



PORT MACQUARIE-HASTINGS
COUNCIL

Community Engagement

Making a decision about Future Rates

February 2017



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Community Engagement - Making a decision about Future Rates

Executive Summary

Port Macquarie-Hastings Council (PMHC) has undertaken a range of community engagement activities over the past 18 months to understand our community's expectations for future service levels and the costs of those services.

Service Level Discussions commenced in September 2015 through an engagement piece - Your Voice Our Community (YVOC) see appendix 5.

YVOC engagement talked to the community about Council services categorised into four themes:

- Supporting your Home Life;
- Supporting you in Getting Around;
- Supporting Community Life; and
- Supporting business and Industry.

YVOC as well as other key engagement activities over the past few years have indicated the community is happy with the level of service but would like to do more in particular areas - roads, resealing, cycle ways etc.

We know from Council technical experts that there are a number of services that are critical and need to have a higher level of service including roads, stormwater, bridges and estuary management.

To ensure that Council continued this discussion with the community a new campaign for engagement commenced in June 2016. This campaign was run in two stages - stage one tested community satisfaction with levels of service and how to pay for them and stage two was focussed on making a decision about future rates.

Stage 1 - Council Services

The intent of the first stage, was to focus on the key services the community and our technical experts have identified as priority services delivered by Council and a community desire for a higher level of service has been identified through previous YVOC feedback.

The engagement methods utilised for Stage 1 included:

1. Staff survey and workshop to staff as community members;
2. Community Forum; and
3. Community Telephone Survey.

Stage 2 - Specific SRV Engagement

The methodology for stage two included informing and asking the community some key questions demonstrating the impact that a future special rate variation may have.

The engagement methods for stage 2 included:

1. Staff Forum - to present SRV information and gain feedback from staff as community members.
2. Community Forum - to present SRV information to the community and gain feedback.
3. PMHC Listening - online engagement including public exhibition of amended IPR documents.
4. Survey - online and face to face to involve the community, test community willingness and capacity to pay and allow opportunity to provide feedback.
5. Pop up Engagement/ Information Kiosks - presence at key community events and locations throughout the LGA to provide the community with information and allow opportunity to complete the survey and provide feedback.
6. Fact Sheets - to inform the community about the SRV and the impacts.

These community engagement activities allow Council to reach the 'involve' level of engagement on the IAP2 (International Association For Public Participation) spectrum of public participation, which Council deemed appropriate for the required SRV engagement (see PMHC Community Engagement Strategy).

Council undertook a communication and media campaign to ensure the community were informed of the community engagement activities taking place and to support understanding of the proposed SRV: see appendix 1, 2 & 3.

Discussion

Stage 1

Utilising the previous YVOC engagement Council had an understanding of the community's:

- Existing satisfaction levels for Council's services; and
- Expectations and aspirations for how this is managed into future.

This meant Council was able to identify priority services and continue a more in-depth conversation about these services with the community. These priority services are:

- Roads;
- Stormwater;
- Sports and Recreation;
- Economic Development; and
- Place Making.

In June 2016, Council held a staff forum, to discuss with staff as community members, the priority services and how Council can continue to pay for them into the future. In July 2016, two similar forums were held with the community to discuss these priority services with the community in greater depth. The community forum's were facilitated by University of Technology Centre for Local Government (UTS:CLG).

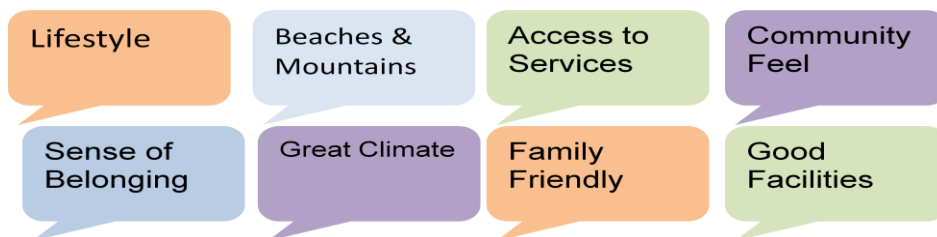
At the staff and community forums participants were asked to participate in a number of activities including rating our current services in key areas, discussing the impacts and looking at potential funding options.

Participants were provided pre-reading information about the services that were to be discussed (appendix 6).

Images from the community forum's



The community was asked “Why do you love living in Port Macquarie-Hastings Region and what do you value?” The top responses included:



Next, using a *Minimum, Bronze, Silver and Gold* rating system, each service was discussed with community members. The community had the opportunity to rate the services at the level they thought it was currently delivered and then after receiving more information about the service from Council technical experts, rated that service again for the level they felt it should be delivered.

The results demonstrated for some services a shift in thinking once more information and therefore greater understanding about the service was provided. The table below shows

the results for Roads, Bridges and Transport and is an extract of the overall voting results. The red shading indicates **current service** level delivered by Council as determined through Council's Service Review Project. The **before vote** is the initial vote participants made for the level of service they believe Council currently delivers and the **after vote** is the second vote made once detailed service information had been provided.

Forum service level voting results - extract

Service: Roads, Bridges & Transport					
Service Category		Service Level			
		Min	Bronze	Silver	Gold
Sealed Arterial Roads	Before	15	45	47	4
	After	1	54	42	14
Sealed Collector Roads	Before	20	54	37	4
	After	4	63	39	6
Sealed Local Roads	Before	39	37	31	3
	After	13	68	27	3
Unsealed Road Maintenance	Before	45	45	17	1
	After	22	66	20	4
Bridges and Culverts	Before	22	46	39	2
	After	0	38	61	6
Footpaths & Cycleways	Before	43	33	18	2
	After	12	46	39	5
Roadside Vegetation	Before	43	38	27	1
	After	8	67	32	4
Street Cleaning	Before	26	31	40	7
	After	25	49	20	2
Ferry Services	Before	6	29	63	8
	After	5	34	67	3
Boat Ramps, Wharves, Jetties & Pontoons	Before	12	50	36	7
	After	3	68	35	4

Service Levels - Table Consensus Voting Sheet

At the end of each service discussion each table was asked to provide a view on how Council should prioritise it's delivery of services. The service categories identified as number one priority for Council were:

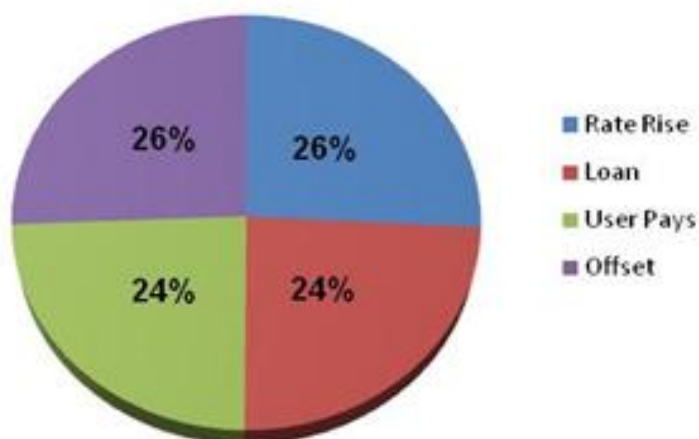
- Arterial Sealed Roads
- Stormwater Pipes & Pits
- Aquatics
- Community Grants
- Events (Economic Development)

How can we fund service delivery?

To complete the service level discussion participants were asked how Council could possibly fund services into the future.

The chart below indicates how the community voted: 26% rate rise, 24% loan, 24% user pays and 26% offset service levels, suggesting a multi stream approach should be considered.

How should Council fund services into the future results



As a final exercise, participants were asked to pick their overall priority service. The top five in priority order were:

1. Roads;
2. Footpaths and Cycle ways;
3. Arts and Culture;
4. Stormwater; and
5. Place Making.

Community Telephone Survey

Included in stage one, Council commissioned an independent, random telephone community needs survey (appendix 7).

In May 2016, as part of the ongoing community engagement process regarding Council's service levels and funding options, Council engaged University of Technology Sydney Institute of Public Policy and Governance (UTS:IPPG) to conduct a random telephone survey of a minimum of 800 residents of the Port Macquarie - Hastings Local Government Area (LGA).

The survey was conducted in July 2016 following the community forum. The telephone survey investigated community attitudes, values and perceptions of services, facilities, and infrastructure provided by Council. The research focused on both the present and future community needs and aspirations. Appendix 7 is the UTS:IPPG PMHC 2016 Survey Questionnaire.

The objectives of this research were to:

- Understand which Council activities, services, and facilities are priority focus areas for the local community;
- Identify community attitudes to Council expenditure and priority areas for future investment;
- Assess community members' willingness to pay for services, preferred levels of services, and perceptions of the quality of Council services provided;
- Identify community members' perceptions of the role of local government and;
- Understand community members' attachment to the local area.

The methodology used by UTS:IPPG in this survey included:

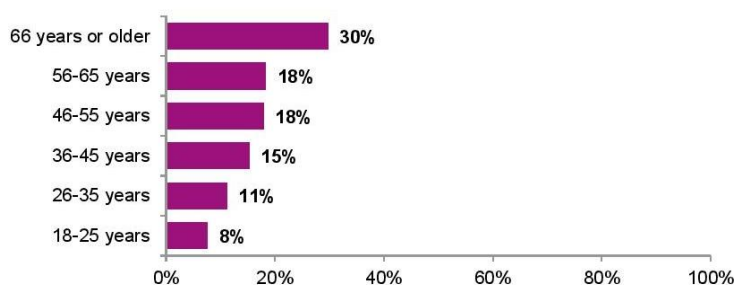
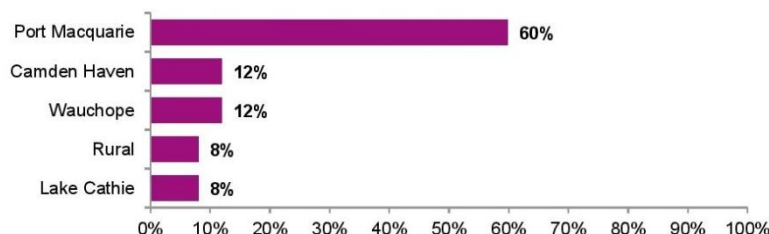
- *Document and previous survey review* – a review of key Council policies and documents, including previous community surveys and results.
- *Survey development and testing* – the development, piloting and testing of the draft 2016 Community Needs Survey, in consultation with Council, including the design of a sampling framework to ensure representative demographic and locational representation. The survey was informed by previous community needs surveys undertaken on behalf of Council by Micromex in 2013 and 2015.
- *Survey delivery* – an external market research organisation undertook 800 Telephone Interviews of residents over a two week period during July 2016.
- *Survey data review and analysis* – at the completion of the survey, UTS:IPPG undertook a top line report of high level key findings, and further demographic analysis. The results of the survey were also compared to previous Micromex community surveys as well as the University of Technology Sydney Centre for Local Government's (UTS:CLG) Why Local Government Matters, national survey, undertaken in 2015.

The information gathered complemented the community engagement previously undertaken as part of Council's overall service review and service level discussion.

Below is an extract of results from the survey.

Demographics

As illustrated below, the survey participants were broadly representative of our LGA community demographics and are in line with statistical quotas set for age, gender and locality:



Key findings and considerations for Council

The high level results from this research are as follows:

Council performance

- Over the past two years, residents perceive a positive change in Council's performance (43% believed Council's performance has improved and 43% believe it has stayed the same).

Access to essential infrastructure and services

- A high percentage of residents agreed that they have the type of housing they need (96%), access to the necessary services they need (94%) and are able to live close to their place of work (91%).
- A high percentage of residents agreed that they like the look and feel of the area (97%), feel safe (95%), and feel that it has the qualities they value (92%).

Importance of the provision and maintenance of local government functions and activities

The top five local government functions and activities of the greatest importance to residents are:

- Creating and maintaining sealed roads (93%);
- Providing value for ratepayers' dollars (87%);
- Long-term planning and vision for the future (82%);
- Encouraging education and training opportunities (82%); and
- Encouraging industry and business growth (81%).

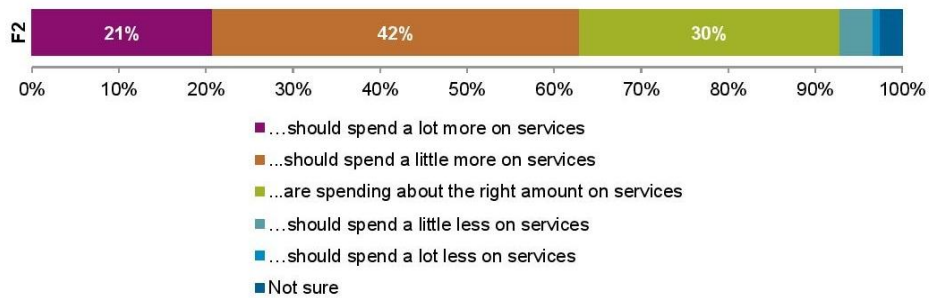
Residents placed greatest importance on:

- Local government advocating for the needs of their local community (98%);

- Local government delivering services that contributes to a healthier and fairer society (97%) ; and
- Local government playing a role in providing any of the services the community needs (90%).

Views on local government expenditure in the local area and priority areas for investment

The majority of residents (63%) believed that local government should spend ‘a little more’ or ‘a lot more’ on services in the local area, with 30% of residents feeling that the level of spending was ‘about the right amount’:



The majority of residents believed that Council should invest more in:

- Roads (79%);
- Footpaths and cycle ways (61%); and
- The airport (54%).

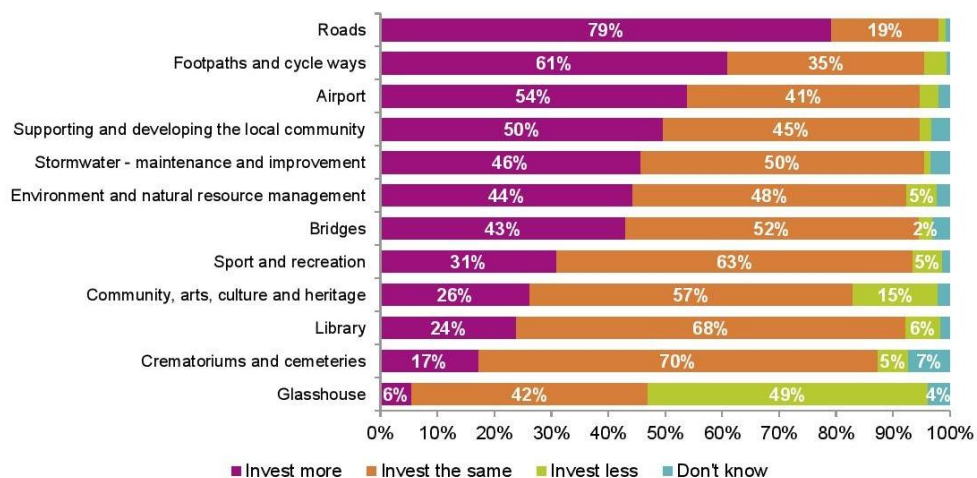
Invest the same in:

- Crematoriums and cemeteries (70%);
- The library (68%); and
- Sport and recreation (63%).

Invest less in:

- The Glasshouse (49%).

The graph below indicates the community perception regarding the level of investment that Council undertakes in various services:



Local government spending, quality and value-for-money of Council services

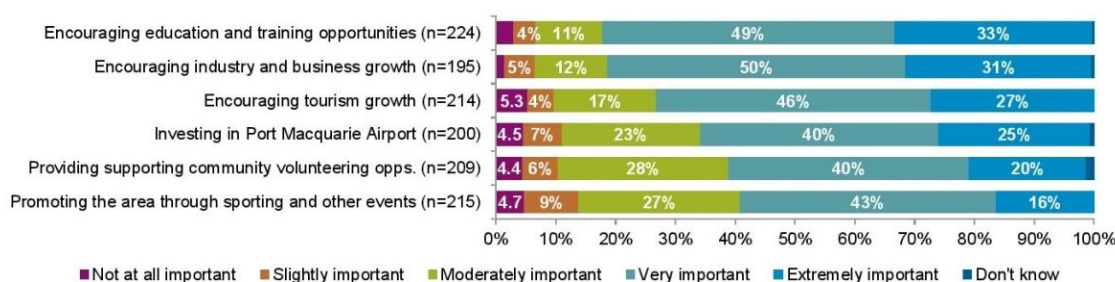
- Older residents are more likely to not support increased local government expenditure in their local area, compared to younger residents. They are also more inclined to rate value-for-money of Council services as being of a high standard;
- Residents with incomes of \$80,000-\$100,000 are less likely to hold the value-for-money and quality of Council services in high regard. In addition, the majority of residents of this income bracket do not wish for increased expenditure in their local area; and
- Residents of the Wauchope locality rate value-for-money and quality of services to be of a lower standard, and identify a need for increased Council spending in the local area.

Willingness to pay more: More rates for more services, or less rates for fewer services?

- Younger residents (18-35 years of age), are prepared to pay either; more rates in return for a greater range of services, or lower rates in exchange for fewer services;
- Residents new to the area (less than 5-year residency) are prepared to pay lower rates in exchange for fewer services. However, they do not want to pay more rates to receive a broader range of services; and
- Residents earning in excess of \$100,000 are prepared to pay more rates to receive a greater range of services, but not to pay less in exchange for fewer services.

Community Prosperity

The community were also asked about a number of services that Council provide to ensure community prosperity and whether they were important for local government to provide and /or maintain. As illustrated below, the community ranked each service on a level of importance ranging from 'not at all important' to 'extremely important':



The role of local government in the community

Residents agree that the role of Local government is to advocate for and provide and deliver the services that reflect the needs of the community.

- Residents with a strong sense of community:
 - Value opportunities for involvement in Council decision making for the local area;
 - Value the delivery of council-organised community programs and events;
 - Place high importance on lobbying activities conducted by local government on behalf of the community; and

- Place high importance on efforts undertaken by local government to create a 'sense of place' and foster community involvement.
- Residents who identify a need for greater levels of investment into the community, arts, culture, and heritage believe that it is important for local governments to:
 - Provide arts and cultural activities;
 - Deliver community programs and events; and
 - Provide and maintain activities aimed at creating a sense of place and fostering community involvement.

Economic prosperity of the local area

- Residents who feel positive about the local area's economic future:
 - Believe levels of expenditure on services to be 'about right';
 - Are less likely to desire expenditure increases; and
 - Believe the usefulness, ease of access, and quality of services provided by Council to be of a high standard.
- Residents who feel positive about the local area's economic future:
 - Believe it is highly important that Council maintain or provide investment into Port Macquarie Airport; and
 - Place importance on Council encouraging tourism growth and business and industry growth.
- Residents who believe Council should invest more into the development of the local economy place high importance on:
 - Increasing commercial development;
 - Fostering business and industry growth;
 - Investing in Port Macquarie Airport;
 - Increasing education and training opportunities; and
 - Growth in tourism.
- Residents who believe Council should invest more into the development of the local economy:
 - Are more prepared to pay higher rates to receive a broader range of services;
 - Place higher importance on local governments' provision of value for ratepayers' dollars; and
 - Believe that Council should spend a lot more on services in the local area.

The survey was also compared to the findings of a recent survey undertaken by UTS:CLG, titled *Why Local Government Matters* (WLGM). This is a major piece of social research on community attitudes to local government and was conducted nationally. Select questions were incorporated in the Port Macquarie Hastings Council survey in order to test the differences in attitude towards local government.

Compared to respondents nationally, PMHC respondents are **more likely** to feel that:

- The private sector delivers the best value services (35% WLGM vs. 50% PMHC);
- Government should only provide services where the private sector doesn't (26% WLGM vs. 42% PMHC); and
- Government should be advocating for the needs of the local community (93% WLGM vs. 98% PMHC).

PMHC respondents are **less likely** than respondents nationwide to feel that:

- They want government to involve them in making decisions about what services are delivered in the local area (92% WLGM vs. 88% PMHC); and

- They are prepared to pay more taxes to get a broader range of public services (57% WLGM vs. 41% PMHC).

There were similar high levels of agreement for the statements:

- “There is a role for government in providing any of the services the community needs” (90% WLGM vs. 90% PMHC); and
- “I want governments to deliver services that contribute to a healthier and fairer society” (98% WLGM vs. 97% PMHC).

In preparing their survey report for Council, UTS also compared key questions across the Micromex in 2013 and 2015. The figures below highlights where the importance of specific local government services and facilities increased between 2013 and 2015 and where it has stayed the same.

The top three local government services and activities for which importance **increased** (over the 2013-2015 period) most were:

- Lobbying for services for specific groups (+14%): 89% vs. 75%;
- Environmental monitoring and biodiversity protection (+14%): 85% vs. 71%; and
- Informing residents about Council activities (+11%): 82% vs. 71%.

The council services and activities for which importance **remained mostly unchanged** (over the 2013-2015 period) were:

- Maintenance of sealed roads: 95% vs. 96%;
- Creating and monitoring parking: 87% vs. 87%;
- Providing value for ratepayers’ dollars: 86% vs. 85%;
- Residents’ involvement in Council’s decision-making: 70% vs. 70%; and
- Maintenance of unsealed roads: 79% vs. 78%.

A copy of the questionnaire is provided in appendix 7.

Stage 2

In October, Council commenced the second stage of engagement. This was following the 2016 Council Election and the appointment of a newly elected Council. The focus of the second stage of the engagement was on how Council would fund desired levels of service, with a particular focus on our road infrastructure being a priority as identified by the community. This stage also included in depth engagement on a potential special rate variation.

Council planned a number of engagement activities to inform the community around the financial implications arising from the delivery of essential services and meeting community expectations.

1. Provide a range of options for the community to comment on;
2. Evaluate and consider community input against internal financial assessment.

The methods for engagement included:

- Fact Sheets;
- Presentations to community groups;
- Online Community engagement page;

- Online Community Survey;
- Online Community forum;
- Information Kiosks set up around the region;
- Social Media;
- Staff Forum;
- Community Forum;
- Attendance at key community events.

Fact Sheets

To inform the community about what the SRV is for and the impact, Council prepared a series of fact sheets (appendix 8):

1. Talking to our community;
2. Rate pegging and Special Rate Variations - the SRV facts;
3. Rate Scenarios;
4. Current SRV achievements; and
5. Council services.

These fact sheets were accessible online, provided at community forums, available at community events and kiosks and Council customer service desks throughout the engagement.

Community Engagement Activity

The table below details community engagement activities that took place and number of community members reached.

Stage 2 - SRV Engagement		
Format/Event	Date	Participation
Suppliers Forum - Glasshouse	28/10/2016	70
Tastings on Hastings	29&30/10/2016	200
Electrical Trades Services (ETS)	3/11/2016	30
Sunrise Rotary	4/11/2016	60
Wauchope Combined Rotary	3/11/2016	10
Staff Forum	8/11/2016	30
Community Forum	10/11/2016	27
Community Forum Live Feed via Facebook	10/11/2016	Engaged 544
Hérons Creek Engaging with our Community Program	9/11/2016	33
Wauchope Kiosk	9/11/2016	31
Wauchope Kiosk	23/11/2016	38
Lake Cathie Kiosk	16/11/2016	23
Hay St Kiosk	8/11/2016	19
Hay St Kiosk	15/11/2016	25
Settlement City Kiosk	17/11/2016	30
Laurieton Kiosk	22/11/2016	5
Wauchope Chamber of Commerce	3/11/2016	10
Countdown to Christmas	25/11/2016	8000 attendance
<i>Additional Information Kiosks</i>		
Settlement City Kiosk	1/12/2016	27
Wauchope Customer Service	7/12/2016	25
Laurieton Customer Service	8/12/2016	30
Port Macquarie Customer Service	13/12/2016	25
Community Survey (completed)	27/10/16-16/12/16	446
On line engagement		918

Total community members actively engaged throughout the engagement activities is approximately 2629.

Events

Through the second stage of engagement, Council's engagement officers attended key community events to provide information, fact sheets and encourage the community to have their say through conversations and completing the survey. This meant the project exposure was maximised and the topic had a high profile presence at these events that had over 30,000 people in attendance. The events included:

- Tastings Ignite 29 October - 5000 attendees;
- Tastings on Hastings 30 October - 17000 attendees;
- Countdown to Christmas 24 November - 8000 attendees.



