

# Annual Report

2020 to 2021

Volume 1



PORT STEPHENS  
COUNCIL

Riding the wave

## About this report

Welcome to our Port Stephens Council Annual Report 2021. Our theme is riding the wave – a depiction of the highs and lows we've experienced throughout the year. You can read more about why we chose this as our theme on page 11.

This report is designed to show you our highlights, challenges and performance between 1 July 2020 and 30 June 2021. It also outlines our plans for the future of our local government area (LGA) and our community.

Our annual report takes a plain English, honest and authentic approach to our 4 main focus areas, as identified in the Port Stephens Council Community Strategic Plan 2018 to 2028:

**Our community | Our place | Our environment | Our council.**

The report comprises 3 volumes:

- **Volume 1** provides an overview of our Council's operations, achievements and performance for the year together with statutory and governance information.
- **Volume 2** contains our audited financial accounts.
- **Volume 3** contains our end of term report.

Port Stephens Council is committed to transparent reporting. We use the integrated planning and reporting framework in the Local Government Act 1993 to regularly report on our progress towards implementing our Delivery Program 2018 to 2021.

You can read these full reports at [portstephens.nsw.gov.au](http://portstephens.nsw.gov.au):

- Community Strategic Plan 2018 to 2028
- Delivery program and operational plans 2018 to 2021

We acknowledge the Worimi people as the traditional custodians of this land.

### © 2021 Port Stephens Council

This report has been prepared in line with Section 428 of the Local Government Act 1993 and clause 217 of the Local Government (General) Regulation 2005.

Authorised by Port Stephens Council's General Manager Wayne Wallis 116 Adelaide Street Raymond Terrace NSW 2324 and printed by Port Stephens Council.

**Cover image:** Destination NSW

## Our Port Stephens

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- Our location
- Our history
- Our Council
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- Our economy
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- Council's vision
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- Values

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# Our Port Stephens

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## Our location

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

Region:

**Hunter**

Area:

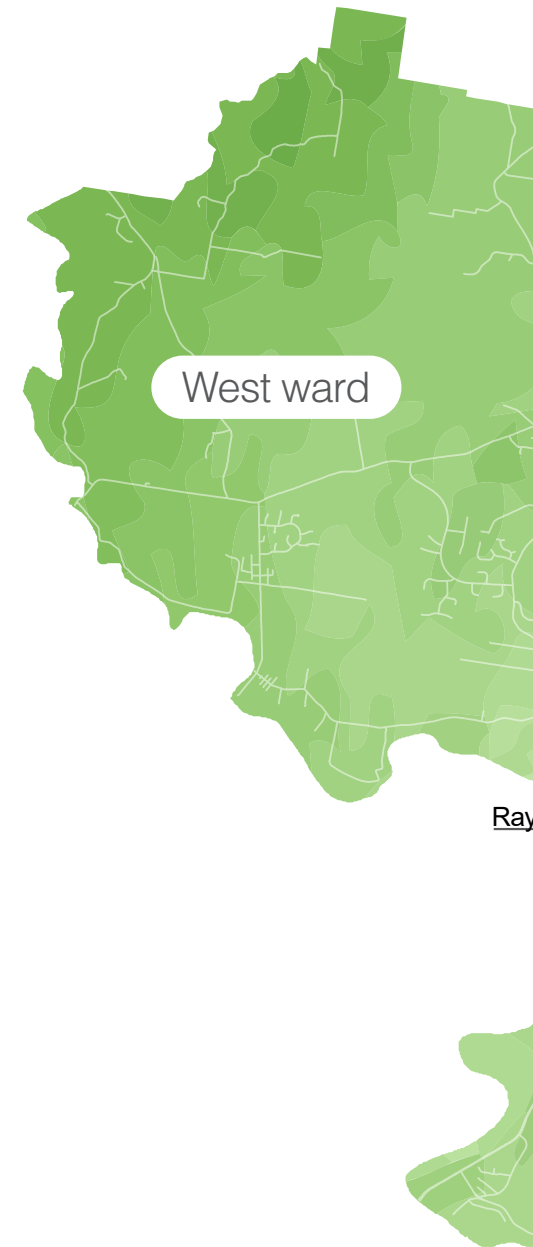
**858.5 km<sup>2</sup>**

Population density:

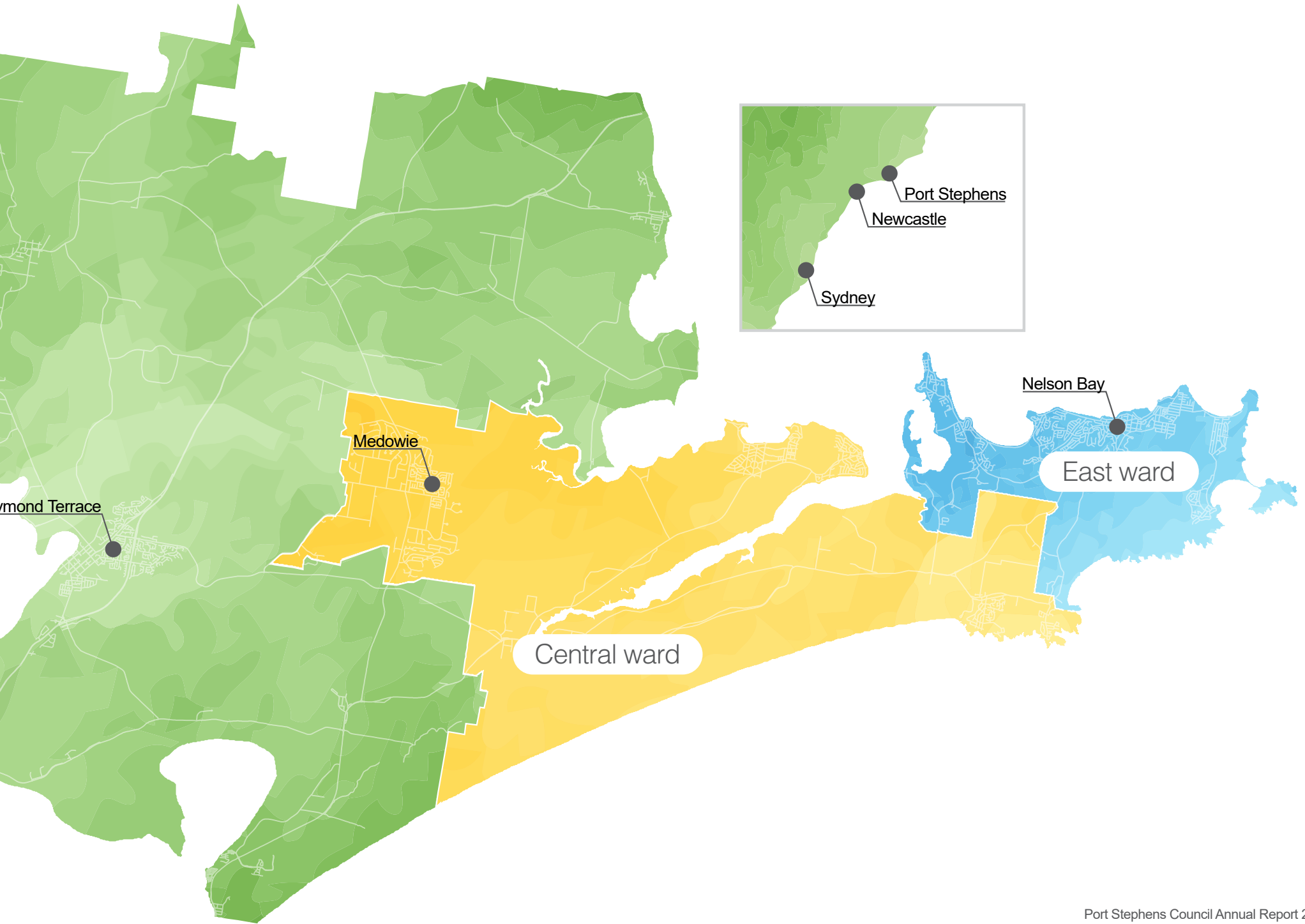
**81 persons/km<sup>2</sup>**

Major centres:

**Raymond Terrace  
Medowie  
Nelson Bay**







## Our history

Our Council's history stretches back almost 200 years to the early 1800s when the Raymond Terrace and Dungog District Council was formed. In 1937, Port Stephens Shire amalgamated with Raymond Terrace Municipal Council to form the modern Port Stephens Council.

## Our Council

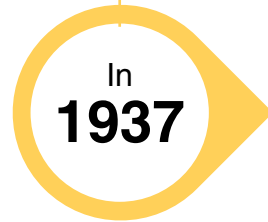
Port Stephens Council's history stretches back almost

**200 years**



to early  
**1800s**

when the Raymond Terrace and Dungog District Council was formed.



In  
**1937**

Port Stephens Shire Council amalgamated with Raymond Terrace Municipal Council to form the modern Port Stephens Council.

Port Stephens has



A POPULARLY  
ELECTED  
MAYOR AND



**9** COUNCILLORS  
REPRESENTING



**3** WARDS

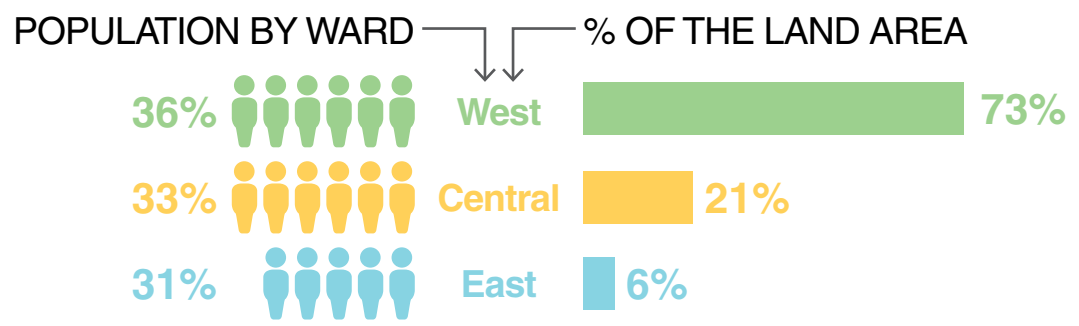
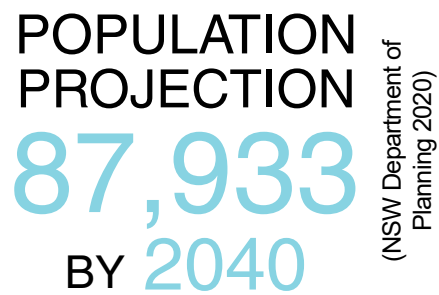
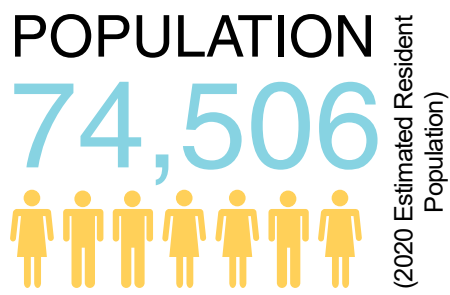
They are supported by

**547** EQUIVALENT  
FULL-TIME  
EMPLOYEES

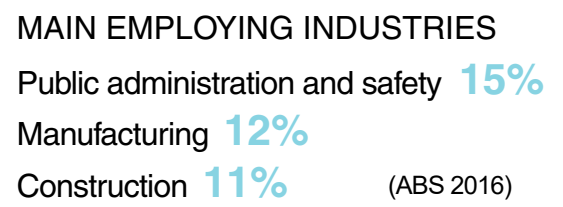
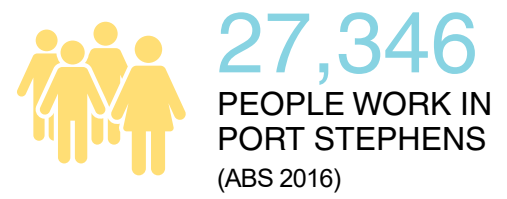
who work hard to deliver  
our community's vision  
of a great lifestyle in a  
treasured environment.



## Our people



## Our economy



Source: Remplan 26 August 2021.



You can read more about Port Stephens in our economic and community profiles: [portstephens.nsw.gov.au/your-council/port-stephens-profile](http://portstephens.nsw.gov.au/your-council/port-stephens-profile)

## Our stakeholders

	Engagement	Why they are important	Our importance to them
Community	Website, social media, publications, community forums, community events, community funding, Council offices	Provide knowledge, cultural experiences, resources, engagement and feedback	Provide civic leadership, services, facilities, partnership and representation
Ratepayers	Rates notices, website, social media, publications, community forums	Provide knowledge, cultural experiences, resources, engagement and feedback	Generate sustainable growth, infrastructure and return to the community
Employees	Publications, weekly newsletters, General Manager communications, Toolbox talks, intranet, posters, email, staff events and training	Provide valuable knowledge, skills and labour essential to our operations	Provide employment, benefits training, career development opportunities, flexible working and supportive work arrangements
Business community	Our business development and advisory committees, economic development team, one-on-one meetings, focus groups, events, workshops, emails, website and social media	Build capacity and drive local economy	Provide guidance, support and opportunity
Community groups and volunteers	Advisory committees, workshops, focus groups, emails, meetings	Build trust with local communities through services, planning and contribution to developing strategies, plans and programs	Provide support and partnerships
Partners/ investors/Airport and Hunter Joint Organisation	Contract management, account management, relationships, networking, meetings and regular engagement through site visits	Provide shared knowledge, networks, cultural experiences and economies of scale, build and drive the economy in the community	Provide leadership, support, guidance, advocacy and resources in line with policy and legislation
Government	Formal meetings, correspondence, events, business forums, community forums, one-on-one meetings	Provide partnerships, funding, network, legislation and growth opportunities	Provide leadership, advocacy, resources, partnerships and networks
Visitors	Website, social media, Visitor Information Centre, visitor guide	Provide economic benefit, generate employment, local financial growth	Provide facilities, services, information and products
Media	Media releases, media briefings, social media, interviews	Build reputation, raise awareness of services, facilities and promotion	Enable partnerships and advocacy





General Manager's Internal Scholarship recipients



Harmony Week 2021



Lisa Lovegrove, Sophie Efkarpidis, Emily Riley, Amber Sullivan and Samantha Davie

# Who are we?

## Community's vision

A great lifestyle in a treasured environment.

## Council's vision

Engaged and resilient people in strong healthy relationships, working collaboratively enhancing community wellbeing.

## Council's purpose

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

## Values

R

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

I

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

T

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

E

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

S

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

# Our year in review

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Port Stephens is known for its incredible beaches – the crystal clear waters, soft white sand and rolling waves. It's in these waters that we drew our inspiration for this year's report theme: riding the wave.

2020 to 2021 had some amazing crests like opening our new Koala Sanctuary, the return of visitors to our region and delivering major projects.

It has also brought some challenging troughs including a natural disaster and the ongoing impacts of a pandemic.

Every day has brought a new and unpredictable challenge, a bit like the oceans that surround Port Stephens.

It would have been easy to let these waves crash over us, allowing the turbulence of the whitewater to knock us around.

Instead, we picked up our metaphorical surfboard and rode the waves together with our community, maintaining a clear focus on our goal at the end of the barrel.

We know the waves will keep coming. But we'll continue to optimistically look ahead to calmer waters knowing that whatever happens, we'll ride the wave together.

We hope you'll enjoy reading about these crests and troughs – and everything in between – as we proudly present our Port Stephens Council Annual Report 2020 to 2021.

# Our year in review

## Our community highlights



**75,227**  
CHILDCARE PLACES

provided to families throughout Port Stephens



OVER  
**10,000**  
SURVEYS COMPLETED

by our community, giving us valuable feedback



MORE THAN/OVER  
**\$700,000**

grants for community and business

**28,131**  
LIBRARY MEMBERS

who we loaned 233,795 items



## Our place highlights



**\$600,000**  
COLLECTED

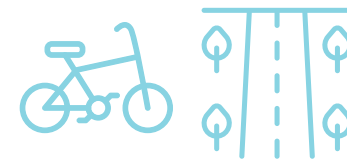
from smart parking to reinvest in Nelson Bay and 23,000 Park Free Permits approved for locals.



**964** DEVELOPMENT APPLICATIONS

determined with a median turnaround time of 26 days and a total capital investment value of \$235 million

**\$26 m**  
OF CAPITAL EXPENDITURE



including accessible amenities, shared pathways, foreshore improvements and significant road upgrades for Clarendtown Road, Lemon Tree Passage Road, Masonite Road and Grahamstown Road.

**3,700** PEOPLE PARTICIPATED

in our first Liveability Index





## Our environment highlights



**45,000**

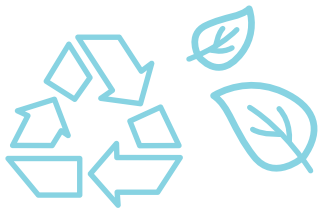
PEOPLE

saw our No Space for Weeds campaign – spreading our environmental message



**71** OLYMPIC SWIMMING POOLS

of water and \$69,880 saved thanks to water-saving improvements



**5100 t**  
OF RECYCLING

and 2398 tonnes of green waste collected



**7508**  
TREES PLANTED

with the help of volunteers

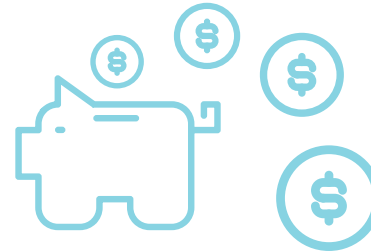
## Our Council highlights



**81%**

EMPLOYEE ENGAGEMENT

in our survey of employees



**\$22 m**

GRANT FUNDING

received from state and federal governments (excluding Newcastle Airport grants)



**80**

NEW CITIZENS

from 45 countries welcomed during citizenship ceremonies

**1 m** WEBSITE PAGE VIEWS

showing our community turn to us for clear and accurate information, especially in an emergency



## Challenges

- An unprecedented amount of rain in March 2021 had widespread impacts on our community, our infrastructure and our bottom line. The natural disaster caused delays in our major projects, as we redirected crews and funds to repair infrastructure. We estimate the total repair bill will be \$7 million and we're firmly focused on fixing our roads as quickly as possible.
- The COVID-19 pandemic continues to impact our community, our economy, our employees, our services and our Council's finances. We've felt its effects across almost every aspect of our operations including libraries, pools, childcare, tourism, waste and more. Our focus has been on continuing to support our community and businesses through this difficult time with funding, practical support and advice, social inclusion programs and creating vibrant spaces for people to reconnect. Our Council continued to cut back on non-essential projects and services to manage short-term cash flow.
- Our community satisfaction rating dropped to 68% this year, down from 80% last year. The annual survey was conducted in May 2021, just weeks after the natural disaster and amid the continuing impacts of COVID-19.

We're using the feedback to improve our services to our community, with a particular focus on fixing our roads.

- We did not progress action on our Climate Change Adaptation Action Plan. We're changing the way we manage environmental strategies to ensure our community are part of the conversation from the start. From this, we will create a new strategy for Port Stephens with a focus on sustainability, the natural environment and climate change.
- PFAS contamination continues to impact the Williamstown community. We've extended the special rates sub-category to provide some relief to residents.

## What's next?

- The fast-moving COVID-19 pandemic will continue to affect our region in the coming year and we'll likely feel its effects for many years to come. Our focus is on supporting our community, businesses and key stakeholders as we ride this wave together.
- Fixing our roads is a clear priority for our community and our Council. We're investing an additional \$4 million to reseal and rehabilitate our roads in the coming year.
- We're committed to listening to our community more than ever. In the coming year, we're taking a place-based approach to planning. We're making sure it's easy for our community to understand and get involved in planning for the future of their place.



March 2021 flooding



# Mayor's message

Reflecting on the past 12 months can only be described as riding a wave. The crests have been high, the troughs have been challenging and just when we thought we were through the worst of it, another set rolled in.

## Restarting Port Stephens

I'm incredibly proud of the way our community recovered in the initial wake of the COVID-19 pandemic. The start of the financial year saw us reopening our doors, welcoming back visitors and optimistically looking to the future – even if that future included QR codes and masks.

In July, I announced \$500,000 in community grants to help restart Port Stephens and support our community through the pandemic.

I was delighted to open the Port Stephens Koala Sanctuary alongside NSW Environment Minister Matt Kean and our dedicated Koala Hospital volunteers. It was amazing to see our vision for an innovative eco-tourism facility come to life.





We switched on smart parking in Nelson Bay in December after 2 years of community consultation. Park free permits for locals ensure that all revenue comes from outside our area and goes directly into making our places better.

As we rolled out our COVID Safe Summer campaign and moved into 2021 with new initiatives, the future seemed bright.

## Natural disaster strikes

We've learned to expect the unexpected this year. In March 2021, Port Stephens experienced record rainfall and was declared a natural disaster area.

I want to thank the Council workers, emergency services and community for pulling together in the face of yet another emergency. Many worked day and night to ensure our roads, properties and people were safe.

With Foreshore Drive washed away, several landslips affecting traffic and businesses, and potholes right across Port Stephens – fixing our roads became our focus.

We've committed an extra \$4 million to resealing and rehabilitating roads in the year ahead. I want to thank our community for their continued patience as we work to repair the damage.

## Delivering for our community

Our lack of success with our application for a special rate variation in 2018 saw us draw on our resourcefulness to continue delivering for our community.

Thanks to grant funding and sound financial management, we've been able to deliver \$26 million of capital projects in 2020 to 2021.

Completed projects include accessible amenities, playground and park upgrades, shared pathways, foreshore improvements and significant road upgrades to name a few.

There's plenty more to come. Works have started on the \$3.2 million Tomaree Sports Complex multi-purpose amenities and planning is underway to deliver on our 20-year vision for Raymond Terrace.

## Building the future together

Despite all the challenges, we continued planning for the future and committed to listening to our community more than ever. Thousands participated in our first Liveability Index, giving us invaluable data to plan better for our communities.

We also worked with our community to develop a Wellbeing Strategy that aims to create an inclusive and accessible place for all.

I was proud to be a part of the Medowie 7 Day Makeover in May alongside local Councillor Chris Doohan, Councillors, staff and community. It's a shining example of how our Council and community can come together to deliver great outcomes for our places.

Despite a new strain of COVID-19 now bringing more uncertainty, I am certain of one thing: our connection with our community is stronger than ever.

This Council is committed to riding the wave together and coming out the other side a stronger, better Port Stephens.

**Ryan Palmer**  
Mayor of Port Stephens

*Ryan Palmer*

# General manager's message

We began 2020 to 2021 with a fresh outlook – the ongoing effects of the COVID-19 pandemic were still washing over Port Stephens but calmer seas were in sight.

While neither our work nor our people stopped during the COVID-19 shutdown, many of our employees who had embraced working from home were returning to the office. Our teams were firmly focused on planning for the future and delivering for our community.

## Emergency response

Just as we were hitting our stride in our recovery from COVID-19, Mother Nature had other ideas. An unprecedented amount of rain hit in March 2021, impacting our entire LGA and devastating many homes and businesses.

Just like our response to the pandemic, our priorities shifted quickly. We diverted



resources to remediating landslips and repairing severe damage to our roads – filling over 20,000 potholes from March to June alone.

I'm incredibly proud of our Council team who worked day and night during the emergency response to ensure the safety of our roads and our community.

Given the situation, it's not surprising that our Community Satisfaction score dropped to 68% this year – our 4-year average is 77%. Our main areas for improvement are roads and drainage, and we've made this our priority for the year ahead.

## Thriving in the face of challenges

The resilience demonstrated by our employees never fails to inspire me.

Despite managing both a pandemic and natural disaster, we continued our pursuit of excellence.

We received awards and recognitions for environmental management, community development, strategic planning, reporting and children's services.

Our employee engagement hit 81% – our highest-ever result and an amazing achievement in these challenging times.

We officially opened our Koala Sanctuary

and welcomed 75,000 guests back to our holiday parks for a successful summer season – fulfilling our goal of supporting sustainable business development and tourism.

We kept our focus on delivering our \$26 million capital works program and were successful in attracting over \$22 million in grant funding to help us get there.

Our team determined development applications (DAs) within a net median turnaround time of 26 days, supporting our region's economic growth and the growth of our communities.

We reached the end of the year with a modest underlying financial surplus, despite earlier predictions of a deficit. This is a testament to the skills, attitude and aptitude of every employee of Council.

## Focused on the future

With the deferral of the Local Government Election, this current term of Council continued progressing our community's priorities captured in the Community Strategic Plan (CSP).

Our growing focus on people and places saw significant projects come to fruition including the Raymond Terrace Public Domain Plan and the unforgettable Medowie 7 Day Makeover.

Investment in our people continues to be one of our top priorities. In the face of the pandemic, we saw an opportunity to create PSCare – a program that focuses on the wellness of the whole employee including mind, body and culture.

The end of 2020 to 2021 showed us that change is the only certainty. The fast-moving pandemic situation in NSW will no doubt bring more challenges into the coming year.

I want to take this opportunity to thank all our employees, senior management, our Mayor and Councillors for their support and contributions.

If the past 18 months have shown us anything, it's that Port Stephens Council is equipped to withstand significant challenges.

We are focused on delivering valued services for our community and supporting them now and into the future.

### **Wayne Wallis**

General Manager of Port Stephens Council



# Scorecard

Our 7 key result measures underpin everything we do at Port Stephens Council. You can read more about our performance at the end of each focus area on pages 66, 82, 94 and 106.



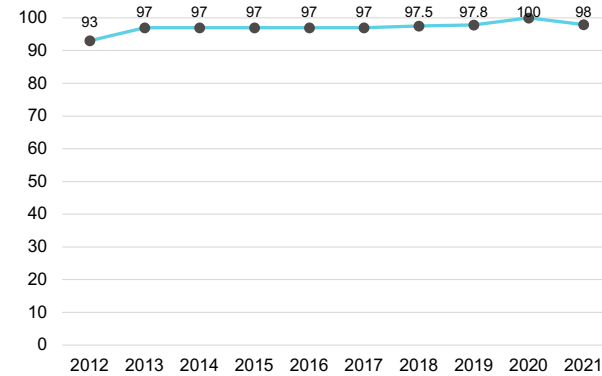
For more information, visit:

[portstephens.nsw.gov.au/your-council/policies-forms-publications/integrated-plans](https://portstephens.nsw.gov.au/your-council/policies-forms-publications/integrated-plans)

## 1. Service delivery

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

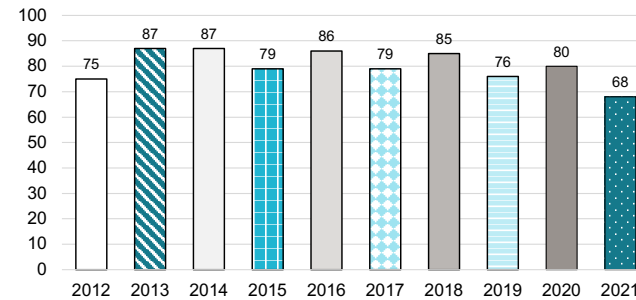
★ **Achievement:** 98%  
83 of 85 actions on track



## 2. Community satisfaction

🎯 **Target:** > 80%

★ **Achievement:** 68%  
Read more about the result on page 98.

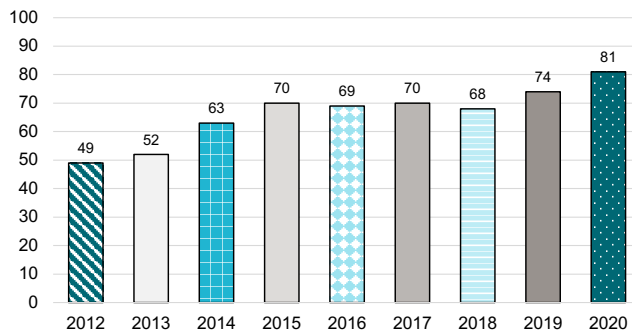




### 3. Employee engagement

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

☆ **Achievement:** 81%

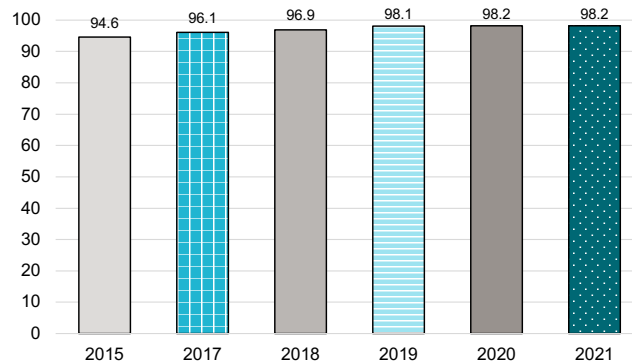


### 4. Governance

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

☆ **Achievement:** 98.24%

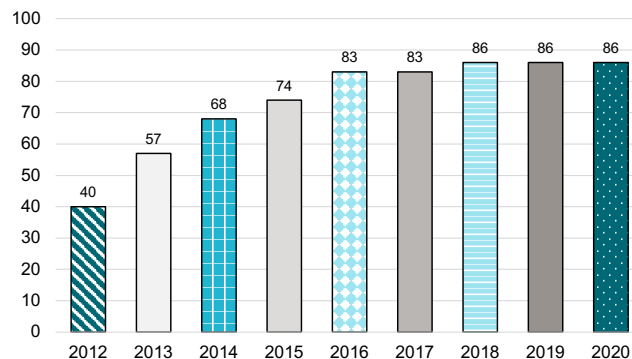
Survey was not conducted in 2016.



