

Yabang Gumba-Gu

2018 to 2019 Annual Report | Volume 1



PORT STEPHENS
COUNCIL

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Cover artwork

This year's cover artwork is by Worimi artist Jason Russell.

The artwork depicts birthing places and the community coming together in celebration.



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- Strong economy, vibrant local businesses, active investment
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- Environmental resilience

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- Governance
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Statutory information

Statements required by the Local Government (General) Regulation 2005 and other NSW Government acts.



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Election of representatives on Council, committees, regional committees and groups



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Year in review

SECTION 1

- Highlights
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Yabang Gumba-Gu

Welcome to our Port Stephens Council Annual Report 2018 to 2019

This report is designed to show you our highlights and challenges between 1 July 2018 and 30 June 2019.

But reflecting on the past year for our thriving, diverse community is only part of the story.

For each of our strategic goals we measure our performance then ask...what's next?

Yabang Gumba-Gu means road to tomorrow in Gathang, the traditional language of the Worimi people of Port Stephens.

These words carry significant meaning as we work to achieve our community's vision — a great lifestyle in a treasured environment. That's why we chose Yabang Gumba-Gu as our theme for this annual report.

In July 2018, we signed a historic 'road to tomorrow' agreement with the Worimi and Karuah Local Aboriginal Land Councils. You can read more about this on page 44.

This report takes a plain English, honest and authentic approach to reporting our progress towards implementing our Delivery Program 2018 to 2021.

It comprises 2 volumes:

- **Volume 1** provides an overview of our performance for the year together with statutory and governance information.
- **Volume 2** contains our audited financial accounts.

You can read an electronic version of this report and our integrated plans at portstephens.nsw.gov.au

Special thanks to CEO of Worimi Local Aboriginal Land Council Andrew Smith and our Aboriginal Strategic Committee for their help with this report.

We hope you enjoy this record of our year in Port Stephens — and join us in looking ahead on our road to tomorrow.

Our community highlights

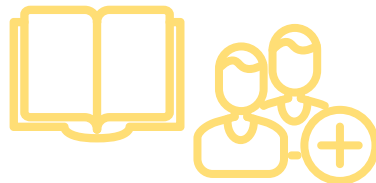


58,354
CHILDCARE PLACES
provided to families
throughout Port Stephens



920,000
PEOPLE VISITED

our beaches and pools,
which we've made more
accessible for everyone



25,065
LIBRARY MEMBERS

up by 1845 new
members in 2018
to 2019

\$207,000
IN GRANTS FOR OUR COMMUNITY



Our place highlights



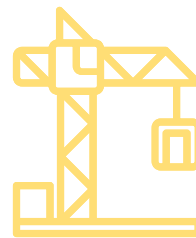
1.8m
PEOPLE VISITED

in 2018 to 2019, bringing
more than \$539m to our
local economy



\$10m
FOR OUR ECONOMY

from sponsored events with
123 events held on Council
owned or managed land



\$25.6m
OF MAJOR PROJECTS PROGRESSED

— read about the projects on page 58



800 DEVELOPMENT
APPLICATIONS

determined with median turnaround time of 37
days and a total capital investment of \$244m

Our environment highlights



35t

OF CARBON DIOXIDE SAVED

by new solar panels on our Administration Building — that's equivalent to planting 579 trees!



\$750,000 IN GRANT FUNDING

secured for weed and bushland management



1488t

WASTE COLLECTED

at our free drop off days
— see details on page 73



62ha

RESTORED

of bushland which acts
as natural koala habitat

Our Council highlights



68%

EMPLOYEE ENGAGEMENT

in our staff survey



\$25.4m

IN GRANT FUNDING

including \$11.7 million for
the aerospace precinct
Astra Aerolab



68

NEW CITIZENS

from 17 countries
welcomed to Port
Stephens in 2018 to 2019

76%

COMMUNITY SATISFACTION





Mayor's message

Delivering for our community — it's the reason I ran for Mayor and continues to be my main focus as I near the end of my second year in office.

Whether that be through boosting community wellbeing, creating more vibrant places for people to enjoy, supporting our local economy or making sustainable changes — I'm committed to delivering the projects and services that matter to our community.

Our road to tomorrow

One of my many highlights for 2018 to 2019 was signing a historic agreement with the Worimi and Karuah Aboriginal Land Councils.

Yabang Gumba-Gu, or road to tomorrow in the Worimi language of Gathang, sets out the roadmap of projects we want to deliver together for the benefit of Port Stephens. I'm proud to say we're already making significant progress.

As we've journeyed along the road to tomorrow, there have been many twists and turns. One of the biggest challenges our Council faced this year has been our application for a Special Rate Variation.

I'll be the first to admit it was an ambitious plan. Our vision was to deliver a \$100-million-plus program of infrastructure projects across Port Stephens — projects

that our community asked us to deliver.

More footpaths and cycleways, more sealed roads, more sporting fields and more for our town centres. We wanted to boost our local economy and deliver quality facilities for all to enjoy, now and for years to come.

After months of community consultation, we lodged our application with the NSW Independent Pricing and Regulatory Tribunal (IPART). IPART deemed us as financially fit and while our community wanted these projects, they told us they were not willing to pay for them through increased rates.

While I'm disappointed by the outcome, I stand by this Council's decision to set a bold vision for the future of Port Stephens and attempt to make it happen.

My personal commitment

When I stood for election in 2017, I made it clear I wanted to make a real difference to Port Stephens — the place I've loved since childhood, where I've grown up and raised my family.

My desire to deliver for our community has only been made stronger through this process. And while we can't do everything, I won't stand by and do nothing.

That's why we went back to the community in July 2019 with a shortlist of projects that could be delivered without increasing rates. The consultation process was overwhelmingly positive, with hundreds of people having their say on the projects they would like to see fast-tracked.

Clear priorities for the future

As a result, our Port Stephens 2020 projects represent an extra \$15.9 million of community priority projects to be carried out over the next 18 months.

This is just one of the ways we'll continue to deliver value for money for our community, now and into the future. You can read more about our highlights and challenges over the past year in this annual report and I hope you'll join us as we walk together on the road to tomorrow.

Ryan Palmer
Mayor of Port Stephens



NAIDOC Week,
Raymond Terrace



General manager's message

In 2018 to 2019 our Council has been firmly focused on the future — what it could look like, where our community's priorities lie and how we can best work together to deliver their vision.

Investing in the future

Standing at a fork in the road, our Council had a decision to make. We could continue to deliver the standard services and facilities our community values or invest in the future of Port Stephens to improve the lives of our community.

The first road was adequate but well-worn. Our Council has been lean for a long time — turning our \$13 million deficit around to a modest surplus in a decade.

The second road was uncharted territory for our Council but the benefits to our community were clear. After 6 months of consultation, Council applied for a rate rise to deliver an extensive program of works.

But being financially fit and having a reasonable infrastructure backlog worked against us and IPART rejected our application. Our community told us they still want these projects but not if it means raising rates.

After further community engagement, we've committed to delivering an extra \$15.9 million of major projects over the next 18 months, bringing our total program to almost \$50 million. We'll achieve this by leveraging our existing funds and finding new funding sources.

I want to pay tribute to all of the staff who worked tirelessly throughout this process — engaging with our community, fielding enquiries, investigating projects and crunching numbers. It has truly been a team effort and a great result for all.

Building a better Port Stephens

We've delivered more than \$25.6 million of major projects in 2018 to 2019 and made significant progress on 2 priority projects. The Medowie Sport and Community Facility is taking shape, while construction is well underway on our Koala Sanctuary — a unique eco-tourist destination and koala hospital.

Strengthening our relationships

Relationships are key to our Council's success. This year, we signed a historic agreement with the Worimi and Karuah Local Aboriginal Land Councils that paves the way for our mutual success. Yabang Gumba-Gu details the actions we will take together for the benefit of Port Stephens.

We've been successful in securing grant funding of \$25.4 million in 2018 to 2019, including \$11.7 million for the aerospace precinct Astra Aerolab. I attribute much of this success to the strong relationships we have with all levels of government, which enable us to advocate for more for Port Stephens.

Striving to meet our new targets

I'm proud to say we're continuing to achieve our high targets for our key metrics — service delivery, governance, risk management and financial sustainability.

At 68%, our employee engagement score is high for any organisation (65% is engaged). It's just short of our target of 70% engagement.

Our community satisfaction score of 76% is considered high in the local government sector. We've shifted our target to an ambitious 80% satisfaction as part of our commitment to continuous improvement.

Our commitment to a culture of excellence was recognised with a host of awards and acknowledgements, including TAFE NSW's Overall Trainee of the Year and Nintex's Solution Innovation Award. From digital innovation to making housing more affordable, these recognitions tell us we're on the right track with achieving the best outcomes for Port Stephens.

These are just some of the ways we've worked together to deliver for our community over the past 12 months. I'm proud of what we've been able to achieve and I'm excited for what's to come as we walk together on the road to tomorrow.

Wayne Wallis
General Manager

Business Leaders Lunch
Photo by Henk Tobbe

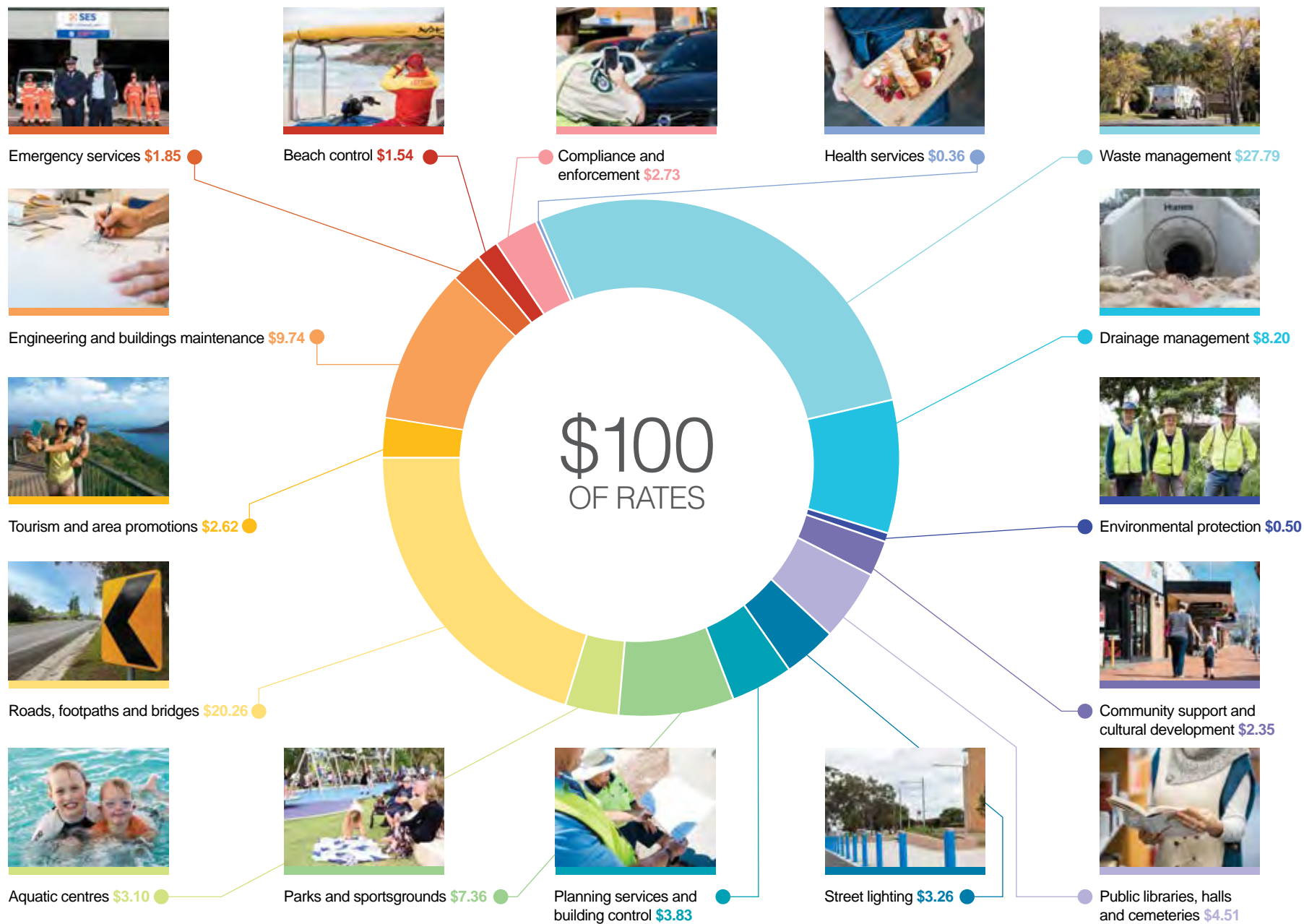


Community financial report

Where your rates go



Fitzgerald Bridge, Raymond Terrace



Financial summary

Port Stephens Council is financially sustainable and fit for the future. We have maintained our financial position in 2018 to 2019 while:

- keeping our rates at the lowest level in the lower Hunter region
- continuing to meet our asset renewal targets, while improving service delivery to our community.

Financial overview 2018 to 2019

Including capital income, our operating result was a surplus of \$25.2 million — higher than last year's surplus of \$20 million.

When capital grants and contributions are excluded, our operating result is a surplus of \$3.9 million. This is consistent with the 2017 to 2018 surplus of \$4.9 million.

The total income from continuing operations was higher in 2018 to 2019 compared last year due to:

- additional operating income from Newcastle Airport (this is consolidated into the Port Stephens Council Financial Statements)
- income from Roads and Maritime Services for additional work done on State Roads.

Total expenses from continuing operations were higher due to an impairment loss.

The balance sheet provided is a snapshot of our financial position including assets, liabilities and net wealth (equity) at 30 June 2019. For detailed information on our financial performance, refer to Volume 2 of this report.

Income statement \$'000	2014 to 2015	2015 to 2016	2016 to 2017	2017 to 2018	2018 to 2019
Total income from continuing operations	114,916	134,694	132,227	136,833	147,497
Total expenses from continuing operations	107,169	114,678	109,511	116,759	122,293
Operating result from continuing operations	7747	20,016	22,716	20,074	25,204
Net operating surplus/(deficit) before grants and contributions provided for capital purposes	(2747)	8032	8407	4949	3892

Balance sheet \$'000	2014 to 2015	2015 to 2016	2016 to 2017	2017 to 2018	2018 to 2019
Total current assets	50,918	59,197	72,902	65,380	63,701
Total current liabilities	28,938	24,989	27,999	31,856	35,876
Total non-current assets	890,064	886,034	927,128	981,134	1,015,884
Total non-current liabilities	25,595	22,412	19,261	20,910	15,806

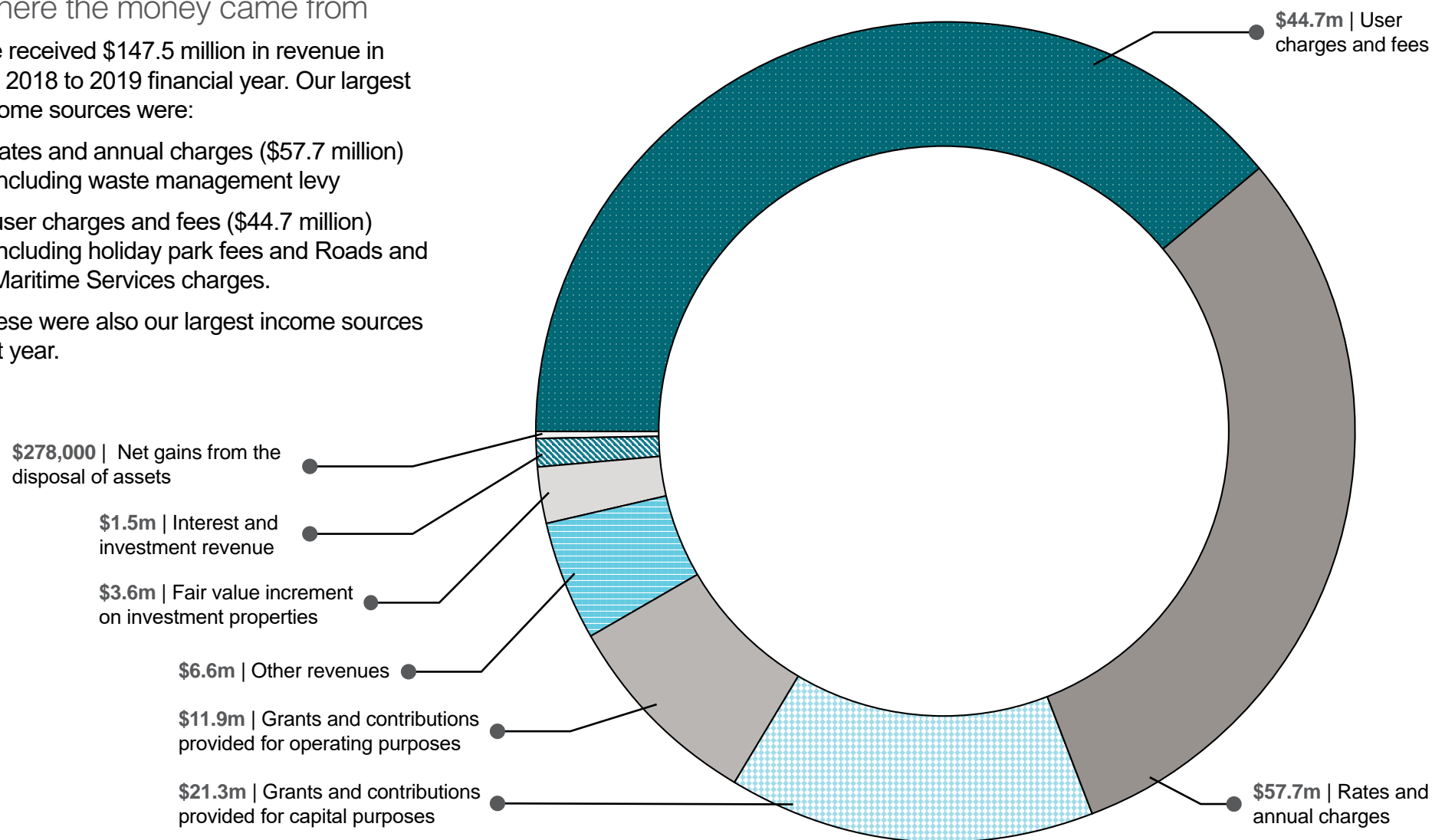
Our revenue

Where the money came from

We received \$147.5 million in revenue in the 2018 to 2019 financial year. Our largest income sources were:

- rates and annual charges (\$57.7 million) including waste management levy
- user charges and fees (\$44.7 million) including holiday park fees and Roads and Maritime Services charges.

These were also our largest income sources last year.










Newcastle Airport, Williamtown

Our expenses

Where the money was spent

We spent \$160 million during the year — \$122.3 million on operations and \$37.7 million on capital additions.

Major infrastructure spending included:










-  Roads \$8.2 million
-  Drainage \$4.2 million
-  Buildings \$4 million
-  Newcastle Airport \$3.3 million
-  Other open space or recreational assets \$2.3 million
-  Footpaths \$1.8 million

The above figures include assets that have been dedicated to Council. The total amount of assets dedicated to Council in 2018 to 2019 is \$10.4 million.

Our assets

What we own

Our infrastructure, property, plant and equipment were valued at \$961 million and our investment property assets were valued at \$35.6 million at 30 June 2019. The value of our infrastructure is:

-  Roads \$390 million
-  Drainage \$196 million
-  Land \$112.7 million
-  Other infrastructure \$102 million
-  Buildings \$95 million
-  Newcastle Airport \$30.7 million
-  Plant and equipment \$11.5 million
-  Land improvements \$6.8 million
-  Other assets \$5 million
-  Office equipment, furniture and fittings \$1.7 million

Total equity

What we own, minus what we owe

Port Stephens Council community equity (defined as our net worth) was \$1 billion at 30 June 2019.

