

ATTACHMENT 13: EXTRACTS FROM RELEVANT DOCUMENTS AND COUNCIL MEETINGS

Full versions of documents can be viewed through hyperlinks listed in Attachment 13.

A13.1 Resolutions of Council

A13.1.1	Meeting Date	Min No	Subject
	27 March 2018 Item 12 pp 174-175	065	Endorsed draft CSP and other IP&R documents for public exhibition.

MINUTES ORDINARY COUNCIL - 27 MARCH 2018

ITEM NO. 12 FILE NO: 18/51089
EDRMS NO: PSC 2017-03014 and PSC 2018-00098

DRAFT INTEGRATED PLANNING AND REPORTING DOCUMENTS AND FEES AND CHARGES

REPORT OF: CARMEL FOSTER - GROUP MANAGER CORPORATE SERVICES
GROUP: CORPORATE SERVICES

RECOMMENDATION IS THAT COUNCIL:

- Endorses the draft Integrated Planning and Reporting Framework documents, being the Community Strategic Plan 2018-2028, Delivery Program 2018-2021, Operational Plan 2018-2021, Strategic Asset Management Plan 2018-2028, Long Term Financial Plan 2018-2028, Workforce Plan 2018-2021 and the Fees and Charges 2018-2019 as tabled.
- Places the draft documents on public exhibition for a period of 28 days, invite submissions and report back to Council.

ORDINARY COUNCIL MEETING - 27 MARCH 2018 COMMITTEE OF THE WHOLE RECOMMENDATION

Councillor Giacomo Arnott
Councillor Steve Tucker

That the recommendation be adopted.

ORDINARY COUNCIL MEETING - 27 MARCH 2018 MOTION

065 Councillor Chris Doohan
Councillor Ken Jordan

It was resolved that Council:

- Endorses the draft Integrated Planning and Reporting Framework documents, being the Community Strategic Plan 2018-2028, Delivery Program 2018-2021, Operational Plan 2018-2021, Strategic Asset Management Plan 2018-2028, Long Term Financial Plan 2018-2028, Workforce Plan 2018-2021 and the Fees and Charges 2018-2019 as tabled.

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MINUTES ORDINARY COUNCIL - 27 MARCH 2018

- Places the draft documents on public exhibition for a period of 28 days, invite submissions and report back to Council.

BACKGROUND

The purpose of this report is to seek Council's endorsement to place the following draft documents on public exhibition for a period of 28 days and invite submissions in accordance with the *Local Government Act 1993* (Local Government Act):

- Integrated Planning and Reporting documents:
 - Community Strategic Plan 2018-2028;
 - Delivery Program 2018-2021 Operational Plan 2018-2021;
 - Strategic Asset Management Plan 2018-2028;
 - Long Term Financial Plan 2018-2028;
 - Workforce Plan 2018-2021; and
- Fees and Charges 2018-2019.

The Community Strategic Plan is a cornerstone document of the Integrated Planning and Reporting (IP&R) Framework which, along with the other IP&R documents, is legislated under the Local Government Act. It is also a requirement to consult the community to ensure it represents their priorities over the next 10 years.

The Delivery Program and Operational Plan are Council's response to the Community Strategic Plan. The Delivery Program and Operational Plan detail objectives and actions which contribute toward achieving the goals of the Community Strategic Plan.

To implement these plans they need to be appropriately resourced with human, capital and asset resources. The resourcing strategies consist of three plans, the Long Term Financial Plan, Strategic Asset Management Plan and Workforce Plan which provide more detail on the financial, workforce and asset matters that Council is responsible for.

Council, also in accordance with the Local Government Act and other applicable legislation, charges and recovers approved fees and charges for any services it provides as contained within its schedule of fees and charges. All of Council's fees and charges are reviewed on an annual basis, however, Council cannot implement these fees until they have been placed on public exhibition and submissions considered.

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A13.1.2	Meeting Date	Min No	Subject
	26 June 2018 Item 5 pp 61- 62	181	Adopted revised IP&R documents.

MINUTES ORDINARY COUNCIL - 26 JUNE 2018

ITEM NO. 5

FILE NO: 18/108908
EDRMS NO: PSC2017-03014

PORT STEPHENS COUNCIL INTEGRATED PLANS 2018-2028 INCLUDING FEES AND CHARGES 2018-2019 AND MAKING OF RATES AND CHARGES 2018-2019

REPORT OF: CARMEL FOSTER - GROUP MANAGER CORPORATE SERVICES
GROUP: CORPORATE SERVICES

RECOMMENDATION IS THAT COUNCIL:

- 1) Receives and notes the submissions received (**TABLED DOCUMENT 1**) and recommendations (**TABLED DOCUMENT 2 and 2a**) relating to the draft Community Strategic Plan 2018-2028, Delivery Program and Operational Plans 2018-2021, Long Term Financial Plan 2018-2028, Strategic Asset Management Plan 2018-2028, Workforce Plan 2018-2021 (Integrated Plans) and the Fees and Charges for 2018-2019.
- 2) Adopt the Integrated Plans and the Fees and Charges for 2018-2019 as amended (**TABLED DOCUMENTS 3-8**).
- 3) Make the rates and charges for 2018-2019 in accordance with (**TABLED DOCUMENT 9**).

Councillor Jaimie Abbott left the meeting at 6:26pm in Open Council, prior to voting. Councillor Jaimie Abbott returned to the meeting at 6:27pm in Open Council, prior to voting.