### 5. Risk management

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

☆ **Achievement:** 86%

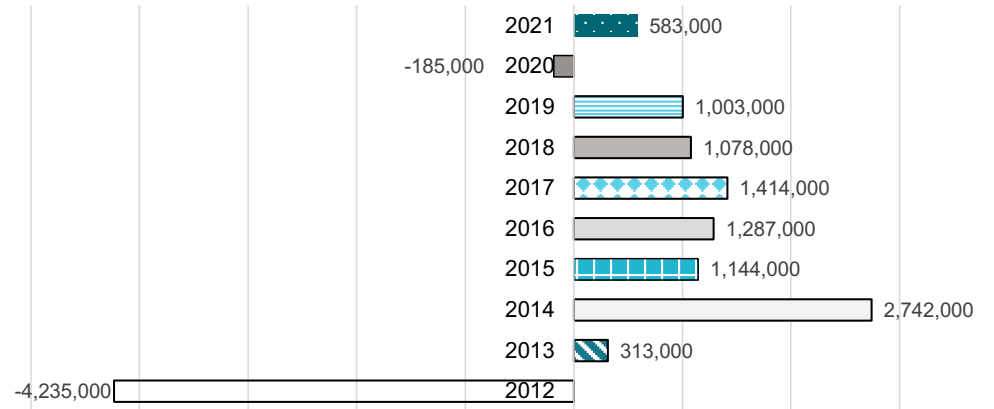


## 6. Financial sustainability

🎯 **Target:** underlying financial surplus

☆ **Achievement:** \$582,807 surplus

Read more about the result on page 100.

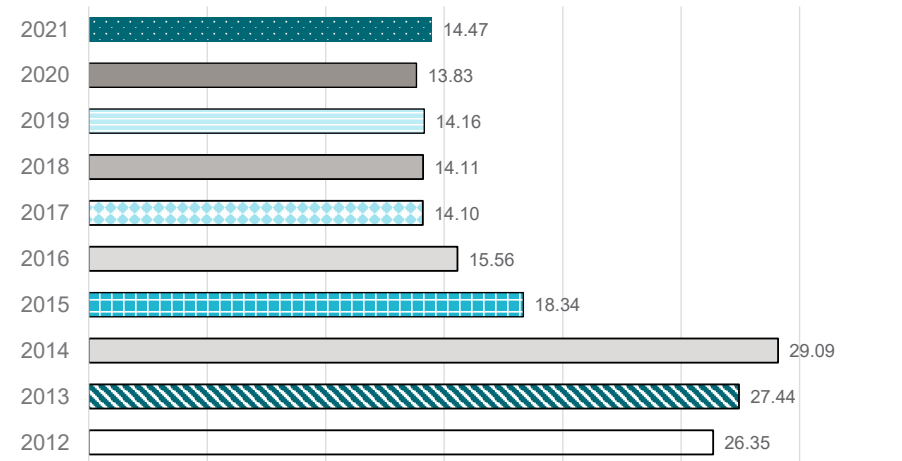


## 7. Infrastructure backlog

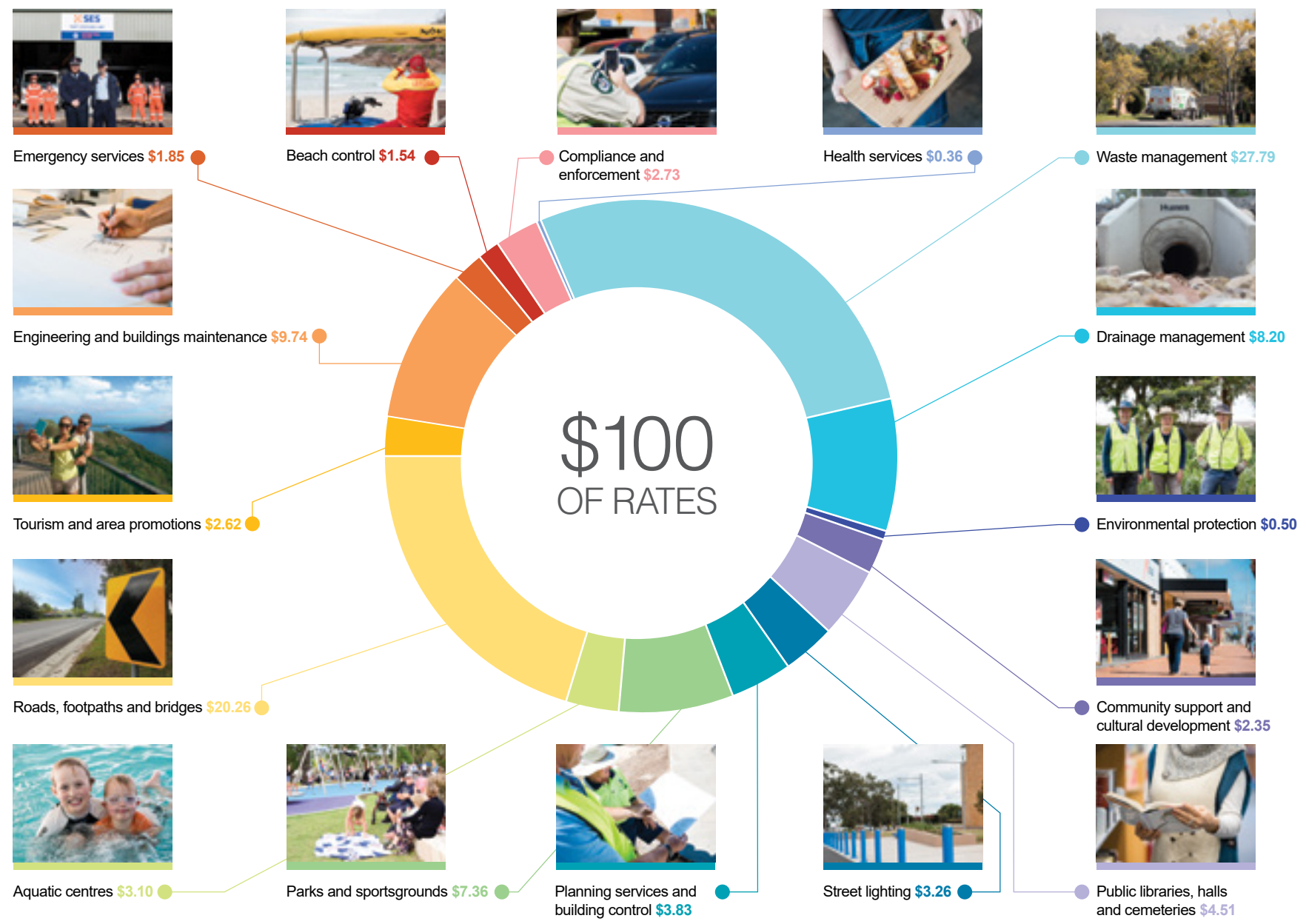
🎯 **Target:** Reduction in backlog

☆ **Achievement:** \$14.47 million

Read more about the result on page 78.



# Where your rates go



# Financial summary

Port Stephens Council, like many organisations around the world, has continued to feel the financial impacts of COVID-19. Through carefully managing cash flow and reprioritising spending, we managed to achieve a modest underlying surplus of \$582,807. You can read more on page 100.

## Financial overview 2020 to 2021

Including capital income, our operating result was a surplus of \$32.8 million – higher than last year’s surplus of \$20 million.

When capital grants and contributions are excluded, our operating result is a surplus of \$2.8 million. This is higher than the 2019 to 2020 deficit of \$4.3 million.

The operating result excluding capital income was higher in 2020 to 2021 compared to last year due to an increase in total income from continuing operations. This was because of:

- an increase in rates and annual charges
- an increase in grants and contributions provided for operating purposes
- net gains from the disposal of assets.

Income statement \$'000	2016 to 2017	2017 to 2018	2018 to 2019	2019 to 2020	2020 to 2021
Total income from continuing operations	132,227	136,833	147,497	146,900	160,410
Total expenses from continuing operations	109,511	116,759	122,293	126,833	127,601
Operating result from continuing operations	22,716	20,074	25,204	20,067	32,809
Net operating result for the year before grants and contributions provided for capital purposes	8,407	4,949	3,892	-4,251	2,817

This balance sheet provides a snapshot of our financial position including assets, liabilities and net wealth (equity) at 30 June 2021. For detailed information on our financial performance, refer to volume 2 of this report.

Balance sheet \$'000	2016 to 2017	2017 to 2018	2018 to 2019	2019 to 2020	2020 to 2021
Total current assets	72,902	65,380	63,701	53,939	70,007
Total current liabilities	27,999	31,856	35,876	37,093	41,692
Total non-current assets	927,128	981,134	1,015,884	1,064,256	1,095,591
Total non-current liabilities	19,261	20,910	15,806	37,635	36,501
Total equity	952,770	993,748	1,027,903	1,043,467	1,087,405

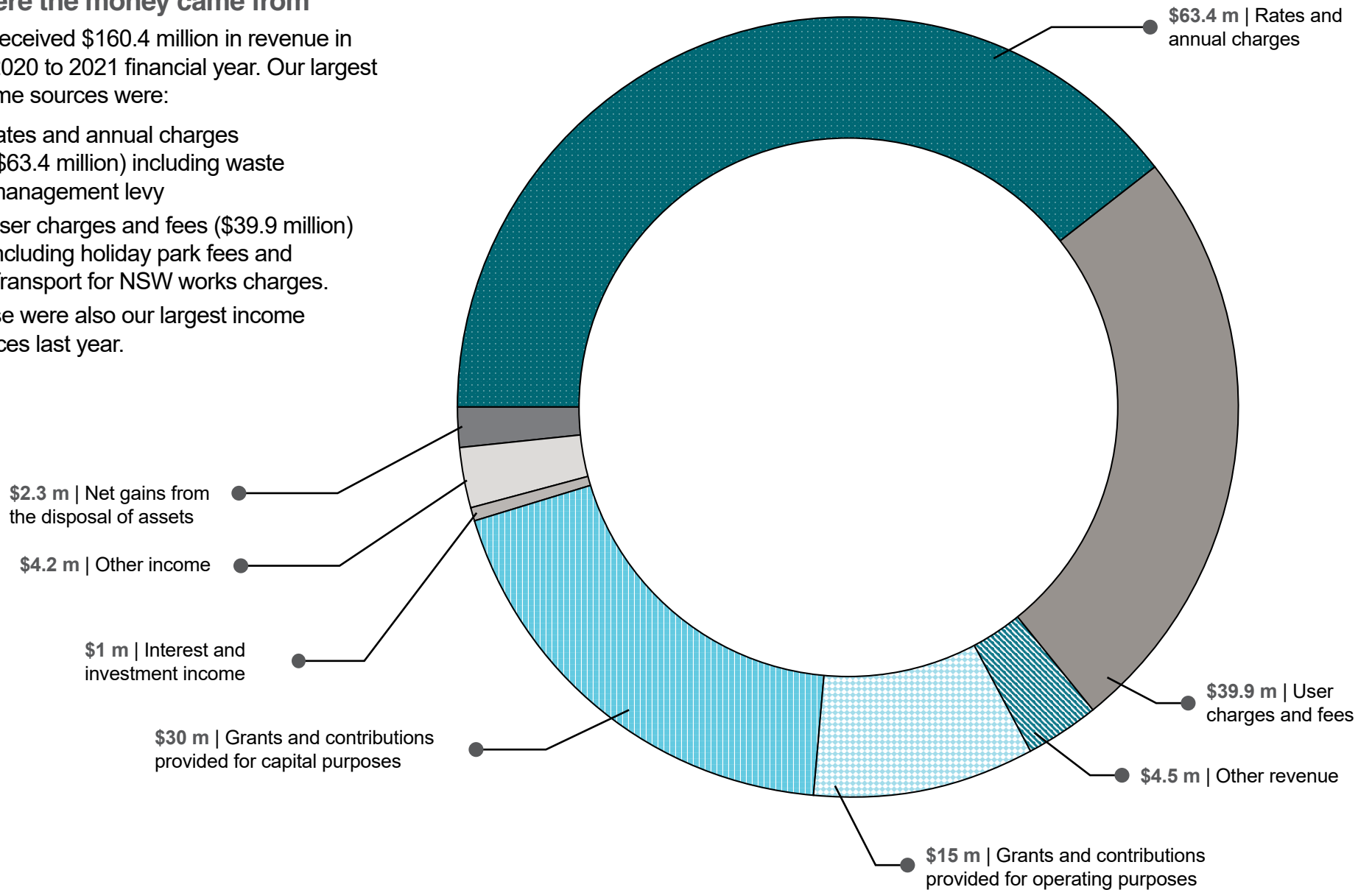
# Our revenue

## Where the money came from

We received \$160.4 million in revenue in the 2020 to 2021 financial year. Our largest income sources were:

- rates and annual charges (\$63.4 million) including waste management levy
- user charges and fees (\$39.9 million) including holiday park fees and Transport for NSW works charges.

These were also our largest income sources last year.





## Our expenses

### How the money was spent

We spent \$168.3 million during the year – \$127.6 million on operations and \$40.7 million on capital projects including:

-  Roads, bridges, footpaths and car parks \$16.6 million
-  Drainage \$4.5 million
-  Buildings \$1.7 million
-  Newcastle Airport \$5.8 million
-  Other open space or recreational assets \$1.4 million

The above figures include assets that have been dedicated to Council. The total value of assets dedicated to Council in 2020 to 2021 is \$8.8 million.

## Our assets

### What we own

Our infrastructure, property, plant and equipment was valued at \$1 billion and our investment property assets were valued at \$42.3 million at 30 June 2021. The value of our infrastructure is:

-  Plant and equipment \$9.4 million
-  Office equipment, furniture and fittings \$1.5 million
-  Land \$127.5 million
-  Land improvements \$7.7 million
-  Roads, bridges, footpaths and carparks \$463.7 million
-  Buildings \$103.7 million
-  Drainage \$212.8 million
-  Other infrastructure \$46.2 million
-  Other assets \$2.1 million
-  Newcastle Airport \$42.2 million





## Total equity

### What we own, minus what we owe



Port Stephens Council community equity (defined as our net worth) was \$1 billion at 30 June 2021.



# Major events



JUL 2020

AUG 2020

SEP 2020

OCT 2020

NOV 2020

DEC 2020

## Citizenship Ceremony



Mambo Wetlands working bee

Stand up for Poetry online open mic showcase

Live @ the Alley online

Koala Sanctuary grand opening

Liveability Index survey

Terrace Reflections launch



Small Business Month

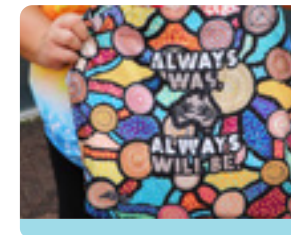
Small Business Big Impact online expo

Coastal Management Program online engagement

Have your say - PS Live on Waste

Fingal Bay Twilight Markets launch

NAIDOC Week virtual celebrations



Bullarama

Nelson Bay Christmas Carnival



Australia Day  
pool parties

Port Stephens  
Annual Awards

Citizenship ceremony



Mayoral Academic  
Scholarship ceremony

Peter Wilson Memorial  
Touch Championships

WSL Port Stephens Pro  
QS1,000

2021 Garmin D'Albora  
Port Stephens Classic

International  
Women's Day  
Scholarship ceremony

Natural disaster hits  
Port Stephens

Mambo Walks

NSWCCC Touch  
Championships

Centenary of RAAF

Seniors Festival

Youth Week

Sail Port Stephens

Port Stephens Surf  
Festival

ANZAC Day

Endless Summer  
event series



Medowie 7 Day  
Makeover

Spartan Port Stephens

Medowie Social  
grand opening

National Volunteer Week

Port Stephens Triathlon

Step Back into King  
Street Heritage Festival

NSW Country  
Junior Rugby Union  
Championship 2021



Have your Say –  
Raymond Terrace

Whale Tales

NSW Veterans  
Golf Matchplay  
Championships





Community engagement session, Raymond Terrace

# Having your say

We are committed to engaging our residents, stakeholders and staff in the development of policies, plans and the delivery of services for our community.

Our Community Engagement Strategy recognises that community information sharing, consultation and participation are vital for effective decision-making. You can read it at [portstephens.nsw.gov.au/grow/port-stephens-planning-strategies/community-engagement-strategy](https://portstephens.nsw.gov.au/grow/port-stephens-planning-strategies/community-engagement-strategy)

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

-  Vote for Councillors every 4 years through the local government election for Port Stephens Council.
-  Arrange to speak at a public access meeting.
-  Write to or telephone elected members of the Council.
-  Get social and connect with us on our social media channels, including Facebook, Twitter and Instagram.
-  Make a submission on Council's Delivery Program including the one year Operational Plan when on exhibition yearly, or on our Community Strategic Plan every 4 years.
-  Make submissions on major projects or notified consents that are consulted or advertised throughout the year.
-  Participate in the annual Community Satisfaction Survey in May/June each year.



## 49

COMPLETED ENGAGEMENT PROJECTS



## 13

OPEN OR ONGOING PROJECTS

OUR MAJOR COMMUNITY ENGAGEMENTS WERE ON:

- Liveability Index
- Smart parking
- Raymond Terrace Public Domain Plan
- Dog off lead review at Anna Bay, Boat Harbour and Fishermans Bay



# Awards and recognitions

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

Awarding body	Award
Australasian Reporting Awards	Gold – 2019–2020 Annual Report
Australian Institute of Landscape Architects	Winner – Regional Achievement Award for Raymond Terrace Public Domain Plan
Hunter Business Awards	Finalist – Start Up Superstar for Port Stephens Koala Sanctuary. Award to be announced November 2021
Hunter Business Awards	Finalist – Outstanding Employer of Choice for PSCare employee wellness program Award to be announced November 2021
LGNSW Excellence in the Environment Awards	Winner – Roadside Environmental Management Award
LGNSW Planning Award	Finalist – Culture Change Innovation/Excellence for revamping rezoning Award to be announced November 2021
National Federation Awards	Finalist – Community Service Delivery for Thrive Kids expansion and rebrand
NSW Local Government Excellence Awards	Finalist – Community Partnership Awards for Live @ the Alley
NSW Local Government Excellence Awards	Finalist – Special Project for revamping rezoning
Planning Institute of Australia	Finalist – 2021 Dr Helen Proudfoot Women in Planning Award

Every year, we recognise the contribution of community members as part of the Port Stephens Annual Awards. You can read about these on page 62.



# Our leadership

## SECTION 3

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Equity, diversity and inclusion

Work Health and Safety

**45** | Our volunteers







# Our elected council

Port Stephens Council has a popularly elected Mayor and 9 Councillors representing 3 wards – East, Central and West.

The community normally elects its Council for a 4 year term. The current Council term was originally 3 years because the NSW Government's council amalgamation process delayed elections in 2017.

The election was due to be held in September 2020 but has again been postponed until December 2021 due to COVID-19.



Learn more about our elected council at:  
[portstephens.nsw.gov.au/your-council/about-council/mayor-and-councillors](https://portstephens.nsw.gov.au/your-council/about-council/mayor-and-councillors)



## Mayor Ryan Palmer

A lifetime resident of Port Stephens, Ryan Palmer was elected Mayor in 2017. He is passionate about Port Stephens and has brought a new level of transparency and consultation to the Council.

Since being elected, Ryan is proud of delivering the Council's largest-ever capital works program and creating space for all generations to live an active lifestyle.

Ryan was previously President of the Tomaree Business Chamber, Manager of Greater Bank Nelson Bay and Salamander Bay, and a tennis professional.

Ryan and his wife Jessica are raising another generation of Port Stephens locals – their 2 young children, Bella and Knox.

PO Box 42  
Raymond Terrace NSW 2324  
0402 749 467  
[mayor@portstephens.nsw.gov.au](mailto:mayor@portstephens.nsw.gov.au)

## Central Ward Councillors



### **Councillor Chris Doohan — Deputy Mayor**

Chris has been a resident of Medowie for nearly 2 decades and is proud to represent his community. He was elected as a Councillor in 2012 and has served as Deputy Mayor from 2015 to 2018 and 2019 to 2020.

Chris is passionate about Port Stephens and participates in many local committees, councils, associations and groups.

Chris works in the aerospace industry after 11 years of serving in the RAAF.

Chris is a proud father of 2 and has a keen interest in improving infrastructure and providing employment opportunities in beautiful Port Stephens.

60 Sunningdale Circuit  
Medowie NSW 2318  
0434 601 957 or 0418 744 445  
[chris.doohan@portstephens.nsw.gov.au](mailto:chris.doohan@portstephens.nsw.gov.au)



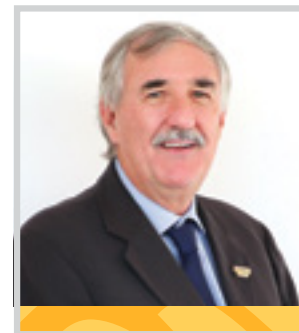
### **Councillor Sarah Smith**

Having grown up in Mudgee, Sarah moved to Port Stephens in 2010 and currently resides in the Central Ward suburb of Anna Bay. With a strong career in hospitality behind her, Sarah and her husband opened Crest at Birubi Beach.

It's a love for interacting with the Port Stephens community, particularly local youth, that led Sarah to stand for Council in 2017. She served as Deputy Mayor from 2019 to 2020.

As a first time Councillor, Sarah brings strong relationship building skills and a proven track record to the role.

PO Box 81  
Anna Bay NSW 2316  
0421 317 173  
[sarah.smith@portstephens.nsw.gov.au](mailto:sarah.smith@portstephens.nsw.gov.au)



### **Councillor Steve Tucker**

Steve was elected to Council for the first time in 2004 and has been a member of Council ever since.

He has served as Deputy Mayor on 3 occasions in 2006, 2014 and 2015.

Steve is a proud resident of Tanilba Bay and is married with 3 children.

A retired engineer, Steve is most interested in building community and sporting infrastructure to support local communities.

8 Tanilba Avenue  
Tanilba Bay NSW 2319  
0437 045 940 or 02 4984 5274  
[steve.tucker@portstephens.nsw.gov.au](mailto:steve.tucker@portstephens.nsw.gov.au)



## East Ward Councillors



### Councillor Jaimie Abbott

Jaimie brings extensive experience from the commercial, government and not-for-profit sectors.

A former journalist, Jaimie runs a PR consultancy and is a Senior Communications Advisor for the Department of Planning, Industry and Environment. Jaimie is a Wing Commander in the RAAF reserves and spent 6 months in Afghanistan. She has held several board positions and is currently on the Worimi Conservation Lands Board.

A proud mum of 2 young boys, Jaimie was elected to Council in 2017 and has a Bachelor of Communication, a Master of Strategic People Management and a Master of Business Administration (MBA).

PO Box 584  
Salamander Bay NSW 2317  
0403 176 298  
[jaimie.abbott@portstephens.nsw.gov.au](mailto:jaimie.abbott@portstephens.nsw.gov.au)



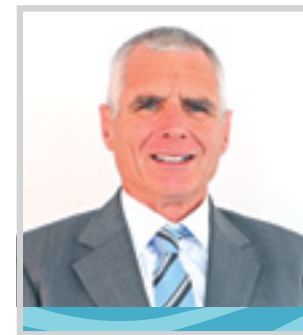
### Councillor Glen Dunkley

A lifetime Port Stephens resident, Glen began his first term on Council in 2017 as a representative of the East Ward. He works as a Global Director of Health and Safety and holds a degree in Occupational Health and Safety.

A life member of the Fingal Bay Surf Life Saving Club and President from 2007 to 2011, Glen has picked up several National Awards for his outstanding service, which stretches back to 1992.

Glen is bringing up 2 young children in Port Stephens with his wife, Kate.

PO Box 42  
Raymond Terrace NSW 2324  
0438 550 356  
[glen.dunkley@portstephens.nsw.gov.au](mailto:glen.dunkley@portstephens.nsw.gov.au)



### Councillor John Nell

John is a retired marine biologist, having worked for the Department of Fisheries for 30 years after obtaining his PhD in Agriculture. He and his wife Adriana have lived on the Tomaree Peninsula since 1979, where they raised their family.

John was first elected to Port Stephens Council from 1983 to 1987. He has spent a total of 33 years as a Port Stephens Councillor including 2 as Mayor.

John is passionate about the Port Stephens environment and is a long-standing member of many committees including the Marine Park Committee, Estuary Management Committee and Tomaree Sports Council.

95 Sergeant Baker Drive  
Corlette NSW 2315  
02 4981 3310 or 0419 375 059  
[john.nell@portstephens.nsw.gov.au](mailto:john.nell@portstephens.nsw.gov.au)

## West Ward Councillors



### **Councillor Giacomo Arnott**

Giacomo has lived and worked in Raymond Terrace his whole life. He is a Law and Business graduate and holds a Diploma of Legal Practice.

Giacomo is a professional firefighter with Raymond Terrace Fire and Rescue and volunteers with many local groups and community-based initiatives.

Elected in 2017, Giacomo has spent his time on Council delivering for the ratepayers of Port Stephens, standing up for what's right and improving communications. He is continuing to try and improve transparency while delivering valued services and infrastructure to the local community.

PO Box 144  
Raymond Terrace NSW 2324  
0468 391 459  
[giacomo.arnott@portstephens.nsw.gov.au](mailto:giacomo.arnott@portstephens.nsw.gov.au)



### **Councillor Ken Jordan**

Born and raised in the rural west of Port Stephens, Ken grew up on the family farm.

He started his working life at the BHP in Newcastle and undertook a Bachelor of Education in Design Technology from the University of Newcastle. He is now a head teacher of technology and applied science at St Peter's Catholic High School Maitland.

Ken was first elected to Council in 2004 and in 2017 was re-elected for his third consecutive term. He has served as Deputy Mayor from 2011 to 2012 and is an active community group member. Ken is passionate about creating greater job opportunities for local young people.

PO Box 42  
Raymond Terrace NSW 2324  
0422 781 180  
[ken.jordan@portstephens.nsw.gov.au](mailto:ken.jordan@portstephens.nsw.gov.au)



### **Councillor Paul Le Mottee**

Paul has enjoyed a lifelong association with Port Stephens in his business and civic life, having been elected to Council in 2012 and elected Deputy Mayor in September 2020.

Paul lives on a farm at Butterwick with his daughter. He runs a successful surveying, civil engineering and town planning business in Raymond Terrace.

Paul has been actively involved in many community organisations, sporting clubs and consultative committees. He is also President of the Housing Industry of Australia, Chairperson of Hunter Water Corps CCAG and a Director of the Association of Australian Certifiers and Newcastle Airport.

4 Green Wattle Creek Road  
Butterwick NSW 2321  
0414 548 525  
[paul.lemottee@portstephens.nsw.gov.au](mailto:paul.lemottee@portstephens.nsw.gov.au)

## Councillor attendance 1 July 2020 to 30 June 2021

Port Stephens Council is required to meet at least 10 times a year. These meetings are known as Ordinary Meetings and are presided over by the Mayor or in their absence, the Deputy Mayor.

Our Council meetings are held on the second and fourth Tuesday of the month at the Council Chambers in Raymond Terrace. Meetings are live-streamed online and the public is welcome to attend.

2 Way conversations are informal meetings held between the Mayor, Councillors and staff with specific subjects that the Mayor or Councillors wish to discuss. They form part of an elected members' ongoing professional development.

Port Stephens also has 35 community committees and a further 35 groups in which Councillors represent Council. These can be viewed on page 133.



Find out more about Council meetings including meeting dates, agendas and minutes: [portstephens.nsw.gov.au/your-council/about-council/council-meetings-and-minutes](https://portstephens.nsw.gov.au/your-council/about-council/council-meetings-and-minutes)

	Ordinary meeting	Extra ordinary meeting	All meetings combined	2 Way conversations
<b>Number of meetings</b>	<b>21</b>	<b>0</b>	<b>21</b>	<b>84</b>
Mayor Palmer	19	0	19	79
Councillor Abbott	14	0	14	39
Councillor Arnott	21	0	21	57
Councillor Doohan	16	0	16	75
Councillor Dunkley	17	0	17	64
Councillor Jordan	14	0	14	32
Councillor Le Mottee	19	0	19	68
Councillor Nell	20	0	20	67
Councillor Smith	19	0	19	68
Councillor Tucker	18	0	18	67



Jacaranda Ave, Raymond Terrace





Community Hall, Seaham

## Councillor induction and professional development

Our Councillor Induction and Professional Development Policy requires an annual report on all councillor induction programs, ongoing professional development and training sessions.

The following professional development opportunities were provided to all elected members. The table shows those who participated.

There was no councillor induction program during this period.

The total cost of professional development including accommodation and training for this period is \$39,083 (ex GST). Travel costs for the Mayor are included in the provision of a Mayoral vehicle.

Professional development	Attendees
AICD Company Directors membership	Mayor Palmer, Cr Nell, Cr Abbott, Cr Tucker, Cr Dunkley, Cr Smith
AICD Company Directors Course	Cr Smith, Cr Tucker
AICD Governance Summit	Mayor Palmer, Cr Dunkley
ALGA National General Assembly	Mayor Palmer, Cr Dunkley
Councillors Strategic Workshop	Mayor Palmer, Cr Abbott, Cr Arnott, Cr Doohan, Cr Dunkley, Cr Jordan, Cr Nell, Cr Smith
LGNSW Annual Conference	Mayor Palmer, Cr Arnott, Cr Doohan, Cr Le Mottee
LGNSW Destination and Visitor Economy Conference	Mayor Palmer, Cr Nell, Cr Dunkley, Cr Le Mottee, Cr Smith
Meditation Course	Mayor Palmer, Cr Glen Dunkley
NSW Coastal Forum	Cr Nell
20th International Conference on Shellfish Restoration	Cr Nell



# Our governance

Port Stephens Council is a body politic under the Local Government Act 1993. The elected Council must abide by this Act and the associated State and Federal legislation.