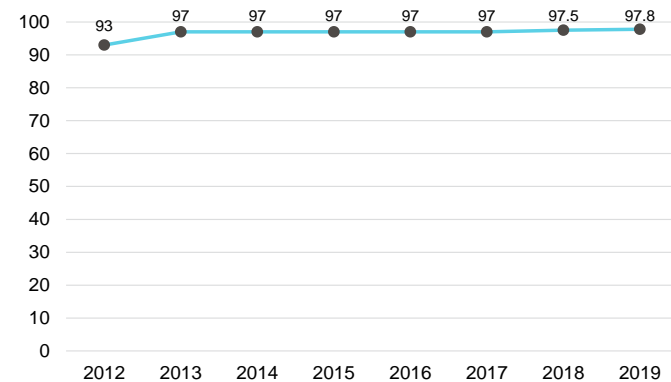
Scorecard

Six key result measures underpin everything we do at Port Stephens Council. You can read more about our result measures and integrated plans on our website portstephens.nsw.gov.au

Service delivery

🎯 **Target:** > 95%
Integrated plans
delivered on time

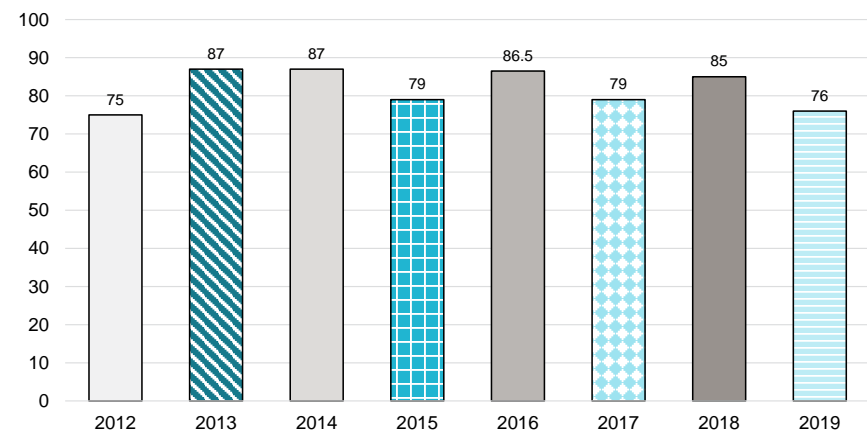
☆ **Achievement:**
97.8% of actions in
the Operational Plan
achieved



Community satisfaction

🎯 **Target:** > 80%
community
satisfaction

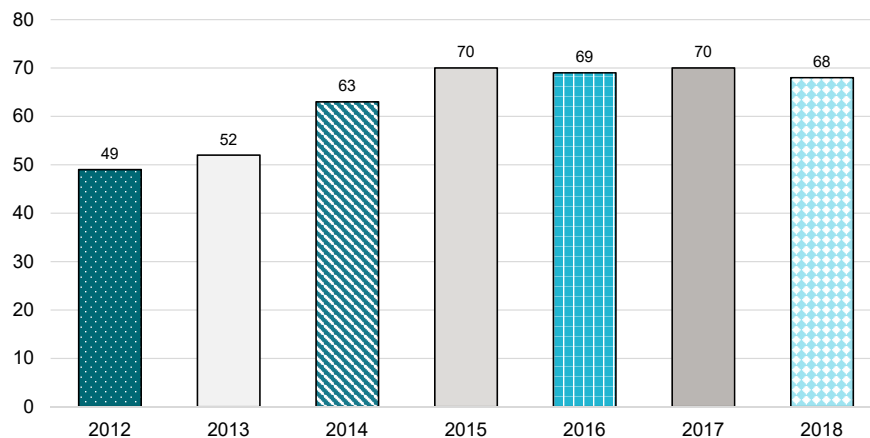
☆ **Achievement:** 76%



Employee engagement

🎯 **Target:** >70% employee engagement

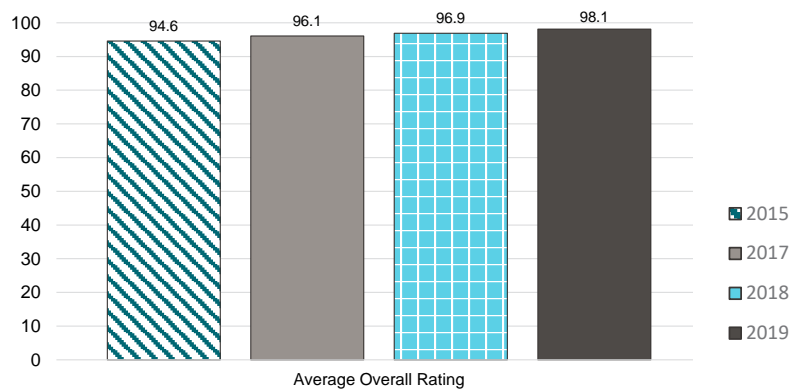
★ **Achievement:** 68%



Governance

🎯 **Target:** > 95% Governance Health Check

★ **Achievement:** 98.1%

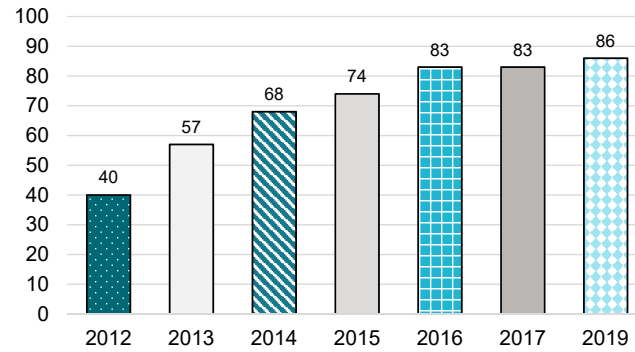


Nelson Bay foreshore

Risk management

🎯 **Target:** > 80% risk management maturity score

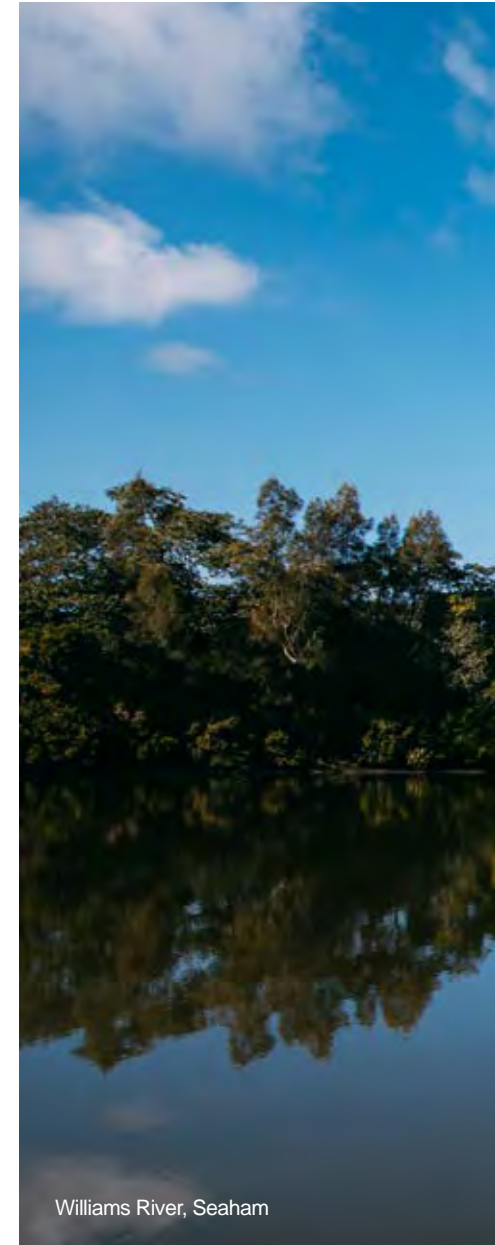
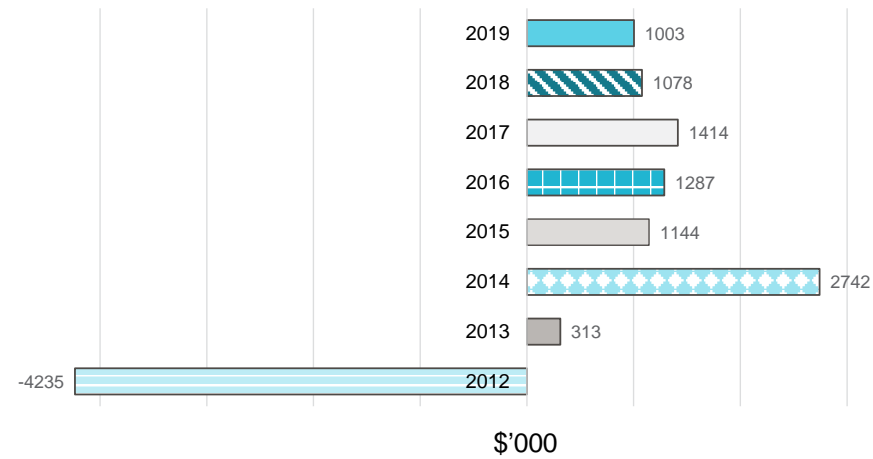
☆ **Achievement:** 86%



Financial sustainability

🎯 **Target:** underlying financial surplus

☆ **Achievement:** \$1.003 million





SECTION 2

Our Port Stephens

- Port Stephens snapshot
- Our Council
- Awards and recognitions
- Having your say

Lemon Tree Passage foreshore





Port Stephens snapshot

Located on the east coast of Australia about 2 hours north of Sydney, Port Stephens is known for its stunning natural beauty, unique wildlife and strong community spirit. These characteristics make our place an ideal recreation, tourist and retirement destination as well as a great place to live, work and play.

The Worimi people are the traditional owners of the Port Stephens local government area (LGA). We value the unique status of Aboriginal people as the custodians of these lands and waters.

Port Stephens was named after Sir Philip Stephens, First Secretary of the Admiralty in the late 1700s and later a Lord Commissioner of the British Admiralty between 1795 and 1806.

Region: Hunter

Area: 858.5 square kilometres

Population: 72,795 people (2018 Estimated Residential Population)

Population projection: 90,384 by 2038

Median age: 45

Population density (persons/ha): 0.81

Population by ward: West 37% (73% of the land area),
Central 32% (21% of the land area), East 31% (6% of the land area)

Major population centres: Raymond Terrace, Medowie, Nelson Bay

Labour force: 29,754 (ABS 2016)

Unemployment: 5.5% (March 2019)

Number of businesses: 4591

Gross Regional Product: \$5.049 billion

Main employing industries: Public Administration and Safety (15%),
Manufacturing (12%), Construction (11%)

Source: Remplan 24 July 2019.

You can read the full Port Stephens Economic Profile on our website portstephens.nsw.gov.au



Nelson Bay



Our Council

Community's vision

A great lifestyle in a treasured environment.

Council's vision

Engaged people, working together, delivering valued services.

Council's purpose

To deliver services valued by our community in the best possible way.

Values

Respect — creating a unique, open and trusting environment in which each individual is valued and heard.

Integrity — being honest and inspiring trust by being consistent, matching behaviours to words and taking responsibility for our actions.

Teamwork — working together as one Council, supporting each other to achieve better results for everyone.

Excellence — improving the way we work to meet the challenges of the future.

Safety — providing a safety focused workplace culture to ensure the wellbeing of staff, their families and the community.



Council Administration Building, Raymond Terrace

Elected Council

17 September 2017 to current



Mayor
Ryan Palmer

West Ward



Councillor
Giacomo Arnott



Councillor
Ken Jordan



Councillor
Paul Le Mottee

Central Ward



Councillor
Chris Doohan



Councillor/Deputy Mayor
Sarah Smith



Councillor
Steve Tucker

East Ward



Councillor
Jaimie Abbott



Councillor
Glen Dunkley

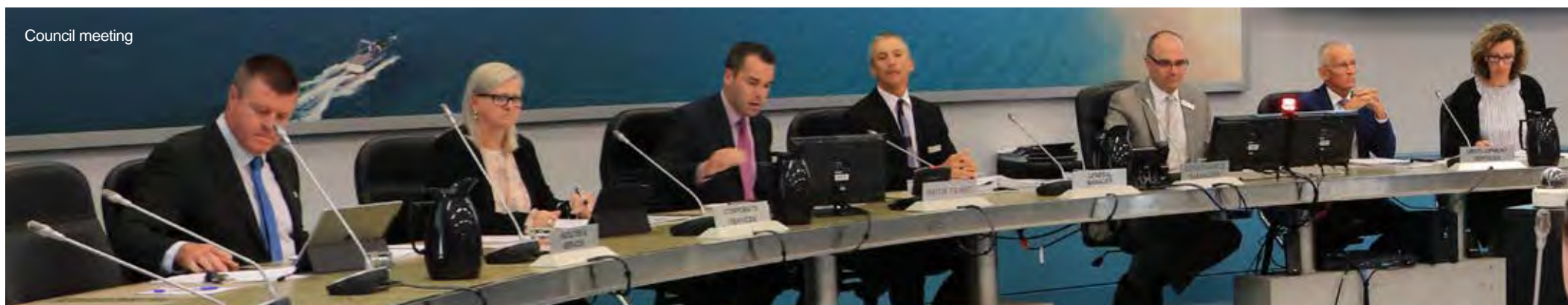


Councillor
John Nell

Councillor attendance — 1 July 2018 to 30 June 2019

	Ordinary meeting	Extra ordinary meeting	All meetings combined	2 way conversations ¹
Number of meetings	22	1	23	73
Mayor Palmer	21	1	22	67
Councillor Abbott	17	1	18	36
Councillor Arnott	21	1	22	49
Councillor Doohan	15	0	15	42
Councillor Dunkley	17	1	18	54
Councillor Jordan	15	1	16	40
Councillor Le Mottee	19	1	20	69
Councillor Nell	20	1	21	71
Councillor Smith	19	1	20	72
Councillor Tucker	19	1	20	51

¹2 way conversations are informal meetings held between the Mayor, Councillors and staff with specific subjects that the Mayor or Councillors wish to discuss.



Councillor induction and professional development

In May 2019, Council adopted its Councillor Induction and Professional Development Policy. This followed the release of the new Councillor Induction and Professional Development Guidelines by the Office of Local Government.

Clause 5.17 of the policy requires the General Manager to report annually on all councillor induction programs, ongoing professional development and training sessions provided throughout the year.

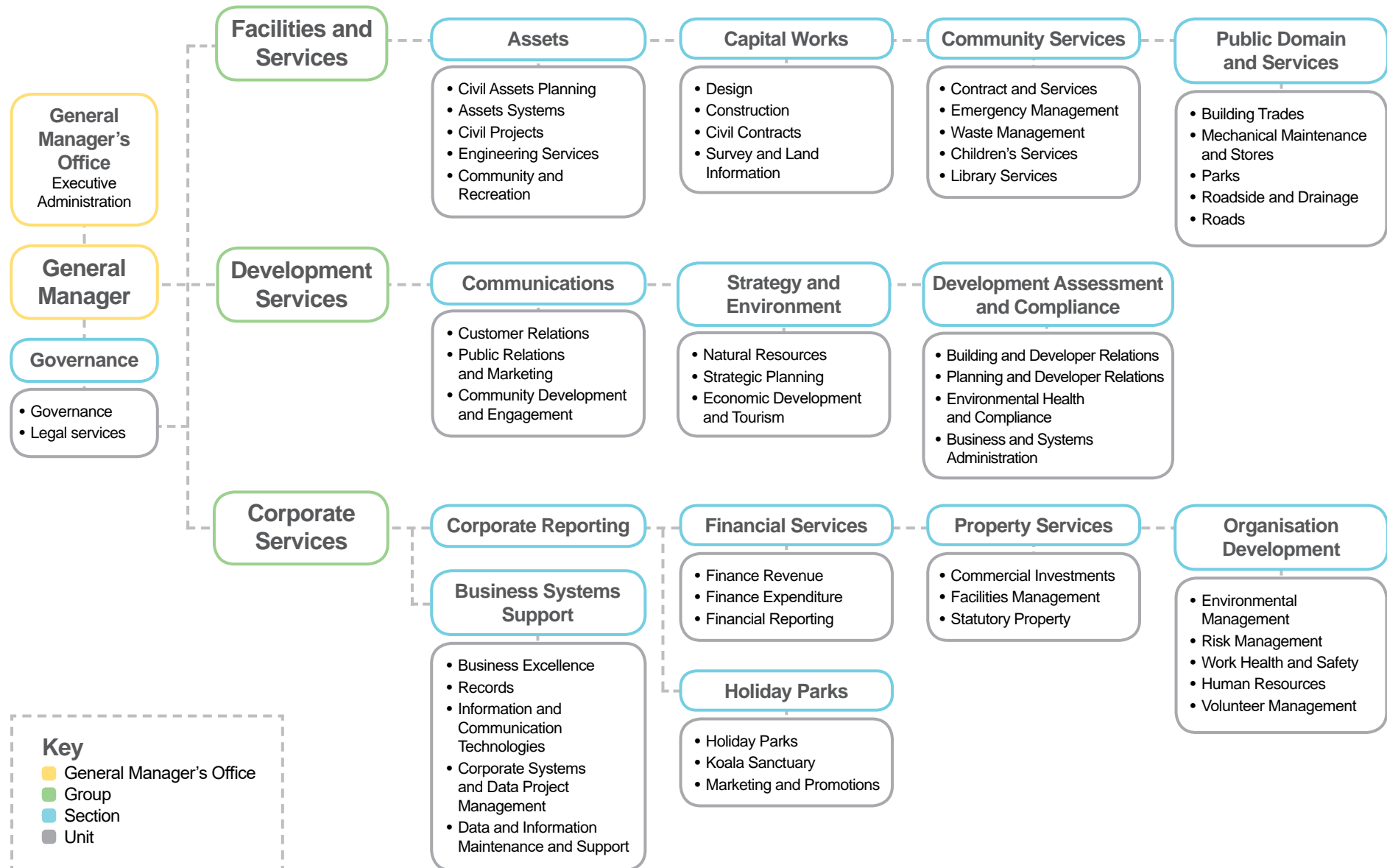
There was no councillor induction program during this period as it was provided in the first year of the Council term in 2017 to 2018.

The following professional development opportunities were provided to all elected members. The table shows those who participated. The total costs of professional development (including accommodation and training) for this period is \$59,938.

Professional development	Attendees
2018 LGPA National Congress & Business Expo	Mayor Palmer, Cr Dunkley, Cr Le Mottee, Cr Smith
2018 LGNSW Annual Conference	Mayor Palmer, Cr Arnott, Cr Le Mottee, Cr Tucker
2018 NSW Coastal Conference	Cr Nell
AICD Company Directors Course	Mayor Palmer, Cr Abbott, Cr Dunkley, Cr Nell
2019 LGNSW Tourism Conference	Mayor Palmer, Cr Dunkley, Cr Smith
2019 ALGA National General Assembly	Mayor Palmer, Cr Dunkley, Cr Le Mottee



Organisational structure



Key

- General Manager's Office
- Group
- Section
- Unit

Awards and recognitions

At Port Stephens Council, we believe in doing the right things in the best way. We are proud of our culture of excellence and the recognition we have received for achieving the best outcomes for Port Stephens.

Awarding body	Award
TAFE NSW	Overall Trainee of the Year and Business Administration Trainee of the Year — Kaitlin Smith
Australasian Reporting Awards	Silver award — Annual report
Nintex	Nintex Solution Innovation Award for Promapp
Local Government NSW	Finalist — Excellence Award for Environmental Management System
Local Government NSW	Finalist — Excellence Award for Capability Framework and extension to Human Resource Information System
Rural Management Challenge	Winner
NSW Premier's Award	Finalist — Making housing more affordable
Local Government NSW	First place — Customer service mystery shop
Sister Cities Association	Outstanding relationship with the Worimi People awarded at Global Dialogue for Community Solutions



Kaitlin Smith — Trainee of the Year

Having your say

We are committed to engaging our residents, stakeholders and staff in the development of policies, plans and the delivery of services for our community. Our Community Engagement Policy recognises that community information sharing, consultation and participation are vital for effective decision-making.

There are many ways you can have your say on the governing of Port Stephens and the future of our LGA:



Vote for Councillors every 4 years through the local government election for Port Stephens Council



Arrange to speak at a public access meeting



Write to or telephone elected members of the Council



Get social and connect with us on our social media channels, including Facebook, Twitter and Instagram



Make a submission on Council's Delivery Program including the one year Operational Plan when on exhibition yearly, or on our Community Strategic Plan every 4 years

Make submissions on major projects or notified consents that are consulted or advertised throughout the year



Participate in the annual Community Satisfaction Survey in May/June each year





Our performance

SECTION 3

- Overview
- Our community
- Our place
- Our environment
- Our Council

Farmland, Hinton



Performance key

We've used subheadings to show you



highlights



challenges and



what's next?

Look for ^{KP} to identify our key priorities for the Delivery Program period of 2018 to 2021.

At the end of a focus area, we rate our performance on each operational plan action as we work to implement our delivery program.

Visit portstephens.nsw.gov.au to read these documents.

Overview: our focus areas

The Port Stephens Council Community Strategic Plan 2018 to 2028 outlines our 4 main focus areas. Each goal is a key direction in our Delivery Program 2018 to 2021.



Our community

Port Stephens is a thriving and strong community respecting diversity and heritage.

Goal 1: Community diversity

Our community accesses a range of services that support diverse community needs.

Goal 2: Recognised traditions and lifestyles

Our community supports the richness of its heritage and culture.

Goal 3: Community partnerships

Our Council works with community to foster creative and active communities.



Our place

Port Stephens is a liveable place supporting local economic growth.

Goal 1: Strong economy, vibrant local businesses, active investment

Our community has an adaptable, sustainable and diverse economy.

Goal 2: Infrastructure and facilities

Our community's infrastructure and facilities are safe, convenient, reliable and environmentally sustainable.

Goal 3: Thriving and safe place to live

Our community supports a healthy, happy and safe place.



Our environment

Port Stephens' environment is clean, green, protected and enhanced.

Goal 1: Ecosystem function

Our community has healthy and dynamic environmental systems that support biodiversity conservation.

Goal 2: Environmental sustainability

Our community uses resources sustainably, efficiently and equitably.

Goal 3: Environmental resilience

Our community is resilient to environmental risks, natural hazards and climate change.



Our Council

Port Stephens Council leads, manages and delivers valued community services in a responsible way.

Goal 1: Governance

Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES).

Goal 2: Financial management

Our Council is financially sustainable to meet community needs.

Goal 3: Communication and engagement

Our community understands Council's services and can influence outcomes that affect them.



Our community



Our place



Our environment



Our Council

Our community

Port Stephens is a thriving and strong community respecting diversity and heritage.



Goal 1: Community diversity

Our community accesses a range of services that support diverse community needs.