**ORDINARY COUNCIL MEETING - 26 JUNE 2018
MOTION**

181	<p>Councillor John Nell Councillor Ken Jordan</p> <p>It was resolved that Council:</p> <ol style="list-style-type: none"> 1) Receives and notes the submissions received (TABLED DOCUMENT 1) and recommendations (TABLED DOCUMENT 2 and 2a) relating to the draft Community Strategic Plan 2018-2028, Delivery Program and Operational Plans 2018-2021, Long Term Financial Plan 2018-2028, Strategic Asset Management Plan 2018-2028, Workforce Plan 2018-2021 (Integrated Plans) and the Fees and Charges for 2018-2019. 2) Adopt the Integrated Plans and the Fees and Charges for 2018-2019 as amended (TABLED DOCUMENTS 3-8), including the addition of the 'Pound/Shelter animal' statutory fee and amendments to the Tomaree Library and Community Centre wording in the Fees and
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MINUTES ORDINARY COUNCIL - 26 JUNE 2018

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| | <p>Charges 2018-2019 as outlined in (ATTACHMENT 1) of the Supplementary Information.</p> <p>3) Make the rates and charges for 2018-2019 in accordance with (TABLED DOCUMENT 9).</p> |
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BACKGROUND

The purpose of this report is to provide to Council a report and information on submissions received relating to the draft Integrated Plans and Fees and Charges proposed for 2018-2019 and to make the rates and charges for 2018-2019. The proposed rates and charges reflect those included in the Statement of Revenue Policy contained in the Operational Plan 2018-2019. Legislation requires the rates to be calculated using 1 July 2016 base date land values.

The Integrated Plans consist of the Community Strategic Plan 2018-2028, the Delivery Program and Operational Plans 2018-2021, Workforce Plan 2018-2021, Strategic Asset Management Plan 2018-2028 and the Long Term Financial Plan 2018-2028. The Fees and Charges 2018-2019 are also a key resource.

COMMUNITY STRATEGIC PLAN

Strategic Direction	Delivery Program 2013-2017
Governance and Civic Leadership.	Manage the civic leadership and governance functions of Council. Manage relationships with all levels of government, stakeholder organisations and Hunter Councils Inc.

FINANCIAL/RESOURCE IMPLICATIONS

Draft Integrated Plans and Fees and Charges public exhibition process April 2018

Whilst changes were made to the Integrated Plans and Fees and Charges following a review of submissions and administrative corrections, on the whole, the changes at this stage do not have a financial or resourcing impact. The changes are shown in Tabled Documents 2 and 2a.

Draft Operational Plan 2018-2021 - Amended Statement of Revenue Policy (Williamstown Management Area – sub category) and additional Fee and Charge public exhibition process (May/June 2018)

Because of Council's desire to provide rate relief for the Williamstown Management Area these amendments were exhibited between 24 May 2018 and 21 June 2018, with the financial implications considered as part of the Council report on 22 May 2018.

A13.1.3	Meeting Date	Min No	Subject
	10 July 2018 Item 3 p 19	201	Approved development of SRV application and adopted a Communications and Engagement Plan.

MINUTES ORDINARY COUNCIL - 10 JULY 2018

ITEM NO. 3

FILE NO: 18/123970
EDRMS NO: PSC2017-01717

PROPOSED SPECIAL RATE VARIATION APPLICATION

REPORT OF: TIM HAZELL - FINANCIAL SERVICES SECTION MANAGER
GROUP: CORPORATE SERVICES

RECOMMENDATION IS THAT COUNCIL:

- 1) Approves the development of a Special Rate Variation application to the Independent Pricing and Regulatory Tribunal to fund new town centres, infrastructure, service delivery and maintenance; and
- 2) Endorses the Communications and Engagement Plan that has been developed as part of the Special Rate Variation application process.

**ORDINARY COUNCIL MEETING - 10 JULY 2018
COMMITTEE OF THE WHOLE RECOMMENDATION**

	<p>Councillor Paul Le Mottee Councillor Chris Doohan</p> <p>That the recommendation be adopted.</p>
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**ORDINARY COUNCIL MEETING - 10 JULY 2018
MOTION**

201	<p>Councillor Chris Doohan Councillor Ken Jordan</p> <p>It was resolved that Council:</p> <ol style="list-style-type: none"> 1) Approves the development of a Special Rate Variation application to the Independent Pricing and Regulatory Tribunal to fund new town centres, infrastructure, service delivery and maintenance; and 2) Endorses the Communications and Engagement Plan that has been developed as part of the Special Rate Variation application process.
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Cr Giacomo Amott requested his vote be recorded opposing the motion.

A13.1.4	Meeting Date	Min No	Subject
	9 October 2018 Item 7 pp 5 - 6	114	Noted community feedback on Stage One. Endorsed intention to apply to IPART for a SRV. Endorsed development of revised IP&R documents.

MINUTES ORDINARY COUNCIL - 9 OCTOBER 2018

ITEM NO. 7

FILE NO: 18/185531
EDRMS NO: PSC2017-01717

PROPOSED SPECIAL RATE VARIATION

REPORT OF: TIM HAZELL - FINANCIAL SERVICES SECTION MANAGER
GROUP: CORPORATE SERVICES

RECOMMENDATION IS THAT COUNCIL:

- 1) Note the outcomes of community consultation for a proposed Special Rate Variation.
- 2) Notify the Independent Pricing and Regulatory Tribunal of its intention to apply for a Special Rate Variation of 7.5% per annum (including the rate peg), over seven years, to be a permanent increase which will be retained within the rate base.
- 3) Endorse the development of the Integrated Planning and Reporting documents for further consideration.

**ORDINARY COUNCIL MEETING - 9 OCTOBER 2018
COMMITTEE OF THE WHOLE RECOMMENDATION**

	<p>Councillor John Nell Councillor Paul Le Mottee</p> <p>That the recommendation be adopted.</p>
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**ORDINARY COUNCIL MEETING - 9 OCTOBER 2018
MOTION**

112	<p>Mayor Ryan Palmer Councillor Giacomo Arnott</p> <p>It was resolved that a division be conducted on the Committee of the Whole recommendation.</p>
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Those for the Motion: Mayor Ryan Palmer, Crs Glen Dunkley, Paul Le Mottee, John Nell, Sarah Smith and Steve Tucker.