Our governance framework is based on the Australian Public Service Commission's principles of public sector governance – accountability, transparency, integrity, stewardship, efficiency and leadership.

## Code of Conduct

The overarching element of governance in council is the Code of Conduct. Training in the Code of Conduct is compulsory for all staff and Councillors.

The code sets high standards for ethical behaviour and decision-making. It states Councillors' roles and responsibilities and outlines the process for making and investigating allegations of breaches.

During 2020 to 2021, there were 4 Code of Conduct complaints about Councillors and the General Manager. All 4 complaints were finalised at the outset by alternative means by the General Manager or Mayor.

## Privacy and personal information

The Privacy Management Plan was reviewed and adopted by Council on 25 August 2020. There have been no internal reviews under the Privacy and Personal Information Protection Act 1998 conducted by our Council this year. There were no other contraventions of any information protection principles, nor of privacy codes of practice or disclosure of personal information kept in a public register.

## Audit Committee

Our Audit Committee aims to enhance the corporate governance of our Council. It provides independent oversight, review and advice on our governance, risk, control and compliance framework.

The Audit Committee comprises 2 Councillors and 3 independent external representatives:

- Ben Niland
- Frank Cordingley
- Shaun Mahony
- Councillor Glen Dunkley
- Councillor Chris Doohan
- Councillor Ken Jordan

The 2020 to 2021 Internal Audit program included 8 audits into:

- corporate purchasing cards
- payment of expenses to Mayor and Councillors and provision of facilities policy
- business continuity
- chain of responsibility
- data management
- customer request management
- National Heavy Vehicle Accreditation Scheme
- RMS Drives compliance report.

**14** ACTIONS IDENTIFIED

**6 (43%)** ACTIONS COMPLETED

**8 (57%)** ACTIONS DUE TO BE COMPLETED POST JUNE 2021

Several actions for 2020 to 2021 were tabled at the Audit Committee meeting in July 2021.



Find out more about our audit committee: [portstephens.nsw.gov.au/your-council/about-council/our-organisation/audit-committee](https://portstephens.nsw.gov.au/your-council/about-council/our-organisation/audit-committee)



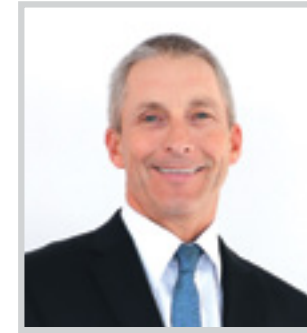
NAIDOC Week, Raymond Terrace

# Our leadership team

Port Stephens Council is led by General Manager Wayne Wallis, who is supported by 3 group managers.



Learn more about our Executive Team at:  
[portstephens.nsw.gov.au/  
your-council/about-council/  
our-organisation/executive-  
management](http://portstephens.nsw.gov.au/your-council/about-council/our-organisation/executive-management)



**General Manager Wayne Wallis**  
**Appointed 2014**

Wayne joined Port Stephens Council as Group Manager Corporate Services in January 2009. He has over 40 years experience in executive roles across local governments in NSW, Queensland and Victoria.

Wayne holds a Bachelor of Business (Local Government), a Municipal Clerk qualification and is a graduate of the Australian Institute of Company Directors.

Wayne's leadership has given the organisation a clear direction – to be known for its excellence in service delivery and strong customer and community focus.



**Facilities and Services Group Manager  
Greg Kable**

**Appointed 2016**

Greg joined Port Stephens Council in 2011 and soon became Section Manager Capital Works in 2013.

With over 30 years experience in local government and 20 years managing large operational workforces, Greg enjoys leading and motivating multi-disciplinary teams to deliver building, engineering and maintenance programs.

He holds postgraduate qualifications in Commerce, Engineering and Management.

Greg is passionate about the delivery of quality infrastructure and customer service to the people of Port Stephens.



**Corporate Services Group Manager  
Tim Crosdale**

**Appointed 2020**

Tim has extensive experience at senior and executive level management across private consulting and local government. He has a successful track record in business leadership, professional services provision, business and staff management with a passion for leading teams and delivering strong results.

Tim holds a Master of Business Administration with Distinction, a Bachelor of Natural Resources (Hons 1) and a Bachelor of Urban and Regional Planning. He is also a graduate of the Australian Institute of Company Directors.

Tim is focused on working collaboratively with stakeholders to ensure the delivery of valued services to the Port Stephens community.



**Development Services Group Manager  
Steven Peart**

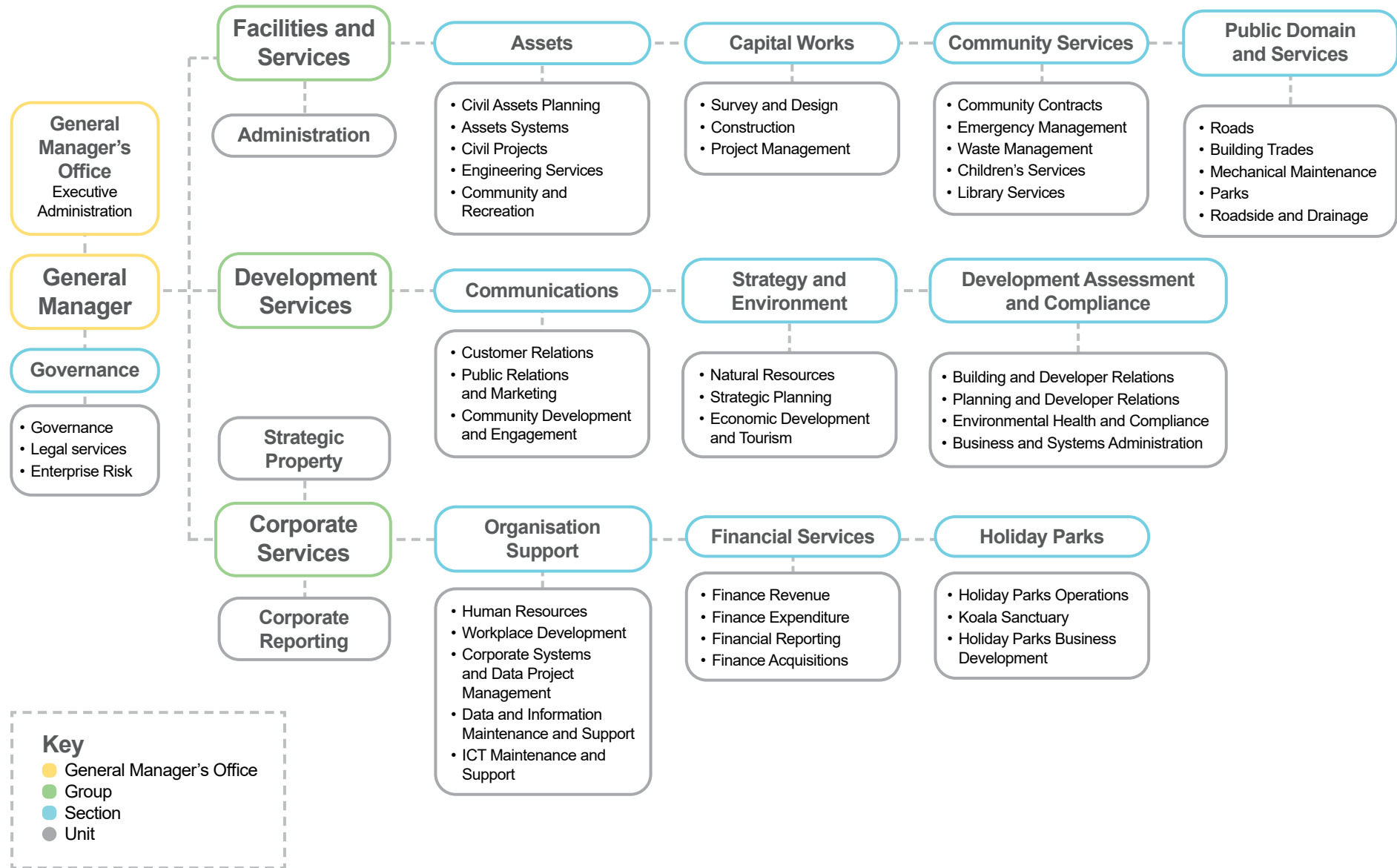
**Appointed 2020**

Steven joined Port Stephens Council as Strategy and Environment Section Manager in 2018. He was appointed Acting Development Services Group Manager in 2020 and was the successful candidate after a competitive recruitment process in May 2021.

Over the past 13 years Steven has held senior leadership positions in local government, environmental and engineering consulting firms, and major mining companies. He holds a Bachelor of Environmental Science (Management) from the University of Newcastle.

Steven is focused on building a team culture of innovation and excellence to create the best outcomes for our customers while respecting our broader community and the environment.

# Our organisational structure



## Key

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



# Our employees

We're committed to ensuring our workforce has the skills and experience to deliver valued services to our community.

Our Workforce Plan outlines how we'll achieve our community's vision while our Enterprise Agreement 2021 sets out our commitment to being an employer of choice. You can read more about it on page 96.

It's important that our Council's workforce reflects the community we serve. As at 30 June 2021, we employed:

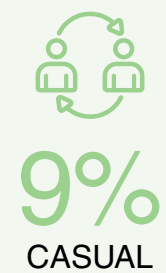
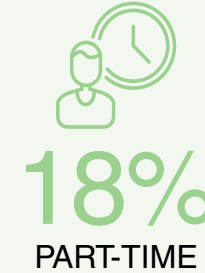
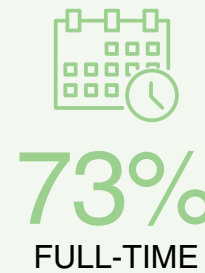
**3** GROUP MANAGERS OF WHICH **ALL ARE MALE**

**11** SECTION MANAGERS OF WHICH **4 ARE FEMALE**

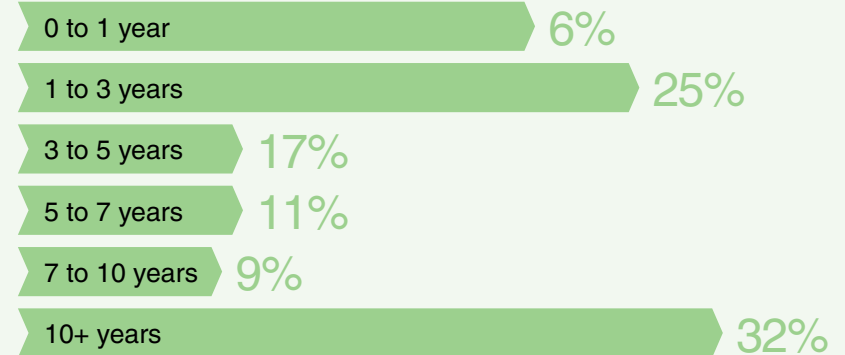
**547** EQUIVALENT FULL-TIME POSITIONS IN OUR STRUCTURE (587 EMPLOYEES)

**50%** ARE FEMALE **50%** ARE MALE

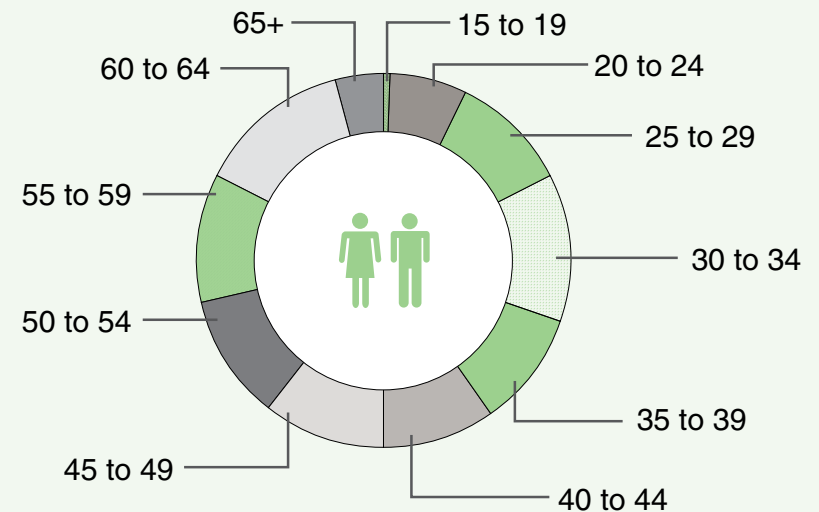
Almost three quarters of our workforce are employed on a full-time basis.



Half of our employees have been with Port Stephens Council for 5 or more years.



Our workforce is made up of people of all ages — from 15 to over 65. We have worked hard to attract younger employees over recent years.



## Equity, diversity and inclusion

We're committed to creating a workplace that values diversity and is fair, equitable and inclusive for all employees.

Our Equity, Diversity and Inclusion (EDI) Committee highlights for 2020 to 2021:

- Corporate Services Group Manager Tim Crosdale was appointed to the EDI Committee to champion initiatives across our Council.
- We recruited and trained 4 new EDI contact officers, bringing the total number to 13. We now have representatives covering most teams and locations.
- We promoted Harmony Week to employees in celebration of inclusiveness, respect and belonging for everyone. This included composing a song and holding a photo competition, with over 30 teams participating.
- We celebrated NAIDOC Week virtually with employees and our community, recognising the valuable contribution of Aboriginal and Torres Strait Islander people. You can read more on page 56.
- We implemented a new Prevention of Bullying and Harassment Management Directive. Our Workplace Development Team led face-to-face training on the

prevention of bullying and harassment and assertive communication skills to teams across Council. About 85% of our employees had been trained by 30 June 2021.

## Work health and safety

We are committed to providing a safety-focused workplace that ensures the wellbeing of our employees, their families and our community.

### Safety observations

Our safety observation program aims to proactively prevent injuries by positively reinforcing safe behaviour and providing constructive feedback. All managers must conduct 2 safety observations per month. This year, we conducted:

**1600** SAFETY OBSERVATIONS THAT IDENTIFIED

**183** ACTIONS TO ENHANCE WORKER SAFETY.



### Employee consultation

Our Health and Safety Committee and 16 Health and Safety Representatives have an important role in consulting with employees on health and safety matters. The committee consists of 13 employees – half appointed by management and the remainder appointed by employees.

### Workers compensation

Our workers compensation premiums increased this financial year due to the severity of claims last financial year. We are focused on prevention through our safety observation program, as well as the introduction of our PSCare employee wellness program (read more on page 96).

### Our injury profile

In 2020 to 2021, we recorded a total of 198 incidents. The main types of injury were sprains and strains (92%), followed by contusion or crush (8%). Lost time injury hours have decreased this year due to a reduction in psychological claims and claims that require time off post-surgery.

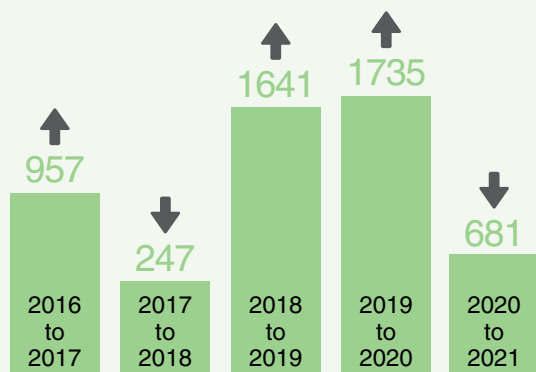
### Number of incident and injury reports



### Incidents by type — 2020 to 2021



### Lost time hours



## Our volunteers

Our 591 volunteers give their time and energy to make Port Stephens a better place. Without them, many of our services and programs couldn't exist. They contribute to:

- keeping our parks, reserves and cemeteries pristine
- improving our natural bushland areas
- participating in our advisory councils and cultural committees
- running our community centres, halls, libraries and Visitor Information Centre.

### How COVID-19 affected our volunteers

Our volunteers have continued to do their best to undertake their regular activities despite COVID-19 however we have seen a decline in volunteer numbers. This could also be attributed to a reduction in the number of committees and some of our older volunteers retiring.

We have put COVID Safe plans in place for all halls and park groups so they can continue volunteering when it's safe to do so. We also regularly encourage new volunteers to join us at [portstephens.nsw.gov.au/volunteers](http://portstephens.nsw.gov.au/volunteers)

## Supporting our volunteers

We know that giving back is just as beneficial for our volunteers as it is for our community. Volunteering gives people a sense of purpose, an opportunity to socialise and the chance to contribute to our community. Our volunteers also have access to a comprehensive learning and development program to improve their skills and knowledge.

The absence of a Volunteer Coordinator for part of this year meant we had to reduce some of the support we provide. We have since recruited a project officer to make sure our volunteers feel supported and to find opportunities for improvement.

## Thanking our volunteers

We took the opportunity during National Volunteer Week to recognise and acknowledge the key role volunteers play in our community through the media, social media and videos. Some of our volunteers have dedicated their time to volunteering for over 25 years – an incredible achievement!

We also thank our volunteers regularly through cards, letters and certificates, media promotion and an annual awards event, in line with our Volunteer Recognition Policy.



# Our performance

## SECTION 4

47 | Our planning process

48 | Our focus areas

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86 | Our environment

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# Our planning process

We use the Integrated Planning and Reporting (IP&R) Framework. It comprises:

- **Community Strategic Plan** — our community’s long-term vision.
- **Council’s Delivery Program** — our Council’s objectives for the elected term to help achieve the community’s vision.
- **Operational Plan** — yearly actions to implement the Delivery Program.



Read more about our integrated planning process:  
[portstephens.nsw.gov.au/your-council/policies-forms-publications/integrated-plans](https://portstephens.nsw.gov.au/your-council/policies-forms-publications/integrated-plans)



# Overview: our focus areas

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



## Our community

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

### **Goal 1: Community diversity**

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

### **Goal 2: Recognised traditions and lifestyles**

Our community supports the richness of its heritage and culture.

### **Goal 3: Community partnerships**

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



## Our place

Port Stephens is a liveable place supporting local economic growth.

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

Our community has an adaptable, sustainable and diverse economy.

### **Goal 2: Infrastructure and facilities**

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

### **Goal 3: Thriving and safe place to live**

Our community supports a healthy, happy and safe place.



One Mile Beach, Destination NSW

## Our environment

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

### Goal 1: Ecosystem function

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

### Goal 2: Environmental sustainability

Our community uses resources sustainably, efficiently and equitably.

### Goal 3: Environmental resilience

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



Administration Building, Raymond Terrace

## Our Council

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

### Goal 1: Governance

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

### Goal 2: Financial management

Our Council is financially sustainable to meet community needs.

### Goal 3: Communication and engagement

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

## Performance key

We've used subheadings to show you:



highlights



challenges and



what's next?

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

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

Visit [portstephens.nsw.gov.au](http://portstephens.nsw.gov.au) to read these documents.

# Our community

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



## Goal 1: Community diversity

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

### Helping kids thrive throughout COVID

With all of the disruptions to daily life caused by COVID-19, one thing didn't stop – our childcare services. It's a way we've been able to practically help families ride the wave of the pandemic so parents can continue to work.

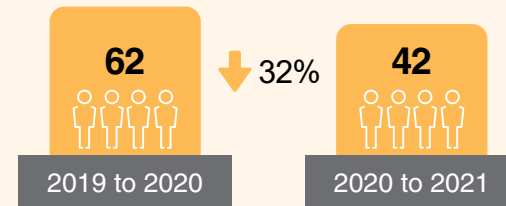
Our award-winning Thrive Kids provides high-quality childcare services for children aged up to 12 including family day care, OOSH (out of school hours and vacation care) and a mobile preschool.

Unfortunately, the Australian Government's changes to the childcare subsidy during COVID-19 had an adverse impact on family day care educators' income. As a result, we lost 20 educators who provided valuable childcare places in our community.

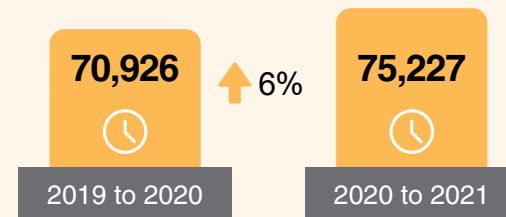
Despite this challenge, we're proud to have achieved a 93% community satisfaction score for our services.

We've renewed our focus on recruitment and retention of quality educators in the coming year to increase the available family day care places in Port Stephens.

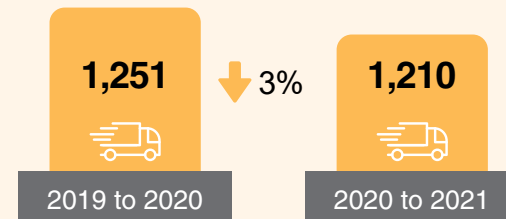
### Family day care educators



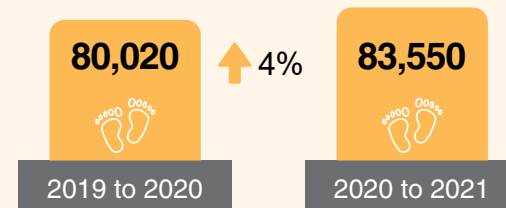
### Outside school hours care places



### Mobile preschool children



### Total childcare places







We offered 83,550 childcare places this year through our OOSH, family day care and mobile preschool services.



## Live @ the Alley

Whether it's chatting online, seeing friends or getting access to the help they need – keeping connected has been a key focus for our local young people.

After Youth Week celebrations were postponed in April 2020, our Youth Advisory Panel wanted to connect with young people during the lockdown.

Enter Live @ The Alley – an online event showcasing local young people playing music, showing their skills and conducting interviews on issues that matter to them.

It was live-streamed from a Nelson Bay café on 4 August 2020 to hundreds of young people and has since been viewed more than 2,000 times.

We're proud to say we were finalists for Live @ the Alley in the Connected Communities and Regions category at the 2021 NSW Local Government Excellence Awards.



You can watch the event on our Facebook page:  
[facebook.com/PortStephensCouncil](https://facebook.com/PortStephensCouncil)

## Planning for our young people

We've developed a new Youth Strategy in collaboration with local young people to plan for youth-friendly services, infrastructure and programs in Port Stephens.

The strategy is also a commitment from our Council to work together with our partners to deliver on the priorities of our young people.

More than 450 people were involved in the consultation process in 2019. From this, we identified that our young people want to be:

- heard and involved
- connected and feel like they belong
- ready and have pathways to success
- healthy and happy.

We've made these the key themes of our Youth Strategy and developed actions to help achieve these priorities.

We're already making headway with these actions, including developing a podcast on wellbeing with information for at-risk young people.



View the strategy at  
[portstephens.nsw.gov.au/youth](https://portstephens.nsw.gov.au/youth)

'Young people are the future of our community, so they should have a voice in how the future unfolds.'

– Mahaylia Soars,  
Port West Youth  
Advisory Panel





## Investing in our future leaders

There's no better example of local businesses supporting our future generations than our Mayoral Academic Scholarships.

We have partnered with businesses to provide multiple \$2,000 scholarships to local students as they begin their tertiary studies for over a decade.

'It's fantastic to see so many business leaders supporting our students in their educational and professional development goals, even during a global pandemic,' said Mayor Ryan Palmer.

'This year, our applicants were so deserving that Port Stephens Council decided to fund 3 additional scholarships to help students with their studies.'

This brought the total scholarship pool to a record-breaking \$40,000, which we awarded to 20 talented students.



View the list of recipients at [portstephens.nsw.gov.au/live/community/grants-and-funding/mayoral-academic-scholarships](https://portstephens.nsw.gov.au/live/community/grants-and-funding/mayoral-academic-scholarships)







## Creating a more inclusive place <sup>KP</sup>

They say you can't understand someone until you've walked a mile in their shoes.

That's why we challenged our Mayor Ryan Palmer and a group of employees to spend a day in a wheelchair to raise awareness about the importance of accessibility.

While one day won't make a huge difference, it does give our employees a greater appreciation of the accessibility challenges people in Port Stephens regularly face.

We have used this experience to help draft our new Community Wellbeing Strategy along with feedback from the community, service providers, carers and people with a disability.

The strategy aims to create a more inclusive and accessible Port Stephens and includes our legislated Disability Inclusion Action Plan. We anticipate it will go to Council for endorsement in July 2022.



## What we did to promote inclusion in 2020 to 2021:

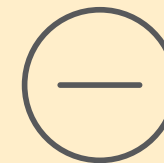
- We built new accessible amenities at Shoal Bay foreshore, Longworth Park Karuah, Salt Ash hall and Nelson Bay town centre.
- We completed the shared pathway at Waropara Road Medowie and began work at Medowie Road and Raymond Terrace levee bank. We're planning to begin work on 3 more key shared pathways in the coming year.
- We constructed a new rock wall revetment and pathway at Soldiers Point to improve accessibility.
- We consulted with our community on the draft Raymond Terrace Public Domain Plan, which seeks to improve access within the town centre, increase walkability and enhance key places.
- Our rangers put a focus on Mobility Parking Permits to ensure that accessible parking spaces are available to those who need them.
- We're continuing to make our communication channels more inclusive for all by writing in plain English, making our website and social media content accessible, and creating easy-read summaries for complex documents.

## Disability Inclusion Action Plan 2020 to 2021 action status



COMPLETED OR MET  
ANNUAL TARGET

22



NOT COMMENCED OR NOT  
DUE TO COMMENCE

2

## FEATURE

# Crafty connections

While we've all struggled with social isolation over the past year, our seniors have been doing it particularly tough.

In September 2020, we recruited school students from Raymond Terrace, Grahamstown and Irrawang Public Schools to create artworks that illustrate what they love about their community.

We printed these artworks on calico bags and filled them with items from local businesses, ready for delivery to seniors across the community.

We also distributed 150 special NAIDOC-themed care packs to Aboriginal Elders in collaboration with Hunter New England Health, Aboriginal Affairs, Wahroonga Aboriginal Corporation and other local health services.

It's a small way we could help brighten the day of seniors in our community.

This special delivery was made possible thanks to the NSW Government's Community Connections program.



Read more here:  
[portstephens.nsw.gov.au/your-council/news/crafty-connections-preventing-social-isolation-during-covid-19](https://portstephens.nsw.gov.au/your-council/news/crafty-connections-preventing-social-isolation-during-covid-19)



## What we did to plan for an ageing population in 2020 to 2021:

- We adopted the Port Stephens Local Strategic Planning Statement and Port Stephens Local Housing Strategy. These strategies include actions to plan for an ageing population. We've completed several actions including conducting a Liveability Index and advocating for reforms to lifestyle villages.
- We celebrated NSW Seniors Festival in April 2020 with more than 40 free and heavily discounted events over 2 weeks. Activities catered to all interests including music, books, movies, learning about culture, craft and getting active.
- We launched Strength for Life, a new exercise program for people over 50 designed to improve strength, balance, coordination and endurance.

## Goal 2: Recognised traditions and lifestyles

Our community supports the richness of its heritage and culture.

### Celebrating NAIDOC Week virtually

Every NAIDOC Week, our Administration Building courtyard is packed with hundreds

of people to celebrate the contribution of Aboriginal and Torres Strait Islander people to our community.

This year, less than 20 representatives attended due to COVID-19 restrictions.

'It just feels so surreal,' said CEO of the Worimi Local Aboriginal Land Council Andrew Smith as he delivered his address to an almost empty courtyard.

We postponed NAIDOC Week celebrations from July to November 2020 but Port Stephens was still under restrictions for public gatherings.

To protect the health of our community and Aboriginal Elders, we decided to celebrate NAIDOC Week virtually in 2020 by live-streaming the flag-raising ceremony.

'COVID-19 is Mother Nature's way of reminding us what's important,' Andrew said.

'The theme Always Was, Always Will Be is a reflection of Country and how important our ecosystems are to all of us.'

As a symbol of support for our Aboriginal and Torres Strait Islander community, we also installed a sea of red, yellow and black hands in Apex Park, Nelson Bay.

The installation became a social media hit, with people using it to create their own NAIDOC Week content to celebrate virtually.

While celebrations have again been postponed for July 2021, we hope that our community will have the opportunity to celebrate NAIDOC Week in person soon.



You can view the agreement here: [portstephens.nsw.gov.au/live/community/our-community/aboriginal-and-torres-strait-islander-people](https://portstephens.nsw.gov.au/live/community/our-community/aboriginal-and-torres-strait-islander-people)



### Yabang Gumba-Gu update <sup>KP</sup>

We're working on better outcomes for Aboriginal people as we walk along Yabang Gumba-Gu – the road to tomorrow.

This is the name of the unique agreement our Council signed with the local Worimi and Karuah Aboriginal Land Councils during NAIDOC Week in July 2018.

It's now a living roadmap that outlines one-off and ongoing actions to achieve our shared vision for the future of Port Stephens. This year, we have achieved several important actions:

- We created more opportunities for public art by Aboriginal artists through improving our Council's expression of interest process. A fair and equitable process ensures we celebrate local culture while upholding an artist's intellectual property and ensuring they are appropriately compensated.



