

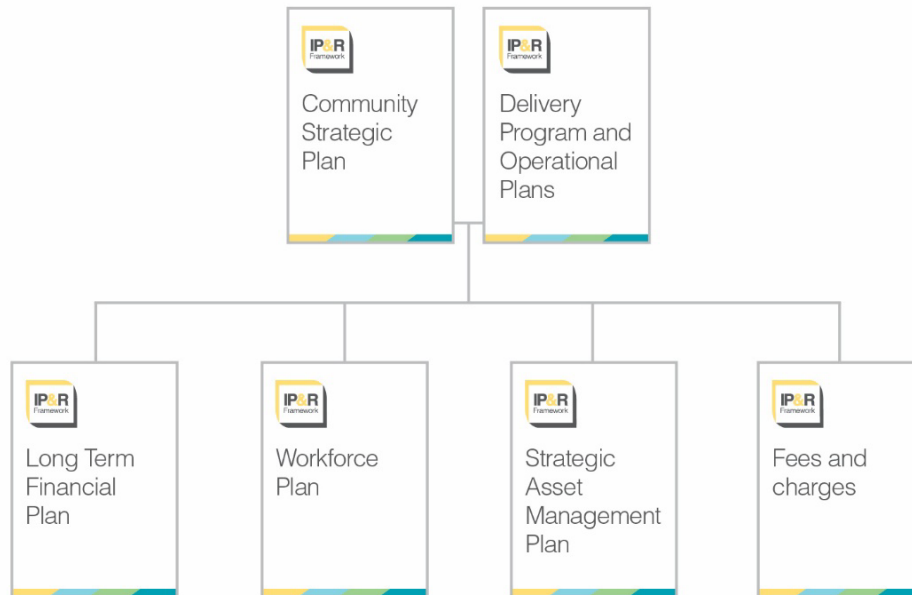


# Delivery Program and Operational Plans

2018 to 2021: **Our place. Our plan.**

Incorporating Operational Plan 2020 to 2021

# Integrated Plans and resourcing strategies



# Contents

From the General Manager .....	4
Context.....	6
What are the integrated plans?.....	6
What are the resourcing strategies?.....	6
How to read this document and plans?.....	7
Community Wellbeing.....	8
Our planning.....	9
Key Priorities 2018 to 2021.....	9
Port Stephens 2020 Projects.....	17
Business Excellence and continuous improvement.....	20
Measuring success.....	21
Reporting on performance.....	23
Focus Area One: Our Community.....	24
Focus Area Two: Our Place.....	28
Focus Area Three: Our Environment.....	36
Focus Area Four: Our Council.....	39
Effectiveness Measures.....	46
Resourcing Strategies.....	61
Long Term Financial Plan snapshot.....	61
Strategic Asset Management Plan snapshot.....	64
Workforce Plan snapshot.....	65
APPENDICES.....	66
Appendix One: Our Council’s Partners.....	66
Appendix Two: Performance Measures.....	67
Appendix Three: Statement of Revenue Policy.....	69
Appendix Four: Statement of Waste Management.....	74

The Delivery Program and Operational Plan of Port Stephens Council have been prepared in accordance with Section 404 and 405 of the *Local Government Act 1993*.

## Acknowledgement

Port Stephens Council acknowledges the Worimi People as the traditional custodians of the land of Port Stephens. We also pay our respect to Aboriginal Elders past, present and future.

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## From the General Manager



It cannot be denied that we are in the midst of challenging times. While the year we've come from and the year ahead have been unprecedented, the one thing that we can predict is that change is a constant and that there will always be challenges that we face as a community. The role of Council during these periods of rapid and widespread change remains constant — to provide the services our community needs in the best possible way.

The 2020 to 2021 Integrated Planning and Reporting (IPR) documents were originally prepared well before global pandemic COVID-19 began to impact Port Stephens and will be adjusted to reflect these impacts.

It is difficult to precisely forecast exactly how far reaching the effects of COVID-19 are, but we prepare, plan and review our budget, works and service delivery with our community's best

interest at heart, and it is no different during a crisis. We are committed to delivering our services in the best ways, while remaining flexible and agile if and when any challenges are thrown our way.

As a result of redistribution of funding to support our community in the wake of COVID-19, the PSC2020 projects (page 16) have been adjusted to reflect what we forecast can be achieved out in 2020 to 2021.

There are many other exciting projects set to commence during the delivery period.

### **Koala Sanctuary Port Stephens**

A partnership between Council, the NSW Government and Port Stephens Koalas, the Koala Sanctuary represents a profitable tourist opportunity as part of a billion-dollar industry that is set to reinvigorate during 2020-2021. It will also provide care to a protected species that faces many of its own hurdles at this time.

### **Birubi Point Aboriginal Place Tourism Interchange**

The Tourism Interchange at Gan Gan Road, Anna Bay, will break ground in 2020-2021 thanks to \$5.4 million from the NSW Government's Growing Local Economies Fund. This project will create a unique visitor experience and improve the lives of



locals, while respecting the value and significance of this incredible piece of Australia coastline.

### **Raymond Terrace Town Centre improvements**

\$750,000 toward a William Street upgrade and streetscape improvements will create new and enhanced spaces for people. Improvements better connect pedestrians from the town centre to the riverfront.

Council considered public submissions made during the exhibition of the draft documents and made some adjustments to the financials featured in the Long Term Financial Plan (LTFP). I thank the community sincerely for its participation in this process.

Throughout the 2020 to 2021 delivery period, we will report to Council and the community on how we have delivered what we said we would do via our 6-monthly and annual reports. We'll report on financial impacts through our quarterly review budget process.

Another significant change since the draft plans were exhibited is the postponement of Local Government elections until September 2021. Council will review the Community Strategic Plan (CSP) following the election and during this process will work together with our community on mapping Port Stephens' future and our continued recovery.

Our resilience as an organisation and as a community gives me great pride. In spite of the massive challenges we face during 2020 to 2021, I know we'll continue to work together to ensure Port Stephens remains the best place in Australia to live, work and play.

  
General Manager

# Context

## What are the integrated plans?

The NSW Government's Integrated Planning and Reporting (IP&R) Framework is required for all local governments. The diagram on page 7 illustrates this framework. The Integrated Plans are the Community Strategic Plan, the Delivery Program and the Operational Plans. The Delivery Program and Operational Plan are Council's response to the Community Strategic Plan, which is a summary of the community's aspirations and priorities over the next 10 years.

Each newly elected Council in New South Wales must develop a 4 year Delivery Program to outline how it will contribute to achieving the goals of the Community Strategic Plan. The Delivery Program is reviewed on a 4 year cycle, in line with the local government election timetable. However, due to the NSW Government merger process, the Port Stephens Council election was deferred for one year and the Delivery Program for this term articulates Council's plans and what it will undertake up to 2021.

The Community Strategic Plan, Delivery Program and Operational Plans are founded on a basis of social, economic, environmental and governance factors through four Focus Areas: 'Our Community, Our Place, Our Environment and Our Council'. These Focus Areas provide a structure for all of the Plans and highlight the key priorities, enabling Council to meet the community's vision of 'A great lifestyle in a treasured environment'.

Council forms partnerships with many other government departments, agencies, and private enterprise to help deliver on all aspects of the community's aspirations and priorities.

The Operational Plan is the detailed action plan for the year ahead. It enables Council to achieve the objectives set out in both the Delivery Program and Community Strategic Plan and provides the community with more information on what they can expect to occur and which areas of Council are responsible. The Operational Plan is implemented with a supporting annual budget to fund the necessary works. This budget is included in the Long Term Financial Plan.

This Operational Plan is for 2020 – 2021.

## What are the resourcing strategies?

The resourcing strategies are Council's long term strategies for how the Integrated Plans will be resourced. The resourcing strategies consist of three plans which provide more detail on the financial, workforce and asset matters that Council is responsible for:

- Long Term Financial Plan
- Workforce Plan
- Strategic Asset Management Plan

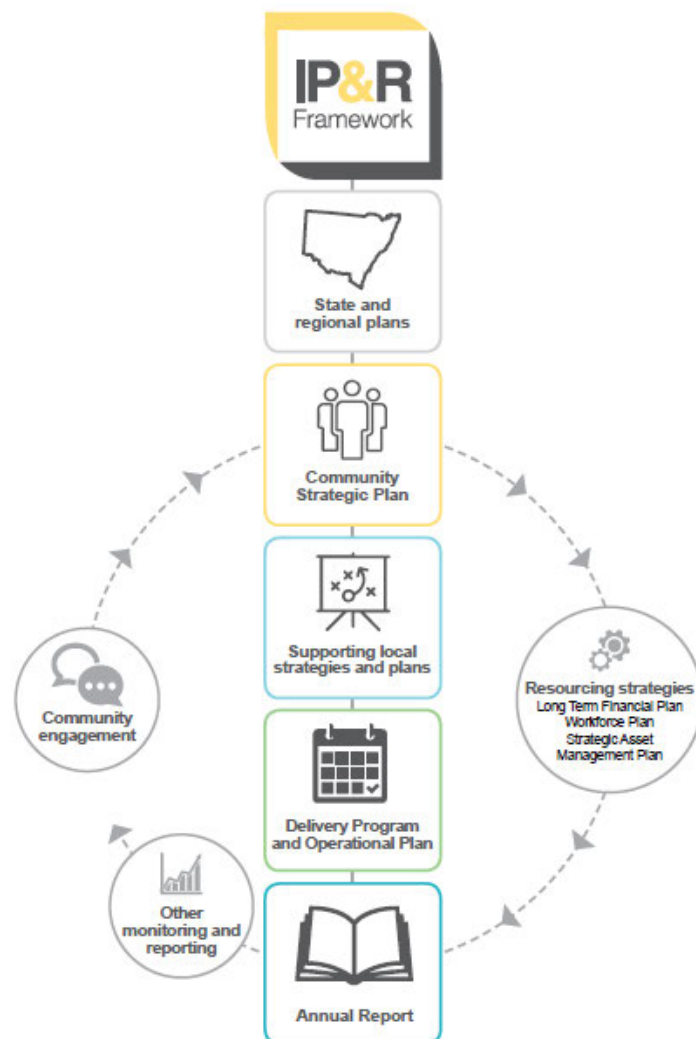
## How to read this document and plans?

The Community Strategic Plan, Delivery Program and Operational Plans are organised under four Focus Areas agreed with our community:

- Our Community
- Our Place
- Our Environment
- Our Council

Under each Focus Area are:

- Community Strategic Plan Key Directions — the long term priorities to achieve the vision and outline where we want to be.
- Delivery Program Objectives — set out Council’s objectives for the 3 year period to assist in achieving the Community Strategic Plan Key Directions.
- Operational Plan Actions — set out the actions that Council will undertake to implement its Delivery Program, which area of Council is responsible for implementing each action and what we deliver.

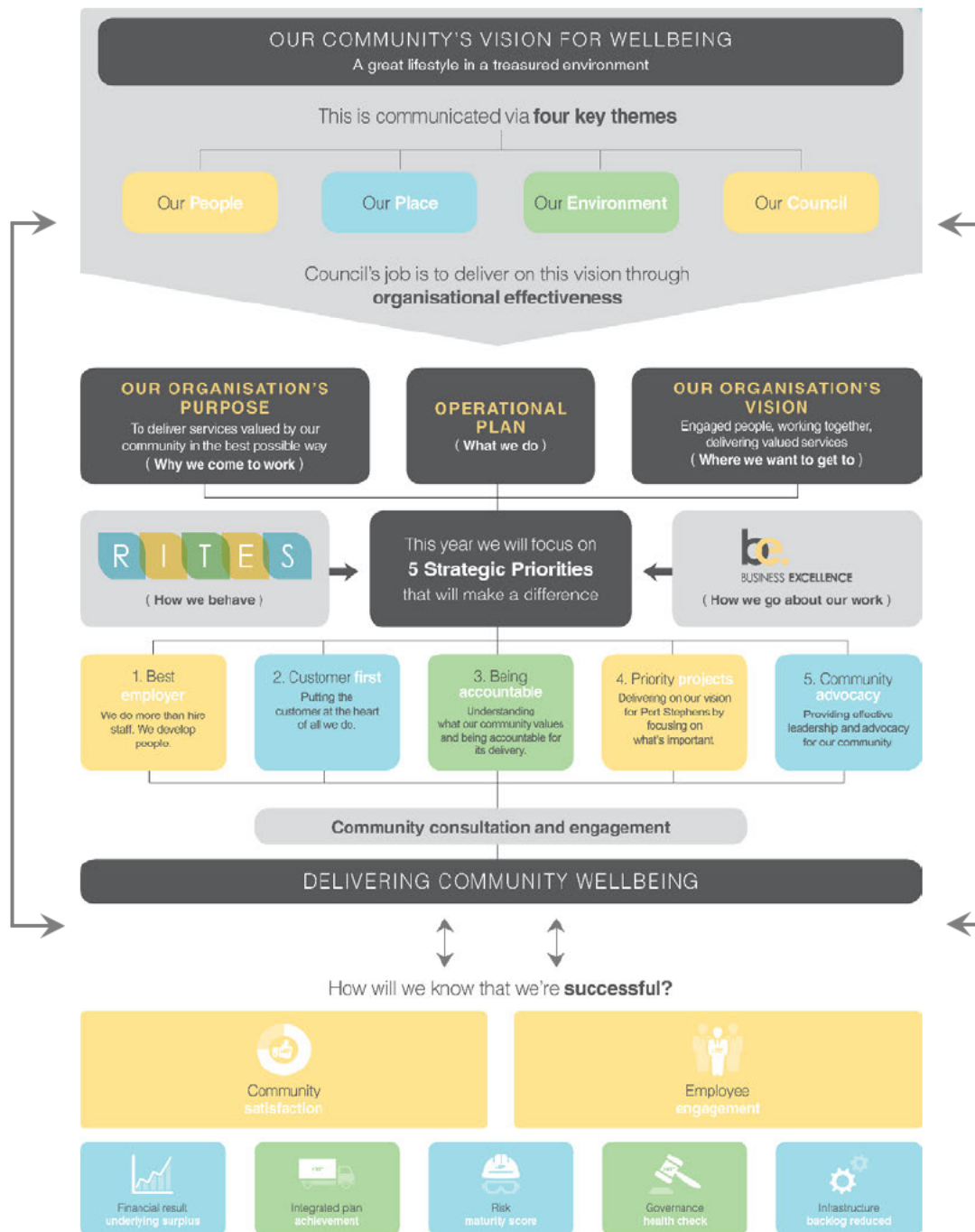


In reading these documents, the following symbols are used to represent Council’s various roles in delivering the Community Strategic Plan Key Directions.

- ✔ Sole Responsibility
  - Deliver — as part of its core business, Council provides these services and assets.
- 🔄 Shared Responsibility
  - Facilitate and support — support and connect agencies to provide services in the community.

This document should be read in conjunction with the Community Strategic Plan and the resourcing strategies. The Community Strategic Plan and resourcing strategies are set out in companion documents to this volume. Council’s Fees and Charges 2020 to 2021 also form part of the annual budget and are set out in a separate document. These documents are available on Council’s website - [portstephens.nsw.gov.au](http://portstephens.nsw.gov.au).

# Community Wellbeing



Everything we do at Port Stephen's Council is to deliver on our community vision for wellbeing.

Our organisation's purpose, vision and plan help us understand why we come to work, what we do and what we want to achieve.