Those against the Motion: Crs Giacomo Arnott and Chris Doohan.

MINUTES ORDINARY COUNCIL - 9 OCTOBER 2018

**ORDINARY COUNCIL MEETING - 9 OCTOBER 2018
MOTION**

113	<p>Councillor Giacomo Arnott Councillor Chris Doohan</p> <p>It was resolved that Council move out of Committee of the Whole.</p>
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**ORDINARY COUNCIL MEETING - 9 OCTOBER 2018
MOTION**

114	<p>Mayor Ryan Palmer Councillor John Nell</p> <p>It was resolved that Council:</p> <ol style="list-style-type: none"> 1) Note the outcomes of community consultation for a proposed Special Rate Variation. 2) Notify the Independent Pricing and Regulatory Tribunal of its intention to apply for a Special Rate Variation of 7.5% per annum (including the rate peg), over seven years, to be a permanent increase which will be retained within the rate base. 3) Endorse the development of the Integrated Planning and Reporting documents for further consideration.
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Cr Giacomo Arnott recorded his vote against the motion.

BACKGROUND

The purpose of this report is to advise Council on the outcomes of the community consultation undertaken for a proposed Special Rate Variation (SRV) for Port Stephens.

As part of Council's community consultation on the Integrated Planning and Reporting (IP&R) Framework, Council sought views on the possibility of a rate rise to fund a wide range of projects that the community has consistently raised.

In late 2017, a discussion paper to review the Community Strategic Plan 2018-2028 (CSP) was circulated in the community for comment and feedback. Input from Councillors on key priorities was also sought at a Councillor Workshop on 21 October 2017.

Specific feedback received from these activities included:

A13.1.5 A	Meeting Date	Min No	Subject
	13 November 2018 Item 2 pp 24 -25	133	Endorsed revised draft IP&R documents for public exhibition.

MINUTES ORDINARY COUNCIL - 13 NOVEMBER 2018

Councillor Paul Le Mottee returned to the meeting at 7:22pm.

ITEM NO. 2

FILE NO: 18/228721
EDRMS NO: PSC2017-03014

DRAFT INTEGRATED PLANNING AND REPORTING DOCUMENTS

REPORT OF: TIM HAZELL - FINANCIAL SERVICES SECTION MANAGER
GROUP: CORPORATE SERVICES

RECOMMENDATION IS THAT COUNCIL:

- 1) Endorse the revised draft Integrated Planning and Reporting Framework documents, being the Community Strategic Plan 2018-2028, Delivery Program and Operational Plans 2018-2021 including a Statement of Revenue, Strategic Asset Management Plan 2019-2029, Long Term Financial Plan 2019-2029 and the Workforce Plan 2018-2021 as tabled (**TABLED DOCUMENTS 1-5**).
- 2) Endorse the continuation of sub-categories of the ordinary residential rate and farmland lower rate within the Williamstown Management Area for 2019-2020 as detailed in the Statement of Revenue as tabled (**TABLED DOCUMENT 2**).
- 3) Place the draft documents on public exhibition for a minimum period of 28 days closing on 21 December 2018, invite submissions from the community and report back to Council.

Councillor Chris Doohan left the meeting at 07:28pm, prior to voting.
Councillor Chris Doohan returned to the meeting at 07:31pm, prior to voting.

**ORDINARY COUNCIL MEETING - 13 NOVEMBER 2018
MOTION**

133	<p>Councillor Paul Le Mottee Councillor John Nell</p> <p>It was resolved that Council:</p> <ol style="list-style-type: none"> 1) Endorse the revised draft Integrated Planning and Reporting Framework documents, being the Community Strategic Plan 2018-2028, Delivery Program and Operational Plans 2018-2021, as amended in the Supplementary Information, including a Statement of Revenue, Strategic Asset Management Plan 2019-2029, Long Term Financial Plan 2019-2029 and the Workforce Plan 2018-2021 as tabled (TABLED DOCUMENTS 1-5). 2) Endorse the continuation of sub-categories of the ordinary residential rate and farmland lower rate within the Williamstown Management Area for 2019-2020 as detailed in the Statement of Revenue as tabled (TABLED DOCUMENT 2).
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MINUTES ORDINARY COUNCIL - 13 NOVEMBER 2018

- 3) Place the draft documents on public exhibition for a minimum period of 28 days closing on 21 December 2018, invite submissions from the community and report back to Council.

**ORDINARY COUNCIL MEETING - 13 NOVEMBER 2018
MOTION**

	<p>Councillor Giacomo Arnott</p> <p>That Council deal with recommendations 1 and 3, and 2 and 3 as separate motions.</p>
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The motion lapse without a seconder.

**ORDINARY COUNCIL MEETING - 13 NOVEMBER 2018
MOTION**

134	<p>Councillor Giacomo Arnott Mayor Ryan Palmer</p> <p>It was resolved that a division be conducted.</p>
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Those for the Motion: Mayor Ryan Palmer, Crs Chris Doohan, Ken Jordan, Paul Le Mottee, John Nell, Sarah Smith and Steve Tucker.

Those against the Motion: Cr Giacomo Arnott.

BACKGROUND

The purpose of this report is to seek Council's endorsement to place the following draft documents on public exhibition for a period of a minimum of 28 days and invite submissions from the community:

- Integrated Planning and Reporting (IP&R) documents, as legislated under the *Local Government Act 1993*;
- Community Strategic Plan 2018-2028;
- Delivery Program 2018-2021 and Operational Plans 2018-2021 including the Statement of Revenue incorporating the Williamstown Management Area sub-categories of the ordinary rates;
- Strategic Asset Management Plan 2019-2029 (SAMP9);
- Long Term Financial Plan 2019-2029; and
- Workforce Plan 2018-2021.