Boost to childcare places

Wow! It's been a massive year of growth and change for our Port Stephens Council childcare services.

The number of children attending OOSH (out of school hours and vacation care) has increased significantly, resulting in 13,700 more childcare places offered compared to last year.

Our trusted OOSH service now offers more than 50 thousand childcare places before and after school.

What's changed?

In April 2019 we took over 2 privately run OOSH services at Shoal Bay and Tomaree. These added to our existing services at Raymond Terrace, Medowie and Seaham. We opened our seventh facility at the growing suburb of Fern Bay in July 2019.

We developed the brand Thrive Kids so all our Council-run childcare options are now

under the same banner. This includes family day care, OOSH (including vacation care) and mobile preschool.

25 new family day care educators joined our service. We now have 70 trained educators covering 7 local government areas from the Central Coast to Port Stephens. This includes 5 registered relief educators who step in when a team member is sick or on leave, solving a significant issue for working parents who rely on family day care.

We expanded our mobile preschool thanks to a successful grant application for \$60,000 from the NSW Department of Education. This enabled the preschool to operate 5 days a week instead of 4 days. We added Fern Bay to its rotation and continued weekly visits to Grahamstown, Anna Bay, Medowie and Raymond Terrace.

What's next?

We're gearing up to grow our new brand Thrive Kids in 2019 to 2020 and further increase the number of children attending our high-quality early education and childcare programs. It's a tangible way we help our community live, work, play and grow in Port Stephens.

 Local student addresses
NSW Parliament

'I hope that in the near future, young people will have a bigger presence and their opinions counted in the decision-making processes that affect them, whether in Port Stephens or other regions of Australia,' declared Tomaree High School student Doeun Kim.

Douen is a Port Stephens Council Youth Advisory Panel (YAP) member. She addressed NSW Parliament on Children's Youth Parliament Day in Youth Week 2018.

'I represented the youth of Port Stephens and spoke on the topic of opportunity,' said Doeun.

'It was wonderful to be able to interact with other youth representatives from around New South Wales. And to voice my opinions about the many opportunities that already exist in our regions such as wine-making, aerospace industries, the marine environment...and the need for continual enhancement in these areas.'



Almost 20,000 families live in Port Stephens with an average of 1.8 children.

💡 Young people focus on ‘things that make them feel valued’

In November 2018 our YAP panel members produced their inaugural newsletter The Catch-up. They received minimal feedback and decided their efforts were better spent on other projects.

‘Young people are very busy. They focus on things that make them feel most valued,’ says our Community Development and Engagement Officer James Campbell who works with the panel.

Enter Pathways and Possibilities.

It’s a research and advocacy project designed by our YAP members. In January 2019, the project was awarded a \$19,000 Youth Opportunities grant from the NSW Government.

Members have been working hard to deliver the Pathways and Possibilities project by the end of 2019.

Their brief is to define key priorities for the youth of Port Stephens, aligned to our strategic goals. As part of this they’ve been asking: what would an ideal youth-friendly space in Port Stephens look like?

Their consultation has focused on what young people want to see in a future youth space at Tomaree and how to make Raymond Terrace Library more youth-friendly.

💡 Youth Week highlights

In April 2019 we supported successful events including:

- Twilight Markets at Raymond Terrace showcasing young local creative artists
- Skate and scooter competition at Nelson Bay
- Snak N Rap youth celebration at Mallabula Skate Park

▶️ What’s next?

The YAP will use their advocacy and leadership skills to help develop our Youth Plan 2020 to 2022. We’ll use the results of their Pathways and Possibilities project to plan more effective spaces for young people in Port Stephens on our road to tomorrow.



Youth Week Twilight Market,
Raymond Terrace



Around 16% of Port Stephens' population are young people aged 12 to 24 years.



Fingal Bay Accessible Beach Day

Inclusion for every body ^{KP}

If a picture tells a thousand words, that smile is a great way to explain why we're making changes to boost social inclusion across Port Stephens.

'We want more people with disabilities, their families and their carers to be able to enjoy Port Stephens,' says our Mayor Ryan Palmer.

'It's our goal to provide the best opportunities for inclusion we can offer our community and visitors.'

You can read our Disability Inclusion Action Plan on our website portstevens.nsw.gov.au

What we did to promote inclusion in 2018 to 2019

- We completed 2 major upgrades to Little Beach, one of our most popular beachfronts. To complement our new beach access ramp, Ability Links (a NSW Government initiative) funded access improvements. Now there's better signage for accessible parking plus wheelchair-friendly picnic seating and pathways.
- Floating wheelchairs were demonstrated at an Accessible Beach Day at Fingal Beach. They're now in regular use at Fingal, One Mile and Birubi beaches.

- We opened a brand new all-abilities playground at Shoal Bay's Bernie Thompson Reserve. The location was chosen by community vote.
- We made access improvements to Mallabula's Caswell Reserve. The car park was sealed and there are now wheelchair-accessible pathways to the play area, amenities and BBQ.
- We started working on more user-friendly communication channels to deliver our messages more effectively for people with disabilities. We commissioned an Accessibility Audit of our website and brochures, and are in the process of implementing the recommendations.

Changing times for our outdoor volunteers

In August 2018, we decided to move away from our committee model (known as section 355c committees) for volunteers in our parks, reserves and cemeteries.

We've already dissolved 8 committees and we'll fully transition to the new model over the next year.

Why the change?

Feedback from a service review told us many of our outdoor volunteers were

feeling burdened by the administrative and governance work associated with 355c committees.

We realised we were placing too much strain on our outdoor volunteer workforce.

We want to make volunteering more meaningful, fun and safe, and less onerous on volunteers.

Our new system reduces the administrative burden for outdoor volunteers so they can concentrate on doing what they're passionate about — activities like bush regeneration, town pride and park improvements.

What's next?

We'll focus on making sure our 700-plus volunteers feel valued by:


- increasing opportunities for our volunteers to learn new skills
- establishing a new on-ground support officer
- implementing a new Volunteers Recognition Policy that features regular thank-you cards, letters and certificates, media promotion and an annual awards event.

We'll also look to expand our volunteering opportunities to encourage more members of our community to get involved.

Our
community's
vision is
a great
lifestyle in
a treasured
environment
for every
body.

Goal 2: Recognised traditions and lifestyles

Our community supports the richness of its heritage and culture.

 Historic agreement is our future road map

In the Gathang language of the Worimi people, Yabang-Gu-Butunga means road to tomorrow. These words now carry new meaning for our community in Port Stephens.


During NAIDOC Week in July 2018, our Council signed a unique agreement developed in conjunction with the local Worimi and Karuah Aboriginal Land Councils. We named the agreement Yabang-Gu-Butunga.

They're not just words. Yabang-Gu-Butunga includes a code of cooperation and lists projects we'll complete over the next 3 years. The agreement sets the tone for a respectful, forward-thinking relationship between our Council, Local Aboriginal Land Councils and the Traditional Owners of the Port Stephens area. After 3 years, we'll measure the success of each objective and set new ones.

'This has been in the works for a number of years. So, I'm proud to be here to sign this agreement with both land councils,' said our Mayor Ryan Palmer.

'It's a roadmap of how we'll work together to improve the lives of Aboriginal people living in our region both now and into the future — not just through talking, but through achieving outcomes.'

You can read the full Yabang-Gu-Butunga: Road to Tomorrow agreement on our website portstephens.nsw.gov.au

 Discovering Yabang Gumba-Gu

Our road to tomorrow is a journey of discovery and shared benefits — and here's a great example.

Since signing our Yabang-Gu-Butunga agreement, we've been meeting regularly with local Aboriginal community members and Elders. They're in the process of reviving their traditional language Gathang (pronounced gut-tongue) which was spoken across a large region extending beyond Port Stephens, throughout the Hunter region and as far north as Port Macquarie.

Use of Gathang has been in serious decline since colonisation, resulting in the language being dormant for many years. Thanks to the commitment of Aboriginal people — who spent valuable time sharing their language with historians, linguists, settlers and early explorers — the archives have been reopened.

Some of our first objectives are:



new 'Welcome to Worimi Country' signs at the gateways to Port Stephens



improving the Aboriginal content on our website



developing community connections with other agencies to strengthen Aboriginal families and communities



building educational resources in our libraries and children's services



cultural awareness training for staff and Councillors.

We're proud to say that many of these objectives have already been achieved at the time of writing.





NAIDOC Week mural unveiling, Raymond Terrace
Mural artwork by Jason Russell

Each Gathang-speaking Nation including Warrimay (Worimi) has unique words, sounds, structures and dialects.

The Worimi have launched a revitalisation of this wonderful sounding language — waking it from its slumber and bringing it back to life by sharing their traditional knowledge and language of the land we know as Port Stephens.

Identifying and implementing the correct translation is expected to be a long and challenging process. But the Worimi are determined to get it right.

Working in conjunction with the Gathang Language Group and local Aboriginal language advocates, we have discovered what's believed to be a more precise local translation of road to tomorrow: Yabang Gumba-Gu.



▶ What's next?

The agreement will be updated to reflect this new knowledge. We're also working with the Local Aboriginal Land Councils to develop a process for using Gathang across Port Stephens to highlight significant areas, land features and developments.

It's an important journey that we're walking together and a great example of reconciliation in practice.

💡 Birubi Information Centre ^{KP}

This year we prepared a Development Application (DA) for the Birubi Information Centre on Gan Gan Road, Anna Bay.

This will be a gateway to Birubi Point Aboriginal Place and the world-famous Worimi Conservation Lands. These are the largest moving sand dunes in the southern hemisphere and are home to middens, artefacts and burial sites belonging to the Worimi people.

We successfully applied for a \$5.4 million grant to build this landmark project. The grant is part of the NSW Government's Growing Local Economies Fund.

The Information Centre will dramatically improve traffic flow and safety in a precious, environmentally sensitive area that's regularly packed with locals, tourists, and large numbers of buses and cars.

▶ What's next?

The Hunter and Central Coast Regional Planning Panel approved our DA in September 2019. This means we can now progress our environmental assessments, permits and detailed design drawings ready for construction in late 2020.



Ian Marriner, Denise Duffy, Kimberly Swan and Matthew Johnstone — Walk of Art



A fine Walk of Art

Street banners were transformed into a public gallery when we turned artworks by 5 local artists into a unique Walk of Art at Nelson Bay.

Artworks by Anna Webster, Denise Duffy, Ian Marriner, Kimberly Swan and Matthew Johnstone were featured.

Walk of Art takes you through Apex Park and our recently completed Yacaaba Street extension, where 3 buildings were demolished to open up pedestrian access between Nelson Bay town centre and foreshore.

Public libraries need more funding

In July 2018, we joined the Renew Our Libraries campaign to double the current funding for public libraries across NSW so they are sustainable long-term.

Public libraries play a vital role in communities like ours.

As well as our libraries at Raymond Terrace, Salamander Bay and Lemon Tree Passage, our Mobile Library visits 15 locations fortnightly.

We run popular children's programs, including our early literacy program Stories in the Street. Our community programs help adults learn about technology and writing, while author visits, movie screenings and book clubs bring people together to have fun.

Renew Our Libraries was supported by more than 90 councils, as well as the NSW Public Libraries Association and Local Government NSW.

Together, we achieved a commitment from the NSW Government to increase library funding by \$60 million over 4 years.

While this is an incredible result, the campaign is now pushing to secure the long-term future of public libraries by indexing funding.

Why? Libraries today are about more than just books.

'They provide literacy support for young children, bridge the digital divide, serve as a meeting place for older and newly arrived Australians, and bring people together from all walks of life,' says our Library Services Manager Kris Abbott.

We believe our council-owned libraries are a vital part of our social infrastructure, now and on our road to tomorrow.

Our libraries in 2018 to 2019:



1845 new members
bringing total
membership to 25,065



299,000 items
borrowed



183,254
total visitors



Internet used
19,707 times



Wi-Fi used
13,114 times



Staff helped with
29,120 enquiries



562 children's
programs with 8230
people attending



Stories in the Street
early literacy program
reached 67 families



Overall use was down
by around 15%
compared to last
year's figures*

*This is likely due in part to Tomaree Library at Salamander Bay being closed for several weeks for renovations.



Raymond Terrace Library


Kathy Rimmer —
Australia Day ambassador



‘A fantastic example of someone who has given back to this community across almost every facet of her life’
— Mayor Ryan Palmer.

Goal 3: Community partnerships

Our Council works with community to foster creative and active communities.

 Breaking with tradition:
why we chose a local
Australia Day ambassador

Every year on 26 January, it's routine for celebrities and high-profile Australians to be invited into a city as its Australia Day ambassador.

This year we decided to do things differently.

For the first time in several years, we chose a local ambassador to give the Australia Day address in Port Stephens.

Kathy Rimmer is a mother of 2 young children, business coach, President of Nelson Bay Rotary Club, and a member of Tomaree Business Chamber and Port Stephens Women in Business.

‘Kathy is an upstanding member of our community who is passionate about helping others reach their potential and I'm proud to have her as our local ambassador,’ said Mayor Palmer.

The honour wasn't lost on Kathy, who has multiple sclerosis. She described her passion for Port Stephens.

'Port Stephens is such a supportive and tight-knit community. I'm excited to be able to share my love of this place and its people,' said Kathy.

'To me, Australia Day is all about celebrating our diversity. We all have different upbringings, perspectives and cultures.

'It's wonderful to come together on this day to celebrate each other's differences and everything that makes us Australian.'



Stinking hot: remembering Australia Day 2019

It was already 32 degrees by 9am at Raymond Terrace, which may explain why crowds were down compared to last year for official festivities at Raymond Terrace, Nelson Bay, Lemon Tree Passage and Karuah.

Nevertheless, spirits were high for thousands of locals and holiday-makers who celebrated the day at homes, parks and waterways across Port Stephens.

We welcomed 24 new citizens in citizenship ceremonies at Raymond Terrace and Nelson Bay, and presented our annual Australia Day awards to:

Citizen of the Year — Ben Niland

Ben is Secretary of Medowie Sports and Community Club and Chairman of Port Stephens Council Audit Committee. In 2018 he established a fundraiser called Medowie Bale Out the Drought which raised \$80,000 for drought-affected farmers. Ben is very community-minded and heavily involved in leadership and sponsorship of numerous local sports.

Young Citizen of the Year — Amy Dufour

Amy started playing touch football at the age of 8 for Nelson Bay Touch, has represented Australia and is a consistent mentor to younger players. She is renowned for her sense of fair-play and abundance of natural talent.

Sportsperson of the Year —

Graeme Chamberlain

Graeme is a local Ironman who pushes himself to be his best, while encouraging others through his work as a volunteer. He is Club Captain at Birubi Point Surf Life Saving Club, and a member of Tomaree Tri Club and Nelsons Bay Hash Harriers.

Cultural Endeavour — Michael Francis

Michael is a Board Director of Port Stephens Community Arts Centre and a natural leader who has promoted artistic culture in our region for more than 20 years. In fact, more than 1400 people have been members of the arts centre during his tenure.

Port Stephens Medallists

Hunter Region Botanic Gardens were established on 130 hectares at Heatherbrae in 1985. They are managed, maintained and developed by a non-profit company of around 200 dedicated volunteers, who collectively won this award.

Michael Murray is an expert in business strategy, leadership and systems. He brought his wealth of experience to the Port Stephens Suicide Prevention Network, serving as chairperson for the past year.

Lee Anlezark is the outgoing president of Tomaree Parkinson's Support Group. Lee has Parkinson's disease himself and established the group 10 years ago. He has led with optimism, hope and enthusiasm to the great benefit of others.

Lemon Tree Passage foreshore



Our performance

Operational
plan items
on track:



Community diversity

What we said we'd do	How effective were we?	Target	Baseline 2017 to 2018	Actual 2018 to 2019	
C1.1.1 Deliver early education and care of children	Customer satisfaction with Thrive Kids	≥ 85%	99%	98%	✓
	Annual accreditation	Compliant	100%	100%	✓
C1.2.1 Deliver youth projects and support youth services provided by other agencies	Actions completed or commenced in Family & Community Services delivery schedule	≥ 95%	95%	100%	✓
C1.3.1 Identify and plan for an inclusive and access friendly community	Actions completed in Disability Inclusion Action Plan	≥ Baseline	5 of 23*	7 of 23*	✓
C1.4.1 Identify and plan for the needs of an ageing population	Actions completed in Ageing Strategy	≥ Baseline	2 of 7	4 of 7	✓
C1.5.1 Coordinate Council's volunteer program	Variety of activities volunteers support at Council	Maintain	6**	6**	✓

Recognised traditions and lifestyles

What we said we'd do	How effective were we?	Target	Baseline 2017 to 2018	Actual 2018 to 2019	
C2.1.1 Support and facilitate initiatives and projects to promote and empower Aboriginal culture	Scheduled actions implemented in Yabang Gumba-Gu Agreement	≥ 95%	100%	95%	✔
C2.1.2 Support the planning and management of Aboriginal Places in Port Stephens	Develop Aboriginal Place Advisory Panel annual works plan	100%	90%	100%	✔
C2.2.1 Support initiatives and projects to encourage local cultural activities	Actions completed in Cultural Plan	≥ 90%	90%	90%	✔
C2.3.1 Support the preservation of Port Stephens heritage	Providing Heritage Projects Fund grants	Maintain	\$6000	\$6000	✔
C2.4.1 Deliver public library services, resources and community literacy programs	Community satisfaction with Library services	≥ 85%	99%	99%	✔
	Use of resources (collection items borrowed)	320,000	320,000	299,371	✘
<p>Why weren't we effective? The use of print resources in our libraries is falling, while Internet and Wi-Fi use as well as attendance at programs, activities and events is on the rise.</p>					

Community partnerships

What we said we'd do	How effective were we?	Target	Baseline 2017 to 2018	Actual 2018 to 2019	
C3.1.1 Assist community service providers to deliver services for vulnerable people and families	Refer to C1.2.1				
C3.2.1 Provide financial, logistical and marketing support for local events	Community-run events supported and managed by Council	Maintain	7	9	✔
C3.3.1 Initiate and manage leisure contracts with recreational and leisure services	Community satisfaction with Council swimming pools	≥ 90%	90%	91%	✔
	Maintain a score above NSW 3 year average in the Royal Life Safety Assessment Audit	≥ 84.62%	91.67%	91.67%	✔
C3.4.1 Provide financial assistance for the community	Annual grant funding	Maintain	93 grants \$122,992	120 grants \$91,815	✔

 **On track** target achieved or on track to be achieved
  **Monitor** < 5% off the target
  **Off track** > 5% off the target

* 8 of 23 are ongoing ** Parks, halls, sports, community engagement, Library, Visitor Information Centre

Our place

Port Stephens is a liveable place supporting local economic growth.



Goal 1: Strong economy, vibrant local businesses, active investment

Our community has an adaptable, sustainable and diverse economy.



Unanimous support for new economic strategy

Few people will argue that 'our place' is renowned for its natural beauty. That's why generations of Australians have made Port Stephens their holiday destination — and we wouldn't have it any other way.

But Port Stephens is so much more than a tourist town.

Our local economy is unique and diverse — from manufacturing, aviation and defence industries to tourism, retail and hospitality. We're also part of the Hunter region, the largest regional economy in Australia.

Our Council has been working hard to drive new ideas and support sustainable growth for all local businesses, large and small.

A new Economic Development and Tourism Strategy 2019 to 2021 was supported unanimously by our Council in March 2019.

The strategy provides the framework for creating a vibrant place that supports local economic growth. This will help Port Stephens to thrive along our road to tomorrow, regardless of whether it's peak tourist season.

▶ What's next?

As part of the new strategy we will:


- continue to invest in programs that make business growth easier
- partner with industry to drive overnight visitor spend across Port Stephens
- attract events that drive economic benefit
- create people-friendly, vibrant spaces for our residents, businesses and visitors.

You can read the full strategy on our website portstephens.nsw.gov.au

POPULATION
72,795





27,346
JOBS



4591
ACTIVE
BUSINESSES

19.2%
YOUTH 0 to 15

22.9%
OVER 65

SOURCE: REMPLAN July 2019

\$4.8bn
REGIONAL EXPORTS

\$3.6bn
REGIONAL IMPORTS



\$5bn +
GROSS REGIONAL
PRODUCT

\$10,913m
OUTPUT



\$141.7m
RESIDENTIAL
BUILDING
APPROVALS

Visitor economy

\$539m
in visitor
expenditure

1.5m
visitors per
annum

2221
people
employed

SOURCE: Tourism Research Post 2018

Employment by industry

Public safety and administration **15%**

Manufacturing **12%**

Construction **11%**

Retail trade **10%**

Key drivers of output

Manufacturing **29%**

Construction **15%**

Public admin and safety **13%**

Renting, hiring and real estate **9%**

Strategic infrastructure assets

Newcastle Airport

RAAF Base Williamtown

Port of Newcastle

Defence and Airport Related Industrial Zone

(DAREZ)



Place activation will grow our economy ^{KP}

Place activation is a deliberate effort to bring a public space to life. The idea is to create a vibrant setting where people want to spend time for all sorts of activities such as catch-ups, sport, recreation, events and relaxation.

Creating people-friendly spaces across Port Stephens is part of our new Economic Development and Tourism Strategy. This year we recruited an Events and Place Activation Team Leader to drive programs to achieve our goal.