- We improved how we plan for future land use with our Local Aboriginal Land Councils. Our Strategic Planning and Development & Compliance teams give regular updates to the Aboriginal Strategic Committee for feedback to ensure we get the best outcome for our community.
- We filmed Aboriginal Elder Uncle Graeme Russell telling Dreaming stories about Port Stephens. They include the story of how the Worimi Conservation Lands came to be and the first people in Port Stephens. This was funded by Council and Heritage NSW.

### ▶ What's next?

Languages are living things that connect people to country, culture and their ancestors.

Local Aboriginal community members and Elders are in the process of reviving their traditional language Gathang (pronounced gut-tongue), which has been dormant for many years since colonisation.

Working together with local Aboriginal language advocates, we are planning to launch a Gathang language project to raise cultural awareness among our employees and ultimately, our community.



Sea of hands in Apex Park, Nelson Bay





## Partnerships crucial for Birubi Information Centre <sup>KP</sup>

With the world's largest moving sand dunes, an incredible surf break and thousands of years of Aboriginal heritage – Birubi Point is truly a special place.

Sometimes our love for Birubi can be overwhelming – this can result in large traffic jams of buses and cars moving in and out of the beach car park.

We currently manage public and school holidays at Birubi beach as an event. We use traffic management and signage to improve traffic flow and encourage visitors to spend time at our many other beaches.

Our long-term solution is to create the Birubi Information Centre, a new gateway to the

area with dedicated parking and space for tourism operators.

Last year we reported hitting a major milestone when our development application was approved by the Hunter and Central Coast Regional Planning Panel in September 2019.

Our detailed designs are now well underway and we're in the process of getting the appropriate environmental and Aboriginal heritage approvals. We're on track to receive tender documents later in 2021.

We estimate the project will cost about \$10.4 million. The NSW Government this year confirmed \$4.4 million for the project in its 2022 budget.

We've also requested funding from the

Australian Government to ensure the project is fully funded and ready to be built in 2022.

### ▶ What's next?

Good relationships are the key to any partnership. That's why we are developing a Memorandum of Understanding with Worimi Conservation Lands Board of Management, Worimi Local Aboriginal Land Council, Crown Lands and NSW National Parks and Wildlife Service.

This will make sure we're all on the same page for how we'll cooperate and collaborate on the funding and management of the Birubi Information Centre now and into the future.



Birubi Beach sand dunes, Anna Bay

## FEATURE

# Reflecting culture through public art

Art is for everyone – it shouldn't be confined to the walls of a gallery.

That's the idea behind Terrace Reflections, a new outdoor art gallery in Raymond Terrace launched in September 2020.

'The project gives local artists a chance to display their work in an outdoor environment while encouraging the community to engage with the arts beyond the confines of a museum or gallery,' said Mayor Ryan Palmer.

The first exhibition was titled Everyday Wonders and it celebrated our plant and animal neighbours. The works were a collaboration between artist Alysha Fewster and passionate local children – with the help of a few parents.

We are displaying a new exhibition 4 times per year from a range of artists

uncovered by an extensive expression of interest process.

Terrace Reflections is just one of the ways we're injecting art and vibrancy into our public spaces. This year, we've also called for expressions of interest for:

- Raymond Terrace Art Space exhibitions – ongoing
- custom shade shelters as part of the William Street, Raymond Terrace upgrades – in progress
- public art on the Visitor Information Centre – artwork complete
- public artworks as part of Have a Yarn – artwork complete
- Aboriginal art for use in our Council's marketing materials – artwork complete.



Terrace Reflections – Everyday Wonders



Mural by artist Megan Barrass in O'Meara Lane, Nelson Bay



## **Our place is incredible!**

We want Port Stephens to be known as a place that celebrates its cultural story and unique identity.

That's the vision of Our Incredible Place – our new strategy for events, the arts and culture. It was adopted by our Council in November 2020.

**'As Port Stephens continues to grow at an unprecedented rate, it's important that we never lose sight of our true identity,' said Mayor Ryan Palmer.**

We combined our cultural and events strategies this year, recognising that we can achieve more by merging these closely linked documents.

Our new strategy aims to increase the liveability and wellbeing of our community, attract new residents, support investment and drive economic growth. We're planning to do this by:

- providing grants and sponsorships to community and business

- creating opportunities for high-quality public art
- investing in infrastructure to create great public spaces
- continuing our important cultural development work
- placemaking and activation of our town centres
- continuing to manage and support events in Port Stephens.



## **The changing face of libraries**

'Modern libraries are about so much more than books. They are vibrant and inclusive community hubs, bringing people together from all walks of life,' said our Library Services Manager Kris Abbott.

We encouraged our community to rediscover their local library and all it has to offer during Library & Information Week in May 2021.

'Our libraries loan a wide range of material – not just books! Think DVDs, CDs, magazines, games and technology kits. We also have an extensive digital library of eBooks, eMagazines, eAudiobooks, eMusic and online newspapers,' she said.

Despite reopening our doors in June 2020, we noticed a decrease in the number of people accessing our services.



To help people reconnect with our libraries both online and in person, we have:

- reintroduced our face-to-face programs and events for children and adults
- engaged local artist Jordan Lucky to paint a mural of our local plants and animals to brighten the courtyard at Tomaree Library
- launched a free Seed Library to help our community learn new skills, create sustainable processes and better understand our environment
- continued our Call and Collect service for customers who are unable to visit our branches
- created a promotional video for our Mobile Library
- launched new services like the ability to print from any device
- held online events like Stand Up for Poetry, Plastic Free Living and Storytime
- supported important community initiatives like Share the Dignity and Food for Fines.

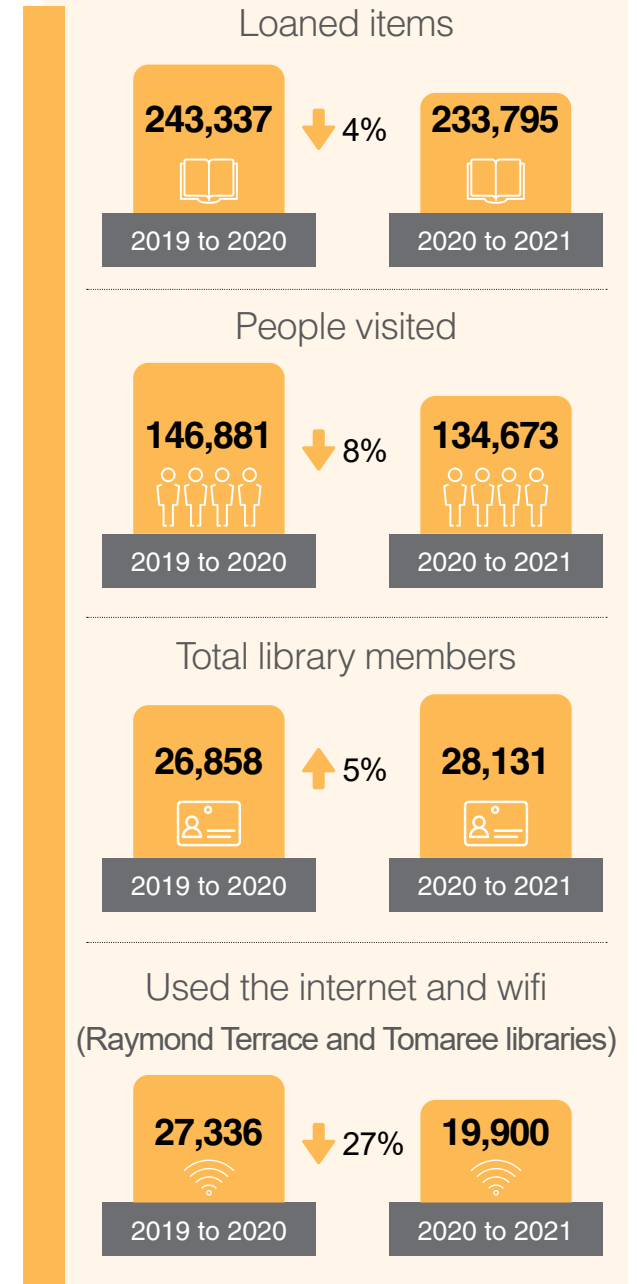
As a result of our efforts, we have seen our library membership grow 5% to 28,131 this year. It's a start – and it will continue to be our focus in the coming year.

### ▶ What's next?

Feedback from our Library Satisfaction Survey told us people wanted to know about events and wanted more time to access the library on a Saturday. We had planned to extend opening hours from 4 September but unfortunately, our libraries are currently closed again due to a new outbreak of COVID-19.

We're using this downtime to develop a marketing campaign to attract more library members. We're offering a Home Delivery Service for our most vulnerable customers while continuing to provide ways for our community to access our services and connect online.

Our libraries received a community satisfaction score of 88%.



## Goal 3: Community partnerships

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

### **Making a splash on Australia Day**

Australia Day celebrations looked a little different due to COVID-19 restrictions but we made sure everyone still had the opportunity to celebrate.

We hosted a series of free family-friendly pool parties at our aquatic centres in Nelson Bay, Raymond Terrace and Mallabula.

'It's usually stinking hot on Australia Day, so it was great for our community to cool off with a swim, enjoy a BBQ feed, listen to local performers and have some fun with giant pool games,' said our Mayor Ryan Palmer.



Read about the pool parties at: [portstephens.nsw.gov.au/your-council/news/pool-parties-to-make-a-splash-this-australia-day](https://portstephens.nsw.gov.au/your-council/news/pool-parties-to-make-a-splash-this-australia-day)



### **Reconciliation and recognition**

It was an honour to have Dianne Ball – a leader in the Aboriginal community and recent Order of Australia recipient – as our Australia Day Ambassador this year.

'Wow. It's not every day that an Indigenous woman like myself is asked to be an ambassador for Port Stephens,' Di remarked at a small Australia Day ceremony in Medowie.

'We have been through a lot of struggles to get access to services for Indigenous people. To see what we have today – really good relationships with government agencies and community – that's reconciliation,' she said.

Di's moving address was live-streamed for our community who couldn't attend. After, we welcomed our new citizens and presented our Annual Awards.

'2020 hasn't been the easiest year for many in our community due to COVID-19 but our Annual Award recipients have certainly been a shining light,' said Mayor Ryan Palmer.

'I particularly love these awards because our recipients rarely ask for recognition or thanks – they simply love our community and they love what they do.'

Our 2020 Port Stephens Annual Award recipients are:

### **Citizen of the Year – John Chambers**

Since retiring from school teaching, John has thrown himself into supporting his local community and now spends a staggering 40-plus hours a week volunteering. John has implemented many community programs to support our most vulnerable including a driver training program and a furniture bank for families in need.

### **Young Citizen of the Year – Daniel Howard**

Daniel began coaching basketball and mentoring with PCYC at age 16 – and he's still going 9 years later. In response to COVID-19 lockdowns in April 2020, he launched Coach Dan Skills and Drills on social media to keep in touch with local basketball teens. His channels have attracted over 400 followers and helped to motivate local teens to keep fit during the lockdown.

### **Port Stephens Medallists**

Dennis Peters is the recently retired captain of the Raymond Terrace Fire and Rescue team. For 23 years, he has been on the front line in countless firefighting and rescue efforts. Passionate about community education, Dennis has also been a local voice educating our community about the importance of fire safety.

John de Ridder is passionate about the mental health and wellbeing of young people and has been the president of Caring for Port Stephens Youth (COPSY) since 2016. He was instrumental in securing funding and establishing a free counselling service for young people in the Tomaree area in 2019 and a telehealth service in 2020.

A proud Wonnarua man, Andrew Smith is a well-respected community leader in Port Stephens and CEO of Worimi Local Aboriginal Land Council. Andrew is dedicated to strengthening relationships between Aboriginal and non-Aboriginal people, and to protecting and fostering Aboriginal culture and identity.

The Medowie Girl Guides has been part of the Port Stephens community for over 40 years. A dedicated group of leaders and volunteers give their time to help teach young women new skills, develop independence, build confidence, make friends and become active community members.

### **Sportsperson of the Year – Maya Stewart**

Maya has excelled in touch football, surf lifesaving and netball – but rugby union is where she found her calling. Through hard work and dedication, Maya earned her place on the starting side of the NSW Waratahs team in the Super W competition.

She is currently vying for a spot in the national Wallaroos squad to participate in the Olympics and Rugby World Cup.

### **Cultural Endeavour – Kay Newton and Peter Robinson**

Kaye and Peter personify community spirit – they have volunteered tirelessly over the years on many projects and contributed to historical education in our area. Kaye and Peter have been active members of the Raymond Terrace and District Historical Society, King Street Preservation and Action Group, and The Australian Heritage Festival. They initiated and coordinated the Back to King Street Fair in 2015 – a popular historical event in Raymond Terrace.

### **Environmental Award – Lia and Ryan Pereira**

Lia and Ryan are the founders of Sea Shelter – a not-for-profit marine conservation, research and rescue organisation. They are passionate about preserving the local environment and supporting threatened and endangered animals through breeding programs, research, rehabilitation and rescue.



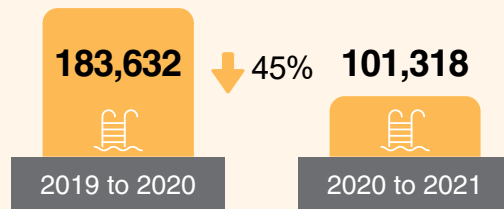
For more information about the Port Stephens Annual Awards, visit [portstephens.nsw.gov.au/live/community/community-awards](https://portstephens.nsw.gov.au/live/community/community-awards)



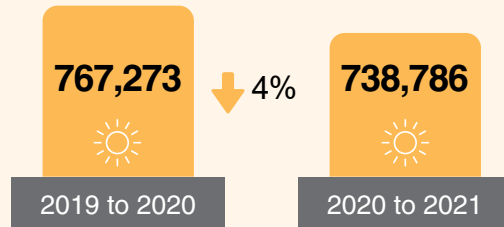
Andrew Smith, Port Stephens Medallist



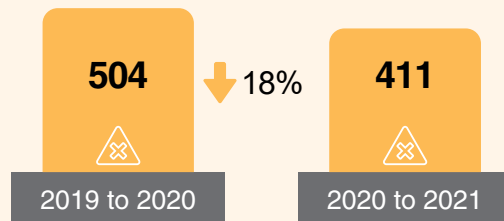
## Total pool attendance



## Total beach visitation



## Beach closure hours



## 🎯 Pool attendance takes a dive

Enjoying a refreshing dip in the water is a key reason people love living in Port Stephens. That's why it was a relief for many when our pools reopened in July 2020 once COVID-19 restrictions eased.

Last year, we reported our pool attendance was down 63% and we've experienced a further 45% decrease this year.

We attribute the decrease in part to a significant drop in tourism to our region. For example, Tomaree Aquatic Centre experienced a 55% decrease in casual attendance with fewer visitors due to COVID-19.

We also had to close some of our facilities for repairs, including a fibreglass liner replacement at Tomaree and a heat pump replacement at Lakeside.

We're in the process of renovating Lakeside Leisure Centre and Tomaree Aquatic Centre to improve our customers' experience and create more modern facilities. Our operator is also connecting with community groups to encourage membership.

We hope to be able to welcome back even more customers once renovations are complete.

## 🎯 Our COVID Safe summer

As the weather heats up in Port Stephens, thousands of locals and visitors flock to our beaches and public spaces.

While this is normally great for our local businesses, it presented a challenge as we tried to balance keeping our public spaces open and protecting our community from COVID-19.

We worked with local police and other agencies to develop COVID Safe Summer plans to keep our community safe. Some of our actions included:

- communicating safety messages through our website and social media channels
- monitoring beaches and public spaces to keep crowd sizes within limits
- communicating with relevant agencies like NSW Police, NSW Health and Surf Life Saving NSW
- providing public announcements at patrolled beaches
- signage in key locations with relevant COVID-19 messages.

As COVID-19 continues to impact our community, we'll keep working with local authorities and agencies to adapt our plans and keep our community safe.



## Celebrating local women

A speech pathologist making inclusive programs, a carer connecting seniors through craft and a competitive surfer are the impressive recipients of our International Women's Day scholarships for 2021.

For the past 4 years, we've encouraged local women to achieve their goals by offering 3 scholarships worth \$1,000 each.

'These scholarships are a small way that Port Stephens Council is helping to create opportunities for local women,' said Councillor Sarah Smith as she announced the recipients.

Our 2021 International Women's Day Scholarship recipients are:

**Nikita Austin** is a speech pathologist from Salamander Bay and a proud Indigenous woman. Nikita hopes to use the scholarship to create more inclusive holiday programs for children and adults with additional needs.

**Elle Clayton-Brown** is a first-year nursing student and competitive surfer from Corlette. The scholarship will help Elle achieve her goals both in and out of the water as she continues her studies and pursues her surfing dreams on the world stage.

**Bernadette Flynn** is a full-time carer to her husband and 2 foster children who have special needs in Medowie. Bernadette hopes to connect and engage Port Stephens seniors through ongoing craft classes at retirement villages and aged care facilities.



Find out more about our International Women's Day scholarships at [portstephens.nsw.gov.au/iwd](http://portstephens.nsw.gov.au/iwd)



Nikita Austin, Bernadette Flynn and Elle Clayton-Brown

# Our performance

Operational plan items  
on track after revising  
workplan due to COVID-19

100%

## Community diversity

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	
C1.1.1 Deliver early education and care of children	Customer satisfaction with Thrive Kids	≥ 85%	99%	99%	93%	✓
	Annual accreditation	Compliant	Compliant	Compliant	Compliant	✓
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%	100%	100%	100%	✓
C1.3.1 Identify and plan for an inclusive and access friendly community	Actions completed in Disability Inclusion Action Plan	≥ 5 of 24*	7 of 24*	14 of 24*	14 of 24* complete	✓
C1.4.1 Identify and plan for the needs of an ageing population	Actions completed in Ageing Strategy	≥ 2 of 7	4 of 7	6 of 7	6 of 7	✓
C1.5.1 Coordinate Council's volunteer program	Variety of activities volunteers support at Council	Maintain: 6	6	6	6	✓

## Recognised traditions and lifestyles

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	
C2.1.1 Support initiatives and projects to promote Aboriginal culture and protect Aboriginal places	Scheduled actions implemented in the Yabang Gumba-Gu Agreement	≥95%	95%	95%	100% 15 of 19 completed 4 actions are ongoing over multiple years	✓
	Develop Aboriginal Place Advisory Panel annual works plan	100%	100%	100%	100%	✓
C2.2.1 Support initiatives and projects to encourage local cultural activities	Actions completed in Cultural Plan	≥ 90%	90%	90%	90%	✓



## Recognised traditions and lifestyles continued

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	
C2.3.1 Support the preservation of Port Stephens heritage	Providing Heritage Projects Funds grants	≥ \$6000	\$6000	\$5,500^	\$4,597	✓
					Amount depends on applications received and grant money being approved.	
C2.4.1 Deliver public library services, resource and community literacy programs	Library user satisfaction with Library Services	≥ 85%	99%	93%#	88%	✓
	Number of visits to library branches	≥ 228,000	199,610	146,881	134,673	✗
	<b>Comment:</b> Refer to page 60.					
	Internet and Wi-Fi usage at Raymond Terrace and Tomaree Library branches.	≥ 45,000	35,485	27,336	19,900	✗
	<b>Comment:</b> Refer to page 60.					
	Attendance at programs, Activities and events	≥ 8,300	9184	6471	3,246	✗
	<b>Comment:</b> Refer to page 60.					
	Use of resources(collection items borrowed)	≥ 320,000	299,371	243,337	233,795	✗
	<b>Comment:</b> Refer to page 60.					

# Community partnerships

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	
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 community events	Community-run events supported and managed by Council	≥ 7	9	5	6	⊗
<b>Comment:</b> Some community events were not held due to COVID 19 restrictions and the challenge of meeting COVID Safe Plan requirements.						
C3.3.1 Initiate and manage leisure contracts with recreational and leisure services	Community satisfaction with Council's swimming pools	≥ 90%	91%	90%	88%	⊖
<b>Comment:</b> Refer to L1.3.3 for more information						
	Maintain a score above the NSW 3 year average in the Royal Life Safety Assessment Audit	≥ 84.62%	91.67%	91.67%	87%	✓
C3.4.1 Provide financial assistance for the community	Annual grant funding	≥ 93 grants \$122,992	120 grants \$91,815	101 grants \$123,011	97 grants \$190,960	✓

\* 8 of 24 are ongoing ^ NSW Government grant funding to Council reduced to \$5,500. We provide matching funding. # Survey result from Community Satisfaction Survey

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

# Our place

Port Stephens is a liveable place supporting local economic growth.



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

Our community has an adaptable, sustainable and diverse economy.



### Restarting Port Stephens

We know how hard local people and businesses have been impacted by COVID-19. That's why in July 2020, we launched our biggest-ever community funding program of more than \$500,000 to restart Port Stephens.

By revamping our regular grants program and making additional funds available, we created 11 new grant streams to address the impacts of COVID-19.

'Through these new funding streams, we've been able to support our most vulnerable community members, reinvigorate our streets and neighbourhoods, and support local businesses,' said Mayor Ryan Palmer.

The Vibrant Spaces grants helped Nelson Bay business owner Kim Burbridge partner with other businesses and creatives to put on a series of events for the community.

'We've worked collaboratively to create a festival running through December and January in Magnus Street supporting local creatives, particularly performers who were out of work last year due to COVID-19,' Kim said.

'We pooled our grant funding together with 4 other businesses to put on the event. It has been a real collaborative effort and that's one of the wonderful things about being in business at Nelson Bay.'



Find out more about our funding program at [portstephens.nsw.gov.au/funding](https://portstephens.nsw.gov.au/funding)



### \$730,000 to activate shared spaces

After the initial scare of COVID-19 had dissipated, many of our businesses continued to struggle.

To bring people back to our town centres

safely, we successfully applied for funding from the NSW Government's Streets as Shared Spaces program.

The \$730,000 grant has allowed us to trial a range of temporary improvements to our public domain with mixed results so far:

- A new shared pathway between Nelson Bay and Little Beach has had resoundingly positive feedback.
- We've received lots of love for a new mural and lighting to brighten O'Meara Lane in Nelson Bay.
- The installation of temporary parklets at Shoal Bay generated passionate debate on both sides – read more on page 104.
- We're now working on improvements to the Raymond Terrace town centre, which will create more seating and shade while adding colour and vibrancy – read more on page 79.
- We're also planning improvements for the Stockton Street stage in Nelson Bay.



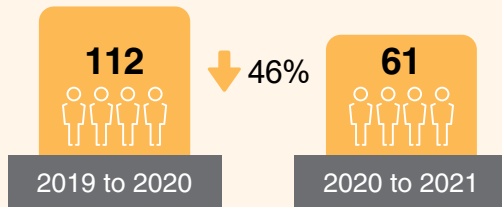
### Events return, for now

Just as we're known for our incredible beaches and waterways, Port Stephens is also renowned for being the perfect event destination.

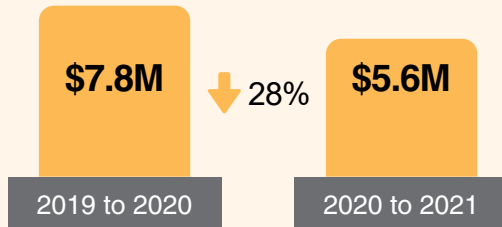
As COVID-19 restrictions eased in October, we were excited to welcome back events to our region.



Number of event licences issued



\$ generated



Events contributed \$5.6 million to our local economy this year.

‘After a tough 12 months, it’s fantastic to see the world’s number one obstacle race Spartan and other events returning to Port Stephens,’ said Mayor Ryan Palmer.

‘The value events bring to our local economy is significant – they encourage locals and visitors to explore our region. This flows into our local businesses like accommodation, shops, restaurants, cafes and much more.’

We also hosted the Port Stephens Pro, Port Stephens Surf Festival, Sail Port Stephens, Port Stephens Triathlon and the NSW Rugby Country Championships to name a few.

### Visitors return to Port Stephens

As soon as COVID-19 restrictions eased, visitors couldn’t wait to return to the incredible natural beauty of Port Stephens.

**We were excited to welcome back 1.74 million visitors who spent \$705 million this year.**

Our investment in the new Incredible by Nature tourism brand has well and truly paid off, with our tourism industry experiencing a much-needed boost after a difficult 12 months.

We’ve experienced a record-breaking year for visitor expenditure. Visitor numbers have also returned to pre-COVID levels despite international borders remaining closed.

This boost will be important to keep operators afloat through the pandemic, which is impacting our region again at the time of writing. We’re hopeful that we’ll experience a similar bounce-back once restrictions ease.

### Attracting investment to Port Stephens

For our size and population, Port Stephens packs a surprisingly big punch.

With national and international connections, a strong industry base and a skilled workforce – we’re ready to take our economy to the next level.

That’s why we launched our Investment Prospectus in late 2020 to encourage potential investors to consider Port Stephens.

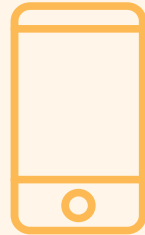
The prospectus shows off our advantages, key industries and potential areas for investment. We developed an accompanying microsite to make sure this information is readily available and accessible.



1.74 M  
VISITORS

↑ up from 1.7 million in 2019  
to 2020

↑ 21%  
TRAFFIC TO  
PORTSTEPHENS  
.ORG.AU



\$705 M



↑ Total visitor  
EXPENDITURE  
up from \$568.7 m in  
2019 to 2020

6,648

Tour and accommodation  
BOOKINGS



We also launched a Concierge Service to make business growth easier by providing personalised support for new, growing and relocating businesses.

Feedback so far has been positive, and we intend to spread the word far and wide in the coming year.

 **Checking in with businesses**

Running a business is challenging at the best of times. Doing it through the COVID-19 pandemic has been near impossible for some while others have prospered.

In May 2021, we asked businesses to tell us about their experiences and opportunities for improvement as part of our second Business Health Check.

‘There’s never been a more important time for us to take the pulse of our business community and ensure we’re planning for the future,’ said Mayor Ryan Palmer.

We received 210 responses. Of these, 82% rated Port Stephens as a good or excellent place to do business, up from 57% in 2018.

The reason for this positive result? The pandemic has affected every

business and industry differently – some have struggled while others have thrived.

We’ll use the feedback to continue to support businesses through COVID-19 and inform our new Economic Development and Tourism Strategy.

**We’re helping businesses through COVID-19 by:**

- providing our Small Business Support Service – a helpline and dedicated webpage with the latest information on COVID-19 for business
- helping businesses develop and implement COVID Safe Plans
- providing funding to Business Port Stephens, a network to connect and support business members across our local government area
- attracting and holding events and activities when safe to encourage people to our main shopping districts
- advocating on behalf of businesses for financial and practical help in this difficult time.



Find out more at  
[invest.portstephens.nsw.gov.au](https://invest.portstephens.nsw.gov.au)

## Goal 2: Infrastructure and facilities

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

### Now that's smart

We rolled out smart parking in Nelson Bay in December 2020 to make it easier, quicker and safer to visit the town centre. Smart parking includes:

- the Park'nPay app to find a park and set parking times without going to the meter
- number plate recognition technology to replace paper tickets
- sensors and digital signs to find parks easier
- Park Free Permits for residents and businesses of Port Stephens.

Smart parking revenue is funding public domain improvements, landscaping, increased car parking, place activation and repaying the cost of the system.

Change can be difficult for some – even after 2 years of community consultation. We set up a shop in the town centre to give residents an easy way to ask questions, get help and sign up for a Park Free Permit if they couldn't do it online.

As with most new technology, we experienced some teething issues. Our provider's Park Free Permit portal was not very user-friendly and as a result, we experienced a significant number of calls. Our Customer Relations team assisted by registering residents over the phone where needed.

After 5 months of using the new system, we made some changes based on community feedback:

- We heard that the smart parking hours of 7 am to 7 pm were too long. In May 2021, we changed the hours to 8:30 am to 5:30 pm.
- Parking data showed our dedicated business parking areas were reaching 80 to 90% capacity by 9 am each day and feedback from businesses confirmed this. We expanded business parking areas to create more spaces for workers.

We'll continue to review the system to make sure we're making parking in Nelson Bay as easy as possible for locals and visitors.



Find out more at [portstephens.nsw.gov.au/smartparking](https://portstephens.nsw.gov.au/smartparking)

SMART PARKING  
AT A GLANCE



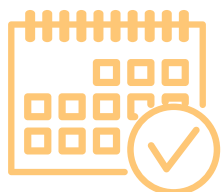
65  
meters



955  
sensors



7  
digital signs



23,000

Park Free Permits  
approved since September 2020



## ▶ What's next?

Thanks to funding from smart parking, we're planning to borrow \$5 million to fast-track the Nelson Bay Public Domain Plan. Our residents want to see rubber hit the road and we want to deliver.

We've also launched a new series of events and activities to bring life and vibrancy to the Bay.

From markets and music to street performances and outdoor screenings, we'll be trialling a range of place activation ideas in Nelson Bay over the next 6 months.



Read the Nelson Bay Strategy at [portstephens.nsw.gov.au/grow/local-area-planning-strategies/nelson-bay-town-centre-and-foreshore-strategy](https://portstephens.nsw.gov.au/grow/local-area-planning-strategies/nelson-bay-town-centre-and-foreshore-strategy)

Smart parking meters collected over \$600,000 in the first 6 months of operation to reinvest in Nelson Bay (from January to June 2021).