At Port Stephens Council we have a responsibility to achieve our organisational priorities by focusing on being the best employer, putting customer's first, being accountable, delivering on priority projects, providing community advocacy.

# Our planning

## *Delivery Program and Operational Plans*

A number of broad Key Priorities were nominated for investigation and progression over the Delivery Program period 2018 to 2021 reflecting the aspirations of the Port Stephens community and Councillors.

These priorities have evolved since this plan was first adopted by Council in June 2018, with progress and investigations made as outlined below. Progress can also be found in the Annual and Six Monthly reports on Council's website [portstephens.nsw.gov.au](http://portstephens.nsw.gov.au).

In addition, at the time of writing the Operational Plan for 2019 to 2020, Council was progressing an application for a Special Rate Variation (SRV) to undertake an increase in Council's level of service for both capital works and maintenance. With the SRV application unsuccessful, the elected body (Mayor and Councillors) endorsed the progression of a number of projects - Port Stephens 2020 projects (PSC2020). While the PSC2020 projects are less in value compared to the SRV projects, the timeframe to deliver them is substantially compressed. Further information on the PSC2020 projects is featured under the heading 'Port Stephens 2020 Projects' below.

### Key Priorities 2018 to 2021

#### Accessible playgrounds

Council's Disability Inclusion Action Plan outlines the need for more accessible facilities and services in the local government area. Over the period Council will investigate options for securing grant or other funding to provide more accessible playgrounds in Raymond Terrace and the Tomaree Peninsula included in Council's Works Plus Plan featured in the Strategic Asset Management. Council has already commenced making improvements to some of our existing playgrounds.

*Key Delivery Program Objective: C1.3 Encourage Port Stephens to be inclusive and access friendly*

#### Airport DAREZ drainage environmental approval

Council is seeking to support the re-establishment of a direct discharge point from Dawson's Drain to Fullerton Cove in order to facilitate future development in the Williamstown area.

Council has been very active in advocating to State and Federal Government for more support on this issue through the Special Activation Precinct (SAP) process.

It is anticipated that this discharge point will alleviate local flooding issues and support economic development around the Newcastle Airport.



Council welcomes the recent announcement of the Williamstown SAP that will facilitate significant economic development in this area.

Council will continue to proactively work with the NSW Government to facilitate development in this area.

*Key Delivery Program Objective: P3.1 Provide land use plans, tools and advice that sustainably supports the community.*

### **Birubi Information Centre**

Council is leading the development of a purpose-built tourism reception centre at Anna Bay — the entrance to the Birubi Point Aboriginal Place and the Worimi Conservation Lands. With more than 120,000 visitors each year accessing Worimi Conservation Lands and the Stockton sand dunes, the demand for the interchange is unquestionable.

Council has partnered with Worimi Conservation Lands Board of Management, Worimi Local Aboriginal Land Council, NSW Crown Lands, NSW National Parks and Wildlife Service and tourism operators to plan for, fund and deliver an interchange at the intersection of Gan Gan Road and the 4WD access to the sand dunes. In September 2019, the Development Application for the Birubi Information Centre was approved with project initiation, design and further approvals are underway in 2019 to 2020. Commencement of construction is

proposed in 2020/2021 as a result of COVID-19 disruptions, however we remain flexible and agile to respond as required during these challenging times.

*Key Delivery Program Objective: C2.1 Recognise and support local Aboriginal and Torres Strait Islander people.*

### **Cycleways and footpaths**

Council has an endorsed Port Stephens Pathways Plan, which is a series of maps that show existing footpaths and shared paths throughout the Local Government Area. It also identifies locations for future pathway construction when funding becomes available.

Over the period Council has accelerated cycleway and footpath construction program in accordance with this plan, with the majority of proposed projects completed for Anna Bay.

Projects identified in Tilligerry and Raymond Terrace areas have been deferred due to the impact of COVID-19, and we envisage these will be carried out as part of Council's 2020 to 2021 capital works program.

*Key Delivery Program Objective: P2.2 Build Council's civil and community infrastructure to support the community.*

## Coastal Management Plan

Over the period Council is partnering with neighbouring Councils, relevant state agencies and stakeholders to develop a Coastal Management Plan. The plan will set the long term strategy for the coordinated management of land within the coastal zone for the next 10 years.

- Stage 1 — Scoping study (issues, threats/ hazards and risk identification) is complete
- Stage 2 — Detailed studies of vulnerabilities and opportunities commenced in 2019 and will be completed in 2021
- Stage 3 — Response identification and evaluation
- Stage 4 — Implementation, monitoring and reporting

Council will commence physical works subject to securing supporting funding.

*Key Delivery Program Objective: E3.1 Encourage community resilience to coastal hazards.*





**Pictured: Local competitor Jasmine Sampson has been offered a wildcard into the World Surf League Qualifying Series QS6000 event. Image credit: Grant Sproule**

## **Events**

Council continues to support events that add economic value across Port Stephens. Key events for the upcoming year will include Spartan Port Stephens, Peter Wilson Memorial Touch Football Championships, Love Sea Food, the Port Stephens Pro, Cricket NSW Women's 13s and 15s State Championships, Golf Australia State Inclusive Championships and Sail Port Stephens.

A number of smaller events will also help ease seasonal fluctuations, create economic benefit and add to the vibrancy of our local communities. Following on from community and industry consultation, a new events strategy is currently under development and will provide the framework for the growth of events across Port Stephens with a specific focus on event attraction, sponsorship, licensing and activation.

Whilst a number of events have been postponed as a result of COVID-19 disruptions, we remain flexible and agile to the facilitation of events across Port Stephens into the future.

*Key Delivery Program Objective: P1.2 Support and deliver services that attract sustainable visitation to Port Stephens.*

## **Funding investigations**

In 2018 to 2019, as part of the Operational Plan, Council endorsed investigation of other funding options for a range of major projects.

Council continues to seek a broader range of State and Federal Government grants. This can be challenging as grant program priorities do not often match those of local projects. Council will continue to optimise our investment returns.

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

### **Gateway, location and town signage**

Over the period Council proposes to plan and construct new gateway and town signage throughout the local government area.

Stage One of the gateway signage program has been completed.

*Key Delivery Program Objective: P2.2 Build Council's civil and community infrastructure to support the community.*

### **Key road projects**

Council has a plan to deliver capital construction works over the period. As part of this program Council will undertake the following key road projects:

- Church Street, Nelson Bay — Council proposes to reconstruct the road pavement along the full length of Church Street over the period to improve the ride quality and pavement strength, as well as minor drainage improvements and pedestrian accessibility. The remaining works, from the end of the previous section to the roundabout at Government Road, are planned for construction during 2020 to 2021.
- Fingal Bay Link Road (estimated at \$100 million) — The State Government has committed to funding this project, with Transport NSW leading the planning and delivery of the project. Transport NSW are currently undertaking project due diligence reviewing options analysis and consultation.
- Tanilba Road, Mallabula — Council will be reconstructing Tanilba Road from Bay Street to The Parkway Ave North including pavement widening, kerb and gutter construction, and drainage upgrades. Project initiation and design has been deferred to commence in 2020 to 2021 while construction is scheduled for the 2021 to 2022 financial year.
- Tomaree Road, Shoal Bay — Council is continuing with the full reconstruction of Tomaree Road between Marine Drive and Verona Road. This is to include pavement widening, kerb and gutter and footpath construction, and drainage upgrades, utilising Council funding as well as Road to Recovery funds. Construction of stage 1 from Rigney Street to Fingal Street occurred in 2019-2020, with stage 2 (remaining works) to be completed in 2020 - 2021.
- Duns Creek Road - Council will begin to undertake road safety improvements on Duns Creek Road including sealing of sections thanks to Federal Blackspot funding supplementing Council's PS2020 funds. Works will include widening, sealing, addition of guardrail and correction of superelevation on curves. Planning is to commence in 2020 with major roadworks planned for the 2021 to 2022 financial year.



- Swan Bay Road- Council will continue to widen and seal Swan Bay Road towards Morten Road during 2020 to 2021 including safety improvements to culverts along Swan Bay Road. Council is also progressing with the sealing of the unsealed end of Swan Bay

Road with acquisitions and service relocations to allow for future roadworks.

*Key Delivery Program Objective: P2.2  
Build Council's civil and community infrastructure to support the community.*



### **Koala Sanctuary**

The Koala Sanctuary Port Stephens (Koala Sanctuary) is a Council-endorsed project to build and operate a koala hospital, education and eco-tourism facility at One Mile Beach in conjunction with Port Stephens Koalas. Council was successful in obtaining a \$3 million grant from the NSW Government Regional Growth Tourism and Environment Fund to contribute to the construction of the facility. Council also committed \$4.6 million in funding to complete the project. Funds will be repaid from the ongoing profits of the business operations.

Completion of the project is scheduled for mid 2020 with an opening scheduled for late 2020.

The Koala Sanctuary will:

- play a vital role in caring for sick, injured and orphaned koalas
- include research and education
- deliver a profitable tourist accommodation opportunity with additional environmental and economic benefits.

*Key Delivery Program Objective: P1.1  
Support sustainable business development in Port Stephens.*



## **Medowie Multi-Purpose Community Centre**

Construction of a new multi-purpose community centre at Medowie reached practical completion in December 2019. Council is negotiating with a third party operator regarding operating in the near future.

The centre will provide:

- club facilities at Medowie Sporting Precinct
- multiple community groups access to use the facility under a sublease agreement with the Medowie Sport and Community Club
- use as an emergency evacuation centre
- a restaurant, bar, event space, sporting facilities and meeting places.

*Key Delivery Program Objective: P2.2 Build Council's civil and community infrastructure to support the community.*

## **Off leash dog parks**

The off leash dog project at Lancaster Park, Soldiers Point is now completed. Off leash dog parks are not proposed to be reviewed in the 2020 to 2021 financial year. Following previous community consultation on this issue, Council believes that the current mix of dog on lead and dog off leash areas provide the right level of facilities.

*Key Delivery Program Objective: P2.1 Plan civil and community infrastructure to support the community.*

## **Placemaking**

Placemaking has been identified as a priority for Council, with a view to creating better places and better

spaces that increase the liveability of the Port Stephens and the wellbeing of our residents.

Recent projects include:

- Economic Development and Tourism Strategy
- adoption of a Public Domain Plan, Wayfinding Strategy, and Street Tree Masterplan for Nelson Bay Town Centre
- preparation of a Public Domain Plan for Raymond Terrace
- Anna Bay 7 Day Makeover
- implementation of the Apex Park Masterplan stage one
- preparation and exhibition of the draft Fern Bay and North Stockton Strategy
- establishment of Implementation Panels to drive delivery of strategic plans for Raymond Terrace, Medowie and Nelson Bay
- application for grant funding which seek to enable Council to invest in public infrastructure to support the implementation of Public Domain Plans and other place making activities.

During the period, new placemaking initiatives will include:

- Raymond Terrace Public Domain Plan
- Medowie Community Toilet Project
- Port Stephens Housing Strategy
- Robinson Reserve upgrades
- Port Stephens Events Strategy.

*Key Delivery Program Objective: P1.1 Support sustainable business development in Port Stephens*

## **Port Stephens Council depot development**

A substantial part of Council's work is providing the construction and maintenance of community infrastructure, roads, parks and gardens. The staff and equipment including specialised machinery, require safe locations to store and maintain a substantial specialised fleet. This also includes servicing NSW Rural Fire Service vehicles.

The way that Councils use depots is very different from how they were used when the depots were first built.

The depot location and design was re-assessed following changes to the post SRV funding models.

Councillors have been briefed with options and have provided a preliminary recommendation to rejuvenate the existing Raymond Terrace site and rationalise the existing Administration Building fitout. This will allow for depot administration, Capital Works and Children Services to be all housed at one location as well as meet the needs for Council to supply services to the community.

*Key Delivery Program Objective: P2.2 Build Council's civil and community infrastructure to support the community.*

## **Strategic Planning**

Council is completing a range of long term strategies to provide an integrated approach to housing through the review of the Port Stephens Planning Strategy 2011 (PSPS). A Local Strategic Planning Statement (LSPS) and Local Housing Strategy (LHS) has been prepared to replace the PSPS as part of the review.

Under the Hunter Regional Plan 2016 and Greater Newcastle Metropolitan Plan 2018, the Department of Planning, Industry and Environment committed to preparing guidelines to assist councils in preparing local housing strategies to implement the Regional Plan.

Council has undertaken the necessary strategic planning to guide the supply of a mix of housing and development types including for rural residential development in Port Stephens. This will ensure a clear position on urban development across the local government is well defined to meet the future needs of the Port Stephens local government area.

The LSPS and the LHS will be adopted in 2020.

*Key Delivery Program Objective: P3.1 Provide land use plans, tools and advice that sustainably supports the community.*

## Williamtown management area

Department of Defence has prepared a project plan to manage ongoing PFAS contamination remediation.

Council's General Manager has previously participated on the Williamtown Community Reference Group however the State Government abolished the group in October 2019 with individual agencies to liaise

directly with the community as required.

Council will continue to monitor the implementation of the Department of Defence PFAS contamination remediation program.

*Key Delivery Program Objective: E3.2 Encourage community resilience to detrimental impacts from the environment.*



## Port Stephens 2020 Projects

The PSC2020 works were adopted by Council on 27 August 2019, refined on 24 September 2019 and further adjusted on 14 April 2020.

Prior to COVID-19 these projects were scheduled to be completed across Port Stephens during 2020. We anticipate the projects which aren't finalised in the calendar year 2020 will be carried out in the 2020-2021 financial year, however we remain flexible and agile to respond as required during these challenging times. The status of these projects will be provided in Council's Six monthly and Annual reports with monthly updates also available on Council's website.

The status of the projects as at May 2020 is shown below.

### East Ward

- Amenities replacement — George Reserve, Salamander Bay \$150,000. (Deferred to FY2020-2021).
- Foreshore improvements — Conroy Park, Corlette \$178,000. (Planned to commence June 2020 and complete in July 2020).
- Amenities replacement — Little Beach, Nelson Bay \$180,000. (Deferred to FY2020-2021).
- Revetment work — Soldiers Point, \$200,000. (Deferred to FY2020-2021).
- Ancillary works (paths / drainage) — Shoal Bay Foreshore, Shoal Bay \$400,000. (Deferred to FY2020-2021).
- Road upgrade — Foreshore Drive, Corlette \$400,000. (Completed).
- Stage 1 East Donald Street Carpark demolition and at grade car parking including amenities replacement — Nelson Bay \$1.4 million. (Completed).
- Tomaree Sports Complex amenities replacement — Salamander Bay \$1.75 million. (Deferred to FY2020-2021).

**Subtotal: \$4.658 million**

### Central Ward

- Town centre improvements — Anna Bay \$180,000. (Completed).
- Town centre improvements (including amenities) — Medowie \$300,000. (Deferred to FY2020-2021).
- Shared pathway — Waropara Road, Medowie \$500,000. (Stage 1 completed, Stage 2 FY2020-2021).
- Shared pathway — Avenue of the Allies, Tanilba Bay \$600,000. (Deferred to FY2020-2021).

