

Annual Report

2021 to 2022

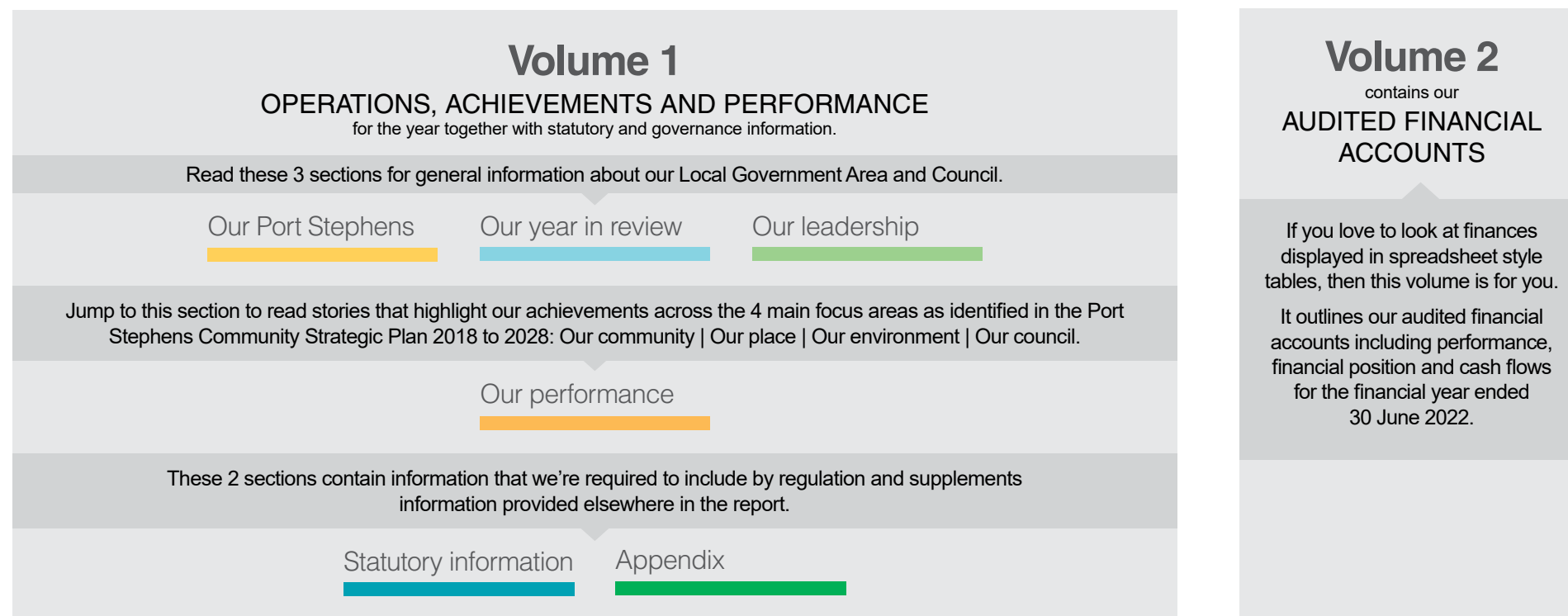


Striking a **balance.**

Welcome to the 2022 Port Stephens Council Annual Report

This report is designed to show you our highlights, challenges and performance between 1 July 2021 and 30 June 2022 and to outline our next steps for key areas.

We're committed to a transparent reporting and accountability process. We want our community to understand the organisation, our opportunities and constraints and help guide decision making. The report takes a plain English, honest and authentic approach.



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 2022. This is the final Annual report for the Delivery Program 2018 to 2022. This follows Council's adoption of the revised Community Strategic Plan 2022 to 2032, Delivery Program 2022 to 2026, Operational Plan 2022 to 2023 and Resourcing Strategy 2022 to 2032 on 28 June 2022.

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

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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 2021.

Contents

Our Port Stephens

04 | Port Stephens snapshot

- Our location
- Our history
- Our Council
- Our people
- Our economy
- Our stakeholders

09 | Who are we?

- Community's vision
- Council's vision
- Council's purpose
- Values

Our year in review

- 12 | Highlights and challenges
- 16 | Mayor's message
- 18 | General Manager's message
- 20 | Scorecard
- 23 | Where your rates go
- 24 | Financial summary
- 28 | Major events
- 30 | Having your say
- 31 | Awards and recognition

Our leadership

33 | Our elected Council

39 | Our governance

40 | Our Executive Team

42 | Organisation structure

43 | Our employees

- Equity, diversity and inclusion
- Work Health and Safety

45 | Our volunteers

Our performance

47 | Our planning process

48 | Our focus areas

50 | Our community

- Community diversity
- Recognised traditions and lifestyles
- Community partnerships

71 | Our place

- Strong economy, vibrant local businesses, active investment
- Infrastructure and facilities
- Thriving and safe place to live

90 | Our environment

- Ecosystem function
- Environmental sustainability
- Environmental resilience

102 | Our Council

- Governance
- Financial management
- Communication and engagement

Statutory information

115 | Statements required by Local Government (General) Regulation 2021 and other NSW Government acts.

Appendix

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

150 | Capital works projects

155 | Glossary

156 | Index

Our Port Stephens

SECTION 1

04 | Port Stephens snapshot

- Our location
- Our history
- Our Council
- Our people
- Our economy
- Our stakeholders

09 | Who are we?

- Community's vision
- Council's vision
- Council's purpose
- Values

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 km²

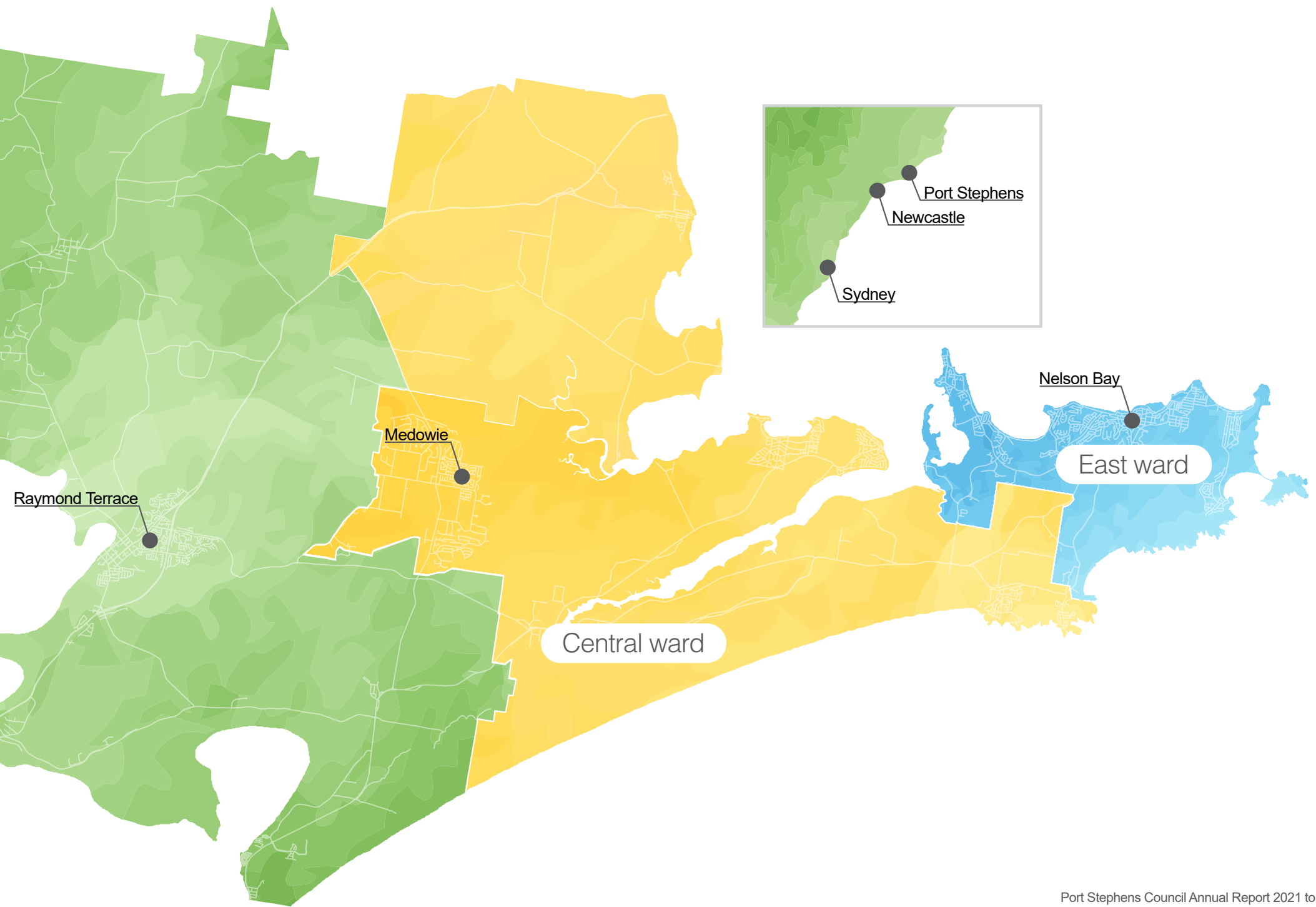
Population density:

81 persons/km²

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

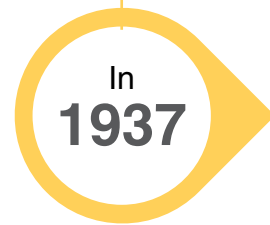
Port Stephens Council's history stretches back almost

200 years



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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

560

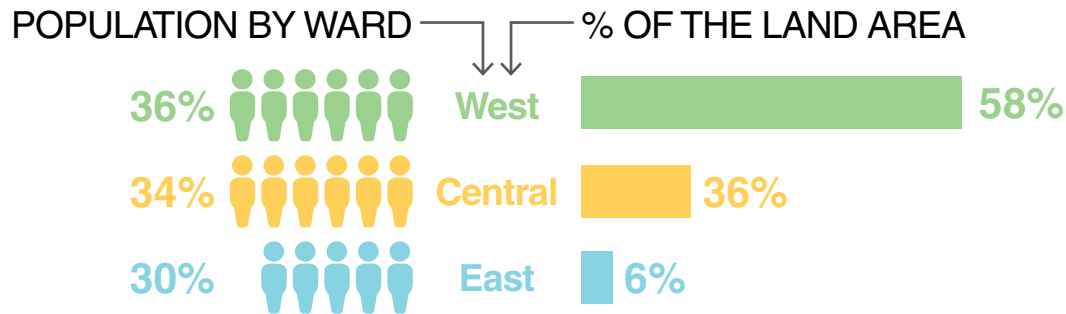
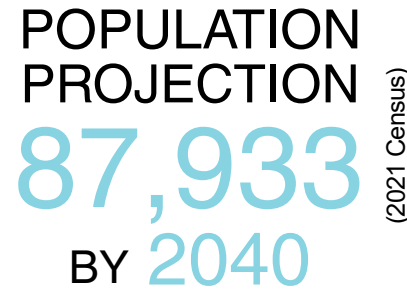
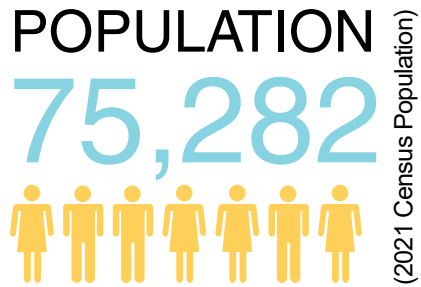
EQUIVALENT
FULL-TIME
EMPLOYEES



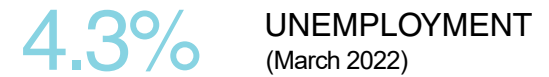
who work hard to deliver
our community's vision
of a great lifestyle in a
treasured environment.



Our people



Our economy



Source: Remplan 1 September 2022.

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



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

SECTION 2

- 12 | Highlights and challenges
- 16 | Mayor's message
- 18 | General Manager's message
- 20 | Scorecard
- 23 | Where your rates go
- 24 | Financial summary
- 28 | Major events
- 30 | Having your say
- 31 | Awards and recognition



Port Stephens is diverse – with coastal villages, riverside suburbs, rural lands and historic town centres. Those that call it home have a strong sense of community and unique identity.

The priorities and values of the people who live, work and visit our towns and villages are also unique – there’s no one size fits all approach across our community.

Striking a balance is about achieving what we can with the resources we have while making sure our community’s values and priorities are considered, to best improve their liveability and wellbeing.

This year, we’ve enjoyed re-starting various programs and activities after what seemed like endless periods of lock downs and restrictions, providing opportunity for our community to get out and enjoy where they live. Much of this has been with the assistance of grant funding from State and Federal Government.

It’s been important for us to focus on providing a balance between continued COVID-19 restrictions and the opportunity for our community to reconnect.

Balancing our budget has also been a major focus for our organisation. The known impacts of increasing insurance, construction and transport costs combined with the ongoing impacts of the pandemic and natural disasters forced us to stop, reset and renew our focus.

We worked hard to reduce costs and improve productivity while ensuring we retained services and continued to deliver on key projects. We’re now ready to have conversations with our community to find a way forward together, ensuring we strike a balance between our budget and the services we deliver – achieving a financially sustainable future.

The lasting rains and regular flooding added a new set of challenges for Council and our community. Throughout the year, we had residents isolated, houses damaged, businesses closed and at times, roads beyond repair.

With our limited resources we worked to prioritise projects to best reduce the impacts as quickly as we could, striking a balance between emergency management, community support and infrastructure repairs.

Every day has brought new and unpredictable challenges. Instead of

staying rigid, we’ve found balance – sometimes things have moved quickly and sometimes they’ve flowed much slower than planned. The purpose has always been to make sure we manage our organisation as best as we can while balancing the best possible outcomes to our community.

We know the journey isn’t over – we have a long way to go and we’re ready for another challenging year. With a new Council in place, we’re working in partnership with our community to look at how we do business. We want to understand what’s really important to our community, making sure we can successfully deliver these services, while still making Port Stephens a great place to live, work and visit.

It’s not an easy task but it’s one we’re all committed to – together we can strike a balance to ensure the long term sustainability of our place, our people, our environment and our Council.

Our year in review

Our community highlights

89,286

CHILDCARE PLACES

provided to families throughout Port Stephens*



*Places takes into account the total number of sessions delivered across the year. E.g. if a child attended OOSH every morning and afternoon for 40 weeks of the year it would be counted as 400 places filled.