A great example of place activation is the inaugural Port Stephens Seaside Scavenge held in April 2019 at Robinson Reserve, Anna Bay. We invited our community to a fun event where they could trade trash for treasure. Picking up rubbish from the waterway rewarded participants with Seaside Scavenge currency for use at a pop-up market featuring pre-loved clothes, books and other goods. All these items had been donated by the community.

This event was a huge success. As well as creating a positive community vibe, a staggering total of 146 kilos of rubbish was removed, including 60 kilos of recycling picked up from Birubi Beach.



Koala Sanctuary construction ^{KP}

We're excited to report construction is underway at our Port Stephens Koala Sanctuary at One Mile Beach.

The sanctuary will feature a hospital for sick, injured or orphaned koalas as well as a tourist information centre. An elevated boardwalk will allow visitors to view our resident koalas in their natural habitat. On the ground, overnight accommodation in the form of 'glamping tents' will offer a unique experience for our guests.

This is the culmination of several years planning and raising the necessary funds, around \$7 million. The sanctuary has been made possible through a partnership with the NSW Government and volunteer group Port Stephens Koalas. Stage 1 includes the koala pens, accommodation, the elevated boardwalk and internal access roads.

We're fortunate to share our place with one of the few remaining koala populations on Australia's east coast and we're doing all we can to protect them.



What's next?

We expect the Koala Sanctuary to be complete in early 2020. Stage 2 including the hospital, tourist centre and car parks started in August 2019.

After an expression of interest process, we've commissioned a local artist to create a unique artwork telling the story of the koala, to feature at the new facility.



It's time for a new brand

The heart-felt brand 'P.S. I love you' has been a huge success for Port Stephens over the past 8 years. No doubt, this has helped to grow and sustain our \$500 million-plus annual tourism industry.

The time is right to refresh our marketing pitch. This year we helped Destination Port Stephens (a non-profit industry body supported by our Council) to start searching for a new brand. We took part in a workshop with other key stakeholders to develop the foundations for a new domestic marketing campaign leading into summer 2019 to 2020.

Our Visitor Information Centre welcomed almost 78,000 people during 2018 to 2019. In partnership with Destination Port Stephens, we generated almost \$1 million in accommodation and tour sales for local tourism operators.

More interstate visitors from Victoria stayed overnight in Port Stephens — a 40% increase.

We see Victoria as a key growth market, especially as Newcastle Airport continues to promote direct flights between Melbourne and Newcastle (Port Stephens) as an easy, accessible option.

Domestic visitor data for 2018 to 2019 shows an overall 10% increase in visitors to 1.8 million. On average they stayed 13% longer than the previous year.

▶ What's next?

The new Destination Port Stephens brand will be revealed in early 2020 and our Visitor Information Centre team is reviewing our current booking system to make it more user-friendly. This will be increasingly important as we look to expand into international markets like New Zealand. You can read more about this on page 79.



This year we held or supported **123 events** held on Council owned or managed land

These included: Port Stephens Surf Pro, Love Seafood, Tastes at the Bay, TreX, Nations of Origin and Sail Port Stephens.



Port Stephens Seaside Scavenge, Anna Bay

Goal 2: Infrastructure and facilities

Our community's infrastructure and facilities are safe, convenient, reliable and environmentally sustainable.



Major projects on track ^{KP}

Construction of our major projects and works program was on track at the end of the 2018 to 2019 financial year, reflecting a total expenditure of \$25.6 million across Port Stephens.

Among our completed projects:

- makeover of Caswell Reserve at Mallabula featuring new playground, accessible public amenities, pathways and car park

- Lancaster Park at Soldiers Point established as dog off-leash area with fencing
- significant road upgrades of Hinton Road, Holdom Road Karuah, Gan Gan Road intersection, Nelson Bay Road/Medowie Road roundabout Williamtown and Waterfront Road Swan Bay
- installed new signage at gateways to Port Stephens and some localities (stage 1)
- Apex Park amphitheatre with grass and sandstone-block tiers
- Longworth Park seawall replaced
- new cashless parking meters at Nelson Bay to improve ease of use
- CCTV (closed circuit television) upgraded or replaced at 13 remote sites to improve public safety

- Integrated Vehicle Management System installed in 90 council vehicles to drive efficiencies and improve safety by monitoring driving times
- Anna Bay Cemetery extension with 400 new burial sites and columbarium walls.

You'll find a full list of our major projects and works for 2018 to 2019 in Attachment 2 of this report.



What's next?

We expect to open the \$6.3 million Medowie Sport and Community Facility in early 2020.

After extensive community consultation, we've added to our list of projects for the next 18 months. You can read more about our Port Stephens 2020 projects on page 81.



Lancaster Park, Soldiers Point

🎯 Dry times punish our road patching program

Extreme temperature fluctuations cause asphalt road surfaces to expand and contract excessively. In periods of drought it's near-impossible to make lasting repairs to growing numbers of potholes.

We managed by successfully heavy patching 20,000 square metres of road using 2400 tonnes of asphalt. To improve quality, we've increased the patch thickness and reduced the surface area where needed.

Like much of drought-affected New South Wales in 2018 to 2019, we're doing the best we can to keep on top of road repairs despite the challenging conditions.

🎯 Action needed on Council depot buildings ^{KP}

Our ageing Council depot buildings do not meet modern expectations for condition and functionality.

We have 2 large depots, Nelson Bay and Raymond Terrace. These facilitate our heavy machinery and equipment, workshops, stores and 85 team members. Our parks and gardens staff occupy other smaller depots.

Our depots were designed in a different era. In fact, the former Municipality of Raymond Terrace used the existing depot site to store plant and equipment from as early as 1935.

Our depots have served us well for more than 50 years but it's time to consider substantial upgrades or relocation.

The way that we (and all councils) use our depots has changed dramatically in recent times. These days our teams use technology to get the job done safely, adhering to strict environmental controls. We don't need large stores to stockpile supplies such as chemicals and fuel because most can be readily purchased.

As a starting point, we're committed to upgrading our Raymond Terrace depot to bring it in line with modern requirements.



Raymond Terrace Depot

Our maintenance team was kept busy with 448 scheduled repairs for plant and vehicles this year — and 869 unscheduled repairs.



Elite award for Nelson Bay Foreshore Regional Park

What an honour! Until this year only capital city parks in Sydney, Brisbane and Melbourne had received a prestigious Green Flag Award.

Green Flag Awards originated in the United Kingdom in the 1990s. They aim to raise the standard of green spaces and bring people back into parks.

Parks and Leisure Australia's judging process is renowned for being rigorous with 27 criteria plus an on-site inspection for finalists.

'Taking care of Nelson Bay Foreshore and all our parks is a real team effort so it's great to see all that hard work recognised,' says our Parks Program Coordinator Michael Reay.

Nelson Bay Foreshore Regional Park is visited by around 250,000 people each year to enjoy the spectacular waterfront, access dolphin and whale-watching tours, and use our free outdoor gym and play equipment.



This year our parks and maintenance crews **mowed 26,500m** of grassy drains.





Apex Park, Nelson Bay



Goal 3: Thriving and safe place to live

Our community supports a healthy, happy and safe place.



Breathing new life into 'the Bay'^{KP}

We now have a clear roadmap to make Nelson Bay Town Centre a thriving place on our road to tomorrow. The Nelson Bay Public Domain Plan is the result of robust community debate and hard work by our Council. Our shared goal is to revive the iconic area that locals and holiday makers call 'the Bay'.

We listened to what our community loves about Nelson Bay and set a long-term vision for its streets, paths, parks and foreshore. This will promote year-round activity and boost the viability of businesses.

The main features will be a greener town centre, enhanced opportunities for walking and cycling, better parking and quality spaces where people want to spend time.

The Nelson Bay Public Domain Plan is part of a broader strategy adopted by our Council in September 2018 called Progressing the Nelson Bay Town Centre and Foreshore Strategy: A Revised Implementation and Delivery Program.

This Delivery Program recommends taller buildings in some parts of the Bay — 5 storey developments in the town centre to retain its village character and 8 storeys along the edges. Initially we proposed a 10 storey limit but a compromise was reached in response to community feedback.

To ensure high-rise buildings don't impact the Bay's character, there will be controls to assure that excellent quality designs will maximise view-sharing and natural light in public areas.

We asked community members and businesses to be part of the Nelson Bay Implementation Panel to keep us accountable and drive action on the Delivery Program.

We also established an Independent Nelson Bay Citizens Parking Panel to workshop ways to improve parking in the town centre and foreshore. Want more details? Find the full documents at portstephens.nsw.gov.au

What's next?

We submitted a planning proposal to the NSW Government to implement the Nelson Bay Delivery Program and we're waiting on approval to exhibit the proposed changes to local planning controls.

We'll also establish a plan and funding strategy to implement parking improvements in 2019 to 2020, based on recommendations from our independent panel.

We listened to what our community loves about Nelson Bay and set a long-term vision.



Development and planning highlights

We're now the fastest council in the Hunter region for processing of planning certificates. Our team has worked hard to reduce wait times from an average of 5 days to just 24 hours.

2703 planning certificates were issued this year with almost two-thirds processed using our new online system.

Over 800 Development Applications (DAs) were determined with a total capital investment value of \$244 million.

A 37-day turnaround for DAs was achieved (net median) and this was under the Premier's target of 40 days.

The Fern Bay and North Stockton Strategy was drafted, including a vision for a new town centre, diverse housing choices, accessible open spaces and community facilities. We're working with City of Newcastle to publicly exhibit this strategy in November 2019.

We established implementation panels to drive the actions in our adopted plans for Medowie, Nelson Bay and Raymond Terrace/Heatherbrae town centres. The panels include community members, business representatives and Councillors.



What's next?

In 2020, we'll complete our new Local Housing Strategy to plan for future housing across Port Stephens based on local population trends and forecasts.



Creating a 20-year vision for land-use ^{KP}

Our Council is in the process of developing a Local Strategic Planning Statement (or LSPS) on land use. These statements are a new legislative requirement for local government. Our LSPS will reflect the views of our community and spell out our vision for land use across Port Stephens.

The LSPS must be succinct and easy to understand. It will describe our priorities, the special character and values we plan to preserve, and how we plan to manage and monitor change.

It will also detail how we plan to achieve the actions in the NSW Government's regional land use plans.

This won't replace our Community Strategic Plan 2018 to 2028, which has a much broader focus than land use, but will help us manage growth and change into the future.



Illegal dumping and land-use continues

A trend of illegal dumping in and around building sites across Port Stephens has continued this year.

Our Waste Compliance team increased proactive surveillance and this resulted in a total of \$100,000 in penalty infringements being issued.

This approach has helped us to reduce illegal dumping in hotspot locations by 90% compared to last year.

We also successfully applied for 2 significant grants totalling \$164,000 for an illegal dumping and litter prevention project.

We hope this will encourage our community to report illegal dumpers — and let the perpetrators know we're determined to stamp it out.

We investigated 226 new complaints of unauthorised development and/or land use this year. However, by adding an extra compliance officer to our team we reduced the volume of outstanding complaints by 60%.



There was a 90% reduction in illegal dumping hot spots compared to last year.

Our performance

Operational
plan items
on track:



Strong economy, vibrant local businesses, active investment

What we said we'd do	How effective were we?	Target	Baseline 2017 to 2018	Actual 2018 to 2019	
P1.1.1 Support sustainable business in Port Stephens	Number of active businesses in Port Stephens	Annual increase	New	4591	New
P1.1.2 Provide funding support to business initiatives that create economic benefit	Business satisfaction survey — Port Stephens is a good place to conduct business	≥ Good	New	57%	New
P1.1.3 Coordinate place management and activation	Refer to P3.3.1				
P1.1.4 Develop the Port Stephens Koala Sanctuary	Delivery of project on time and on budget	Maintain	New	100%	New
P1.2.1 Manage an integrated event licensing process	Number of licences issued	Annual increase	127	123	⚠
P1.2.2 Manage the Nelson Bay Visitor Information Centre	Visitor Information Centre attendance	Maintain	88,682	77,968	✖
	Why weren't we effective? A reduction in attendance at the Visitor Information Centre has been offset by a 12% increase in visitors to portstephens.org.au				
	Visitors to portstephens.org.au	% annual increase	New	12% increase	New
P1.2.3 Provide strategic and financial support to Destination Port Stephens	Tour and accommodation bookings on behalf of operators	Maintain	5627 bookings	6523 bookings	✓
	Financial support for Destination Port Stephens	Maintain	\$397,500	\$397,500	✓
P1.2.4 Attract and facilitate major events that deliver economic benefit	Overnight visitor spend per annum	Annual increase	\$2,292,000	\$2,599,000*	✓
	Economic benefit from major events	Annual increase	\$8,260,000	\$10,071,000	✓

On track target achieved or on track to be achieved
 Monitor < 5% off the target
 Off track > 5% off the target

Infrastructure and facilities

What we said we'd do	How effective were we?	Target	Baseline 2017 to 2018	Actual 2018 to 2019	
P2.1.1 Plan for and initiate civil assets	Asset Management Plan complies with IP&R checklist	Compliant	Compliant	Compliant	✓
	Civil assets work initiated on time	100%**	100%	100%	✓
P2.1.2 Plan for the operation, maintenance and replacement of Council's fleet	Fleet utilisation hours per annum	≥ 67,080	75,264	67,540	✓
P2.1.3 Plan for the operation, maintenance and renewal of Council's civil assets	High risk civil assets inspection program up to date	100%	100%	100%	✓
P2.1.4 Plan, design and provide advice services for drainage and flooding	Flooding and drainage development application referrals completed on time	100%	100%	100%	✓
P2.1.5 Provide traffic engineering services and conduct road safety programs	Road Safety Projects conducted (funded by RMS) and completed on time	100%	100%	100%	✓
P2.1.6 Provide development engineering assessment and advice services	Engineering development application referrals completed on time	100%	100%	100%	✓
P2.1.7 Provide, manage and maintain community and recreation assets	Community and recreation assets inspection program up to date	100%	100%	100%	✓
P2.1.8 Coordinate and report on asset finances and data systems	Meeting customer needs	90%	90%	92%	✓
P2.2.1 Provide survey services	Deliver Capital Works program on time, on budget [^]	≥ 95%	100%	100%	✓
P2.2.2 Provide design and specialist engineering services	Deliver Capital Works program on time, on budget [^]	≥ 95%	100%	100%	✓
P2.2.3 Provide project and contract management services	Deliver Capital Works program on time, on budget [^]	≥ 95%	100%	100%	✓
P2.2.4 Construct Council's Capital Works projects	Deliver Capital Works program on time, on budget [^]	≥ 95%	100%	100%	✓
P2.3.1 Provide roads maintenance	High priority road defects fixed on time	Maintain	100%	92%	✗
	Why weren't we effective? High priority defects were actioned but were outside Council's allocated timeframe.				
	Community satisfaction with roads maintenance	≥ Baseline	75%	71%	⊖

*As at March 2019 ** Project pre-initiated prior to agreed timeframe [^]Including approved variations



Infrastructure and facilities continued

What we said we'd do	How effective were we?	Target	Baseline 2017 to 2018	Actual 2018 to 2019	
P2.3.2 Provide roadside and drainage maintenance	Community satisfaction with roads and drainage maintenance	≥ Baseline	84%	81%	⚡
	High priority roadside drainage and maintenance defects fixed within required timeframes	100%	100%	100%	✅
P2.3.3 Provide open space and foreshore maintenance	Community satisfaction with maintaining parks	≥ Baseline	85%	84%	⚡
	High priority open space and foreshore maintenance defects fixed within required timeframes	100%	100%	95%	⚡
P2.3.4 Provide building trades services	High priority actions fixed within required timeframes	≥ Baseline	92%	88%	⚡
P2.3.5 Provide depot, stores and workshop services	Number of pre rego check repairs conducted	≥ Baseline	142	184	✅
P2.3.6 Provide cemetery administration and cemetery maintenance services	Community satisfaction with cemetery services	Maintain	94%	95%	✅
P2.4.1 Maintain roads as contracted with RMS	Average RMS contractor performance grading	≥ Good	Good	Good	✅

Thriving and safe place to live

What we said we'd do	How effective were we?	Target	Baseline 2017 to 2018	Actual 2018 to 2019	
P3.1.1 Manage Council's key planning documents	Adoption of Community Participation Plan (CPP) December 2019, Local Housing Strategy (LHS) September 2020, and Local Strategic Planning Statement (LSPS) July 2020	100% adoption	New	CPP 80% LHS 70% LSPS 70%	New
P3.1.2 Optimise land use to maximise social, economic and environmental needs of area	No overdue planning certificates (issue within 7 days)	None overdue	0	0	✓
P3.2.1 Provide development assessment services	Median net determination time for Development Applications	< 40 days	34 days	37 days	✓
P3.2.2 Provide building certification services	Market share of certification	Maintain	Maintain	Maintain	✓
	Premises added to the fire safety program	Increase	1095	1103	✓
P3.2.3 Provide environmental health services	Onsite sewer management systems inspected	≥ Baseline	881/800 110%	892/800 111%	✓
	Food premises inspected*	≥ Baseline	514/500* 103%	657/636* 103%	✓
P3.2.4 Provide land use compliance services	Development compliance customer requests closed	> 95%	89%	96%	✓
P3.2.5 Provide regulatory ranger services	Ranger customer requests closed	> 95%	99%	99%	✓
P3.2.6 Provide illegal waste compliance services	Number of successful** waste investigations	> 85%^	91%	88%	✓
P3.3.1 Develop and monitor town centre strategies	Completed actions in town centre strategies: Medowie (M), Nelson Bay (NB), Raymond Terrace & Heatherbrae (RTH)	Annual increase	New	M 5 of 10 NB 19 of 27 RTH 4 of 15	New
P3.4.1 Maintain facilities for Rural Fire Service and State Emergency Service	RFS and SES facility maintenance defects carried out within best practice levels	100%	100%	100%	✓
P3.4.2 Manage asset protection zones and fire trails on Council property	Contractor's performance against agreed program	100%	100%	100%	✓
P3.4.3 Maintain and implement a Local Emergency Management Plan	Review Local Emergency Management Plan every 3 years	100%	100%	100%	✓

*Schedule changes each year depending on number of inspections and inspection frequency **Perpetrator found ^Include total number of reported incidents as well as proportion successfully investigated

Our environment

Port Stephens' environment is clean, green, protected and enhanced.



Goal 1: Ecosystem function

Our community has healthy and dynamic environmental systems that support biodiversity conservation.



Flying foxes are an important part of our ecosystem

In some neighbouring towns and cities, flying foxes are seen as a menace. Here in Port Stephens they play a critical role in keeping our native bushland healthy.

We share our environment with a native population of grey-headed flying foxes and little-red flying foxes. They live in a 'camp' at Raymond Terrace, extending through Newbury Park and Ross Walbridge Reserve.

Grey-headed flying foxes are a threatened species, protected by NSW and Commonwealth legislation. They were first observed at the camp in 2011.

The little-reds joined in 2016, probably to enjoy feeding on the area's mass-flowering spotted gums (eucalyptus trees).

Our flying foxes are hard workers but they are often misunderstood. They do a fly-in-fly-out night shift, leaving at dusk and returning to camp before dawn to sleep through the day. Their important work is spreading pollen and seeds over a 50 kilometre stretch of our dynamic natural environment, every night.

Our Council adopted the Raymond Terrace Flying Fox Camp Management Plan in August 2018. It outlines community concerns caused by the presence of flying foxes, including noise, smell, excrement and perceptions of a potential health risk.

So far, we haven't seen the same destructive impacts as other councils. However, the camp is close to residential areas and Raymond Terrace shopping district. This plan describes how we'll manage the camp should any significant issues or conflict arise on our road to tomorrow.

Want more information about the Raymond Terrace Flying Fox Camp Management Plan? Go to our website portstephens.nsw.gov.au

How we protected our natural environment in 2018 to 2019

- Reviewed our Tree Vandalism Policy to reaffirm penalties and raise awareness. Deliberate damage/removal of trees and vegetation on Council-managed land is an ongoing issue as perpetrators try to enhance views or development opportunities.
- Focused on restoring natural koala habitat and other areas containing rare and threatened species. Volunteers and contractors helped with maintenance works on 62 hectares of significant natural environment to minimise weeds, pests, and human disturbance.

- Prepared a draft report on koala hubs or source populations in Tomago, Medowie and Kings Hill. This will form part of a broader project to identify and assess the health of koala populations across Port Stephens.

War on weeds: some success but invasion continues

We liken it to a war — and this is no exaggeration given the environmental risk posed by 32 invasive weed species in Port Stephens. These are priority-listed for attack and control as part of our compliance with the Biosecurity Act 2015.

Weeds such as Pampas Grass, Chinese Violet, Frogbit, African Olive, Alligator Weed, Water Hyacinth and Giant Salvinia might look pretty but they cause serious harm to our environment and economy.

It was our most successful year to date in terms of funding for our weeds campaign. Our Invasive Species team worked hard to secure more than \$750,000 for weed and bushland management programs over the year.

‘We live in a beautiful part of the world but unfortunately woody weeds like African Olive are threatening our native species, and taking over our natural bushland and farming land,’ says Steve Peart, our Council’s Strategy and Environment Section Manager.

How we fought the war on weeds in 2018 to 2019:

- successfully applied for a \$100,000 grant to rehabilitate and protect the Mambo Wetlands at Salamander Bay for future generations
- treated more than 250 kilometres of aquatic areas for weed invasion
- issued 34 biosecurity directions, including one seizure of 30 plants
- inspected 371 sites covering more than 1000 hectares with an 82% success rate for adequate control of high-risk infestations
- held 2 African Olive awareness days, including a successful field day featuring Costa Georgiadis, host of ABC TV’s Gardening Australia program and passionate biosecurity advocate

What’s next?