- Shared pathway — Gan Gan Road (missing links) Anna Bay \$700,000. (Completed)
- Shared pathway — Lemon Tree Passage road, Mallabula to Lemon Tree Passage (missing link) \$800,000. (Deferred to FY2020-2021).
- Shared pathway — Medowie Road (Ferodale Road to South Street) Medowie \$850,000. (Deferred to FY2020-2021).
- Skate park relocation and upgrade – Tilligerry Peninsula - \$230,000. (Deferred to FY2020-2021).
- Soccer and Athletics Club Amenities Upgrades - Mallabula Sports Complex - \$200,000. (Complete).
- Multisport Court facility – Mallabula Sports Complex - \$150,000. (Deferred to FY2020-2021).
- Peace Park, Tanilba Bay – BBQ installation - \$20,000. (Deferred to FY2020-2021).

**Subtotal: \$4.53 million**

### West Ward

- Amenities replacement — Longworth Park, Karuah \$120,000. (Deferred to FY2020-2021).
- Bus interchange — Seaham \$250,000. (Deferred to FY2020-2021).
- Shared pathway — levee bank, Raymond Terrace \$300,000. (Deferred to FY2020-2021).
- Road upgrade — Mustons Road, Karuah \$500,000. (Deferred to FY2020-2021).
- Shared paths — Fern Bay \$830,000. (Deferred to FY2020-2021).
- Town Centre improvements (road upgrade and streetscape) – William



- Street, Raymond Terrace \$750,000. (Deferred to FY2020-2021).
- Road upgrades — Duns Creek Road, Forest Road, Swan Bay Road \$1 million. (Deferred to FY2020-2021).
- Amenities/clubhouse upgrade — Stuart Park, Hinton \$1.2 million. (Deferred to FY2020-2021).
- A number of smaller maintenance requirements have also been identified.

**Subtotal: \$4.95 million**

**Ancillary Minor Works**

- Tree Works Karuah & Raymond Terrace — \$70,000. (Partially complete).
- Bill Strong irrigation — \$70,000. (Deferred to FY2020-2021).
- Nelson Bay Tennis Club Lighting — \$50,000. (Completed).
- Supporting park infrastructure for Medowie Skate Park — \$30,000. (Deferred to FY2020-2021).

- Medowie playground fencing — \$20,000. (Deferred to FY2020-2021).
- Raymond Terrace dog park — \$40,000. (Deferred to FY2020-2021).
- Lemon Tree Passage Road roundabout beautification (Avenue of Allies) — \$20,000. (Deferred to FY2020-2021).
- Nelson Bay Road/Port Stephens Drive roundabout entrance beautification — \$50,000. (Deferred to FY2020-2021).
- Salt Ash Hall outside toilet —\$70,000. (Planned for completion June 2020).
- Event signage Nelson Bay Road, Nelson Bay — \$20,000. (Deferred to FY2020-2021).
- King Park irrigation — \$60,000. (Deferred to FY2020-2021).

**Subtotal: \$500,000**

**Grand total: \$14.638 million**

These projects will be funded from Reserve Funds, Developer Contributions (\$7.11) and loan funding as outlined in the Council report of 27 August 2019.





## Business Excellence and continuous improvement

Our goal at Port Stephens Council is to develop a high performing organisation that has a strong culture of 'delivering services valued by our community in the best way'. We want to be recognised by our community as a leading local government authority and as a 'best employer'. We are doing this by pursuing the philosophy within the Australian Business Excellence Framework.

The Framework is based on a set of 9 universal principles (outlined further in the Workforce Plan page 15) which describe the elements that allow us to measure and continuously improve our systems, processes and relationships, and to measure what we do in order to be a sustainable Council.

Business Excellence is about:

- having clear direction and knowing how our employees all contribute to the big picture
- having focus on our customers
- implementing best practice
- doing our best every single day

Council has implemented a Business Operating System (BOS) which follows the structure of the Australian Business Excellence Framework, allowing us to achieve our key metrics which are outlined in the next section.

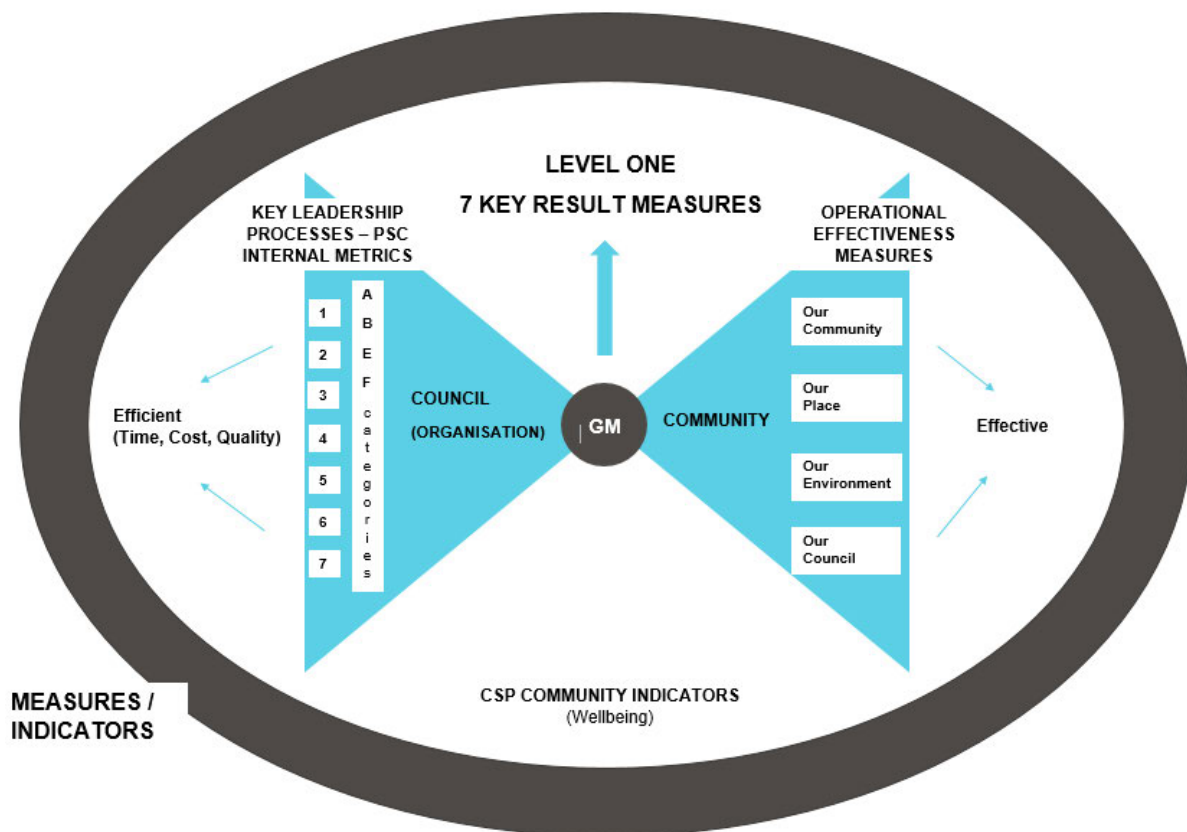


## Measuring success

At Council we have a number of measures and indicators to rate our performance.

- Seven key result measures are critical to underpinning everything that we do.
- Effectiveness Measures demonstrate to the community how effective we have been at doing what we said we were going to do.
- Efficiency Measures based on the Australian Business Excellence Framework provide critical indicators to our internal operating performance.

There are also a number of indicators outlined in the CSP which over time provide an indication of whether the community is better off as a result of the work that Council, state government, government agencies and other partners have undertaken.



## Seven Key Result Measures

Appendix Two provides a further outline of these key metrics.

### Service Delivery

**Target:** > 95% integrated plans delivered on time

### Community Satisfaction

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

### Employee Engagement

**Target:** >70% employee engagement

### Infrastructure Backlog

**Target:** infrastructure backlog reduction

### Governance

**Target:** >95% governance health check

### Risk Management

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

### Financial Sustainability

**Target:** underlying financial surplus

By balancing these key metrics, Council ensures that:

- 'we deliver on what we say we're going to do'
- the community is satisfied with the level of service provided
- the right practices and governance are in place
- Council has an appropriate risk maturity
- we have engaged employees who deliver on what we say we're going to do
- Council is financially sustainable
- Council's assets are maintained within an acceptable standard.





## Effectiveness measures

Further detail of the Effectiveness Measures are included on pages 44 to 58.

For each Focus Area (Our Community, Our Place, Our Environment, Our Council) and under each operational plan action we have a series of measures to rate how effective we have been in doing what we said we were going to do. These measures are called our Effectiveness Measures.

These measures are reviewed each year in accordance with the operational plan action and the relevant program of work to be delivered.

## Reporting on performance

Council uses a variety of reporting documents to outline its progress towards achieving the actions of the Operational Plan, outcomes set out in the Delivery Program and the goals of the Community Strategic Plan. These include the:

- Annual report
- Six Monthly report
- Quarterly financial report
- End of Term report





# Focus Area One | Our Community

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




- Sole Responsibility
- Shared Responsibility



Community Strategic Plan  Key Direction	Delivery Program  Objective	Operational Plan  Action	Delivery			Delivery Responsibility			What We Deliver
			2018 - 2019	2019 - 2020	2020 - 2021	Group	Section	Service Package	
<b>Key Directions C1</b> <b>COMMUNITY DIVERSITY</b> Our community accesses a range of services that support diverse community needs	<b>C1.1</b> Provide facilities and services for children 	<b>C1.1.1</b> Deliver early education and care of children	✓	✓	✓	Facilities & Services	Community Services	Children Services	Provide: <ul style="list-style-type: none"> <li>Family day care services</li> <li>Mobile preschool service</li> <li>Outside school hours care services</li> </ul>
	<b>C1.2</b> Provide support for young people to build their confidence and contribution to the community 	<b>C1.2.1</b> Deliver youth projects and support youth services provided by other agencies	✓	✓	✓	Development Services	Communications	Community Development and Engagement	<ul style="list-style-type: none"> <li>Administer the Youth Advisory Panel (YAP)</li> <li>Implement the Youth Plan</li> <li>Deliver the Family &amp; Community Services delivery schedule</li> </ul>
	<b>C1.3</b> Encourage Port Stephens to be inclusive and access friendly 	<b>C1.3.1</b> Identify and plan for an inclusive and access friendly community	✓	✓	✓	Development Services	Strategy and Environment	Strategic Planning	Implement the Disability Inclusion Action Plan
	<b>C1.4</b> Support needs of an	<b>C1.4.1</b> Identify and plan for the needs of an ageing population	✓	✓	✓	Development Services	Strategy and Environment	Strategic Planning	Implement the Ageing Strategy

- 2018-2019 and 2019-2020 progressed
- 2020-2021 Operational Plan proposed to be implemented 1 July 2020 to 30 June 2021



Community Strategic Plan	Delivery Program	Operational Plan	Delivery			Delivery Responsibility			What We Deliver
			2018 - 2019	2019 - 2020	2020 - 2021	Group	Section	Service Package	
Key Direction	Objective	Action							
<b>Key Directions C2</b> <b>RECOGNISED TRADITIONS AND LIFESTYLE</b> Our community supports the richness of its heritage	ageing population								
	C1.5 Support volunteers to deliver appropriate community services	C1.5.1 Coordinate Council's volunteer program	✓	✓	✓	Corporate Services	Organisation Support	Human Resources	<ul style="list-style-type: none"> <li>Administer Council's volunteer Committees and Groups</li> <li>Administer the volunteer program</li> </ul>
	C2.1 Recognise and support local Aboriginal and Torres Strait Islander people	C2.1.1 Support initiatives and projects to promote Aboriginal culture and protect Aboriginal places	✓	✓	✓	Development Services	Communications	Community Development and Engagement	<ul style="list-style-type: none"> <li>Implement the Yabang Gumba-Gu Plan</li> <li>Administer the Aboriginal Strategic Committee</li> <li>Administer the Aboriginal Projects Fund grant program</li> <li>Deliver NAIDOC ceremony</li> <li>Deliver Birubi Point Aboriginal Place Advisory Panel</li> </ul>
	C2.2 Support and promote local cultural activities	C2.2.1 Support initiatives and projects to encourage local cultural activities	✓	✓	✓	Development Services	Communications	Community Development and Engagement	<ul style="list-style-type: none"> <li>Implement the Port Stephens Cultural Plan</li> <li>Administer the Cultural Projects Fund grant program</li> <li>Administer Strategic Arts Committee</li> </ul>
	C2.3 Recognise and support the heritage of Port Stephens	C2.3.1 Support the preservation of Port Stephens heritage	✓	✓	✓	Development Services	Strategy and Environment	Strategic Planning	<ul style="list-style-type: none"> <li>Administer Council's Heritage Projects Fund grant program</li> <li>Provide specialist heritage advice</li> <li>Administer the 355c Heritage Committee</li> </ul>

Community Strategic Plan  Key Direction	Delivery Program  Objective	Operational Plan  Action	Delivery			Delivery Responsibility			What We Deliver
			2018 - 2019	2019 - 2020	2020 - 2021	Group	Section	Service Package	
<b>Key Directions C3 COMMUNITY PARTNERSHIPS</b> Our Council works with community to foster creative and active communities	<b>C2.4</b> Provide public libraries as vibrant community spaces 	<b>C2.4.1</b> Deliver public library services, resources and community literacy programs	✓	✓	✓	Facilities & Services	Community Services	Library Services	Provide: <ul style="list-style-type: none"> <li>• Community literacy programs</li> <li>• Lifelong Learning and community programs</li> <li>• Connectivity for public – internet and WiFi</li> <li>• Meeting and Training spaces</li> <li>• Outreach Delivery Services</li> <li>• Mobile Library Service</li> <li>• Raymond Terrace Library</li> <li>• Tilligerry Library</li> <li>• Tomaree Library and Community Centre</li> </ul>
	<b>C3.1</b> Assist community service providers to effectively deliver services in the region 	<b>C3.1.1</b> Assist community service providers to deliver services for vulnerable people and families	✓	✓	✓	Development Services	Communications	Community Development and Engagement	Deliver the Family and Community Services delivery schedule
	<b>C3.2</b> Support local community events that highlight and foster the creative and diverse nature of our community 	<b>C3.2.1</b> Provide financial, logistical and marketing support for local events	✓	✓	✓	Development Services	Communications	Community Development and Engagement	Manage community events such as: <ul style="list-style-type: none"> <li>• Australia Day</li> <li>• NAIDOC Week</li> <li>• Youth Week</li> </ul> Provide support to appropriate community events

Community Strategic Plan  Key Direction	Delivery Program  Objective	Operational Plan  Action	Delivery			Delivery Responsibility			What We Deliver
			2018 - 2019	2019 - 2020	2020 - 2021	Group	Section	Service Package	
	<b>C3.3</b> Provide recreational and leisure services 	<b>C3.3.1</b> Initiate and manage leisure contracts with recreational and leisure services	✓	✓	✓	Facilities & Services	Community Services	Contract and Services	Manage: <ul style="list-style-type: none"> <li>• Aquatic Centre Management</li> <li>• Surf Life Guard contract</li> <li>• Leases and licences for commercial and not for profit operators on community land</li> <li>• Sailability at Grahamstown Dam Aquatic Reserve</li> </ul>
	<b>C3.4</b> Support financially creative and active communities 	<b>C3.4.1</b> Provide financial assistance for the community	✓	✓	✓	Corporate Services & Office of the General Manager	Financial Services and Office of the General Manager	Finance Reporting and Executive Administration	Administer: <ul style="list-style-type: none"> <li>• Mayoral Funds</li> <li>• Wards Funds</li> <li>• Community Projects Fund grant program</li> </ul>