The Long Term Financial Plan and the Strategic Asset Management Plan are 10 year documents, whilst the Workforce Plan normally matches the term of the Delivery Plan that is the term of Council. In this case, this would be two years.

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A13.1.5 B	Meeting Date	Min No	Subject
	13 November 2018 Item 2 pp 24 -25	133	SUPPLEMENTARY INFORMATION Endorsed revised draft IP&R documents for public exhibition.

COUNCIL MEETING – 13 NOVEMBER 2018

SUPPLEMENTARY INFORMATION

ITEM NO. 2

FILE NO: 18/355674
EDRMS NO: PSC2017-03014

DRAFT INTEGRATED PLANNING AND REPORTING DOCUMENTS

REPORT OF: TIM HAZELL - FINANCIAL SERVICES SECTION MANAGER
GROUP: CORPORATE SERVICES

RECOMMENDATION IS THAT COUNCIL:

- 1) Endorse the revised draft Integrated Planning and Reporting Framework documents, being the Community Strategic Plan 2018-2028, Delivery Program and Operational Plans 2018-2021, as amended in the Supplementary Information, including a Statement of Revenue, Strategic Asset Management Plan 2019-2029, Long Term Financial Plan 2019-2029 and the Workforce Plan 2018-2021 as tabled (TABLED DOCUMENTS 1-5).
- 2) Endorse the continuation of sub-categories of the ordinary residential rate and farmland lower rate within the Williamstown Management Area for 2019-2020 as detailed in the Statement of Revenue as tabled (TABLED DOCUMENT 2).
- 3) Place the draft documents on public exhibition for a minimum period of 28 days closing on 21 December 2018, invite submissions from the community and report back to Council.

BACKGROUND

The purpose of this report is to outline minor changes made to tabled document item no. 2.2 – Draft IP&R document – Draft Delivery Program and Operational Plans 2018-2021.

ISSUES

On page 12 of the Draft Delivery Program and Operational Plans 2018-2021, point 2 shows a table that contains details of recurring costs over a 10 year spend. This table has been updated with broader services and greater spend as follows:

	10 year spend
Enhanced Community Services	\$19.5m
Increased Infrastructure Maintenance	\$11.2m

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COUNCIL MEETING – 13 NOVEMBER 2018

On page 19 of the Draft Delivery Program and Operational Plans 2018-2021, 'Sports facilities upgrades \$6.8m' shows a table that contains details of Tomaree Sports Complex and King Park Sports Complex. This table has been updated with broader services and greater spend as follows:

Tomaree Sports Complex	\$3m one off cost	In accordance with Tomaree Sports Complex Master Plan, undertake renovation and expansion of sporting grounds, new multipurpose amenities buildings, car parking and traffic improvements, accessibility upgrades and improved community and event spaces.
King Park Sports Complex	\$3m one off cost	In accordance with the Master Plan (to be completed in 2019), undertake car parking and traffic upgrades, stormwater harvesting, field lighting upgrades, playing surface renovations and landscape improvements.

ATTACHMENTS

Nil.

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A13.1.6	Meeting Date	Min No	Subject
	13 November 2018 Item 6 pp 111 - 131	139	Endorsed draft Debt Recovery and Hardship Policy for public exhibition.

MINUTES ORDINARY COUNCIL - 13 NOVEMBER 2018

ITEM NO. 6

**FILE NO: 18/284573
EDRMS NO: PSC2009-02488**

POLICY REVIEW - DEBT RECOVERY AND HARDSHIP

REPORT OF: TIM HAZELL - FINANCIAL SERVICES SECTION MANAGER
GROUP: CORPORATE SERVICES

RECOMMENDATION IS THAT COUNCIL:

- 1) Endorse the revised Debt Recovery and Hardship Policy shown at **(ATTACHMENT 1)**.
- 2) Place the revised Debt Recovery and Hardship Policy, as amended on public exhibition for a period of 28 days and report back to Council.

ORDINARY COUNCIL MEETING - 13 NOVEMBER 2018

MOTION

139	<p>Councillor Giacomo Arnott Councillor Ken Jordan</p> <p>It was resolved that Council:</p> <ol style="list-style-type: none"> 1) Endorse the revised Debt Recovery and Hardship Policy shown at (ATTACHMENT 1). 2) Place the revised Debt Recovery and Hardship Policy, as amended on public exhibition for a period of 28 days and report back to Council.
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BACKGROUND

The purpose of this report is to present recommended amendments to the current Debt Recovery and Hardship Policy (the 'Policy'), last reviewed by Council on 25 October 2016, (Minute No. 313).

This Policy prescribes Council's processes for recovering overdue rates, charges, fees and other debts, as well as controlling credit and its processes for assessing ratepayer and debtor hardship and mechanisms for providing assistance.

In the event that Council is successful in applying for a Special Rate Variation (SRV) with the Independent Pricing and Regulatory Tribunal (IPART), the proposed Policy provides further assistance to ratepayers who experience substantial financial hardship. The addition of the Rates Assistance Program proposes that Council partner with local welfare/finance counselling organisations to delegate assessment

A13.1.7	Meeting Date	Min No	Subject
	27 November 2018 Item 3 p 27	158	Adopted Annual Report 2017-2018.