RECEIVED

17,974

CUSTOMER SERVICE REQUESTS

and closed 83% within 21 days



MORE THAN

\$350,000

grants and sponsorships for community and business to help post COVID-19

29,370

LIBRARY MEMBERS

who we loaned 204,424 items



Our place highlights



\$7.2 MILLION

IN ECONOMIC BENEFIT

from major events



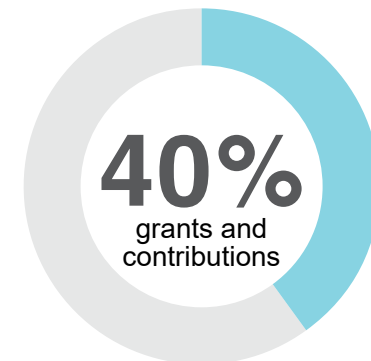
1,043

DEVELOPMENT APPLICATIONS

determined with a median turnaround time of 21 days and a total capital investment value of \$319.4 million

\$42 MILLION
OF CAPITAL EXPENDITURE

including accessible amenities, shared pathways, foreshore improvements and significant road upgrades for Clarendtown Road, Duns Creek Road, and Foreshore Drive bridge



Our environment highlights



5965 TONNE
OF RECYCLING

collected



\$91,000
SAVED

on yearly energy costs



10,821
TREES PLANTED

with the help of
volunteers



178 MEGA
LITRES
OF WATER SAVED

in just 1 year



679
COMMUNITY
MEMBERS ENGAGED

through 10 environmental
education programs

Our Council highlights



**NEW SUITE OF
IPR DOCUMENTS**

endorsed by Council
including Community
Strategic Plan 2022
to 2032



GOLD AWARD

for Annual Report 2020-21 from
Australasian Reporting Awards



\$25 MILLION
GRANT FUNDING

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



93 NEW
CITIZENS

from 40 countries
welcomed during
citizenship ceremonies

1m WEBSITE
PAGE VIEWS

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



Challenges

- Rain continued to be a huge challenge through this year, with May 2022 recorded as the wettest May since 1996. The constant rain and regular flooding caused widespread impacts across our community, our infrastructure and budget. It resulted in delays to many of our major projects, as we redirected crews and funds to repair infrastructure. While we estimate the total repair bill to be in the millions, we're firmly focused on fixing our roads as quickly as possible. After the natural disaster we implemented the new Emergency Management Plan, learning what works and what doesn't for future emergencies.
- Learning to live with COVID-19 has brought its own challenges to our community, our economy, our employees, our services and our finances. We've implemented ongoing business continuity plans to manage staff shortages and with financial austerity measures in place, we've adjusted our work plans and programs to continue to deliver the services needed most by our community.
- Community engagement for a number of projects was impacted due to further lockdowns and flooding that left parts of our LGA isolated. We learnt how to strike a balance to ensure everyone

had an opportunity to contribute to the conversation by moving workshop sessions to online platforms. Now that we're able to meet face-to-face again, we've continued to offer online engagement options to ensure everyone has an opportunity to contribute to our projects.

- An annual review in 2018 to 2019 of our Long Term Financial Plan (LTFP) identified that the 2022 financial year would see Council facing financial pressures that would negatively impact the budget. The impacts of COVID-19 added to this problem with reduced income from our holiday parks and Newcastle Airport dividend; and construction, transport and insurance costs increasing significantly. These impacts have been further exacerbated by natural disasters over the last couple of years. The increased cost of materials has also affected Council's ageing assets, which require capital investment for maintenance to ensure they are kept up to standard.
- The results from our latest Community Satisfaction Survey (CSS) showed a drop in satisfaction within the community with 64% of respondents at least somewhat satisfied. We're hearing the biggest opportunity for improvement is in the maintenance of our roads, with 17%

of respondents somewhat satisfied with roads. This is understandable with the constant rain and regular flooding causing major impacts to our road maintenance schedule. We've listened to the community and are reviewing what action needs to be taken.

What's next?

- We'll continue to fix our roads in a prioritised manner for our community and our Council. We'll also be focusing on educating the community about how and why we prioritise roadworks across our community.
- We're committed to listening to our community more than ever. In the coming year we'll be adopting a new Communications and Engagement Strategy making it easier for everyone in our community to understand and get involved in decisions for the future of their place.
- We'll be continuing the conversation with our community about ways to ensure the long term financial sustainability of our organisation.
- Using feedback and data from the CSS, we'll be working across each section of the organisation to review the results and determine the opportunities for improvement and actions that need to be taken.



March 2022 flooding

Mayor's message

The past 12 months have been another incredible journey and I'm proud to be part of such a strong and resilient community. As residents of Port Stephens we've once again continued to balance the greater needs of our community with our own personal needs. We stayed focused on helping local business through our second lockdown. We showed support to those more vulnerable during periods of long isolation and reached out to our neighbours as we faced the terrible impacts of ongoing weather events.

Bouncing back stronger than before

As a community we learnt to live with the ongoing impacts of COVID-19, adapting to ever changing circumstances. The start of the financial year saw a second lockdown, putting many social activities on hold – except of course the exciting 2-hour wait at COVID-19 testing stations.

As lockdowns lifted, we planned a spectacular New Year's Eve celebration to



bring in 2022 with a bang. We felt hopeful about a new year filled with exciting new projects, events and activations.

As we welcomed 2022, we remained optimistic and invested in our future. We began to see the vision of our community become a reality with the completion of major projects like the new Bruce Scott Pavilion at the Tomaree Sports Complex – the development of which was fully funded through external grants. The new facility was a game changer for our region and a wonderful example of local sporting clubs and Council working together to achieve amazing things.

Resilience in the face of adversity

Disaster struck in March 2022 with heavy rainfall hitting again. Recovery from flood damage slowed due to both resourcing issues and ongoing wet weather. Just when we thought we'd started to recover, Port Stephens had the wettest May since 1996, causing more flooding, land slips, and extensive road damage and we were again declared a natural disaster zone. Our local coastline also took a hit during the storms.

While many of our damaged assets still require repairs, we need the weather

to stay dry for us to undertake these. In the meantime, our teams are doing the best they can to balance priorities and ensure there isn't any further deterioration of assets.

I want to thank our community for their continued patience as we work to repair the damage.

Our commitment to the community

As a Council, we're committed to our community, understanding their values and delivering projects and services that improve liveability and wellbeing. Our Community Satisfaction Survey showed that 64% of respondent's were at least somewhat satisfied with Council's services, down from an average rating of 75% over the previous 5 years. Road and roadside drainage, as well as the management of storm water drainage, were key areas for improvement. We've been working to strike a balance between these long term repairs with the urgent requests for water damage to keep our roads as safe as possible.

We've held many workshops across the LGA to hear your thoughts on our 10 year Community Strategic Plan, Place Plans and much more. In consultation with the

community, we've launched the Karuah Place Plan – recognising the values and priorities of the Karuah community and identifying additional opportunities for residential development, employment lands and public infrastructure.

With PFAS contamination still an issue in Williamstown, we've extended the rate relief for impacted residents and we're continuing to advocate for the community while the issue persists.

Growing together

Despite all the challenges, we continue planning for the future and looking for opportunities to improve by listening to our community, understanding their needs and working through their priorities.

We'll continue to be adaptable, future focused and work together to balance our community's needs with the resources we have. In all of this, we'll make sure we retain the culture, community and place that we all love so much.

Ryan Palmer
Mayor of Port Stephens





General manager's message

I know we say it all the time but this year did really seem to move faster than most.