## Focus Area Two | Our Place



*Port Stephens is a liveable place supporting local economic growth*

- Sole Responsibility
- Shared Responsibility

Community Strategic Plan  Key Direction	Delivery Program  Objective	Operational Plan  Action	Delivery			Delivery Responsibility			What We Deliver
			2018-2019	2019-2020	2020-2021	Group	Section	Service Package	
<b>Key Directions P1</b> <b>STRONG ECONOMY, VIBRANT LOCAL BUSINESSES, ACTIVE INVESTMENT</b> Our community has an adaptable, sustainable and diverse economy	<b>P1.1 Support sustainable business development in Port Stephens</b>	<b>P1.1.1 Support sustainable business in Port Stephens</b>	✓	✓	✓	Development Services	Strategy and Environment	Economic Development and Tourism	<ul style="list-style-type: none"> <li>• Support and facilitate business engagement programs</li> <li>• Enable business growth</li> <li>• Advocate for business</li> <li>• Coordinate the Economic Development Advisory Panel</li> </ul>
		<b>P1.1.2 Provide funding support to business initiatives that create economic benefit</b>	✓	✓	✓	Development Services	Strategy and Environment	Economic Development and Tourism	<ul style="list-style-type: none"> <li>• Implement Economic Development and Tourism Strategy</li> <li>• Support effective business networks which demonstrate clear outcomes</li> <li>• Increase the capacity and competitiveness of business</li> </ul>
		<b>P1.1.3 Coordinate place management and activation</b>	✓	✓	✓	Development Services	Strategy and Environment	Economic Development and Tourism	<ul style="list-style-type: none"> <li>• Activate our public spaces</li> <li>• Promote processes and partnerships that create placemaking outcome</li> </ul>

- 2018-2019 and 2019-2020 progressed
- 2020-2021 Operational Plan proposed to be implemented 1 July 2020 to 30 June 2021



Community Strategic Plan  Key Direction	Delivery Program  Objective	Operational Plan  Action	Delivery			Delivery Responsibility			What We Deliver
			2018-2019	2019-2020	2020-2021	Group	Section	Service Package	
<b>Key Directions P2 INFRASTRUCTURE AND FACILITIES</b> Our community's infrastructure and facilities are safe, convenient, reliable	P1.2 Support and deliver services that attract sustainable visitation to Port Stephens 	P1.2.1 Manage an integrated event licensing process	✓	✓	✓	Development Services	Strategy and Environment	Economic Development and Tourism	Coordinate approvals and licensing for temporary events on Council owned and managed land
		P1.2.2 Manage the Nelson Bay Visitor Information Centre	✓	✓	✓	Development Services	Strategy and Environment	Economic Development and Tourism	<ul style="list-style-type: none"> <li>• Provide visitor information</li> <li>• Manage tour and accommodation booking services</li> <li>• Support the visitor economy</li> </ul>
		P1.2.3 Provide strategic and financial support to Destination Port Stephens	✓	✓	✓	Development Services	Strategy and Environment	Economic Development and Tourism	<ul style="list-style-type: none"> <li>• Provide financial support and strategic direction to Destination Port Stephens</li> <li>• Attract year round visitation and increase overnight visitor expenditure</li> <li>• Promote Port Stephens to key domestic and international markets</li> <li>• Encourage investment in high quality tourism product and experiences</li> </ul>
		P1.2.4 Attract and facilitate major events that deliver economic benefit	✓	✓	✓	Development Services	Strategy and Environment	Economic Development and Tourism	<ul style="list-style-type: none"> <li>• Attract and support a diverse range of events that create economic benefit and support destination marketing strategies.</li> <li>• Administer Corporate Events Sponsorship Policy</li> </ul>
	P2.1 Plan civil and community infrastructure to support the community 	P2.1.1 Plan for and initiate civil assets	✓	✓	✓	Facilities & Services	Assets	Civil Projects	<ul style="list-style-type: none"> <li>• Develop and initiate the civil infrastructure Capital Works Program</li> <li>• Review the SAMP (2021-2031)</li> </ul>
		P2.1.2 Plan for the operation, maintenance and	✓	✓	✓	Facilities & Services	Assets	Civil Assets	<ul style="list-style-type: none"> <li>• Manage Council's fleet</li> <li>• Review and implement the fleet replacement program</li> <li>• Monitor fleet utilisation, efficiency and effectiveness</li> </ul>

Community Strategic Plan  Key Direction	Delivery Program  Objective	Operational Plan  Action	Delivery			Delivery Responsibility			What We Deliver
			2018-2019	2019-2020	2020-2021	Group	Section	Service Package	
and environmentally sustainable		replacement of Council's fleet							
		P2.1.3 Plan for the operation, maintenance and renewal of Council's civil assets	✓	✓	✓	Facilities & Services	Assets	Civil Assets	<ul style="list-style-type: none"> <li>• Manage Council's civil assets</li> <li>• Monitor, model and report on civil asset conditions</li> <li>• Plan and develop optimised capital works and maintenance programs</li> <li>• Manage activities on road reserves</li> </ul>
		P2.1.4 Plan, design and provide advice services for drainage and flooding	✓	✓	✓	Facilities & Services	Assets	Engineering Services	<ul style="list-style-type: none"> <li>• Provide specialist technical assessment, investigate and planning services in drainage and flooding</li> <li>• Monitor and implement standards, regulations and policies for drainage and flooding</li> </ul>
		P2.1.5 Provide traffic engineering services and conduct road safety programs	✓	✓	✓	Facilities & Services	Assets	Engineering Services	<ul style="list-style-type: none"> <li>• Provide specialist technical assessment, investigate and planning services in traffic engineering and road safety</li> <li>• Administer the Local Traffic Committee</li> </ul>
		P2.1.6 Provide development engineering assessment and advice services	✓	✓	✓	Facilities & Services	Assets	Engineering Services	<ul style="list-style-type: none"> <li>• Provide specialist technical assessment, investigate and planning services in development engineering</li> <li>• Provide a compliance and certification service to developments</li> </ul>



Community Strategic Plan Key Direction	Delivery Program Objective	Operational Plan Action	Delivery			Delivery Responsibility			What We Deliver
			2018-2019	2019-2020	2020-2021	Group	Section	Service Package	
		P2.1.7 Provide, manage and maintain community and recreation assets	✓	✓	✓	Facilities & Services	Assets	Community and Recreation	<ul style="list-style-type: none"> <li>• Manage community land, buildings, foreshores, sport and park infrastructure</li> <li>• Monitor, model and report on community and recreation asset conditions.</li> <li>• Plan community and recreation infrastructure delivery</li> </ul>
		P2.1.8 Coordinate and report on asset finances and data systems	✓	✓	✓	Facilities & Services	Assets	Asset Systems	Provide corporate data management and systems to support asset modelling and long term financial forecasts
	P2.2 Build Council's civil and community infrastructure to support the community	P2.2.1 Provide survey services	✓	✓	✓	Facilities & Services	Capital Works	Survey and Design	Provide: <ul style="list-style-type: none"> <li>• Engineering survey services for Council projects</li> <li>• Cadastral and property boundary survey services for Council and development related activities</li> <li>• External surveying consultancy services</li> </ul>
		P2.2.2 Provide design and specialist engineering services	✓	✓	✓	Facilities & Services	Capital Works	Survey and Design	<ul style="list-style-type: none"> <li>• Provide engineering design services for Council projects</li> <li>• Engage specialist consultancy services including geotechnical, structural and environmental advice and support</li> </ul>
		P2.2.3 Provide project and contract	✓	✓	✓	Facilities & Services	Capital Works	Project Management	Provide: <ul style="list-style-type: none"> <li>• Project management services for Council Projects</li> </ul>

Community Strategic Plan Key Direction	Delivery Program Objective	Operational Plan Action	Delivery			Delivery Responsibility			What We Deliver
			2018-2019	2019-2020	2020-2021	Group	Section	Service Package	
		management services							<ul style="list-style-type: none"> <li>Contract management and administration services for externally delivered construction works</li> <li>Project quality and environmental surveillance services for Council projects</li> </ul>
		P2.2.4 Construct Council's Capital Works projects	✓	✓	✓	Facilities & Services	Capital Works	Construction	Provide civil construction services for Capital Works projects (refer SAMP)
	P2.3 Maintain Council's civil and community infrastructure to support the community	P2.3.1 Provide roads maintenance	✓	✓	✓	Facilities & Services	Public Domain & services	Roads	Maintain Council controlled roads
		P2.3.2 Provide roadside and drainage maintenance	✓	✓	✓	Facilities & Services	Public Domain & services	Roadside and Drainage	<ul style="list-style-type: none"> <li>Maintain road reserves</li> <li>Maintain Council controlled drains</li> </ul>
		P2.3.3 Provide open space and foreshore maintenance	✓	✓	✓	Facilities & Services	Public Domain & services	Parks	<ul style="list-style-type: none"> <li>Maintain Council controlled parks, reserves and foreshores</li> <li>Prepare site for events</li> </ul>
		P2.3.4 Provide building trades services	✓	✓	✓	Facilities & Services	Public Domain & services	Building Trades	Maintain Council's buildings and associated infrastructure
		P2.3.5 Provide depot	✓	✓	✓	Facilities & Services	Public Domain & services	Mechanical Maintenance	Provide: <ul style="list-style-type: none"> <li>Mechanical services</li> </ul>





Community Strategic Plan Key Direction	Delivery Program Objective	Operational Plan Action	Delivery			Delivery Responsibility			What We Deliver
			2018-2019	2019-2020	2020-2021	Group	Section	Service Package	
Key Directions P3 <b>THRIVING AND SAFE PLACE TO LIVE</b> Our Community supports a healthy, happy and safe place		and workshop services							• Fabrication services
		P2.3.6 Provide cemetery administration and cemetery maintenance services	✓	✓	✓	Facilities & Services	Community Services	Contract and Services	Administer and maintain cemeteries
		P2.4 Deliver road infrastructure services on behalf of Roads and Maritime Services	✓	✓	✓	Facilities & Services	Capital Works	Civil Contracts	Maintain RMS roads by providing: <ul style="list-style-type: none"> <li>• Survey services</li> <li>• Design and specialist engineering services</li> <li>• Project and contract management services</li> <li>• Construction and maintenance services</li> </ul>
		P3.1 Provide land use plans, tools and advice that sustainably support the community	✓	✓	✓	Development Services	Strategy and Environment	Strategic Planning	<ul style="list-style-type: none"> <li>• Review develop and implement: <ul style="list-style-type: none"> <li>○ Local Environmental Plan</li> <li>○ Development Control Plan</li> <li>○ Development Contributions Plans</li> </ul> </li> <li>• Adopt and implement the Local Housing Strategy and Local Strategic Planning Statement</li> </ul>
		P3.1.2 Optimise land use to maximise social, economic and environmental needs of area	✓	✓	✓	Development Services	Strategy and Environment	Strategic Planning	Provide land use planning advice to the community

Community Strategic Plan  Key Direction	Delivery Program  Objective	Operational Plan  Action	Delivery			Delivery Responsibility			What We Deliver
			2018-2019	2019-2020	2020-2021	Group	Section	Service Package	
	P3.2 Enhance public safety, health and liveability through use of Council's regulatory controls and services	P3.2.1 Provide development assessment services	✓	✓	✓	Development Services	Development Assessment & Compliance	Planning and Developer Relations	<ul style="list-style-type: none"> <li>• Provide development application assessments</li> <li>• Provide information and advice relating to development applications and development proposals</li> </ul>
		P3.2.2 Provide building certification services	✓	✓	✓	Development Services	Development Assessment & Compliance	Building and Developer Relations	Provide: <ul style="list-style-type: none"> <li>• Building certification</li> <li>• Swimming pool safety program</li> <li>• Fire safety program</li> </ul>
		P3.2.3 Provide environmental health services	✓	✓	✓	Development Services	Development Assessment & Compliance	Environmental Health and Compliance	Provide: <ul style="list-style-type: none"> <li>• Inspections and audits</li> <li>• Environmental regulation</li> <li>• Food, commercial premises and public health surveillance</li> <li>• Onsite Sewage Management Program</li> </ul>
		P3.2.4 Provide land use compliance services	✓	✓	✓	Development Services	Development Assessment & Compliance	Environmental Health and Compliance	<ul style="list-style-type: none"> <li>• Investigate and resolve unauthorised developments</li> <li>• Compliance education</li> </ul>
		P3.2.5 Provide regulatory ranger services	✓	✓	✓	Development Services	Development Assessment & Compliance	Environmental Health and Compliance	Provide ranger services including parking surveillance, animal management and environmental regulation
		P3.2.6 Provide illegal waste compliance services	✓	✓	✓	Development Services	Development Assessment & Compliance	Environmental Health and Compliance	Provide illegal dumping compliance program

Community Strategic Plan Key Direction	Delivery Program Objective	Operational Plan Action	Delivery			Delivery Responsibility			What We Deliver
			2018-2019	2019-2020	2020-2021	Group	Section	Service Package	
	P3.3 Support the amenity and identity of Port Stephens 	P3.3.1 Develop and monitor Town Centre strategies	✓	✓	✓	Development Services	Strategy and Environment	Strategic Planning	<ul style="list-style-type: none"> <li>Develop and monitor implementation of town strategies (Medowie, Raymond Terrace Heatherbrae &amp; Nelson Bay)</li> <li>Review/update local centre strategies</li> </ul>
	P3.4 Support emergency services and protect Council assets from bushfires and extreme weather events 	P3.4.1 Maintain facilities for rural Fire service and State Emergency Service	✓	✓	✓	Facilities & Services	Community Services	Emergency Management	<ul style="list-style-type: none"> <li>Provide and maintain buildings for RFS &amp; SES</li> <li>Administer Rural Fire Fighting Fund for the Lower Hunter Fire District</li> </ul>
		P3.4.2 Manage asset protection zones and fire trails on Council property	✓	✓	✓	Facilities & Services	Community Services	Contract and Services	Maintain asset protection zones and fire trails on Council land
		P3.4.3 Maintain and implement a Local Emergency Management Plan	✓	✓	✓	Facilities & Services	Community Services	Emergency Management	Review the Local Emergency Management Plan in line with the requirements of the Office of Emergency Management

# Focus Area Three | Our Environment

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

-  Sole Responsibility
-  Shared Responsibility

Community Strategic Plan	Delivery Program	Operational Plan	Delivery			Delivery Responsibility			What We Deliver
			2018 - 2019	2019 - 2020	2020 - 2021	Group	Section	Service Package	
Key Direction	Objective	Action							
<b>Key Directions E1 ECOSYSTEM FUNCTION</b> Our community has healthy and dynamic environmental systems that support biodiversity conservation	<b>E1.1 Protect and enhance the local natural environment</b>	<b>E1.1.1</b> Develop and monitor environmental policies, strategies and technical information	✓	✓	✓	Development Services	Strategy and Environment	Natural Resources	Provide strategic guidance, current knowledge and advice
		<b>E1.1.2</b> Develop and implement a range of nature conservation programs	✓	✓	✓	Development Services	Strategy and Environment	Natural Resources	<ul style="list-style-type: none"> <li>• Develop and implement environmental projects to protect and enhance:                             <ul style="list-style-type: none"> <li>○ wetlands and bushland</li> <li>○ koala conservation projects</li> <li>○ coastal and estuarine environment</li> </ul> </li> <li>• Implement the Bushland Enhancement Program</li> <li>• Administer the Environmental Projects Fund grant program</li> </ul>
		<b>E1.1.3</b> Provide environmental impact assessment services	✓	✓	✓	Development Services	Strategy and Environment	Natural Resources	<ul style="list-style-type: none"> <li>• Provide ecological and environmental planning services for Council's operations</li> <li>• Provide ecological and environmental planning services for the community</li> <li>• Administer Council's Tree Permit System</li> </ul>