MINUTES ORDINARY COUNCIL - 27 NOVEMBER 2018

ITEM NO. 3

FILE NO: 18/227618
EDRMS NO: PSC2018-03650

PORT STEPHENS COUNCIL ANNUAL REPORT 2017-2018

REPORT OF: CARMEL FOSTER - GROUP MANAGER CORPORATE SERVICES
GROUP: CORPORATE SERVICES

RECOMMENDATION IS THAT COUNCIL:

- 1) Adopt the Annual Report 2017-2018 (**TABLED DOCUMENTS 1 and 2**).

ORDINARY COUNCIL MEETING - 27 NOVEMBER 2018
MOTION

158	<p>Councillor Chris Doohan Councillor Steve Tucker</p> <p>It was resolved that Council adopt the Annual Report 2017-2018 (TABLED DOCUMENTS 1 and 2), subject to the correction of section 1 b) under the Code of Conduct statistics on page 107, replacing '0' with '9'.</p>
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BACKGROUND

The purpose of this report is to present to Council and the community the Annual Report 2017-2018. The Annual Report is in two volumes:

- Volume 1 (**TABLED DOCUMENT 1**) is the report of activities and operations of Council for the financial year to 30 June 2018, reporting on statutory requirements and Council's achievements in implementing its Delivery Program.
- Volume 2 (**TABLED DOCUMENT 2**) is the audited financial statements of Council to 30 June 2018.

COMMUNITY STRATEGIC PLAN

Strategic Direction	Delivery Program 2018-2021
Governance	Provide a strong supportive business system for Council's operations.

A13.1.8	Meeting Date	Min No	Subject
	29 January 2019 Item P 8	004	Adopted revised IP&R documents. Resolved to apply for a SRV to IPART.

MINUTES EXTRA ORDINARY COUNCIL - 29 JANUARY 2019

Cr Arnott requested his name be recorded as opposing the motion.

**EXTRA ORDINARY COUNCIL MEETING - 29 JANUARY 2019
MOTION**

004	<p>Mayor Ryan Palmer Councillor Paul Le Mottee</p> <p>It was resolved that Council:</p> <ol style="list-style-type: none"> 1) Receive and note the community submissions received in relation to the draft Integrated Planning and Reporting documents and the Debt Recovery and Hardship Policy (TABLED DOCUMENT 1). 2) Note the analysis of submissions to the Integrated Planning and Reporting documents (ATTACHMENT 1) and the Debt Recovery and Hardship Policy (ATTACHMENT 2). 3) Adopt the Integrated Planning and Reporting documents, being the Community Strategic Plan 2018-2028, Delivery Program and Operational Plan 2018-2021 including a Statement of Revenue, Strategic Asset Management Plan 2019-2029, Long Term Financial Plan 2019-2029 and the Workforce Plan 2018-2021 with amendments as provided in (ATTACHMENT 3). 4) Revoke the Debt Recovery and Hardship Policy dated 25 October 2016 (Minute No. 313). 5) Adopt the revised Debt Recovery and Hardship Policy (ATTACHMENT 4). 6) Apply to the Independent Pricing and Regulatory Tribunal for a Special Rate Variation of 7.5% per annum (including the rate peg), over seven years, to be a permanent increase which will be retained within the rate base.
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Cr Arnott requested his name be recorded as opposing the motion.

Funding investigations

The Community Strategic Plan includes many proposals to build and renew public infrastructure across Port Stephens, however Council's ability to fund these priorities from existing income is limited. Council's income is limited by rate-pegging, which reduces Council's capacity to fund potential infrastructure improvements and means Council needs to investigate other funding options. These funding options include borrowings, grants and increasing rates beyond the pegged limit.

Council does and will continue to apply for government grants where possible to fund new infrastructure and improvements. As grant funding can be unpredictable, for the purposes of this plan, it is not realistic to place reliance on grants as the sole source of funding for infrastructure improvements.

The primary option and Council's main form of income to fund new infrastructure and improvements is a rates increase. Councils are able to apply to the Independent Pricing and Regulatory Tribunal of New South Wales (IPART) for what is known as a Special Rate Variation. If approved, a Special Rate Variation overrides the rate-pegging limit that applies to rate increases within a Council area for a year or years,

resulting in higher rate income for the Council. The advantage of a Special Rate Variation is that Council can reliably match its income and expenditure needs for the period of time necessary to carry out infrastructure renewal and improvements.

Port Stephens Council has not sought or received a Special Rate Variation to its general rate income since 2009. Council's relatively low rate base and extended period of reliance on rate-pegging indicates that it may be timely to investigate the merits of a Special Rate Variation.

As part of this process, Council would engage extensively with the community to ensure that it has adequately captured the community's priorities and its desire to pay for renewed infrastructure. Council's long term financial plan would also be revised to reflect renewed funding options.

*Key Delivery Program Objective: L2.1
Maintain strong financial sustainability*

A13.3 Delivery Program and Operational Plans - SRV section, pp64-73
(adopted 29 January 2019)

Delivery Program 2018-2021 and Operational Plans 2019-2021 (Proposed SRV)

Proposed Special Rate Variation Projects

In the next two years, the following projects will be undertaken:

Town Centre and Neighbourhood Revitalisation

Delivery Program Objective	Operational Plan Action	Delivery			Delivery responsibility			What we deliver
		2018-2019	2019-2020	2020-2021	Group	Section	Service package	
P2.1 Plan civil and community infrastructure to support the community	P2.1.3 Plan for the operation, maintenance and renewal of Council's civil assets	N/A	✓	✓	Facilities and Services	Assets	Civil Assets Planning	Nelson Bay <ul style="list-style-type: none"> Implement Stage One of Nelson Bay Town Centre and Foreshore Strategy Includes public consultation on Public Domain Plan and initial design work 2019-2020: \$0.375m 2020-2021: \$0.375m
	P2.1.3 Plan for the operation, maintenance and renewal of Council's civil assets	N/A	✓	✓	Facilities and Services	Assets	Civil Assets Planning	Raymond Terrace <ul style="list-style-type: none"> Implement Stage One of Raymond Terrace and Heatherbrae Strategy Consult and refine the William Street Masterplan Review King Street plan with public consultation Minor utility relocation 2019-2020: \$0.375m 2020-2021: \$0.375m