Community Forum 10 November 2016



A community forum was held on 10 November to discuss Council's:

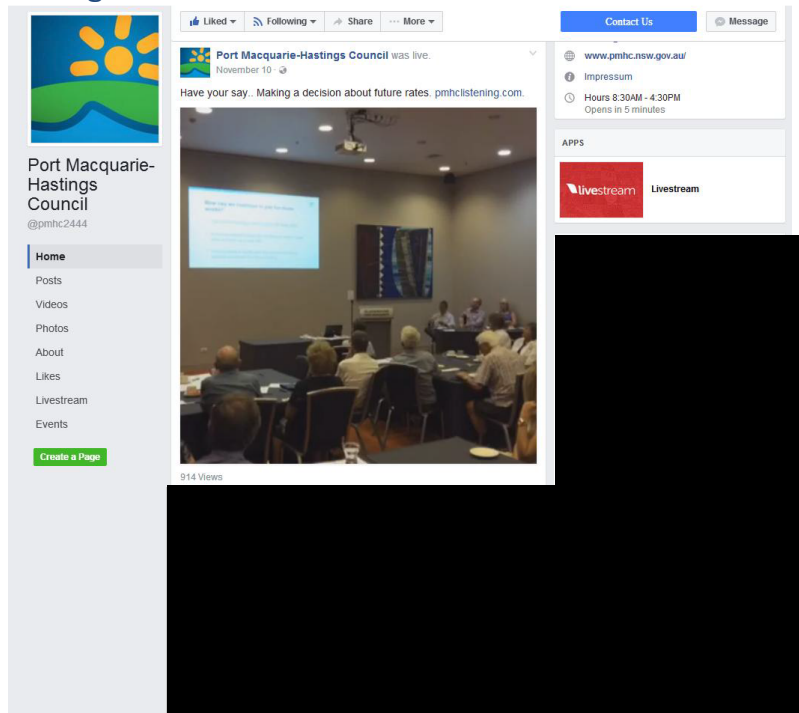
- Recent community engagement journey;
- Roads service levels;
- The cost to maintain the current level of service; and
- What the impact of the SRV to rate payer would be.

Invitations were sent to key community groups, the online engagement database and advertised in the three local papers encouraging the community to get involved and have their say. On the night 23 community members attended the forum. The community forum was also live streamed via Facebook with a total reach of 5819 and engagement of 544. The footage of the forum remains live on the site with over 900 views to date.

Reach measures how many people have seen your post. *Reach* is a good indicator of how well you are getting your product or business name out there, and into people's newsfeed.

Engagement metrics indicate interactions beyond just simply views. Facebook defines engagement as including all clicks, not only comments, likes and shares.

PMHC Facebook Page:



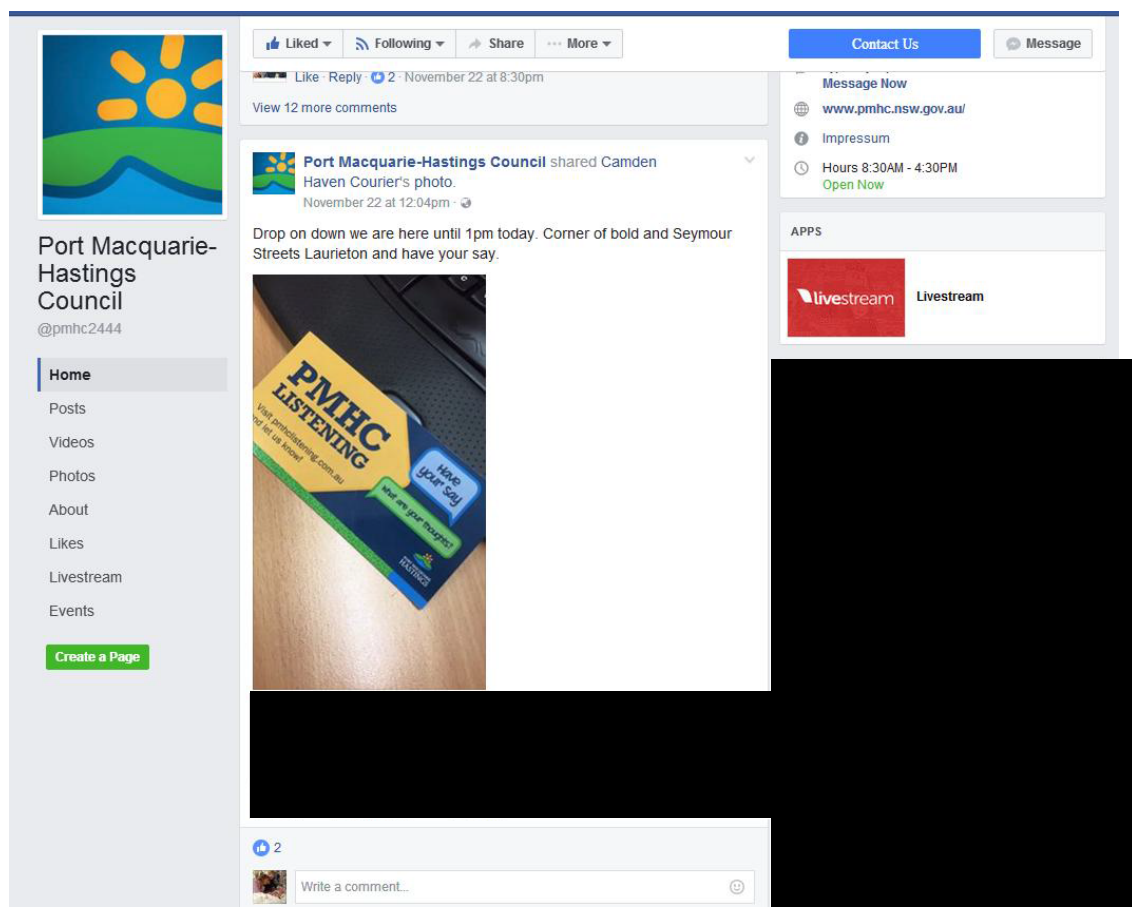
Information Kiosks

Information kiosks were set up across the local government area to provide an opportunity for local residents, businesses and visitors to speak directly to Council staff, receive information, complete a survey and provide feedback about the proposed SRV. Approximately 200 people engaged with staff during these opportunities.

In addition, information stands were also set up at our three Council offices providing the opportunity to speak to individuals who were currently in the process of paying Council fees and rates. Based on average daily visits to Council offices approximately 490 visits were recorded.



Online advertising of information kiosk via social media.



Online engagement

An online engagement website was established to:

- Provide information about the proposed SRV;
- Provide access to a series of Fact Sheets;
- Allow discussion via an online forum; and
- Complete a survey to hear the views of the community about the rate scenarios.

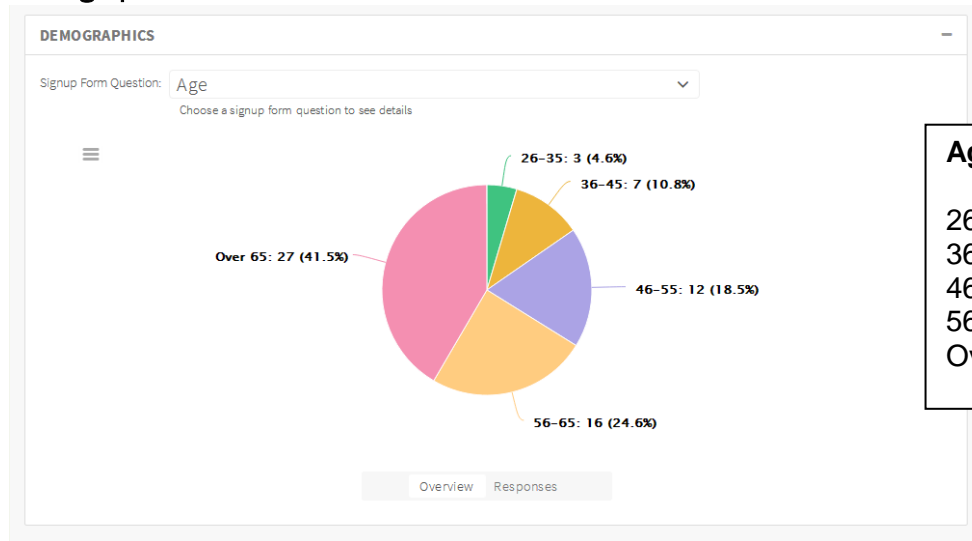
The site was open for a total of 55 days. During this time it attracted 1220 visits by 918 people with 600 of these individuals taking further action to explore the site and gather more information. This included the downloading of the following documents:

- 50 downloads of Fact Sheet 3: Rate Scenarios
- 41 downloads of Fact Sheet 4: Current SRV achievements
- 39 downloads of Fact Sheet 2: Rate Pegging and Special Rate Variations
- 35 downloads of Fact Sheet 1: Talking to our Community
- 30 downloads of Fact Sheet 5: Council Services

A survey was available for the community to complete to get feedback on the proposed SRV, community willingness and capacity to pay (appendix 9). The survey was accessible online and hard copy format at community forums, events and kiosks. A total of 426 surveys were completed across the engagement period.

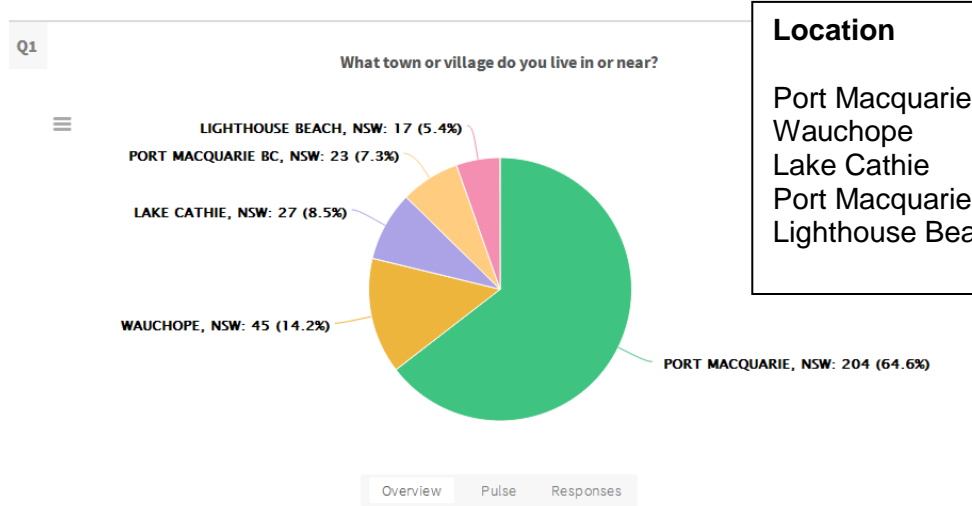
Survey results are shown below.

Demographic



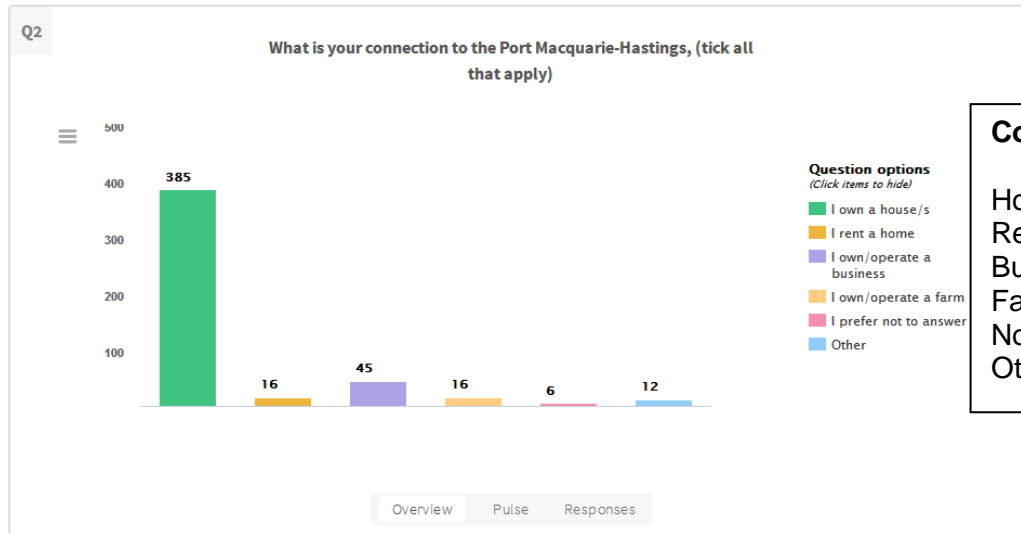
Age	
26-35	4.6%
36-45	10.8%
46-55	18.5%
56-65	24.6%
Over 65	41.5%

Location



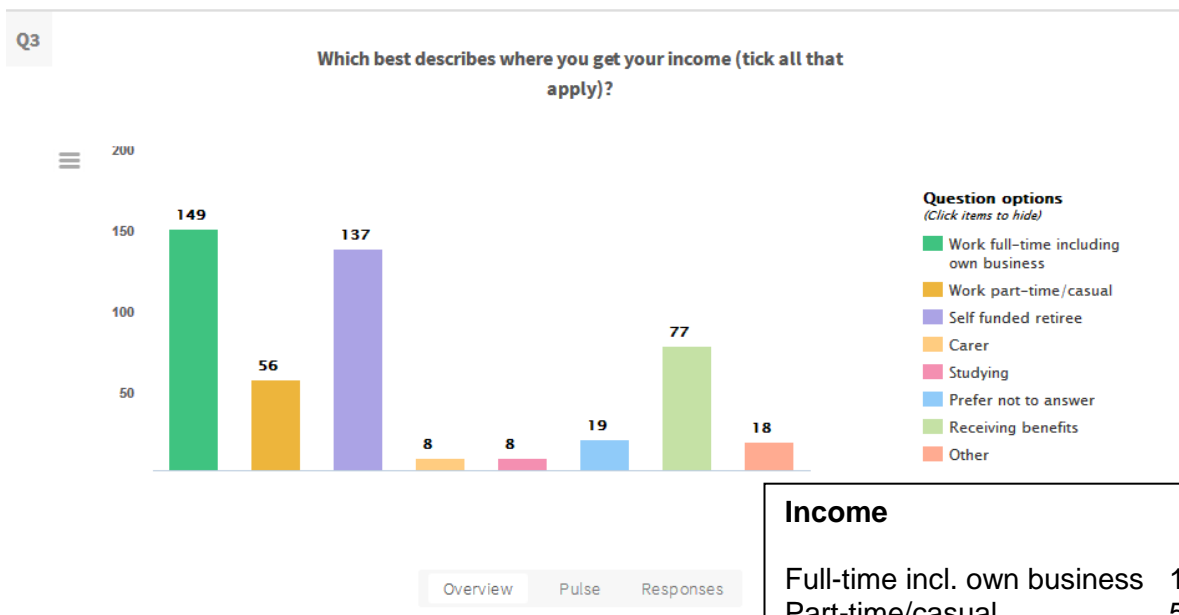
Location	
Port Macquarie	64.6%
Wauchope	14.2%
Lake Cathie	8.5%
Port Macquarie - Business	7.3%
Lighthouse Beach	5.4%

Connection to Port Macquarie-Hastings



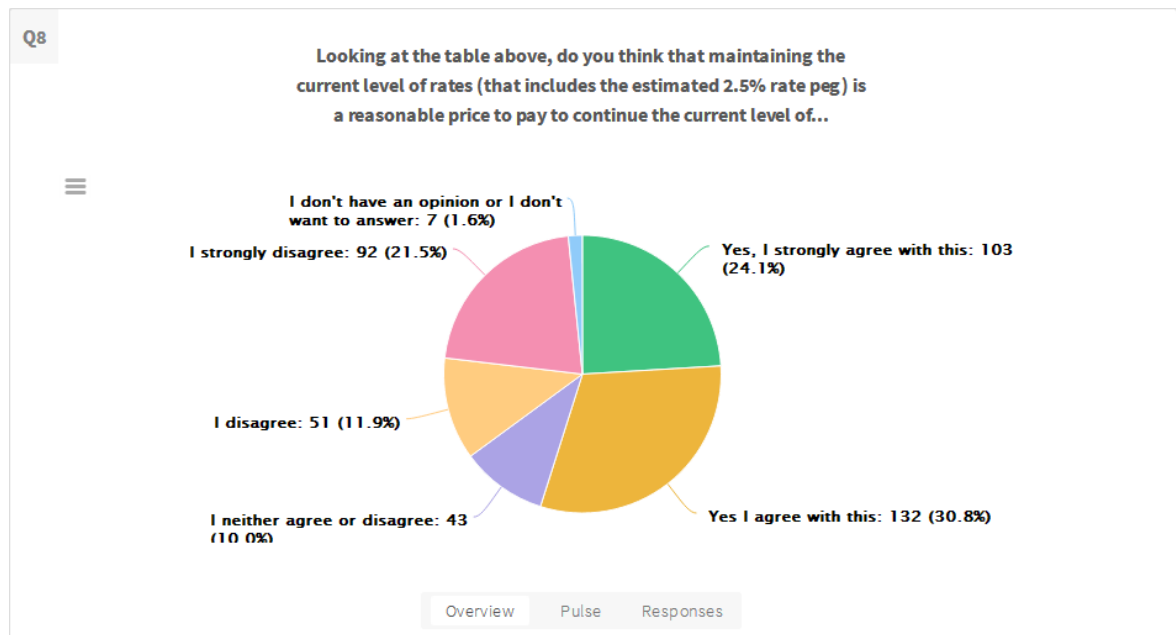
Connection	
Home Owner	385
Renter	16
Business	45
Farm	16
No answer	6
Other	12

Income



Income	
Full-time incl. own business	149
Part-time/casual	56
Self funded retiree	137
Carer	8
Studying	8
No answer	19
Receiving benefits	77
Other	18

Is the SRV a reasonable price to pay?



Voting Result

65% - strongly agree, agree or neither agree or disagree

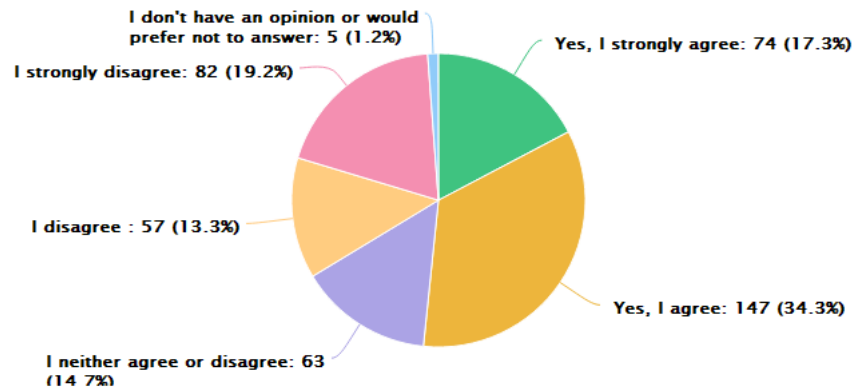
33.4% - disagree or strongly disagree

1.6% - don't have an opinion/don't want to answer

Is the SRV affordable?

Q9

Looking at the table above, do you believe that maintaining the current rate level (that includes the estimated 2.5% rate peg) is affordable?



Overview Pulse Responses

Voting Result

66.3% - strongly agree, agree or neither agree or disagree

32.5% - disagree or strongly disagree

1.2% - don't have an opinion/don't want to answer

The survey also asked the below free text questions to provide the community with an opportunity to provide feedback:

1. Sealed Roads - Council is responsible for maintaining a growing network of sealed roads with approximately 875 km at present. What would be the impact to you and your local community if this work was to be reduced or maintained?
2. Unsealed Roads - Council is responsible for maintaining approximately 465 km at present. What would be the impact to you and your local community if this work was to be reduced or maintained?
3. Footpaths - Council is responsible for maintaining approximately 122km of footpaths with a growing list of missing footpath links. What would be the impact to you personally and your local community if this work was to be reduced or maintained?
4. Rate Options - What is your greatest hope or concern when it comes to the proposed rate options?
5. Other comments - Opportunity to add any additional comments on the survey

The feedback comments were considered when making the decision to apply for the SRV and themes considered as below.

Themes

Throughout the engagement the community have been consistent in feedback received about the desire to continue/maintain the service level for roads. Overall community sentiment is supportive of continuing the funding and progress made with regards to roads. Common themes that can be taken from the community engagement feedback received are:

- Roads as a priority service;
- Council to become more efficient; and
- The prioritisation of Council services, how we allocate funds across the services.

Council recognises the need to ensure that all efficiencies and prioritisation of works has been undertaken prior to asking the community for a significant SRV. In recognition of this, Council is seeking to continue the funding from the expiring SRV and is committed to:

- Finalising service reviews;
- Continued process improvement and finalisation of current efficiency reviews such as those identified in the Fit for the Future action plan;
- Undertaking further detailed works program prioritisation, and exploration of funding opportunities such as grants to supplement reserve or revenue funding; and
- Increase community awareness and understanding of services which Council is required to deliver.

Appendices

Media

1.	Examples of advertising community engagement activities	25
2.	Social Media	31
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Appendix 1:

1. Examples of advertising community engagement activities

MAKING A DECISION ABOUT FUTURE RATES

3 November 2016

Page 1 of 2

Port Macquarie-Hastings Council needs to make an important decision about future rate levels, and is seeking the community's input.

Over the past five years, Council has placed a high focus on improving and maintaining our region's key transport assets, including our significant sealed and unsealed road network. In 2012 Council received approval for a Special Rate Variation (SRV) by the Independent Pricing and Regulatory Tribunal (IPART), under guidelines set by the NSW Office of Local Government, providing approximately \$1.7million each year in additional funds to contribute to these priorities.

This current SRV expires on 30 June 2017, and continuing on from the community engagement that has taken place over the past year regarding the levels of service provided, Council are now seeking community views on continuing the current SRV funding.

"Council provides services and facilities across 32 major centres, towns, villages and rural localities spread across an area of 3,686 square kilometres, and servicing an area of this size is an ongoing challenge," said General Manager Craig Swift-McNair.

"Like many other NSW Councils, roads, footpaths, buildings, drainage and other community assets need to be managed and continually upgraded to meet ever increasing demand and the growth of our region.

"Council invites our community to 'have your say' and share your thoughts and feelings about how we can continue to deliver a broad range of services and how any changes may impact you," Mr Swift-McNair said.

There are two key scenarios that need to be considered. The first being that Council not apply to maintain the same level of funding as provided by the original SRV. This scenario would see a slight decrease in average rates, but would also see a reduction in the level of work being undertaken and the overall condition of our road network. The second scenario is for Council to apply to maintain the same level of funding as provided by the original SRV. This would see rates increase by the rate peg amount only, with the rate peg being the amount all Councils in NSW are able to raise their rates without applying for an SRV.

"There is no doubt that any discussion around SRVs can be confusing, so to assist with explaining this further, there are a number of opportunities for the community to 'have your say', including completing an online survey at pmhlistening.com.au.

"This web site also has lots more information including a range of fact sheets," added Mr Swift-McNair.

Continued over>>>

Port Macquarie-Hastings Council
Page 1 of 2. If you do not receive the complete message phone (02) 6581 8111

Page 2 of 2

A number of face-to-face community information sessions with Council staff will occur as follows:

- Tuesday 8 November 2016
3pm-5pm
Hay St Forecourt - Port Macquarie
- Wednesday 9 November 2016
11am - 1pm
High Street Wauchope
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Community Forum - Glasshouse Port Macquarie
- Tuesday 15 November 2016
3pm-5pm
Hay St Forecourt - Port Macquarie
- Wednesday 16 November 2016
11am - 1pm
Outside Woolworths - Lake Cathie
- Thursday 17 November 2016
11am - 1pm
Settlement City Shopping Centre - Port Macquarie
- Tuesday 22 November 2016
11am - 1pm
Corner Bold and Seymour Streets - Laurieton
- Wednesday 23 November 2016
11am - 1pm
High Street - Wauchope
- Thursday 24 November 2016
5.30pm - 7.30pm
Countdown to Christmas - Port Macquarie Town Green

Further information is available at pmhlistening.com.au, through Council Customer Service Centres in Port Macquarie, Laurieton and Wauchope or by contacting Council on 6581 8111.

MEDIA CONTACT: Andy Roberts 0412 769 454

Port Macquarie-Hastings Council
Page 2 of 2. If you do not receive the complete message phone (02) 6581 8111

HAVE YOUR SAY ON COUNCIL'S AMENDED DELIVERY PROGRAM

21 November 2016

Port Macquarie-Hastings Council has made amendments to its Delivery Program for the 2013-2017 period, and is encouraging the community to 'have your say' on the proposed amendments.

The 2013-2017 Delivery Program represents a gathering of ideas from individuals and community groups throughout the Port Macquarie-Hastings local government area. It includes input from Council staff and Councillors, and spells out the actions Councillors have committed to undertake over the four year period, whilst reflecting the opinions and expectations of the community.