- 2018-2019 and 2019-2020 progressed
- 2020-2021 Operational Plan proposed to be implemented 1 July 2020 to 30 June 2021



Community Strategic Plan	Delivery Program	Operational Plan	Delivery			Delivery Responsibility			What We Deliver
			2018 - 2019	2019 - 2020	2020 - 2021	Group	Section	Service Package	
Key Direction	Objective	Action							
<b>Key Directions E2 ENVIRONMENTAL SUSTAINABILITY</b> Our community uses resources sustainably, efficiently and equitably									<ul style="list-style-type: none"> <li>Provide tree assessment services (compliance, risk and environmental assessments) for Council</li> </ul>
		E1.1.4 Manage biosecurity risks (weeds and pests)	✓	✓	✓	Development Services	Strategy and Environment	Natural Resources	<ul style="list-style-type: none"> <li>Implement the Hunter Strategic Weed Management Plan</li> <li>Coordinate the management of biosecurity risks (weeds and pests) on Council owned and managed land</li> <li>Regulate biosecurity risks (weeds) in Port Stephens</li> </ul>
	E1.2 Educate the community about the natural environment	E1.2.1 Provide environmental education programs to the community	✓	✓	✓	Development Services	Strategy and Environment	Natural Resources	Provide environmental education programs and grants for the community
	E2.1 Reduce the community's environmental footprint	E2.1.1 Reduce waste going to landfill	✓	✓	✓	Facilities & Services	Community Services	Waste Management	<ul style="list-style-type: none"> <li>Provide a range of waste collection, recycling and disposal services</li> <li>Operate the Salamander Bay Waste Transfer Station</li> <li>Provide waste education programs</li> </ul>
		E2.1.2 Improve Council's energy usage	✓	✓	✓	Facilities & Services	Office of the Group Manager	Office of the Group Manager	Coordinate and implement projects identified by Council's Sustainable Energy Group
	E3.1 Encourage community resilience to coastal hazards	E3.1.1 Develop a Coastal Management Program	✓	✓	✓	Development Services	Strategy and Environment	Natural Resources	Develop a Coastal Management Program for Port Stephens

Community Strategic Plan	Delivery Program	Operational Plan	Delivery			Delivery Responsibility			What We Deliver
			2018 - 2019	2019 - 2020	2020 - 2021	Group	Section	Service Package	
Key Direction	Objective	Action							
	E3.2 Encourage community resilience to detrimental impacts from the environment	E3.2.1 Support affected communities in the Williamstown PFAS Management Area and surrounds	✓	✓	✓	Office of the General Manager	Office of the General Manager	Office of the General Manager	Support the community through advocacy at relevant forums
		E3.2.2 Monitor and manage environmental impacts from decommissioned waste landfill sites	✓	✓	✓	Facilities & Services	Community Services	Waste Management	Rehabilitate, monitor and manage decommissioned landfill sites
	E3.3 Encourage community resilience to detrimental impacts of climate change	E3.3.1 Review Climate Change Adaptation Action Plan	✓	✓	✓	Development Services	Strategy and Environment	Natural Resources	Review the Climate Change Adaptation Action Plan





## Focus Area Four | Our Council

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

- Sole Responsibility
- Shared Responsibility



Community Strategic Plan	Delivery Program	Operational Plan	Delivery			Delivery Responsibility			What We Deliver
			2018 - 2019	2019 - 2020	2020 - 2021	Group	Section	Service Package	
Key Direction	Objective	Action							
<b>Key Directions L1 GOVERNANCE</b> Our Council's leadership is based in trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)	<b>L1.1</b> Develop and encourage the capabilities and aspirations of a contemporary workforce	<b>L1.1.1</b> Manage and deliver the Human Resources program	✓	✓	✓	Corporate Services	Organisation Support	Human Resources Management and Workplace Development	<ul style="list-style-type: none"> <li>• Review the Workforce Plan (2021-2025)</li> <li>• Conduct Employee Engagement Survey</li> <li>• Provide:               <ul style="list-style-type: none"> <li>○ Apprentice, Trainee and Cadet Program</li> <li>○ Cultural Development</li> <li>○ Education Assistance</li> <li>○ Employee Benefits</li> <li>○ Employee Relations</li> <li>○ Employment Services</li> <li>○ Human Resource Information System</li> <li>○ Learning and Development</li> <li>○ Performance Management</li> <li>○ Recognition</li> <li>○ Salary System</li> <li>○ Workforce Equity and Diversity</li> </ul> </li> </ul>
	<b>L1.2</b> Provide strong civic leadership and government relations	<b>L1.2.1</b> Coordinate and deliver Councillor and executive support services	✓	✓	✓	Office of the General Manager	Office of the General Manager	Executive Administration	Support the Mayor, Councillors and General Manager


- 2018-2019 and 2019-2020 progressed
- 2020-2021 Operational Plan proposed to be implemented 1 July 2020 to 30 June 2021




Community Strategic Plan Key Direction	Delivery Program Objective	Operational Plan Action	Delivery			Delivery Responsibility			What We Deliver
			2018 - 2019	2019 - 2020	2020 - 2021	Group	Section	Service Package	
		L1.2.2 Conduct citizenship ceremonies	✓	✓	✓	Office of the General Manager	Office of the General Manager	Executive Administration	Host citizenship ceremonies
		L1.2.3 Develop and manage relationships with all levels of government and stakeholders	✓	✓	✓	Office of the General Manager	Office of the General Manager	Office of the General Manager	Liaise with Federal, State and local governments and other government agencies on regulatory and governance matters and other community issues
		L1.2.4 Develop shareholder value through an effective partnership with Newcastle Airport	✓	✓	✓	Office of the General Manager	Office of the General Manager	Office of the General Manager	Support commercial aviation business through participation in the boards of: <ul style="list-style-type: none"> <li>• Newcastle Airport Pty Ltd</li> <li>• Newcastle Airport Partnership; Greater Newcastle Aerotropolis Pty Ltd; Greater Newcastle Aerotropolis Partnership.</li> </ul>
		L1.2.5 Work with Hunter Councils to enhance the Hunter Region	✓	✓	✓	Office of the General Manager	Office of the General Manager	Office of the General Manager	Manage strategic and operational matters for: <ul style="list-style-type: none"> <li>• Hunter Councils</li> <li>• Hunter Joint Organisation</li> <li>• Strategic Services Australia Ltd</li> <li>• Legal Services Ltd</li> </ul>
		L1.3 Provide a strong ethical governance structure	L1.3.1 Coordinate and deliver governance and legal services	✓	✓	✓	Office of the General Manager	Governance	Governance
		L1.3.2 Coordinate and report on the	✓	✓	✓	Office of the General Manager	Governance	Governance	Coordinate Council's audit committee program

Community Strategic Plan	Delivery Program	Operational Plan	Delivery			Delivery Responsibility			What We Deliver
			2018 - 2019	2019 - 2020	2020 - 2021	Group	Section	Service Package	
Key Direction	Objective	Action							
		internal audit process							
		L1.3.3 Undertake a community satisfaction survey	✓	✓	✓	Office of the Group Manager Corporate Services		Corporate Reporting	Undertake a community satisfaction survey of Council's services and facilities
		L1.3.4 Manage the Integrated Planning & Reporting Framework	✓	✓	✓	Office of the Group Manager Corporate Services		Corporate Reporting	Manage and report on: <ul style="list-style-type: none"> <li>• Delivery Program 2018-2021 and Operational Plan 2020-2021 via the Annual Report 2019-2020 and Six Monthly Reports</li> <li>• Community Strategic Plan 2018-2028 via the End of Term Report</li> <li>• Council achievements and awards</li> <li>• Review and develop: <ul style="list-style-type: none"> <li>○ Community Strategic Plan 2021-2031</li> <li>○ Delivery Program 2021-2025</li> <li>○ Operational Plan 2021-2022</li> </ul> </li> </ul>
		L1.3.5 Manage access to information and privacy processes	✓	✓	✓	Office of the General Manager	Governance	Governance	Provide access to information
	L1.4 Provide strong supportive business systems for Council's operations	L1.4.1 Facilitate the four-year rolling Service Review of Council's processes and services	✓	✓	✓	Corporate Services	Organisation Support	Workplace Development	Provide specialist advice, information and support for Service Reviews
		✓ L1.4.2 Manage the Corporate	✓	✓	✓	Corporate Services	Organisation Support	Corporate Systems &	Provide:



Community Strategic Plan  Key Direction	Delivery Program  Objective	Operational Plan  Action	Delivery			Delivery Responsibility			What We Deliver
			2018 - 2019	2019 - 2020	2020 - 2021	Group	Section	Service Package	
		Improvement and Business Systems program of work						Data Project Management, Data & Corporate Systems, Spatial Services, Records Management, ICT Maintenance & Support	<ul style="list-style-type: none"> <li>• A framework for enabling Council to deliver services in the best possible way (Business Excellence)</li> <li>• Corporate systems and data management project</li> <li>• Data and Corporate systems support</li> <li>• Information and communication technology maintenance and support</li> <li>• Records services</li> </ul>
	L1.5 Reduce risk across Council 	L1.5.1 Manage the Enterprise Risk Management System program of works	✓	✓	✓	Office of the General Manager	Governance	Enterprise Risk Management	<ul style="list-style-type: none"> <li>• Conduct Risk Maturity Score</li> <li>• Provide: <ul style="list-style-type: none"> <li>○ Enterprise Risk Management System</li> <li>○ Incident Management and Business Continuity</li> <li>○ Management of Council's insurance portfolio</li> <li>○ Environmental Auditing</li> <li>○ Environmental Management System</li> <li>○ Environmental Performance</li> <li>○ Environmental Regulatory Licenses, Permits and Certificates</li> <li>○ Incident Management</li> <li>○ Contractor Management</li> <li>○ Corporate Wellness</li> <li>○ Injury Management</li> <li>○ Work Health and Safety Management System</li> </ul> </li> </ul>
Key Directions L2 <b>FINANCIAL MANAGEMENT</b> Our Council is financially sustainable 	L2.1 Maintain strong financial sustainability	L2.1.1 Manage Council's financial resources	✓	✓	✓	Corporate Services	Financial Services	Finance Revenue, Finance Expenditure, Finance Reporting,	<ul style="list-style-type: none"> <li>• Review the: <ul style="list-style-type: none"> <li>○ Long Term Financial Plan (2021-2031)</li> <li>○ Fees and Charges (2021-2022)</li> <li>○ Annual Revenue Policy (2021-2022)</li> </ul> </li> </ul>

Community Strategic Plan	Delivery Program	Operational Plan	Delivery			Delivery Responsibility			What We Deliver
			2018 - 2019	2019 - 2020	2020 - 2021	Group	Section	Service Package	
to meet community needs								Finance Acquisition	<ul style="list-style-type: none"> <li>o Complete Annual Financial Reports(2019-2020)</li> <li>• Provide support for major purchases and supply of stores for the organisation</li> </ul>
	<b>L2.2 Maximise non-rate revenue and investment to support Council services</b> 	L2.2.1 Manage Council's commercial businesses and investment assets	✓	✓	✓	Corporate Services	Property Services	Commercial Investments	Manage: <ul style="list-style-type: none"> <li>• Commercial agreements to maximise non-rate revenue</li> <li>• Assets in accordance with executed legal documents</li> </ul>
		L2.2.2 Deliver the Property Services capital works program	✓	✓	✓	Corporate Services	Property Services	Facilities Management	Develop and implement the Property Services Capital Works work plan (refer SAMP 2021-2031)
		L2.2.3 Manage land acquisition, development projects and biodiversity sites	✓	✓	✓	Corporate Services	Property Services	Commercial Investments (Statutory Property)	<ul style="list-style-type: none"> <li>• Develop and deliver land acquisition and divestment projects in accordance with the work plan</li> <li>• Maintain bio-banking sites and where appropriate divest of bio-banking credits to maximise non-rate revenue</li> <li>• Continue the Property Investment Strategy</li> </ul>
		L2.2.4 Manage Council's tourist accommodation	✓	✓	✓	Corporate Services	Holiday Parks	Holiday Parks	<ul style="list-style-type: none"> <li>• Develop and implement Plans of Management for Crown Holiday Parks</li> <li>• Develop and implement Holiday Parks capital works program (refer SAMP 2021-2031)</li> <li>• Provide a range of quality accommodation and tourist experiences across Council's owned and managed holiday parks including the Port Stephens Koala Sanctuary</li> </ul>

Community Strategic Plan	Delivery Program	Operational Plan	Delivery			Delivery Responsibility			What We Deliver
			2018 - 2019	2019 - 2020	2020 - 2021	Group	Section	Service Package	
Key Direction	Objective	Action							
Key Directions L3 <b>COMMUNICATION AND ENGAGEMENT</b> Our Community understands Council's services and can influence outcomes that affect them									<ul style="list-style-type: none"> <li>• Provide a koala hospital, education and research facility at the Koala Sanctuary</li> <li>• Provide marketing and promotion services for Council's holiday parks</li> </ul>
	L3.1 Promote a customer first organisation 	L3.1.1 Develop, implement and monitor Council's Customer First Framework	✓	✓	✓	Development Services	Communications	Customer Relations	Provide: <ul style="list-style-type: none"> <li>• Front line customer service</li> <li>• Telephone service and reporting</li> <li>• Coordinate Customer First Framework actions</li> <li>• Financial transactions</li> <li>• Customer service training</li> <li>• Customer Relations Management initiative</li> </ul>
	L3.2 Provide information in a range of accessible formats 	L3.2.1 Manage Council's communications and digital services	✓	✓	✓	Development Services	Communications	Public Relations and Marketing	Provide: <ul style="list-style-type: none"> <li>• Media management</li> <li>• Internal and external communication plans</li> <li>• Marketing management</li> <li>• Issues management</li> <li>• Social media management</li> <li>• Website, intranet and digital services management</li> <li>• Coordination of digital strategies</li> </ul>
	L3.3 Strengthen Council's reputation 	L3.3.1 Manage Council's brand and reputation	✓	✓	✓	Development Services	Communications	Public Relations and Marketing	Provide: <ul style="list-style-type: none"> <li>• Crisis and issues management</li> <li>• Management of Council's visual brand</li> <li>• Assist with civic and community events and functions</li> <li>• Relationship management</li> <li>• Media management</li> </ul>



Community Strategic Plan	Delivery Program	Operational Plan	Delivery			Delivery Responsibility			What We Deliver
			2018 - 2019	2019 - 2020	2020 - 2021	Group	Section	Service Package	
Key Direction	Objective	Action							
	L3.4 Provide a voice for the community ✓	L3.4.1 Conduct Council's community engagement activities	✓	✓	✓	Development Services	Communications	Community Development and Engagement	<ul style="list-style-type: none"> <li>• Deliver engagement activities in line with the Community Engagement Strategy</li> <li>• Facilitate engagement projects on behalf of all groups of Council</li> </ul>

\*Critical to delivering the Operational Plan actions is support from the respective Business Administration team, Office of the Section Manager and Office of the Group Manager.