P2.1.3 Plan for the operation, maintenance and renewal of Council's civil assets	N/A	✓	Facilities and Services	Assets	Civil Assets Planning	<p>Lemon Tree Passage 2019-2020: \$0.500m</p> <ul style="list-style-type: none"> Begin McCann Park improvements Finalise designs for Lemon Tree Passage Road and John Street to provide a sense of town arrival with town signage, gardens on road blisters and footpaths Minor utility relocation <p>2020-2021: \$1.5m</p> <ul style="list-style-type: none"> Construction of town signage, gardens on road blisters and footpaths.
P2.1.3 Plan for the operation, maintenance and renewal of Council's civil assets	N/A	✓	Facilities and Services	Assets	Civil Assets Planning	<p>Karuah 2019- 2020: \$0.500m</p> <p>In alignment with the Karuah Growth Strategy:</p> <ul style="list-style-type: none"> Design Mustons Road culvert widening and pedestrian walkway Provide main street improvements such as town signage, formalized parking, gardens on road blisters and footpaths <p>2020-2021: \$1.5m</p> <ul style="list-style-type: none"> Construct Mustons Road culvert widening and pedestrian walkway, town signage, formalized parking, gardens on road blisters and footpaths
P2.1.3 Plan for the operation, maintenance and renewal of Council's civil assets	N/A	✓	Facilities and Services	Assets	Civil Assets Planning	<p>Seaham 2019-2020: \$0.500m</p> <ul style="list-style-type: none"> Construct road pavement delineation, bus stop interchange and plant street trees

New and Improved Infrastructure

Delivery Program Objective	Operational Plan Action	Delivery			Delivery responsibility			What we deliver
		2018-2019	2019-2020	2020-2021	Group	Section	Service package	
P2.1 Plan civil and community infrastructure to support the community	P2.1.3 Plan for the operation, maintenance and renewal of Council's civil assets	N/A	✓	✓	Facilities and Services	Assets	Civil Assets Planning	Paths and cycleways Implement Council's Pathways Plan: 2019-2020: \$3.6m Anna Bay - \$0.700m Raymond Terrace - \$0.400m Tamilba Bay - \$1m Medowie (Stage One) - \$1.5m 2020-2021: \$2.6m Raymond Terrace - \$0.600m Shoal Bay - \$2m
		N/A	N/A	✓	Facilities and Services	Assets	Civil Assets Planning	Street lighting upgrades 2020-2021: \$1m <ul style="list-style-type: none"> Negotiate contract with energy supplier and identify approximately 4,400 ageing street lights with LED lights to improve energy efficiency and cost savings Commence replacement
		N/A	✓		Facilities and Services	Assets	Civil Assets Planning	Road rehabilitation and reseals 2019-2020: \$0.500m Investigate and design rehabilitation and seals for SRV funded roads - \$90,000 First seal - Swan Bay Road, Swan Bay - \$410,000 2020-2021: \$1m Investigate and design rehabilitation and seals for SRV funded roads - \$150,000 First seal - East Seaham Road, East Seaham - \$650,000

P2.1.4 Plan, design and provide advice services for drainage and flooding	N/A	✓	N/A	Facilities and Services	Assets	Engineering Services	<p>Shoal Bay drainage 2019-2020: \$2m</p> <ul style="list-style-type: none"> • Complete master design for drainage network • Commence staged drainage construction with creation of a large detention basin between Horace Street and Government Road. Works includes augmentation to trunk system, kerb inlet and infiltration pits from Rigney Street to Shoal Bay Beach outlet.
P2.1.7 Provide, manage and maintain community and recreation assets	N/A	✓	✓	Facilities and Services	Assets	Community and Recreation	<p>Foreshore improvements 2019-2020: \$0.500m</p> <ul style="list-style-type: none"> • Conroy Park/Sandy Point – implement Coastal Process Study – Precinct 1-4 outcomes - \$0.500m <p>2020-2021: \$1.5m</p> <ul style="list-style-type: none"> • Conroy Park/Sandy Point Coastal Process Study – Actions and outcomes of report - \$0.100m • Little Beach boat ramp upgrade - \$1.4m
P2.1.7 Provide, manage and maintain community and recreation assets	N/A	✓	N/A	Facilities and Services	Assets	Community and Recreation	<p>BBQ facilities 2019-2020: \$0.500m</p> <ul style="list-style-type: none"> • Replace or install BBQs and seating in the following locations: <ul style="list-style-type: none"> • Henderson Park, Lemon Tree Passage • Fingal Bay Foreshore • Caswell Reserve, Mallabula • George Reserve, Soldiers Point • Memorial Park, Karuah • Boomerang Park, Raymond Terrace • Meadowie Town Centre