From 1 July 2019, the Biosecurity (Chinese Violet) Control Order came into effect. This invasive plant was first found in Boat Harbour in 1999 and has spread throughout Port Stephens. The order means landowners must immediately destroy all Chinese Violet on their property. We’ll continue raising awareness and working with our community to eradicate it.

A full list of priority weeds in Port Stephens is available at portstephens.nsw.gov.au



Costa Georgiadis and Invasive Species Planner, Sam at our African Olive awareness day

Goal 2: Environmental sustainability

Our community uses resources sustainably, efficiently and equitably.

Rule change causes compost challenge

In October 2018, the NSW Environment Protection Authority (EPA) made a surprise announcement that significantly affects how we manage domestic waste in Port Stephens.

A regulation known as the Resource Recovery Exemption Order was revoked for mixed organic waste, effective within 24 hours. According to the EPA, this was due to new independent research that posed potential environmental concerns about compost made from mixed domestic waste.

Previously, the order allowed this compost to be used on land for grazing agriculture, in forestry plantations and rehabilitated mine sites. Suddenly, this was forbidden due to potential physical contaminants and environmental risks.

This meant an immediate stop to an important part of our waste management process.

No longer were we permitted to use the compost material from mixed domestic waste in ordinary garbage bins. This had been a key feature of the successful Newline Road Waste and Composting Facility, commercially operated by SUEZ.

While many other councils are just starting to compost food waste, we've been doing it for 20 years with this state-of-the-art system.

We've been advised by the EPA that further discussions will be held with our Council to determine the financial impacts on our waste management system — with a view to providing compensation.

A review is underway but for now, we have no choice but to send the waste to landfill. This will clearly impact our waste-reduction targets.

We're aiming high with hundreds of solar panels

More than 350 solar panels now cover the roof of our Raymond Terrace administration building. We installed them in February 2019 and we're already seeing the benefits.

The 99.96 kilowatt solar photovoltaic system generates about 20% of the building's annual energy consumption and is estimated to save us about \$30,000 per year. It has produced 76 megawatt hours at the time of writing — the equivalent of 35 tonnes of carbon dioxide.

'We're looking for ways to save money and reduce our environmental footprint, and solar power is a proven way to make real and lasting savings,' says our General Manager Wayne Wallis.

Our building will use approximately 85% of the solar power generated by the panels.

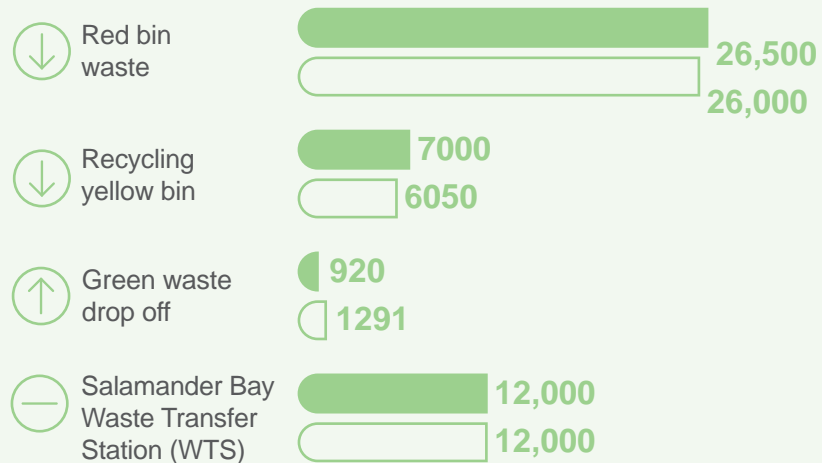
The remaining 15% will be put back into the grid, especially on weekends and public holidays when our energy use is low.

By taking advantage of Commonwealth Government rebates for solar power, we expect to achieve a return on our investment in about 4 years.

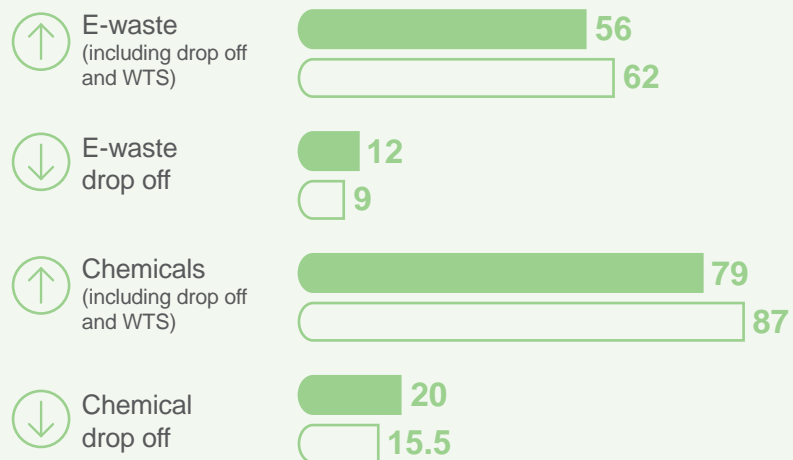
What's next?

A review is underway to quantify our sustainability targets and we're provisioning solar power at our aquatic centres.

Waste collection in tonnes



E-waste and chemicals



● 2017 to 2018 ○ 2018 to 2019



A 10-year Coastal Management Program will go a long way towards helping us build resilience against environmental risks.

Goal 3: Environmental resilience

Our community is resilient to environmental risks, natural hazards and climate change.



Long term strategy underway ^{KP}

Our stunning, diverse coast is an incredible asset. Making sure it's protected from environmental peril on our road to tomorrow is not only our responsibility — it's common sense.

Threats from natural hazards and climate change such as erosion, inundation, land-clearing and soil run-off have the potential to destroy our treasured natural environment and our way of life.

A 10-year Coastal Management Program (or CMP) will go a long way towards helping us build resilience against environmental risks.

We're in the process of developing a CMP with neighbouring councils, state agencies and other stakeholders. This is a 5-stage program and the result will be a long-term strategy to manage our coastal land sustainably.

The first stage of the CMP was a scoping study to map the Port Stephens Coastal Zone, and examine how it's used and valued

by our community. This zone stretches from Fern Bay in the south to Yaccaba Headland in the north, including the vast Port Stephens estuary.

Our scoping study was reviewed by the NSW Office of Environment and Heritage in February 2019 and completed in July 2019.

What's next?

Stage 2 has commenced and is expected to be complete in late 2019. This involves detailed studies to identify, analyse and evaluate risks, vulnerabilities and opportunities.

Update on PFAS contamination ^{KP}

We continued supporting landholders at Williamstown affected by PFAS contamination with a special sub-category of rates in 2018 to 2019.

This gave a discount of 50% for residents in the primary zone, 25% in the secondary zone and 10% in the broader zone.

The contamination was caused by the historical use of firefighting foam containing chemicals known as PFAS (per and poly fluoroalkyl substances) at RAAF Base Williamtown.

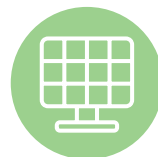
We remain concerned about the impacts on our community and environment from PFAS contamination.

In 2018, our General Manager presented to a Commonwealth senate inquiry into the management of PFAS contamination in and around Defence bases, and our submission was accepted by the Joint Standing Committee.

In November and December 2018 we undertook mechanical maintenance works to parts of Williamstown's drainage. The works were in line with approved environmental management plans and procedures, and will help the drains operate as efficiently as possible.

What's next?

We'll continue the Williamstown sub-category of rates. We'll also continue advocating for our community and environment.



We've installed a **99.96 kilowatt solar photovoltaic system** on our administration building.

Our climate change policy delayed

This year we did not complete our Port Stephens Climate Change Policy due to resourcing constraints. While a preliminary literature review was completed in November 2018 and a draft project plan was developed, the strategy did not progress as planned.

This hasn't stopped us from completing actions from our 2009 Climate Change Adaptation Plan, including installing a 99.96 kilowatt solar photovoltaic system on our administration building.

What's next?

Undertaking a review of our Climate Change Adaptation Plan is a priority in 2019 to 2020. We're also committed to working with our community and local businesses to reduce our overall impact on climate change in Port Stephens.



Our performance

Operational
plan items
on track:



Ecosystem function

What we said we'd do	How effective were we?	Target	Baseline 2017 to 2018	Actual 2018 to 2019	
E1.1.1 Develop and monitor environmental policies, strategies and technical information	Refer to E1.1.2, E1.1.3, E3.1.2 and E3.3.1				
E1.1.2 Develop and implement a range of nature conservation programs	Scheduled actions completed in the Bushland Enhancement Program	> Baseline	New	71 work programs*	New
E1.1.3 Provide environmental impact assessment services	Number of Environmental Impact Assessments conducted within agreed timeframes	Maintain	New	66%	New
E1.1.4 Manage biosecurity risks (weeds and pests)	Actions completed in the Hunter Strategic Weed Management Plan 2017 to 2022	Increase	New	29/37	New
E1.2.1 Provide environmental education programs to the community	Number of environmental education programs developed and implemented	Maintain	New	28	New
	Number of participants	Increase	New	312	New

✓ **On track** target achieved or on track to be achieved

⚠ **Monitor** < 5% off the target

✗ **Off track** > 5% off the target

Environmental sustainability

What we said we'd do	How effective were we?	Target	Baseline 2017 to 2018	Actual 2018 to 2019	
E2.1.1 Reduce waste going to landfill	Community satisfaction with garbage collection and access to waste depot/transfer stations	≥ 90%	91%	92%	✓
	Participation in 'problem waste' days	New	New	42%	New
	Waste diverted from landfill	≥ 60%	50%	33%	✗
Why weren't we effective? Read more on page 72.					
E2.1.2 Improve Council's energy usage	MWh usage year on year	Maintain	8,400MWh	8,400MWh	✓

Environmental resilience

What we said we'd do	How effective were we?	Target	Baseline 2017 to 2018	Actual 2018 to 2019	
E3.1.1 Implement coastal, estuary and foreshore management projects	Draft plan endorsed by external agencies and adopted by Council	Refer E3.1.2			
E3.1.2 Develop a Coastal Management Program	Complete stage 1 — deliver scoping study and community engagement plan	Maintain	New	Stage 1 completed	New
E3.1.3 Develop an emergency response coastal management plan for priority coastal area	Draft plan endorsed by external agencies and adopted by Council	Refer E3.1.2			
E3.2.1 Support affected communities in the Williamstown PFAS Management Area and surrounds	Participation in consultation/advocacy activities	Maintain	Yes	Yes	✓
E3.2.2 Monitor and manage environmental impacts from decommissioned waste landfill sites	Scheduled gas and water monitoring undertaken	100%	100%	100%	✓
E3.3.1 Review Climate Change Adaptation Action Plan	Development and implementation of actions in the Climate Change Adaptation Action Plan	Maintain	New	13/35**	New
Why wasn't it completed? Read more on page 75.					

* 479ha of natural areas under restoration, 5527 trees planted ** Recommended actions commenced

Our Council

Port Stephens Council leads, manages and delivers valued community services in a responsible way.



Goal 1: Governance

Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES).



How we changed our risk management

We worked hard to develop a new risk management system last year and won an award at the Statewide Risk Management Excellence Awards in August 2018.

Our Council was named the overall winner in the Large Regional or Metropolitan Councils division for best strategic enterprise risk management initiative.

This cements our Council as a leader in the field of risk management. But how does it benefit our community?

Behind the scenes, our new Integrated Risk Management System combines multiple processes into a unified tool. This includes our:

- methodology — matching what we do to our strategic and operational plans
- reporting — documenting what we've done and haven't done.

The system makes every part of our governance visible and accountable, and this in turn affects our risk profile.

It's a big change for the better in the way our Council does business. It greatly improves our ability to effectively manage risk to our community, employees, environment and organisation.

Workforce changes we made in 2018 to 2019

We adopted a new Workforce Plan in January 2019. This sets out the strategies we'll use to plan our Council's human resources requirements for the next 3 years and beyond. Making sure we have the right people with the right skills is critical so we can successfully deliver our strategic goals.

A new Capability Framework introduced in June 2018 will help develop the skills and aspirations of our employees. The framework outlines a team member's current skill levels and identifies future growth areas. It does this in a way that's easy to understand, positive and encourages progression. This is consistent with our leadership values of Respect, Integrity, Teamwork, Excellence and Safety (RITES).

Slight drop in community satisfaction rating

The 2019 Community Satisfaction Survey asked more questions than previous years. We also set an ambitious new target of 80% as part of our commitment to continuous improvement.

We sought more detailed input from our community on their perceptions of our performance — and their vision for places, services and access on our road to tomorrow.

Our overall community satisfaction rating this year was 76%. Our services with the highest level of satisfaction were:

- libraries at 99%
- children's services at 98%
- garbage collection services at 95%.

While our overall rating is less than last year's 85% rating, it's still considered a high result for a local government organisation. For the sake of comparison our 2017 result was 79%.

A likely factor in this year's rating was our proposal to increase rates by a Special Rate Variation and we've taken that on board as we strive to do better.

What's next?

We've listened to feedback and we'll continue to focus on what matters most to our community. This feedback will also be helpful as we begin a conversation with our community in 2020 to review the Community Strategic Plan.

We won 'Major Airport of the Year'

Newcastle Airport landed a major national award — the Australian Airport Association's Major Airport of the Year 2018.

As co-owners of this tremendous asset with City of Newcastle, it's our responsibility to develop effective shareholder value. A record 1.28 million travellers passed through the airport in 2018 to 2019, marking 5 years of steady growth.

Our partnership with Newcastle Airport will have major implications on our Council's road to tomorrow and this year we helped to propel several exciting developments designed to deliver long-term benefits.

A new route was announced on a 3-year basis for international flights from Newcastle-Port Stephens to Auckland during the summer period between November 2018 and February 2019.

We jointly announced a successful application for NSW Government funding of \$11.7 million to help develop the proposed Astra Astrolab aerospace business park, located on 76 hectares next to Newcastle Airport. This will be an international centre for defence and aerospace related industries, creating jobs and economic benefit for the entire Hunter region.

Our Mayor Ryan Palmer was appointed to the Boards of Newcastle Airport Pty Ltd (NAPL) and its associated entity Greater Newcastle Aerotropolis Pty Ltd (GNAPL) in May 2019. This will help to further build a strong and effective partnership between our Council and both entities.

What's next?

Development of Astra Aerolab aerospace business park by NAPL will proceed over the next year. The NSW Government has agreed to investigate Special Activation Precinct status which, if approved, would fast track development of the broader Williamstown area.

We'll continue to advocate for critical runway upgrades at Newcastle Airport to increase aircraft capacity and unlock the Hunter region's potential.

Farmland, Wallalong

Goal 2: Financial management

Our Council is financially sustainable to meet community needs.

 Vision for change:
our proposed SRV ^{KP}

It was an ambitious plan to kickstart a \$100 million-plus program of Council-led capital infrastructure across Port Stephens on our road to tomorrow. This year we applied for a Special Rate Variation (SRV) over a 7 year period to fund improvements our community asked us to deliver.

These were identified during consultation on our Community Strategic Plan in 2017. They included revitalising our town centres, better paths and cycleways, car parks, community amenities, drainage, street lighting and sports facilities.

Our Council was motivated by a vision to deliver priority projects and stimulate the local economy.

We held 20 community consultation events during July and August 2018 to get feedback on the proposal.

‘The community has unequivocally told us they want more than we can provide with our current income,’ said Mayor Ryan Palmer.

Our Council was motivated by a vision to deliver priority projects and stimulate the local economy.

'While our Council is financially fit, we simply don't have the resources to deliver the major projects our community wants.'

So, in February 2019 we asked the NSW Independent Pricing and Regulatory Tribunal (IPART) for permission to increase rates by 7.5% per year for 7 years. This included the standard increase (or rate peg) set by IPART for all councils.

Why our application was refused

IPART's report told us we only partly demonstrated a financial need — the proposed rate increase was not necessary to meet an infrastructure backlog or renewal benchmarks.

The SRV was not critical to our financial sustainability. This is largely due to our Council's strong financial position, having achieved a modest surplus for the past 7 years. There was also a lack of community willingness to pay for all of the proposed works and this was demonstrated by the majority of submissions to IPART.

Our application was refused in May 2019 and although it wasn't the outcome our Council wanted, the large number of submissions (681) showed we had achieved clear and effective communication with our community. They understood what the SRV was, the projects it would pay for and how this would impact them.

▶ What's next?

We're determined to fund as many local projects as we can by optimising our investment returns, taking out low-interest loans and matching local projects with a broader range of state and federal government grants.

In July 2019 we went back to the community to refine our SRV projects down to a shortlist that we can implement without increasing rates. These are called our Port Stephens 2020 projects.

Hundreds of people had their say during the consultation process and were strongly in favour of the proposal.

As a result, our Council voted to fast-track \$15.9 million of projects identified as priorities for our community. This includes \$5 million for footpaths and cycleways, \$2.4 million for town centre revitalisation and \$2 million for roads.

These will be carried out over the next 18 months in addition to our regular program of works.



We welcomed **78,000 guests** to our holiday parks at Halifax, Fingal Bay, Shoal Bay, Treescape and Thou Walla.

💡 Holiday parks highlights

Our Council-owned holiday parks welcomed more than 78,000 guests and customer satisfaction was high. Fingal Bay and Halifax holiday parks achieved Net Promoter Scores higher than 70% and this is considered world-class based on global standards. Shoal Bay, Treescape and Thou Walla holiday parks achieved scores above 50%. Overall, these are pleasing results for an important revenue source for our Council.

To guide their future operation and ensure continuing success, we drafted new plans of management for Shoal Bay and Halifax holiday parks.

▶ What's next?

Work to replace the amenities at Shoal Bay and Halifax holiday parks will be completed in late 2019. Our new Koala Sanctuary located at Treescape Holiday Park is expected to be complete in early 2020 (you can read more about this on page 56).

Goal 3: Communication and engagement

Our community understands Council's services and can influence outcomes that affect them.



New customer charter is a work in progress

Last year our Council embarked on a whole new way of providing high quality customer service. We introduced an organisational framework called Customer First, which places our customers (ratepayers, community and colleagues) at the heart of everything we do.

'Closing the loop' is an important part of this change.

In practice this means following through on promised actions to resolve any issues or queries customers bring to us on the phone, online or in person. The same goes for internal customers who might be colleagues working in a different team.

We're making progress. However, we recognise that creating a Customer First organisation requires significant cultural change — and this will take time.

A year down the track, 'closing the loop' is a phrase you'll hear often around our Council.

The Customer First Framework makes our team members accountable for closing the loop and we have key performance indicators to ensure this happens.

We are striving to help customers as best we can, as soon as we can — and measure our performance every time.

For example, we now track customer enquiries from their first point to resolution. Our success rate for team members handling calls without needing to transfer customers to other Council sections improved from 52% in June 2018, to 69% in June 2019. We're aiming to reach our ambitious target of 80%.

Last year we reported working towards a monthly target of 90% of customer requests completed within 21 days. In 2018 to 2019, we've made a small gain from 80% to 83%.

What we did to improve our customer service in 2018 to 2019

As part of the first stage of the Customer First Framework we:

- updated our Customer Service Charter
- developed a draft Customer Matrix to explain how our service delivery is

prioritised from our customer point of view and not our Council (staff) view

- provided training to all frontline staff, including our Libraries and Thrive Kids teams
- moved several processes to our Customer Relations team rather than our Records team, including email and hardcopy correspondence, online certificates, driveway applications and road opening applications
- moved development and construction certificate processes from Customer Relations to our Development Services Business Support team.

Each of these changes is designed to streamline processes for customers and increase their satisfaction with our Council's performance. They will also help us to record, monitor and track each correspondence — and close the loop.

▶ What's next?

We'll implement Stage 2 of the Customer First Framework, focusing on our Customer Request Management (CRM) system. A service review will examine how CRM can be better utilised to meet the needs of internal and external customers.

Social media success

We're seeing results! Our social media presence and engagement increased substantially this year.

Social media and especially Facebook proved an effective way for us to communicate with our community for all sorts of reasons. From handy reminders about waste collection, road repairs and events, to what's coming up for debate at the next council meeting. Not to mention critical information in emergencies such as bushfires and storms.

Social media helps us to deliver and exchange information in a way that's accessible, interactive and helpful.

In the year to 30 June 2019 we grew our Facebook page likes by 23% from 7733 to 9473. Our organic engagement on Facebook (non-sponsored content) rose by a steady 8% from 342,000 to 371,000.

We predict that social media will continue to be a valuable tool to converse with our

community on our road to tomorrow. That's why we're working hard to establish trust in our messages by offering our community consistently high-quality, useful information and getting back to enquiries as quickly as possible.

What we did to build engagement in 2018 to 2019

- Held numerous drop-in information sessions and promoted the call-to-action 'have your say' on major projects including the design for a new skate park and playground at Birubi Point Aboriginal Place, Apex Park Master Plan and our SRV proposal.
- Our Public Relations and Marketing team took responsibility for both our website and intranet to streamline our internal and external communications.
- Focused on communicating clearly and effectively with our audience/customers, using plain English and clean design.