The amendments have been made to these planning documents to reflect Council's proposal to continue with the special rate variation that was put in place in 2013, which expires on 30 June 2017. An amended Long Term Financial Plan for the period 2016-2026 supports the amended Delivery Program.

"It is important to note that no decision has yet been made by Council as to whether it will or will not apply for the special rate variation (SRV)," said Acting General Manager Matt Rogers.

"Council is continuing with its community engagement and consultation activities into a potential SRV and is encouraging the community to 'have your say'."

The decision whether to apply for an SRV will be made by Council in February next year, with community feedback being submitted as part of Council's submission to the Independent Pricing and Regulatory Tribunal (IPART).

The amended Delivery Program 2013-2017 and amended Long Term Financial Plan 2016-2026 are on public exhibition from 21 November until 18 December 2016.

Community members interested in viewing the documents and making a submission, including completing an online survey can go to pmhclisting.com.au/delivery-program-changes.

Copies of the documents are also available at Council's Customer Service Centres in Port Macquarie, Laurieton and Wauchope or by calling 6581 8111.

MEDIA CONTACTS: Andy Roberts – 0412 769 454

**PMHC
LISTENING**

Have
your say

What are your thoughts?
pmhclisting.com.au



Join the discussion about future rates

Hi [PARTICIPANT_SCREEN_NAME],

The conversation about future rate levels is well underway and it is important to hear how this decision will impact on you and the wider community in which you live.

You can learn more and have your say at:

[Making a decision about future rates](#)

NOVEMBER 28, 2016 NOVEMBER 28, 2016 PORTCHAMBER

Making a decision about future rates.



If you are yet to share your views about future rates, don't delay. Your view is important.

Council has been talking to the community for the past month about 2 rate scenarios. To maintain the current extra spend on road maintenance or to reduce.

You can learn more and have your say at: [Making a decision about future rates](#)

Whether Council applies for a rate variation or not, there are a number of criteria that NSW Councils need to meet. This has made it necessary to make some amendments to the current Delivery Program and Long Term Financial Plan.

To learn more about this visit: [Changes to support making a decision about future rates](#)

have your say

INFORMATION KIOSKS

Staff will be on hand to answer questions and provide information at the following locations:

EVENTS	Sat 29 October 5pm-7.30pm Tastings Ignites Town Green Port Macquarie	Sun 30 October 11am-2pm Tastings on Hastings Town Green Port Macquarie	THU 24 November 5.30pm- 7.30pm Countdown to Christmas Town Green Port Macquarie
	FORUM	Thu 10 November 5.30pm- 7.30pm Community Forum Glasshouse Port Macquarie	
ABOUT TOWN	Tue 8 & Tue 15 November 3pm-5pm Hay St Forecourt Outside Port Central Port Macquarie	Wed 9 & Wed 23 November 11am-1pm High Street Location Wauchope	Wed 16 November 11am-1pm Outside Woolworths Location Lake Cathie
	Thu 17 November 11am-1pm Settlement City Location Port Macquarie	Tue 22 November 11am-1pm Cnr Bold & Seymour Streets Laurieton	

pmhclisting.com.au

CREATING  a vibrant
future

PAGE 2

Appendix:

2. Social Media



Port Macquarie-Hastings Council
 Like This Page · November 3, 2016 · Edited ·

We need your help to make some important decisions about future rate levels. Have your say!
<http://bit.ly/2fobQ9x>

Tag Photo · Add Location · Edit

Like · Comment · Share

5

Write a comment...

Sponsored · Create Ad

Wauchope TAFE
 Want to start your career in construction but not sure how?
 Wauchope TAFE is offering a C...



Port Macquarie-Hastings Council
 Like This Page · November 18, 2016 · Edited ·

Making a decision about future rates Community Forum will be held tonight at the Glasshouse from 5.30pm - 7.30pm.

We will be discussing roads, footpaths and cycleways, arts and culture, stormwater and placemaking.

Watch livestream on facebook tonight at 5.30pm, post your questions and be part of the conversation <http://bit.ly/2fobQ9x>

Tag Photo · Add Location · Edit

Like · Comment · Share

Lee Wood, Shane Koning and 6 others

1 share

Write a comment...

Sponsored · Create Ad

Wauchope TAFE
 Want to start your career in construction but not sure how?
 Wauchope TAFE is offering a C...

PORT MACQUARIE HASTINGS

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- Application tracker
- Waste & Recycling
- Council meetings
- Contracts and tenders
- Newsletter subscriptions

Making a decision about future rates - Have your say



Port Macquarie-Hastings Council

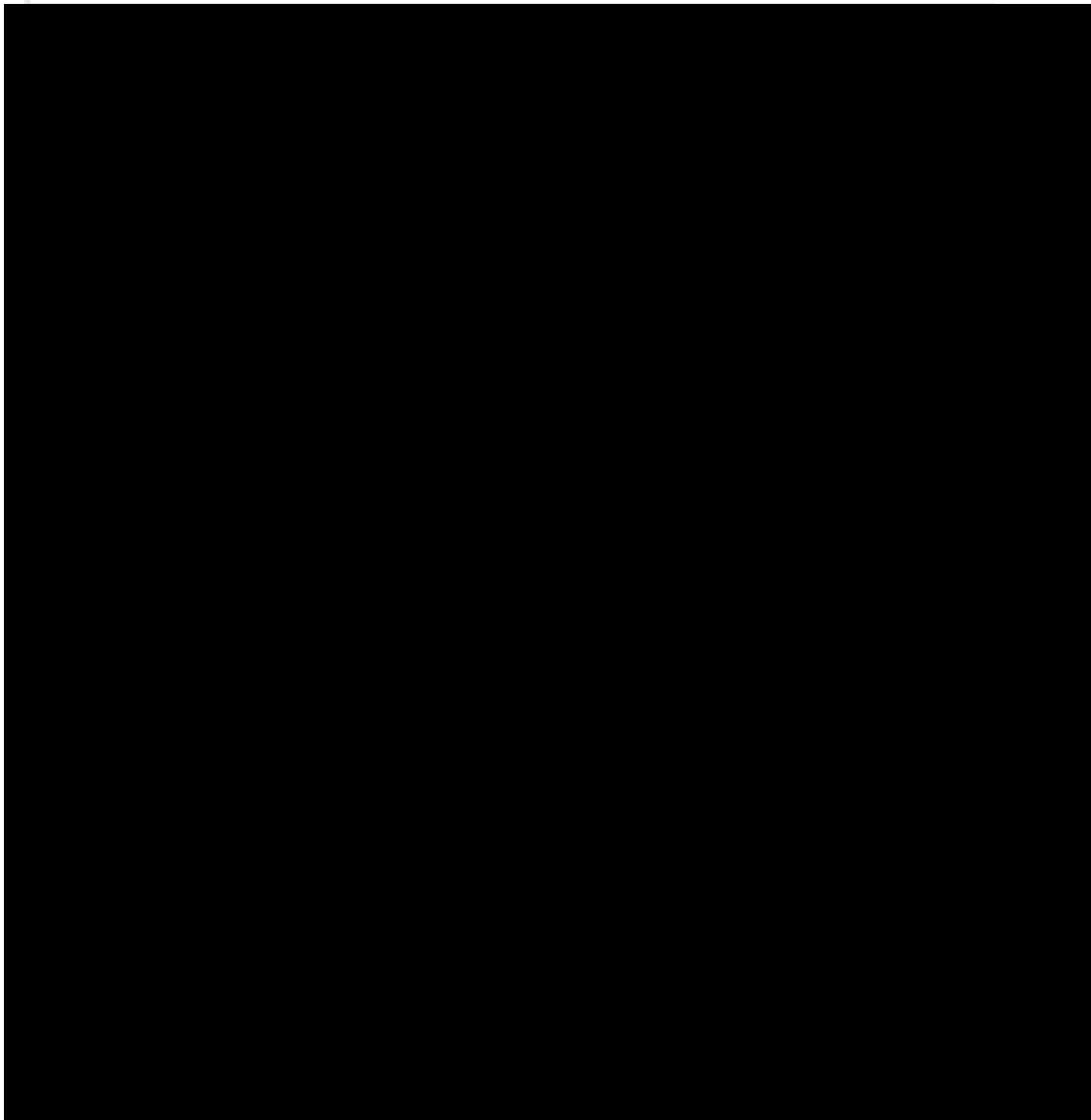
November 10, 2016 · 🌐

Live streaming of the community forum is now complete. Community members who wish to ask further questions and have your say go to <http://pmhclisting.com.au/rates>. Thank you to those who have contributed this evening.

443 people reached

Boost Post

👍 Like 💬 Comment ➦ Share





Port Macquarie-Hastings Council was live.

November 10, 2016 · 🌐

Have your say.. Making a decision about future rates. pmhclisting.com.



2,641 people reached

[View Results](#)

921 Views

[Like](#) [Comment](#) [Share](#)

8

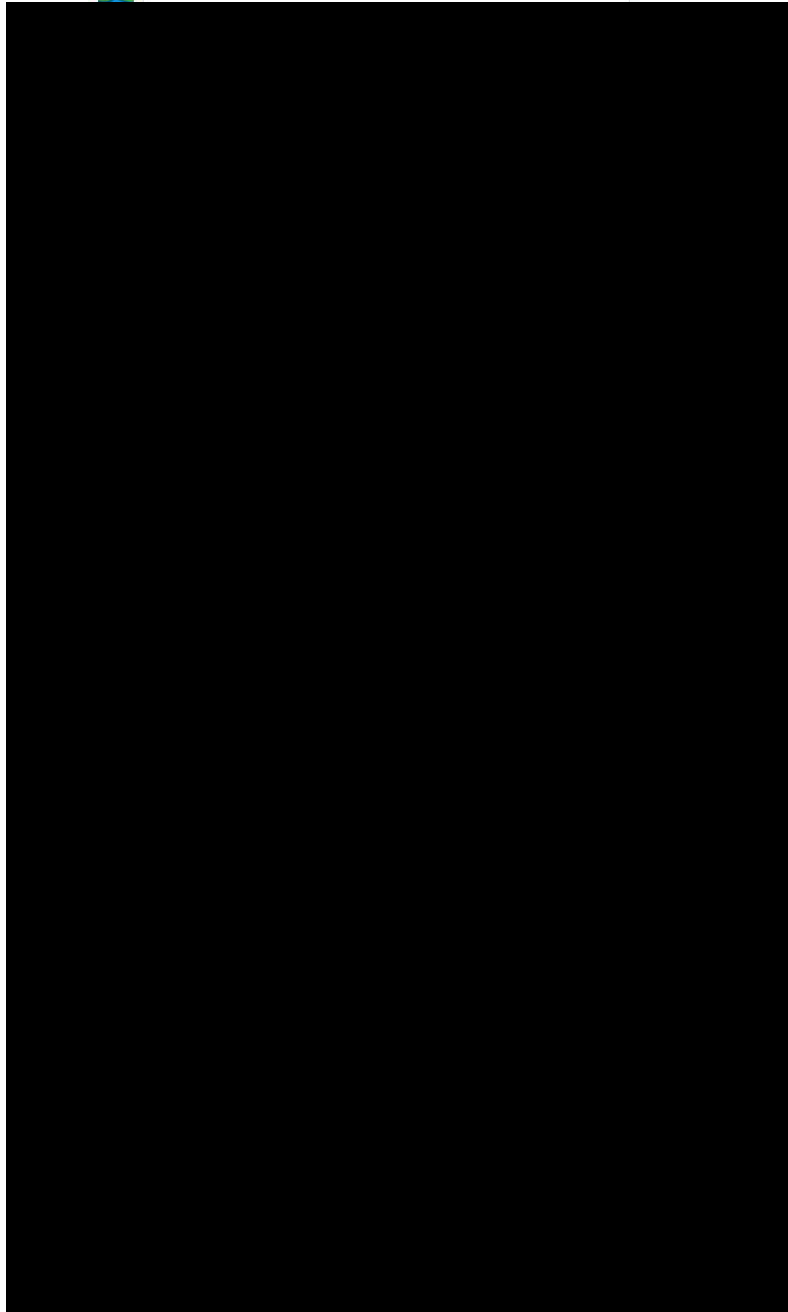
[Top Comments](#)

2 shares

17 Comments



Write a comment...



SRV Making a Decision about Future Rates

Released on: 03 November 2016

Port Macquarie-Hastings Council needs to make an important decision about future rate levels, and is seeking the community's input.

Over the past five years, Council has placed a high focus on improving and maintaining our region's key transport assets, including our significant sealed and unsealed road network. In 2012 Council received approval for a Special Rate Variation (SRV) by the Independent Pricing and Regulatory Tribunal (IPART), under guidelines set by the NSW Office of Local Government, providing approximately \$1.7million each year in additional funds to contribute to these priorities.

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Corner Bold and Seymour Streets - Laurieton

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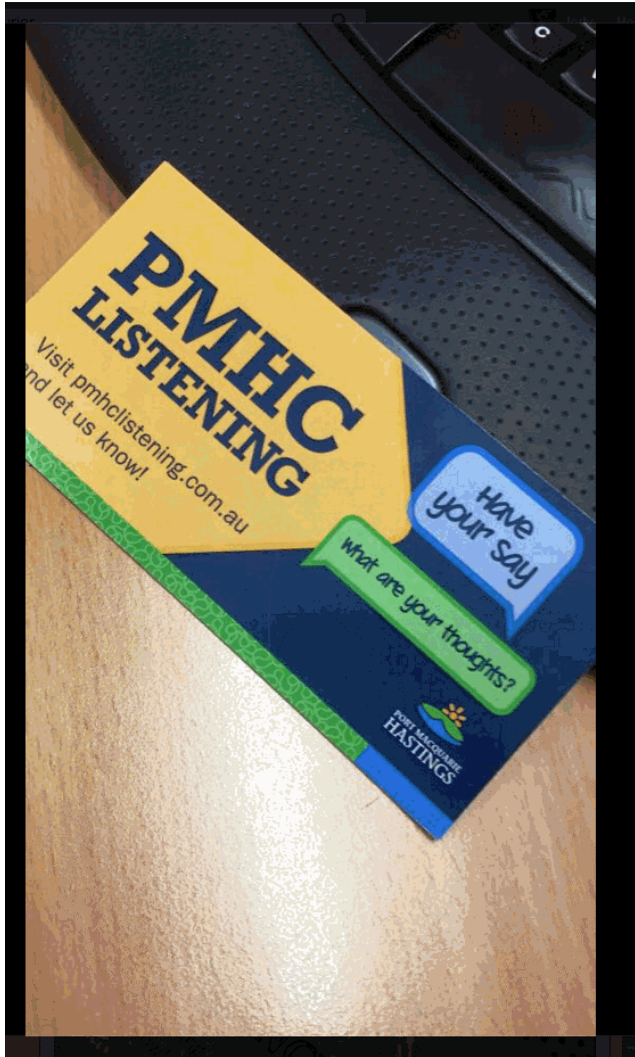
High Street - Wauchope

Thursday 24 November 2016

5.30pm - 7.30pm

Countdown to Christmas - Port Macquarie Town Green

Further information is available at pmhclisting.com.au, through Council Customer Service Centres in Port Macquarie, Laurieton and Wauchope or by contacting Council on 6581 8111.



Appendix:

3. Stories and editorials

Newspaper articles removed due to
copyright concerns

Appendix:

4. Community Engagement Strategy - (refer separate document)

Appendix:

5. Your Voice Our Community Participation & Communication Report



your voice
community
FUTURE DIRECTIONS

**YVOC Participation &
Communication Report**
January 2016

INTRODUCTION

Purpose of Report

This report provides an overview of the Your Voice Our Community (YVOC) engagement project, undertaken by Port Macquarie-Hastings Council between April and December 2015. It includes the proposed participation and communication strategy for the project, the methodology implemented and the results achieved.

The community participation activities carried out under the banner of Your Voice Our Community have a critical reference to a number of key corporate planning priorities including;

- The four year cycle of Integrated Planning and Reporting and the subsequent community engagement required under this legislation
- Council's Services Review project and ensuring the community has participated in achieving the objective of defining the agreed services delivered by Council at the appropriate level and best value
- Providing relevant data on community expectations and usage to the Asset Management Review in order to assist with quantifying investment levels for appropriate asset maintenance
- Commencing the community engagement relevant to assessment of Council's Fit for the Future (FFF) Action Plan

This report will be referenced by Councillors and Senior Management in understanding community expectations and priorities. This body of work is a building block which will be used to develop future critical decision paths and engagement relevant to Council's ongoing provision of affordable and effective services relevant to our community and infrastructure.

Objectives of Your Voice Our Community Engagement Project

An internal Working Party, representing all stakeholders of the corporate planning priorities, was convened in April 2015 to deliver this project according to the agreed objectives;

- Achieve maximum levels of community input and participation by designing and delivering a multi stage comprehensive program that will meet the combined community feedback criteria of the individual corporate projects
- Capture and analyse adequate community sentiment to make further recommendations to Council regarding;
 - Guidelines for Integrated Planning development including reviews of the Delivery Program and Community Strategic Plan in line with a Council election year
 - Refinement of asset management plans
 - Service level delivery and financial sustainability
 - Further development of Fit for Future Action Plan
- Use results data set to increase the value staff place on considering community expectations when planning service delivery

- Utilise project methodology to develop a model of ongoing community engagement relevant to long term corporate strategic planning

Key Messages of Your Voice Our Community

- Council is undertaking significant corporate planning and needs community feedback to ensure proposals and eventual decisions are appropriate and reflective of community sentiment
- Council is committed to understanding community priorities in order to influence decision making
- The services Council provide are diverse, complex and constrained by available funding
- The physical assets Council own and maintain are directly linked to the provision of services and will be addressed throughout the engagement
- No decisions about services, budgets or funding sources have been made prior to this engagement
- This engagement will help inform the Council on the feasibility of implementing actions outlined in the Fit for the Future proposal, it will not be the only community engagement relevant to those actions
- Engaging with the community on the strategic direction of Council is an ongoing priority

Decision Statement - What is the decision to be made?

The project methodology and actions align with the decision statement agreed by the Working Party;

Engagement will inform Council's long term strategic planning by determining the community perception of affordable and acceptable service levels.

This program of work is not a replacement for all community engagement nor did it seek to meet engagement needs of specific infrastructure projects whose timeframes may coincide.

Level of Public Participation

In assessing the impact using the Port Macquarie-Hastings Council Community Engagement Policy, this project is defined as Level 1 - having a high level of impact on the whole of the Port Macquarie- Hastings Local Government area.

In line with this level of impact, the engagement spectrum will include Inform, Consult and Involve.

IAP2 public participation spectrum defines the promise to the public across these levels as;

- Inform - we will keep you informed
- Consult - we will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision
- Involve - we will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

Report Structure

This report provides an overview of the methodology and engagement techniques that have been used in the YVOC engagement process and summarises the results.

PARTICIPATION METHODOLOGY

Engaging stakeholders on complex strategic planning requires innovation and a commitment of resources and time. The overarching methodology for this engagement required multiple stages targeting internal and external stakeholders.

Council undertook significant external research in the development of the methodology to ensure the project was in line with industry best practice. This research included referencing the Australian Centre for Excellence in Local Government Levels of Service and Community Engagement Practice Note 8; IAP2 Planning for Effective Public Participation and multiple case studies.

Also relevant to the development of the project methodology is the acknowledgement of the Working Party that Port Macquarie-Hastings Council already has a significant body of community engagement outcomes to build on. This engagement has been conducted within the Integrated Planning and Reporting framework over a number of years and specifically related to the service level work included in the 2012 Special Rate Variation application.

Referencing previous methodology and ultimately incorporating results of the YVOC project into an updated data set, is the agreed strategy for ensuring this project is not considered in isolation of previous engagement results.

Implementing a Staged Approach

Breaking the project and subsequent communication into stages created opportunities to educate and inform the community prior to seeking feedback on complex issues.

Due to delays in project implementation and limited initial community response, Stages 1 and 2 were combined over a longer timeframe in order to achieve the required level of engagement.

While the Outcomes stage is represented by this report, it will in fact become the platform for further engagement. This work will specifically focus on the community's preparedness to pay for agreed service levels and the impacts this has on Council's rating and financial scenarios. This body of work is dependent on outcomes of the

NSW Government reform process for Local Government and is therefore outside the scope of this report.

The table below indicates the Stages that have been conducted relevant to this report;

Stage	Planning	Stage 1 - Stage 2	Stage 3	Outcomes
Tagline	Establish	What do we value?	What service options do we have?	Using the data
Timeframe	April - July	August - October	November - December	Feb 2016
Action	Define objectives and develop collateral and engagement tools	Broad communications campaign, internal engagement, online survey, targeted workshop. Identify services / facilities our community values, voting on expected service levels.	Focus Groups with previous participants reporting results and reviewing services with significant gap between expectation and current delivery. Consider delivery options and cost implications of components within services.	Review results and compile data summary to inform Councillor planning and project actions.
Outcome	Stakeholder buy-in to set-up and engagement tools	Create mechanism to define gap analysis between expectations and current delivery.	Determine community preference for specific levels of services.	Data to input into corporate planning across all stakeholders, inform FFF action plan and subsequent engagement on financial position.

Classifying services in themes

In order to simplify the communication required for 40 external services Council classified each of the services according to four key themes. The themes allowed the community in an immediate way to identify with how services impacted them and therefore greater relevance for why the community should have a say.

The four themes and relative services were;

Services that support your home life

- Companion animal management
- Sewerage treatment
- DA Assessments and approvals
- Stormwater drainage
- Water supply
- Building inspections
- Cemeteries
- Waste collection
- Bushfire management

Services that help you get around

- Creating/ maintaining footpaths
- All abilities access
- Parking
- Unsealed roads
- Roadside vegetation management
- Bridges
- Ferries
- Creating/ maintaining cycleways
- Traffic management
- Sealed roads

Services that support community life

- Street and public art
- Boat ramps and jetties
- Cultural events
- Lifeguards and beach management
- Community halls
- Libraries
- Public pools
- Activating community space
- Tree management
- Sports fields
- Playgrounds and parks
- Performing and visual arts

Services that support business and industry

- Assist industry growth
- Attract conferences
- Promote export ready business
- Development processing
- Airport
- Activating CBD's Tourism marketing
- Strategic Planning
- Attract events

Internal Education and Engagement Program

Objective

Communicate with staff to increase understanding of how the YVOC project will be implemented and to encourage them to participate in public engagement activities as valued community members.

Targets

- Internal and operational staff

Framework

The framework for internal engagement was established through;

- General Manager and Director of CEG demonstrating commitment as Executive sponsors

- An actively engaged Working Party providing individual expertise to a common goal and being sufficiently briefed to act with authority in engaging internally
- Project support and resources that were able to facilitate logistics and collateral requirements
- Project awareness and support from the Senior Leadership Team
- Use of multiple communication channels to increase staff understanding and commitment to participation as required
- An expectation of staff from all levels being involved in seeking community participation

Techniques

The range of engagement techniques used to inform staff included;

- Regular update messages on the staff Intranet site including General Manager messages
- Briefings to Senior Leadership Team to facilitate message consistency to individual teams
- Messages with links to the online engagement activities in the weekly staff newsletter
- Incorporation of project into compulsory staff development days to raise awareness and encourage staff to complete online surveys as valued community members

External Engagement Program

Objective

Stage1-Stage 2: Council will educate and inform the community of the services it provides and seek to understand the expectations and value the community places on those services.

Stage 3: Key services will be further examined to define what levels of service and price points the community finds acceptable.

Targets

- All ratepayers and members of the Port Macquarie-Hastings community

Framework

The framework for external engagement was established through the use of the following strategies;

- Utilising existing community engagement databases and networks such as PMHC Listening and existing communications channels to generate awareness and participation interest
- Targeting specific community groups and sectors such as business operators, parents, youth or aboriginal with effective and relevant communication tactics
- Promotional campaign to increase general public awareness of the opportunity to participate
- Use of techniques that combine online and face to face; which are innovative and easy to access in order to encourage maximum community participation

Techniques

The engagement techniques used to gain feedback from the community were;

- Voting on service level expectations according to a quadrant methodology, delivered face to face and online
- Workshops and facilitated discussions regarding service expectations and delivery targeting general community and a specific civic leaders forum
- Focus Group discussions with more detailed service delivery explanations and service level questionnaires
- Online discussion forum and idea portal

Promotion

The opportunity for community participation in the YVOC project was promoted using a combination of existing broad communication channels, direct targeting and specific advertising.