## FEATURE

# Medowie Makeover a smashing success

It's amazing what can be done in 7 days – especially when you have 200 volunteers helping!

We transformed the Medowie town centre through people-power and determination during our 7 Day Makeover in May 2021.

'It has been such a special experience to see Medowie's community spirit in action,' said resident and Councillor Chris Doohan.

'We've formed new friendships and we've worked together as a community to achieve a common goal. It has been an unforgettable week.'

With a budget of \$65,000 donated by sponsors and Council, our volunteers made some amazing improvements. They include a fairy garden, sensory trail, reading stage, wave seating and new public art.

For the 9,563 people who call Medowie home, the makeover has made a big difference.

The 7 Day Makeover is the brainchild of urban planner and placemaker David Engwicht.

'This is the second makeover in Port Stephens, after Anna Bay in December 2019.

'Medowie has set a new record for the most volunteers in a single day at 201! We also set a new record for the most sponsors. Medowie should be so proud,' David said.



See the results of the Makeover on YouTube  
[https://youtu.be/\\_k9jAaxXCR8](https://youtu.be/_k9jAaxXCR8)







## Update on Medowie facility

Medowie residents now have a new place to come together with the long-awaited opening of Medowie Social in January 2021.

Last year, we reported construction had finished on this new community venue but COVID-19 had hindered our efforts to find an operator.

We're excited to say the venue has now been leased to Medowie locals and successful hospitality operators, Ben and Charlie Way.

'We've lived in Port Stephens for over 20 years and we're now raising a young family in Medowie, so we're passionate about the future of this growing town and supporting our local tourism industry,' Ben said.

It's great to see our community using this incredible venue which includes a restaurant and bar, function and meeting space, a fenced children's playground, lawn bowls green.



Find out more at [medowiesocial.com.au](http://medowiesocial.com.au)



## Disaster causes delays in major projects

Just when you think the coast is clear, another wave sneaks up on you.

Last year we reported delays in our major projects due to COVID-19. As restrictions eased in July 2020, our crews were on track to deliver an ambitious major works program.

But an unprecedented amount of rain in March 2021 caused significant damage to property and infrastructure. The impacts of the natural disaster have been felt across our entire community and organisation – including our Capital Works team. You can read more on page 78.

In the immediate aftermath, we redirected crews and funding to repair roads and infrastructure to it make safe for our community. Understandably, this has had an impact on our work program including our PS2020 community priority projects.

Our team still managed to complete numerous projects as part of our \$26 million of capital works in 2020 to 2021, including:

- new accessible amenities at Shoal Bay foreshore, Longworth Park Karuah, Salt Ash hall and Nelson Bay town centre

- improvements to the foreshore at Conroy Park, Corlette to reduce erosion
- rock wall revetment and pathway at Soldiers Point to reduce erosion and improve accessibility
- shared pathways at Fly Point Nelson Bay and Waraopara Road Medowie KP
- replacement shelter at Barry Park, Fingal Bay
- barbeque and shelter at Peace Park, Tanilba Bay
- basketball half-court and seating around Medowie skate park
- improvements to Seaham Park playground
- upgrades to Mallabula Hall, Williamtown Hall and Tilligerry Arts Group centre.

You'll find a list of our capital projects and works on page 140.



## What's next?

We're planning to complete the 16 remaining PS2020 projects as part of our projected \$70 million major projects program. This will be delivered over the next 12 to 18 months.



You can view our major projects at [portstephens.nsw.gov.au](http://portstephens.nsw.gov.au)



## Focus on roads <sup>KP</sup>

'I know how important roads are to our community – they tell us time and time again,' said Mayor Palmer.

'Our roads were already in need of repair and then the March disaster caused even more damage to our road network.'

We repaired over 47,000 potholes this year to maintain our roads – more than double last year's total of 20,000.

This year, our Council committed an extra \$1 million to road reseals thanks to the Australian Government's Local Roads and Community Infrastructure Program.

This takes our road resealing budget to \$2.6 million and will allow us to almost double the number of roads sealed in the next 12 months.

Our Council also supported a Mayoral Minute to invest a further \$3 million in rehabilitating Port Stephens roads. This will be funded by Council's property sales.

'It's time to fix our roads. The Special Rate Variation was our chance to do this – and we weren't successful. This is our opportunity to deliver the quality roads our community expects and deserves,' Mayor Palmer said.

We completed several significant road upgrades in 2020 to 2021:

- Church Street, Nelson Bay
- Clarendetown Road segments 10 and 40 at Woodville
- Fullerton Cove Road, Fullerton Cove
- Grahamstown Road, Medowie
- Lemon Tree Passage Road, Salt Ash
- Masonite Road, Tomago
- School Drive, Tomago
- Seaham Road segment 10, Nelsons Plains
- Swan Bay Road segment 30 to 50, Swan Bay
- Tomaree Road, Shoal Bay stage 2
- Warren Street, Seaham including a new bus interchange.

You'll find a full list of our road upgrades on page 140.

## Works kick-off at Tomaree

It's going to be a game-changer for the region! Work has started on a \$3.2 million multi-purpose amenities building at Tomaree Sports Complex.

The new space is designed to increase accessibility, inclusion and wellbeing for our entire community.

'As well as benefiting to our sporting community, the new multi-purpose facility will create spaces for young people to connect and access services,' said Mayor Ryan Palmer.

'It will also help us attract more events and visitors to the region, which will have positive economic benefits for our community and local businesses.'

It wouldn't be possible without the Australian Government's Local Roads and Community Infrastructure program, the NSW Government's Stronger Country Communities program, Cricket NSW, NSW ClubGrants and the contributions of local sporting clubs.

We expect construction to be complete in early 2022.

To honour retiring East Ward Councillor, we named the main field at Tomaree Sports Complex the John Nell Match Field in February 2021.

The naming recognises Councillor Nell's 30 plus years of service to our Council and the local sporting community.

## Pooches get more places to play <sup>KP</sup>

'Dog-friendly facilities are in high demand in Port Stephens,' says our Community and Recreation Coordinator Brock Lamont.

'The success of our existing fenced dog parks at Fingal Bay, Soldiers Point and Medowie highlights how much our community value these park improvements.'



There are

**23,329**

**DOGS REGISTERED  
IN PORT STEPHENS**

– that's 1 dog for every 3 people!

After consulting with the Raymond Terrace community in 2019, we decided Boomerang Park would be an ideal location for a fenced off lead dog park.

The park is fast becoming a recreation hub and was chosen because of its existing off lead area, parking, connecting pathways and public amenities.

We officially opened the new dog park in December 2020 and it's already proving to be a popular place for locals and their four-legged friends.

This year, we also investigated changes to dog exercise areas in Anna Bay, Fisherman's Bay and Boat Harbour to balance the needs of all users.

### **What's next?**

After extensive community consultation in May and June 2021, we introduced new

dog off lead rules at Anna Bay and are trialling changes at Boat Harbour.

The changes mean dogs can enjoy Birubi Beach off lead at all times between May and September and in the evening from October to April.

We are also trialling similar changes to off lead times at Boat Harbour beach for 3 months from August.

We're asking users for feedback throughout the trial and will use this to make an informed decision on any permanent changes.



## Goal 3: Thriving and safe place to live

Our community supports a healthy, happy and safe place.

### **Natural disaster hits hard**

An unbelievable image of floodwater sweeping away a section of road made national headlines in March 2021.

The image was of Foreshore Drive, Salamander Bay after a deluge of rain caused significant flooding across Port Stephens. Unfortunately, it wasn't the only major damage to our infrastructure.

We experienced 4 significant landslips, severe flooding in several locations and hundreds of potholes. Our community were also hit hard by damage to homes and property.

'There have been so many people in our community who have been affected and my heart goes out to them,' said Mayor Ryan Palmer.

'Our crews have been working hard to repair the damage and have already done so much – but we've still got more to do. I want to thank everyone for your ongoing patience as we get to all these jobs.'

### **What's next?**

Understandably, the natural disaster has widened our infrastructure backlog from \$13.83 million to \$14.47 million. Other contributing factors include increased costs due to COVID-19 and additional works discovered during our latest inspections.

In July 2021, our Council acknowledged over \$7 million funding is needed to repair damage to infrastructure caused by the natural disaster. Thankfully, most of this is claimable from the NSW Government.

Reopening Foreshore Drive remains our number one priority. We have ordered a prefabricated bridge for Foreshore Drive and anticipate that works will be completed by the end of 2021.

We also rescheduled several major projects to prioritise repairs to get our assets back to a safe and reliable standard for our community.

### **Emergency dashboard**

The March natural disaster was the first real test of our new emergency dashboard, which we launched just a month earlier.

The dashboard provides real-time information to help the our community respond to an emergency including road closures, weather warnings and more.

'Having the right information straight

from the source is so important during an emergency,' said Mayor Palmer.

The dashboard is currently funded by Resilience NSW. We see it as a valuable asset to keep our community safe before, during and after an emergency.

'The Port Stephens community has experienced many emergencies – from floods, fires and storms to COVID-19. We know the impact these emergencies can have and how important it is to be prepared,' he said.



# 40,000

PEOPLE USED  
THE EMERGENCY  
DASHBOARD DAILY  
during the natural disaster.



View the emergency dashboard at [disaster.portstephens.nsw.gov.au](https://disaster.portstephens.nsw.gov.au)



### **Liveability Index**

What makes a place a great place to live? That's the question we asked our community in September 2020 as part of our first-ever Liveability Index.

More than 3,700 people told us what they value about a place and how our places are performing.



Port Stephens scored 66, which is just below the national average of 67. We heard that our community most values:

- natural environment
- public open space
- neighbourhood safety
- locally owned and operated businesses
- pathways connecting houses to shops and communal amenities.

This is the first time we've been able to see our community's values and priorities at a local town level.

We're using the data as a starting point for engagement with our communities on a wide range of projects. It's also helping us prioritise investment based on what is most important to residents and their wellbeing.

We'll run the Liveability Index again in 2023 to 2024 to measure outcomes and track changes in values and performance.



Find out more at [portstephens.nsw.gov.au/grow/port-stephens-planning-strategies/liveability-index](https://portstephens.nsw.gov.au/grow/port-stephens-planning-strategies/liveability-index)

### What's next?

The Liveability Index data has given us a clear snapshot of our community's values and priorities for their neighbourhood.

We're using this data to develop plans for places across Port Stephens and we're making it easier for our community to understand and get involved.

Each community will have a chance to help create their plan and get involved in making action happen in their town.

We've got Anna Bay, Shoal Bay, Medowie, Karuah and the west of Port Stephens in our sights so far, with more towns to come.



### A 20-year vision for 'the Terrace' approved

'With the beautiful river, Jacaranda-lined streets and a wide array of businesses and services, Raymond Terrace is a great place to spend time. And it's about to get even better,' said Deputy Mayor and local businessman Paul Le Mottee.

Almost 13,000 people call Raymond Terrace home and there are 3,500 jobs in the town centre – that's 13% of all jobs in Port Stephens.

Last year we asked our community about their vision for Raymond Terrace. We heard they want more shady spots and street furniture, public art, trees and greenery, and improved lighting and safety.

We used this feedback to develop our award-winning Public Domain Plan – a long-term vision to revitalise the town centre and create better public spaces.

Our Council endorsed the plan in February 2021 and we're wasting no time making that vision a reality. We're already planning stage 1 of works, which includes:

- 3 art-inspired shade structures with new seating and greenery
- lighting and cameras to improve safety
- improved accessible car parking.

It's all about creating places for people to relax, stay a little longer and support our local businesses – thanks to funding from the NSW Government's Streets as Shared Spaces program.

### What's next?

Stage 1 works are scheduled to begin later in 2021. We're continuing to plan for stage 2, which may see the town centre improved by landscaping, art, shade, seating and a safer pedestrian crossing.

Our Council has committed to tapping into a range of grants to fund more town centre improvements outlined in the Public Domain Plan and the Raymond Terrace and Heatherbrae Strategy.

## FEATURE

# Revamping rezoning

---

The process of rezoning land is known for being long, difficult and expensive.

Two years ago, our Strategic Planning team decided there had to be a better way – so they embarked on a project to ‘revamp’ rezonings.

At the time, the average processing time for rezoning applications was 2 years and there was a significant backlog of applications stalling land release.

Our team found efficiencies in the process, improved communication and created a framework to support robust decision making.

The improvements have reduced the rezoning backlog by 60%, fast-tracked land release in growth areas and increased transparency for applicants and our community.

Our rezoning assessment timeframes are now some of the fastest in NSW and customer feedback has been overwhelmingly positive.

We were finalists at the Local Government Excellence Awards for the project. The Hunter Joint Organisation of Councils has also invited us to share our innovative process with other councils.

### **What's next?**

The team's hard work has paid off – literally. We received \$3 million from the NSW Government's Public Spaces Legacy Fund by resolving long-standing rezonings and achieving a median DA determination time of less than 40 days.

We're planning to use the funding to upgrade the Raymond Terrace town centre and create a new town square at Lemon Tree Passage. We'll also build shared paths along the foreshore at Lemon Tree Passage and Nelson Bay.

We're now working through planning, design and community consultation to deliver these projects by the end of 2022.



## Highlight: DAs move online

Submitting a development application can be confusing. In December 2020, we made it simpler and faster by moving all applications to the NSW Planning Portal.

'The portal provides all of NSW with a consistent, streamlined and accessible experience,' said our Development and Compliance Section Manager Kate Drinan.

All development-related applications and post-consent certificates can now be submitted through the online portal anywhere, anytime.

Users can view, manage, track and progress applications online via their user dashboard. They can also submit documents and receive notifications when decisions are made.

We'll continue to provide pre-lodgement meetings and duty counter service to help people through the process.

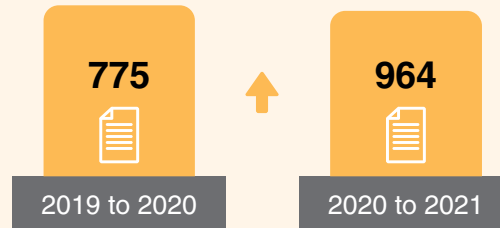


Find out more at [portstephens.nsw.gov.au/grow/development-applications](https://portstephens.nsw.gov.au/grow/development-applications)

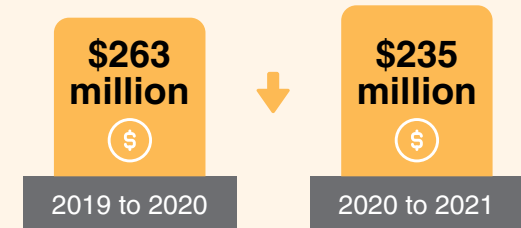
## Development and planning highlights

We saw a 24% increase in the number of development applications (DAs) lodged with our Council this year. We still achieved a fast turnaround time of just 26 days thanks to process improvements.

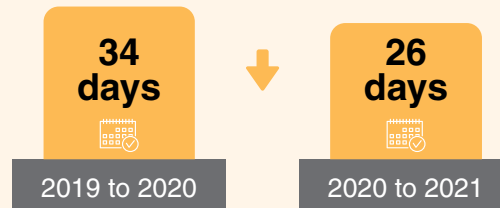
Development applications (DAs) determined



Total capital investment value of approved DAs



Turnaround for DAs (net median)



This was under the Premier's target of

40 DAYS



Only

25 DAs

ON THE 100-DAY LIST was achieved by processing larger scale developments more efficiently.

304

CONSTRUCTION CERTIFICATES ISSUED



with a turnaround time (net median) of under

4 DAYS



# Our performance

Operational plan items  
on track after revising  
workplan due to COVID-19

95%

Strong economy, vibrant local businesses, active investment

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	
P1.1.1 Support sustainable business in Port Stephens	Number of active businesses in Port Stephens	Annual increase	4865	4900	TBC	✓
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 or better	57%	Survey not conducted	82%	✓
P1.1.3 Coordinate place management and activation	Refer P3.3.1					
P1.2.1 Manage an integrated event licensing process	Number of licences issued	Annual increase	123	112	61	✗
	<b>Comment:</b> Due to COVID-19 restrictions, a significant number of events were postponed or cancelled.					
	Visitors to www.portstephens.org.au	Annual increase	12% increase	10.5% decrease	21% increase	✓
	Tour and accommodation bookings on behalf of operators	≥ 5,627 bookings	6,523 bookings	4,586 bookings	6,648 bookings	✓
P1.2.3 Provide strategic and financial support to Destination Port Stephens	Financial support for Destination Port Stephens	≥ \$397,500	\$397,500	\$407,962	\$400,000	✓
	Visitor expenditure per annum	Annual increase	\$606 m	\$568 m	\$705 m	✓
P1.2.4 Attract and facilitate major events that deliver economic benefit	Economic benefit from major events	Annual increase	\$10 m	\$7.8 m	\$5.6 m	✗
	<b>Comment:</b> Due to COVID-19 restrictions, a significant number of events were postponed or cancelled.					

## Infrastructure and facilities

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021		
P2.1.1 Plan for and initiate civil assets	Asset Management Plan complies with IP&R checklist	Compliant	Compliant	Compliant	Compliant	✓	
	Civil assets project initiated prior to agreed timeframe	100%	100%	100%	100%	✓	
P2.1.2 Plan for the operation, maintenance and replacement of Council's fleet	Fleet Utilisation hours per annum	≥ 67,080	67,540	77,741	77,681	✓	
P2.1.3 Plan for the operation, maintenance and renewal of Council's civil assets	High risk civil assets inspection program up to date	100%	100%	100%	74%	✗	
<b>Comment:</b> We responded to the impacts of COVID-19 and natural disaster by re-baselining and reprioritising our civil assets inspection program with 54 of the original 73 inspections completed.							
P2.1.4 Plan, design and provide advice services for drainage and flooding	Flooding and drainage development application referrals completed on time	≥ 90%	100%	100%	96%	✓	
P2.1.5 Provide traffic engineering services and conduct road safety programs	Road Safety Projects conducted (funded by RMS) and completed on time	100%	100%	100%	100%	✓	
P2.1.6 Provide development engineering assessment and advice services	Engineering development application referrals completed on time	≥ 90%	100%	100%	89%	⚠	
P2.1.7 Provide, manage and maintain community and recreation assets	Community and recreation assets inspections up to date	100%	100%	100%	100%	✓	
P2.1.8 Coordinate and report on asset finances and data systems	Meeting customer needs	≥ 90%	92%	100%	100%	✓	
P2.2.1 Provide survey services	Deliver Capital Works program on time and on budget**	≥ 95%	100%	100%	100%	✓	
P2.2.2 Provide design and specialist engineering services	Deliver Capital Works program on time and on budget**	≥ 95%	100%	100%	100%	✓	
P2.2.3 Provide project and contract management services	Deliver Capital Works program on time and on budget**	≥ 95%	100%	100%	100%	✓	
P2.2.4 Construct Council's Capital Works projects	Deliver Capital Works program on time and on budget**	≥ 95%	100%	100%	100%	✓	
P2.3.1 Provide roads maintenance	High priority roads defects fixed on time	100%	92%	100%	90%	✗	
	<b>Comment:</b> Some high priority projects weren't completed due to continuous wet weather and the March natural disaster.						
	Community satisfaction with roads maintenance	≥ Baseline	71%	68%	45%	✗	
<b>Comment:</b> Refer to L1.3.3							

## Infrastructure and facilities continued

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	
P2.3.2 Provide roadside and drainage maintenance	Community satisfaction with roads and drainage maintenance	≥ Baseline	81%	79%	68%	✘
	<b>Comment:</b> Refer to L1.3.3					
	High priority roadside drainage and maintenance defects fixed within required timeframes	100%	100%	100%	95%	⚡
P2.3.3 Provide open space and foreshore maintenance	Community satisfaction with maintaining parks	≥ 85%	84%	85%	88%	✔
	High priority open space and foreshore maintenance defects fixed within required timeframes	100%	95%	95%	95%	⚡
P2.3.4 Provide building trades services	High priority actions fixed within required timeframes	≥ 92%	88%	95%	90%	⚡
P2.3.5 Provide depot, stores and workshop services	Number of pre rego check repairs conducted	≥ 142	184	172	172	✔
P2.3.6 Provide cemetery administration and cemetery maintenance services	Community satisfaction with cemetery services	≥ 94%	85%	92%	90%	⚡
	<b>Comment:</b> Refer to L1.3.3					
P2.4.1 Maintain roads as contracted with RMS	Average RMS contractor performance grading	Good	Good	Good	Good	✔

## Thriving and safe place to live

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	
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% LHS70% LSPS70%	100%	100%	✔
P3.1.2 Optimise land use to maximise social, economic and environmental needs of area	No overdue planning certificates (issued within 7 days)	0	0	0	0	✔
P3.2.1 Provide development assessment services	Median net determination time for development applications	< 40 days	38 days	34 days	26 days	✔



## Thriving and safe place to live continued

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	
P3.2.2 Provide building certification services	Market share of certification	Maintain	Maintain	43.8%	44%	✔
	Premises added to the fire safety program	Annual Increase	1,103	9 added Total 1,672	7 added Total 1,295	✘
<b>Comment:</b> The decrease can be attributed to fewer inspections due to COVID-19 and we have found some inconsistencies with the Fire Safety Register. These will be remediated and reflected in 2021 to 2022.						
P3.2.3 Provide environmental health services	Onsite sewer management systems (OSMS) inspected	≥ 881 of 800 110%	892 111%	717 89%	1108 138%	✔
P3.2.3 Provide environmental health services	Food premises inspected~	≥ 514 of 500 103%	657 of 636 103%	428 of 800 53.5%	464 of 539 86%	✘
	<b>Comment:</b> Due to COVID-19, inspections did not recommence until October 2021. We reverted back to 2 inspections per premise in January 2021. The inspection program was fully completed.					
P3.2.4 Provide land use compliance services	Development compliance customer requests closed	≥ 95%	96%	113%+	93%	✔
P3.2.5 Provide regulatory ranger services	Ranger customer requests closed within timeframe	≥ 95%	99%	98%	98%	✔
P3.2.6 Provide illegal waste compliance services	Number of successful^ waste investigations	≥ 85%^^	88%	84%	90%	✔
P3.3.1 Develop and monitor Town Centre strategies	Completed actions in Town Centre Strategies Medowie (M), Nelson Bay (NB), Raymond Terrace & Heatherbrae (RTH)	Annual increase	M 5 of 10 NB 19 of 27 RTH 4 of 15	M 7 of 10 NB 19 of 27 RTH 10 of 15	M 10 of 20 NB 21 of 27 RT 21 of 35	✔
P3.4.1 Maintain facilities for Rural Fire Service and State Emergency Service	RFS and SES facility maintenance defects carried out within best practice levels	100%	100%	100%	100%	✔
P3.4.2 Manage asset protection zones and fire trails on Council property	Contractor's performance against agreed program	100%	100%	100%	100%	✔
P3.4.3 Maintain and implement a Local Emergency Management Plan	Review Local Emergency Management Plan every 3 years	100%	100%	100%	100%	✔

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

\*\* including approved variations ~ Schedule changes each year depending on number of inspections and inspection frequency + More customer requests closed than opened due to carry over from earlier reporting period. ^ Includes total number of reported incidents as well as proportion successfully investigated ^^Perpetrator found

# Our environment

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



## Goal 1: Ecosystem function

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

### Tree change

We love trees and so do our community (including our resident koala population).

As well as providing shelter and food for native animals, trees are an essential part of our environment. They improve our air quality, keep us cool and contribute to our sense of wellbeing – among many other things!

To ensure trees are managed responsibly in Port Stephens, we made some changes to the rules about removing trees with and without a permit.

The changes reduce red tape for removing dangerous trees that pose an immediate impact and make it clearer when approval is needed.

We developed simple guides, created self-certification forms and communicated the process to our community on our website and owned channels.

The changes are all about balancing the safety of people and property while preserving the valuable trees that make Port Stephens a great place to live.

### No space for weeds in Port Stephens

Our war on weeds is never through and we're fighting it on many fronts.

One of our weapons is a new campaign by the NSW Department of Primary Industries called 'No Space for Weeds'. We localised the campaign to help Port Stephens residents understand the impact of weeds on our environment.

'Many of the things that make Port Stephens so special – our incredible waterways, native bushland and unique koalas – are all at risk from the impact of weeds,' said our Natural Resources team leader Jordan Skinner.

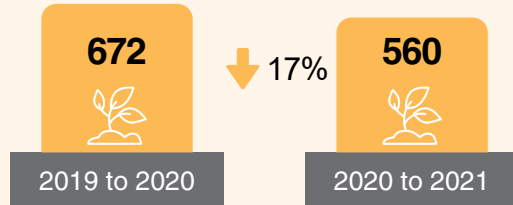
'The 'No Space for Weeds' campaign is all about raising awareness of the significant impact that weeds can have on our environment, our native flora and fauna, and our farmers.'

We reached 45,000 people with our video on Facebook alone. We'll keep investing in advertising on platforms where people buy and sell weeds to raise awareness of the issue.

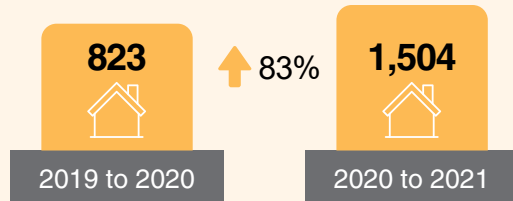
Our Invasive Species team have been focused on continuously improving their processes and the results show. They have managed to quadruple the number of weed inspections on private properties over the past 5 years.

We also continue to manage our priority weeds through:

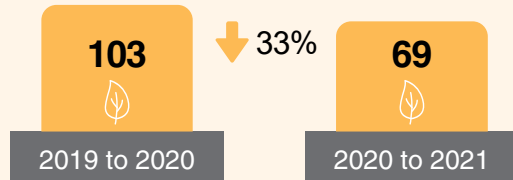
### Weed treatments on Council land



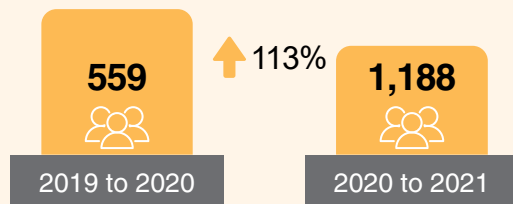
### Weed inspections on private property



### Weeds compliance and enforcement actions



### Face-to-face training sessions for weed management



## Changing our educational approach

As with many things, COVID-19 is changing the way we educate our community about the environment.

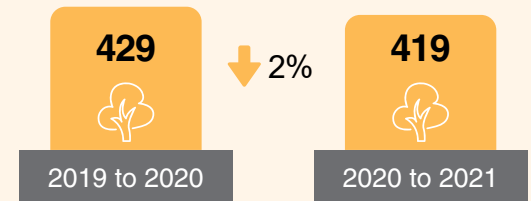
Normally, we love to visit schools and hold face-to-face events to spread our environmental messages. This year, we only managed to conduct 15 education programs, down from 28 in 2018 to 2019.

The programs that we did deliver were well received and covered a wide range of topics:

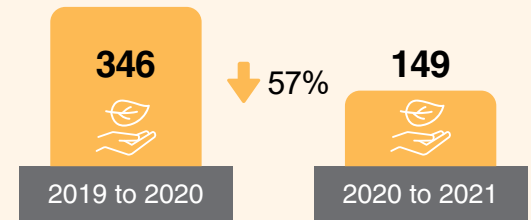
- koalas corridors and sightings map
- dune rehabilitation
- threatened species including flying-foxes, shorebirds, whales and seagrass
- Coastal Management Program
- Biosecurity Act
- changes to tree rules
- sustainability and climate change
- bush regeneration.

We're continuing to look at ways we can educate our community about the important role we all play in looking after our environment, whether that's face-to-face or online.

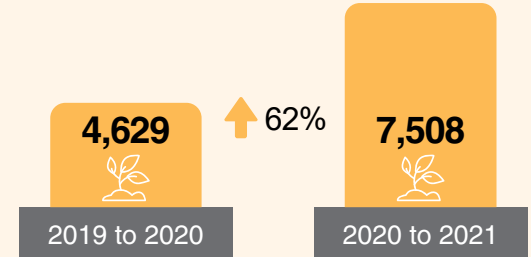
### Number of bushland sites managed



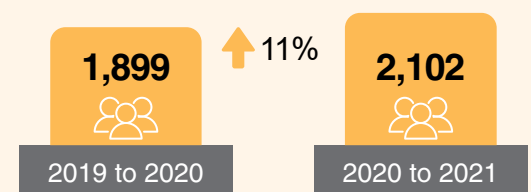
### Hectares regenerated



### Trees planted



### Number of times volunteers regenerated bushland



## HIGHLIGHT

# Discovering Mahony's Toadlet

Our crews maintain hundreds of kilometres of roadside reserves every year – managing vegetation, treating weeds, clearing drains, maintaining assets and more.

There are plenty of interesting things you find on the side of the road – but none are as surprising as finding a newly discovered amphibian species, Mahony's Toadlet.

The toadlet was discovered in 2016 in Port Stephens and was listed as a threatened species the following year.

To help protect the toadlet and address the impacts of our roadside maintenance program, we embarked on a project to close knowledge gaps about the species.

In March 2020, we identified 6 roadside locations where the threatened species were likely to be breeding or foraging habitat.

We created a new roadside marker category for amphibians and shared this with our neighbouring councils.