Just one year ago, we started this financial year back in lockdowns. Businesses were closed, our children were being schooled at home and borders were still shut.

Then, just when we thought we were starting to return some sense of normality, our community and our local business owners were hit with a new wave of COVID-19 and a whole new set of challenges – balancing illness, staff availability, isolation and peak holiday season. With our usual resilience and can do attitude, we pushed forward and made it through to 2022.

But the challenges didn't stop there. Natural disasters, an exceptionally wet May and ongoing flooding tested our spirits and pushed our resources to their limit. The damage to our road network has been severe and like many other Councils around the state, we've had to work to balance

repairs and resources. This challenge is not over yet and with more wet weather predicted, we have a long way to go to get things back to normal.

Financial sustainability

Striking a balance between the needs of our community and Council's long term financial sustainability is an ongoing challenge for our organisation.

Council's Long Term Financial Plan (LTFP) has identified for some time that this year and next would be tough with operational costs associated with insurance, workers compensation and legislated changes in superannuation negatively impacting the budget.

Like many other businesses around the world, the last two years have also impacted our budget. Income from our holiday parks, childcare centres and Newcastle Airport has reduced while at the same time costs associated with construction and transport have significantly increased. Major storm events have increased our maintenance costs, insurance prices and diverted funds away from planned projects.

To save money, we focused on improving our productivity, streamlining services, containing our costs, and increasing revenue. We know from the most recent Community Satisfaction Survey that the

community noticed these measures were at the expense of services delivered.

Now, with a new Council in place, it's time to look at how we do business – where we can increase our income, find savings and strike a balance between the needs of our community and our financial sustainability. We'll continue to meet with residents and business to make sure they have a complete understanding of our financial position, giving everyone the chance to participate in decision making for financial sustainability.

Supporting our community

Council is the level of government that works closest with the community, and we continue to provide support where our community needs us most. I'm proud of what our staff have achieved over the past 12 months, despite the various challenges of lockdowns, inflationary pressures, supply chain issues, resource constraints and continued wet weather events. With financial austerity measures in place, we've adjusted our work plans and programs to continue to deliver the services needed most by our community.

Our operational budget has been stretched, but thanks to our success in receiving significant grants and funding from both State and Federal Governments, we've delivered another large capital works program.

Our team processed development applications within the legislated 40 day timeframe, supporting our region's economic growth and the growth of our communities. We've cleared a backlog of planning proposals over the past year and had our first in our series of Place Plans endorsed by our Council.

We've been working on improving the way we interact with our customers by developing a Customer Experience Action Plan. In January 2022 we also launched a new website, allowing our community to access information anywhere, anytime. The new site provides a responsive, relevant, and user-friendly experience for everyone.

Focused on the future

Our new Council hit the ground running following the election in December 2021. They've spent a lot of time working to understand the way in which Council operates and have been out listening to the concerns and priorities of residents across Port Stephens.

One of the most important resources we have here at Port Stephens Council is our people. Through these challenging times we've invested in the wellbeing of our workforce and managed to maintain a highly engaged team that go the extra mile – we're proud of our employee engagement score

which is at an all-time high of 83%.

This year showed us once again that change is inevitable and challenges are ongoing. The lesson is how we stay focused, remain resilient and share the responsibility of our place, our people, and our environment.

In my first Annual Report as General Manager of Port Stephens Council, I'd like to take this opportunity to thank Wayne Wallis who was the General Manager for the 2021-22 period.

Wayne successfully led this organisation through a period of huge change and it's been a pleasure to work alongside a leader with a strong work ethic and an ambition for better outcomes for our council, our place and our people.

As I take on this new responsibility, I'm very excited about the road ahead. I know my team has the drive and determination to keep moving forward and delivering the very best for our community.

Together with our Mayor, Councillors and the community, we'll strike a balance to ensure the long term sustainability of our place, our people, our environment and our council.

Tim Crosdale

General Manager of Port Stephens Council

Tim Crosdale

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 47 to 113.

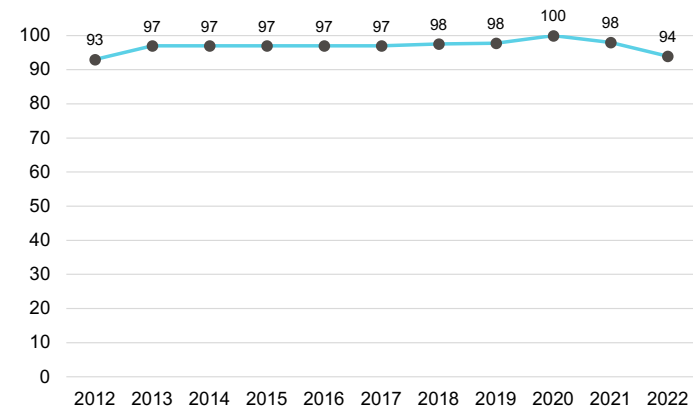


For more information, visit
portstephens.nsw.gov.au/integrated-plans

1. Service delivery

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

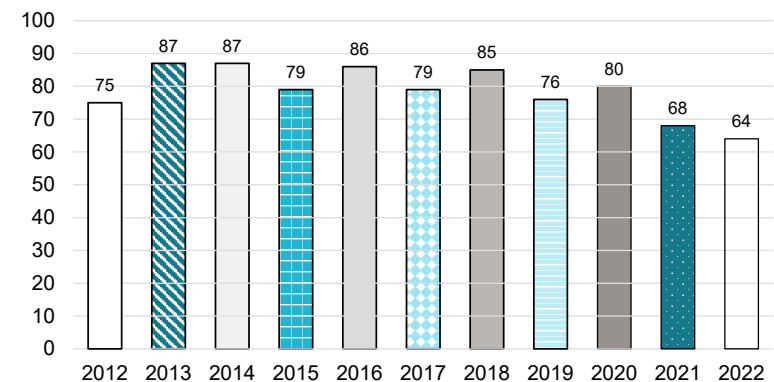
★ **Achievement:** 94%
(78 of 83 actions on
track)



2. Community satisfaction

🎯 **Target:** > 80%

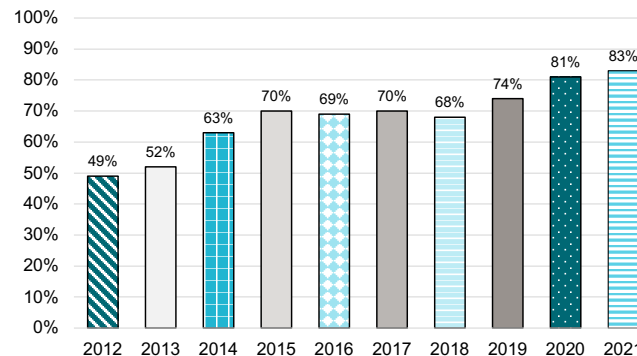
★ **Achievement:** 64%
of respondents are
at least somewhat
satisfied.



3. Employee engagement

🎯 **Target:** > 75% employee engagement

★ **Achievement:** 83%
Read more about the result on page 103.

