find resource savings and knowledge sharing gains for the JOs member councils that align with their strategic priorities.

### **Elizabeth Fairweather**

Executive Officer  
Mid North Coast Joint Organisation









































































































































































































































































































































































































































































































































































































































































































































































































































































































































































# 2 Your Community Life

## 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





























































































































































































































































































































# 4 Your Natural and Built Environment

## 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































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































