- Updated our Brand Identity Style Guide and started rolling it out across our Council to encourage clear, effective communication and plain English writing.
- Finalised our Social Media Strategy to ensure we communicate with our community on platforms they prefer.
- Focused on producing quality video content to make our stories more accessible for our community.
- Made improvements to our website to make it more user-friendly in line with recommendations from an accessibility audit.

What's next?

We're in the process of putting more application forms online and will continue our 'soft launch' of Online Services, to encourage and help our community complete their business with us online. A marketing campaign for this will take place once bugs are fixed.



9473 people like us
on Facebook



Fingal Spit, Fingal Bay



Our performance

Operational
plan items
on track:



Governance

What we said we'd do	How effective were we?	Target	Baseline 2017 to 2018	Actual 2018 to 2019	
L1.1.1 Manage and deliver the Human Resources program	Employee engagement	≥ 70%	70%	68%	⚡
	Complies with IP&R checklist for workforce plan	Maintain	Compliant	Compliant	✓
L1.2.1 Coordinate and deliver Councillor and executive support services	Councillor's satisfaction with services	Maintain	100%	100%	✓
L1.2.2 Conduct citizenship ceremonies	Number of citizens conferred	Citizens conferred	61	68	✓
L1.2.3 Develop and manage relationships with all levels of government and stakeholders	Participation in consultation/advocacy activities with other levels of government or agencies	Maintain	Yes	Yes	✓
L1.2.4 Develop shareholder value through an effective partnership with Newcastle Airport	Participation in NAPL/GNAPL Board meetings	Maintain	Yes	Yes	✓
	Airport traveller numbers per annum	≥ Baseline	1,272,634	1,277,473	✓
	Airport dividends received per annum	≥ Baseline	\$1,903,000	\$1,943,000	✓

What we said we'd do	How effective were we?	Target	Baseline 2017 to 2018	Actual 2018 to 2019		
L1.2.5 Work with Hunter councils to enhance the Hunter region	Participation in Hunter Joint Organisation meetings	Maintain	Yes	Yes	✓	
L1.3.1 Coordinate and deliver governance and legal services	Governance Health Check score	> 95%	97%	98%	✓	
L1.3.2 Coordinate and report on the internal audit process	Audit-identified issues resolved within expected timeframe	≥ Baseline	83%	100%	✓	
L1.3.3 Undertake a community satisfaction survey	Overall community satisfaction with Council	> 80%	85%	76%	⚠	
L1.3.4 Manage the Integrated Planning & Reporting Framework	Integrated Plans delivered on time	> 95%	97%	98%	✓	
	IP&R documents conform with IP&R checklist	Compliant	Compliant	Compliant	✓	
L1.3.5 Manage access to information and privacy processes	Number of privacy complaints/breaches	< Baseline	5	4	✓	
L1.4.1 Facilitate the four-year rolling Service Review of Council's processes and services	Number of reviews completed — Service Reviews (SR) and mini reviews (ADRI)	Completion	19 SRs 3 ADRI	16 SRs 17 ADRI	✓	
L1.4.2 Manage the Corporate Improvement and Business Systems program of work	Maintain system uptime	Maintain 99.99%	100%	100%	✓	
L1.5.1 Manage the Integrated Risk Management System program of works	Maintain risk management maturity score	≥ 80%	83%	86%	✓	
	Rolling projected workers compensation deposit premium (rounded)	Pay < base < 100%	Base \$1m Paid \$0.7m 67%	Base \$1.2m Paid \$0.8m 70%	✓	
	Percentage of incidents reported to Corporate Risk outside 24 hours	< Baseline	12.8%	13%	⚠	
Why wasn't it completed? After beta testing the proposed software solution, it was determined the technology was not mature enough for implementation.		Implementation of the Integrated Risk Management software solution	100%	Project initiation	50%	✗

 **On track** target achieved or on track to be achieved
  **Monitor** < 5% off the target
  **Off track** > 5% off the target

Financial management

What we said we'd do	How effective were we?	Target	Baseline 2017 to 2018	Actual 2018 to 2019	
L2.1.1 Manage Council's financial resources	Underlying financial surplus of 1% of budget	Maintain	Achieved	Achieved	✓
	Unqualified Annual Financial Statements	Achieve	Unqualified	Unqualified	✓
	Complies with IP&R checklist for Long Term Financial Plan	Maintain	Compliant	Compliant	✓
L2.2.1 Manage Council's commercial businesses and investment assets	Maintain yield on commercial investment portfolio	7 to 10%	7%	8%	✓
	Property vacancy rate	< 20%	20%	14%	✓
L2.2.2 Deliver the Property Services capital works program	Scheduled works delivered on time, on budget	≥ Baseline	100%	100%	✓
L2.2.3 Manage land acquisition, development projects and biodiversity sites	Scheduled works delivered on time, on budget	≥ Baseline	100%	100%	✓
	Review and develop Property Investment Strategy	30 June 20	New	100%	New
L2.2.4 Manage Council's tourist accommodation	Average nightly rate (per site / cabin)	≥ Baseline	Cabins \$173 Sites \$51	Cabins \$192 Sites \$52	✓
	Net promoter scores for Council's Holiday Parks	≥ Baseline	63.95%	64.20%	✓

Hunter River, Raymond Terrace



Communication and engagement

What we said we'd do	How effective were we?	Target	Baseline 2017 to 2018	Actual 2018 to 2019	
L3.1.1 Develop, implement and monitor Council's Customer First Framework	Scheduled actions in Customer First Framework completed (Stage 1)	≥ 95%	100%	100%	✓
	Customer first point of contact resolution	≥ Annual target	Target 70% Actual 52%	Target 80% Actual 69%	✗
<p>Why weren't we effective? We have set an ambitious target of 80% as part of our commitment to continuous improvement. Read more on page 82.</p>					
L3.2.1 Manage Council's communications	Proportion of internal and external communication plans completed on time	≥ 95%	90%	95%	✓
L3.2.2 Manage Council's digital services	Growth in website users per year	> 2%	2%	1.7%	↔
L3.3.1 Manage Councils brand and reputation	Refer to L3.2.1				
L3.4.1 Conduct Council's community engagement activities	Scheduled community engagement activities in Capital Works program completed or started	≥ 95%	85%	100%	✓



Statutory information

SECTION 4

The following Statutory Statements are required by such instruments as Local Government (General) Regulation 2005 – REG 217 and other NSW Government acts. The relevant clause is highlighted beside each report.



Statutory information

Port Stephens Council is committed to open and transparent reporting. The information contained in this section of the report is legislated and supplements information provided elsewhere in the report.

Council's general reporting requirements are set out in section 428 of the Local Government Act 1993 (the Act) and clause 217 of the Local Government (General) Regulation 2005 (the Regulations). References to 'section' refer to the Act, while references to 'clause' refer to the Regulations, unless otherwise stated. To access copies of the Act and Regulations visit legislation.nsw.gov.au

Council's achievements in implementing the Delivery Program 2018 to 2021

Section 428(1)

This report outlines our achievements in implementing the Delivery Program for the 2018 to 2019 financial year, including how we have performed and

our effectiveness. It was completed within 5 months of the end of the financial year.

Council's achievements in implementing the Community Strategic Plan 2018 to 2028

Section 428(2)

An End of Term Report is not required for 2018 to 2019. A full report on Council's achievements in implementing the Community Strategic Plan will be prepared for the outgoing Council in the year the election is held. Visit portstephens.nsw.gov.au to access Council's End of Term report for 2012 to 2017.

Integrated Planning and Reporting Guidelines

Section 428(3)

The annual report has been prepared in accordance with the Integrated Planning and Reporting Guidelines.

Audited Financial Reports

Section 428(4)

Council's audited financial reports have been prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting. They are featured in Volume 2 of this report.

Annual report copies

Section 428(5)

Following Council's adoption of the 2018 to 2019 Annual report, it will be made available on our website and at our libraries. An electronic copy will also be provided to the Minister for Local Government's office.

State of the Environment Report

Section 428(A)

A State of the Environment Report is not required for 2018 to 2019.

Amount of rates and charges written off during 2018 to 2019

Clause 132

Type	Amount
Pensioner concessions	\$1,515,510
Postponed rates	\$7610
Small debts	\$953
Conservation agreements	\$2235
Uneconomical to recover	\$1160
Not legally recoverable	\$4826
Interest on late payments beyond ratepayer's control or hardship	\$824
Total	\$1,533,118

Overseas travel undertaken by Mayor, Councillors and staff

Clause 217(1)(a)

The Mayor and General Manager attended the Sister Cities Mayoral Summit in Bellingham, USA from 4 to 6 September 2018. The summit brought Sister City Mayors together to share success stories, discuss challenges and discover beneficial ideas and solutions. The cost of attendance was partially covered by the Bellingham Sister Cities Association with the balance paid by attendees.

The Mayor and General Manager also attended the Newcastle Business Delegation's visit to Auckland, New Zealand from 3 to 5 February 2019. This event was hosted by Newcastle Airport Pty Ltd and coordinated by the Hunter Business Chamber. The visit provided an opportunity for business, government and tourism leaders from Newcastle and Auckland to discuss local and regional issues. The cost of flights, accommodation and transfers was paid by Newcastle Airport Pty Ltd.



Newcastle Airport, Williamtown

Mayoral and Councillors' fees and provision of facilities

Clause 217(1)(a1)

The following is a summary of the expenses incurred in performing the functions of Mayor and Councillors and associated allowances in 2018 to 2019.

Our policy recognises the Mayor and Councillors, in performing their civic functions, are entitled to be provided with certain facilities and be reimbursed for certain expenses. The policy was adopted on 26 September 2017 and is reviewed annually.

Allowances	Amount
Mayoral allowance	\$61,235
Councillors' fees and allowances	\$179,835
Councillors' expenses (see below)	\$178,427
Total	\$419,497

Expenses	Cost
Mobile phone rental	-
Mobile phone calls	\$1936
Landline phone rental	-
Landline phone calls	-
Fax rental	-
Fax calls	-
Internet	\$1092
Intrastate travel	\$26,657
Intrastate out of pocket expenses	-

Expenses	Cost
Interstate travel (out of NSW)	\$5318
Interstate out of pocket expenses	-
Interstate accommodation (out of NSW)	\$6239
Intrastate accommodation	\$12,755
Conferences	\$13,124
Training	\$3535
Partners' expenses	\$2141
Computers	\$6421
Stationery	\$638
Awards and ceremonies	\$4436
Child care expenses	\$273
Communications bundle	\$8785
Professional development	\$31,721
Catering	\$38,348
Cost of Mayoral Vehicle	\$15,008
Total	\$178,427



Contracts awarded greater than \$150,000

Clause 217(1)(a2)

Name of contractor	Contract details and purpose	Number	Contract value
Boral Resources (NSW) Pty Ltd Buttai Gravel Pty Ltd T/A Daracon Quarries Hunter Quarries Pty Ltd	Supply and delivery of quarry materials	T03-2018	Schedule of Rates*
Clean Coast Pty Ltd Hunter Land Management KleinFelder Pty Ltd Toolijooa Pty Ltd Trees In Newcastle	Bush regeneration and weed control services	T08-2018	\$800,000
Graph Builders Pty Ltd	Medowie Sports and Community Facility	T12-2018	\$5,043,649
ERM Power Retail Pty Ltd	Small Sites Electricity	T13-2018	Schedule of Rates*
M & L Sullivan Pty Ltd D & M Shaw Plumbing Pty Ltd Temper Plumbing and Gasfitting Pty Ltd Gerrard Murphy (Drainage) Pty Ltd IPS Plumbing Services Pty Ltd Mullane Maintenance Pty Limited	Plumbing maintenance services	T14-2018	Schedule of Rates*
Sam Mulholland Electrical Pty Ltd Novocastrian Electrical Contractors Pty Ltd Comserv Industries Pty Limited (T/A Comserv Electrical) Bluewater Electrical Services	Electrical maintenance services	T15-2018	Schedule of Rates*
Veolia Energy Technical Services Pty Ltd	Heating Ventilation and Air Conditioning (HVAC) maintenance services	T16-2018	Schedule of Rates*
Intellifleet Pty Ltd	Port Stephens Council Individual Vehicle Management System (IVMS)	T17-2018	\$300,576
EcoProjects Australia Pty Ltd	Longworth Park seawall upgrade	T18-2018	\$81,300
All About Linen Pty Ltd (T/A South Pacific Laundry)	Linen supply for Port Stephens Council Holiday Parks	T19-2018	\$385,925
Bellingham Marine Pty Ltd	Karuah boat ramp pontoon upgrade and wharf demolition	T20-2018	\$184,385
BKA Architecture Pty Ltd	Koala Sanctuary — detailed design and construction documentation	T21-2018	\$211,650

Name of contractor	Contract details and purpose	Number	Contract value
AMEK Engineering Pty Ltd	Air conditioning upgrade and replacement at 528 Hunter Street	T22-2018	\$182,350
Refer to Local Government Procurement for live Service Providers and Schedule of Rates at lgp.org.au	Supply of electricity for large buildings and facilities for NSW Councils	EL0117-22	Schedule of Rates*
ERM Power Retail Pty Ltd	Supply of electricity for Council street lighting	T30-2017-21	Schedule of Rates*
Timberline Cabins Pty Limited	Shoal Bay Holiday Park amenities building	T02-2019	\$1,096,174
Timberline Cabins Pty Limited	Halifax Holiday Park amenities building	T03-2019	\$1,190,343
Moir Landscape Architecture Pty Ltd	Birubi Point Aboriginal Place recreation precinct — detailed landscape design	T06-2019	\$119,388
Grind Projects Pty Ltd	Robinson Reserve skate park — design and construct	T07-2019	\$200,000
Michilis Pty Ltd	Koala Sanctuary — stage 1	T09-2019	\$1,463,638
UnderCover Canvas	Koala Sanctuary — glamping tents	T13-2019	\$1,298,376
Soil Conservation Service	Raymond Terrace Riverside Park foreshore	SA2019-01	\$331,640

Legal proceedings

Clause 217(1)(a3)

Expenses incurred by Council in relation to legal proceedings during 2018 to 2019 are detailed below. Council also recovered \$83,837 in legal costs. Workers Compensation and other employment matters, public liability and professional indemnity claims are not included in the summary.

Legal matter	Details	Status	Cost
Supreme Court			
Shoal Bay Developments Pty Ltd, Snoogal Pty Ltd and Community Association DP 270468	Proceedings seeking declarations and damages regarding drainage at Nelson Bay	Ongoing	\$314,746
Development Appeals			
Bowtell T/A Port Stephens Gardenland	Applications seeking to extend time for compliance with deferred commencement conditions of consent and to modify consent — granted	Finalised	\$2358
Unicomb	Appeal against refusal to grant development consent for single storey dwelling	Discontinued by consent	\$17,190
Anna Bay Resort	Appeal against Council Order to complete development	Ongoing	\$968
Kobra & Shevket	Appeal against Council Order to demolish	Ongoing	\$3786

Legal matter	Details	Status	Cost
District Court			
Dates	Appeal against sentencing and conviction in Local Court	Ongoing	\$1650
Local Court Prosecutions			
Divine Designer Homes	Fail to comply with clean-up notice — defendant found guilty, fined \$8000 and ordered to pay costs	Finalised	\$2072
Shuttleworth	Pollute waters and development not in accordance with consent — defendant fined \$5500 and ordered to pay costs	Finalised	\$5604
Hunter Sofas	Development without consent	Withdrawn by consent	\$1906
Wells	Noise abatement matter	Withdrawn by consent	\$2134
Dates	Dog attack matter — defendant found guilty, fined \$1450 and ordered to pay costs	Finalised	\$20,811
Tullipan Homes	Pollute waters — defendant fined \$1300 and ordered to pay costs	Finalised	\$4192
Other matters			
Webb	Appeals to the NSW Civil and Administrative Tribunal (NCAT) Internal Appeal Panel against Tribunal findings in administrative review applications and subsequent redetermination hearing	Ongoing	\$13,439
Webb	Contempt application — matter withdrawn by Applicant, dismissed by NCAT	Finalised	\$7313
Webb, McEwan	Appeals to the NCAT Internal Appeal Panel against Tribunal findings in administrative review applications and subsequent redetermination hearing	Finalised	\$29,510
Webb	Applications for administrative review	Ongoing	\$36,999
TOTAL			\$464,678



Private works resolutions

Clause 217(1)(a4)

Council did not carry out any work on private land requiring a resolution under section 67 of the Act during 2018 to 2019.

Financial assistance

Clause 217(1)(a5)

Each year, Council provides financial assistance to community and cultural groups in Port Stephens in accordance with section 356 of the Act. During 2018 to 2019, we made available the following financial assistance:

Annual grant programs, Ward and Mayoral funds

Category	Amount
Cultural projects fund	\$60,000
Aboriginal projects fund	\$35,000
Community projects fund (including Ward funds)	\$49,515
Heritage projects fund	\$6000
Environmental projects fund (355c committees)	\$10,350
Environmental projects fund (schools)	\$3640
Mayoral funds	\$42,299
Total	\$206,804

Hardship rate relief and rate donations

Council provided hardship rate relief and rate donations under sections 601 and 356 of the Act amounting to \$3660.

Waste services

Under Council's Financial Assistance for the Disposal of Waste in Port Stephens Policy, \$56,958 in financial assistance was provided to the following organisations:

Organisation	Amount
1st Anna Bay Cubs & Scouts	\$631
Marine Rescue Port Stephens Unit	\$161
Medowie Assembly of God	\$2945
Scope Home Access Hunter Region	\$2743
Port Stephens Uniting Church	\$474
Raymond Terrace Early Education Centre	\$355
Raymond Terrace Men's Shed	\$1426
Salamander Bay Men's Shed	\$4515
Salamander Bay Recycling	\$7586
Salvation Army Port Stephens	\$7577
Salvation Army Raymond Terrace	\$1819
St Vincent De Paul Society, Anna Bay	\$4735
St Vincent De Paul Society, Nelson Bay	\$13,905
St Vincent De Paul Society, Raymond Terrace	\$4514
St Vincent De Paul Society, Tanilba Bay	\$1451
Port Stephens Koalas	\$1514
Tilligerry Habitat Association	\$513
Lemon Tree Passage Rural Fire Service	\$94
Total	\$56,958

External bodies exercising the functions delegated by Council

Clause 217(1)(a6)

There were no external bodies exercising the functions of Council.

External bodies of which Council has controlling interests

Clause 217(1)(a7)

Council must report on all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which Council (whether alone or in conjunction with other councils) held a controlling interest during the reporting period.

- **Newcastle Airport Partnership Company 3 Pty Ltd**
- **Newcastle Airport Partnership Company 4 Pty Ltd**

Following the corporate restructure of the Newcastle Airport Ltd on 9 October 2013, there are 4 partners of the Newcastle Airport Partnership. City of Newcastle owns Newcastle Airport Partnership Company 1 Pty Ltd (as trustee for Newcastle Airport

Partnership Trust 1) and Newcastle Airport Partnership Company 2 (as trustee for Newcastle Airport Partnership Trust 2). Port Stephens Council owns Newcastle Airport Partnership Company 3 Pty Ltd (as trustee for Newcastle Airport Partnership Trust 3) and Newcastle Airport Partnership Company 4 Pty Ltd (as trustee for Newcastle Airport Partnership Trust 4).

Following the incorporation of the Greater Newcastle Aerotropolis Pty Ltd on 20 December 2018, there are 4 partners of the Greater Newcastle Aerotropolis Partnership. City of Newcastle owns Newcastle Airport Partnership Company 1 Pty Ltd (as trustee for Newcastle Airport Partnership Trust 1) and Newcastle Airport Partnership Company 2 (as trustee for Newcastle Airport Partnership Trust 2). Port Stephens Council owns Newcastle Airport Partnership Company 3 Pty Ltd (as trustee for Newcastle Airport Partnership Trust 3) and Newcastle Airport Partnership Company 4 Pty Ltd (as trustee for Newcastle Airport Partnership Trust 4).

Port Stephens Council holds 100% interest in Newcastle Airport Partnership Company 3 Pty Ltd and Newcastle Airport Partnership Company 4 Pty Ltd.

External bodies in which Council has participated

Clause 217(1)(a8)

Council must report on all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which Council participated during that year.

- **Newcastle Airport Pty Ltd (NAPL)**
- **Newcastle Airport Partnership (NAP)**
- **Greater Newcastle Aerotropolis Pty Ltd (GNAPL)**
- **Greater Newcastle Aerotropolis Partnership (GNAP)**

Newcastle Airport Pty Ltd operates the Newcastle Airport as agent for the Newcastle Airport Partnership. Under this structure, City of Newcastle and Port Stephens Council hold the rights to their share of the assets and their share of the obligations in the partnership.

Greater Newcastle Aerotropolis Pty Ltd manages the development of the Astra Aerolab aerospace park, comprising 76ha of land adjacent to the Newcastle Airport, on behalf of the Greater Newcastle Aerotropolis

Partnership. Under this structure, City of Newcastle and Port Stephens Council hold the rights to their share of the assets and their share of the obligations in the partnership.

Port Stephens Council has a 50% interest in NAPL, NAP, GNAPL and GNAP, with the City of Newcastle holding an interest in the remaining 50%.

Hunter Joint Organisation Group Entities

The Hunter Joint Organisation group is the hub for local government collaboration — strengthening our communities by being the local voice on regional strategic issues and delivering tailored local government solutions. For over 60 years, Hunter councils have found significant benefit in working together through positive cooperation and resource sharing. There are 4 key entities created and operating as part of the current enterprise:

Hunter Joint Organisation — a statutory body under the Local Government Act 1993 (NSW) established in 2018 to identify, advocate for and collaborate on regional strategic priorities for the Hunter.