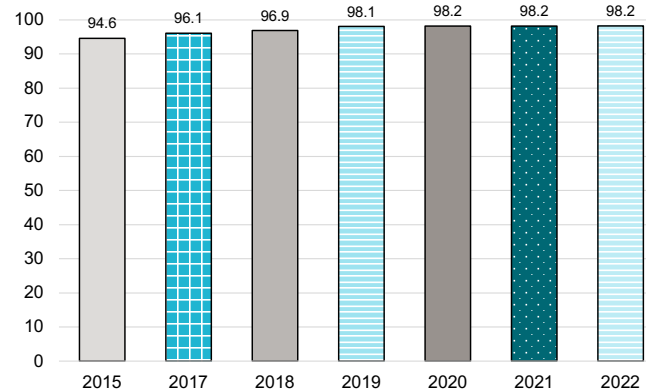


4. Governance

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

★ **Achievement:** 98.2%

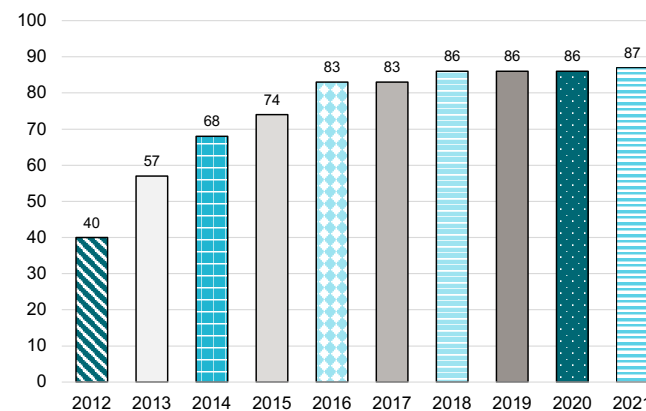
Survey was not conducted in 2016.



5. Risk management

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

★ **Achievement:** 87%

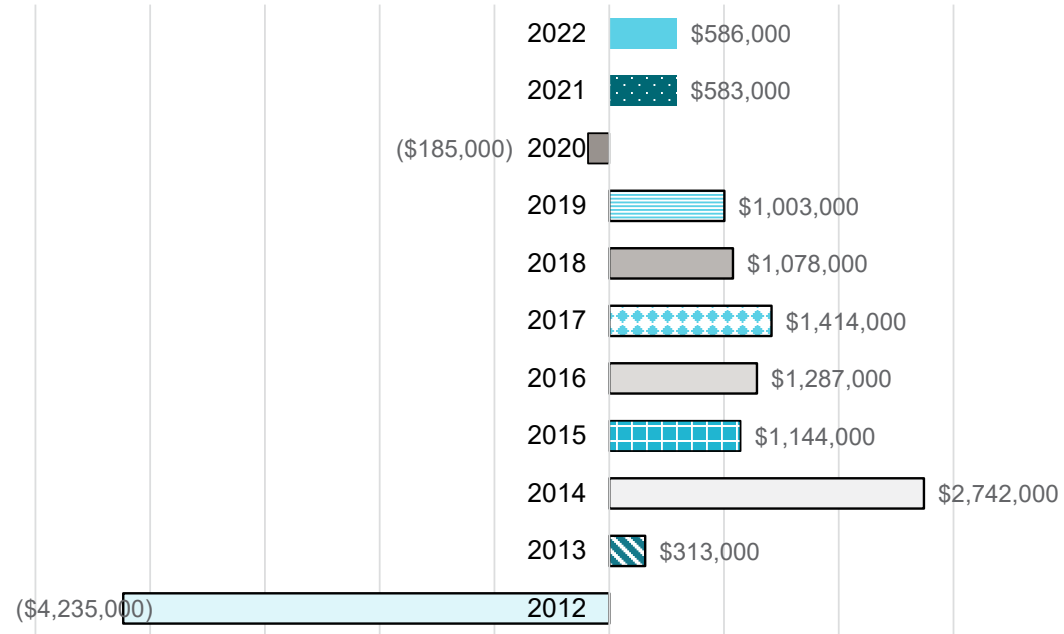


6. Financial sustainability

🎯 **Target:** underlying financial surplus

★ **Achievement:** \$586,494 surplus

Read more about the result on page 106.



7. Asset Maintenance Ratio

🎯 **Target:** 100%

★ **Achievement:** 97%

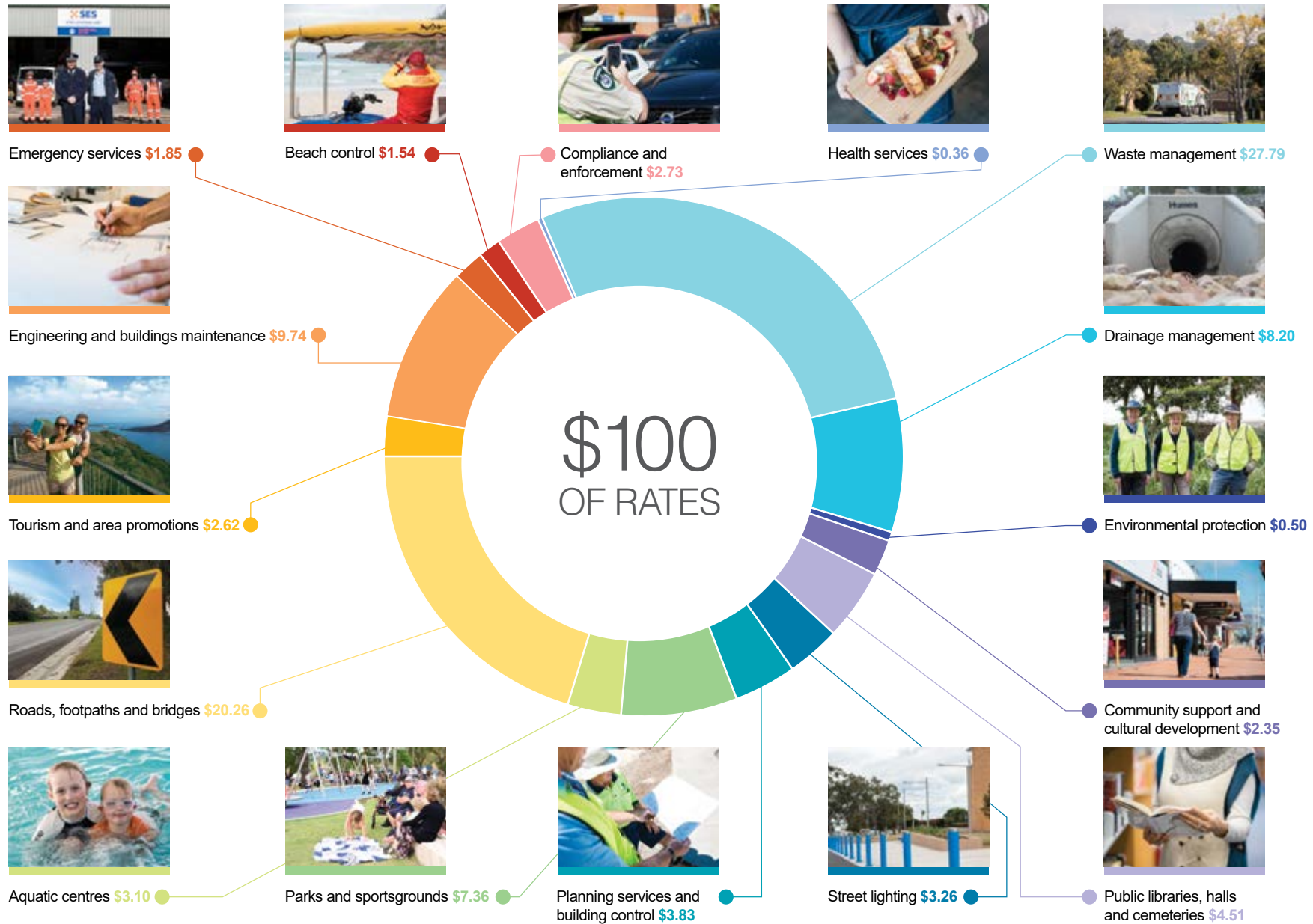
In 2021-22 we commenced using a more contemporary metric for tracking our asset maintenance.