P2.1.7 Provide, manage and maintain community and recreation assets	N/A	✓	✓	Facilities and Services	Assets	Community and Recreation	<p>Public amenities</p> <ul style="list-style-type: none"> Upgrade and install toilets, bike racks, drinking fountains and beach showers in the following locations: <p>2019-2020: \$1m</p> <ul style="list-style-type: none"> Bettles Park, Raymond Terrace - \$100,000 Shoal Bay Foreshore West - \$180,000 Longworth Park, Karuah - \$120,000 Neil Carroll Park, Nelson Bay - \$120,000 Aliceton Reserve, Karuah - \$180,000 Henderson Park, Lemon Tree Passage - \$120,000 Fingal Bay North Foreshore - \$180,000 <p>2020-2021: \$1m</p> <ul style="list-style-type: none"> Spencer Park, Soldiers Point Little Beach Foreshore Bettles Park, Raymond Terrace One Mile Beach Shoal Bay East Meadowie town centre George Reserve, Soldiers Point
P2.1.7 Provide, manage and maintain community and recreation assets	N/A	✓	N/A	Facilities and Services	Assets	Community and Recreation	<p>Stuart Park, Hinton upgrade</p> <p>2019-2020: \$0.800m</p> <ul style="list-style-type: none"> Replace existing building with multipurpose sports amenities building
P2.2 Build Council's civil and community infrastructure to support the community	N/A	N/A	✓	Facilities and Services	Capital Works	Construction	<p>Depot relocation and rehabilitation</p> <p>2020-2021: \$1.5m</p> <ul style="list-style-type: none"> Design and start construction on new depots at Raymond Terrace and Nelson Bay and remediate existing sites

Enhanced Services and Maintenance

Delivery Program Objective	Operational Plan Action	Delivery			Delivery responsibility			SRV Projects - What we deliver
		2018-2019	2019-2020	2020-2021	Group	Section	Service package	
C2.4 Provide public libraries as vibrant community spaces	C2.4.1 Deliver public library services, resources and community literacy programs	N/A	✓	✓	Facilities and Services	Community Services	Library Services	<p>Library services This is a recurring cost per annum and will increase to \$0.500m pa from 2024-2025 onwards.</p> <p>2019-2020: \$0.100m</p> <ul style="list-style-type: none"> Children's Literacy program will be increased to support an extra 20 local families (target 260 families) and 40 children (target 350 children). Digital literacy for seniors program will be increased to support up to 400 seniors (target 400 seniors) Homebound book delivery service will be increased to support an extra 60 clients (target 120 clients) <p>2020-2021: \$0.100m</p> <ul style="list-style-type: none"> Homebound book delivery service will be increased to support an extra 30 clients (target 150 clients) Saturday business hours increased by 2 hours (from 12pm to 2pm) for Raymond Terrace and Tomaree libraries (target 6761 hours opened per year across all library services)
C3.2 Support the local community events that highlight and foster the creative and diverse nature of our community	C3.2.1 Provide financial, logistical and marketing support for local events	N/A	✓	✓	Development Services	Communi-cations	Community Development and Engagement Economic Development and Tourism	<p>Event management This is a recurring cost per annum and will increase to \$0.500m pa from 2023-2024 onwards.</p> <ul style="list-style-type: none"> Establish an expanded events team - \$0.130m Expand event sponsorship program- \$0.100m Initiate, coordinate and manage two to three community based events each year to support place making and place activation programs - \$0.120m <p>2019-2020: \$0.350m 2020-2021: \$0.350m</p>

P2.3 Maintain Council's civil and community infrastructure to support the community		N/A	✓	✓	Facilities and Services	Public Domain and Services	Roadside and Drainage	<p>Tree maintenance This is a recurring cost per annum and will increase to \$0.650m pa from 2023-2024 onwards.</p> <ul style="list-style-type: none"> Undertake the gradual increase in the removal and replacement of dangerous/hazardous trees that are listed as priority categories 2 and 3 across the LGA on road reserves, parks and reserves. This would equate to an increase of 100 trees per \$0.100m. <p>Refer to SAMP 9 for tree hazard categories. 2019-2020: \$0.100m 2020-2021: \$0.100m</p>
P2.3 Maintain Council's civil and community infrastructure to support the community	P2.3.2 Provide roadside and drainage maintenance	N/A	✓	✓	Facilities and Services	Public Domain and Services	Roadside and Drainage	<p>Open drain maintenance This is a recurring cost per annum and will increase to \$0.500m pa from 2023-2024 onwards.</p> <ul style="list-style-type: none"> Undertake an additional drainage maintenance program of 250 lineal metres (lm) of excavation, 1,500 lm of mowing and 5,000 lm of spraying per \$0.100m. <p>2019-2020: \$0.100m 2020-2021: \$0.100m</p>
	P2.3.4 Provide building trades services	N/A	✓	✓	Facilities and Services	Public Domain and Services	Building Trades	<p>Sports facility maintenance This is a recurring cost per annum and will increase to \$0.500m pa from 2023-2024 onwards.</p> <ul style="list-style-type: none"> Rectify estimated 150 additional building trade defects (including carpentry, paint, electrical and plumbing defects) per \$0.100m (actual number dependent on final inspections prior to work and time taken to undertake each remediation). <p>2019-2020: \$0.100m 2020-2021: \$0.100m</p>