Strategic Services Australia Limited and its wholly owned subsidiary **Hunter Councils Legal Services Limited** — companies limited by guarantee under the Corporations Act 2001(Cth) established to improve the quality and efficiency of local government services in the Hunter region. These organisations offer tailored local government services through 5 divisions:

- Local Government Training Institute
- Local Government Legal
- Regional Procurement
- Screen Hunter which, under delegation from member councils, licences film production on council owned and controlled land
- Environment Division which delivers a regional environmental management program on behalf of member councils from the Hunter and Central Coast.

Hunter Councils Incorporated — an incorporated association under the Associations Incorporation Act 2009 (NSW) that holds property assets for the Hunter Joint Organisation group.

Port Stephens Council has representation on each entity's Board and shares ownership and/or control with the other 9 councils of the Hunter Region.

NSW Local Government Mutual Liability Scheme (Statewide)

Port Stephens Council is a member of the NSW Local Government Mutual Liability Scheme, known as Statewide. It started in 1993 as a joint venture forming a 'self-insurance mutual' covering public liability and professional indemnity insurance. Membership includes 117 member councils across NSW.

StateCover Mutual

Port Stephens Council is a member of StateCover Mutual. This body was established as a not-for-profit workers compensation insurer to partner with NSW local government entities in the management of their workplace risk. StateCover Mutual provides NSW Councils with an alternative option to self-insurance through an insurer that represents the interests of its members. It provides an integrated injury prevention and injury management service model to minimise the overall cost of members' workplace risk.





Equal employment opportunities activities

Clause 217(1)(a9)

We are committed to developing an equitable and diverse workforce, which is representative of our community and region. Our Workplace Equity and Diversity Committee is actively working towards this goal and meets quarterly.

The Workplace Equity and Diversity work plan 2018 to 2022 has been developed to focus on:

- leadership and communication of equity and diversity
- creating a working environment free from discrimination and harassment
- attracting, developing and retaining a diverse workforce
- maintaining existing resources that support equity and diversity
- monitoring and reviewing workplace culture.

The committee focuses on implementing the objectives of the work plan and raising staff awareness of equity and diversity. We have conducted a number of programs for staff including anti-bullying, harassment awareness, managing equity and diversity, respectful workplaces and cultural awareness.

The committee raised awareness with staff through promoting R U OK Day, Harmony Day and World Refugee Day.

We also participate in the Elsa Dixon Aboriginal Employment Program and provide on the job training for a school-based trainee, enabling them to gain a qualification as a component of their studies.

Council holds an annual Apprentice, Trainee and Cadet Information Night as a part of our recruitment campaign for these positions. This helps anyone who has limited experience in applying for a career with Council by providing face-to-face information about the recruitment process and position.

In our commitment to workplace equity and diversity, we support trained contact officers who are available to provide support to all staff members in equity and diversity matters.

Senior staff remuneration

Clause 217(1)(b) and (c)

Council's senior staff consists of the General Manager and 3 Group Managers. All senior staff are employed under standard contracts.

Staff	Amount
General Manager	\$337,116
Senior Staff (excluding the General Manager)	\$869,410

Stormwater management services

Clause 217(1)(e)

Council does not levy an annual charge for stormwater management services as we received a special variation to general income in 1997 to 1998 for stormwater management activities.

Coastal protection

Clause 217(1)(e1)

Council has not levied an annual charge for coastal protection services this year.

Companion animals

Clause 217(1)(f), Companion Animals Act 1998, Companion Animals Regulation 2008

Council provides an annual return to the Office of Local Government on activities to enforce and ensure compliance with the Companion Animals Act 1998 and Companion Animals Regulation 2018, including lodgement of pound data collection returns. We also report information on an incident-by-incident basis related to dog attacks.

Council provides the full suite of Companion Animal functions. In the past year, the following information has been collected on the Companion Animals Register:

- 28 dog attacks — a substantial drop from 63 in the previous year
- 658 companion animals impounded — an increase of 212 compared to last year

Of the companion animals impounded:

- 214 animals were either collected by their owner or returned to their owner by Council prior to being transported to the pound

- 125 animals were surrendered to the pound by the public
- most of the remaining animals were either sold to new owners or released to rescue organisations.

Companion animal management and activities

In 2018 to 2019, we spent \$227,264 on companion animal management (excluding ranger salaries and vehicle costs). Of this, \$10,630 was spent on community education programs, personal protective equipment, tools and training.

These community education programs have included:

- annual ranger conference — presentation on Barking Dog Policy.
- dangerous dog campaign — all 52 properties with declared dangerous, restricted or menacing dogs were inspected twice for compliance and education to reduce dog attack incidents
- production and distribution of promotional materials to schools and community, including stickers, pencils, dog leads, eco poo bags and dispensers, bounce balls and educational activity booklet

Rangers also attended a number of events with mascot Ranger Ralph to educate the community on companion animals. These included:

- Irrawang Primary School careers day — 180 interactions
- St Brigid's Primary School Spring Fair — 50 interactions
- Grahamstown Public School annual fair — 50 interactions
- MarketPlace Raymond Terrace Christmas event — 100 interactions
- Australia Day, Nelson Bay — 100 interactions
- African Olive Weeds Field Day — 80 interactions
- King St Heritage Festival, Raymond Terrace — 100 interactions

Desexing initiatives

Council contributes to Hunter Animal Watch, which carries out subsidised desexing of animals in the LGA.

Alternatives to euthanasia

In an effort to reduce euthanasia rates, we have actively promoted the sale of suitable unclaimed dogs and cats from its pound to the community through online advertising and partnerships with registered rescue organisations.

Off-leash areas

We have continued to promote and improve the 13 off-leash areas within the LGA, including making upgrades to signage and facilities. The education opportunities and continued growth of the Ranger Ralph program has raised awareness of responsible pet ownership and off-leash dog exercise areas.

Managing and controlling companion animals

Council collected \$52,591 in registration fees and forwarded to the Office of Local Government. We received back \$57,643 plus \$11,123 residual payment from the last financial year, totalling \$68,795. This was put towards the Companion Animal Register, animal handling training, tools and equipment and other initiatives undertaken over the reporting period.

Special Variation to Rates Expenditure

Section 508(2) and 508A

Council does not have a Special Variation to Rates Expenditure to be reported on in 2018 to 2019.

Capital Expenditure Guidelines

December 2010 — Division of Local Government Department of Premier and Cabinet, Section 12

In accordance with the Capital Expenditure Guidelines, the below capital works projects have commenced as at 30 June 2019:

Name of project	Progress	Total budget	Expenditure*
Medowie Sport and Community Facility	In progress – construction underway. See page 58 for more information.	\$6.3m	\$2.4m
Birubi Information Centre	In progress – concept design and Development Application lodged. See page 47 for more information.	\$6.4m	\$0.2m
Koala Sanctuary	In progress – construction underway. See page 56 for more information.	\$7.5m	\$0.9m

*For 2018 to 2019 financial year

Privacy and Personal Information Protection Act 1998

The Privacy Management Plan was reviewed and adopted by Council on 28 March 2017. Council provides updates with respect to the Act to the relevant staff as required. Council conducted 3 internal reviews under the Act. As a result, there were 2 contraventions by Council with respect to release of the information. No other contraventions of any information protection principles nor of privacy codes of practice, nor disclosure of personal information kept in a public register.

Government Information (Public Access) Act 2009

Council is required to produce an Annual Report under section 125 of the Government Information (Public Access) Act 2009 (GIPA Act).

The GIPA Act has a number of mechanisms to access information including mandatory, proactive, informal and formal release. During this period Council processed 314 informal requests for information, removing the need to make a formal access application in most cases.

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This must be reviewed at least once every 12 months.

Our agency's program for the proactive release of information involves:

- reviewing all formal applications and determining if the information sought should be released proactively in the future
- reviewing all informal requests and determining if the information should be released proactively in the future
- aligning Council's electronic records management system categories to the GIPA Act and determining if any further records should be released proactively in the future
- monitoring matters raised by staff and determining if the information should be released proactively in future.

During the reporting period, we reviewed this program by ensuring there is an ongoing monitoring program of all requests for information — whether formal, informal or other requests. The program also includes information from Council officers with respect to the information they are producing. As a result of this review, Council has not added any additional information to the proactive release provision.



Government Information (Public Access) Regulation 2018

Clause 8, Schedule 2

Review of proactive release program — clause 8(a)

Reviews carried out by the agency	Information made publicly available by the agency
Yes	No

Number of access applications received — clause 8 (b)

The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).

Total number of applications received
39

Number of refused applications for Schedule 1 information — clause 8 (c)

The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

Number of Applications Refused	Wholly	Partly	Total
	3	1	4
% of total	75%	25%	

Statistical information about access applications — clause 8(d) and Schedule 2

Table A: Number of applications by type of applicant and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	1	1	0	0	0	0	1	3	6%
Not for profit organisations or community groups	1	1	0	0	0	0	0	1	3	6%
Members of the public (by legal representative)	2	0	0	0	0	0	0	0	2	5%
Members of the public (other)	8	13	6	4	0	4	0	2	37	83%
Total	11	15	7	4	0	4	0	4	45	100%

Table B: Number of applications by type of application and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn	Total	% of Total
Personal information applications**	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	11	15	8	4	0	3	0	4	45	100
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0
Total	11	15	8	4	0	3	0	4	45	

* More than one decision can be made in respect to a particular access application. If so, a recording must be made in relation to each such decision. ** A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid Applications

Reason for invalidity	Number of applications	Percentage of total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	1	100%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	1	100%
Invalid applications that subsequently became valid applications	0	0%

Table D: Conclusive presumption of overriding public interest against disclosure — matters listed in Schedule 1 of Act

	Times consideration used*	Percentage of total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	4	80%
Excluded information	1	20%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Total	5	100%

Table E: Other public interest considerations against disclosure — matters listed in table to section 14 of the Act

	Times consideration used*	Percentage of total
Responsible and effective government	6	15%
Law enforcement and security	4	10%
Individual rights, judicial processes and natural justice	22	55%
Business interests of agencies and other persons	8	20%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	40	100%

Table F: Timeliness

Reason for invalidity	Number of applications	Percentage of total
Decided within the statutory timeframe (20 days plus any extensions)	45	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	45	100%

* More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application).

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	Percentage of total
Internal review	0	0	0	0%
Review by Information Commissioner*	1#	0	1	100%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	2^	2	100%
Total	1	2	3	
% of total	33%	67%		

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

#The Information Commissioner conducted an external review in this financial year however the subsequent internal review under section 93 of the Act was completed in 2019 to 2020, and will be reported in the corresponding Annual Report.

^Both applications for review by NCAT were withdrawn by the applicant.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	Percentage of total
Applications by access applicants	3	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	3	

Table I: Applications transferred to other agencies

	Number of applications for review	Percentage of total
Agency-initiated transfers	0	0%
Applicant-initiated transfers	0	0%
Total	0	



Public Interest Disclosures

Public Interest Disclosures Act 1994 Section 31, Public Interest Disclosures Regulation 2011 Clause 4

Council must report to the NSW Ombudsman on the number and nature of disclosures received. Council has distributed policies to staff through training, intranet, staff newsletters, brochures, posters and bulletin boards. All staff give an undertaking that they have read and understood Council's Internal Reporting Policy.

Statement	Number made by public officials performing their day to day functions	Number under a statutory or other legal obligation	All other PIDs
Number of public officials who made public interest disclosures to your public authority	0	0	0
Number of public interest disclosures received by your public authority	0	0	0
Of public interest disclosures received, how many were primarily about:			
Corrupt conduct	0	0	0
Maladministration	0	0	0
Serious and substantial waste	0	0	0
Government information contravention	0	0	0
Local government pecuniary interest contravention	0	0	0
Number of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period		0	
Have you established an internal reporting policy?			Yes
Has the head of your public authority taken action to meet their staff awareness obligations?			Yes

Code of Conduct

Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW, section 11.1

Council is required to report complaints relating to the Mayor, Councillors and the General Manager in the year to September. In addition to this, Council provides the details of the full financial year.

Model Code of Conduct Complaints from 1 July 2018 to 30 June 2019			
Number of complaints			
1	a)	The total number of complaints received in the period about Councillors and the General Manager (GM) under the code of conduct	10
	b)	The total number of complaints finalised in the period about Councillors and the GM under the code of conduct	10
Overview of complaints and cost			
2	a)	The number of complaints finalised at the outset by alternative means by the GM or Mayor	10
	b)	The number of complaints referred to the Office of Local Government under a special complaints management arrangement	0
	c)	The number of code of conduct complaints referred to a conduct reviewer	0
	d)	The number of code of conduct complaints finalised at preliminary assessment by conduct reviewer	0
	e)	The number of code of conduct complaints referred back to GM or Mayor for resolution after preliminary assessment by conduct reviewer	0
	f)	The number of finalised code of conduct complaints investigated by a conduct reviewer	0
	g)	The number of finalised code of conduct complaints investigated by a conduct review committee	0
	h)	The number of finalised complaints investigated where there was found to be no breach	0
	i)	The number of finalised complaints investigated where there was found to be a breach	0
	j)	The number of complaints referred by the GM or Mayor to another agency or body such as the ICAC, the NSW Ombudsman, the Office or the Police	0
	k)	The number of complaints being investigated that are not yet finalised	0
	l)	The total cost of dealing with code of conduct complaints within the period made about Councillors and the GM including staff costs	\$5,208
Preliminary assessment statistics			
3	The number of complaints determined by the conduct reviewer at the preliminary assessment stage by each of the following actions:		0
	a)	To take no action	0
	b)	To resolve the complaint by alternative and appropriate strategies	0
	c)	To refer the matter back to the GM or the Mayor, for resolution by alternative and appropriate strategies	0
	d)	To refer the matter to another agency or body such as the ICAC, the NSW Ombudsman, the Office or the Police	0

Model Code of Conduct Complaints from 1 July 2018 to 30 June 2019

	e) To investigate the matter	0
	f) To recommend that the complaints coordinator convene a conduct review committee to investigate the matter	0
Investigation statistics		
4	The number of investigated complaints resulting in a determination that there was no breach, in which the following recommendations were made:	
	a) That the council revise its policies or procedures	0
	b) That a person or persons undertake training or other education	0
5	The number of investigated complaints resulting in a determination that there was a breach in which the following recommendations were made:	
	a) That the council revise any of its policies or procedures	0
	b) That the subject person undertake any training or other education relevant to the conduct giving rise to the breach	0
	c) That the subject person be counselled for their conduct	0
	d) That the subject person apologise to any person or organisation affected by the breach	0
	e) That findings of inappropriate conduct be made public	0
	f) In the case of a breach by the GM, that action be taken under the GM's contract for the breach	0
	g) In the case of a breach by a Councillor, that the Councillor be formally censured for the breach under section 440G of the Local Government Act 1993	0
	h) In the case of a breach by a Councillor, that the matter be referred to the Office for further action	0
6	Matter referred or resolved after commencement of an investigation under clause 8.20 of the Procedures	0
Categories of misconduct		
7	The number of investigated complaints resulting in a determination that there was a breach with respect to each of the following categories of conduct:	
	a) General conduct (part 3)	0
	b) Conflict of interest (part 4)	0
	c) Personal benefit (part 5)	0
	d) Relationship between council officials (Part 6/7)	0
	e) Access to information and resources (Part 7/8)	0
Outcome of determinations		
8	The number of investigated complaints resulting in a determination that there was a breach in which the council failed to adopt the conduct reviewers recommendation	0
9	The number of investigated complaints resulting in a determination that there was a breach in which the council's decision was overturned following a review by the Office	0

Condition of Civil Assets

Special Schedule 7 of Council's audited financial accounts in Volume 2 of this annual report contains details of the condition ratings of civil assets. Attachment 2 of this report contains Council's capital works for 2018 to 2019.

Carers Recognition Act 2010

Council does not provide services directed at carers and/or people being cared for by carers and is therefore not considered to be a 'human services agency' as defined by the Carers Recognition Act.

Environmental Upgrade Agreements

Section 54P(1)

Council has not entered into any environmental upgrade agreements.

Fisheries management

Fisheries Management Act 1994

Council operates in accordance with and gives consideration to Fisheries Management Act related Threat and Recovery Abatement Plans. Council has no specific allocated tasks

to report on and has not had any need to seek permits or make notifications as a public authority to the NSW Minister for Primary Industries relating to these plans.

Disability inclusion

Disability Inclusion Act 2014, section 13(1)

A Council must as soon as practicable after preparing its annual report, give the Minister a copy of part of the annual report relating to the council's implementation of its Disability Inclusion Action Plan. Actions are recorded in 4 categories in accordance with the Disability Inclusion Action Plan guidelines:

	Completed actions	Underway	Ongoing	Not yet commenced
Liveable communities	5	2	5	4
Improving access to services through better systems and processes	2	0	1	0
Supporting access to meaningful employment	0	1	1	0
Attitudes and behaviours	0	1	1	0
Total	7	4	8	4

Liveable communities

During NSW Seniors Week 2018, we hosted 2 sessions delivered by Cochlear Implant Australia to provide information and awareness of hearing loss.

We held an Accessible Beach Day at Fingal Beach on 18 November 2018 where we launched our new Mobi-Mat, Davinci chair and the Mobi-Chair Floating Wheelchair. We partnered with Ability Links, Accessible Beaches Australia and Surf Life Saving NSW to make beaches in the area more accessible.

We continued to provide the inclusive event tent throughout 2018 to 2019. Through this, we made Australia Day events, NAIDOC Week Family Fun Day and the Smith Family's Garden Party more inclusive for our community.

We established an Independent Citizens Car Parking Panel, which considered traffic and parking in the Nelson Bay town centre. The Panel report made recommendations on the availability and location of disability parking in Nelson Bay and access to public transport options.

We successfully applied for grant funding to improve inclusion and accessibility through the following projects:

- safety fencing and soft-fall rubber at Bernie Thompson playground, Shoal Bay
- accessible amenities building at Lionel Morten Oval, Karuah
- accessible toilets at Mallabula Tennis Club, Raymond Terrace Tennis Club, Raymond Terrace Athletics Club and Port Stephens Netball Club
- shared pathway through Boomerang Park
- new bus boarding ramps and accessible bus shelters
- accessible amenities, all abilities playground, accessible lookout and pathways at Birubi Point Aboriginal Place.

We have undertaken the following community and recreation projects to improve accessibility and inclusiveness:

- accessible amenities and all abilities playground at Caswell Reserve
- extended accessible parking area at Market Street, Fingal Bay

- new playground for a range of abilities at Bernie Thompson Reserve, Shoal Bay
- accessible amenities at Bob Cairns Reserve, Salamander Bay
- accessible picnic facility at Little Beach, Nelson Bay
- accessible fishing platform and upgrade of decking at Little Beach wharf (disability access for swimming), Nelson Bay
- developing a parks performance matrix to assess accessibility, asset provisions and maintenance and condition.

Improving access to services through better systems and processes

We have completed the action in the DIAP to review and audit Council managed outdoor spaces and buildings to determine areas where work is required. All works have been scheduled in Council's Strategic Asset Management Plan.

In March 2019, an accessibility audit was carried out on Council's website to ensure that information is accessible and site provides an inclusive user experience. We are currently implementing the

recommendations of the audit and will continue to make improvements to the accessibility of our website.

We continued to provide our Blue Dot wheel-in wheel-out garbage bin service for people with a disability living at home.

We also continued to provide programs for children with additional needs at Outside School Hours Care in Raymond Terrace and Medowie, Family Day Care and the Mobile Preschool.

Supporting access to meaningful employment

We continued to provide employment opportunities for people who have a disability, as outlined in our Equal Employment Opportunities activities.

We're currently in the process of supporting access to Council volunteering opportunities for people with a disability.

Attitudes and behaviours

We supported the International Day of People with a Disability on 3 December 2018 with Sailability at the Grahamstown Aquatic Reserve.

Environmental Planning and Assessment Act 1979

Section 7.5(5)

Council is required to give details of compliance with, and the effect of, the planning agreements executed and in force during 2018 to 2019.