## Effectiveness Measures

# Our Community

### Community diversity

What we said we'd do	How effective were we?	Target for 2020-2021	Baseline 2017-2018
C1.1.1 Deliver early education and care of children	Customer satisfaction with Thrive Kids	≥ 85%	99%
	Annual accreditation	Compliant	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%
C1.3.1 Identify and plan for an inclusive and access friendly community	Actions completed in Disability Inclusion Action Plan	≥ Baseline	5 of 23 <sup>1</sup>
C1.4.1 Identify and plan for the needs of an ageing population	Actions completed in Ageing Strategy	≥ Baseline	2 of 7
C1.5.1 Coordinate Council's volunteer program	Variety of activities volunteers support at Council	Maintain	6 <sup>2</sup>

### Recognised traditions and lifestyles

What we said we'd do	How effective were we?	Target for 2020-2021	Baseline 2017-2018
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%

<sup>1</sup> 8 of 23 are ongoing

<sup>2</sup> Parks, halls, sports, community engagement, Library, Visitor Information Centre



<b>What we said we'd do</b>	<b>How effective were we?</b>	<b>Target for 2020-2021</b>	<b>Baseline 2017-2018</b>
	Develop Aboriginal Place Advisory Panel annual works plan	100%	90%
C2.2.1 Support initiatives and projects to encourage local cultural activities	Actions completed in Cultural Plan	≥ 90%	90%
C2.3.1 Support the preservation of Port Stephens heritage	Providing Heritage Projects Fund grants	Maintain	\$6000
	Community Satisfaction with Library Services	≥ 85%	99%
	Number of visits to Library branches	228,000	217,360
C2.4.1 Deliver public library services, resources and community literacy programs	Internet and Wi-Fi usage at Raymond Terrace and Tomaree Library branches.	45,000	42,176
	Attendance at programs, activities and events	8,300	8,126
	Use of resources (collection items borrowed)	320,000	320,000

### Community Partnerships

<b>What we said we'd do</b>	<b>How effective were we?</b>	<b>Target for 2020-2021</b>	<b>Baseline 2017-2018</b>
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
C3.3.1 Initiate and manage leisure contracts with recreational and leisure services	Community satisfaction with Council swimming pools	≥ 90%	90%
	Maintain a score above NSW 3 year average in the Royal Life Safety Assessment Audit	≥ 84.62%	91.67%

What we said we'd do	How effective were we?	Target for 2020-2021	Baseline 2017-2018
C3.4.1 Provide financial assistance for the community	Annual grant funding	Maintain	93 grants \$122,992



# Our Place

## Strong economy, vibrant local businesses, active investment

What we said we'd do	How effective were we?	Target for 2020-2021	Baseline 2017-2018
P1.1.1 Support sustainable business in Port Stephens	Number of active businesses in Port Stephens	Annual increase	4591 <sup>3</sup>
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	57% <sup>4</sup>
P1.1.3 Coordinate place management and activation	Refer to P3.3.1		
P1.2.1 Manage an integrated event licensing process	Number of licences issued	Annual increase	127
P1.2.2 Manage the Nelson Bay Visitor Information Centre	Visitors to portstephens.org.au	% annual increase	12%increase <sup>5</sup>
	Tour and accommodation bookings on behalf of operators	Maintain	5627 bookings
P1.2.3 Provide strategic and financial support to Destination Port Stephens	Financial support for Destination Port Stephens	Maintain	\$397,500
	Overnight visitor spend per annum	Annual increase	\$2.292M (\$2.599M as at March 2019)
P1.2.4 Attract and facilitate major events that deliver economic benefit	Economic benefit from major events	Annual increase	\$8,260,000 (\$10.071M 2018-2019)

<sup>3</sup> Baseline from 2018-2019

<sup>4</sup> Baseline from 2018-2019

<sup>5</sup> Baseline from 2018-2019

## Infrastructure and facilities

What we said we'd do	How effective were we?	Target for 2020-2021	Baseline 2017-2018
P2.1.1 Plan for and initiate civil assets	Asset Management Plan complies with IP&R checklist	Compliant	Compliant
	Civil assets work initiated on time	100% <sup>6</sup>	100%
P2.1.2 Plan for the operation, maintenance and replacement of Council's fleet	Fleet utilisation hours per annum	≥ 67,080	75,264
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%
P2.1.4 Plan, design and provide advice services for drainage and flooding	Flooding and drainage development application referrals completed on time	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%
P2.1.6 Provide development engineering assessment and advice services	Engineering development application referrals completed on time	100%	100%
P2.1.7 Provide, manage and maintain community and recreation assets	Community and recreations assets inspection program up to date	100%	100%
P2.1.8 Coordinate and report on asset finances and data systems	Meeting customer needs	≥ 90%	90%
P2.2.1 Provide survey services	Deliver Capital Works program on time, on budget (including approved variations)	≥ 95%	100%

<sup>6</sup> Project pre-initiated prior to agreed timeframe

<b>What we said we'd do</b>	<b>How effective were we?</b>	<b>Target for 2020-2021</b>	<b>Baseline 2017-2018</b>
P2.2.2 Provide design and specialist engineering services	Deliver Capital Works program on time, on budget (including approved variations)	≥ 95%	100%
P2.2.3 Provide project and contract management services	Deliver Capital Works program on time, on budget (including approved variations)	≥ 95%	100%
P2.2.4 Construct Council's Capital Works projects	Deliver Capital Works program on time, on budget (including approved variations)	≥ 95%	100%
P2.3.1 Provide roads maintenance	High priority road defects fixed on time	Maintain	100%
	Community satisfaction with roads maintenance	≥ Baseline	75%
P2.3.2 Provide roadside and drainage maintenance	Community satisfaction with roadside and drainage maintenance	≥ Baseline	84%
	High priority roadside drainage and maintenance defects fixed within required timeframes	100%	100%
P2.3.3 Provide open space and foreshore maintenance	Community satisfaction with maintaining parks	≥ Baseline	85%
	High priority open spaces and foreshore maintenance defects fixed within required timeframes	100%	100%
P2.3.4 Provide building trades services	High priority actions fixed within required timeframes	≥ Baseline	92%
P2.3.5 Provide depot and workshop services	Number of pre rego check repairs conducted	≥ Baseline	142
P2.3.6 Provide cemetery administration and cemetery maintenance services	Community satisfaction with cemetery services	Maintain	94%



What we said we'd do	How effective were we?	Target for 2020-2021	Baseline 2017-2018
P2.4.1 Maintain roads as contracted with RMS	Average RMS contractor performance grading	≥ Good	Good



## Thriving and safe place to live

What we said we'd do	How effective were we?	Target for 2020-2021	Baseline 2017-2018
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	CPP 80% LHS 70% LSPS 70% <sup>7</sup>
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
P3.2.1 Provide development assessment services	Median net determination time for Development Applications	< 40days	34 days
P3.2.2 Provide Building certification services	Market share of certification	Maintain	Maintain
	Premises added to the fire safety program	Increase	1095 (1103 2018-2019)
P3.2.3 Provide environmental health services	Onsite sewer management systems inspected	≥ Baseline	881/800, 110%
	Food premises inspected <sup>8</sup>	≥ Baseline	514/500, 103%
P3.2.4 Provide land use compliance services	Development compliance customer requests closed	> 95%	89%
P3.2.5 Provide regulatory ranger services	Ranger customer requests closed	> 95%	99%

<sup>7</sup> Baseline from 2018-2019

<sup>8</sup> Schedule changes each year depending on number of inspections and inspection frequency

<b>What we said we'd do</b>	<b>How effective were we?</b>	<b>Target for 2020-2021</b>	<b>Baseline 2017-2018</b>
P3.2.6 Provide illegal waste compliance services	Number of successful waste investigations <sup>9</sup>	≥ 85% <sup>10</sup>	91%
P3.3.1 Develop and monitor Town Centre strategies	Completed actions in town centre strategies: Meadowie (M), Nelson Bay (NB), Raymond Terrace (RT) and Heatherbrae (RTH)	Annual Increase	M 5 of 10 NB 19 of 27 RTH 4 of 15 <sup>11</sup>
P3.4.1 Maintain facilities for Rural Fire Service and State Emergency Service	RFS and SES facility maintenance defects carried out within agreed levels	100%	100%
P3.4.2 Manage asset protection zones and fire trails on Council property	Contractor's performance against agreed program	100%	100%
P3.4.3 Maintain and implement a Local Emergency Management Plan	Review Local Emergency Management Plan every 3 year	100%	100%

<sup>9</sup> Perpetrator found

<sup>10</sup> Include total number of reported incidents as well as proportion of successfully investigated

<sup>11</sup> Baseline from 2018-2019

# Our Environment

## Ecosystem function

What we said we'd do	How effective were we?	Target for 2020-2021	Baseline 2017-2018
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	71 work programs <sup>12</sup>
E1.1.3 Provide environmental impact assessment services	Number of Environmental Impact Assessments conducted within agreed timeframes	Increase	66% <sup>13</sup>
E1.1.4 Manage biosecurity risks (weeds and pests)	Actions completed in the Hunter Strategic Weed Management Plan 2017-2022	Increase	29/37 <sup>14</sup>
E1.2.1 Provide environmental education programs to the community	Number of environmental education programs developed and implemented	Maintain	28 <sup>15</sup>
	Number of participants	Increase	312 <sup>16</sup>

<sup>12</sup> Baseline 2018-2019

<sup>13</sup> Baseline 2018-2019

<sup>14</sup> Baseline 2018-2019

<sup>15</sup> Baseline 2018-2019

<sup>16</sup> Baseline 2018-2019

## Environmental sustainability

What we said we'd do	How effective were we?	Target for 2020-2021	Baseline 2017-2018
E2.1.1 Reduce waste going to landfill	Community satisfaction with garbage collection and access to waste depot/ transfer stations	≥ 90%	91%
	Participation in 'problem waste' days	Increase	42% <sup>17</sup>
	Waste diverted from landfill	≥ 40%	50%
E2.1.2 Improve Council's energy usage	MWh usage on year	Maintain	8,400MWh

## Environmental resilience

What we said we'd do	How effective were we?	Target for 2020-2021	Baseline 2017-2018
E3.1.1 Develop a Coastal Management Program	Development and implementation of stages (1-3) of the Coastal Management Program. 2018-2019 Delivery of scoping study and community engagement plan; Y2 Delivery of a coastal risk assessment and options paper; Y3 Exhibition, certification and adoption of finalised program	Maintain – Exhibition, certification and adoption of finalised program	Stage 1 completed <sup>18</sup>
E3.2.1 Support affected communities in the Williamtown PFAS Management Area and surrounds	Participation in consultation/ advocacy activities	Maintain	Yes
E3.2.2 Monitor and manage environmental impacts from decommissioned waste landfill sites	Scheduled gas and water monitoring undertaken	Maintain	100%

<sup>17</sup> Baseline 2018-2019

<sup>18</sup> Baseline 2018-2019



What we said we'd do	How effective were we?	Target for 2020-2021	Baseline 2017-2018
E3.3.1 Review Climate Change Adaptation Action Plan	Development and implementation of actions in the Climate Change Adaptation Action Plan	Maintain	13/35 <sup>19</sup>



<sup>19</sup> Baseline 2018-2019

# Our Council

## Governance

What we said we'd do	How effective were we?	Target for 2020-2021	Baseline 2017-2018
L1.1.1 Manage and deliver the Human Resources program	Employee engagement	≥ 70%	70%
	Complies with IP&R checklist for workforce plan	Maintain	Compliant
L1.2.1 Coordinate and deliver Councillor and executive support services	Elected Member's satisfaction with services	Maintain	100%
L1.2.2 Conduct citizenship ceremonies	Number of citizens conferred	Citizens conferred	61
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
L1.2.4 Develop shareholder value through an effective partnership with Newcastle Airport	Participation in NAPL/GNAPL Board meetings	Maintain	Yes
	Airport traveller numbers per annum	≥ Baseline	1,272,634
	Airport dividends received per annum	≥ Baseline	\$1.903M
L1.2.5 Work with Hunter councils to enhance the Hunter Region	Participation in Hunter Joint Organisation meetings	Maintain	Yes
L1.3.1 Coordinate and deliver governance and legal services	Governance Health Check score	≥ 95%	97%
L1.3.2 Coordinate and report on the internal audit process	Audit-identified issues resolved within expected timeframe	≥ Baseline	83%
L1.3.3 Undertake a community satisfaction survey	Overall community satisfaction with Council	>80%	85%
	Integrated Plans delivered on time	>95%	97%

L1.3.4 Manage the Integrated Planning & Reporting Framework	IP&R documents conform with IP&R checklist	Compliant	Compliant
L1.3.5 Manage access to information and privacy processes	Number of privacy complaints/breaches	< Baseline	5
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
L1.4.2 Manage the Corporate Improvement and Business Systems program of work	Maintain system uptime	Maintain 99.99%	100%
	Maintain risk management maturity score	≥ 80%	83%
L1.5.1 Manage the Integrated Risk Management System program of works	Rolling projected workers compensation deposit premium (rounded)	Pay < base < 100%	Base \$1M Paid \$0.7M 67%
	Percentage of incidents reported to Corporate Risk outside 24 hours	< Baseline	12.8%

## Financial Management

What we said we'd do	How effective were we?	Target for 2020-2021	Baseline 2017-2018
	Underlying financials surplus of 1% of budget	Maintain	Achieved
L2.1.1 Manage Council's financial resources	Unqualified Annual Financial Statements	Achieve	Unqualified
	Complies with IP&R checklist for Long Term Financial Plan	Maintain	Compliant
L2.2.1 Manage Council's commercial businesses and investment assets	Maintain yield on commercial investment portfolio	7 to 10%	7%
	Property vacancy rate	< 20%	20%
L2.2.2 Deliver the Property Services capital works program	Scheduled works delivered on time, on budget	≥ Baseline	100%

L2.2.3 Manage land acquisition, development projects and biodiversity sites	Scheduled works delivered on time, on budget	≥ Baseline	100%
	Review and develop Property investment Strategy	30 June 2020	100% (on track as at 2018-2019)
L2.2.4 Manage Council's tourist accommodation	Average nightly rate (per site / cabin)	≥ Baseline	Cabins \$173 Sites \$51
	Net promoter score for Council's Holiday Parks	≥ Baseline	63.95%

### Communication and engagement

What we said we'd do	How effective were we?	Target for 2020-2021	Baseline 2017-2018
L3.1.1 Develop, implement and monitor Council's Customer First Framework	Scheduled actions in Customer First Framework completed (Stage 1)	≥ 95%	100%
	Customer first point of contact resolution	≥ Annual target	80% <sup>20</sup>
L3.2.1 Manage Council's communications	Proportion of internal and external communication plans completed on time	≥ 95%	90%
	Growth in website users per year	> 2%	2%
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%