Summary of SRV Projects 2019-2020 to 2028-2029 One Off Capital Costs

Project	Year 1 2019-20	Year 2 2020-21	Year 3 2021-22	Year 4 2022-23	Year 5 2023-24	Year 6 2024-25	Year 7 2025-26	Year 8 2026-27	Year 9 2027-28	Year 10 2028-29	TOTAL SRV Funds
Town Centre And Neighborhood Revitalisation											
Nelson Bay	\$0.375m	\$0.375m	\$2.5m	\$2.5m	\$2.25m	\$2.25m	\$2.25m	\$2.25m	\$0.250m	0	\$15m
Raymond Terrace	\$0.375m	\$0.375m	\$2.5m	\$2.5m	\$2.25m	\$2.25m	\$2.25m	\$2.25m	\$0.250m	0	\$15m
Medowie - drainage	0	0	0	\$0.700m	\$2.25m	\$2.05m	0	0	0	0	\$5m
Karuah	\$0.500m	\$1.5m	0	0	0	0	0	0	0	0	\$2m
Anna Bay	0	0	0	\$0.250m	\$0.75m	\$1m	0	0	0	0	\$2m
Lemon Tree Passage/ Tanilba Bay	\$0.500m	\$1.5m	0	0	0	0	0	0	0	0	\$2m
Fingal Bay	0	0	\$0.500m	0	0	0	0	0	0	0	\$0.500m
Fem Bay	0	0	\$1m	0	0	0	0	0	0	0	\$1m
Seaham	\$0.500m	0	0	0	0	0	0	0	0	0	\$0.500m
TOTAL	\$2.25m	\$3.75m	\$6.5m	\$5.95m	\$7.5m	\$7.55m	\$4.5m	\$4.5m	0	0	\$43m
New and Improved Infrastructure											
Drains and roads											
Shoal Bay drainage	\$2m	0	0	0	0	0	0	0	0	0	\$2m
Foreshore improvements	\$0.500m	\$1.5m	\$0.500m	\$0.500m	0	0	0	0	0	0	\$3m
Street lighting upgrade	0	\$1m	\$0.500m	\$0.500m	0	0	0	0	0	0	\$2m
Road rehabilitation and reseal	\$0.500m	\$1m	\$2.5m	\$3.15m	\$4m	\$4m	\$5m	\$5m	\$5m	\$5m	\$35.15m
TOTAL	\$3m	\$3.5m	\$3.5m	\$4.15m	\$4m	\$4m	\$5m	\$5m	\$5m	\$5m	\$42.15m

Community amenities												
Arts Centre	0	0	0	0	0	0	0	0	0	\$250,000	\$1.75m	\$2m
Birubi Information Centre	0	0	0	0	0	0	0	0	\$3m	0	0	\$3m
Malabula Hall	0	0	\$0.500m	0	0	0	0	0	0	0	0	\$0.500m
BBQ facilities	\$0.500m	0	0	0	0	0	0	0	0	0	0	\$0.500m
Public amenities	\$1m	\$1m	0	0	0	0	0	0	0	0	0	\$2m
Soldiers Point carpark	0	0	0	0	0	0	0	0	0	\$0.500m	0	\$0.500m
Tomaree Sports Complex	0	0	0	0	\$3m	0	0	0	0	0	0	\$3m
King Park sports complex	0	0	0	0	0	\$2m	\$1m	0	0	0	0	\$3m
Stuart Park, Hinton	\$0.800m	0	0	0	0	0	0	0	0	0	0	\$0.800m
TOTAL	\$2.3m	\$1m	\$0.500m	0	\$3m	\$2m	\$1m	\$3m	\$0.750m	\$1.75m	\$1.75m	\$15.3m
Paths and cycleways												
Paths and cycleways	\$3.6m	\$2.6m	0	0	0	0	0	\$0.500m	\$0.500m	\$0.500m	\$0.500m	\$7.7m
Brandy Hill paths and cycleways	0	0	0	0	0	0	0	0	0	\$2m	0	\$2m
TOTAL	\$3.6m	\$2.6m	0	0	0	0	0	\$0.500m	\$2.5m	\$0.500m	\$0.500m	\$9.7m
Depot relocation and rehabilitation												
	0	\$1.5m	\$2m	\$1.5m	0	0	0	0	0	0	0	\$5m
TOTAL	0	\$1.5m	\$2m	\$1.5m	0	0	0	0	0	0	0	\$5m

Notes

Capital Expenditure Reviews are to be undertaken for these projects (anticipated total cost of greater than \$5m): Raymond Terrace revitalisation, Nelson Bay revitalisation and car parking, Medowie CBD and Depot relocation and rehabilitation. These reviews will be lodged with the Office of Local Government as required under Section 23A of the Local Government Act 1993.

Recurring Costs

Project	Year 1 2019-20	Year 2 2020-21	Year 3 2021-22	Year 4 2022-23	Year 5 2023-24	Year 6 2024-25	Year 7 2025-26	Year 8 2026-27	Year 9 2027-28	Year 10 2028-29	TOTAL SRV Funds over 10 years
Enhanced Services											
Libraries, community and events services (recurring costs per annum)											
Events management	\$0.350m	\$0.350m	\$0.350m	\$0.350m	\$0.500m	\$0.500m	\$0.500m	\$0.500m	\$0.500m	\$0.500m	\$4.4m
Library/Community services	\$0.100m	\$0.100m	\$0.100m	\$0.150m	\$0.250m	\$0.500m	\$0.500m	\$0.500m	\$0.500m	\$0.500m	\$3.2m
TOTAL	\$0.450m	\$0.450m	\$0.450m	\$0.500m	\$0.750m	\$1m	\$1m	\$1m	\$1m	\$1m	\$7.6m
Maintenance (recurring costs per annum)											
Tree maintenance	\$0.100m	\$0.100m	\$0.150m	\$0.350m	\$0.650m	\$0.650m	\$0.650m	\$0.650m	\$0.650m	\$0.650m	\$4.6m
Open drain maintenance	\$0.100m	\$0.100m	\$0.100m	\$0.350m	\$0.500m	\$0.500m	\$0.500m	\$0.500m	\$0.500m	\$0.500m	\$3.65m
Sporting facilities maintenance	\$0.100m	\$0.100m	\$0.100m	\$0.350m	\$0.500m	\$0.500m	\$0.500m	\$0.500m	\$0.500m	\$0.500m	\$3.65m
Increased infrastructure maintenance	0	0	\$0.200m	\$0.500m	\$0.750m	\$1m	\$1.5m	\$2.25m	\$2.5m	\$2.5m	\$11.2m
TOTAL	\$0.300m	\$0.300m	\$0.550m	\$1.55m	\$2.4m	\$2.65m	\$3.15m	\$3.9m	\$4.15m	\$4.15m	\$23.1m