Promotion and communication devices used included;

- Creation of specific *Your Voice Our Community* branding for the project allowing a consistent look and feel and recognition of this being different to other existing engagement opportunities
- Printing and distributing project specific bookmarks through Council offices, libraries, external meetings and community groups in order to raise awareness and provide the online portal web address
- Production of a video titled *I'm Council* which used a visual medium to highlight the range of roles, services and local people who work for Council.
- Direct targeting to existing databases including members of PMHC Listening, community newsletter database, targeted databases for youth, community groups, sports groups, business networks and committees of Council
- Media channels were used through distribution of media releases to all radio, print and TV outlets
- Council's social media channels particularly Facebook, were used to highlight the engagement opportunity
- Creation of a discussion portal and central information hub on Council's online engagement tool PMHCListening so that all communication was directed back to a central source of information
- Radio and television advertising specifically promoting the opportunity to participate in community workshops
- Creation of branded email signature tile distributed to all Council staff with hotlinks back to the PMHCListening site in order to capitalise on the direct communication channel offered within Council's email traffic
- Feature stories about the project in Council's printed quarterly community newsletter distributed to all ratepayers and in the e-newsletter distributed to 3000 subscribers
- Use of original graphic illustrations to communicate the service themes and create a great level of community interest as well as a consistent branding device.

Refer to Appendix A for copies of promotional materials

PARTICIPATION ACTIVITIES

Quadrant Voting Exercise

Objective

Invite the community to review and rate the services Council provides in terms of their level of importance and satisfaction on a quadrant scale. For each service presented the scale indicates whether the community would like Council to;

- Do more - High importance, low satisfaction
- Keep doing - High importance, high satisfaction
- Do less - Lower importance, high satisfaction
- Stop doing - Lower importance, lower satisfaction

Delivery

Refer to Appendix B for a copy of the Quadrant Voting exercise.

- A separate quadrant voting scale / online portal was developed for each of the four services themes in order to retain a consistent key message and level of simplicity
- The quadrant voting exercise was the key initial engagement activity conducted at all face to face and online engagement throughout Stages 1 and 2
- Whether on individual worksheets or a collective group sheet, pending the engagement environment, participants were asked to vote on each service in the designated theme by indicating a vote for the service within the quadrants of 'do more', 'do less', 'keep doing' or 'stop doing'
- Online participants completed a survey indicating their vote for the relevant quadrant according to each service
- Not all participants completed all four theme areas, so therefore participation numbers varied across the four theme areas

Community Workshops

Objective

To increase education and awareness of the services Council provide; gain data on how the community value services and what they expect in delivery, and to confirm informed participants who were interested in attending focus group discussions.

Targets

All members of the Port Macquarie-Hastings community were invited to attend through the promotional methods highlighted earlier.

Delivery

- Introductory presentation on how participants feedback will be utilised
- View the 'I'm Council' video providing a high level education awareness of the services Council provides
- Participants discuss their impressions of the video and what they may have learned about the services provided

- Present an overview of what Council has already heard from previous engagement
- Participants review each of the four services theme areas individually, discussing their general awareness of these services and their delivery
- Participants complete the Quadrant Voting Exercise for each of the theme areas discussing their collective thoughts
- Report back to the group what the quadrant voting indicates for each theme area and any stand out or surprise impressions
- At the conclusion of the ranking activities all participants are encouraged to review the data collected. Each participant provided with 5 sticky dots to place on a comment, score or thought that most resonates with them
- Additional comments provided by participants through the use of sticky notes that can be applied to any of the themed areas or collated as additional discussion points
- Participants are encouraged to register to attend focus group discussions as part of Stage 3

Timeframes

Two community workshops were held on Wednesday 9th September 2015 at Wauchope and Port Macquarie. Residents from the Camden Haven area were offered transport to attend either workshop. A further workshop was held on Monday 28 September 2015 in Port Macquarie convened by Council's Infrastructure Delivery section and combining industry, community and staff representatives.

Civic Leaders Forum

Objective

Increase awareness of the services Council provides, educate participants and seek information on particular service priorities, expected service level standards and revenue raising opportunities while empowering the civic leaders of the community to encourage participation.

An important part of this forum is for senior Council staff to engage in high level and informed discussions with our key civic leaders who represent different organisations across the LGA. The intention of this dialogue is to assist Council in determining community priorities that will create a vibrant future for our LGA.

Targets

Civic leaders including community groups, committees, progress associations, education providers, chambers of commerce, indigenous representatives, state and federal government service providers and youth representatives were personally invited through a process of phone calls and emails to determine accurate contacts, followed by distribution of personal invitations.

Delivery

- Conduct two hour evening forum in Port Macquarie on the 29 October 2015
- Participants seated and initially aligned to one of the four service theme areas with Council staff as table hosts to facilitate activities and discussion

- Participants complete the Quadrant Voting Exercise on one collective large sheet, circulating around the room to complete the voting for each of the four service area themes
- Participants encouraged to make comments and further explanations about their voting decisions on feedback forms relevant to each of the four service area themes
- Table hosts report back on initial indications received from the voting while demonstrating the visual aid of the collective voting sheet
- Open-mike discussion with all participants reviewing each of the four service area themes, encouraging commentary from the floor regarding Council's level of service and areas for improvement

Moderate a PMHCListening Online Forum

Objective

Replicate the face to face engagement through the use of an accessible and innovative online tool that will seek to not only increase community understanding of the services Council provides but also facilitate data gathering, feedback and expressions of interest from individuals in further participation.

Targets

- General community targeted through the use of;
 - Bookmark reminders distributed through Council offices and libraries and at all previous consultations during August to inform residents the online portal would be accessible from September
 - A media campaign promoting the PMHCListening site
 - Staff advised through the Intranet and manager briefings
 - All promotional activity directed traffic to the site

Technique

A landing page was created for the YVOC project with each of the four service area themes Supporting Community Life / Supporting Business and Industry / Supporting You to Get Around / Supporting Your Home Life having separate linked discussion portals.

On each page participants could complete an online survey modelled on the hardcopy quadrant voting exercise, contribute comments and ideas relevant to the services voting and complete a discussion board post to pose ideas on alternative services or delivery methods.

Market and event stalls

Objective

Promote the opportunity to have a say, the online discussion portal and the quadrant voting exercise by attending local markets and events where residents were already gathering.

Targets

A broad cross section of the community, including families and young people, who frequent the markets and the Christmas Countdown event.

Technique

- Create and man a stall branded with Council and YVOC imagery at the Port Macquarie Foreshore Markets, The Laurieton Riverwalk Markets, the Wauchope Community Christmas event and the Port Macquarie Countdown to Christmas event
- Encourage engagement with community members through direct conversation and requests to complete the quadrant voting exercise online through PMHCListing
- Distribute YVOC bookmarks to community members to encourage participation outside of the event and circulation to friends and family

Focus group workshops

Objective

Review the existing engagement data and results of Stages 1 and 2, particularly the Quadrant Voting Exercise, to identify gaps between service delivery and community expectation for a number of services.

Focus groups provide informed participants with more detailed information about the activities that make up those services and seek clarification on what the community would consider being acceptable levels of service.

Targets

Community members who have indicated they would be prepared to attend small focus group discussions from community workshops and PMHCListing, therefore being previously informed about the service themes and the Quadrant Voting Exercise.

Technique

- Develop focus group content around particular themes that have emerged from the results of stages 1 and 2
- Develop a program of multiple focus group sessions over various locations and times to maximize attendance opportunities
- Develop and distribute an invitation and options calendar detailing the various times, locations and discussion topics for focus groups to all previous participants with a link to online registration
- Engage internal staff and YVOC working party members to ensure service experts are in attendance for each focus group topic
- After registration participants sent a pre-reading pack
 - Outline purpose of focus group and discussion guideline
 - Fact sheet on service being discussed - Service description and objective, and examples of actions that fall under this service

Delivery

- Participants to review fact sheet and service description
- Participants asked to review and discuss existing engagement results - clarifying reason for further investigation in focus groups
- Provide participants with an A3 Handout of Service Delivery summary prepared by Business Improvement Office, with plain English descriptions of the components making up a service and outlining gold, silver, bronze descriptors of service levels
- Participants encouraged to discuss Service Delivery summary and provide feedback
- Individually participants complete response sheet answering a number of questions;
 - Which level do you think Council's is currently delivering each of the service components?
 - Which level of service delivery should Council be aspiring to for each of these components?
 - How do you prioritise the components of this service from highest to lowest priority
 - Do you have ideas for alternative delivery of these service components
- Summarise discussion and provide participants with details on when results will be reported back

Sports Leaders Forum

Objective

Build on valued partnerships Council has with sports user groups and recognise the opportunities to work together effectively, providing appropriate facilities, support and development potential for the Port Macquarie-Hastings sporting community.

Council will provide an update on the Recreation Action Plan and seek feedback on the provision of sports facilities and the roles played by both Council and clubs.

Targets

Executive representation from local sporting groups and organisations directly targeted through the distribution of an e-newsletter inviting participants to register their interest in attending.

Technique

- Introduction presentation to welcome participants and key note speaker
- Sport and Recreation officer to provide overview and update of the development and implementation of the Recreation Plan
- Overview of the YVOC engagement project presented
- Engagement activity conducted with table hosts providing direction and recording participants comments to two key questions;
- When you consider the facilities and the services that Council provides to sports clubs and groups;
 - What does Council do well?
 - What could be done better?
- Key points from each table relayed back to the entire forum

- Participants complete an individual activity giving consideration to each classification of sport and recreational facilities (being Regional, District and Local facilities)
 - Rank current experience of facilities on a scale from 1 to 5 where 1 = high standard and 5 = poor standard
 - Rank on the 1 to 5 scale the level of service they believe Council should aspire to deliver
 - Consider the 10 maintenance activities Council undertakes and rank the top three activities they believe Council should concentrate on and state reasoning
 - Provide feedback on alternative methods of delivery for the maintenance of sporting and recreational facilities
- Keynote speaker to deliver presentation on sustainability in club level sports and review the importance of clubs investing time and funds in sound governance, strategic financial management, quality coaching programs and a positive volunteering culture.

PARTICIPATION RESULTS

Overall participation

- A collective result of 1058 quadrant voting exercises, either hard copy or online, were submitted by residents from throughout the local government area
- 40 Council services were ranked by way of 'do more', 'keep doing', 'stop doing', 'do less' or 'N/A' if they have had no experience with the service
- Civic Leaders Forum attendance included 70 participants from 46 community groups and associations
- Sports Leadership Forum attendance included 49 participants from 38 organisations
- 1549 visits were made to the PMHCListening suite of pages
- 517 responses were contributed through PMHCListening
- The community life services theme was the biggest area of online contribution
- Focus Group themes included;
 - Roads & Transport - 14 participants
 - Place Making - 11 participants
 - Parks, Playgrounds & Reserves - 7 participants
 - Economic Development - 8 participants
- The program resulted in a cumulative total of 18 hours face to face discussion

Overall Community Commentary Themes

Through the combination of community workshops, online posts, civic leaders forum and comments documented at market stalls and events Council has gained

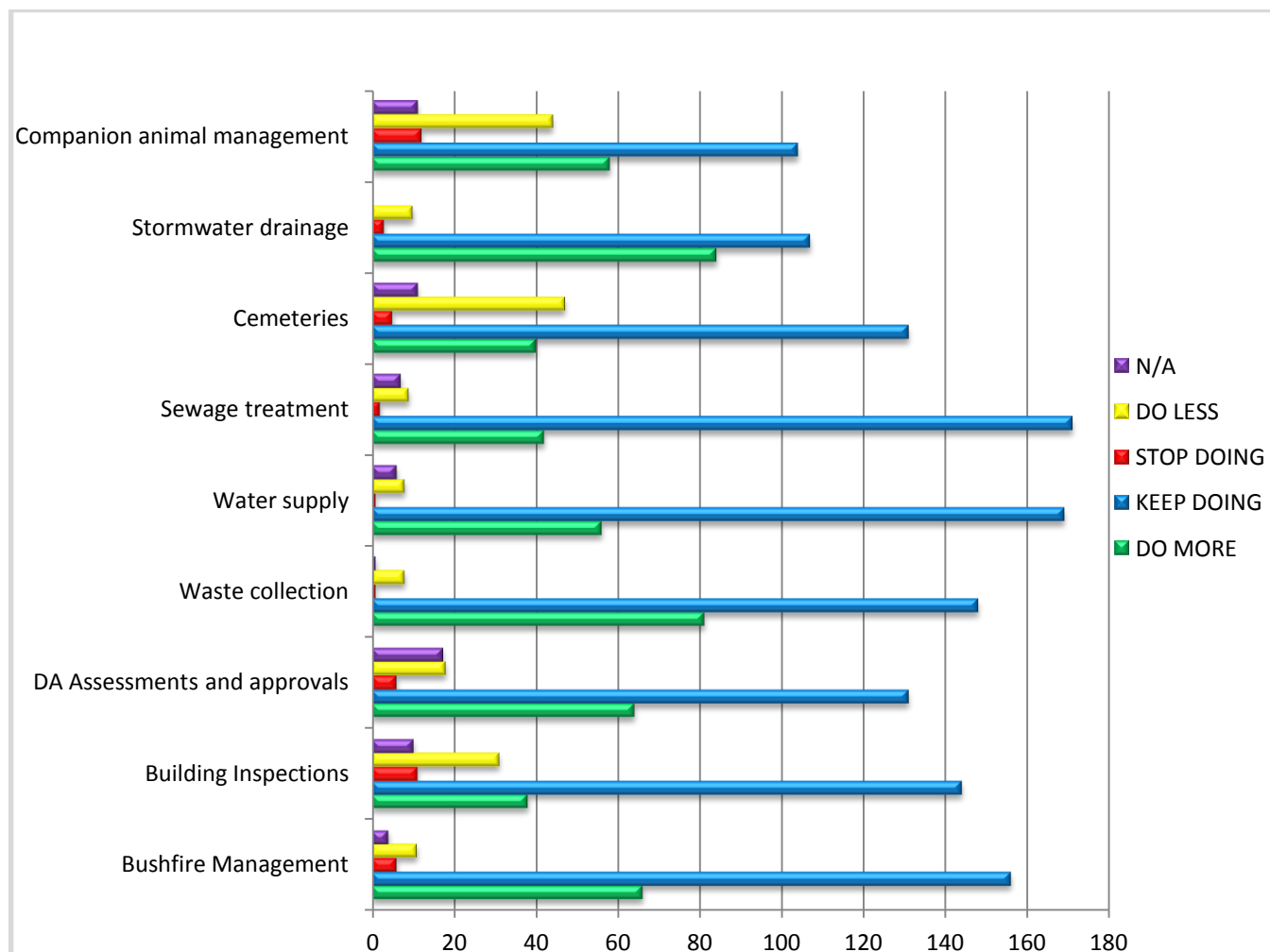
Supporting Community Life



- Communication, importance and priorities give insight into the opportunity to strengthen the value of community life services
- The prevalence of maintenance and management indicate the relevance of these service to asset management planning

Supporting Your Home Life Voting Activity:

Supporting your home life included nine Council services.

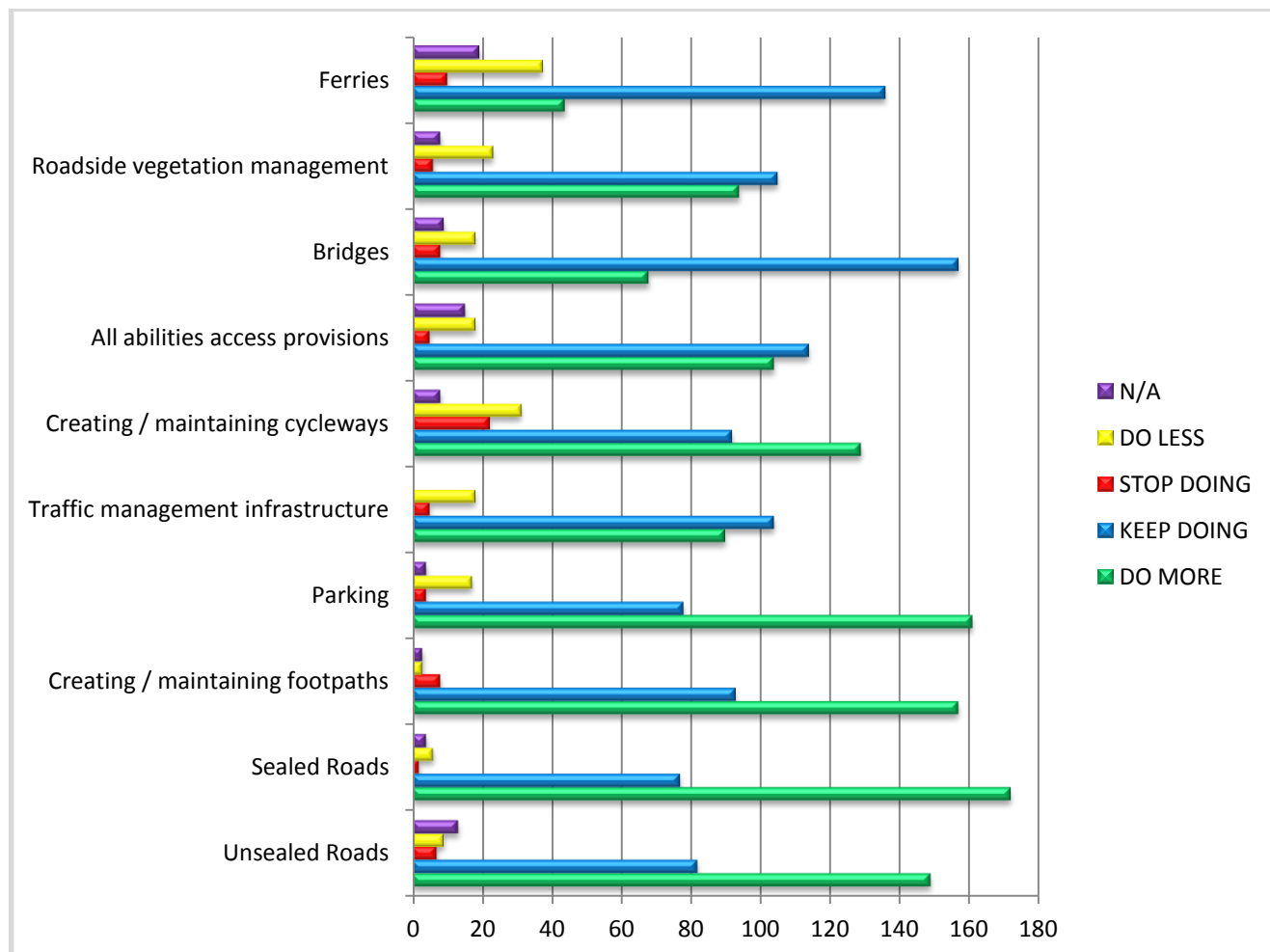


Graph 1 – YVOC Combined Quadrant Results
Supporting Your Home Life as at 6 Dec 2015 (268 completed voting exercises)

- All services are ranked highest in ‘keep doing’ indicating high satisfaction with current delivery
- Stormwater drainage and waste collection have the most significant indicator of ‘do more’

Supporting You Getting Around Voting Activity:

Supporting You Getting Around theme consisted of 10 Council services.

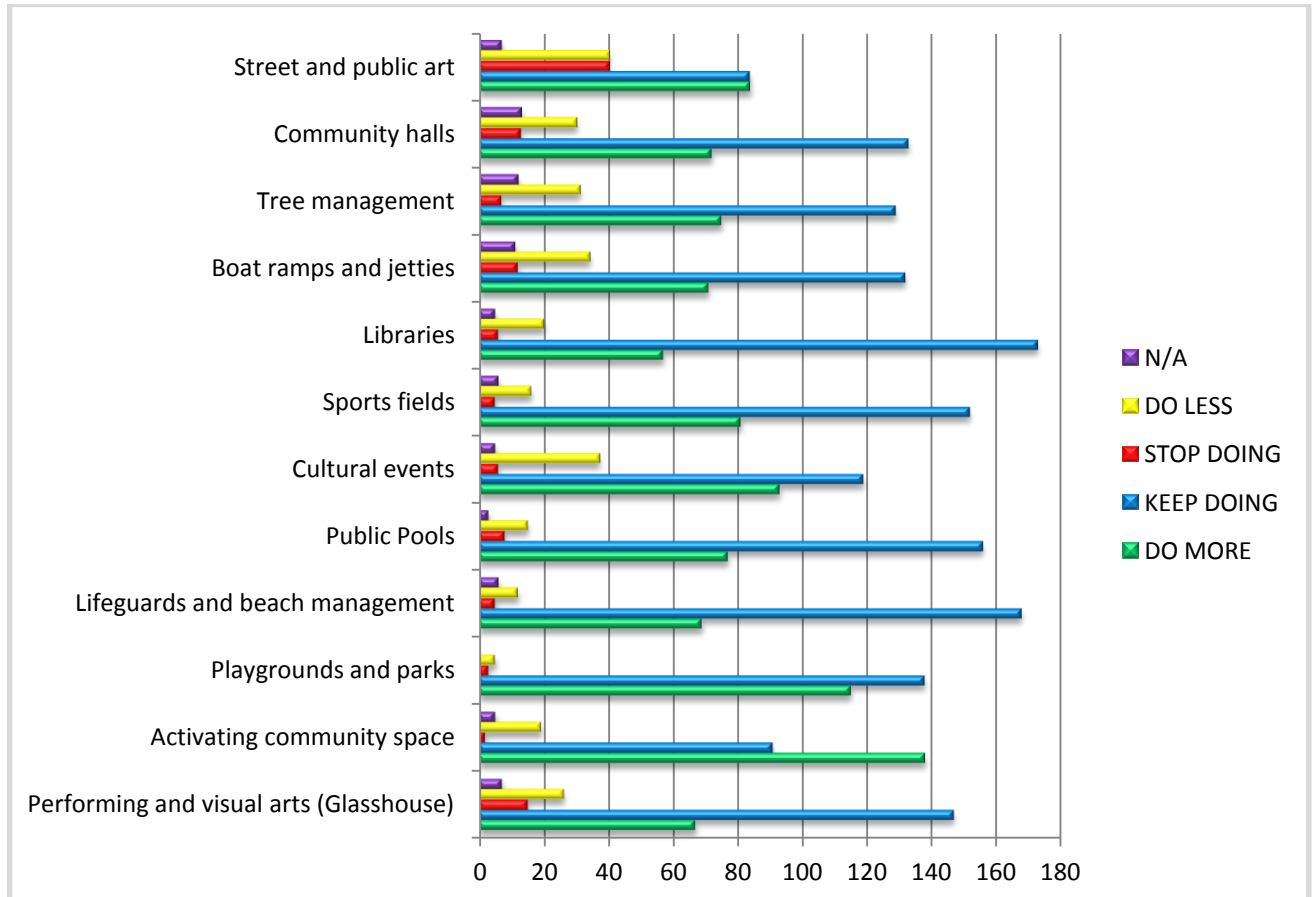


Graph 2 - YVOC Combined Quadrant Results
Supporting You to Get Around - as at 6 Dec 15 (274 completed voting exercises)

- The services in this theme area are evenly split between ‘keep doing’ and ‘do more’ voting
- For those services voted as ‘do more’ the differential is more significant, indicating a stronger dissatisfaction with current service provision

Supporting Community Life Voting Activity:

Supporting Community Life theme consisted of 12 Council services.