<sup>20</sup> Baseline Target 2018-2019 80%

# Resourcing Strategies

## Long Term Financial Plan snapshot

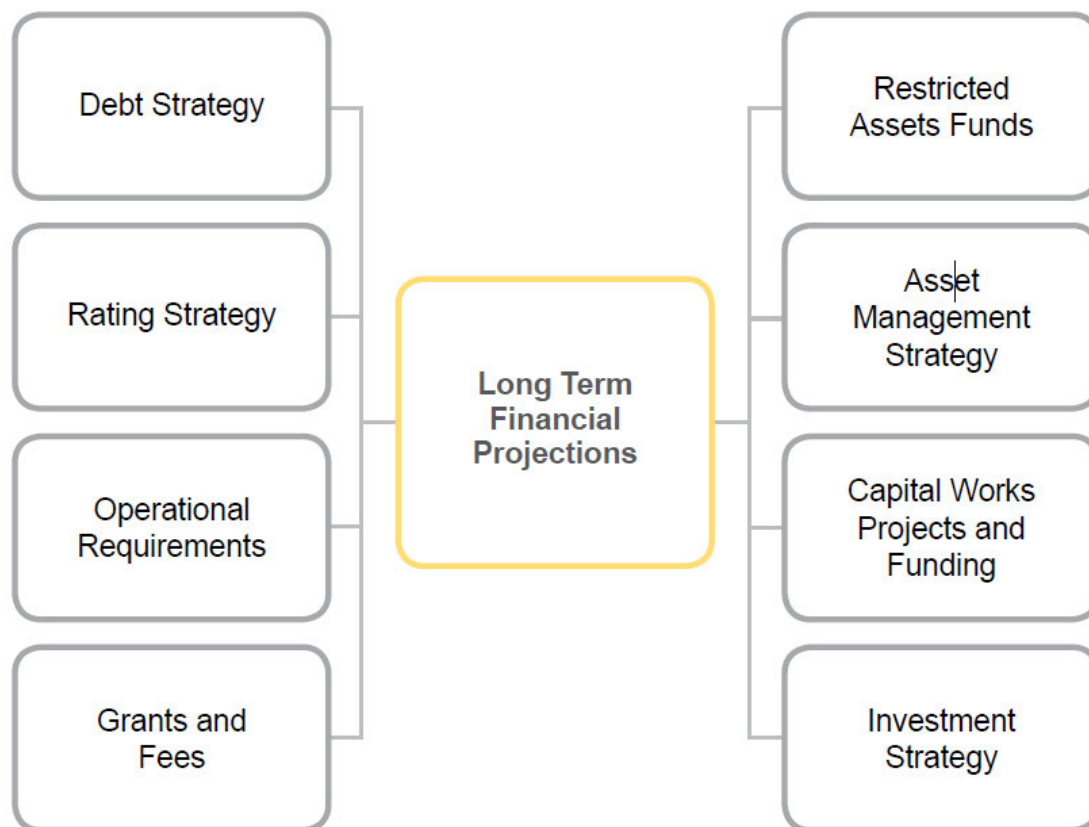
Port Stephens Council's Long Term Financial Plan (LTFP) outlines how we will deliver the objectives and strategies expressed in the Community Strategic Plan, by ensuring the objectives of the IP&R framework are matched by appropriate resources.

The LTFP must be for a minimum timeframe of ten years, covering the period from 2020 to 2021 to 2029 to 2030. It is then reviewed and rolled over annually.

In addition to acting as a resource plan, the LTFP endeavours to:

- establish a financial framework that combines and integrates financial strategies to achieve a planned outcome
- establish a financial framework that allows us to measure Council's strategies, policies and financial performance
- ensure that Council complies with sound financial management principles
- allow Council to meet its obligations under the Local Government Act.

The development of the long term financial projections represent the output of several strategy areas, that when combined, produce the financial direction of Council (see below)





The LTFP is based on achieving the following outcomes:

- Maintain the underlying operating surplus.
- Ensure Council infrastructure is maintained at satisfactory level.
- Achieve a financial structure that allows us to pay for new assets and renew existing assets within our operating income.
- Retain services at present levels.

The LTFP 2020-2030 presents financial forecasts associated with the following scenarios. The standard scenario is based on COVID-19 impacts including reduction in income from Holiday Parks, car parking revenue and dividend from the Airport.

<b>INCOME</b>	<b>Conservative</b>	<b>Standard</b>	<b>Strategic</b>
<b>Rates</b>			
Pegging factor applied 2021	2.0%	2.6%	2.6%
Ongoing peg factor beyond 2021	2.0%	2.5%	2.5%
New annual rates assessment	150	150	150
User fees and charges Annual factor	2.2%	2.5%	2.5%
Operating grants and Contributions Annual factor	2.2%	2.2%	2.2%
<b>Other</b>			
Cash investment returns	2.0%	2.0%	2.0%
Other income	2.0%	2.0%	2.0%
Rental income	3.0%	3.0%	3.0%
Airport dividend	50.0%	50.0%	50.0%
<b>EXPENSES</b>			
Salaries and allowances	2.75%	2.75%	2.75%
Materials and contracts	2.3%	2.5%	2.5%
Capital spend over 10 years	\$220m	\$220m	\$245m
Other expenses	2.3%	2.5%	2.5%
Enhanced services levels	-	-	Increase by \$200k per year

Projected Result	Conservative	Standard (*)	Strategic
2020-2021	553,688	(4,376,263)	630,760
2021-2022	(143,950)	451,973	82,760
2022-2023	(333,037)	701,085	70,522
2023-2024	(824,687)	702,143	(225,812)
2024-2025	(574,677)	1,480,153	240,962
2025-2026	(1,241,798)	1,373,920	(188,827)
2026-2027	(1,602,573)	1,610,000	(289,043)
2027-2028	(1,738,528)	2,106,966	(141,539)
2028-2029	(1,970,650)	2,545,433	(66,144)
2029-2030	(3,177,736)	2,049,510	(939,204)

In summary, the LFTP presents a responsible financial blueprint for the future of Port Stephens Council.



## Strategic Asset Management Plan snapshot

Port Stephens Council's Strategic Asset Management Plan 2020 to 2030(SAMP10) provides a framework to help us manage current and future Council assets so that appropriate services are effectively delivered to the community now and in the future.

It considers information about Council's assets, asset management processes and practices, and presents a plan to improve Council's asset provision and management capability.

Legislation requires that the SAMP is for a minimum 10 year period and that it is reviewed and rolled over annually.

Council is responsible for a very large and broad asset portfolio, which totals approximately \$961 million. This asset base includes traditional asset infrastructure such as roads, footpaths, buildings and drainage as well as assets which are unique to coastal councils such as seawalls, surf clubs, lifeguard towers, wharves and jetties. Council has an ethical and legal obligation to effectively plan for, account for, and manage the public assets for which it is responsible. The successful delivery of Council's assets will enable the current and long term aspirations of the community to be met.





## Workforce Plan snapshot

Port Stephens Council's Workforce Plan (2018 to 2021) sets out what type of organisation we need to be and how we plan to get there.

In an ordinary Council term the Workforce Plan must for a minimum of 4 years, however for this cycle it is a 3 year plan.

In partnership with Council's Long Term Financial Plan and Strategic Asset Management Plans, the Workforce Plan ensures that there are sufficient resources available in the right place, at the right time, with the right skills to deliver on the community's vision and aspirations for their place and community.

The following strategies have been developed and integrated by Port Stephens Council to support the Workforce Plan and to address the challenges of providing appropriately qualified staff for today and the future.

- Best Employer
- Talent Management
- Integrated Risk Management
- Continuous Improvement
- Workplace Governance
- Business System Digital Strategy



# APPENDICES

## Appendix One: Our Council's Partners

Who assists Council achieve the community priorities.

- Ausgrid
- Australian Government Department of Health
- Australian Tax Office (Federal)
- Department of Industry, Innovation and Science (Federal)
- Department of Communities and Justice
- Department of Planning, Industry and Environment
- Department of Premier and Cabinet
- Department of Primary Industries
- Destination Network Sydney Surrounds North
- Destination NSW
- Destination Port Stephens (not with NSW Government)
- Economic Development Australia
- Environment Protection Authority (EPA)
- Hunter Business Chamber
- Hunter Councils Incorporated
- Hunter Region Business Hub
- Hunter Local Lands Services
- Hunter Water Corporation
- Karuah Local Aboriginal Land Council
- National Parks and Wildlife Service
- Newcastle Airport Pty Limited
- Newcastle Region Library
- NSW Government - Small Business Commissioner
- Office of Environment and Heritage
- Office of Local Government
- Regional Development Australia, Hunter
- Rural Fire Service
- State Emergency Service
- State Library of NSW
- Surf Life Saving Australia
- The Business Centre, Newcastle Region
- Tourism Australia
- Transport for NSW
- Volunteers
- Worimi Conservation Lands Board of Management
- Worimi Local Aboriginal Land Council

**Note:** This list is not exhaustive. Unless otherwise stated, the government departments and agencies are with the NSW government.



## **Appendix Two: Performance Measures**

### **Key result measures**

Council deploys seven key measures to record its performance against targets. The measures are:

#### **1. Service Delivery**

While the Community Strategic Plan lays out the general priorities for the community, the Delivery Program and Operational Plan detail how Council will deliver these priorities through objectives and actions.

Council reports against actions and budgets, detailed in the Delivery Program and the annual Operational Plan. Council's Annual and Six Monthly reports provide details.

To be successful in this measure, Council has set a target to achieve greater than 95% of the Integrated Plans (which includes delivery of the actions set out in the annual Operational Plan) delivered on time.

#### **2. Community Satisfaction**

Council's annual Community Satisfaction Survey provides the community an opportunity to comment on Council's performance against its targets. Council can also test community perceptions of its services.

To be successful in this measure, Council has set a target to achieve an overall satisfaction rating with Council's services of greater than 80%.

In addition to the Community Satisfaction Survey, Council undertakes two other annual surveys for Library and Children's Services.

#### **3. Governance Health Check**

The Governance Health Check ensures Council is held to account in meeting its legislative and operational requirements.

The Governance Health Check covers four key areas:

- Ethics
- Risk management
- Information management
- Reporting

To be successful in this measure, Council has set a target to achieve a rating of greater than 95%.

#### **4. Employee Engagement**

Council's annual employee engagement survey measures an employee's energy and passion, their level of connection to the organisation and their willingness to apply discretionary effort to improve individual and business performance.

Research continues to find that organisations with higher engagement levels also have better talent, operational, customer and financial outcomes.

To be successful in this measure, Council has set a target to achieve an overall employee engagement rating of greater than 70%.

#### **5. Risk Management Maturity Score**

Council's Integrated Risk Management Framework assists Council understand the broad spectrum of risks facing it in delivering a complex range of services to the community. The Framework provides tools to ensure that risk is appropriately managed.

To be successful in this measure, Council has set a target to achieve an overall risk management maturity score of greater than 80%.

#### **6. Underlying Financial Position**

Council aims to achieve an underlying surplus which enables it to be financially sustainable.

#### **7. Infrastructure Backlog**

Infrastructure Backlog (or Gap) refers to maintenance and works on an asset that should have been done, that did not get done, measured against agreed service levels. This is measured by 2 ratios:

- the value of works to bring an asset to a satisfactory condition
- the value of works required to maintain an asset in any 1 year.

These values will vary from year to year depending on the needs of the asset, the organisation's focus and grants received.

**Other** – In some areas of Council, additional performance measures may be legislatively required.

## Appendix Three: Statement of Revenue Policy

The following rates are proposed for 2020-2021 including 2.6% rate-pegging increase allowed by the NSW Government.

Key elements of Council's rating policy are:

- Rates levied on the most recent land valuations provided by the NSW Valuer-General, being base date 1 July 2019;
- Total rate income will increase by approximately 2.6% above 2019-2020 levels in accordance with rate-pegging;
- 35% base amounts are continued in the main residential category and business category;
- Sub-categories in the residential and farmland categories are continued;
- Farmland and residential rates in the same sub-category locations continue to have the same rate in the dollar and base amounts;
- Lower rates are applied to farmland and residential properties within the Williamstown Management Area;
- No special rates under section 495 of the Local Government Act are proposed for 2020-2021

### Williamstown Management Area

Sub-categories are proposed to continue in 2020-2021 in the residential and farmland rate categories to enable different (lower) rates to be made in the Williamstown Management Area, Primary, Secondary and Broader Management zones. The main residential and farmland category rates are proposed to apply to all properties located elsewhere within the Port Stephens Council Local Government Area. The reason for the sub-categorisation is to provide financial assistance to residential and farmland ratepayers whose properties are included in the RAAF Base Williamstown per- and poly- fluoroalkyl substances (PFAS) contamination areas.

### Rating of Strata Lots

Each lot in a strata plan is rated separately but Council will include lots on one rate notice where one lot consists of either a residential unit or residential unit and garage and the other lots consist of either a garage or utility room. A maximum of three (3) separate strata lots can be included on one rate notice where only one lot must contain a residential unit. All lots must be within the same strata plan. Council will not allow aggregation in any other circumstances including multiple residential units, multiple garages, multiple industrial bays, multiple retail premises and multiple marina berths. Council will allow aggregation of land values where new land values are received and amalgamation or consolidation of parcels owned by the same ratepayer is to occur, and the Valuer-General has confirmed that amalgamation will be approved. Council will also allow aggregation of land values with other land owned by the same ratepayer where land is subject to a license or enclosure permit and the Valuer-General has confirmed that amalgamation will be approved. Rates

will be levied on the new aggregated land value, but not backdated for previous years.

### **Categorisation of Land**

All land is placed within one of four mandatory categories for rating purposes according to the dominant use of the land: residential, farmland, business and mining. The land category is printed on the rate notice. Ratepayers may apply for their land category to be reviewed and applications are determined within 40 days. Where a ratepayer applies for their land category to be reviewed and this is approved, the date of effect for rating purposes is the date their application was received by Council. The date of effect may be backdated at Council's discretion, if there are exceptional circumstances that prevented the ratepayer from making an earlier application. Where Council initiates the review of a land category the date of effect shall be no earlier than the date the declaration is posted to the ratepayer.

### **Exemption from Rates**

All land is rateable unless it is exempt under section 555 or section 556 of the Local Government Act. Eligible organisations (generally public charities) may apply for their land to be made exempt if they believe it to be exempt. Where a ratepayer applies for their land to be made exempt and this is approved the date of effect for rating purposes is the date their application was received by Council. The date of effect may be backdated, at Council's discretion, if there are exceptional circumstances that prevented the ratepayer from making an earlier application.