Expenditure on asset maintenance is essential to ensuring assets continue to meet their service delivery requirements. If actual maintenance expenditure is less than the estimated required annual maintenance a council may not be investing enough funds within the year to stop its infrastructure backlog from growing.

Ongoing natural disasters have widened Council's infrastructure backlog from \$14.47 million as at 30 June 2021 to \$15.85 million as of 30 June 2022. Other contributing factors to the widening included increases in inflation, construction and labour cost and additional works discovered during inspections.

$$\text{Asset maintenance ratio} = \frac{\text{Actual asset maintenance}}{\text{Required asset maintenance}}$$

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 \$586,494.

This has been achieved through ongoing austerity measures and Council endorsing a \$1 million reduction from our operating budget from March 2022. This is a testament to the financial discipline of Port Stephens Council.

Financial overview 2021 to 2022

The income statement summarises Port Stephens Council's financial result for 2021-2022. Including capital income, the 2021-2022 operating result was a surplus of \$41.8 million. This surplus is higher than the 2020-21 surplus of \$32.8 million and also higher than the 2019-20 surplus of \$20 million.

When capital grants and contributions are excluded, the operating result is a surplus of \$8.9 million for the 2021-2022 financial year, this is higher than the surplus of \$2.8 million for the 2020-2021 financial year.

The operating result excluding capital income was higher in 2021-2022 compared to 2020-2021 due to total income from

continuing operations increasing which resulted from:

- An increase in rates and annual charges
- An increase in grants and contributions provided for operating purposes
- An increase in user charges and fees.

Income statement \$'000	2017 to 2018	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022
Total income from continuing operations	136,833	147,497	146,900	160,410	172,936
Total expenses from continuing operations	116,759	122,293	126,833	127,601	131,154
Operating result from continuing operations	20,074	25,204	20,067	32,809	41,782
Net operating result for the year before grants and contributions provided for capital purposes	4,949	3,892	-4,251	2,817	8,853

The balance sheet provides a snapshot of Port Stephens Council's financial position, including assets, liabilities and net wealth (equity) at 30 June 2022.

For detailed information on our financial performance, refer to volume 2 of this report.

Balance sheet \$'000	2017 to 2018	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022
Total current assets	65,380	63,701	53,939	70,007	62,737
Total current liabilities	31,856	35,876	37,093	41,692	48,999
Total non-current assets	981,134	1,015,884	1,064,256	1,095,591	1,249,305
Total non-current liabilities	20,910	15,806	37,635	36,501	40,117
Total equity	993,748	1,027,903	1,043,467	1,087,405	1,222,926

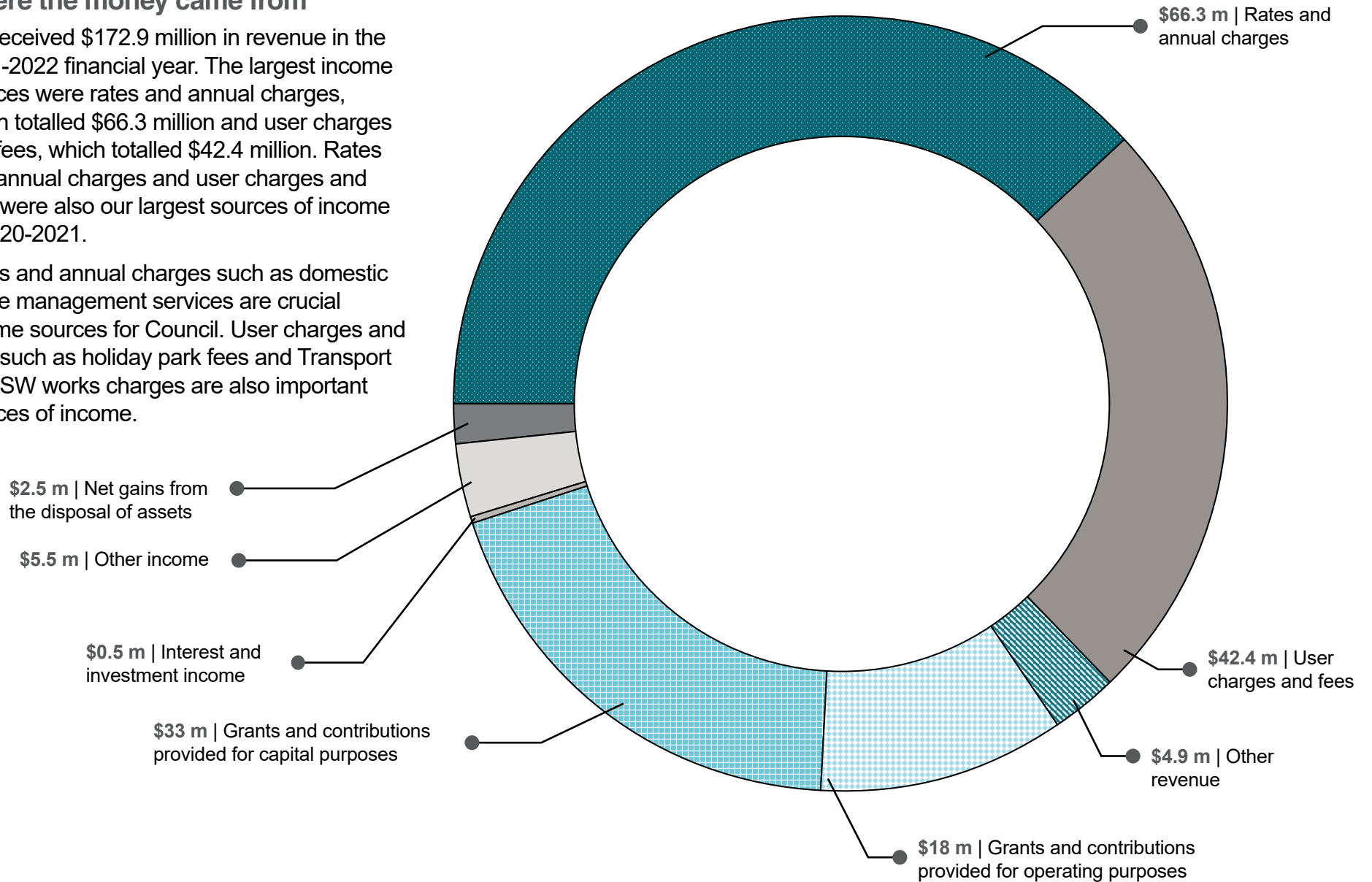
This balance sheet provides a snapshot of our financial position including assets, liabilities and net wealth (equity) at 30 June 2022. For detailed information on our financial performance, refer to volume 2 of this report.

Our revenue

Where the money came from

We received \$172.9 million in revenue in the 2021-2022 financial year. The largest income sources were rates and annual charges, which totalled \$66.3 million and user charges and fees, which totalled \$42.4 million. Rates and annual charges and user charges and fees were also our largest sources of income in 2020-2021.