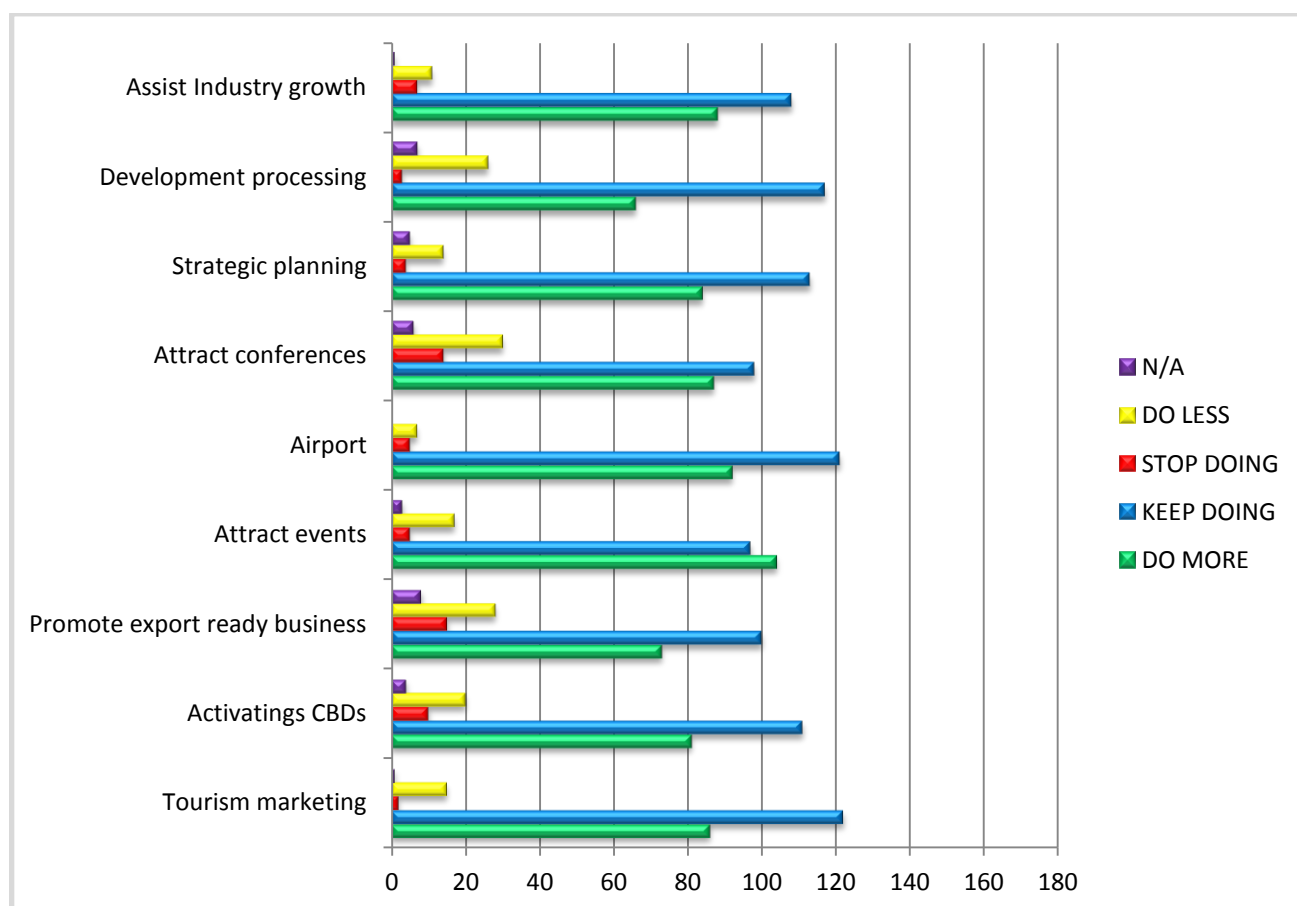


Graph 3 - YVOC Combined Quadrant Results
Supporting Community Life as at 6 Dec 2015 (275 completed voting exercises)

- Activating community space is the only service with a clear indication of ‘do more’
- Strong indicators of service level satisfaction are present in libraries, lifeguards, sports fields and performing and visual arts
- Further investigation of street and public art, which had mixed votes, was undertaken in focus groups

Supporting Business and Industry Voting Activity:

Supporting Business and Industry theme consisted of 10 Council services.



Graph 4 - YVOC Combined Quadrant Results
Supporting Business & Industry as at 6 Dec 2015 (241 completed voting exercises)

- The margins between ‘keep doing’ and ‘do more’ are the smallest in this service theme, indicating opportunity for further investigation
- Attracting events is the only indicator of ‘do more’

Community Workshops

Community workshops were held in the following locations;

- Port Macquarie - 9 September 2015 (12 participants)
- Wauchope - 9 September 2015 (8 participants)
- Port Macquarie - 28 September 2015 (23 participants)

The results from these workshops were collated into the overall voting exercise results included in 4.2 and 4.3 sections of this report.

Civic Leaders Forum

The results from this forum are combined in the overall service voting exercise results in 4.3 of this report. But as a sample representing 46 community groups and associations from across the Hastings there is value in considering these results in isolation.

While many of the results are consistent with overall results there are some variations in voting and indicators of 'stop doing' for some services that aren't as clear in the overall results.

The following table is a snapshot of the services and how the 70 participants would like to see Council deliver this service in the future. The highlighted service indicates the highest cumulative voting margin for that theme.

Supporting your home life

Council service	Rating
Bushfire Management	Do more
Stormwater drainage	Do more
DA Assessments and approvals	Do more
Building Inspections	Keep doing
Waste collection	Keep doing
Water supply	Keep doing
Sewage treatment	Keep doing
Cemeteries	Do less
Companion animal management	Do less

Supporting you getting around

Council service	Rating
Unsealed roads	Do more
Sealed roads	Do more
Creating/maintaining footpaths	Do more
Parking	Do more
Creating/maintaining cycleways	Do more
Roadside vegetation management	Do more
Traffic management infrastructure	Keep doing
All abilities access provisions	Keep doing
Bridges	Keep doing
Ferries	Keep doing

Supporting your community life

Council service	Rating
Activating community space	Do more
Cultural activities	Do more
Community halls	Do more
Performing and visual arts (Glasshouse)	Keep doing
Playgrounds and parks	Keep doing
Lifeguards and beach management	Keep doing
Public pools	Keep doing
Sports fields	Keep doing
Libraries	Keep doing
Tree management	Keep doing
Boat ramps and jetties	Do less
Street and public art	Do less/Stop doing

Supporting business and industry

Council service	Rating
Tourism marketing	Do more
Promote export ready business	Do more
Attract conferences	Do more
Strategic planning	Do more
Development processing	Do more
Assist industry growth	Do more
Activating CBDs	Do more/Keep doing
Attract events	Keep doing
Airport	Keep doing

***PMHCL* Listening and Web Forum**

The quadrant votes that were recorded on this medium have been combined in the overall voting exercise results in section 4.3 of this report.

Market & Event Stalls

The quadrant voting surveys collected at these events have been collated in the overall voting exercise results in section 4.3 of this report.

Focus Groups

FOCUS GROUP - ROADS & TRANSPORT

Roads and Transport theme is broken down into 6 key areas which include;

- Arterial sealed roads - Maintenance & Repairs
- Collector sealed roads - Maintenance & Repairs
- Local sealed roads - Maintenance and Repairs
- Unsealed road maintenance
- Roadside footpaths & cycleways
- Roadside vegetation

Exercise 1:

For each of the six key areas of service participants rated the current level of service and the level of service Council should aspire to.

a. Arterial Sealed Roads - Maintenance & Repairs Arterial Road

Roads designed to convey significant traffic throughout the LGA (example Ocean Drive, Hastings River Drive, Lake Road)

- Arterial roads are main linkages between town centers and areas of high development
- Direct access should be limited to enable clear flow for traffic with access and specific points for major development

What the community said (Current service level)		➔	What the community wants (Aspiration service level)
Minimum Level to	Bronze		Gold
Maintain and repair Result: • Average condition across the overall network with significant renewal / upgrade required. • Will result in a decrease in level of service over time • Has the following mix of road conditions: ○ Condition 1 = 3% ○ Condition 2 = 16% ○ Condition 3 = 59% ○ Condition 4 = 22% ○ Condition 5 = 0%	Maintain and repair. Result: • ‘Good’ condition across the overall network with significant maintenance still required. • Level of service should be maintained. • Has the following mix of road conditions: ○ Condition 1 = 10% ○ Condition 2 = 40% ○ Condition 3 = 35% ○ Condition 4 = 15% ○ Condition 5 = 0%		Maintain and repair. Result: • ‘Excellent’ condition across the overall network with scheduled planned maintenance only required. • Level of service would be maintained. • Has the following mix of road conditions: ○ Condition 1 = 30% ○ Condition 2 = 70% ○ Condition 3 = 0% ○ Condition 4 = 0% ○ Condition 5 = 0%

<p>Cost: \$22,641,137 Additional cost required (over a 5 year period) Plus annual maintenance cost.</p>	<p>Cost: \$52,129,528 Additional cost required (over a 10 year period) Plus annual maintenance cost.</p>	<p>Cost: \$63,132,660 Additional cost required (over a 10 year period) Plus annual maintenance cost.</p>
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b. Collector Sealed Roads - Maintenance & Repairs

A road linking access streets to major roads (example Clarence Street, William Street, Kennedy Drive)

- Possibly providing bus routes and giving restricted access to residential lots

What the community said (Current service level)	What the community wants (Aspiration service level)
Bronze	Gold
<p>Maintain and repair. Result:</p> <ul style="list-style-type: none"> • ‘Good’ condition across the overall network with significant maintenance still required. • Level of service should be maintained. • Has the following mix of road conditions: <ul style="list-style-type: none"> ○ Condition 1 = 17% ○ Condition 2 = 33% ○ Condition 3 = 30% ○ Condition 4 = 20% ○ Condition 5 = 0% 	<p>Maintain and repair. Result:</p> <ul style="list-style-type: none"> • ‘Excellent’ condition across the overall network with scheduled planned maintenance only required. • Level of service would be maintained. • Has the following mix of road conditions: <ul style="list-style-type: none"> ○ Condition 1 = 30% ○ Condition 2 = 70% ○ Condition 3 = 0% ○ Condition 4 = 0% ○ Condition 5 = 0%
<p>Cost: \$32,190,008 Additional cost required (over a 5 year period) Plus annual maintenance cost.</p>	<p>Cost: \$63,132,660 Additional cost required (over a 10 year period) Plus annual maintenance cost.</p>



c. Local Sealed Roads - Maintenance & Repairs

- A minor road which carries a varied level of traffic depending if a through road or cul-desac and provides direct access to lots
- Vehicles, pedestrian and recreation use is shared, with motor traffic access having priority

What the community said (Current service level)
Minimum level
<p>Maintain and repair Result:</p> <ul style="list-style-type: none"> • Average condition across the overall network with significant renewal / upgrade required. • Will result in a decrease in level of service over time • Has the following mix of road conditions: <ul style="list-style-type: none"> ○ Condition 1 = 3% ○ Condition 2 = 18% ○ Condition 3 = 58% ○ Condition 4 = 20% ○ Condition 5 = 1%
<p>Cost: \$1,407,719 Annual maintenance cost only</p>



What the community wants (Aspiration service level)
Silver
<p>Maintain and repair. Result:</p> <ul style="list-style-type: none"> • 'Very good' condition across the overall network with minor reactive maintenance required; and planned maintenance scheduled. • Level of service would be maintained. • Has the following mix of road conditions: <ul style="list-style-type: none"> ○ Condition 1 = 24% ○ Condition 2 = 66% ○ Condition 3 = 10% ○ Condition 4 = 0% ○ Condition 5 = 0%
<p>Cost: \$95,619,032 Additional cost required (over a 10 year period) Plus annual maintenance cost.</p>

d. Unsealed Roads Maintenance

Unsealed road conditions can vary significantly across the network based on the underlying road materials (geology) and the materials from which the road has been constructed and the prevailing weather conditions in that area and the level and type of vegetation bounding the road.

When rating the service level of unsealed road maintenance participants were asked to consider activities such as grading schedules, new gravel application and table drain maintenance.

What the community said (Current service level)	What the community wants (Aspiration service level)
Bronze	Gold
<p>Maintain and repair. Result:</p> <ul style="list-style-type: none"> • ‘Good’ condition <ul style="list-style-type: none"> - with significant maintenance still required • New gravel placed on 30kms of the network • 465kms of unsealed roads graded (795kms of grading per annum) • Grading: <ul style="list-style-type: none"> - 69 Roads graded every 6 months - 110 Roads graded every 12 months <p>Alternate - Retain Minimum level of Grading and Increase New Gravel to 51km per annum.</p>	<p>Maintain and repair. Result:</p> <ul style="list-style-type: none"> • ‘Excellent’ condition <ul style="list-style-type: none"> - with scheduled planned maintenance only required • New gravel placed on 60kms of the network • 465kms of unsealed roads graded (1,113kms of grading per annum) • Grading: <ul style="list-style-type: none"> - 179 Roads graded every 6 months
Cost: \$2,651,786	Cost: \$4,141,071



e. Roadside Footpaths & Cycleways

Roadside footpaths and cycleways include activities such as;

- Implementation of the Pedestrian Access and Mobility Plan (PAMP)
- Building of new pathways
- Connectivity of pathways and cycleways
- Maintenance and repair of roadside footpaths

What the community said (Current service level)	What the community wants (Aspiration service level)
Minimum level	Silver
<p>NEW Footpaths & Cycleways</p> <ul style="list-style-type: none"> • Approx 1km of new paths • Within the next 10 years there will be: <ul style="list-style-type: none"> – Basic connectivity of footpaths and cycleways in high activity locations with safe and convenient crossings of major roads • Gaps between footpaths and cycleways will be common in most locations • Will result in a decrease in level of service over time • 10% of PAMP and Bike Plan implemented <p>Annual Maintenance of Footpaths & Cycleways</p> <ul style="list-style-type: none"> • Maintaining and repairing roadside footpaths within this level of expenditure will result in the asset being in an average condition across the overall network with significant renewal / upgrade required • 100% Reactive • Will result in a decrease in level of service over time 	<p>NEW Footpaths & Cycleways</p> <ul style="list-style-type: none"> • Approx 7km of new paths • Within the next 10 years there will be: <ul style="list-style-type: none"> – Good connectivity of footpaths and cycleways in high activity locations with safe and convenient crossings of major roads • Gaps between footpaths and cycleways will be apparent in some locations • Will result in a stable level of service over time • 70% of PAMP and Bike Plan implemented <p>Annual Maintenance of Footpaths & Cycleways</p> <ul style="list-style-type: none"> • Maintaining and repairing roadside footpaths within this level of expenditure will result in the asset being in a very good condition across the overall network with minor reactive maintenance required; and planned maintenance scheduled • 50% Reactive 50% Proactive • Level of service would be maintained
<p>Cost: To Build NEW Footpaths & Cycleways \$425,000</p>	<p>Cost: To Build NEW Footpaths & Cycleways \$2,975,000</p>
<p>Cost: Maintenance on footpaths & cycleways \$270,000</p>	<p>Cost: Maintenance on footpaths & cycleways \$1,500,000</p>



f. Roadside Vegetation

Roadside vegetation service activities include;

- Slashing of verges
- Outreach mowing of rural sealed roadside verges
- Maintenance of roadside vegetation
- Proactive and reactive maintenance

What the community said (Current service level)	What the community wants (Aspiration service level)
Bronze	Silver
<p>All sealed rural roadside verges are slashed annually</p> <ul style="list-style-type: none"> • Outreach mowing of rural sealed roadside verges occurs every 3 years (<i>note: regrowth cycle is every 2 years</i>). • Maintain roadside vegetation to ensure motorist / pedestrian visibility, adequate drainage and reduce risk of tree/branches falling on people or assets • 50% proactive maintenance and 50% reactive maintenance. 	<ul style="list-style-type: none"> • All sealed rural roadside verges are slashed annually with some high profile roads undertaken 6 monthly • Outreach mowing of rural sealed roadside verges occurs every 2 years (<i>note: regrowth cycle is every 2 years</i>). • Maintain roadside vegetation to ensure motorist / pedestrian visibility, adequate drainage and reduce risk of tree/branches falling on people or assets • 75% proactive maintenance and 25% reactive maintenance
Cost: \$1,340,000	Cost: \$2,030,000

Exercise 2:

Participants ranked the six roads and transport services in the order they would like Council to prioritise these activities.

Priority Ranking	Service
1	Arterial Sealed Roads - Maintenance & Repairs
2	Collector Sealed Roads - Maintenance & Repairs
3	Unsealed Road Maintenance
4	Roadside Footpaths & Cycleways
5	Local Sealed Roads - Maintenance & Repairs
6	Roadside Vegetation

Exercise 3:

Participants were asked to provide alternative options for delivering these services. These ideas are summarised below;

- Requests for community to maintain vegetation growth particularly in rural areas under direction of Council
- Further explore footpaths and cycleway delivery by community groups and contractors, similar to Beach to Beach program. Construction may be more affordable and possible for community groups, if off road and constructed from gravel.
- Commentary seeking greater Federal and State funding for arterial road delivery
- Developer funds should be more specifically directed into local road maintenance
- Increase public transport to prolong life of commuter roads therefore changing service delivery needs

FOCUS GROUP - PLACE MAKING

The Place Making focus group explored four key services which included;

- a. Place Facilitation
- b. Street Art
- c. Public Art
- d. Community Events

Exercise 1:

For each of the four key areas of service participants rated the current level of service and the level of service Council should aspire to.

a. Place Facilitation

Working with the community to ensure an engaged, empowered and inclusive community that is supported in contributing to create a vibrant place through programs, activities and projects:

- Place Making Programs
- Committees (ie YAC, Access, A&TSI, Seniors and Crime Prevention)
- Community Halls
- Community Safety
- Community Development and advocacy (Youth, Seniors, ASTI, Disability, Heritage, Arts and Culture, Rural and remote communities)

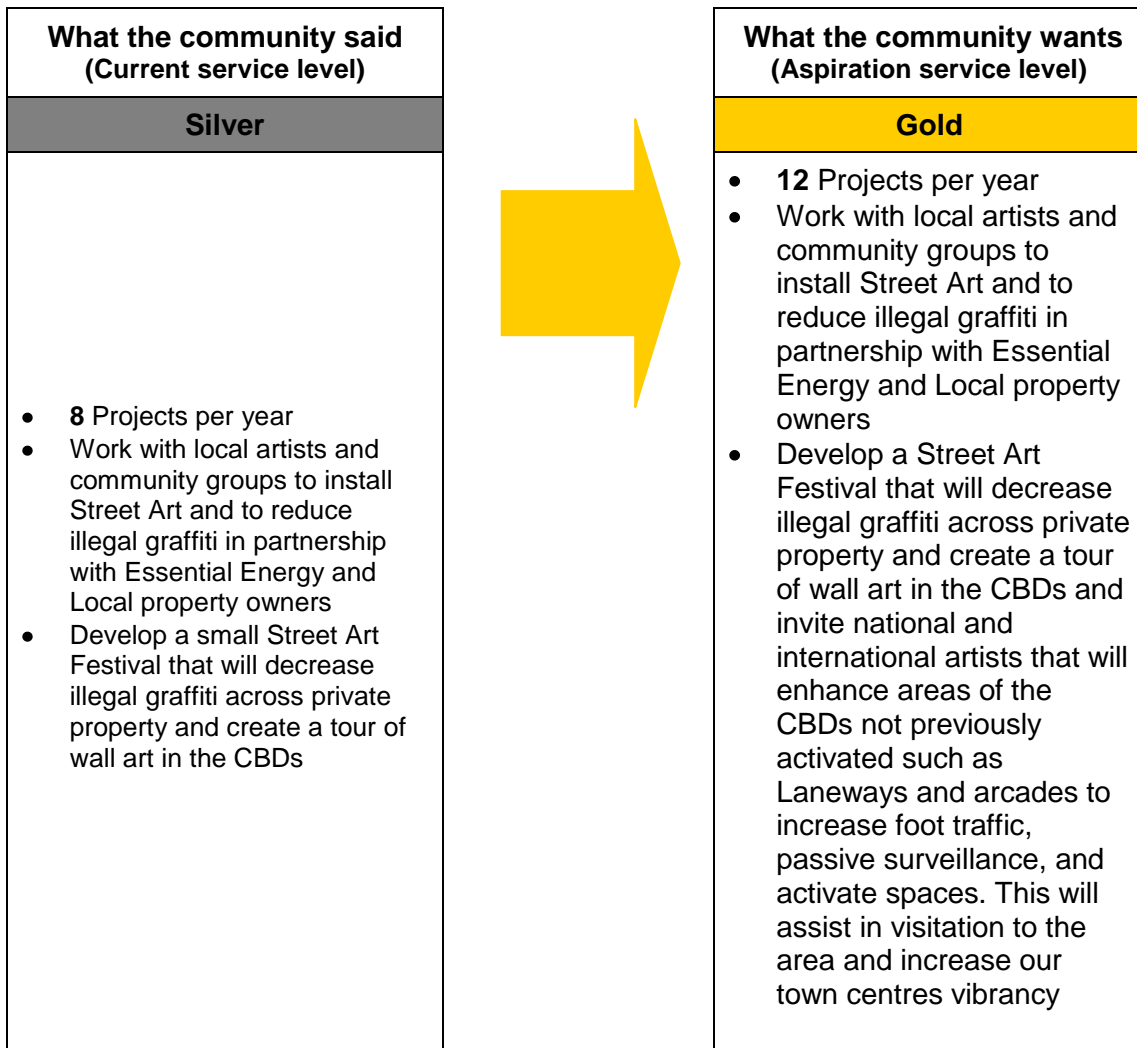
What the community said (Current service level)	What the community wants (Aspiration service level)
Bronze	Gold
<ul style="list-style-type: none"> • 1200 community conversations about community's expectations for future service delivery • 10,000 people to attend programmed place making activities per year that improve cultural, economic and social outcomes for our community. which include <ul style="list-style-type: none"> ○ 20 co-created projects ○ 1 cultural development activity 	<ul style="list-style-type: none"> • 2,500 community conversations over 3 years from an adopted and implemented Strategy Action Plan about community's expectations for future service delivery • 20,000 people to attend programmed place making activities per year that improve cultural, economic and social outcomes for our community. which include <ul style="list-style-type: none"> ○ 60 co-created projects ○ 3 school holiday programs ○ 3 cultural development activities • Implement crime prevention and reactive strategies (e.g. Graffiti Buster and Alcohol / Liquor Licences)
Net Cost: \$558,000	Net Cost: \$959,000



b. Street Art

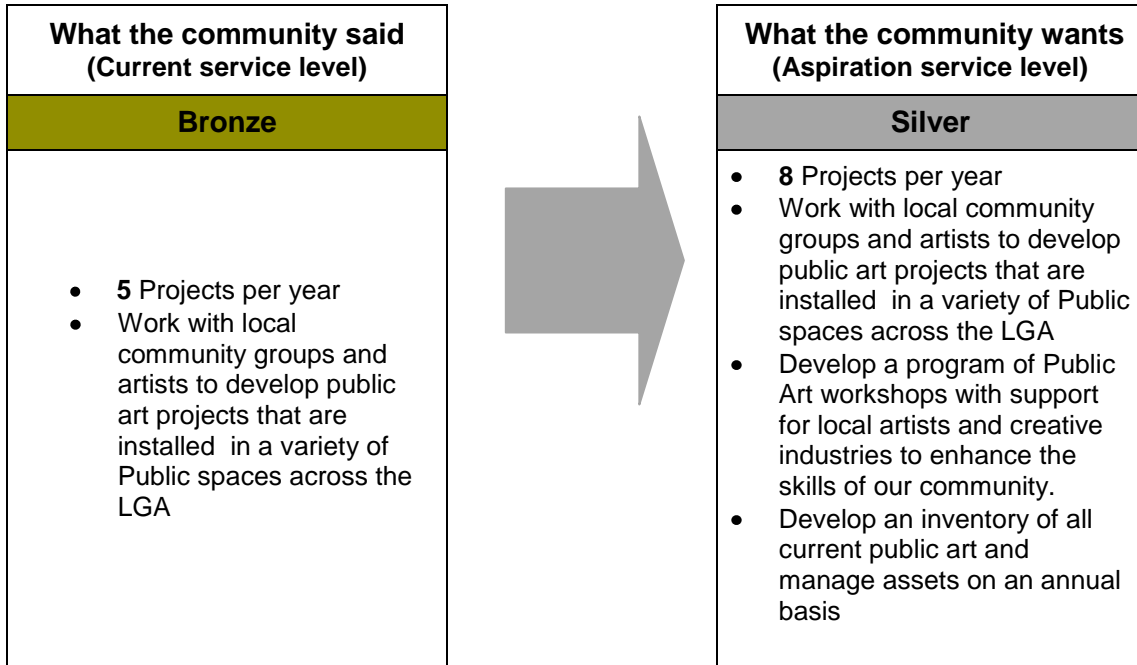
Street art is any art developed in public spaces. The term can include:

- traditional graffiti artwork
- street poster art
- video projection



c. Public Art

- Public art is defined as art specifically created to be experienced in the public realm outside the gallery and museum context.
- Like art that can be found in galleries and museums, public art offers a response to significant physical, cultural, social, and environmental issues



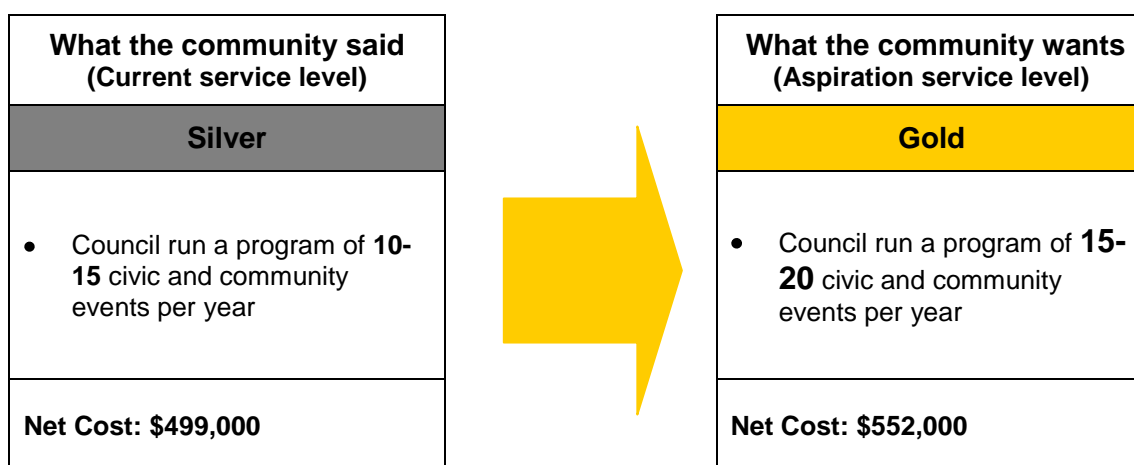
d. Community & Civic Events

Community Events

- Handa Sister City (1 tour)
- Mayor’s Sporting Fund (3 events)
- Countdown to Christmas (1 event)
- Moonlight movies (9 events)
- Social advocacy events (e.g. Heritage, Youth, Carers and Senior’s weeks)

Civic Events

- Australia Day (1 event)
- Australia Day Awards (1 event)



Exercise 2:

Participants ranked the four Place Making services in the order they would like Council to prioritise these activities.