We included these sites in our Environmental Management System and developed Standard Operating Procedures for how to manage these sites. This will ensure our roadside crews know what to do to protect Mahony's Toadlet now and into the future.

We're proud to have won the Roadside Environmental Management Award at the LGNSW Excellence in the Environment Awards for the project.



Read more about the discovery at [portstephens.nsw.gov.au](https://portstephens.nsw.gov.au)



*Crinia tinnula* (Wallum Froglet), a vulnerable amphibian species, observed on the road during survey of Taylor Beach Road, Taylor's Beach



## Goal 2: Environmental sustainability

Our community uses resources sustainably, efficiently and equitably.

### **New vision for waste in Port Stephens**

'The current way we manage waste has been in place since 1999 and it's now time to plan for the next 20 years,' said our Waste Management Coordinator Chris Cannard.

In November 2020, we asked our residents what the future of waste management should look like as part of our new Waste Management Strategy 2021 to 2031.

We conducted phone and online surveys, held face-to-face workshops and hosted a Facebook Live event to understand what our community wants from their waste service.

'One of the most encouraging things to come from these conversations is that we all want to reduce our environmental footprint and reduce waste going to landfill,' said Chris.

'We also heard loud and clear that our community would like a third bin for their garden waste – and we're committed to investigating how this can work.'

Our new strategy couldn't come at a better time. For the past 20 years, our waste system has allowed us to recycle 100% of green and food waste without a separate green bin.

This material could be used on land for grazing agriculture, forestry plantations and rehabilitated mine sites.

We diverted more than 50% of waste from landfill until 2018 when the NSW Environmental Protection Authority (EPA) revoked the Resource Recovery Exemption Order for mixed organic waste due to potential contaminants.

Since this decision, our contractor SUEZ has been trialling new ways to reuse this organic material so that we can continue to divert red bin waste from landfill.

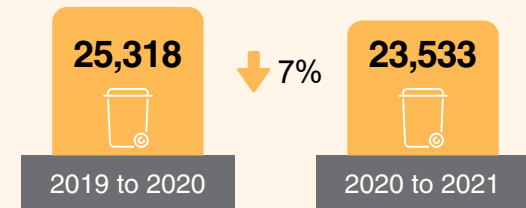
They have also made improvements to the Newline Road waste facility. Stage 1 included upgrading the food waste digesters and installing a new system to remove unwanted waste like plastics early in the process.

### **What's next?**

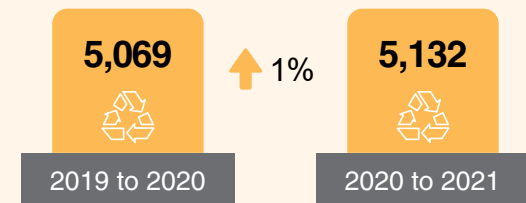
Our Council gave the draft waste strategy the green light in August 2021. We'll now get to work on implementing the actions from this strategy including investigating options for a third bin.

We'll also apply for funding from the NSW EPA to investigate better options for processing waste and reducing landfill.

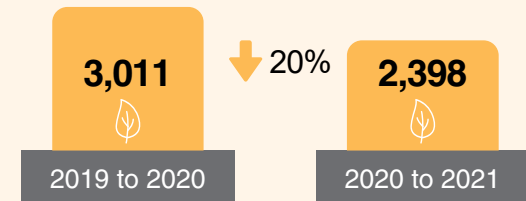
#### Red bin waste (tonnes)



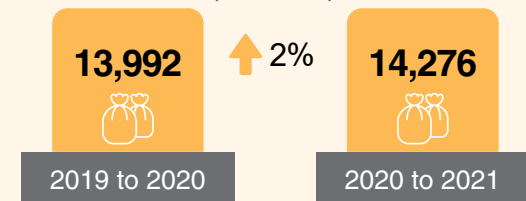
#### Recycling yellow bin (tonnes)



#### Green waste drop off (tonnes)



#### Waste diverted from landfill (tonnes)





## Counting our water savings

Every drop counts when it comes to saving water.

‘In response to water restrictions, we developed a Drought Resilience Team to look at how we could save water across all our major sites,’ said our General Manager Wayne Wallis.

The data told us that our holiday parks made up almost 40% of our annual drinking water consumption, followed by sporting facilities and aquatic centres.

**We saved 178 megalitres by implementing water-saving measures. That’s 71 Olympic swimming pools of water and \$69,880 off our water bill.**

‘We have a responsibility not only to strive for cost-saving measures but also uphold our commitment to protecting our natural environment,’ said Mr Wallis.

‘We’ll continue to look for water savings to reduce demand on Hunter Water’s systems and save our ratepayers money.’



## We joined the Cities Power Partnership

We’re proud to be part of Australia’s largest local government climate network!

‘From rolling out solar on council buildings to restoring beloved bushland – we’ve been working to cut emissions, save on energy bills and provide green spaces for the community to enjoy,’ said Mayor Ryan Palmer.

‘The Cities Power Partnership will help advance our work in this space including a Sustainability Action Plan that will set clear emission reduction and renewable energy targets to create a strong, clean local economy,’ he said.



Find out more at  
[citiespowerpartnership.org.au/  
partners/port-stephens-council](https://citiespowerpartnership.org.au/partners/port-stephens-council)

## Goal 3: Environmental resilience

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



### Managing our coast now and into the future<sup>KP</sup>

Whether it's our port, beaches or rivers – we're lucky to be surrounded by incredible coastal areas.

'Our coast is one of our greatest assets. It's why our community love to live here and it's why people flock to Port Stephens,' said our Strategy and Environment Section Manager

Janelle Gardner.

'The coast is constantly changing and that's why we're developing a Coastal Management Program to make sure we look after it for future generations.'

A Coastal Management Program (CMP) identifies risks to the coast and sets a long-term strategy for managing these into the future.

We're following the 5 stage process set out in the NSW Coastal Management Manual.

For the past 2 years, we've been working on the foundations of our CMP and talking with our community about how they use and value the coast.

Our stage 1 scoping study found the main coastal hazards impacting Port Stephens are coastal erosion, coastal inundation and windblown sand from dunes.

This year we've worked with technical experts on stage 2 to determine the risks of these coastal hazards now and over the next 100 years.

In November 2020, we held a webinar series to give our community a chance to hear from experts and learn more about these coastal hazards.

It's a long process so we're committed to checking in with our community and stakeholders throughout the stages, including establishing a CMP Stakeholder Reference Group.

We're getting ready to begin stage 3 of the process later in the year, which will involve identifying and evaluating our options moving forward.



Find out more about our Coastal Management Program at [portstephens.nsw.gov.au/grow/land-environment-and-heritage/environmental-plans-and-strategy/coastal-management-plan](https://portstephens.nsw.gov.au/grow/land-environment-and-heritage/environmental-plans-and-strategy/coastal-management-plan)







# ENERGY USAGE

(MEGAWATT HOURS)

↓ 2%

7,137

↓ 2%

7,004

2019 to 2020

2020 to 2021



Find out more at [portstephens.nsw.gov.au/live/environment-and-sustainability/sustainability-and-climate-change](https://portstephens.nsw.gov.au/live/environment-and-sustainability/sustainability-and-climate-change)

## More action needed on climate change

Small actions make a big difference – particularly when it comes to climate change.

As the level of government closest to our community, we play an important role in helping people reduce emissions and adapt to climate change.

This year our Council adopted a new Climate Change Policy – an overarching guide for how we'll respond now and into the future. It has 3 focus areas:

- **education** – teaching our community why our climate is changing and how we can act
- **mitigation** – leading by example and reducing our emissions
- **adaptation** – protect the built and natural environments from the effects of climate change.

While action is needed urgently, it's important that we get it right.

Last year we completed 13 recommended actions in our 2009 Climate Change Adaptation Action Plan, bringing the total to 26 of 35 actions completed.

This year we have not made any more progress. While resourcing has been an issue, we're also reviewing the plan to make sure these actions still align with what our community wants to see.

We have, however, finished stage 2 of our CMP. This will guide us on how to mitigate the impacts of climate change on our beaches, bays and rivers.

## What's next?

We're changing the way we do things so that we can manage environmental strategies better and ensure our community are part of the conversation from the start. From this, we will create a new strategy for Port Stephens with a focus on sustainability, the natural environment and climate change.

## PFAS contamination update<sup>KP</sup>

We're continuing to support landholders at Williamtown affected by PFAS contamination.

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

We've extended the special sub-category of rates for the coming year to give a discount of 50% for residents in the primary zone, 25% in the secondary zone and 10% in the broader zone.

We're also continuing to monitor the implementation of the remediation program by the Department of Defence and act as an advocate for our community as necessary.





Fingal Bay

# Our performance

Operational plan items on track after revising workplan due to COVID-19



## Ecosystem function

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	
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	≥ 71 work programs	71	175	435*	✓
E1.1.3 Provide environmental impact assessment services	Number of Environmental Impact Assessments conducted within agreed timeframes	Annual increase	66%	82% Env planning 76% Tree management	82% Env planning 84% Tree management	✓
E1.1.4 Manage biosecurity risks (weeds and pests)	Actions completed in the Hunter Strategic Weed Management Plan 2017 to 2022	Annual increase	29 of 37	36 of 37	36 of 37	⚡
E1.2.1 Provide environmental education programs to the community	Number of environmental education programs developed and implemented	≥ 28	28	20	15	✗
<b>Comment:</b> Due to COVID-19 restrictions, we were unable to host environmental education programs. Read more on page 87.						
	Number of participants	Annual increase	312	503	29	✗
<b>Comment:</b> Due to COVID-19 restrictions, we were unable to host environmental education programs. Read more on page 87.						

## Environmental sustainability

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	
E2.1.1 Reduce waste going to landfill	Community satisfaction with garbage collection and access to waste depot/transfer stations	≥ 90%	95% & 88%	95% & 88%	96% & 93%	✔
	Participation in 'problem waste' days	Annual increase	42%	43%	47%	✔
	Waste diverted from landfill	≥ 40%	33%	41%	44%	✔
E2.1.2 Improve Council's energy usage	MWh usage year on year	≥ 8,400MWh	8,400MWh	7,137MWh	7,004MWh	✔

## Environmental resilience

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	
E3.1.1 Develop a Coastal Management Program	Develop and implement Coastal Management Program stages 1 to 3. 2018 to 2019 – Scoping study and community engagement plan 2019 to 2020 – Coastal risk assessment and options paper 2020 to 2021 – Exhibition, certification and adoption of finalisation program	Maintain	Stage 1 completed	Stage 2 commenced and is to be completed September 2020	Stage 2 mapping and modelling studies undertaken and final report received	✔
E3.2.1 Support affected communities in the Williamstown PFAS Management Area and surrounds	Participation in consultation or advocacy activities	Yes	Yes	Yes	Yes	✔
E3.2.2 Monitor and manage environmental impacts from decommissioned waste landfill sites	Scheduled gas and water monitoring undertaken	100%	100%	100%	100%	✔
E3.3.1 Review Climate Change Adaptation Action Plan	Development and implementation of actions in the Climate Change Adaptation Action Plan	≥ 13 of 35	13 of 35 <sup>^</sup>	26 of 35 <sup>^</sup>	26 of 35 <sup>^</sup>	⚠
<b>Comment:</b> No further progress was made this year. Read more on page 92.						

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

\* 149 ha of natural area management, 7508 trees planted ^ Recommended actions commenced

# Our council

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



## Goal 1: Governance

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



### Showing we PSCare

We want our employees to feel cared for and supported, particularly during the COVID-19 pandemic.

In September 2020, we introduced PSCare – a new employee wellness program to bring all our health and wellbeing initiatives under one umbrella.

*'We want to empower our workforce to take the lead on all aspects of their wellbeing – mind, body and culture.'*

*– Organisation Support Section Manager Zoë Pattison.*

We put particular focus on psychological safety by training over 100 employees in Veda meditation. We also offered mental health awareness programs, mental health contact officers and our Employee Assistance Program.

'By providing our people with the right tools we can help them to continuously improve and build on their physical and mental

wellbeing, which is more important than ever,' Zoë said.

We're proud to be finalists in the 2021 Hunter Business Awards for PSCare in the Outstanding Employer of Choice category.



### New Enterprise Agreement

To continue delivering valued service to our community, we need to make sure we attract and retain the right people.

This year, we negotiated a new Enterprise Agreement for 2021 to 2025. It sets out the pay and conditions for our employees over the next 4 years. The agreement gives fair pay and flexibility to our employees and gives our organisation certainty to plan our resources for the future.

Our collaborative bargaining model is recognised as leading the way in enterprise agreement negotiations – representatives of employees, unions and the organisation work together to get the best outcome for all parties.

Our employees voted to accept the new agreement in June 2021. The NSW Industrial Relations Commission can only ratify agreements for a 3 year period, so we have split our agreement into 2. Our 2021 to 2022 agreement has been ratified and the 2022 to 2025 agreement will be ratified soon.



## FEATURE

# Next generation of service reviews

As a Business Excellence organisation, we're committed to doing the right thing in the best way.

Every 4 years, we comprehensively review each of our 60-plus services – asking if we are delivering the quality our community needs at the cost they expect. In between, we conduct 'mini reviews' to make sure our services are on track.

This year, we completed 15 service reviews and 18 mini reviews to ensure our services remain agile in this ever-changing environment.

Since introducing the review program in 2010, we have made substantial savings and reinvested these into delivering better services for our community.

After 12 years of this process, we've uncovered most of the inefficiencies in each of our services. We're now trialling end-to-end reviews of our processes and the results so far have been encouraging.

We aim to provide sustainable services by encouraging innovation and collaboration, finding efficiencies and making savings where possible.



Administration Building, Raymond Terrace

## Drop in community satisfaction rating

Understandably, our overall community satisfaction rating took a dip this year despite our best efforts.

COVID-19 has put unprecedented strain on our services. Changing public health orders and financial pressures forced us to change our service levels multiple times over the past 12 months.

The annual survey was also conducted in May 2021 – just weeks after a natural disaster wreaked havoc on Port Stephens.

Our overall community satisfaction rating was 68% – down from 80% last year. For comparison, our average rating over the 4-year Council term is 77%.

While the result was lower than we hoped, we're pleased to say we had 2187 responses – our highest-ever response rate. This compares to 1542 in 2020.

Our top 3 performing areas were:

- garbage collection 96%
- access to waste depots and recycling 93%
- children's services 93%

Our 3 main areas for improvement were:

- maintaining local roads 45%

- managing stormwater drainage 59%
- roadside maintenance 68%

These results are consistent with the widespread damage to roads and infrastructure caused by the natural disaster.

### What's next?

We heard our community and we're firmly focused on fixing our roads – read more on page 76. We'll also be using this data and our Liveability Index as the starting point for engagement with our community on our new Community Strategic Plan in the coming year.

### Planning for Williamstown precinct<sup>KP</sup>

Last year, we reported Williamstown is a Special Activation Precinct (SAP) – a dedicated area identified by the NSW Government to become a thriving business hub.

**The SAP will capitalise on the existing aerospace sector and is set to create 4,300 jobs in our region.**

Community consultation on the precinct began in December 2020 with a series of drop-in sessions.

We participated in a 4-day urban planning workshop in April 2021 to test development scenarios and identify opportunities and constraints.

We anticipate the draft Master Plan will be released for public exhibition later in 2021.

We'll continue to work with our NSW Government counterparts to realise the full potential of Williamstown as a Special Activation Precinct.

### International travel set for take-off

Prime Minister Scott Morrison flew into Newcastle Airport on 7 May 2021 to deliver the news we'd all been waiting for – the Australian Government would fund a \$66 million runway upgrade.

The upgrade will open the airport up to larger international aircraft including Boeing 787s and Airbus A330s, bringing the world closer to our doorstep.

As co-owners with City of Newcastle, we're proud to have been part of advocating for this transformational project.

**'It will permanently change our region for the better in so many ways.'** – Newcastle Airport CEO Dr Peter Cock.

'It will offer convenience for travellers from our region who want to fly internationally. But more importantly, it will drive huge, sustainable economic benefits into the whole of northern NSW. It is truly a nation-building project,' he said.

The runway upgrade will provide an estimated 4,500 ongoing jobs and over \$12 billion in economic benefits.

The airfield works are being carried out at the same time as Defence upgrades, which will deliver significant cost savings.

The works began in late 2021 and are scheduled to be completed in 2023. Works to increase the capacity of the airport terminal are also due to be completed in 2023.

### Passenger numbers lose altitude

With warmer temperatures and COVID-19 restrictions lifting in October 2020, Newcastle Airport's recovery was quicker than most.

The airport announced a string of new routes in 2021 including Lord Howe Island, Sunshine Coast, Port Macquarie, Cairns and Cobar. New services also commenced on the Canberra and Melbourne routes.

The airport reached a peak of 80,000 passengers in April 2021 – ranking among the top 5 quickest airports to recover in Australia.

While there has been plenty of interest in these destinations, the changing COVID-19 restrictions and fast-moving outbreaks have again impacted passenger numbers.

Despite this, the airport's aspirations and confidence remain high with long haul international connectivity just around the corner.


As a result of the financial impacts of COVID-19, we won't be receiving our usual dividend payment of \$2 million in 2021.

How COVID-19 affected airport traveller numbers:



# 480,953

## AIRPORT PASSENGERS

 down from 930,000 in 2019 to 2020

### Astra Aerolab

With Newcastle Airport, the RAAF Base and the Special Activation Precinct – Williamstown is fast becoming the epicentre of aviation and aerospace.

That's why it's the perfect location for Astra Aerolab, an international business precinct designed to support defence, aviation and aerospace industries.

Owned by Newcastle Airport and funded by the NSW Government, the unique precinct is designed to drive innovation, create jobs and provide economic benefit for the entire Hunter region.

It was an exciting day when NSW Deputy Premier John Barilaro officially opened stage 1 of Astra Aerolab in December 2020. It includes roads, services, drainage and over 200,000 plants. Importantly, the development has retained an existing dune area and protected an Aboriginal Keeping Place.

BAE Systems Australia and Leading Edge Data Centres have already signed key agreements, with more to come.

Work is underway to finalise the parks and landscaping features for stage 1. Designs are being prepared for a proposed multi-tenant commercial office, with construction expected to start on-site in early 2022 and be ready for tenants in 2023.

## Goal 2: Financial management

Our Council is financially sustainable to meet community needs.

- Maintain strong financial sustainability
- Maximise non-rate revenue and investment to support Council services

### **COVID's continued financial impact**<sup>KP</sup>

Similar to many organisations around the world, we're continuing to feel the financial impacts of COVID-19 on almost every facet of our operations.

Despite being in a financially sustainable position for many years, in July 2020 we were predicting an underlying deficit of \$4.4 million for the year ahead.

This was due to reduced income and continuing cost increases. Of note, we knew we were unlikely to receive our \$2 million dividend from Newcastle Airport and our workers compensation premium had risen.

By implementing a range of cost-saving measures across our organisation, we've been able to achieve a small

underlying surplus of \$582,807 for 2020 to 2021 – almost \$5 million better than our forecast.

This achievement is thanks to the hard work of every employee to find savings and manage their budget.

## We secured \$22 million in grants from the Australian Government and NSW Government in 2020 to 2021.

### **Property portfolio continues to pay off**

While councils are largely known for roads, rates and rubbish – rates aren't the only way we fund services for our community. We also generate revenue through our holiday parks, fees, investments and property portfolio.

Many of these non-rate revenue streams have taken a hit during the COVID-19 pandemic but our property portfolio continues to be an important ongoing source of funds for our community.

Our property highlights for 2020 to 2021:

- We renegotiated 70 leases and licenses, securing \$2.1 million in rent.
- Under new legislation to help lessees during the pandemic, we received 46 requests for rent relief totalling \$340,000. We agreed to defer \$300,000 of this to 2021 and waived the balance.
- We leased a number of long-term vacancies at significant commercial properties in Raymond Terrace and Newcastle. This has been a significant challenge under the current market conditions.
- We completed all stage 1 sales of commercial land projects at Salamander Bay and Medowie.
- We've finalised the subdivision of Council-owned land at Raymond Terrace and we're close to finalising another at Soldiers Point.
- We purchased a new property in the Nelson Bay town centre and finalised the acquisition of the former Raymond Terrace Fire Station site.



## FEATURE

# Koala Sanctuary officially opened<sup>KP</sup>

Fast asleep, nestled into the fork of a gum tree is Maree – one of the resident koalas at our new Koala Sanctuary.

As you stroll along the elevated Sky Walk into the treetops, you can spot koalas like Maree in their natural habitat and learn about the threats they face.

‘This new sanctuary will not only help protect and care for our iconic koala populations, but it will also provide a boost to the local economy driving eco-tourism dollars to the region,’ said Environment Minister Matt Kean as he officially declared the Sanctuary open.

Since 25 September 2020, we’ve welcomed almost 24,000 day visitors and 3,000 overnight guests (to 30 June 2021).

We couldn’t have done it without the support of the NSW Government and the dedicated volunteers at the on-site Koala Hospital, who are helping preserve our koala population.

While COVID-19 has undoubtedly impacted our visitor numbers, the reviews have been resoundingly positive. People love the unique experience of getting up close with koalas and spending the night in an idyllic bushland setting.

We’re proud to have received a Net Promoter Score of 73% – an outstanding result that is recognised as world-class. We’re also finalists for the 2021 Hunter Business Awards for the Start-Up Superstar category.



Find out more about Port Stephens Koala Sanctuary at [portstephenskoalasansctuary.com.au](http://portstephenskoalasansctuary.com.au)



## Holiday parks bounce back

After a difficult 2020 plagued by closures and COVID-19 travel restrictions, our Council-owned holiday parks have been buoyed by a return in visitors.

It was wonderful to welcome back guests in record numbers from July 2020 as restrictions eased in our region.

Guests continue to be pleased with their choice to stay with us, with our parks achieving a pleasing overall Net Promoter Score of 69%.

Average occupancy across our holiday parks was 55%, up from 45% in 2019.

Guests stayed 156,723 nights, up by 9,265 nights compared to 2019.



## What's next?

We're continuing to feel the impacts of COVID-19 as restrictions returned to our region at the time of writing. We're using this time to make improvements to our holiday parks and market to key audiences so that we're front-of-mind when it's safe to travel again.

## Goal 3: Communication and engagement

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



### Next steps for Customer First journey

For the past 4 years, we've been working to transform the experience of our customers – our ratepayers, community and colleagues.

Practically speaking, this means making it easy to do business with us and resolving customer requests in the promised timeframes.

We're well on our way to becoming a customer first organisation but there's still plenty of work to do.

This year, we developed the next stage of our Customer First Action Plan so that we can continue to make improvements to our customers' experience. Over the next 3 years, we'll focus on:

- continuing to close the loop by getting back to our customers
- providing a new website that is accessible, secure and searchable

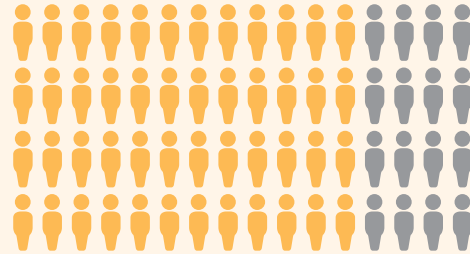
- providing new online services that make it easy to do business with us including online forms, online payments, event and facility bookings, online maps and more
- mapping customer journeys across our organisation to find efficiencies and make process improvements.

What we did to improve our customer service in 2020 to 2021:

- We streamlined our customer request system categories to make sure requests are assigned to the right team. This has reduced rework and allows us to respond faster to community requests.
- We created a direct link to our waste contractor SUEZ in our phone system. When a customer calls for waste collection, they can now choose to be automatically diverted to SUEZ instead of speaking to multiple people. This has diverted 200 phone calls a week, freeing up our team to provide better service.
- We changed the way we measure first point of contact to reduce room for human error. As a result, our score has dropped to 20% but we're focused on improving this through training and increasing our team's knowledge base.

# 16,145

CUSTOMER REQUESTS (CRM) RAISED THIS YEAR



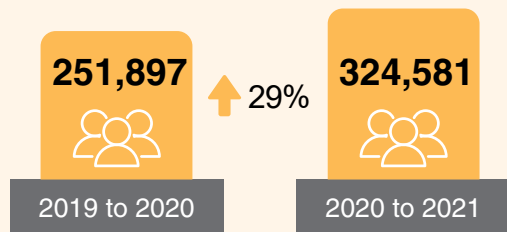
# 18.3%

INCREASE UP FROM 13,642 IN 2019 TO 2020

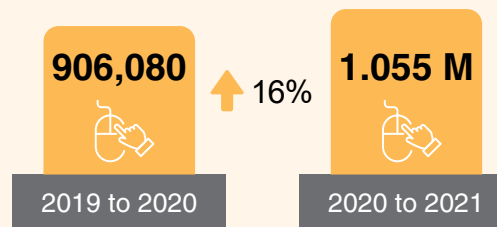
# 96%

closed within 21 days, exceeding our target of 90%

### Website users



### Website page views



### PARKING

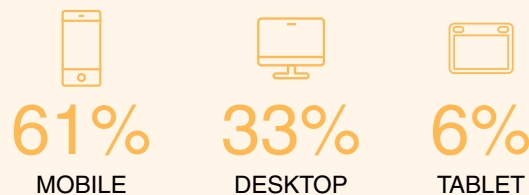
OUR TOP VIEWED WEBSITE PAGE WITH

# 39,658 VIEWS



[portstephens.nsw.gov.au/parking](http://portstephens.nsw.gov.au/parking)

### Our website traffic:



### TOP VIEWED WEBSITE PAGES



Kerbside collections



Careers



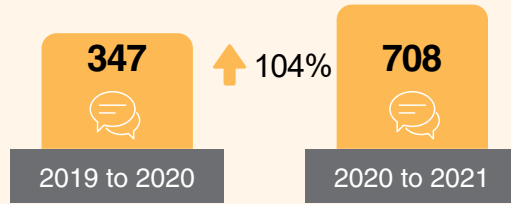
Garbage services



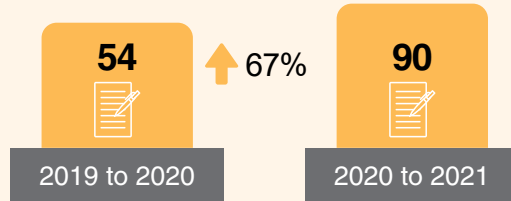
Robinson Reserve, Anna Bay



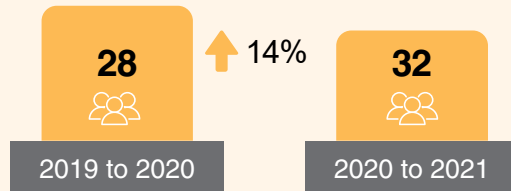
## Media mentions



## Media releases



## Community notices



### ✓ POSITIVE STORIES



### — NEUTRAL STORIES



### ✗ NEGATIVE STORIES



## 💡 PSC in the media

In 2020 to 2021, there were 708 significant mentions of Port Stephens Council in the mainstream media. Of these, 97% were positive or neutral.

We issued 90 media releases and 32 community notices to keep our community informed. This year, we received significant media coverage about:

- COVID-19 impacts, restrictions and support available
- natural disaster hits Port Stephens (page 75)
- smart parking goes live in Nelson Bay (page 72)
- 7 Day Makeover of Medowie (page 74)

- official opening of Port Stephens Koala Sanctuary (page 101)
- announcement of runway upgrade at Newcastle Airport (page 98)
- local government election postponed (page 33)
- Shoal Bay parklets

## 🎯 Passionate debate about parklets

They're colourful, creative uses of space and they sure generated a lot of debate – we're talking about parklets, of course.

In March 2021, we began a trial of parklets at Shoal Bay to welcome people back to the town centre safely after COVID-19 lockdowns.





Parklets are a pathway extension that converts part of the road into community space. They are designed to add vibrancy to a town centre by providing room for outdoor dining and pop-up entertainment.

To add a splash of colour, we asked an artist to paint a blue design on the parklets to match the beautiful scenery at Shoal Bay. We also engaged local musicians and entertainers to activate the space as part of our Endless Summer activation program.

The trial was fully funded by the NSW Government's Streets as Shared Spaces program.

As with any trial, we were expecting feedback but we were overwhelmed by the level of passion in the responses we

received. Some people loved them, others preferred the convenient car parking and original streetscape.

After listening to all sides of the debate, our Council decided to remove the parklets in June 2021.

### ▶ What's next?

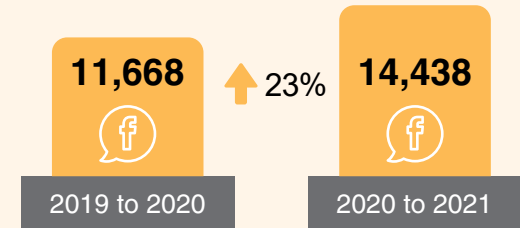
We'll continue to engage with the Shoal Bay community on the future of their place in 2021 as we develop our new Community Strategic Plan and place plans.

As we transition to this place-based approach, we're reflecting on how we can improve our communications and engagement process to ensure we're building trust with our community to get the best outcome.