Rates and annual charges such as domestic waste management services are crucial income sources for Council. User charges and fees such as holiday park fees and Transport for NSW works charges are also important sources of income.



Our expenses

Where the money was spent

We spent \$192.9 million during the year – \$131.2 million on operations and \$61.7 million on capital projects.

Major Infrastructure spending included:

-  Roads, bridges, footpaths and car parks \$21 million
-  Drainage \$7.6 million
-  Buildings \$8.7 million
-  Newcastle Airport \$6.9 million
-  Other open space or recreational assets \$1.8 million

The above figures include assets that have been dedicated to Council. The total value of assets dedicated to Council in 2021-2022 is \$13.4 million.

Our assets

What we own

Our infrastructure, property, plant and equipment was valued at \$1.2 billion and our investment property assets were valued at \$41.7 million at 30 June 2022. The value of our infrastructure is:

-  Plant and equipment \$9.2 million
-  Office equipment, furniture and fittings \$1.3 million
-  Land \$178.7 million
-  Land improvements \$8 million
-  Roads, bridges, footpaths and carparks \$515 million
-  Buildings \$119.4 million
-  Drainage \$229.7 million
-  Other infrastructure \$48.2 million
-  Other assets \$2 million
-  Newcastle Airport \$36.4 million





Total equity

What we own, minus what we owe



Port Stephens Council community equity (defined as our net worth) was \$1.2 billion at 30 June 2022.

Major events



Disaster strikes:
COVID 19 lockdown

YAAP Relaunch Event

Christmas

NYE Fireworks



Doggies Day Out

Seagrass Saunter (Summer Coastal Activities)

Karuah Skate Park

Bug Walk (Summer Coastal Activities)

Rockpool Ramble (Summer Coastal Activities)

Tanilba Bay Foreshore Walk (Summer Coastal Activities)

Port Stephens Annual Awards



Australia Day Pool Parties



It's On! Bootcamp

It's On! Zumba

Summer Nights Markets

Mayoral Academic
Scholarship Ceremony

Back of Beach Activation



MAR 2022

APR 2022

MAY 2022

JUN 2022

It's On! Pilates

Small Business Month luncheon: 'Change is the new normal' keynote speech

Summer Nights Markets – LTP

Clean Up Australia Day

International Women's Day Scholarship



Seniors Festival and seniors guide launch



It's On! KidZone

Youth Week

Clean Up Australia Day

It's On! School Holiday Program

ANZAC Day

First face to face Citizenship Ceremony since April 2021

Sail Port Stephens

Karuah Place Plan launch

Clean up Australia Day

National Volunteer Week



Step Back into King Street Heritage Festival



Building Digital Skills launch

It's On! Lights On Raymond Terrace

It's On! Lights On Nelson Bay

It's On! Winter Chalk the Walk

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 current 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/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, LinkedIn 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.

49

COMPLETED
ENGAGEMENT
PROJECTS

63

OPEN OR
ONGOING
PROJECTS

Our major community engagements were on:



PLACE PLANS



COMMUNITY
STRATEGIC PLAN



ECONOMIC
DEVELOPMENT
STRATEGY



NEW COMMUNICATIONS
AND ENGAGEMENT
STRATEGY



TILLIGERRY PROJECTS
including Mallabula to Lemon
Tree Passage shared pathway,
Mallabula Sports Complex,
Tanilba Bay shared paths

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 – 2020–2021 Annual Report
Hunter Business Awards	Finalist – 2021 Outstanding Employer of Choice
Hunter Business Awards	Finalist – 2021 Start-up Superstar
NSW Top Tourism Town Awards	Finalist – 2022 Tiny Top Town (Karuah)
Local Government NSW	Finalist – 2021 LGNSW Planning Award
Excellence in Family Day Care Awards	Belinda Wolstenholme nominated as Coordinator of the Year 2021 Port Stephens Family Day Care nominated as Service of the Year 2021 Newcastle Family Day Care nominated as Service of the Year 2021

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

33 | Our elected Council

39 | Our governance

40 | Our Executive Team

42 | Organisation structure

43 | Our employees

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 NSW Local Government Elections were postponed due to the pandemic in September 2020 and rescheduled to September 2021. After lockdowns were reinstated this year, the election was again postponed and held in December 2021.



Learn more about our elected council at
portstephens.nsw.gov.au/mayor-and-councillors



Mayor Ryan Palmer

A lifetime resident of Port Stephens, Ryan was popularly elected Mayor in 2017 and in 2021. He is passionate about the Port Stephens area and has brought a new level of transparency and consultation to the Council.

Since being elected, Ryan is proud of the actions he has taken to create a place for all generations to live an active and healthy lifestyle.

Ryan has a strong interest in economic development activities and believes in providing employment opportunities, not only for today but for future generations, like his 2 young children, Bella and Knox.

PO Box 42
Raymond Terrace NSW 2324
0402 749 467
mayor@portstephens.nsw.gov.au

Central Ward Councillors



Councillor Chris Doohan

Chris Doohan has lived in Medowie for nearly 2 decades, and the greater Port Stephens region for more than 40 years. He was elected as a Central Ward Councillor in 2012 and has been Deputy Mayor in 2015, 2016, 2017, 2018 and 2020.

Chris is passionate about Port Stephens and is incredibly proud to represent his community, participating in many local committees, councils, associations and groups.

Chris has 2 children, Holly and Jaike, who have been schooled locally and are active in local sporting teams.

PO Box 42
Raymond Terrace 2324
0434 601 957 or 0418 744 445
chris.doohan@portstephens.nsw.gov.au



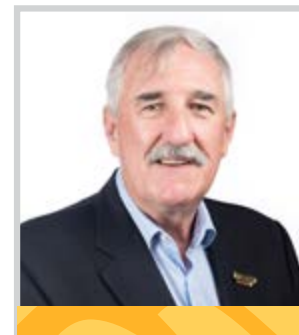
Councillor Jason Wells

Jason has called Medowie home since 2006 where he lives with his wife and 2 children. He's worked in a local NSW public school for 16 years.

For the last 5 years Jason has held the role of President of Medowie Little Athletics Club, engaging with the local community and supporting young people.

Jason has a thorough understanding of the needs of local families of Central Ward and advocates strongly for the provision of high quality and cared for public spaces and safe and accessible pathways.

PO Box 42
Raymond Terrace 2324
0466 171 173
jason.wells@portstephens.nsw.gov.au



Councillor Steve Tucker

Steve was first elected to Council in 2004 and lives at Tanilba Bay.

He has served as Deputy Mayor on 2 occasions in 2006 and 2014.

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

PO Box 42
Raymond Terrace 2324
0437 045 940
steve.tucker@portstephens.nsw.gov.au

East Ward Councillors



Councillor Leah Anderson

Leah relocated from her original home town of Camden to Port Stephens in 2005, where she's raised her 2 children.

Leah has been actively involved in the community for many years. She founded and was President of Port Stephens Women In Business, and she is the past President of Business Port Stephens.

Leah was proud to be awarded Port Stephens Woman of the year in 2018, and to be nominated for a Port Stephens medal in 2019. Leah wants the best for the people of Port Stephens, and she will listen, care and act, to work hard for the community.