Priority Ranking	Service
1	Place Facilitation
2	Community Events
3	Public Art
4	Street Art

Exercise 3:

Participants were asked to provide alternative options for delivering these services. These ideas are summarised below;

- Theme that community partnerships and involvement of community groups is essential in delivery of all components of the service. Specific commentary that Council’s role in providing infrastructure then allows community groups to develop pride and ownership in public spaces

- Recognition of Council's current grant program in spreading money around and empowering community groups regarding place facilitation and creating a sense of ownership
- Theme to investigate opportunity to partner with health organisations to recognise the public health impact of successful place facilitation
- Requests to consider private sponsorship component of street and public art, allowing for onsite promotion of sponsors

FOCUS GROUP - PARKS, PLAYGROUNDS & RESERVES

Parks, playgrounds and reserves across the Local Government Area were classified into three categories being;

- a. Regional
- b. District
- c. Local

For each of the three categories participants rated the current level of service and the level of service Council should aspire to.

a. Regional Parks (x7)

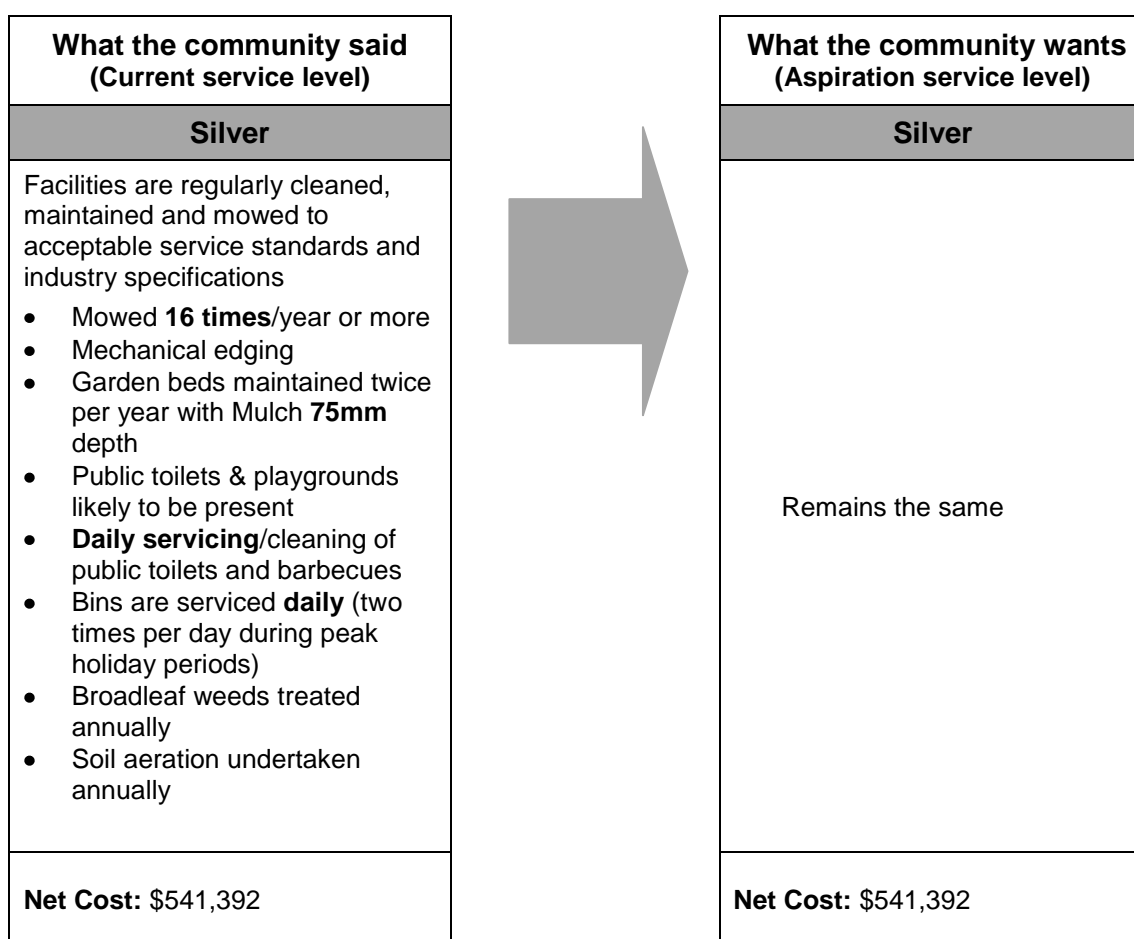
- Offer a wide variety of opportunities to a broad cross-section of the LGA population and visitors
- Offering unique experiences, these parks are generally large in size, highly embellished for informal recreation, well known amongst residents and are major destinations/drawcards
- Often used to host large community events such as carols in the park, Australia Day celebrations and other festivals
- Regional facilities are visually appealing and well equipped with a variety of infrastructure such as car parking, children's playground equipment, BBQ and picnic facilities, park lighting, public art and public amenities
- Local Examples: Town Beach Park, Town Green, Rainbow Beach, Westport Reserve, Bain Park, Flynn's Beach Reserve and Lighthouse Beach Reserve

What the community said (Current service level)	What the community wants (Aspiration service level)
Silver	Silver
<p>Facilities are regularly cleaned, maintained and mowed to acceptable service standards and industry specifications</p> <ul style="list-style-type: none"> • Mowed 16 times/year or more • Mechanical edging • Garden beds maintained twice per year with Mulch 75mm depth • Public toilets & playgrounds likely to be present • Daily servicing/cleaning of public toilets and barbecues • Bins are serviced daily (two times per day during peak holiday periods) • Broadleaf weeds treated annually • Soil aeration undertaken annually 	<p>Remains the same</p>
Net Cost: \$262,386	Net Cost: \$262,386



b. District Parks (x21)

- Larger sized parks (generally minimum of 2ha but could be in excess of 10ha) service several suburbs or whole communities depending on the surrounding population density by providing a range of facilities and activity spaces for recreation
- Often well-known destinations for those people living within their catchment and beyond
- These parks have facilities to cater for large groups and are appealing to a wide range of users. Includes moderate level of recreational infrastructure such as car parking, children’s playground equipment, public amenities, seating and landscaping
- Local Examples: Oxley Beach Reserve, McInherney Park, North Haven Beach Reserve, Pilot Beach Reserve, Rocks Ferry Reserve.



c. Local Parks (x124)

- Are intended to be small parks that offer residents a supplementary open space to complement their backyards
- They are likely to attract users from a small catchment area and generally cater for short visits by very small groups
- They generally offer minimal infrastructure for recreational use. Includes a basic level of recreational infrastructure such as, children’s playground equipment, seating and landscaping

Local Examples: Calwalla Reserve, Henry Kendall Park, Innes Lake Park, Herons Creek Reserve.

What the community said (Current service level)	What the community wants (Aspiration service level)
Silver	Silver
Facilities are regularly cleaned, maintained and mowed to acceptable service standards and industry specifications <ul style="list-style-type: none"> • Mowed 16 times/year or more • Mechanical edging • Garden beds maintained twice per year with Mulch 75mm depth • Public toilets & playgrounds likely to be available • Daily servicing/cleaning of public toilets and barbecues • Bins are serviced daily (two times per day during peak holiday periods) • Broadleaf weeds treated annually • Soil aeration undertaken annually 	Remains the same
Net Cost: \$1,354,618	Net Cost: \$1,354,618

Exercise 2:

Participants ranked the three categories in parks, playgrounds and reserves in the order they would like Council to prioritise these activities.

Priority Ranking	Service
1	District Parks & Local Parks
2	Regional Parks

Exercise 3:

Participants were asked to provide alternative options for delivering these services. These ideas are summarised below;

- Strong support for increased community involvement in delivering the maintenance of local and district parks, either through a grants model to community groups to implement of master plans, or groups specifically adopting a park space.
- Seek business or tourism grant funding to support maintenance to regional parks who then benefit from events tourism

FOCUS GROUP - ECONOMIC DEVELOPMENT

The focus group discussed three key services within Economic Development that included;

- a. Events
- b. Destination Management/Marketing
- c. Encouraging industry and business growth

Exercise 1:

For each of the three key areas of service participants rated the current level of service and the level of service Council should aspire to.

a. Events

Definition: Any organised activity where an open area, venue, road or temporary structure is to be used by substantially more people than are normally found in that location and which originate from outside of the Local Government Area, resulting in a significantly increased level of economic activity and social benefits for the community.

What the community said (Current service level)	What the community wants (Aspiration service level)
Silver	Gold
<p>Provide financial and operational support for:</p> <ul style="list-style-type: none"> • 4 major events • some minor events • approx. \$26M p/a economic benefit to the region. • Development and provision of Events Prospectus and proactive marketing to encourage external investment • Development of an event toolkit to provide advice for start-up events. • Provision of in-kind marketing support for events 	<p>Provide financial and operational support for:</p> <ul style="list-style-type: none"> • 7-8 major events • some minor events • approx \$40 - 45M p/a economic benefit to the region • Development and provision of Events Prospectus and proactive marketing to encourage external investment • Development of an event toolkit to provide advice for start-up events. • Provision of in-kind marketing support for events • Development of a 'whole of Council' investment and infrastructure development strategy for major events. • Provision and management of: <ul style="list-style-type: none"> ○ a dedicated events website ○ a dedicated event destination marketing ○ hands-on event operational support
Net Cost: \$747,000	Net Cost: \$1,317,000



b. Destination Management/Marketing

Definition: Council working with industry and community leaders and other levels of government, to manage and promote our place to visitors/potential visitors

Note: Visitor Information Centre is considered under separate service category

What the community said (Current service level)	What the community wants (Aspiration service level)
Silver	Gold
<ul style="list-style-type: none"> • Develop and manage a Destination Management Plan (joint responsibility with other stakeholders) • Develop and manage the Destination website, social media, PR • Provide domestic destination marketing (some industry buy-in). • Deliver international and drive tourism promotions • Undertake stakeholder engagement and partnership management • Deliver dedicated Destination and major event promotions 	<ul style="list-style-type: none"> • Develop and manage a Destination Management Plan (sole responsibility) • Develop and manage the Destination website (including individual operator listings) • Provide domestic and international destination marketing (solely Council funded) • Provide dedicated Business Tourism marketing • Undertake stakeholder engagement, partnership management and industry development activities • Deliver dedicated Destination and major event promotions • Support the development of new tourism product and industry development/training <p>Provide free infrastructure for visitors (eg free public wi-fi in CBD)</p>
Net Cost: \$325,000	Net Cost: \$823,000



c. Encouraging Business & Industry Growth

Definition: Council working with business and industry to advocate, support and plan for a positive business environment.

What the community said (Current service level)	What the community wants (Aspiration service level)
Silver	Gold
<ul style="list-style-type: none"> • Development and implementation of an Economic Development Strategy (collaborative/partnered approach with other stakeholders) • Council provision of: <ul style="list-style-type: none"> ○ an advocacy service for local and regional growth ○ data collection and analysis on business and industry ○ business growth and new investment promotion and facilitation ○ a business friendly culture / solutions focus within council <p>referrals service to business and industry</p>	<ul style="list-style-type: none"> • Development and management of an Economic Development Strategy (sole responsibility) • Provide dedicated Council resources to support business and industry such as: <ul style="list-style-type: none"> ○ Training and development programs ○ Support to start-ups/entrepreneurs ○ Attraction of workers where there are identified skills shortages ○ Business case mangers ○ Business call line • Council provision of: <ul style="list-style-type: none"> - an advocacy service for local and regional growth - data collection, analysis, in-depth economic development planning & modelling on business & industry - business growth and new investment facilitation - a business friendly focus within council - referrals and advice service to business and industry - increased facilitation in developing cluster industries • Development of a 'whole of Council' investment and infrastructure development strategy to support business investment and growth
Net Cost: \$295,000	Net Cost: \$695,000



Exercise 2:

Participants ranked the three Economic Development services in the order they would like Council to prioritise these activities.

Priority Ranking	Service
1	Encouraging Business & Industry Growth
2	Destination Management/Marketing
3	Events

Exercise 3:

Participants were asked to provide alternative options for delivering these services. These ideas are summarised below;

- Strong indicators that these services can't be the sole responsibility of Council for maximum success in delivery
- Work in partnership with education and training providers, business networks and state and commonwealth departments to fund encouragement of business and industry
- Seek private investment in events
- Investigate regional shared services as an alternative for greater delivery impact

Sports Leaders Forum

Sport and recreation facilities are classified into three levels; Regional, District and Local. The Sports Leaders Forum invited participants to consider 10 common maintenance activities including; moving, edging, park furniture, rubbish removal, garden beds, grounds maintenance, sports amenity maintenance, floodlighting, irrigation/drainage and amenities.

Exercise 1:

Participants referenced the 10 maintenance services and rated facilities on a scale of 1-5 (high-poor) according to current and aspirational service levels.

44 surveys were collated to the table below.

Sports Fields Category	Current level rating	Aspiration	
Regional	Above Average	High	↑
District	Average	Above Average	↑
Local	Average	Above Average	↑

Exercise 2:

Participants were asked to nominate their top three priorities in relation to maintenance activities conducted at these facilities.

The following were the top six priorities indicated.

Priority Ranking	Service
1	Amenities
2	Grounds Maintenance
3	Drainage/Irrigation
4	Mowing
5	Rubbish Removal
6	Lighting & Amenities Maintenance

Exercise 3:

Participants were asked to provide alternative options for delivering these services. These ideas are summarised below;

- Create community committees for locals/clubs to maintain facilities (similar to Community Garden model)
- Open up advertising or sponsorship of fields to raise money for maintenance
- Leverage floodlighting either by charging more for use of floodlights or alternatively reduce cost of floodlights in return for club taking responsibility of another aspect of maintenance.
- Provide grants to clubs in exchange for maintenance
- Promote what council do in order to help people understand the service and the complexity

OVERALL RESULTS ANALYSIS

- This project discussed service levels in more depth than PMHC had previously managed but in an overall context the results are similar to prior engagement such as the community satisfaction survey's 2012 / 2015 and Hastings Horizon's program of 2012.
- When asked to consider Council's services, outside of the context of what the community pay for those services, the overall result is that there is very little the community want less of and a significant expectation of greater service delivery across multiple areas.
- Services where delivery can be consolidated against existing levels are those in the Supporting your Home Life theme, where the clear expectation is to "keep doing".
- The quadrant voting in 'Getting Around' and the service level ranking in focus groups indicates a significant gap in the Roads and Transport services - not unexpected in context of previous engagement. The challenge ahead will be to further clarify the gap between PMHC current service delivery and community expectations and then to further discuss with the community the financial implications of closing that gap.
- There was significant rural representation in the participation in the community workshops and online which increased the commentary focus on rural road issues and a potential discrepancy with experiencing services that support home life such as waste and water management.
- The complexity of the commentary against services under Home Life indicates that further investigation is required in order to consider communication and education opportunities that might increase community awareness of the services available and Council's decision making processes in this area.
- The Parks, Playgrounds and Recreation data indicates that the current service level delivery is largely meeting community expectations. Reinforcing this delivery with positive communication will stabilise this community perception.

Options and Recommendations

- Further recommendations from the Working Party as to the process for communicating results internally and external should be made to PMHC Executive.
- The next stage of this engagement is to introduce into the community conversation the financial reality of bridging the service level gaps. Detailed exploration and perhaps costing of viable suggestions for alternative service delivery that were made by the community will add integrity to this work.
- There is value in referencing the internal assessment of current service delivery standards against the community aspirational expectation to clarify the real gap in delivery.
- The community should be given the opportunity to reassess their service delivery rankings in context of how much that change will cost and what the expectation will be for the community to fund that gap, as opposed to relying on grants or other levels of Government.
- Results of the financial conversation may be valuable for seeking review and funding support from other levels of government.
- In order to continue the community education process that was commenced with Your Voice Our Community it will be important to retain consistent language in external communication, particularly in the areas of service descriptions, the services themes and levels of service. There may be scope to apply the themes and service descriptions into the IPR framework.
- There is an opportunity to improve community understanding and support through communicating the gains made in closing the gap in service levels. For example if there is a component of the roads and transport service being delivered at a Silver or Gold level, that consistent language should be used in positive communication.

Appendix:

6. Community Forum Pre-Reading

Community Forum

14 July 2016



Pre- reading Information

Council has a program of engagement, which over the last six months has looked at the services Council delivers to the community. Council has collected information that describes:

- The services we deliver;
- The level we deliver them at;
- How much they cost to deliver; and
- What a change in the way we deliver the service would look like.

What we need to understand now, is how the community feel we *should* be delivering these five priority services:

- Roads, Bridges & Transport;
- Stormwater;
- Sports & Recreation;
- Place Making; and
- Economic Development.

This pre-reading information provides a description of the services we will be discussing at the Community Forum. Our aim is to understand the level of service the community currently think these services are delivered at and whether there should be any change to service levels over the next four years.

Please take the time to read the below information prior to attending the Community Forum, to support your understanding of the services we will discuss. There will be additional information provided at the forum to build upon these service descriptions. Any questions and feedback about the information will be taken at the forum.

Supporting
you in getting
around

Roads, Bridges & Transport

Council provides a transport network which includes the formal road structures and anything relevant to the road boundary including the design, construction, maintenance and management of roads, footpaths, cycleways, kerb and gutter, road related drainage, bridges and culverts, roadside vegetation, street lighting, open spaces within road reserves as well as medians and traffic islands. Roads, Bridges and Transport is made up of 10 Service Categories as described below.



Sealed Arterial Roads

Main function is the conveyance of significant traffic throughout the LGA. Arterial roads are main linkages between town centres and areas of high development. Direct access should be limited to enable clear flow for traffic with access and specific points for major development. For example, Ocean Drive, Hastings River Drive, Lake Road.

Sealed Collector Roads

A road linking access streets to major roads, possibly providing bus routes and giving restricted access to lots. For example, Granite St, Crestwood Dr, Beechwood Rd, Camden Head Rd.

Community Forum

14 July 2016



Sealed Local Roads

A minor road, which carries a lower volume of traffic and provides direct access to properties. Vehicle, pedestrian and recreation use is shared, with traffic access having priority. For example, the Bulkhead, Savoy Street and King Street.

Unsealed Roads Maintenance

Approximately 35% Council's road network is made up of unsealed roads. These roads are mainly found in the less densely populated rural areas outside of the urban townships, though some unsealed roads still remain within the urban areas. Unsealed roads are key for the movement of agricultural products.

Bridges & Culverts

Council owns 137 bridges, being 128 road bridges (80 timber, 48 concrete) and 9 pedestrian (timber, steel and concrete). Council also has thousands of culverts to maintain. Bridges cannot be left to deteriorate like roads, and must be maintained to prevent loss of load capacity, resulting in load limiting or closure due to the safety risk to the travelling community. Due to the impacts of a catastrophic failure in terms of potential loss of life, economic impact and legal issues, Council would not leave a bridge to collapse, however the cost to ensure this does not occur can be considerable.

Roadside Footpaths & Cycleways

Council maintains and constructs a network of footpaths, cycleways and shared paths. Council has the responsibility to maintain facilities within the road reserve and this includes the footpaths, cycleways and shared paths as well as facilities such as pedestrian crossings and refuges. In addition Council also constructs new paths and facilities across the LGA and the locations generally follow Council's Pedestrian Access Mobility Plan (PAMP) and Bike Plan, which are strategic documents to guide the implementation of new facilities.

Roadside Vegetation

Roadside vegetation management is the work undertaken to control vegetation encroachment on roads to protect the road, keep drains clear, provide clear zones for errant vehicles and provide better sight lines. Council is also required to control noxious weeds and sprays for these and to reduce grow back.

Street Cleaning

Council provides a regular street sweeping service to specific roads (high profile litter areas) in the main urban areas of Port Macquarie, Camden Haven and Wauchope. Ad-hoc sweeping is also undertaken where issues are identified by the public/staff. A small sweeper is also used for the Port Macquarie CBD which is funded mostly through the business levy applied to the town centre businesses.

Ferry Services

Council provides a vehicular ferry service utilising two ferries at separate crossing points over the Hastings River for both pedestrians and vehicles to access the North Shore.

Boat Ramps, Wharves, Jetties & Pontoons

The Port Macquarie-Hastings area is fortunate to have a significant coastline and two estuary systems. In order for both locals and visitors of the Port Macquarie-Hastings area to access these waterways Council provides various Boat Ramps, Wharves, Jetties and Pontoons.

Supporting
your
home life

Stormwater & Drainage

Council operates and maintains the stormwater drainage network to ensure efficient and safe collection of stormwater flows that reduce flooding, improve water quality and reduce potential for damage to infrastructure. Stormwater & Drainage is made up of three Service Categories as described below.



Open Drains (including Water Sensitive Urban Designs (WSUD))

Open drains are surface channels that are not covered in any way and generally run through reserves and natural areas. They also run beside roads and can include creeks that receive stormwater - such as Wrights Creek. Open Drains include water detention devices designed to reduce the chance of flooding to neighbouring properties and they often include Water Sensitive Urban Design (WSUD) systems. WSUD facilities are devices constructed to clean stormwater before it enters creeks and other waterways, this is of particular concern as many of our stormwater drains outlet into creeks that flow to wetlands, including State Environment Planning Policy 14 - Coastal Wetlands (SEPP14), and other highly sensitive areas - therefore as much pollutant needs to be removed as possible.

Stormwater Pipes & Pits

Stormwater Pipes and Pits form a connected network designed to collect and convey stormwater (usually at a 5 or 10 year annual event level) away from roads and developed areas to designated outlets (usually creeks & rivers). The pipe & pit network runs in the road reserve (under roads), within private property easements and sometimes under private buildings. The current network is not designed to cater for the level of development in PMHC area. Council currently has very limited condition data.

Stormwater Quality

Stormwater quality relates to the amount of contaminants found with rain water collected in our drainage system. They include sediments, rubbish and other pollutants such as fertilisers and weed killers. Stormwater quality is of particular concern for PMHC as many of our stormwater systems outlet into sensitive receiving waters, such as lakes and wetlands. Stormwater quality is governed by the Protection of the Environment Operations Act 1997 and Council could be fined for not controlling pollutants coming from devices that are designed to control the output of contaminants into water bodies.

Gross Pollutant Traps (GPTs) collect large amounts of material and they require specific cleanout procedures. They don't actually function when they become full.

Supporting
your
community
life

Sports & Recreation

Council provides a service that facilitates the community to enjoy recreational, sporting and leisure pursuits within the Local Government Area. This is achieved through the delivery of open space and recreational settings that meet the needs of our changing population, ensuring equitable access for our community. Sports & Recreation is made up of seven Service Categories as described below.