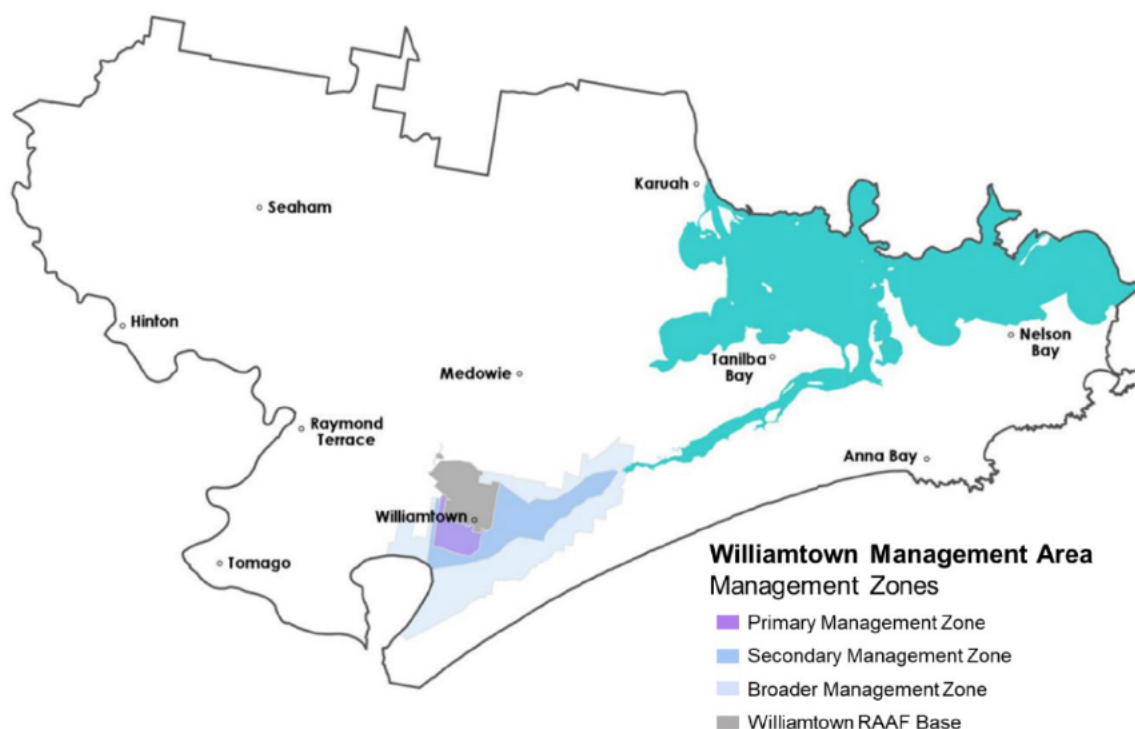
### **Hunter Local Land Services**

Council includes on its rate notice a catchment contribution collected on behalf of the Hunter-Local Land Services. The Local Land Services sets the rate in the dollar around June each year after receiving Ministerial approval. Catchment contributions are collected by Council under the Local Land Services Act 2013 and are passed on to the Service. All rateable land with a land value exceeding \$300 within a defined river catchment area is subject to the contribution.

## Ordinary Rate Structure

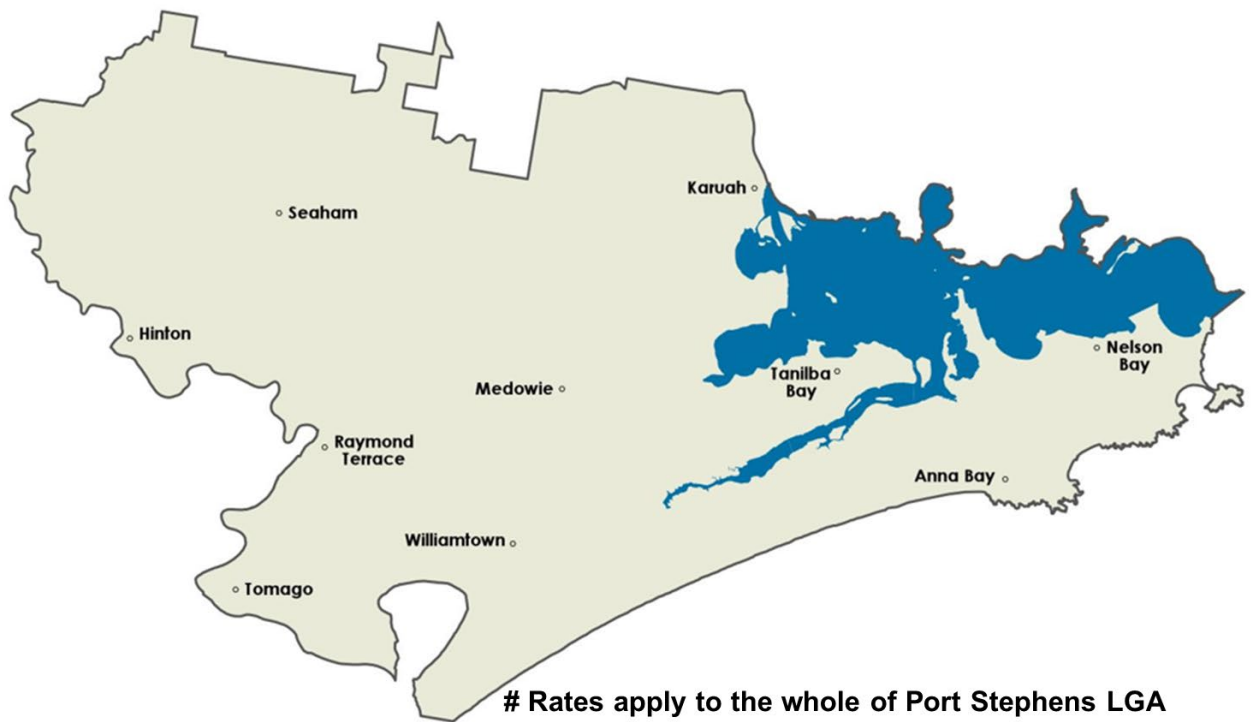
Category	Sub-Category	Ad Valorem Rate c in \$	Base Amount \$	Base Amount Yield %	Estimated Rate Yield '000s
Residential	Williamstown Primary Zone	0.1373	193.00	39	\$12
Residential	Williamstown Secondary Zone	0.206	289.50	41	\$109
Residential	Williamstown Broader Zone	0.2471	347.40	40	\$219
Residential	Residential	0.2746	386.00	35	\$34,882
Farmland	Williamstown Primary Zone	0.1373	193.00	30	\$6
Farmland	Williamstown Secondary Zone	0.206	289.50	27	\$18
Farmland	Williamstown Broader Zone	0.2471	347.40	26	\$21
Farmland	Farmland	0.2746	386.00	21	\$838
Business	n/a	0.7625	1,638.00	35	\$8,671
Mining	n/a	0.7625	n/a	n/a	nil
<b>Total</b>					<b>\$44,776</b>

## Ordinary rate sub-categories: Williamstown management area

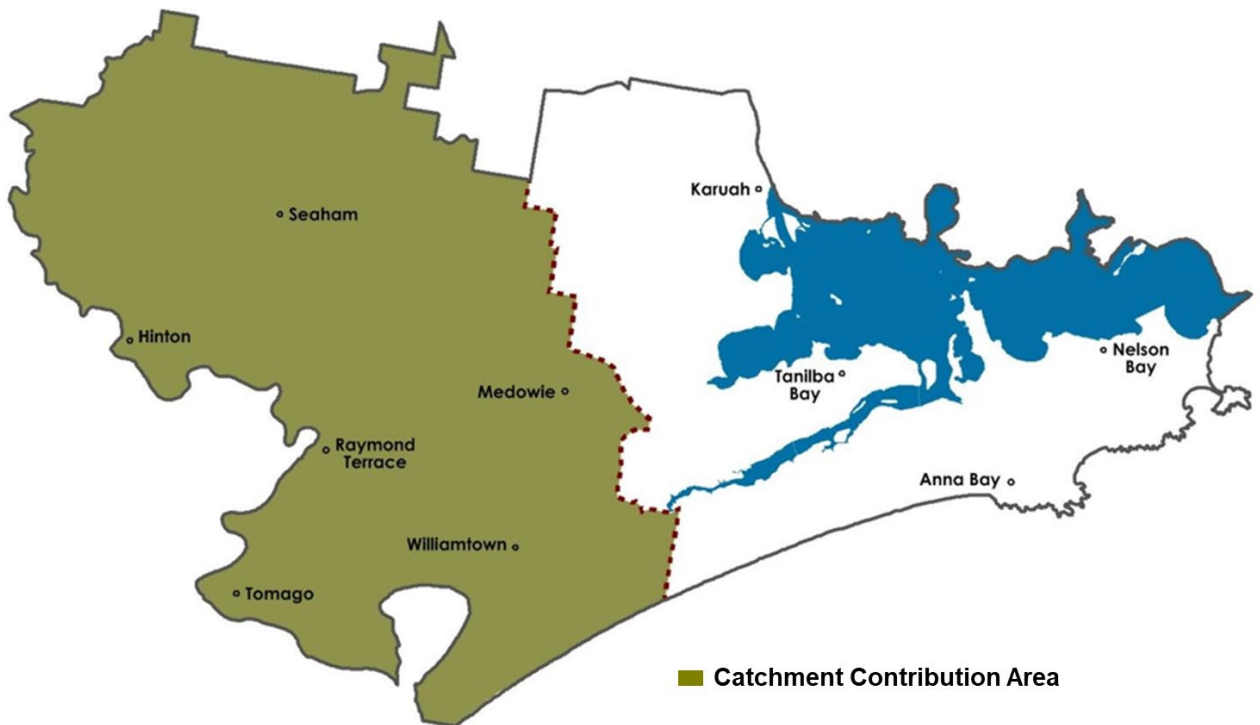




## Residential, farmland, business and mining rates#



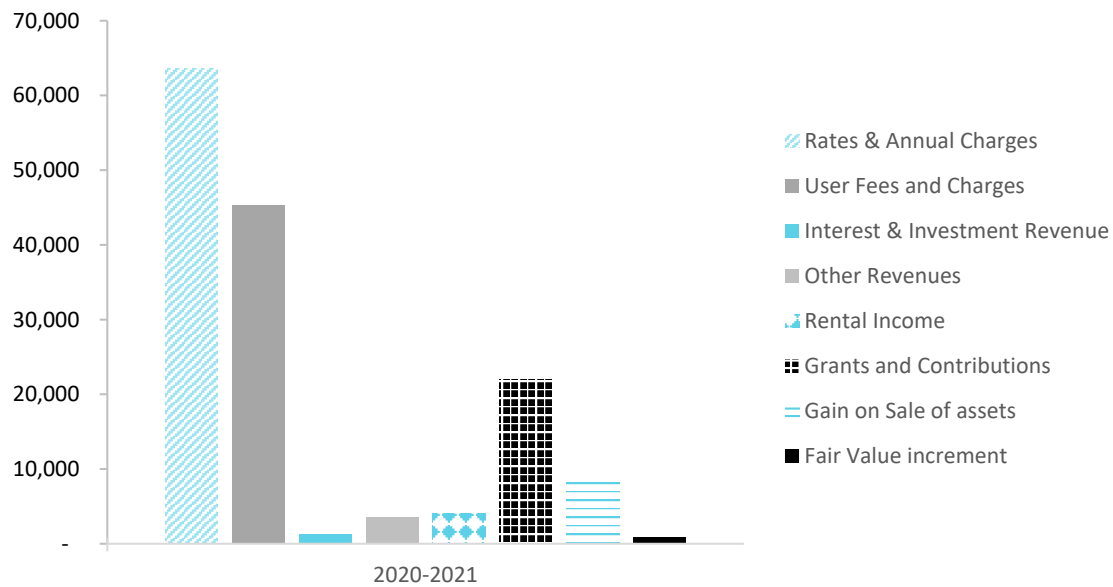
## Hunter Local Land Services



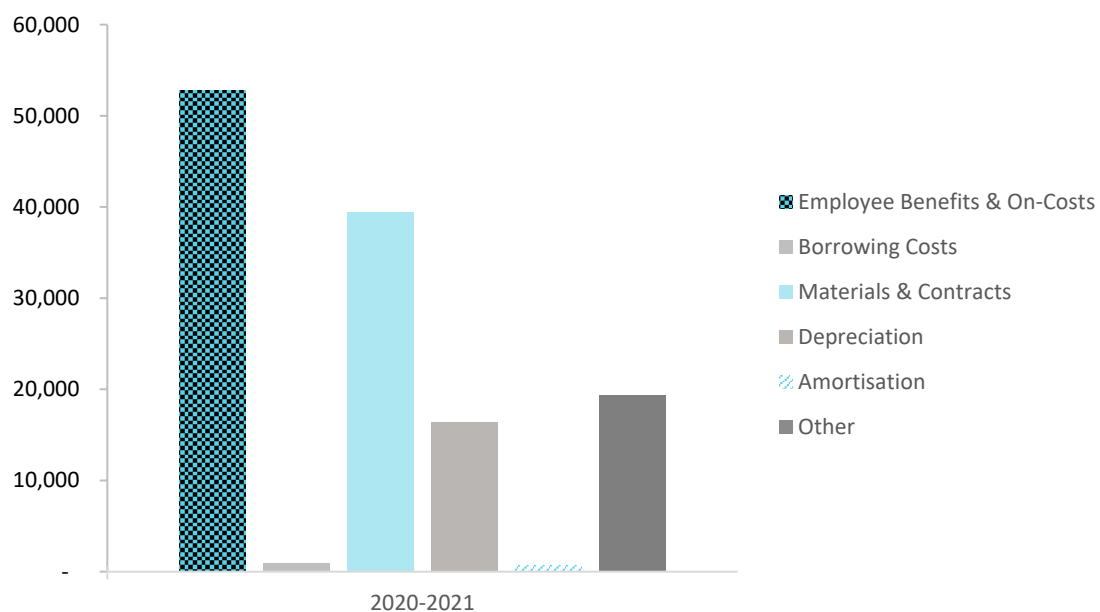
## Budget Summary

Revenue and Expenditure for 2020-2021 reflects the forecasted impacts of COVID-19 pandemic, however as the pandemic continues to evolve we will remain flexible and agile to respond as required, with financial impacts and adjustments reported to Council through the Quarterly Budget Review and Annual Reporting process.

### Revenue 2020-2021 (\$000s)



### Expenditure 2020-2021 (\$000s)





## Appendix Four: Statement of Waste Management

Council proposes a two level waste charge for 2020-2021.

### Waste Management Charge

A base waste management charge of \$91 will be applied to all rateable properties as authorised by section 501 of the Local Government Act 1993. This charge contributes towards the management of waste services not delivered to the kerbside such as the waste transfer station, the rehabilitation and environmental monitoring of decommissioned landfill sites and the provision of ancillary waste services including scheduled garden waste, electronic waste, household chemicals, mattress, dry recycling and tyre drop off events as well as the management of other public place waste services. In the case of properties categorised as farmland, if there is more than one property in the same ownership and run as a single undertaking then the full base charge will be applied to the first property plus a \$1 base charge against each subsequent property.

## Waste Service Charge

As required by section 496 of the Local Government Act 1993, a domestic waste service charge of \$452 will be applied to all developed residential properties, whether occupied or unoccupied, including land categorised as 'residential' and 'farmland'.

This charge will entitle the ratepayer to the weekly collection of residual waste using a 240 litre wheelie bin (red bin), the fortnightly collection of material for recycling using a 240 litre wheelie bin (yellow bin) and two on-call bulky/garden waste clean-up services.

A non-domestic waste service charge of \$452 will be applied to each commercial and business property, whether occupied or unoccupied, as authorised by section 501 of the Local Government Act 1993. This charge will entitle the ratepayer to the weekly collection of residual waste using a 240 litre wheelie bin (red bin) and the fortnightly collection of materials for recycling using a 240 litre wheelie bin (yellow bin). For the purpose of applying a domestic or nondomestic waste service or management charge 'property' means any residence, business premises or commercial premises used or capable of being used as a separate premise whether or not situated on the same or separate rateable parcels of land, and whether occupied or unoccupied.

The projected waste charges for the next three years are shown in the below table, however, new contract costs and state government levies are outside of Council's control so these figures are subject to change.

	<b>Current Year 2020 to 2021</b>	<b>2021 to 2022</b>	<b>2022 to 2023</b>	<b>2023 to 2024</b>
<b>Waste Management Charge</b>	\$91	\$104.50	\$106.50	\$108.50
<b>Waste Service Charge</b>	\$452	\$471	\$481	\$496



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