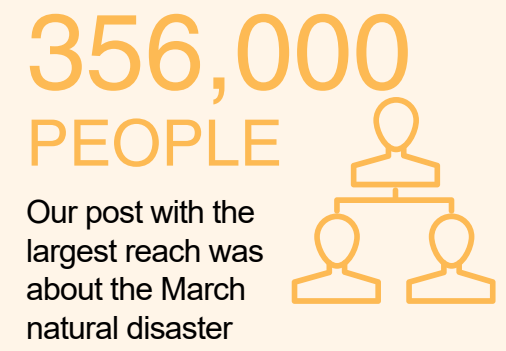


Parklets, Shoal Bay

### Facebook fans



LIKES, COMMENTS AND SHARES ON FACEBOOK



# Our performance

Operational plan items  
on track after revising  
workplan due to COVID-19



## Governance

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	
L1.1.1 Manage and deliver the Human Resources program	Employee engagement	≥ 70%	68%	74%	81%	✓
	Complies with IP&R checklist for workforce plan	Compliant	Compliant	Compliant	Compliant	✓
L1.2.1 Coordinate and deliver Councillor and executive support services	Elected member's satisfaction with services	100%	100%	100%	100%	✓
L1.2.2 Conduct citizenship ceremonies	Number of citizens conferred	Citizens conferred	68	90	80	✓
L1.2.3 Develop and manage relationships with all levels of government and stakeholders	Participation in consultation or advocacy activities with other levels of government or agencies	Yes	Yes	Yes	Yes	✓
L1.2.4 Develop shareholder value through an effective partnership with Newcastle Airport	Participation in NAPL/GNAPL Board meetings	Yes	Yes	Yes	Yes	✓
	Airport traveller numbers per annum	≥ 1.27 million	1,277,473	930,000	480,953	✗
	<b>Comment:</b> COVID-19 continued to impact travel and airport traveller numbers.					
	Airport dividends received per annum	≥ \$1.9 million	\$1.943M	\$2M	nil	✗
<b>Comment:</b> We did not receive a dividend for 2020 to 2021 due to the ongoing impacts of COVID-19.						
L1.2.5 Work with Hunter councils to enhance the Hunter region	Participation in Hunter Joint Organisation meetings	Yes	Yes	Yes	Yes	✓
L1.3.1 Coordinate and deliver governance and legal services	Governance Health Check score	≥ 95%	98%	98%	98%	✓
L1.3.2 Coordinate and report on the internal audit process	Audit-identified issues resolved within expected timeframe	≥ 83%	100%	100%	43%	✓
	<b>Comment:</b> Actions completed during period and reported to Audit Committee in July 2021.					
L1.3.3 Undertake a community satisfaction survey	Overall community satisfaction with Council	≥ 80%	76%	80%	68%	✗
	<b>Comment:</b> The 2021 Community Satisfaction Survey results reflect the impacts of COVID-19 and a natural disaster. Read more on page 98.					

## Governance continued

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	
L1.3.4 Manage the Integrated Planning & Reporting Framework	Integrated Plans delivered on time	≥ 95%	98%	100%	98%	✓
	IP&R documents conform with IP&R checklist	Compliant	Compliant	Compliant	Compliant	✓
L1.3.5 Manage access to information and privacy processes	Number of privacy complaints/breaches	< 5	4	1	0	✓
L1.4.1 Facilitate the 4-year rolling Service Review of Council's processes and services	Number of reviews completed — Service Reviews (SR) and mini reviews (ADRI)	Completion	16 SRs 17 ADRI's	24 SRs 14 ADRI's	15 SRs 18 ADRI's	✓
L1.4.2 Manage the Corporate Improvement and Business Systems program of work	Maintain system uptime	99.99%	100%	100%	100%	✓
L1.5.1 Manage the Integrated Risk Management System program of works	Maintain risk management maturity score	≥ 80%	86% at August 2019	86% at August 2019	86% at October 2020	✓
	Rolling projected workers compensation deposit premium (rounded)	Pay < base < 100%	Base \$1.2m Paid \$0.8m 70%	Base \$1.2m Paid \$1.2m 104%	Base \$1.2 m Paid \$1.7 m 140%	✗
	<b>Comment:</b> Read more on page 44					
	Percentage of incidents reported to Corporate Risk outside 24 hours	< 12.8%	13%	14%	15%	✗
<b>Comment:</b> Council continues to refine the process to ensure adherence to this critical reporting requirement. Despite the increase, time lost to injuries has decreased, refer to page 44.						

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

# Financial management

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	
L2.1.1 Manage Council's financial resources	Underlying financial surplus of 1% of budget	Achieve	Achieved	Not achieved	Not achieved	✘
<b>Comment:</b> Read more on page 100.						
	Unqualified Annual Financial Statements	Unqualified	Unqualified	Unqualified	Unqualified	✔
	Complies with IP&R checklist for Long Term Financial Plan	Compliant	Compliant	Compliant	Compliant	✔
L2.2.1 Manage Council's commercial businesses and investment assets	Maintain yield on commercial investment portfolio	Between 7 to 10%	8%	7%	8%	✔
	Property vacancy rate	< 20%	14%	6%	6%	✔
L2.2.2 Deliver the Property Services capital works program	Scheduled works delivered on time, on budget	100%	100%	100%	100%	✔
L2.2.3 Manage land acquisition, development projects and biodiversity sites	Scheduled works delivered on time, on budget	100%	100%	100%	100%	✔
	Review and develop Property Investment Strategy	100%	100%	80%	100%	✔
L2.2.4 Manage Council's tourist accommodation	Average nightly rate (per site/cabin)	≥ Cabins \$173 Sites \$51	Cabins \$192 Sites \$52	Cabins \$217 Sites \$52	Cabins \$232 Sites \$62	✔
	Net promoter scores for Council's Holiday Parks	≥ 63.95%	64.2%	64.95%	69%	✔



## Communication and engagement

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	
L3.1.1 Develop, implement and monitor Council's Customer First Framework	Scheduled actions in Customer First Framework completed (Stage 1)	≥ 95%	100%	100%	100%	✓
	Customer first point of contact resolution	≥ Annual target	69%	37%	20%	✗
<p><b>Comment:</b> Read more on page 102.</p>						
L3.2.1 Manage Council's communications	Proportion of internal and external communication plans completed on time	≥ 95%	95%	95%	95%	✓
L3.2.2 Manage Council's digital services	Growth in website users per year	Greater than 2% growth per year	1.70%	11.40%	7%	✓
L3.3.1 Manage Councils brand and reputation	Refer to L3.2.1					
L3.4.1 Conduct Council's community engagement activities	Scheduled community engagement activities in Capital Works program completed or started	≥ 95%	100%	100%	100%	✓



# Statutory information

## SECTION 4

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





# Statutory information

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

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

## Overview of reporting requirements

Below is an overview of reporting requirements that have been achieved, reported elsewhere, are not required or the service was not provided.

Legislation	Achieved
Implementing the Delivery Program 2018 to 2021 – Section 428(1)	Yes
Implementing the Community Strategic Plan 2018 to 2028 – Section 428(2)	Yes – see volume 3
Integrated Planning and Reporting Guidelines – Section 428(3)	Yes
Audited financial reports - Section 428(4)	Yes – see volume 2
Annual report copies – Section 428(5)	Yes – Copies will be made available on our website, at our libraries and provided to the Minister for Local Government's office.
State of the Environment Report – Section 428(A)	Environmental considerations are included in volume 1. Read more on pages 86 to 95.
Induction training and ongoing professional development of Mayor and Councillors' - Clause 186	Yes – read our report on page 38
Overseas travel undertaken by Mayor, Councillors and staff Clause 217(1)(a)	No overseas travel undertaken during the financial year.
Private works resolutions – Clause 217(1) (a4)	No work carried out on private land requiring a resolution under section 67 of the Act.
Equal employment opportunities activities – Clause 217(1)(a9)	Yes – read our report on page 44
Coastal protection – Clause 217(1)(e1)	Not levied
Special Variation to Rates Expenditure – Section 508(2) and 508A	Not levied
Condition of Civil Assets	Yes – view special schedule 7 of volume 2
Carers Recognition Act 2010	Did not provide service
Environmental Upgrade Agreements – Section 54P(1)	Did not provide service
Disability Inclusion – Disability Inclusion Act 2014, section 13(1)	Yes – read our report on page 54
Stormwater management services – Clause 217(1)(e)	We do not levy an annual charge for stormwater management services as it received a special variation to its general income from 1997 to 1998 for stormwater management activities.
Privacy & Personal Information Protection Act 1998	Read our report on page 39

# Rates and charges written off during 2020 to 2021

## Clause 132

Type	Amount
Pensioner concessions	\$1,548,315
Postponed rates	\$1,002
Small debts	\$764
Conservation agreements	\$2,473

Type	Amount
Uneconomical to recover	\$1,344
Ratepayer's hardship (interest charges)	\$193
<b>Total</b>	<b>\$1,554,091</b>



Fingal Island



## Mayoral and Councillors' fees and provision of facilities

### Clause 217(1)(a1)

A summary of the expenses incurred in performing the functions of Mayor and Councillors and associated allowances.

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

Allowances	Costs
Mayoral allowance	\$84,400
Councillors' fees and allowances	\$218,880
Councillors' expenses (see below)	\$70,190
Cost of catering	\$36,938
Cost of Mayoral vehicle	\$5,060
<b>Total</b>	<b>\$415,468</b>

Expenses	Costs
Mobile phone rental	\$0
Mobile phone calls	\$1,649
Landline phone rental	\$0
Landline phone calls	\$0
Fax rental	\$0
Fax calls	\$0
Internet	\$1,683
Intrastate travel	\$11,829
Intrastate out of pocket expenses	\$0
Interstate travel (out of NSW)	\$0
Interstate out of pocket expenses	\$0
Interstate accommodation (out of NSW)	\$0
Intrastate accommodation	\$5,275
Conferences	\$2,765
Training	\$68
Partners' expenses	\$631
Computers	\$3,552
Stationery	\$764
Awards and ceremonies	\$2,773
Child care expenses	\$1,828
Communications bundle	\$7,169
Professional development	\$30,204
<b>Total</b>	<b>\$70,190</b>

# Contracts awarded greater than \$150,000

## Clause 217(1)(a2)

Name of contractor	Contract details and purpose	Number	Contract value
Boral Fulton Hogan	Supply of spray sealing services	RFQ29-2020~	\$513,971 \$668,504
Colas NSW	Asphalt project – Nelson Bay CBD	RFQ64-2020~	\$376,889
Fulton Hogan Industries	Asphalt heavy patching – Transport for NSW (TfNSW) road network	RFQ68-2020~	\$203,415
Fulton Hogan Industries	Reseals for TfNSW road network	RFQ69-2020~	\$361,320
ANA Asphalt	Nelson Bay asphalt projects	RFQ75-2020~	\$190,765
Downer EDI Works	Deep lift and overlay – Seaham Rd, Nelson Plains seg 10	RFQ88-2020~	\$343,550
Fenworx	Asphalt heavy patching – deep lift and overlay for TfNSW	RFQ023-2021~	\$614,024
Allcoast Roof Services (NSW)	Lakeside Aquatic Centre – roof replacement	RFQ049-2021	\$175,000
Trinity Quality Interiors	Lakeside Aquatic Centre – kiosk fit out	RFQ050-2021	\$187,842
Fenworx	MR108 Nelson Bay Rd, Bobs Farm asphalt overlay	RFQ064-2021^	\$2,207,336

Name of contractor	Contract details and purpose	Number	Contract value
Inquik Pty Ltd	Foreshore Drive prefabricated bridge	RFQ076-2021	\$330,700
Sparke Helmore Lawyers Local Government Legal LTL	Provision of legal services	T04-2017 #	Schedule of rates*
Remondis Australia Pty Ltd	Garbage services – Holiday parks and parks	T27-2017#	Schedule of rates*
Trees In Newcastle Trees In Newcastle Toolijooa Kleinfelder Australia Hunter Land Management Clean Coast Weed Control	Bush regeneration and weed control	T08-2018#	Schedule of rates*
Balanced Security Systems	Security services	T09-2018#	Schedule of rates*
Total Fire Solutions	Fire services	T11-2018#	Schedule of rates*
Safe Work Laboratories Pty Ltd	Provision of drug and alcohol testing	T091718HUN-1#	Schedule of rates*
Anna Bay Sand and Earthmoving ASV Sales and Service Pty Ltd ATAK Industries Base Course Management NSW	Plant and equipment hire and haulage	T18-2020	Schedule of rates*

Name of contractor	Contract details and purpose	Number	Contract value
Clark Equipment Rental	Plant and equipment hire and haulage	T18-2020	Schedule of rates*
Coates Hire Operations Pty Ltd			
Conplant Pty Ltd			
D&D Lumsden Earthmoving Pty Ltd			
Daracon Group			
Elbourne Plant Hire Pty Ltd			
Flynn Haulage & Earthmoving Pty Ltd			
Lantry Earthmoving Pty Ltd			
MR Diggitt Pty Ltd			
Orange Hire			
Rollers Australia Pty Ltd			
Rosmech Sales & Service Pty Ltd			
RTBG Group Pty Ltd			
Sherrin Rentals Pty Ltd			
Show Mow & All Go Solution Plant Hire Pty Ltd			
Specialised Pavement Services Pty Ltd			
SS & LM Johnston Earthmoving			
Stabilised Pavement Services Pty Ltd			
Tutt Bryant Hire			

Name of contractor	Contract details and purpose	Number	Contract value		
Boral Resources (NSW) Pty Limited		T20-2020	Schedule of rates*		
Buttai Gravel Pty Ltd					
T/A Daracon Group					
Moresload Pty Ltd					
Karuah East Quarry Pty Limited					
Protecht.ERM Pty Ltd					\$280,000
GHD PTY LTD				T12-2020	\$228,280
WENDGOLD PTY LTD				T09-2020	\$516,800
MW & JG Greentree T/A Image Air Conditioning				T25-2020	\$164,590
Soil Conservation Service				SA032-2021	\$228,682
Fabritecture Australia Pty Ltd				T009-2021	\$1,264,745
Glascott Landscape and Civil Pty Ltd				T015-2021	\$737,220
GPM Marine Constructions Pty Ltd				T016-2021	\$1,498,510
Collaborative Construction Solutions Pty Ltd	T027-2021	\$2,599,034			

Definitions of contracts awarded: "Port Stephens Council tenders for this period" \* Schedule rates refers to 'do and charge', anticipated to be in excess of \$150,000. # Port Stephens Council contract extensions for this period. ~ Contracts as executed using Local Government Procurement Contracts

# Legal proceedings

## Clause 217(1)(a3)

A summary of the amounts incurred in relation to legal proceedings taken by and or against Council from 1 July 2020 to 30 June 2021.

Workers compensation and other employment matters, public liability and professional indemnity claims are not included. Our Council recovered \$6,185 in legal costs.

Legal matter	Details	Status	Cost
<b>Supreme Court</b>			
Shoal Bay Developments Pty Ltd, Snoogal Pty Ltd v The Registrar – General, Community Association DP 270468 and Port Stephens Council	Proceedings seeking to sever land from a Community Title at Nelson Bay. By consent, orders were made allowing the severance.	Completed	\$25,486
<b>Development Appeals</b>			
Deemay Enterprises Pty Ltd	Appeal against Council order to remove or demolish structures and cease using premises. By consent, orders were made – appeal upheld and Council order was modified.	Completed	\$15,511
Tomasic	Appeal against Council refusal to grant Development Consent. Appeal dismissed, development application determined by refusal of consent.	Completed	\$104,324
Verhagen	Appeal against Council Prevention Notice in relation to noise.	Ongoing	\$16,170
<b>Local Court Prosecutions</b>			
Webb	Application in Small Claims Division for reimbursement of fees.	Ongoing	\$3,488
<b>Other matters</b>			
Webb	Appeal to the NCAT internal Appeal panel against tribunal findings in an administrative review and order to restrain proceedings. Appeal part dismissed, remainder remitted to Tribunal for reconsideration.	Completed	\$29,915
Webb	Application to NCAT seeking leave to submit Government Information (Public Access) Act (GIPA) application to Council. Application no longer required, proceedings dismissed.	Completed	\$7,522
Webb	Proceedings seeking order to restrain unmeritorious GIPA applications – matter remitted for reconsideration. Application dismissed.	Completed	\$28,280
McEwan	Application for administrative review of GIPA application. Tribunal ordered some documents to be released and affirmed Council decision in relation to the remainder.	Completed	\$73,993
<b>Total</b>			<b>\$304,689</b>



## Financial assistance

### Clause 217(1)(a5)

Each year, our Council provides financial assistance to community and cultural groups in Port Stephens in accordance with section 356 of the Act.

#### Annual grant programs, Ward and Mayoral funds

Category	Amount
Mayoral fund	\$81,537
Ward fund	\$43,223
Vibrant spaces fund	\$72,000
Community support fund	\$66,200

Category	Amount
Business growth projects fund	\$35,000
Tourism projects fund	\$400,000
Heritage projects fund	\$4,597
<b>Total</b>	<b>\$702,557</b>

#### Hardship rate relief and rate donations

Our Council provided \$4,447.25 in hardship rate relief and rate donations under sections 601 and 356 of the Act.

#### Waste services

Under our Financial Assistance for the Disposal of Waste in Port Stephens Policy, \$60,313 was provided to the following organisations:

Organisation	Amount
Salamander Bay Recycling	\$10,930
The Salvation Army Port Stephens	\$693
The Salvation Army Raymond Terrace	\$63
St. Vincent De Paul – Anna Bay	\$9,306
St. Vincent De Paul – Nelson Bay	\$9,999
St. Vincent De Paul – Raymond Terrace	\$857
St. Vincent De Paul – Tanilba Bay	\$209
Salamander Men's Shed	\$5,749
Raymond Terrace Men's Shed	\$508
Port Stephens Uniting Church	\$176
Medowie Assembly of God (Opportunity Knocks)	\$1,004
Anna Bay Cubs and Scouts	\$1,044
Port Stephens Koalas	\$6,402
Tilligerry Habitat Association	\$705

Organisation	Amount
Marine Rescue Port Stephens – Lemon Tree Passage	\$536
Marine Rescue Port Stephens	\$3,301
Scope Home Access	\$3,505
Tilligerry Rural Fire Service	\$470
Raymond Terrace Early Education Centre	\$605
Salvation Army Hope Centre	\$1,333
RTM Op Shop – Adventist Community Services Op Shop	\$480
Clean4Shore NSW Inc	\$1,786
NSW State Emergency Service – Port Stephens Unit	\$96
Raymond Terrace Historical Society	\$282
Rotary Club of Raymond Terrace	\$160
Port Stephens Community Woodworkers Inc	\$114
<b>Total</b>	<b>\$60,313</b>

## External bodies exercising the functions delegated by Council

### Clause 217(1)(a6)

There were no external bodies exercising the functions of our Council.

## External bodies of which Council has controlling interests

### Clause 217(1)(a7)

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

#### **Newcastle Airport Partnership Company 3 Pty Ltd**

#### **Newcastle Airport Partnership Company 4 Pty Ltd**

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

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

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

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

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

## External bodies in which Council has participated

### Clause 217(1)(a8)

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

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

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

Greater Newcastle Aerotropolis Pty Ltd manages the development of Astra Aerolab (read more on page 99) on behalf of the Greater Newcastle Aerotropolis Partnership. City of Newcastle and Port Stephens Council hold the rights to their share of the assets and their share of the obligations in the partnership.

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

### **Hunter Joint Organisation Group Entities**

The Hunter Joint Organisation and its group entities are the hubs for local government collaboration. They strengthen our communities by being the local voice on regional strategic issues and delivering tailored local government solutions.

There are 4 key entities that operate as part of the current enterprise offering:

**Hunter Joint Organisation** – a statutory body under the Act established in 2018 to identify, advocate for and collaborate on regional strategic priorities. Its statutory mandate includes identifying key regional strategic priorities, advocating for these priorities and building collaborations around these priorities with other levels of government, industry and community.

**Arrow Collaborative Service Limited** (formerly Strategic Services Australia Limited) and its wholly-owned subsidiary Hunter Councils Legal Services Limited – companies limited by guarantee under the Corporations Act 2001 and established to improve the quality and efficiency of local government services in the Hunter. These organisations offer tailored local

government services through 5 divisions:

- Local Government Training Institute
- Local Government Legal
- Regional Procurement
- Screen Hunter – licenses film production on council-owned and controlled land
- Regional Policy and Programs Division – delivers on the strategic priorities of the Hunter Joint Organisation, including the Hunter and Central Coast Regional Environment Program, on behalf of both Hunter JO member councils and Central Coast Council.

**Hunter Councils Incorporated** – an incorporated association under the Associations Incorporation Act 2009 that holds property assets for the Hunter Joint Organisation group. We have representation on each entity's board and shares ownership and governance of the entities with the other 9 Hunter councils.

### **NSW Local Government Mutual Liability Scheme (Statewide)**

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

### **StateCover Mutual**

Our Council is a member of StateCover Mutual. This body was established as a not-for-profit workers compensation insurer to partner with the NSW local government in the management of workplace risk. StateCover Mutual provides an integrated injury prevention and injury management service model to minimise the overall cost of members' workplace risk.

## Senior staff remuneration

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

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

- General Manager \$360,561
- Senior staff (excluding the General Manager) \$1,162,028

## Companion animals

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

Our Council provides an annual return to the Office of Local Government on activities to enforce and ensure compliance with the Companion Animals Act 1998 and Companion Animals Regulation 2018, including lodgement of pound

data collection returns. We also report information on an incident-by-incident basis in relation to dog attacks.

Our Council provides the full suite of companion animal functions. This year, the Companion Animals Register has collected the following information:

- 133 dog attacks – 39 dog attack incident reports entered into the Companion Animals Register, down from 62 the previous year.
- 378 companion animals were impounded.
- Of the companion animals impounded:
- 218 were either collected by their owner or returned to their owner before being transported to the pound
- 64 were sold to new owners or released to rescue organisations
- 96 were surrendered to the pound by the public.
- Companion animal management and activities

In 2020 to 2021, we spent \$224,598 on companion animal management and related activities (excluding ranger salaries and vehicle costs). Of this, \$5,593 was spent on community education programs, personal protective equipment, tools and training.

We conducted a restricted, dangerous and menacing dog project this year. We conducted 2 rounds of inspections (40 total) of all declared dangerous, restricted or menacing dogs listed in the LGA. This helps ensure owners are complying with all mandatory control requirements for owning an animal subject to an order. During this project owners are also educated on how to reduce the number of dog attack incidents.

### **Desexing initiatives**

We promote the services of Hunter Animal Watch and the National Desexing Network, which carry out subsidised desexing of animals in Port Stephens.

### **Alternatives to euthanasia**

To reduce euthanasia rates, we do our best to return animals to their owners before taking them to the pound. We also promote the sale of suitable unclaimed cats and dogs from our pound online and through partnerships with registered rescue organisations.

### **Off lead areas**

We continue to promote, improve and enforce the rules in our off lead areas in Port Stephens. You can read more on page 77.

### **Managing and controlling companion animals**

Our Council collected \$52,601 in registration fees, which we forwarded to the Office of Local Government. We received \$793 for the hire of cat traps and \$71,649 back from the Office of local Government including payments for transactions made by customers online. This was put towards Companion Animal Register administration, impound facility functions, tools and equipment, and other initiatives undertaken this year.



# Capital Expenditure Guidelines 2010

## Section 12, Division of Local Government Department of Premier and Cabinet

A summary of capital works in progress as of 30 June 2021.

Name of project	Progress	Project Budget to 30 June 2021 (excluding GST)	Expenditure 2018 to 2019 (excluding GST)	Expenditure 2019 to 2020 (excluding GST)	Expenditure 2020 to 2021 (excluding GST)
Medowie Sport and Community Facility	Completed – fit out expenses. Read more on page 75.	\$6 m	\$2.4 m	\$3.5 m	\$97 k
Birubi Information Centre	In progress – planning underway. Read more on page 58.	\$5.8 m	\$200 k	\$20 k	\$321 k
Koala Sanctuary	Completed. Read more on page 101.	\$9.5 m	\$900 k	\$7.3 m	\$1.34 m
Depot	In progress – project delivery program in development.	\$7 m	\$0	\$42 k	\$948 k



## Modern slavery

We do not tolerate any forms of modern slavery or human rights violations in our organisation or from any of our suppliers.

Our organisation strives to maintain the highest standards of conduct and ethical behaviour in our operations as set out in our Code of Conduct.

We do not require suppliers to match our commitments however they are required to demonstrate fair and safe working practices, treat workers with respect and dignity, and to act ethically.

Suppliers and contractors of Council are required to follow the ethical principles in our Statement of Business Ethics Policy. Any serious violations of our expectations will lead to us terminating the relationship.

We are committed to implementing and improving our systems and processes concerning modern slavery and will not be complicit in any human rights violations.

## Government Information (Public Access) (GIPA) Act 2009

The GIPA Act 2009 has a number of mechanisms to access information – mandatory, proactive, informal and formal release.

This year, our Council processed 374 informal access for information requests, removing the need to make a formal application in most cases.

The following is our annual report as required under section 125 of the GIPA Act:

### Review of proactive release program – clause 7(a)

Agencies must review their programs for the release of government information at least once every 12 months to identify the kinds of information that can be made publicly available. Our program for the proactive release of information involves:

- reviewing all formal applications and informal requests to determine if the information sought should be released proactively in future
- aligning our Electronic Records Management systems categories to the GIPA Act and determining if any further records should be released proactively in future
- monitoring matters raised by employees and determining if the information should be released proactively in the future.

This year, we reviewed this program by ensuring there is an ongoing monitoring

program of all applications/requests for information – formal, informal or other. The program also includes information from Council officers with respect to the information they are producing. As a result of this review, we have not added any additional information to the proactive release provision.

## Government Information (Public Access) (GIPA) Regulation 2018

### Clause 8, Schedule 2

### Review of proactive release program – clause 8(a)

Details of the review carried out by the agency under section 7(3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

Reviews carried out by the agency	Information made publicly available by the agency
Yes	Yes

## Number of access applications received – clause 8(b)

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

### Total number of applications received

28

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

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

Number of Applications Refused	Wholly	Partly	Total
	1	1	2
% of total	50%	50%	100%



Soldiers Point Jetty, Destination NSW





## Access application statistics – clause 8(d) and schedule 2

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with an application	Refuse to confirm or deny whether the information is held	Application withdrawn	Total	Percentage of total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	2	2	0	1	1	0	0	1	7	19%
Not for profit organisations or community groups	1	2	0	1	0	0	0	0	4	11%
Members of the public (by legal representative)	0	2	0	0	0	0	0	0	2	5%
Members of the public (other)	8	6	2	2	0	3	0	3	24	65%
<b>Total</b>	<b>11</b>	<b>12</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>4</b>	<b>37</b>	<b>100%</b>
Percentage of total	30%	32%	5%	11%	3%	8%	0%	11%	100%	

\* More than one decision can be made in respect to a particular access application. If so, a recording must be made in relation to each such decision.

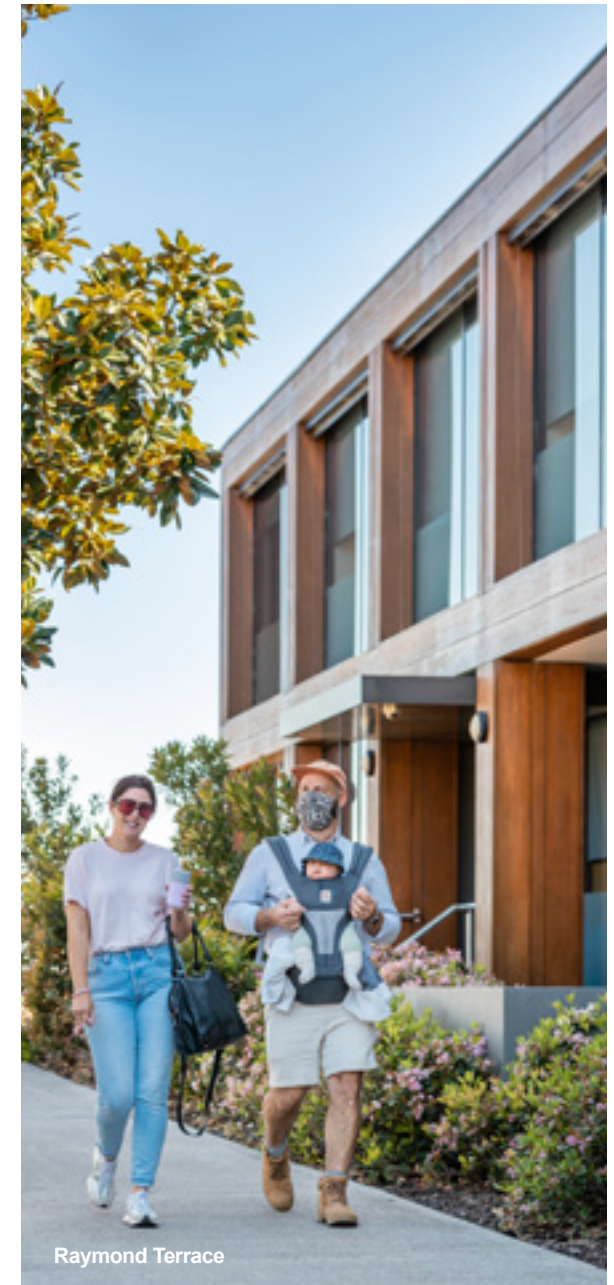


**Table B: Number of applications by type of application and outcome\***

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with an application	Refuse to confirm or deny whether the information is held	Application withdrawn	Total	Percentage of total
Personal information applications**	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	11	12	2	4	1	3	0	4	37	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>11</b>	<b>12</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>4</b>	<b>37</b>	<b>100%</b>
Percentage of total	30%	32%	5%	11%	3%	8%	0%	11%	100%	

\* More than one decision can be made in respect to a particular access application. If so, a recording must be made in relation to each such decision.