Aquatic Services

Council currently provides four aquatic facilities available for public use at Port Macquarie, Wauchope, Laurieton and Kendall. Most pools cater for a range of programs including swimming lessons, swim clubs, training, exercise/fitness classes and recreational swimming.

Regional Parks

Council maintains approximately seven Regional Parks which offer a wide variety of opportunities to a broad cross-section of the LGA population and visitors. Offering unique experiences, these parks are generally large in size, highly embellished for informal recreation, well known amongst residents and are major destinations/drawcards. Local Examples: Town Beach Park, Town Green, Rainbow Beach, Westport Reserve, Bain Park, Flynn's Beach Reserve and Lighthouse Beach Reserve.

District Parks

Council maintains 21 District parks (generally minimum of 2ha but could be in excess of 10ha) which service several suburbs or whole communities depending on the surrounding population density by providing a range of facilities and activity spaces for recreation. Often well-known destinations for those people living within their catchment and beyond, these parks have facilities to cater for large groups and are appealing to a wide range of users. They include moderate level of recreational infrastructure such as car parking, children's playground equipment, public amenities, seating and landscaping. Local Examples: Rotary Park, McInherney Park, North Haven Beach Reserve, Pilot Beach Reserve, Rocks Ferry Reserve.

Local Parks

Council maintains 124 Local recreation parks which are intended to be small parks that offer residents a supplementary open space to complement their backyards. They are likely to attract users from a small catchment area and generally cater for short visits by small groups. They generally offer minimal infrastructure for recreational use and include a basic level of recreational infrastructure such as, children's playground equipment, seating and landscaping. Local Examples: Calwalla Reserve, Lake Cathie Community Hall Reserve, Henry Kendall Park, Innes Lake Park, Herons Creek Reserve and Cameron Street Reserve.

Community Forum

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Regional Sports Facilities

Regional Sports Facilities could comfortably host regional (potentially State) competitions. Factors such as the quality of the playing surface, amenities and canteen availability, lighting standards and spectator facilities have been considered. Local Examples: Port Macquarie Regional Sports Stadium, Wayne Richards Park and Port Macquarie Indoor Stadium.



District Sports Facilities

District sporting parks are suitable for township fixtures. The facilities would be of a good standard but may not have the required playing surface or ancillary infrastructure of a Regional-level facility or meet the requirements to host State level events. Local Examples: Stuart Park, Tuffins Lane, Andrews Park, Blackbutt Park, Lank Bain Park, Vince Inmon Sporting Field, Findlay Park and Wauchope Indoor Stadium.

Local Sports Facilities

Local sporting parks often consist of one or two fields, basic lighting and minimal amenities. The fields are more frequently used for training than competition purposes. Local Examples: Macquarie Park, Dixie Park, Lake Cathie Sporting Fields, Fairmont Gardens Sports Fields, Landrigan Park, Sancrox Reserve, Charlie Watt Oval, Kendall Sports Field and Oxley Oval.

Supporting
your
community
life

Place Making

Place making is how Council describes the way it works with the community through the delivery of community events, community engagement, community arts and culture and community development.

Over the past 12 months Council has delivered a number of significant events that support our community life and assist in shaping our place, these include:

- Tastings on Hastings - celebrating community, culture and our local produce;
- Creative Aging Festival - engaging and supporting seniors in our region;
- Youth Week - Waves and Melodies - engaging and supporting our youth;
- Portraits of Memory - commemorating our history and the contribution of our locals to WW1;
- Art Walk - partnering with business and the community to highlight our local creative and cultural talents to the community; and
- NAIDOC week - celebrating the first people of our country, through activities events and exhibitions.



The objectives of Place Making are to:

- Create a place where people flourish.

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- Empower communities and strong partnerships.
- Create great places for people and business.
- Develop well planned, connected and unique districts (towns and villages) that have distinct character and styles determined and driven by the community.
- Develop Place Making Programs to encourage community participation, for example the Beach to Beach & Schools to School pathway projects and Tastings on Hastings Fire Water Harvest event.
- Support avenues for community members to better utilise Community Halls.
- Support communities and create places and programs that encourage participation particularly for disadvantaged areas of Youth, Seniors, Disability and Aboriginal and Torres Strait Islanders. This also involves advice on access for businesses and development.
- Provide Community Development and advocacy in a variety of areas through committees, events and attracting community grants.
- Assist in meaningful engagement opportunities in relation to Council's major projects, for example Stingray Creek Bridge, Hastings River Drive and Port Macquarie Foreshore Walkway.
- Undertake Community Engagement activities for other Council units.
- Create vibrant and active spaces through arts, culture and heritage such as street art, sculpture, Heritage Week and pop up activities.
- Ensure we have safe communities by way of conducting social assessments for Liquor Licenses & Alcohol Free Zones, and be responsible for the Crime Prevention Strategy.



Place Making is made up of four Service Categories as described below.

Place Facilitation

Working with the community to ensure an engaged, empowered and inclusive community that is supported in contributing to creating a vibrant place through strategies, programs, advocacy, activities and projects:

- Place Making Programs (Art Walk, Laurieton Main Street, Wauchope Champions - Planter boxes);
- Committees (Youth Advisory Council, Access, Heritage, Arts and Culture Priority Advisory Group, Handa Sister City, Australia Day);
- Community Development and advocacy (Youth, Seniors, ASTI, Disability, Heritage, Arts and Culture, Rural and remote communities);
- Community Arts, Culture and Heritage activities, programs and development
- Community Halls; and
- Community Safety.

Community Grants

Council is passionate about building community partnerships with not for profit organisations that play an important role in bringing to life local projects that have a broad local community benefit. Council provides annual community grant funding and support for community groups who apply for and can demonstrate the need for financial assistance. Funding is available for a variety of reasons as long as it adds value to the Port Macquarie Hastings Community.

Community Events

Council manages, promotes and supports community events that build capacity and connect the community.

Community Forum

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Community Events include:

- Handa Sister City (1 tour);
- Mayor's Sporting Fund (3 events);
- Countdown to Christmas (1 event);
- Moonlight movies (9 events);
- Social advocacy events (e.g. Heritage, Youth, Carers and Senior's weeks);
- Tastings on Hastings; and
- Place Making Events - Street Food Festivals, Art Walk, Portraits of Memory.

Civic Events include:

- Australia Day (1 event); and
- Australia Day Awards (1 event).



Volunteering

Council provides a service that recruits, trains, support, and manages volunteers. It also has a volunteer strategy and database to recognise the value and contribution that volunteers have within the community.

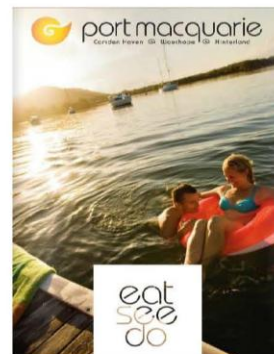
- 1,662 active volunteers
- Estimated 30,000 hours of volunteer contributions per year
- Volunteers support a variety of Council events and projects

Supporting
Business &
Industry

Economic Development

The Economic Development service:

- Contributes towards the Port Macquarie-Hastings region being a successful place that has a vibrant, diversified and resilient regional economy for people to live, learn, work, play and invest;
- Builds up the economic capacity of the region to improve its economic future and to improve the quality of life for all; and
- Encourages and supports industry and business to have a high standard of living with strong commercial, social and environmental foundations.



Community Forum

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Economic Development is made up of three Service Categories as described below.

Events

Each year Council sponsors and supports major events which attract participation, not only by locals, but large numbers of people who visit from outside our local area. The significantly increased level of spending in our economy by these people contributes in excess of \$25million in economic activity each year.

These events also bring vibrancy and cultural experiences to our place and encourage sports participation and healthy lifestyles. Examples include NSW Touch Football Junior and Senior State Cups, IRONMAN Australia, Big Band Blast, NSW Junior Surf Festival, Slice of Haven, NSW Women's Bowls Carnival and the Trans Tasman Indoor Cricket Championships.

Destination Management/ Marketing

Council works with industry and other levels of government, to manage and promote our place to visitors/potential visitors. Our aim is to increase overnight visitor numbers and grow our visitor economy. We do this through activities such as tourism marketing, industry development, public relations and media familiarisations.

Encouraging Business & Industry Growth

Council works with business and industry to advocate, support and plan for a positive business environment. This includes advocating for and planning infrastructure to support regional growth; promoting the region as a good place to do business and invest; supporting vibrant town centres; working on initiatives to help industries grow and prosper; providing support for business engaging with Council; ensuring Council policies and procedures are more "business friendly".

Appendix:

7. Community Telephone Survey Questionnaire

Sampling notes

Sampling Notes

N= 800

1. Port Macquarie (60% responses) = 480 people
2. Wauchope (Wauchope, Kings Creek-Sancrox-Lake Innes) (12% responses) = 96 people
3. Lake Cathie – Bonny Hills (8% responses) = 64 people
4. Camden Haven (East and West) (12% responses) = 96 people
5. Rural (rural north and rural west-south) (8% responses) = 64 people

Hard quotas

- Age
- Gender

Survey time: 12 minutes

Introduction

Good afternoon/evening, my name is _____ from _____ and we are conducting a survey on behalf of the University of Technology Sydney about the services, facilities and infrastructure people use in the Port Macquarie-Hastings Local Government Area.

I was hoping you may have 12 minutes to answer a few questions?

Everything we talk about here today is confidential and your comments won't be identified in the report.

Do you have any questions before we begin?

Terms of Participation

- I agree to participate in the Port Macquarie-Hastings Community Survey being conducted by Galaxy Research on behalf of the University of Technology Sydney (UTS).
- I am aware that I can contact UTS if I have any issues I wish to discuss about the survey.
- I understand that I am free to withdraw my participation from this survey at any time I wish without giving a reason.
- I agree that any questions I have before completing this survey have been answered clearly and in full.
- I agree that the data gathered from this survey may be published in a form that does not identify me in any way.

Studies undertaken by UTS:IPPG have been granted program approval by the University of Technology Sydney, Human Research Ethics Committee. If you have any complaints or reservations about any aspect of your participation in this research you may contact Associate Professor Roberta Ryan, the Director of IPPG or the UTS Ethics Committee through the Research Ethics Officer (02 9514 9777). Any complaint you make will be treated in confidence and investigated fully and you will be informed of the outcome.

Part A Screening questions

A1 CREATE RANDOM NUMBER

- 1 One
2 Two

A2 Are you...

- 1 Male
2 Female

A3 How old are you?

- 1 Under 18 → thank and close
2 18-25
3 26-35
4 36-45
5 46-55
6 56-65
7 Older than 65

A4 Which best describes where you live...

- 1 Port Macquarie
2 Wauchope
3 Lake Cathie – Bonny Hills
4 Camden Haven (East and West)
5 Rural

Part B About where you live

ASK IF RANDOM NUMBER A1 = 1

B1 Here are some statements about the area where you live. Please tell me whether you agree or disagree with each:

	Agree	Disagree	Not sure	N/A
a) I have the type of housing I need				
b) I am able to live close to my friends and family				
c) I have access to the services I need such as education, health care, child care, libraries etc.				
d) I like the look and feel of the area				
e) I feel positive about the economic future of my area				
f) I feel safe in the area in which I live				

ASK IF RANDOM NUMBER A1 = 2

B2 Here are some statements about the area where you live. Please tell me whether you agree or disagree with each:

	Agree	Disagree	Not sure	N/A
a) Where I live supports a healthy and active lifestyle				
b) I share a strong sense of community with my fellow residents				
c) I am able to live close to where I work				
d) The area in which I live has the qualities I value				
e) I feel connected locally to friends and neighbours				
f) I have access to the recreational areas such as parks, walking tracks, open spaces that I need				

Part C Importance of what Local Government can do

C1 Below is a list of different things that local governments provide and maintain.

Is it important or not important to you that local government provides and/or maintains each of the following... [PROMPT: Is that slightly, moderately, very or extremely important]

RANDOMLY ASSIGN STATEMENTS 1-30 TO RESPONDENTS SO THAT EACH INDIVIDUAL IS ASKED TEN STATEMENTS

	Not at all important	Slightly important	Moderately important	Very important	Extremely important	Don't know
Governance						
1) Residents' opportunity to be involved in Council's decision making	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
2) Informing residents about Council activities	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
3) Providing strong community leadership	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
4) Long-term planning and vision for the future	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
5) Providing value for the ratepayers' dollars	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
People						
6) Creating a sense of place and community involvement	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
7) Lobbying other levels of government for services for specific groups such as older people, younger people, the Aboriginal community, and people with disabilities	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
The environment						
8) Encouraging residential development	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
9) Encouraging commercial development	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
10) Environment conservation and protection	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
11) Creating vibrant town centres and public spaces	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
12) Recycling and waste prevention/education	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
Parks, recreation and community facilities						
13) Providing and maintaining parks and recreation facilities	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
14) Providing and maintaining library services	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
15) Providing arts and cultural activities	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
16) Providing and maintaining sporting facilities	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
17) Providing and maintaining	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>

PORT MACQUARIE-HASTINGS COUNCIL
COMMUNITY SURVEY – SERVICES

	Not at all important	Slightly important	Moderately important	Very important	Extremely important	Don't know
swimming pools						
18) Providing and maintaining community halls	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
Community prosperity						
19) Promoting the area through sport and other events	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
20) Encouraging industry and business growth	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
21) Encouraging education and training opportunities	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
22) Encouraging tourism growth	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
23) Investing in Port Macquarie Airport	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
24) Providing and supporting volunteering opportunities within the community	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
Planning and providing infrastructure						
25) Maintenance of sealed roads	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
26) Maintenance of unsealed roads	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
27) Creating and monitoring car parking	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
28) Creating and maintaining footpaths and cycle ways	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
29) Improving stormwater services to prevent flooding	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
30) Maintaining Boat Ramps, Wharves, Jetties, Pontoons	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>

Part D Role of local government in providing services

ASK IF RANDOM NUMBER A1 = 1

D1 Thinking about the role of local government in providing services to the community, please say whether you agree or disagree with each of the following statements.

	Agree	Disagree	Don't know
a) I want local government to involve me in making decisions about what services are delivered in my local area	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
b) For profit organisations (private sector) deliver the best value services	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
c) There is a role for local government in providing any of the services the community needs	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
d) I am prepared to pay more rates to get a broader range of services	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>

ASK IF RANDOM NUMBER A1 = 2

D2 Thinking about the role of local government in providing services to the community, please say whether you agree or disagree with each of the following statements.

	Agree	Disagree	Don't know
e) Local government should only provide services where the for profit sector (private sector) doesn't	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
f) I am prepared to accept fewer services in exchange for paying less rates	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
g) I want local governments to deliver services that contribute to a healthier and fairer society	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
h) Local government should be advocating for the needs of my local community	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>

Part E Priority service levels

E1 I will read out a list of different things that Council currently provides and/or maintains, we want to understand what the community perceives to be the priority areas for the local area.

What do you believe Port Macquarie-Hastings Council's level of investment (resourcing/ financial) into each of the following areas should be more than it is now, less than it is now, or about the same?

	Invest more	Invest the same	Invest less	Don't know
1) Roads	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
2) Bridges	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
3) Footpaths and cycle ways	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
4) Crematorium and cemeteries	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
5) Community, arts, culture and heritage	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
6) Library	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
7) Environment and natural resource management	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
8) Sport and Recreation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
9) Airport	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
10) Supporting and developing the local economy	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
11) Glasshouse	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
12) Stormwater – maintenance and improvement	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

E2 The Port Macquarie-Hastings Council delivers a number of community, art and cultural programs and events. Please indicate which of the following programs and events you have attended over the past 12 months:

- 1 Tastings on Hastings - celebrating community, culture and our local produce;
- 2 Creative Aging Festival - engaging and supporting seniors in our region
- 3 Youth Week - Waves and Melodies - engaging and supporting our youth
- 4 Portraits of Memory - commemorating our history and the contribution of our locals to WW1
- 5 Art walk - partnering with business and the community to highlight our local creative and cultural talents to the community
- 6 NAIDOC week - celebrating the first people of our country, through activities events and exhibitions

E3 Do you think it is important for local government to deliver these types of programs and events?

- 1 Yes
- 2 No
- 3 Don't Know/Unsure

Part F Service rating and local government spending

F1 Thinking broadly about all of the services provided by Council in your area... Would you rate them as excellent, adequate or poor according to each of the following criteria:
READ OUT AND RANDOMIZE a-d

	Excellent	Adequate	Poor	Don't know
a) Quality	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
b) Ease of access	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
c) Value for money	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
d) Usefulness to you	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

F2 Which of the following statements best describes your views on local government spending and services in your area? (please select one)

- 1 Local government should spend a lot more on services
- 2 Local governments should spend a little more on services
- 3 Local governments are spending about the right amount on services
- 4 Local governments should spend a little less on services
- 5 Local governments should spend a lot less on services
- 6 Not sure

F3 If you think that local governments should spend more on services, how do you think the money should be raised? (please select one)

- 1 Rates
- 2 By charging for more services in the area
- 3 By cutting spending or services in some areas
- 4 By borrowing more (loans)
- 5 I don't think the local government should spend more on services
- 6 Not sure

Part G The future

G1 In your opinion, what is the most important issue facing Port Macquarie-Hastings in the future?

- 1 Most important [RECORD OPEN ENDED RESPONSE] _____
- 2 None/can't say

IF G1 = NONE/CAN'T SAY, GOTO NEXT SECTION

G2 What is the second most important issue facing Port Macquarie-Hastings in the future?

- 1 Second most important [RECORD OPEN ENDED RESPONSE] _____
- 2 None/can't say

Part H Demographics

[Instruction text] **Before we finish, here are some questions about you just to make sure we have a good sample of people from across Port Macquarie-Hastings Local Government Area.**

H1 Does each of the following apply or not apply to you and your household...

- 1 I have dependent children under the age of 18
- 2 I rent the home I live in
- 3 I am paying off a mortgage
- 4 I speak another language other than English at home
- 5 Housing affordability creates pressure for me and my family

H2 What is your employment status?

- 1 Self-employed
- 2 In full time paid work
- 3 In part time or casual paid work
- 4 Full time home duties
- 5 Retired
- 6 Unemployed
- 7 Prefer not to say
- 8 Other

H3 What is your highest level of education?

- 1 Some high school
- 2 High school up to year 12
- 3 TAFE trade or other certificate or diploma
- 4 University degree
- 5 Prefer not to say

H4 What best describes your current or previous occupation?

- 1 Professional
- 2 Technician and Trades Worker
- 3 Clerical and Administrative Worker
- 4 Manager
- 5 Community and Personal Service Worker
- 6 Sales Worker
- 7 Labourer
- 8 Other
- 9 Prefer not to say

H5 What best describes the household in which you live

- 1 Couple with no children
- 2 Couple with children
- 3 One parent family
- 4 Lone person (single) household
- 5 Group household (non-family)
- 6 Other
- 7 Prefer not to say

H6 Which of these categories best describes your annual household income before tax?

Please make your best estimate.

- 1 Less than \$20,000
- 2 \$20,000 - \$40,000
- 3 \$40,001 - \$60,000
- 4 \$60,001 - \$80,000
- 5 \$80,001 - \$100,000
- 6 \$100,001 - \$150,000
- 7 More than \$150,000
- 8 Not sure/rather not say

H7 How long have you lived in the area where you live now?

- 1 Less than 2 years
- 2 More than 2 and less than 5 years
- 3 More than 5 and less than 10 years
- 4 More than 10 years

H8 What is your postcode?

Part I Engagement and further participation

I1 What types of programs/ services and/or events could Port Macquarie-Hastings Council provide in the future that would be of benefit to the community?

OPEN: _____

I2 If you wanted to know more about decisions being made on services provided by local government for your local area, in which one of the following ways would you prefer?

Read out – Randomise.

- 1 Public meeting
- 2 Online discussion forum
- 3 Telephone survey
- 4 Newsletters and information packs
- 5 Small discussion groups
- 6 Other [Specify _____]

I3 In your opinion, has the Port Macquarie-Hastings Council's performance improved over the last two years?

- 1 Yes
- 2 No
- 3 Don't Know/Unsure

I4 If Yes/No - why? _____

I5 As part of this research, UTS may do some focus groups with community members. This is where a small group of local residents would be asked some questions by a trained researcher in a group setting. The groups are friendly, informal and would be held at a venue in your local area, and participants receive an incentive, usually cash, for their time. If you meet the criteria for selection, may we please contact you in relation to these focus groups?

- 1 Yes
- 2 No

IF YES: could you please give me your full name so we can contact you directly to send you some material and we may invite you to participate?

Name: _____

As you have opted to be contacted about the focus groups, your contact details will be retained by UTS for this purpose only. You can contact UTS to access, amend or withdraw your contact details by phoning 02 9514 4316.

Close

Thanks for your help with this survey. This Survey was conducted on behalf of the University of Technology Sydney for the Port Macquarie-Hastings Council.

Appendix:

8. SRV Fact Sheets

your say

have

FACT SHEET 1



Talking to the Community

Over the past 12 months Council has undertaken comprehensive community engagement on how the community feels about our region, current Council services and community expectations on levels of service. A brief summary of the engagement is provided below.



In July 2016 Council held a community forum, where it invited community members to discuss service levels for our priority services. The forum opened by asking;

Why do you love living in the Port Macquarie-Hastings region and what do you value? The top responses included:

- Lifestyle
- Natural Environment - beaches & mountains
- Access to services
- Community feel
- Sense of belonging
- Great climate
- Family friendly
- Good facilities



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Service Levels

Council technical experts presented and community members were asked to provide a view on how Council should prioritise its delivery of services. The service categories identified as number one priority for Council were:



- Arterial Sealed Roads;
- Stormwater Pipes & Pits;
- Aquatics;
- Community Grants; and
- Events (Economic Development).

Key Services

The community groups were asked to pick their top priority service and the top five were:

1. Roads;
2. Footpaths and Cycle ways;
3. Arts and Culture;
4. Stormwater and
5. Place Making.

Community phone Survey

Council also undertook a region wide phone survey in August 2016 and the results indicated that:

- Over the past two years, residents perceive a positive change in Council's performance (86% believed Council's performance has improved or stayed the same);
- 94% agreed they have access to the necessary services they need;
- 97% like the look and feel of the area;
- 92% feel the area has the qualities they value; and
- Both Your Voice Our Community (YVOC) engagement project and telephone survey results indicate the community see the Roads, Bridges and Transport service as a priority.

The top five local government functions and activities of the greatest importance to the residents are:

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- 93% creating and maintaining sealed roads;
- 87% providing value for ratepayer dollars;
- 82% Long-term planning and vision for the future;
- 82% Encouraging education and training opportunities; and
- 81% Encouraging industry and business growth.

The majority of residents believed that Council should invest more in:

- 79% Roads;
- 61% Footpath and cycle ways; and
- 54% Airport.

A high percentage of residents agreed that they like the look and feel of the area (97%), feel safe (95%), and feel that it has the qualities they value (92%).

Continuing the existing Special Rate Variation is an important step to help maintain and manage our current assets to ensure that we deliver services in line with community expectations and remain financially sustainable into the future.



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FACT SHEET 2

What is rate pegging?

Council's rating revenue is regulated under "rate pegging". Independent Pricing and Regulatory Tribunal NSW (IPART) sets a rate peg which limits the amount by which councils can increase their rate revenue from one year to the next. For many years, the rate peg limit has not kept pace with the spiralling increases to costs for councils in NSW to deliver vital community services.



What is a special rate variation?

IPART provide Councils with a guide to the expected rate peg. It is then up to each Council to assess whether there will be sufficient funds to deliver its services. Councils have conversations with the community as to whether the increase is sufficient to continue to deliver the existing range and standard of services available, whilst also ensuring there are sufficient funds to maintain and renew infrastructure. If they feel the increase is insufficient, Council can request an increase above the rate peg limit. These increases are known as a Special Rate Variation (SRV).

Applications for increases above the rate peg limit are assessed by IPART. IPART has stringent criteria which a Council must meet before approving any application. This includes extensive community consultation and clearly showing to the community the impact of the proposal on ratepayers.

Council commenced conversations with the community in October 2015 to talk about service levels and funding for future services to help inform any special rate variation decisions.

Why do we need a special rate variation?

Our community has consistently told us that assets like roads, bridges and transport are important to them, but we need to improve their condition.

As part of our community engagement, our community (through community forums, surveys, online engagement and face to face discussion), made it clear that they had high expectation to maintain or improve our current transport and infrastructure assets.