Name	Date of agreement	Parties to agreement	Details	Status
103A Richardson Road, Raymond Terrace Planning Agreement	21 April 2016	Council and Robert Edwin Blackie and Barbara Blackie	The agreement provides details on funding contributions towards the cost of the construction of Halloran Way, Raymond Terrace.	Executed

Swimming pool inspections

Swimming Pools Act 1992 section 22f(2), Swimming Pools Regulation 2018 clause 23

Councils are required to inspect private pools as requested and issue compliance certificates. Councils must also inspect (at least once every 3 years) any tourist or visitor accommodation or property with more than 2 dwellings where a swimming pool is situated. The following is a list of inspections for 2018 to 2019:

Number of inspections of visitor accommodation	8
Number of inspections of premises with more than 2 dwellings	9
Number of inspections that resulted in issuance of a Certificate of Compliance (section 22d)	174
Number of inspections that resulted in issuance of a Non-compliance Certificate (clause 21)	20



Attachment 1

SECTION 5

Election of representatives on Council,
committees, regional committees
and groups

Williams River, East Seaham



Council committees

Ref	Committee name	Purpose of committee	Current delegates
1	Aboriginal Strategic Committee	To exchange information between the Aboriginal community and Council on issues affecting Aboriginal people. To promote mutual awareness and respect for the cultures of both Aboriginal and non-Aboriginal communities.	Mayor Ryan Palmer Alternate Cr Sarah Smith
2	Anna Bay/Birubi Community Hall and Landcare Group	To assist Council in the management of Anna Bay Hall. To undertake maintenance and improvements to designated parks and reserves (as per map included in 355c Committee Terms of Reference Appendix).	Cr Sarah Smith Cr Chris Doohan
3	Audit Committee	The Audit Committee is an advisory committee of Council comprising 2 Council representatives and 2 external representatives. The objective of the Audit Committee is to enhance the corporate governance of Council through the provision of independent oversight, review and advice. The Committee will assist Council by providing independent assurance and assistance on the organisation's governance, risk, control and compliance frameworks.	Cr Glen Dunkley Cr Chris Doohan Alternate Cr Ken Jordan (DLG guidelines preclude the Mayor from being a member of the Committee)
4	Boat Harbour Parks and Reserves Committee	To undertake maintenance and improvements to designated parks and reserves (as per map included in 355c Committee Terms of Reference Appendix).	Cr Sarah Smith Cr Chris Doohan
5	Bobs Farm Public Hall Committee	To assist Council in the management of Bobs Farm Hall.	Cr Steve Tucker Cr Sarah Smith
6	Corlette Headland and Hall Committee	To assist Council in the management of Corlette Hall and Corlette Headland (as per map included in 355c Committee Terms of Reference Appendix).	Cr Glen Dunkley
7	Corlette Parks, Reserves and Landcare Group	To undertake maintenance and improvements to designated parks and reserves (as per map included in 355c Committee Terms of Reference Appendix).	Cr John Nell
8	Fern Bay Community Centre Committee Formerly Fern Bay Hall Committee	To assist Council in the management of Fern Bay Community Centre.	Cr Giacomo Arnott Cr Ken Jordan Cr Paul Le Mottee
9	Fingal Bay Parks and Reserves Committee	To undertake maintenance and improvements to designated parks and reserves (as per map included in 355c Committee Terms of Reference Appendix).	Cr John Nell

Ref	Committee name	Purpose of committee	Current delegates
10	Heritage Advisory Committee	This committee is run by Council and supported by funds from the Heritage Office. Community members meet to raise and make recommendation on local heritage issues.	Cr Paul Le Mottee
11	Hinton School of Arts, Parks and Foreshore Committee	To assist Council in the management of Hinton School of Arts. To undertake maintenance and improvements to designated parks and reserves (as per map included in 355c Committee Terms of Reference Appendix).	Cr Ken Jordan
12	Karuah Community Hall Committee	To assist Council in the management of Karuah Community Hall.	Cr Giacomo Arnott Cr Ken Jordan Cr Paul Le Mottee
13	Karuah Landcare Group	To undertake maintenance and improvements to designated parks and reserves (as per map included in 355c Committee Terms of Reference Appendix).	Cr Ken Jordan Cr Paul Le Mottee Cr Giacomo Arnott
14	Lemon Tree Passage Old School Centre Committee	To assist Council in the management of Lemon Tree Passage Old School Centre and surrounds.	Cr Steve Tucker Cr Sarah Smith Cr Chris Doohan
15	Lemon Tree Passage Parks Reserves and Landcare Group	To undertake maintenance and improvements to parks in Lemon Tree Passage (as per map included in 355c Committee Terms of Reference Appendix).	Cr Steve Tucker Cr Sarah Smith Cr Chris Doohan
16	Mallabula Community Centre Committee	To assist Council in the management of Mallabula Community Centre.	Cr Steve Tucker Cr Sarah Smith Cr Chris Doohan
17	Mallabula Parks and Reserves Committee	To undertake maintenance and improvements to designated parks and reserves (as per map included in 355c Committee Terms of Reference Appendix).	Cr Steve Tucker Cr Sarah Smith Cr Chris Doohan
18	Mambo Wanda Wetlands, Reserves and Landcare Committee	To undertake maintenance and improvements to designated parks and reserves (as per map included in 355c Committee Terms of Reference Appendix).	Cr John Nell
19	Medowie Community Centre Committee	To assist Council in the management of Medowie Community Centre.	Cr Chris Doohan

Ref	Committee name	Purpose of committee	Current delegates
20	Medowie Sports Council	To facilitate communication between the sporting public and Council in order to ensure that the existing and future needs and requirements of those persons participating and administrating sports are accurately identified and brought to the attention of Council.	Cr Sarah Smith Cr Chris Doohan
21	Medowie Tidy Towns Committee	To undertake maintenance and improvements to designated parks and reserves (as per map included in 355c Committee Terms of Reference Appendix).	Cr Chris Doohan
22	Nelson Bay Community Hall Committee	To assist Council in the management of Nelson Bay Community Hall.	Cr Jaimie Abbott
23	Nelson Bay West Landcare Committee	To undertake maintenance and improvements to designated parks and reserves (as per map included in 355c Committee Terms of Reference Appendix).	Cr John Nell
24	Port Stephens Australia Day Committee	To coordinate the annual celebration of Australia Day in Port Stephens in line with recommendations from Australia Day Council.	Cr Chris Doohan Cr Sarah Smith Cr Jaimie Abbott Cr Giacomo Arnott Cr Ken Jordan (1 Councillor from each ward)
25	Port Stephens Native Flora Garden Committee	To undertake maintenance and improvements to the native flora garden (as per map included in 355c Committee Terms of Reference Appendix).	Cr John Nell
26	Port Stephens Sister Cities Committee	To promote positive and ongoing relationships between international communities providing opportunities for cultural exchange.	Mayor and all Councillors
27	Raymond Terrace Parks, Reserves and Tidy Towns Committee	To undertake maintenance and improvements to designated parks and reserves (as per map included in 355c Committee Terms of Reference Appendix).	Cr Giacomo Arnott Cr Ken Jordan Cr Paul Le Mottee
28	Raymond Terrace Senior Citizens Hall Management Committee	To assist Council in the management of the Raymond Terrace Senior Citizens Hall.	Cr Ken Jordan Cr Paul Le Mottee Cr Giacomo Arnott

Ref	Committee name	Purpose of committee	Current delegates
29	Salt Ash Community Hall, Park and Reserves Committee	To assist Council in the management of Salt Ash Community Hall and maintenance of nearby parks area (as per map included in 355c Committee Terms of Reference Appendix).	Cr Sarah Smith Cr Chris Doohan Cr Steve Tucker
30	Salt Ash Sports Ground Committee	To assist Council in the management, maintenance and improvements to Salt Ash Sports Ground.	Cr Sarah Smith Cr Steve Tucker Cr Chris Doohan
31	Seaham Park & Wetlands Committee	To assist Council in the management, maintenance and improvements to the park and wetlands (as per map included in 355c Committee Terms of Reference Appendix).	Cr Ken Jordan Cr Giacomo Arnott Cr Paul Le Mottee
32	Section 94 Panel	To inform Council of any proposed and/or requested changes to Council's Contributions Plan and associated systems and processes.	Mayor Ryan Palmer Cr Steve Tucker Cr Giacomo Arnott Cr Glen Dunkley Cr Chris Doohan Cr Ken Jordan (Mayor and 1 Councillor from each ward)
33	Shoal Bay Beach Preservation Committee	To undertake maintenance and improvements to designated parks and reserves (as per map included in 355c Committee Terms of Reference Appendix).	Cr Glen Dunkley
34	Soldiers Point - Salamander Landcare Group	To undertake maintenance and improvements to designated parks and reserves (as per map included in 355c Committee Terms of Reference Appendix).	Cr Jaimie Abbott
35	Strategic Arts Committee	To provide input into Port Stephens Council strategic policy, plans and programs relating to culture and the arts. To assist Council identify the existing and future requirements for arts and cultural facilities across Port Stephens.	Mayor Ryan Palmer Cr Steve Tucker Cr John Nell Cr Paul Le Mottee
36	Tanilba Bay Parks, Reserves and Hall Committee	To assist Council in the management of Tanilba Bay Foreshore Hall. To undertake maintenance and improvements to designated parks and reserves (as per map included in 355c Committee Terms of Reference Appendix).	Cr Steve Tucker Cr Sarah Smith Cr Chris Doohan

Ref	Committee name	Purpose of committee	Current delegates
37	Tilligerry Landcare Group	To undertake maintenance and improvements to designated parks and reserves (as per map included in 355c Committee Terms of Reference Appendix).	Cr Steve Tucker Cr Sarah Smith Cr Chris Doohan
38	Tilligerry Sports Council	To facilitate communication between the sporting public and Council in order to ensure that the existing and future needs and requirements of those persons participating and administrating sports are accurately identified and brought to the attention of Council.	Mayor Ryan Palmer Cr Steve Tucker Cr Sarah Smith Cr Chris Doohan
39	Tomaree Cemeteries Committee	To undertake maintenance and improvements to cemeteries on Tomaree Peninsula.	Mayor Ryan Palmer Cr Jaimie Abbott
40	Tomaree Sports Council	To facilitate communication between the sporting public and Council in order to ensure that the existing and future needs and requirements of those persons participating and administrating sports are accurately identified and brought to the attention of Council.	Mayor Ryan Palmer Cr Jaimie Abbott Cr Glen Dunkley Cr John Nell Cr Sarah Smith
41	West Ward Cemeteries Committee	To undertake maintenance and improvements to cemeteries in West Ward.	Cr Paul Le Mottee Cr Giacomo Arnott
42	West Ward Sports Council	To facilitate communication between the sporting public and Council in order to ensure that the existing and future needs and requirements of those persons participating and administrating sports are accurately identified and brought to the attention of Council.	Cr Ken Jordan Cr Paul Le Mottee Cr Giacomo Arnott
43	Williamstown Hall Committee	To assist Council in the management of Williamstown Hall.	Cr Ken Jordan Cr Paul Le Mottee Cr Giacomo Arnott

Nelson Bay town centre



Regional committees and groups

Ref	Committee Name	Purpose of Committee	Current delegates
44	AGL Newcastle Gas Storage Facility Community Dialogue Group	The purpose of a Community Consultative Committee is to provide a forum for discussion between a proponent and representatives of the community, stakeholder groups and the local council on issues directly relating to a specific State significant project.	Mayor Ryan Palmer
45	Birubi Point Cultural Heritage Advisory Panel	To advise Port Stephens Council on the management plan required to protect the Worimi cultural and spiritual heritage and enhance the environment of the Birubi Point Crown Reserve and Birubi Point Aboriginal Place.	Cr Sarah Smith
46	Brandy Hill Quarry Community Consultative Committee	The purpose of a Community Consultative Committee is to provide a forum for discussion between a proponent and representatives of the community, stakeholder groups and the local council on issues directly relating to a specific State significant project.	Cr Paul Le Mottee
47	Comprehensive Koala Plan of Management Implementation Committee	Responsible for overseeing the implementation of the Port Stephens Council Comprehensive Koala Plan of Management.	Cr Sarah Smith Alternate Cr John Nell
48	Community Projects Fund	To make recommendations to Council on applications received through the grants process.	Mayor Ryan Palmer Cr Ken Jordan Cr Chris Doohan Cr Jaimie Abbott (1 Councillor from each Ward)
49	General Manager Performance Review Panel	To conduct evaluation of the performance of the General Manager.	Mayor Ryan Palmer Deputy Mayor Sarah Smith Cr Giacomo Arnott (nominated by Council) Cr Paul Le Mottee (nominated by the General Manager)

Ref	Committee Name	Purpose of Committee	Current delegates
50	Hunter Joint Organisation Formerly Hunter Councils	To discuss regional issues in the Hunter.	Mayor Ryan Palmer Alternate Deputy Mayor Sarah Smith
51	Hunter Sub-Branch Crime Prevention Network Note: This is a Committee of the Port Stephens Local Area Command. Membership is by invitation from the Local Area Commander. Council's delegate is the Mayor.	To provide a forum for local community members, service providers, businesses and the police to discuss issues and appropriate strategies relating to crime and community safety. * Attendees will be by invitation only, 1 representative will be invited by the Police from each peak body/ organisation e.g. Hunter Water / Housing NSW). Council will hold 2 positions, 1 will be Community Planner Crime, and the other will be the Mayor or his representative if unable to attend.	Mayor Ryan Palmer
52	Hunter Water Corporation Community Consultative Committee	This committee is an advisory committee to Hunter Water Corporation.	Cr Paul Le Mottee Alternate Cr Giacomo Arnott
53	Joint Regional Planning Panel	To consider development applications referred to the Panel under the legislation for development applications for the Port Stephens Local Government area. The Panel comprises 3 State members and 2 Councillors. The term is for 3 years for each Panel member.	Mayor Ryan Palmer Cr Paul Le Mottee Alternates Cr Chris Doohan Cr Giacomo Arnott
54	Local Development Committee	To provide advice to Council staff on development regarding traffic matters.	Mayor Ryan Palmer
55	Local Traffic Committee	An RTA-based committee which allows Council to have delegated authority to install or remove regulatory sign posting on public roads.	Mayor Ryan Palmer Cr Steve Tucker
56	Lower Hunter Bushfire Management Committee	The committee is a legislative requirement and is to discuss direction across local government areas and across agencies in regard to bushfire management.	Mayor Ryan Palmer Alternates Cr Paul Le Mottee Cr Giacomo Arnott

Ref	Committee Name	Purpose of Committee	Current delegates
57	Lower Hunter Community Advisory Group	The Group is managed by Hunter Local Land Services (HLLS). The purpose is to provide an opportunity for the HLLS to engage with stakeholders on a range of matters, including strategic direction and programs.	Cr Paul Le Mottee
58	Marine Parks Advisory Panel Ministerial Appointment	Community Consultative Committee regarding the proposed Marine Park in Port Stephens.	Cr John Nell
59	Newcastle Airport Partnership Company No. 3 Pty Ltd	Special Purpose Vehicle for the part ownership of Newcastle Airport.	Mayor Ryan Palmer Deputy Mayor Sarah Smith (General Manager) (Financial Services Manager)
60	Newcastle Airport Partnership Company No. 4 Pty Ltd	Special Purpose Vehicle for the part ownership of Newcastle Airport.	Mayor Ryan Palmer Deputy Mayor Sarah Smith (General Manager) (Financial Services Manager)
61	Newcastle Airport Partnership	The partnership is responsible for the development and management of Newcastle Airport and related infrastructure.	Mayor Ryan Palmer (General Manager)
62	Newcastle Airport Pty Ltd	Shareholder delegate for Newcastle Airport.	Mayor Ryan Palmer (as Port Stephens Council Shareholder representative) Deputy Mayor Sarah Smith (as Port Stephens Council shareholder representative proxy) General Manager (as Port Stephens Council appointed director)
63	NSW Public Libraries Association (Central East Zone)	The purpose of the Association is to champion the public library cause, strengthen the public library network, advocate effectively, foster cooperation and collaboration, build trust and support, initiate partnerships and share relevant information.	Cr Steve Tucker

Ref	Committee Name	Purpose of Committee	Current delegates
64	Port Stephens Council Depot Re-development Committee	To explore the options available for re-development of the Council depot at Raymond Terrace.	Mayor Ryan Palmer Cr Ken Jordan Cr John Nell Cr Giacomo Arnott (1 Councillor from each ward)
65	Port Stephens Economic Development Advisory Panel	Act as a communication and advisory mechanism to Council on relevant Economic Development issues. Oversee the implementation of the Economic Development Strategy.	Mayor Ryan Palmer Cr Chris Doohan Cr Glen Dunkley Cr Giacomo Arnott
66	Port Stephens Floodplain Advisory Panel	To provide advice on flood/floodplain management studies and plans.	Cr Paul Le Mottee Alternate Cr Giacomo Arnott
67	Port Stephens Holiday Parks Reserve Trust	To act as Trust Managers of the Crown land and holiday parks.	All Councillors
68	Port Stephens/ Myall Lakes Estuary and Coastal Zone Management Committee	This Committee includes representatives from Great Lakes Council and is responsible for long term planning for the estuary and the coastline.	Cr John Nell Alternate Cr Paul Le Mottee
69	Property Advisory Committee	To provide a forum for the Corporate Services Group Leadership Team to address relevant issues, encouraging a strategic approach to the management of the Group.	Mayor Ryan Palmer Cr Chris Doohan Cr Paul Le Mottee Cr Ken Jordan Cr Glen Dunkley (1 Councillor from each ward)
70	Salt Ash Sand Project Community Consultative Committee	The purpose of a Community Consultative Committee is to provide a forum for discussion between a proponent and representatives of the community, stakeholder groups and the local council on issues directly relating to a specific State significant project.	Cr Steve Tucker

Ref	Committee Name	Purpose of Committee	Current delegates
71	RFS District Liaison Committee	To review the progress of the service level agreement between Port Stephens Council and NSW Rural Fire Service in the local government area.	Cr Giacomo Arnott Alternate Mayor Ryan Palmer
72	Williamstown Consultative Committee Forum	To provide a forum for the residents of Williamstown area to discuss relevant issues with Federal, State and Local Government elected members and agencies.	Mayor Ryan Palmer (General Manager)
73	Worimi Conservation Lands Board of Management Ministerial Appointment	To oversee the management of the lands owned by the Aboriginal owners and leased back to the NSW Government.	Cr Jaimie Abbott Alternate Cr Sarah Smith



Attachment 2

SECTION 6

Capital Works projects expenditure





Job description	Actual costs (\$)
Information Technology improvements	1,040,904
Shoal Bay Holiday Park improvements	533,035
Fingal Bay Holiday Park improvements	425,998
Halifax Holiday Park improvements	737,926
Treescape Holiday Park improvements	131,326
Thou Walla Holiday Park improvements	98,941
Koala Sanctuary — Treescape Holiday Park	925,506
Investment Property improvements	2,169,228
Plant upgrades	2,838,728
Library resources	236,689
CCTV improvements	330,481
Footpath and cycleway improvements	188,908
Boomerang Park shared pathway	140,483
Tomago boat ramp	182,977
Longworth Park seawall	117,444
Foreshore erosion and accretion management	17,511
Little Beach wharf	96,099
Taylors Beach wharf	194,186
Nelson Bay Marina	17,038
Riverside Park seawall	25,394
Shoal Bay dinghy slide	20,454
Karuah boat ramp	242,089
Waste facility improvements	292,644
Seaham School of Arts	10,544
SES Training Tower Raymond Terrace	41,372
Fern Bay Hall	39,982

Job description	Actual costs (\$)
Anna Bay Cemetery	208,676
Anna Bay / Birubi Point Hall	13,999
Nelson Bay Cemetery drainage	30,142
Remote monitoring of pump stations	395,559
Waterfront Road, Swan Bay	491,474
Horace Street drainage	17,252
Future designs drainage	70,795
Ballat Close, Medowie	162,048
Tarrant Road Salamander Bay drainage	47,756
Bowthorne Park seating	57,715
Brandon Park upgrades	11,219
Peace Park amenities	104,735
Bob Cairns amenities	14,792
Shoal Bay foreshore playground	44,766
Bob Cairns Reserve	11,263
Nelson Bay Croquet Club	29,624
Lakeside Sports Complex	27,000
Salt Ash Sportsground	116,231
Medowie Sport and Community Facility, Ferodale	2,384,032
Longworth Park, Karuah	52,126
Raymond Terrace Pigeon Club	59,027
Apex Park revitalisation	249,059
Bagnalls Beach East playground	29,354
Caswell Reserve playground	173,653
Caswell Reserve public amenities	155,977
Fingal Bay foreshore solar lighting	94,653

Job description	Actual costs (\$)
Lakeside Leisure Centre upgrades	87,294
Lakeside Sports Complex	51,826
Lancaster Park	35,323
Lionel Morton amenities	71,771
Little Beach Accessibility	16,845
Pirralea Gardens boardwalk	16,548
Riverside Park rotunda	19,825
Robinson Reserve, Anna Bay	304,893
Salt Ash Sports Complex	22,042
Tanilba Bay boardwalk	59,961
Tomago boat ramp	11,599
Tomaree Aquatic Centre	15,835
Yulong Oval upgrade	25,931
King Park Sports Complex Master Plan	26,731
LGA signage upgrades	92,486
Medowie Road upgrades and car park sealing	637,965
Evans Road, Medowie	160,467
Russell Street, Clarencetown	21,942
Church Street, Nelson Bay	319,616
Yacaaba Street, Nelson bay	162,818
Tomaree Road, Shoal Bay	322,780
Mitchell Street, Soldier Point	138,973
Swan Bay Road, Swan Bay	113,458
East Seaham Road, Clarencetown	98,255
Foreshore Drive, Ferodale	177,847
Brandy Hill Drive, Brandy Hill	127,531

Job description	Actual costs (\$)
Lemontree Passage Road	901,037
Future designs	184,882
Clarencetown Road	389,963
Holdom Road, Karuah	1,011,997
Salt Ash Avenue, Salt Ash	119,331
Hinton Road, Osterley and Nelsons Plains	405,460
Gan Gan Road, Anna Bay	692,853
Port Stephens Street, Raymond Terrace	17,355
Market Street, Fingal Bay	70,071
Italia Road, East Seaham	59,987
Fingal Bay Link Road — concept planning	32,216
Shoal Bay traffic lights	13,965
Paterson Road, Duns Creek	293,491
Shoal Bay Road and Gowrie Ave	100,575
Italia Road, East Seaham	1,617,951
Council building improvements	447,922
TOTAL	25,648,436



Karuah River, Karuah





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