\*\* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).



Raymond Terrace

**Table C: Invalid Applications**

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

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

Reason for invalidity	Times consideration used*	Percentage of total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	1	50%
Excluded information	1	50%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
<b>Total</b>	<b>2</b>	<b>100%</b>

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

Reason for invalidity	Times consideration used*	Percentage of total
Responsible and effective government	2	7%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	16	59%
Business interests of agencies and other persons	8	30%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	1	4%
Exempt documents under interstate Freedom of Information legislation	0	0%
<b>Total</b>	<b>27</b>	<b>100%</b>

**Table F: Timeliness**

Reason for invalidity	Number of applications	Percentage of total
Decided within the statutory timeframe (20 days plus any extensions)	32	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
<b>Total</b>	<b>32</b>	<b>100%</b>

\* More than one decision can be made in respect to a particular access application. If so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

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

	Decision varied	Decision upheld	Total	Percentage of total
Internal review	0	0	0	0%
Review by Information Commissioner*	3	2	5	56%
Internal review following recommendation under section 93 of Act	3	0	3	33%
Review by NCAT	1	0	1	11%
<b>Total</b>	<b>7</b>	<b>2</b>	<b>9</b>	
Percentage of total	78%	22%		100%

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

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

	Number of applications for review	Percentage of total
Applications by access applicants	8	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
<b>Total</b>	<b>8</b>	<b>100%</b>

**Table I: Applications transferred to other agencies**

	Number of applications for review	Percentage of total
Agency-initiated transfers	0	0%
Applicant-initiated transfers	1	100%
<b>Total</b>	<b>1</b>	<b>100%</b>



George Reserve, Salamander Bay

# Public Interest Disclosures Act 1994

## Section 31

A summary of the number of disclosures received and to what the disclosures related, as reported to the NSW Ombudsman.

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

Employees have been made aware through:

- employees undertaking that they have read and understood our internal reporting policy
- links on intranet and website
- messages in internal newsletters and on bulletin boards
- brochures and posters
- training to new employees during induction
- internal online training using the NSW Ombudsman training package for all employees, principal officers and management.



# Code of Conduct

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

Our Council is required to report complaints relating to the Mayor, Councillors and the General Manager in the year to September. In addition to this, we provide the below details for 2020 to 2021.

Model Code of Conduct Complaints from 1 July 2020 to 30 June 2021			
Number of complaints			
1	a)	The total number of complaints received in the period about Councillors and the General Manager (GM) under the code of conduct	4
	b)	The total number of complaints finalised in the period about Councillors and the GM under the code of conduct	4
Overview of complaints and cost			
2	a)	The number of complaints finalised at the outset by alternative means by the GM or Mayor	4
	b)	The number of complaints referred to the Office of Local Government under a special complaints management arrangement	0
	c)	The number of code of conduct complaints referred to a conduct reviewer	0
	d)	The number of code of conduct complaints finalised at preliminary assessment by conduct reviewer	0
	e)	The number of code of conduct complaints referred back to GM or Mayor for resolution after preliminary assessment by conduct reviewer	0
	f)	The number of finalised code of conduct complaints investigated by a conduct reviewer	0
	g)	The number of finalised code of conduct complaints investigated by a conduct review committee	0
	h)	The number of finalised complaints investigated where there was found to be no breach	0
	i)	The number of finalised complaints investigated where there was found to be a breach	0
	j)	The number of complaints referred by the GM or Mayor to another agency or body such as the CAC, the SW Ombudsman, the Office or the Police	0
	k)	The number of complaints being investigated that are not yet finalised	0
	l)	The total cost of dealing with code of conduct complaints within the period made about Councillors and the GM including staff costs	\$1,107
Preliminary assessment statistics			
3	The number of complaints determined by the conduct reviewer at the preliminary assessment stage by each of the following actions:		0
	a)	To take no action	0
	b)	To resolve the complaint by alternative and appropriate strategies	0
	c)	To refer the matter back to the GM or the Mayor, for resolution by alternative and appropriate strategies	0
	d)	To refer the matter to another agency or body such as the ICAC, the NSW Ombudsman, the Office for the police	0

## Model Code of Conduct Complaints from 1 July 2019 to 30 June 2020

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

## Fisheries Management Act 1994

Our Council operates in accordance with and gives consideration to Fisheries Management Act related Threat and Recovery Abatement plans.

In this period, we sought one Fisheries Permit and one Marine Parks Permit for Soldiers Point Revetment – Fisheries and Marine Parks – issued February 2021.

## Environmental Planning and Assessment Act 1979

### Section 7.5(5)

Details of compliance with and the effect of the planning agreements executed and in force during 2020 to 2021.

Name	Date of agreement	Parties to agreement	Details	Status
15 Kara Crescent, Taylors Beach Planning Agreement	15 June 2021	Council and Salsands (NSW) Pty Ltd	The agreement provides details on roadworks and associated stormwater and drainage infrastructure at Kara Crescent. The planning agreement also dedicates parts of the site to Council for the purposes of road widening and to create a drainage reserve.	Executed

## Swimming pool inspections

### Swimming Pools Act 1992 section 22f(2), Swimming Pools Regulation 2008 clause 18(b)(c)

Councils are required to inspect private pools as requested and issue compliance certificates. We must also inspect (at least once every 3 years) any tourist or visitor accommodation or property with more than 2 dwellings where a swimming pool is situated. The following is a list of inspections for 2020 to 2021.

Number of inspections of visitor accommodation	11
Number of inspections of premises with more than 2 dwellings	9
Number of inspections that resulted in the issuance of a Certificate of Compliance (section 22d)	161

# Appendix

## SECTION 6

**133** | Election of representatives on Council, committees, regional committees and groups

**140** | Capital works projects

**145** | Glossary

**146** | Index



Adelaide Street, Raymond Terrace



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

## Council committees

Ref	Committee name	Purpose	Current delegates
1	Aboriginal Strategic Committee	To exchange information between the Aboriginal community and Council on issues affecting Aboriginal people. To promote mutual awareness and respect for the cultures of both Aboriginal and non-Aboriginal communities.	Mayor Ryan Palmer <b>Alternate</b> Cr Sarah Smith
2	Anna Bay Hall Committee	To assist Council in the management of Anna Bay Hall.	Cr Sarah Smith Cr Chris Doohan
3	Audit Committee	An advisory committee of Council comprising 3 Council representatives and 2 external representatives. Its purpose is to enhance the corporate governance of Council through the provision of independent oversight, review and advice on governance, risk, control and compliance frameworks.	Cr Glen Dunkley Cr Chris Doohan <b>Alternate</b> Cr Ken Jordan (OLG guidelines preclude the Mayor from being a member of the Committee.)
4	Corlette Hall Committee	To assist Council in the management of Corlette Hall.	Cr Glen Dunkley
5	Fern Bay Community Centre Committee	To assist Council in the management of Fern Bay Community Centre.	Cr Giacomo Arnott Cr Ken Jordan Cr Paul Le Mottee
6	Heritage Advisory Committee	This committee is run by Council and supported by funds from the Heritage Office. Community members meet to raise and make recommendations on local heritage issues.	Cr Paul Le Mottee
7	Hinton School of Arts Committee	To assist Council in the management of Hinton School of Arts.	Cr Ken Jordan

Ref	Committee name	Purpose	Current delegates
8	Karuah Community Hall Committee	To assist Council in the management of Karuah Community Hall.	Cr Giacomo Arnott Cr Ken Jordan Cr Paul Le Mottee Cr Chris Doohan Cr Sarah Smith Cr Steve Tucker
9	Lemon Tree Passage Old School Centre Committee	To assist Council in the management of Lemon Tree Passage Old School Centre and surrounds.	Cr Steve Tucker Cr Sarah Smith Cr Chris Doohan
10	Mallabula Community Centre Committee	To assist Council in the management of Mallabula Community Centre.	Cr Steve Tucker Cr Sarah Smith Cr Chris Doohan
11	Medowie Community Centre Committee	To assist Council in the management of Medowie Community Centre.	Cr Chris Doohan
12	Medowie Sports Council	To facilitate communication between the sporting community and Council. To ensure the existing and future needs of sports participants and administrators are brought to the attention of Council.	Cr Sarah Smith Cr Chris Doohan
13	Nelson Bay Community Hall Committee	To assist Council in the management of Nelson Bay Community Hall.	Cr Jaimie Abbott
14	Port Stephens Australia Day Committee	To coordinate the annual celebration of Australia Day in Port Stephens in line with recommendations from the Australia Day Council.	Cr Chris Doohan Cr Sarah Smith Cr Jaimie Abbott Cr Giacomo Arnott Cr Ken Jordan
15	Port Stephens Sister Cities Committee	To promote and have ongoing relationships between international communities providing opportunities for cultural exchange.	Mayor and all Councillors
16	Raymond Terrace Senior Citizens Hall Management Committee	To assist Council in the management of the Raymond Terrace Senior Citizens Hall.	Cr Ken Jordan Cr Paul Le Mottee Cr Giacomo Arnott
17	Salt Ash Community Hall	To assist Council in the management of Salt Ash Community Hall.	Cr Sarah Smith Cr Chris Doohan Cr Steve Tucker

Ref	Committee name	Purpose	Current delegates
18	Salt Ash Sports Ground Committee	To assist Council in the management, maintenance and improvements to Salt Ash Sports Ground.	Cr Sarah Smith Cr Steve Tucker Cr Chris Doohan
19	Seaham Park & Wetlands Committee	To assist Council in the management, maintenance and improvements to the park and wetlands.	Cr Ken Jordan Cr Giacomo Arnott Cr Paul Le Mottee
20	Local Infrastructure Contributions Panel	To inform Council of any proposed or requested changes to Council's Contributions Plan and associated systems and processes.	Mayor Ryan Palmer Cr Steve Tucker Cr Giacomo Arnott Cr Glen Dunkley Cr Chris Doohan Cr Ken Jordan
21	Strategic Arts Committee	To provide input into Port Stephens Council's strategic policies, plans and programs relating to culture and the arts.	Mayor Ryan Palmer Cr Steve Tucker Cr John Nell Cr Paul Le Mottee
22	Tanilba Bay Foreshore Hall Committee	To assist Council in the management of Tanilba Bay Foreshore Hall.	Cr Steve Tucker Cr Sarah Smith Cr Chris Doohan
23	Tilligerry Sports Council	To facilitate communication between the sporting community and Council. To ensure the existing and future needs of sports participants and administrators are brought to the attention of Council.	Mayor Ryan Palmer Cr Steve Tucker Cr Sarah Smith Cr Chris Doohan
24	Tomaree Sports Council	To facilitate communication between the sporting community and Council. To ensure the existing and future needs of sports participants and administrators are brought to the attention of Council.	Mayor Ryan Palmer Cr Jaimie Abbott Cr Glen Dunkley Cr John Nell Cr Sarah Smith
25	West Ward Sports Council	To facilitate communication between the sporting community and Council. To ensure the existing and future needs of sports participants and administrators are brought to the attention of Council.	Cr Ken Jordan Cr Paul Le Mottee Cr Giacomo Arnott
26	Williamstown Hall Committee	To assist Council in the management of Williamstown Hall.	Cr Ken Jordan Cr Paul Le Mottee Cr Giacomo Arnott

## Regional committees and groups

Ref	Committee name	Purpose	Current delegates
27	AGL Newcastle Gas Storage Facility Community Dialogue Group	To provide a forum for discussion between a proponent and representatives of the community, stakeholder groups and the local council on issues directly relating to a specific State significant project.	Mayor Ryan Palmer
28	Birubi Point Cultural Heritage Advisory Panel	To advise Port Stephens Council on the management plan required to protect the Worimi cultural and spiritual heritage and enhance the environment of the Birubi Point Crown Reserve and Birubi Point Aboriginal Place.	Cr Sarah Smith
29	Brandy Hill Quarry Community Consultative Committee	To provide a forum for discussion between a proponent and representatives of the community, stakeholder groups and the local council on issues directly relating to a specific State significant project.	Cr Paul Le Mottee
30	Comprehensive Koala Plan of Management Implementation Committee	To oversee the implementation of the Port Stephens Council Comprehensive Koala Plan of Management.	Cr Sarah Smith <b>Alternate</b> Cr John Nell
31	Community Projects Fund	To make recommendations to Council on applications received through the grants process.	Mayor Palmer Cr Ken Jordan Cr Chris Doohan Cr Jaimie Abbott
32	Floodplain Risk Management Committee	To review the Floodplain Policy.	Mayor Ryan Palmer Cr Chris Doohan Cr Dunkley Cr Nell Cr Le Mottee
33	General Manager Performance Review Panel	To conduct an evaluation of the performance of the General Manager.	Mayor Ryan Palmer Deputy Mayor Cr Giacomo Arnott (nominated by the Council) Plus a councillor nominated by the General Manager
34	Holiday Parks Advisory Panel	To provide a forum for meaningful discussion, facilitating appropriate consultation and engagement to assist in the effective management and strategic direction of the Port Stephens Beachside Holiday Parks comprising Fingal Bay Holiday Park, Shoal Bay Holiday Park, Halifax Holiday Park, Thou Walla Sunset Retreat and Port Stephens Koala Sanctuary.	Mayor and all councillors
35	Hunter Joint Organisation	To discuss regional issues in the Hunter.	Mayor Ryan Palmer



Ref	Committee name	Purpose	Current delegates
36	Local Government Community Safety & Crime Prevention Network NSW	To provide a forum for local community members, service providers, businesses and the police to discuss issues and appropriate strategies relating to crime and community safety.	Mayor Ryan Palmer
37	Hunter Water Corporation Community Consultative Committee	An advisory committee to Hunter Water Corporation.	Cr Paul Le Mottee <b>Alternate</b> Cr Giacomo Arnott
38	Hunter and Central Coast Regional Planning Panel	To consider development applications referred to the Panel under the legislation for development applications for the Port Stephens Local Government area. The Panel comprises 3 State members and 2 Councillors. The term is for 3 years for each Panel member.	Mayor Ryan Palmer Cr Paul Le Mottee <b>Alternates</b> Cr Chris Doohan Cr Giacomo Arnott
39	Local Traffic Committee	A Transport for NSW committee which allows Council to have delegated authority to install or remove regulatory signposting on public roads.	Mayor Ryan Palmer Cr Steve Tucker
40	Lower Hunter Bushfire Management Committee	To discuss direction across local government areas and agencies regarding bushfire management. The committee is a legislative requirement.	Cr Giacomo Arnott Cr Paul Le Mottee
41	Lower Hunter Community Advisory Group	To provide an opportunity for Hunter Local Land Services to engage with stakeholders on a range of matters, including strategic direction and programs.	Cr Paul Le Mottee
42	Marine Parks Advisory Panel Ministerial Appointment	Community Consultative Committee regarding the proposed Marine Park in Port Stephens.	Cr John Nell
43	Medowie Planning Strategy Implementation Panel	To provide community advice to Council on the implementation of the Medowie Planning Strategy.	Mayor Ryan Palmer Cr Chris Doohan Cr Sarah Smith Cr Steve Tucker
44	Nelson Bay Strategy Implementation Panel	To provide community advice to Council on the implementation of the Nelson Bay Planning Strategy.	Mayor Ryan Palmer Cr Jaimie Abbott Cr G Dunkley Cr John Nell
45	Newcastle Airport Partnership Company No. 3 Pty Ltd	Special Purpose Vehicle for the part ownership of Newcastle Airport.	Mayor Ryan Palmer Cr Paul Le Mottee (General Manager) (Financial Services Manager)

Ref	Committee name	Purpose	Current delegates
46	Newcastle Airport Partnership Company No. 4 Pty Ltd	Special Purpose Vehicle for the part ownership of Newcastle Airport.	Mayor Ryan Palmer Cr Paul Le Mottee (General Manager) (Financial Services Manager)
47	Newcastle Airport Partnership	The partnership is responsible for the development and management of Newcastle Airport and related infrastructure.	Mayor Ryan Palmer (General Manager)
48	Greater Newcastle Aerotropolis Partnership	The partnership is responsible for Astra Aerolab.	Mayor Ryan Palmer (General Manager)
49	Newcastle Airport Pty Limited	To manage the operations of Newcastle Airport.	Mayor Ryan Palmer as Port Stephens Council Shareholder representative Cr Paul Le Mottee as Port Stephens Council Shareholder Representative proxy Mayor Ryan Palmer as Port Stephens Council appointed Director General Manager as Port Stephens Council appointed Director
50	Greater Newcastle Aerotropolis Pty Limited	To manage the operations of Astra Aerolab.	Mayor Ryan Palmer as Port Stephens Council Shareholder representative Cr Paul Le Mottee as Port Stephens Council Shareholder Representative proxy Mayor Ryan Palmer as Port Stephens Council appointed Director General Manager as Port Stephens Council appointed Director
51	NSW Public Libraries Association (Central East Zone)	To champion the public library cause, strengthen the public library network, advocate effectively, foster cooperation and collaboration, build trust and support, initiate partnerships and share relevant information.	Cr Steve Tucker

Ref	Committee name	Purpose	Current delegates
52	Port Stephens Council Depot Redevelopment Committee	To explore the options available for re-development of the Council depot at Raymond Terrace.	Mayor Ryan Palmer Cr Ken Jordan Cr John Nell Cr Giacomo Arnott
53	Port Stephens Economic Development Advisory Panel	To act as a communication and advisory mechanism to Council on relevant Economic Development issues. To oversee the implementation of the Economic Development Strategy.	Mayor Ryan Palmer Cr Chris Doohan Cr Glen Dunkley Cr Giacomo Arnott
54	Port Stephens Floodplain Advisory Panel	To provide advice on flood or floodplain management studies or plans.	Cr Paul Le Mottee <b>Alternate</b> Cr Giacomo Arnott
55	Port Stephens/Myall Lakes Estuary and Coastal Zone Management Committee	This Committee includes representatives from Great Lakes Council and is responsible for long term planning for the estuary and the coastline.	Cr John Nell <b>Alternate</b> Cr Paul Le Mottee
56	Property Advisory Committee	To provide a forum to address property management and development matters.	Mayor Ryan Palmer Cr Chris Doohan Cr Paul Le Mottee Cr Ken Jordan Cr Glen Dunkley
57	Raymond Terrace and Heatherbrae Strategy Implementation Panel	To provide community advice to Council on the implementation of the Raymond Terrace and Heatherbrae Strategy 2015 to 2031.	Mayor Ryan Palmer Cr Giacomo Arnott Cr Ken Jordan Cr Paul Le Mottee
58	Salt Ash Sand Project Community Consultative Committee	To provide a forum for discussion between a proponent and representatives of the community, stakeholder groups and the local council on issues directly relating to a specific State significant project.	Cr Steve Tucker
59	RFS District Liaison Committee	To review the progress of the service level agreement between Port Stephens Council and NSW Rural Fire Service in the local government area.	Cr Giacomo Arnott <b>Alternate</b> Mayor Ryan Palmer
60	Williamstown Consultative Committee Forum	To provide a forum for the residents of Williamstown area to discuss relevant issues with Federal, State and local government elected members and agencies.	Mayor Ryan Palmer (General Manager)
61	Worimi Conservation Lands Board of Management Ministerial Appointment	To oversee the management of the lands owned by the Aboriginal owners and leased back to the NSW Government.	Cr Jaimie Abbott <b>Alternate</b> Cr Sarah Smith

# Capital works projects

Capital works project expenditure in 2020 to 2021.

Classification	Job description	Cost (\$)
Aquatic structure	Conroy Park foreshore improvements	182,885
Aquatic structure	Soldiers Point revetment works	307,175
Aquatic structure	Karuah wharf decking replacement	24,230
Aquatic structure	Salamander wharf decking replacement	22,688
Aquatic structure	Little Beach boat ramp upgrade	237,057
Bridges	Jimmy Scott Bridge lighting upgrade	93,878
Bridges	Notts Creek Bridge Replacement	25,584
Buildings	Boyd Oval Amenities	98,542
Buildings	Tomaree Sports Complex amenities	335,340
Buildings	Longworth Park amenities	152,795
Buildings	Lee Thompson Park amenities	17,102
Buildings	Depot refurbishment	948,771
Buildings	Karuah RFS building replacement	36,568
Buildings	Administration Building refurbishment	236,730
Buildings	Lionel Morten amenities	16,220
Buildings	Tomaree Aquatic Centre pool liner replacement	35,480
Buildings	Stuart Park amenities	61,870
Buildings	Mallabula Hall upgrades	22,447
Buildings	Tilligerry Arts Group roof replacement	32,144
Buildings	Shoal Bay West amenities replacement	122,333
Buildings	Medowie Tennis amenities renovation	77,856
Buildings	Lakeside Leisure Centre heat pump replacement	53,193
Buildings	Mallabula Soccer amenities upgrade	38,000
Buildings	Birubi Information Centre	321,229



Classification	Job description	Cost (\$)
Buildings	Medowie Social internal fit out	96,675
Car parks	Donald Street car park, Nelson Bay	178,740
Road reseals	Reseal program	854,039
Commercial investment and land	Commercial investment and land	1,255,193
Digital assets	Smart parking upgrades	963,411
Drainage	Coruyule drainage acquisitions	64,693
Drainage	Future drainage designs	32,861
Drainage	Seabreeze Estate drainage improvement works	994,557
Drainage	Bourke St flood pump	12,891
Holiday Parks	Holiday Parks improvements	1,859,854
ICT	Information technology improvements	291,643
Libraries	Library resources	245,698
Open spaces	Interpretive signage and audio upgrades at Soldiers Point and Birubi Point	54,108
Open spaces	Medowie skate park supporting park infrastructure	32,269
Open spaces	Raymond Terrace dog off lead park	30,932
Open spaces	Mallabula skate park relocation and upgrade	47,541
Open spaces	Peace Park Tanilba Bay reserve improvement and BBQ installation	20,755
Open spaces	Seaham Park soft fall replacement and kids bike track	36,061
Open spaces	Korora Oval cricket training facilities	72,193
Open spaces	Installation of solar led lighting at fishing cleaning tables	12,917
Open spaces	Robinson Reserve Anna Bay redevelopment	117,138
Open spaces	Fingal Bay Foreshore bore pump replacement	21,326
Open spaces	Bill Strong Oval, Nelson Bay irrigation	71,902
Open spaces	King Park, Raymond Terrace irrigation	11,400
Open spaces	Mallabula tennis court expansion	32,850
Open spaces	Barry Park, Fingal Bay shelter replacement	15,721
Open spaces	Nelson Bay tennis club fencing and retaining wall replacement	85,987
Open spaces	Spencer Park, Soldiers Point playground and amenities	68,464

Classification	Job description	Cost (\$)
Open spaces	Mallabula Sports Complex playground update	26,977
Open spaces	Georges Reserve playground	18,953
Open spaces	Marrungbangbaa Reserve bubbler	10,200
Waste	Newline Road Landfill and waste upgrades	479,486
Shared paths	Streets as Shared Spaces – street activation	154,331
Shared paths	Waropara Road, Medowie	292,496
Shared paths	Avenue of the Allies, Tanilba Bay	62,009
Shared paths	Medowie Road from Ferodale Road to South Street	677,053
Shared paths	Raymond Terrace levee bank – stage 1	19,989
Shared paths	Nelson Bay Road, Fern Bay – stage 1	98,900
Shared paths	Brandy Hill Drive, Brandy Hill	22,888
Shared paths	Salt Ash bike track	10,000
Shared paths	Shoal Bay Foreshore shared pathway	420,214
Plant	Fleet upgrades	328,242
Roads	Italia Road, East Seaham seg 110 – Caswells Creek Bridge to 465 Italia Road	1,016,584
Roads	Swan Bay Road upgrades	646,490
Roads	Tomaree Road, Shoal Bay stage 2	1,001,709
Roads	Italia Road, East Seaham seg 110 – Caswells Creek Bridge to 465 Italia Road	192,852
Roads	Lemon Tree Passage Road, Salt Ash – 171 Lemon Tree Passage Road to Rookes Road	613,562
Roads	Shoal Bay Road pedestrian crossing safety upgrade	44,885
Roads	Port Stephens Drive, Anna Bay	270,236
Roads	Newline Road, Raymond Terrace	641,931
Roads	Masonite Road, Tomago	614,909
Roads	Medowie town centre improvements (including amenities)	188,192
Roads	Mustons Road, Karuah upgrade	130,848
Roads	William Street Raymond Terrace town centre improvements (road and streetscape)	86,371
Roads	Duns Creek Road, Forest Road upgrade	59,220
Roads	Nelson Bay Road and Port Stephens Drive roundabout entrance beautification	31,850

Classification	Job description	Cost (\$)
Roads	Church Street, Nelson Bay road pavement rehabilitation – 10 church Street to Government Road	450,000
Roads	Fullerton Cove Road pavement rehabilitation – seg 160	731,225
Roads	Lemon Tree Passage Road, Salt Ash – seg 60	921,165
Roads	Road safety project – pedestrian crossing	47,531
Roads	Duns Creek Road near Wallaby Close, Duns Creek	94,150
Roads	Gan Road, Campbell Ave Anna Bay	57,702
Roads	Grahamstown Road near Wade Close, Medowie	864,405
Roads	Soldiers Point Road near George Road, Salamander Bay	134,676
Roads	Clarencetown Road riverflat realignment – Carmichaels Creek corner towards Timbertops Road	1,867,813
Roads	Clarencetown Road – seg 10 Dunmore Bridge north 150 m	276,638
Roads	Clarencetown Rd – seg 40 number 364 to 430	553,422
Roads	Seaham Rd pavement rehabilitation – seg 10 Raymond Terrace Road roundabout north 300 m	616,697
Roads	School Drive, Tomago pavement rehabilitation	289,506
Roads	Kula Road upgrade	42,434
Roads	Newline Road (Seaham end)	47,760
Roads	Streets as Shared Spaces – Fly Point footpath upgrade	103,257
Roads	Government Road seg 30 – Shoal Bay emergency rehabilitation	101,108
Roads	Medowie Road, Campvale – seg 110 to 130	21,107
Roads	Tanilba Road, Mallabula – Caswell Reserve to the north parkway	24,986
Roads	Clarencetown Road – seg 270 Oakendale Rd to Hunter Water crossing	22,973
Roads	Clarencetown Road – seg 120 to 130 curves south to Croft Road	25,075
Roads	Warren Street, Seaham – seg 130 number 44 to 86	17,451
Roads	Foreshore Drive – natural disaster culvert and road failure	124,139
<b>Total</b>		<b>26,678,533</b>

Lemon Tree Passage





# Glossary of terms and acronyms

**ABS:** Australian Bureau of Statistics.

**Advocacy:** The act of speaking or arguing in favour of something like a cause or idea.

**Biodiversity:** The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part.

**Capital works:** Major projects undertaken to either renew, upgrade or construct assets owned by Port Stephens Council.

**CMP:** Coastal Management Program

**Community Strategic Plan (CSP):** A strategic document with a minimum 10-year outlook, which outlines our community's long term vision and priorities.

**COVID-19:** The disease caused by a new coronavirus.

**Customer First:** An organisational framework which puts our customers (ratepayers, community and colleagues) at the heart of everything we do.

**DA:** Development application.

**Delivery Program:** A document with a minimum 4-year outlook, which outlines our Council's objectives in achieving the Community Strategic Plan.

**Disability Inclusion Action Plan (DIAP):** A plan outlining the actions we'll take to remove barriers for people with disability.

**Financial year:** The financial year we are reporting on in this report is from 1 July 2020 to 30 June 2021.

**Gathang:** The language of the Worimi people of Port Stephens.

**Integrated Planning and Reporting Framework (IP&R):** A framework used by NSW councils to report on progress in meeting the community's vision and objectives. It incorporates the Community Strategic Plan, Delivery Program, Operational Plan, Long Term Financial Plan, Strategic Asset Management Plan and Workforce Plan.

**IPART:** Independent Pricing and Regulatory Tribunal.

**LGA:** Local government area.

**Long Term Financial Plan:** A plan for how we'll fund the objectives and strategies in the Community Strategic Plan.

**NCAT:** NSW Civil and Administrative Tribunal

**OLG:** Office of Local Government NSW.

**OOSH:** Out of School Hours Care.

**Operational Plan:** An annual action plan for how we'll implement the Delivery Program plus budgets, fees and charges.

**PFAS:** Per and poly fluoroalkyl substances. A synthetic chemical that has been linked to the historical use of firefighting foam.

**Risk management:** A discipline for developing appropriate procedures to reduce the possibility of adverse effects.

**RMS:** Roads and Maritime Services.

**Special Activation Precinct (SAP):** Dedicated area in a regional location identified by the NSW Government to become a thriving business hub.

**Strategic Asset Management Plan (SAMP):** A 10-year framework for managing our Council's assets so appropriate services are effectively delivered to the community.

**TfNSW:** Transport for NSW

**Worimi:** Our Council acknowledges the Worimi people as the traditional owners of the Port Stephens local government area.

**Workforce Plan:** A plan to ensure we have the right people and skills to deliver the objectives in the Community Strategic Plan.

**YAP:** Youth Advisory Panel.

**Yabang Gumba-Gu:** Meaning 'road to tomorrow', this is an agreement and 3-year action plan our Council has signed with the local Worimi and Karuah Aboriginal Land Councils.

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