From October 2015 to July 2016, Council undertook some focused research to seek community views on the current condition of our assets and asset funding priorities. Council's most recent community engagement was a telephone survey conducted by the University of Technology Sydney. A random representation of the region was asked about current services, priorities and what they value about living in the region. The majority of respondents believed Councils performance has improved or stayed the same over the past two years, which is a great result; to enable us to continue this we need to maintain the current SRV funding.

FACT SHEET 3

The special rate variation

Council has developed two scenarios for the community to consider when thinking about the maintenance and renewal of infrastructure (roads) in coming years.

Scenario 1: Reduce - Rate Peg only

Our assets would continue to deteriorate and more assets would fall into the poor condition category. The focus would be on managing risk, including the possible closure and removal of unsafe assets.

In the first year rates would reduce by the expiring special variation but also increase by the rate peg. The net impact would be a reduction of 1.3% from the 2016/17 levels. In each of the following years the rates would increase year on year by the rate peg.

This scenario would reduce funding for Council road services by the amount of the expiring special rate variation of \$1.7m plus rate peg on this amount. This Scenario does not allow Council to continue at the current service levels for :

- Unsealed roads
- Maintenance
- High traffic resurfacing
- Rejuvenation treatments
- Road construction



Scenario 2: Maintain - a New Special Rate Variation (SRV) plus rate peg.

We would continue to maintain our community assets to the current level. We would be able to fund most of the existing asset renewal and maintenance and continue to look after our environment.

This scenario involves Council applying for a permanent new SRV to continue the current level of funding. This requires a 6.46% SRV (including 2.5% rate peg). Compared to 2016/17, in the first year the only change a rate payer would see compared to what they are currently paying is rate peg of 2.5%. In each subsequent year the ratepayer would see an increase in rates on the prior year of an amount equal to rate peg.

This Scenario allows Council to continue at the current service levels for :

- Unsealed roads
- Maintenance
- High traffic resurfacing
- Rejuvenation treatments
- Road construction

The average residential rates will increase by \$29 compared to the current average for 2016/17. This is the amount of the estimated rate peg, or 2.5% above the current average. In 2017/18 Council is seeking to continue the current funding which is due to expire 30 June 2016. To maintain the current level of funding Council requires a 6.46% Special Rate Variation including the rate peg of 2.5%. This means that you will only see an increase to your rates of 2.5% above what you currently pay.



Comparing the two scenarios, Scenario 2 would cost the average residential ratepayer an extra \$44 in 2017/18 which is \$29 more than they are currently paying.

have your say

How will this impact on my rates?

In simple terms the average impact of the rates is shown in the table below.

Rate Category	6.46% increase including rate peg Average annual increase 2017/18
Residential	\$28.70
Business (defined urban)	\$70.20
Business CBD	\$280.40
Business (other Hastings)	\$37.80
Farmland	\$47.40

Only part of what you see on your rates bill is impacted by the SRV and rates peg

Example Rates Bill

Particulars of Rates and Charges	Rateable Value	Cents in \$	Amount Due
Residential Rate (Defined Urban)	xxx	xxx	\$570.00
Residential Base Amount		1	\$555.00
Environmental Base Amount		1	\$ 22.50
Annual Stormwater Charge		1	\$ 25.00
Waste Water Availability		1	\$ 750.00
Waste Management Standard Service		1	\$ 415.00

Only these items are impacted by the SRV and rate peg. Other elements may also change.

- It is important to note that the figures shown in the following tables are averages across rate categories which may result in some rate accounts showing differing increases.
- The precise impact for an individual rate account will depend on a number of factors including which particular rating category and sub category they are in, the value of the land and if the property is subject to any special rate categories.
- The amounts shown are general rates only and do not include charges.
- A rates bill may include other items which may also change however they are not impacted by an SRV or rate peg - for example waste water and waste management, on site sewer, and special levies.
- Additionally from 1 July 2017 the rates notice will also include a new item know as Emergency Services Property Levy (ESPL). This is a NSW State Government levy currently collected by insurance companies as part of insurance premiums. From 1 July 2017 the NSW Government has determined that the collection of this levy will transfer from insurances to the Council rating system. This is not a Council rate and Council must remit all funds to the state government as Council is merely a collection agency even though the levy will appear on the Council rates notice. Amounts are yet to be determined by the state government

have your say

The impacts of each of these Scenarios on average rates are shown in the tables below for residential rates, business rates and farmland rates. The tables show a comparison in dollars and percentage.

Residential

\$ Impact on Average Residential Rates Rounded		Current	2017/18	2018/19	2019/20	2020/21
Scenario 1: Reduce. (ESV + Rate Peg)	Average Rates under 2.5% Rate Peg with ESV	\$1,147.50	\$1,132.30	\$1,160.70	\$1,189.70	\$1,219.40
	Average Annual Increase / (Decrease) \$		(\$15.20)	\$28.40	\$29.00	\$29.70
	Annual increase/ (decrease)%		(1.32%)	2.50%	2.50%	2.50%
Scenario 2: Maintain (ESV, SV + Rate Peg)	Average Rate with a 6.46% SV (including 2.5% rate peg)	\$1,147.5	\$1,176.2	\$1,205.6	\$1,235.7	\$1,266.6
	Average Annual Increase / (Decrease) on Prior Year \$		\$28.70	\$29.40	\$30.10	\$30.90
	Annual increase/ (decrease)%		2.50%	2.50%	2.50%	2.50%
Difference between Scenario 1 and Scenario 2			\$43.90	\$44.90	\$46.00	\$47.20

Under Scenario 2, average residential rates will go up by approx \$29 in 2017/18 compared to what they are now.

Scenario 1: (reduce)

In 2017/18 the SRV expires which means that rates would reduce. Each year after that they would increase by the rate peg estimated at 2.5%.

Scenario 2: (maintain)

Council would continue receiving the funds from the current SRV and receive the rate peg. This means that in 2017/18 the community would only see the impact of the rate peg increase.

Note - ESV = Expiring Special Variation

have your say

The following tables were prepared to provide detailed information on potential impacts on rates and include information required by Independent Pricing and Regulatory tribunal NSW (IPART)

Residential

\$ Impact on Average Residential Rates Rounded		Current	2017/18	2018/19	2019/20	2020/21
Scenario 1: Reduce. (ESV + Rate Peg)	Average Rates under 2.5% Rate Peg with ESV	\$1,147.50	\$1,132.30	\$1,160.70	\$1,189.70	\$1,219.40
	Average Annual Increase / (Decrease) \$		(\$15.20)	\$28.40	\$29.00	\$29.70
	Annual increase/ (decrease)%		(1.32%)	2.50%	2.50%	2.50%
	<i>Comparing to what the rates would have been in 16/17 without the ESV - due to the impact of the expiring special variation, the % of the SRV being applied for will be higher than the year on year % change in rates</i>					
	\$Cumulative Impact of SV above 2016-17 levels after expiry (\$1105)		\$27.30	\$55.70	\$84.70	\$114.40
	% Cumulative Impact of SV above 2016-17 levels after expiry (\$1105)		2.5%	5.0%	7.7%	10.4%
Scenario 2: Maintain (ESV, SRV + Rate Peg)	Average Rate with a 6.46% SV (including 2.5% rate peg)	\$1,147.50	\$1,176.20	\$1,205.60	\$1,235.70	\$1,266.60
	Average Annual Increase / (Decrease) on Prior Year \$		\$28.70	\$29.40	\$30.10	\$30.90
	Annual increase/ (decrease)%		2.50%	2.50%	2.50%	2.50%
	<i>Comparing to what the rates would have been in 16/17 without the ESV - due to the impact of the expiring special variation, the % of the SRV being applied for will be higher than the year on year % change in rates</i>					
	\$Cumulative Impact of SV above 2016-17 levels after expiry \$1105		\$71.20	\$100.60	\$130.70	\$161.60
	% Cumulative Impact of SV above 2016-17 levels after expiry (\$1105)		6.4%	9.1%	11.8%	14.6%

Scenario 1: (reduce)

In 2017/18 the SRV expires which means that rates would reduce. Each year after that they would increase by the rate peg estimated at 2.5%

Scenario 2: (maintain)

Council would continue receiving the funds from the current SRV and receive the rate peg. This means that in 2017/18 the community would only see the impact of the rate peg increase.

have your say

Farmland

\$ Impact on Average Farmland Rates Rounded		Current	2017/18	2018/19	2019/20	2020/21
Scenario 1: Reduce. (ESV + Rate Peg)	Average Rates under 2.5% Rate Peg with ESV	\$1,896.50	\$1,871.50	\$1,918.30	\$1,966.20	\$2,015.40
	Average Annual Increase / (Decrease) \$		(\$25.00)	\$46.80	\$47.90	\$49.20
	Annual increase/ (decrease)%		(1.32%)	2.50%	2.50%	2.50%
	<i>Comparing to what the rates would have been in 16/17 without the ESV - due to the impact of the expiring special variation, the % of the SRV being applied for will be higher than the year on year % change in rates</i>					
	\$Cumulative Impact of SRV above 2016-17 levels after expiry (\$1826)		\$45.50	\$92.30	\$140.20	\$189.40
	% Cumulative Impact of SRV above 2016-17 levels after expiry (\$1826)		2.5%	5.1%	7.7%	10.4%
Scenario 2: Maintain (ESV, SRV + Rate Peg)	Average Rate with a 6.46% SV (including 2.5% rate peg)	\$1,896.50	\$1,943.90	\$1,992.50	\$2,042.30	\$2,093.40
	Average Annual Increase / (Decrease) \$		\$47.40	\$48.60	\$49.80	\$51.10
	Annual increase/ (decrease)%		2.50%	2.50%	2.50%	2.50%
	<i>Comparing to what the rates would have been in 16/17 without the ESV - due to the impact of the expiring special variation, the % of the SRV being applied for will be higher than the year on year % change in rates</i>					
	\$Cumulative Impact of SRV above 2016-17 levels after expiry (\$1826)		\$117.89	\$166.49	\$216.29	\$267.39
	% Cumulative Impact of SRV above 2016-17 levels after expiry (\$1826)		6.5%	9.1%	11.8%	14.6%

Scenario 1: (reduce)

In 2017/18 the SRV expires which means that rates would reduce. Each year after that they would increase by the rate peg estimated at 2.5%

Scenario 2: (maintain)

Council would continue receiving the funds from the current SRV and receive the rate peg. This means that in 2017/18 the community would only see the impact of the rate peg increase.

have your say

Business - Urban Defined

\$ Impact on Average Business (Defined Urban) Rates Rounded		Current	2017/18	2018/19	2019/20	2020/21
Scenario 1: Reduce. (ESV + Rate Peg)	Average Rates under 2.5% Rate Peg with ESV	\$2,806.40	\$2,769.40	\$2,838.60	\$2,909.50	\$2,982.30
	Average Annual Increase / (Decrease) \$		(\$37.00)	\$69.20	\$70.90	\$72.80
	Annual increase/ (decrease)%		(1.32%)	2.50%	2.50%	2.50%
	<i>Comparing to what the rates would have been in 16/17 without the ESV - due to the impact of the expiring special variation, the % of the SRV being applied for will be higher than the year on year % change in rates</i>					
	\$Cumulative Impact of SV above 2016-17 levels after expiry (\$2702)		\$67.30	\$136.50	\$207.40	\$280.20
% Cumulative Impact of SV above 2016-17 levels after expiry (\$2702)		2.5%	5.1%	7.7%	10.4%	
Scenario 2: Maintain (ESV, SRV + Rate Peg)	Average Rate with a 6.46% SV (including 2.5% rate peg)	\$2,806.40	\$2,876.60	\$2,948.50	\$3,022.20	\$3,097.80
	Average Annual Increase / (Decrease) on Prior Year \$		\$70.20	\$71.90	\$73.70	\$75.60
	Annual increase/ (decrease)%		2.50%	2.50%	2.50%	2.50%
	<i>Comparing to what the rates would have been in 16/17 without the ESV - due to the impact of the expiring special variation, the % of the SRV being applied for will be higher than the year on year % change in rates</i>					
	\$Cumulative Impact of SV above 2016-17 levels after expiry (\$2702)		\$174.52	\$246.42	\$320.12	\$395.72
% Cumulative Impact of SV above 2016-17 levels after expiry (\$2702)		6.5%	9.1%	11.8%	14.6%	

Scenario 1: (reduce)

In 2017/18 the SRV expires which means that rates would reduce. Each year after that they would increase by the rate peg estimated at 2.5%

Scenario 2: (maintain)

Council would continue receiving the funds from the current SRV and receive the rate peg. This means that in 2017/18 the community would only see the impact of the rate peg increase.

have your say

Business - Port Macquarie CBD

\$ Impact on Average Business (Port CBD)		Current	2017/18	2018/19	2019/20	2020/21
Scenario 1: Reduce. (ESV + Rate Peg)	Average Rates under 2.5% Rate Peg with ESV	\$11,216.00	\$11,067.90	\$11,344.60	\$11,628.20	\$11,918.90
	Average Annual Increase / (Decrease) \$		(\$148.10)	\$276.70	\$283.60	\$290.70
	Annual increase/ (decrease)%		(1.32%)	2.50%	2.50%	2.50%
	<i>Comparing to what the rates would have been in 16/17 without the ESV - due to the impact of the expiring special variation, the % of the SRV being applied for will be higher than the year on year % change in rates</i>					
	\$Cumulative Impact of SRV above 2016-17 levels after expiry (\$10,799)		\$268.90	\$545.60	\$829.20	\$1,119.90
	% Cumulative Impact of SRV above 2016-17 levels after expiry (\$10,799)		2.5%	5.1%	7.7%	10.4%
Scenario 2: Maintain (ESV, S\$V + Rate Peg)	Average Rate with a 6.46% SV (including 2.5% rate peg)	\$11,216.00	\$11,496.40	\$11,783.80	\$12,078.40	\$12,380.40
	Average Annual Increase / (Decrease) \$		\$280.40	\$287.40	\$294.60	\$302.00
	Annual increase/ (decrease)%		2.50%	2.50%	2.50%	2.50%
	<i>Comparing to what the rates would have been in 16/17 without the ESV - due to the impact of the expiring special variation, the % of the SRV being applied for will be higher than the year on year % change in rates</i>					
	\$Cumulative Impact of SRV above 2016-17 levels after expiry (\$10,799)		\$697.37	\$984.77	\$1,279.37	\$1,581.37
	% Cumulative Impact of SRV above 2016-17 levels after expiry (\$10,799)		6.5%	9.1%	11.8%	14.6%

Scenario 1: (reduce)

In 2017/18 the SRV expires which means that rates would reduce. Each year after that they would increase by the rate peg estimated at 2.5%

Scenario 2: (maintain)

Council would continue receiving the funds from the current SRV and receive the rate peg. This means that in 2017/18 the community would only see the impact of the rate peg increase.

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have your say

Business - Other Hastings

\$ Impact on Average Business (Other Hastings)		Current	2017/18	2018/19	2019/20	2020/21
Scenario 1: Reduce. (ESV + Rate Peg)	Average Rates under 2.5% Rate Peg with ESV	\$1,510.30	\$1,490.40	\$1,527.70	\$1,565.80	\$1,605.00
	Average Annual Increase / (Decrease) \$		(\$19.90)	\$37.30	\$38.10	\$39.20
	Annual increase/ (decrease)%		(1.32%)	2.50%	2.49%	2.50%
	<i>Comparing to what the rates would have been in 16/17 without the ESV - due to the impact of the expiring special variation, the % of the SRV being applied for will be higher than the year on year % change in rates</i>					
	\$Cumulative Impact of SRV above 2016-17 levels after expiry (\$1,454)		\$36.20	\$73.50	\$111.60	\$150.80
% Cumulative Impact of SRV above 2016-17 levels after expiry (\$1,454)		2.5%	5.1%	7.7%	10.4%	
Scenario 2: Maintain (ESV, SRV + Rate Peg)	Average Rate with a 6.46% SV (including 2.5% rate peg)	\$1,510.30	\$1,548.10	\$1,586.80	\$1,626.50	\$1,667.10
	Average Annual Increase / (Decrease) \$		\$37.80	\$38.70	\$39.70	\$40.60
	Annual increase/ (decrease)%		2.50%	2.50%	2.50%	2.50%
	<i>Comparing to what the rates would have been in 16/17 without the ESV - due to the impact of the expiring special variation, the % of the SRV being applied for will be higher than the year on year % change in rates</i>					
	\$Cumulative Impact of SRV above 2016-17 levels after expiry (\$1,454)		\$93.91	\$132.61	\$172.31	\$212.91
% Cumulative Impact of SRV above 2016-17 levels after expiry (\$1,454)		6.5%	9.1%	11.8%	14.6%	

FACT SHEET 4

What has the Special Rate variations provided over the past five years?

Over the past five years Council has been working to improve the management and maintenance of our traditional assets such as roads and footpaths. Since the approval of the special rates variation council has contributed to the improvement of our road and transport network.



The last time we applied for a special rate variation to fund additional asset improvements was in 2012. This increase was approved for a five year period and is referred to as the SRV.

Over the past five years Council has used the SRV to contribute to unsealed road maintenance, high traffic resurfacing, and rejuvenation treatments on roads as well as road construction. A breakdown of the spend over the years is tabled below.

What the SRV provided:

Focus Area	2012/13	2013/14	2014/15	2015/16	2016/17
Unsealed Road Maintenance	\$398,000	\$411,000	\$421,000	\$431,000	\$438,000
High Traffic Resurfacing	\$800,000	\$827,000	\$846,000	\$867,000	\$882,000
Rejuvenation Treatments	\$200,000	\$207,000	\$212,000	\$217,000	\$221,000
Road Construction	\$180,000	\$186,000	\$190,000	\$195,000	\$198,000
	\$1,578,000	\$1,631,000	\$1,669,000	\$1,709,000	\$1,740,000

have your say



Over the past five years that Council has had the special rate variation we have been able to achieve some great proactive maintenance and renewals.

Key projects and activities delivered through the special rate variation include:

- Completion of \$4,222,000 on high traffic road resurfacing working including; Randall St, Bago Rd and Cameron St, Wauchope, Pacific Drive, Gordon St, Lake Rd, Koala St, Hastings River Dr, Lord St, Port Macquarie Ocean Drive, Lake Cathie and Beech St, Bonny Hills;
- Completion of \$2,099,000 of high priority unsealed road grading such as additional maintenance grading crews including Ballengarra Bransdon Rd, Telegraph Point and Pappinbarra Rd, Pappinbarra;
- Completion of \$1,057,000 in pavement rejuvenation across the region based on priority rankings;
- Investment in \$949,000 to support design requirements for new road construction.

The program of work aimed to achieve the best economies of scale and was implemented to support the positive impacts made to the condition of the road network from the first two years of SRV funding.

What Transport Assets Do We Manage?

Council maintains a huge array of road transport assets across the Council region, including:

- 875 km of sealed roads;
- 465 km of unsealed roads;
- 122 km of footpaths;
- 211 road bridges and
- 2,536 road culverts.

Last financial year over \$52 million was invested in the maintenance and renewal of our road transport assets. Currently they have a combined value of over \$1 billion. (*\$1,011,607,509 replacement value or 'At Cost' or 'Purchase' value..... as distinct from the depreciated value or 'Current' or 'Written Down' value*)

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Current Position

In recent years, Council has significantly increased the level of funding dedicated to the maintenance of sealed and unsealed roads, in an attempt to reduce the rate of deterioration of these assets. This funding program has been assisted by the five-year 4.43% Special Rate Variation (SRV) currently in place. The result for residents has been a consistent and marked improvement in the level of service provided by these assets.

In 2015/16, over 750km of rural roads were graded as scheduled and more than \$2m spent on resealing and rejuvenating sealed roads. Furthermore Council is currently on track with its target for all sealed roads in the local government area to be resealed or rehabilitated every 12 - 14 years.

2016/17 represents the fifth year in which Council will receive the original 4.43% SRV funding allocation. Proactive works on both sealed and unsealed roads will continue during this period, as part of Council's strategic approach to managing these assets. A loss of the SRV in 2017/18 onward, however, would halt this progress. A significantly smaller number of rural roads would be graded annually. Resealing and rejuvenation works would be replaced by reactive jet patching works. Council would be forced to revert to a reactive approach to roads maintenance. Sealed roads in the local government area would only be able to be resealed or rehabilitated every 25 years. There would be a significant decrease in the level of service provided to residents by these assets.



FACT SHEET 5 Council Services



The role of local councils has come a long way since the days of roads, rates and rubbish. Today, Council now fund many more services to meet our community's needs and expectations. Some of these include:

- transport services including roads, footpaths, car parks, road safety and traffic facilities;
- parks, sports grounds, playgrounds and community halls;
- libraries, arts and culture;
- community development services for youth, older people, people living with a disability and Aboriginal and Torres Strait Islander People;
- public and environmental health;
- environmental sustainability projects and invasive species management;
- business development, events and tourism;
- development services, such as development applications and certification;
- land use and natural environmental planning;
- stormwater and flood management;
- waste management
- emergency management;
- community and council strategic planning; and
- executive, communication and support services

your say

have

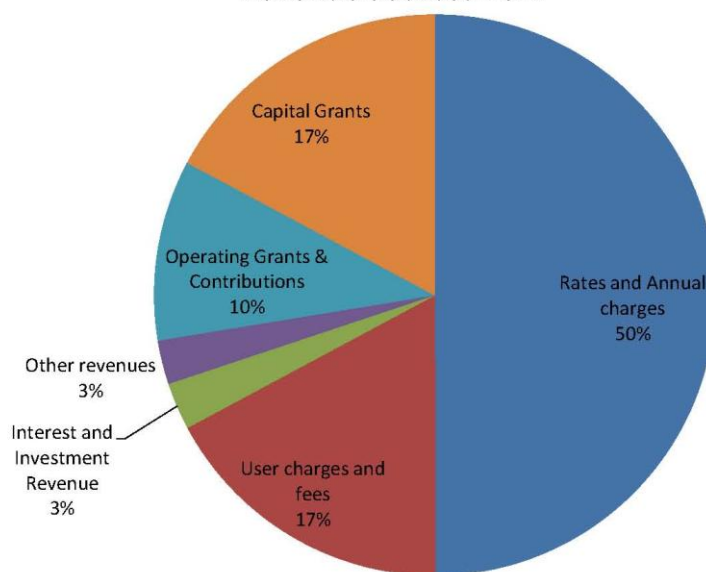


The cost of providing all of these services comes from existing income. The restrictions placed on Council to increase its rate income above rate pegging simply do not allow Council to allocate additional funding to infrastructure maintenance and renewal

A loss of the existing SRV in 2017/18 would significant impact progress made in the preceding years on managing Council's road assets.

Where does our current funding come from?

Revenue Sources 2017



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Appendix:

9. Making a decision about Future Rates - Survey

your say

have

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Making a decision about future rates

To help Council to make the best decision about future rate levels, it is important that we hear what is important to you and how this decision may impact on you.

The aim of this survey is to provide decision makers with a wide range of community views before any final decision is made.

What town or village do you live in or near?

What is your connection to the Port Macquarie-Hastings? (tick all that apply)

- | | |
|---|---|
| <input type="checkbox"/> I own a house/s | <input type="checkbox"/> I rent a home |
| <input type="checkbox"/> I own/operate a business | <input type="checkbox"/> I own/operate a farm |
| <input type="checkbox"/> I prefer not to answer | <input type="checkbox"/> Other _____ |

Which best describes where you get your income? (tick all that apply)

- | | |
|--|--|
| <input type="checkbox"/> Work full time/own business | <input type="checkbox"/> Work part time/casual |
| <input type="checkbox"/> Self funded retiree | <input type="checkbox"/> Carer |
| <input type="checkbox"/> Studying | <input type="checkbox"/> Receiving benefits |
| <input type="checkbox"/> I prefer not to answer | <input type="checkbox"/> Other _____ |

Sealed Roads

Council is responsible for maintaining a growing network of sealed roads with approximately 875 km at present. What would be the impact to you and your local community if this work was to be reduced or maintained?



have your say

Unsealed Roads

Council is responsible for maintaining approximately 465 km at present. What would be the impact to you and your local community if this work was to be reduced or maintained?

Footpaths

Maintaining approximately 122km footpaths with a growing list of missing links. What would be the impact to you personally and your local community if work was to be reduced or maintained?

Rate Options

What is your greatest hope or concern when it comes to the proposed rate options?

Do you think that maintaining the current level of rates (plus the estimated 2.5% rate peg) is a reasonable price to pay to continue the current level of service for our road network?

Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

Do you believe that maintaining the current rate level (plus the estimated 2.5% rate peg) is affordable?

Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

Any other comments?

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