PO Box 306
Nelson Bay 2315
0448 354 668
leah.anderson@portstephens.nsw.gov.au



Councillor Glen Dunkley

Glen is another lifetime Port Stephens resident. Married to Kate with 2 young children, Glen is in his second term on Council as a representative of the East Ward. The safety and environment manager holds a degree in Occupational Health and Safety.

A life member of the Fingal Bay Surf Lifesaving Club and President between 2007 and 2011, Glen has picked up a number of National Awards as a result of his outstanding service that stretches back to 1992.

PO Box 42
Raymond Terrace NSW 2324
0438 550 356
glen.dunkley@portstephens.nsw.gov.au



Councillor Matthew Bailey

Matt Bailey is a first time Councillor on Port Stephens Council and has a background in financial planning and education.

Matt has spent most of his career as a financial planner and has a Bachelor of Business from the University of Newcastle where he majored in Human Resources and Management. He also has a Diploma in Financial Planning.

Matt is a father-of-two boys and grew up in Tamworth before moving to the Hunter Region in 2006. Matt is currently studying a Master of Primary Teaching at the University of Newcastle.

PO Box 42
Raymond Terrace 2324
0423 418 530
matthew.bailey@portstephens.nsw.gov.au

West Ward Councillors



Councillor Giacomo Arnott

Giacomo has lived and worked in Raymond Terrace his whole life. He's a Law and Business graduate and has his Diploma of Legal Practice. He's a professional firefighter with Raymond Terrace Fire and Rescue and volunteers with many local groups and community-based initiatives.

Giacomo has spent his time on Council delivering for the ratepayers of Port Stephens, standing up for what's right and improving communications with the Port Stephens community. 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



Councillor Peter Francis

Peter has been involved in communications, marketing, advocacy, sales, and influencing people's opinions for most of his professional career.

He's been granted several National and International awards in recognition of his various acts in the areas of diplomacy and humanitarian works.

Peter is a mental health advocate, presenter, facilitator, public speaker, blogger, writer, and master of ceremonies and his views on community consultation and advocacy are ones which are integral to bringing about a cohesive and integrated whole.

127 Richardson Road
Raymond Terrace NSW 2324
0493 217 117
peter.francis@portstephens.nsw.gov.au



Councillor Peter Kafer

PO Box 42
Raymond Terrace 2324
peter.kafer@portstephens.nsw.gov.au

Councillor attendance 1 July 2021 to 30 June 2022

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 and Councillors wish to discuss. They form part of an elected members' ongoing professional development.

Port Stephens also has 24 community committees and a further 34 groups in which the Mayor and Councillors represent Council. These can be viewed on page 139.

COUNCILLOR ATTENDANCE 1 July 2021 to 3 December 2021*				
	Ordinary meeting	Extra ordinary meeting	All meetings combined	2 Way conversations ¹
Number of meetings	8	0	8	24
Councillor Abbott	8	0	8	14
Councillor Arnott	8	0	8	23
Councillor Doohan	8	0	8	18
Councillor Dunkley	7	0	7	22
Councillor Jordan	7	0	7	8
Councillor Le Mottee	7	0	7	22
Councillor Nell	8	0	8	24
Mayor Palmer	8	0	8	24
Councillor Smith	7	0	7	20
Councillor Tucker	7	0	7	9

COUNCILLOR ATTENDANCE 23 December 2021 to 30 June 2022				
	Ordinary meeting	Extra ordinary meeting	All meetings combined	2 Way conversations ¹
Number of meetings	9	1	10	41
Councillor Anderson	9	1	10	37
Councillor Arnott	9	1	10	39
Councillor Bailey	8	1	9	32
Councillor Doohan	9	1	10	35
Councillor Dunkley	8	1	9	26
Councillor Francis	9	1	10	37
Councillor Kafer	5	1	6	13
Mayor Palmer	9	1	10	31
Councillor Tucker	9	1	10	35
Councillor Wells	9	1	10	39

*Local Government election was held on 4 December 2021. ¹Two Way conversations are informal meetings held between the Mayor, Councillors and staff with specific subjects that the Mayor/Councillors wish to discuss.



Medowie Place Plan engagement, June 2022

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 a councillor induction program conducted during this period following the Local Government election in December 2021.

The total cost of professional development including accommodation and training for this period is \$26,409 (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 Dunkley, Cr Tucker, Cr Nell
ALGA National General Assembly	Mayor Palmer, C Doohan, Cr Dunkley
Business Hunter Seminar	Mayor Palmer, Cr Anderson, Cr Wells
Code of Conduct training	Mayor Palmer, Cr Anderson, Cr Arnott, Cr Bailey, Cr Doohan, Cr Dunkley, Cr Francis, Cr Kafer, Cr Tucker, Cr Wells
Councillors' Strategic Workshop	Mayor Palmer, Cr Anderson, Cr Arnott, Cr Bailey, Cr Doohan, Cr Dunkley, Cr Tucker, Cr Wells
Hunter Directors' Briefing	Cr Dunkley
LGNSW Online Conference	Mayor Palmer, Cr Abbott, Cr Doohan, Cr Le Mottee
LGNSW Special Conference	Mayor Palmer, Cr Arnott, Cr Francis, Cr Tucker
LGNSW Destination and Visitor Economy Conference	Mayor Palmer, Cr Dunkley, Cr Tucker
Planning for Non-Planners	Mayor Palmer, Cr Anderson, Cr Doohan, Cr Francis

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, Mayor, Councillors and volunteers.

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

During 2021 to 2022, there were 29 Code of Conduct complaints about Councillors and the General Manager. Of the 29 complaints, 18 were addressed by alternate means, 5 were referred to an

external reviewer, 4 were referred to the Office of Local Government and no action was taken on 2 complaints.

Privacy and personal information

The Privacy Management Plan was reviewed and adopted by Council on 25 August 2020. There was 1 internal review 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 Leah Anderson

- Councillor Chris Doohan
- Councillor Glen Dunkley (alternate)

The 2021 to 2022 Internal Audit program included 5 audits into:

- section 7.11 contributions
- capital projects/works management – in progress
- cyber security – in progress
- National Heavy Vehicle Accreditation Scheme compliance audit
- RMS Drives compliance report.



Find out more about our audit committee at portstephens.nsw.gov.au/committees



Our leadership team

Port Stephens Council is led by General Manager Tim Crosdale, who is supported by 3 group managers.



Learn more about our Executive Team at portstephens.nsw.gov.au/executive-team



General Manager Tim Crosdale

Appointed 2022

Tim joined Port Stephens Council as Group Manager Development Services in 2018 and since 2020 was Group Manager of Corporate Services.

With extensive experience at senior and executive level management across private consulting and in local government, Tim has a successful track record in leadership, professional services provision, business and staff management.

He brings extensive skills and experience in development and strategic planning, project delivery, and business operations including HR, marketing, financial management and business development.

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



**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
(Acting) Zoë Pattison**

Appointed (Acting) July 2022

Zoë has worked at Port Stephens Council for nearly 25 years, providing strategic Senior and Executive leadership across the Corporate Services Group, including Human Resources, ICT, Corporate Reporting, Strategic Property and Business Improvement

With a number of post graduate qualifications including a Master of Business Leadership, Zoë is Graduate Membership of the Australian Institute of Company Directors and holds two Board positions.

With a focus on building capability and capacity amongst our people, in alignment with the future direction of the organisation, Zoë is passionate about providing strategic leadership to improve the services we deliver to our customers.



**Development Services Group Manager
Steven Peart**

Appointed 2020

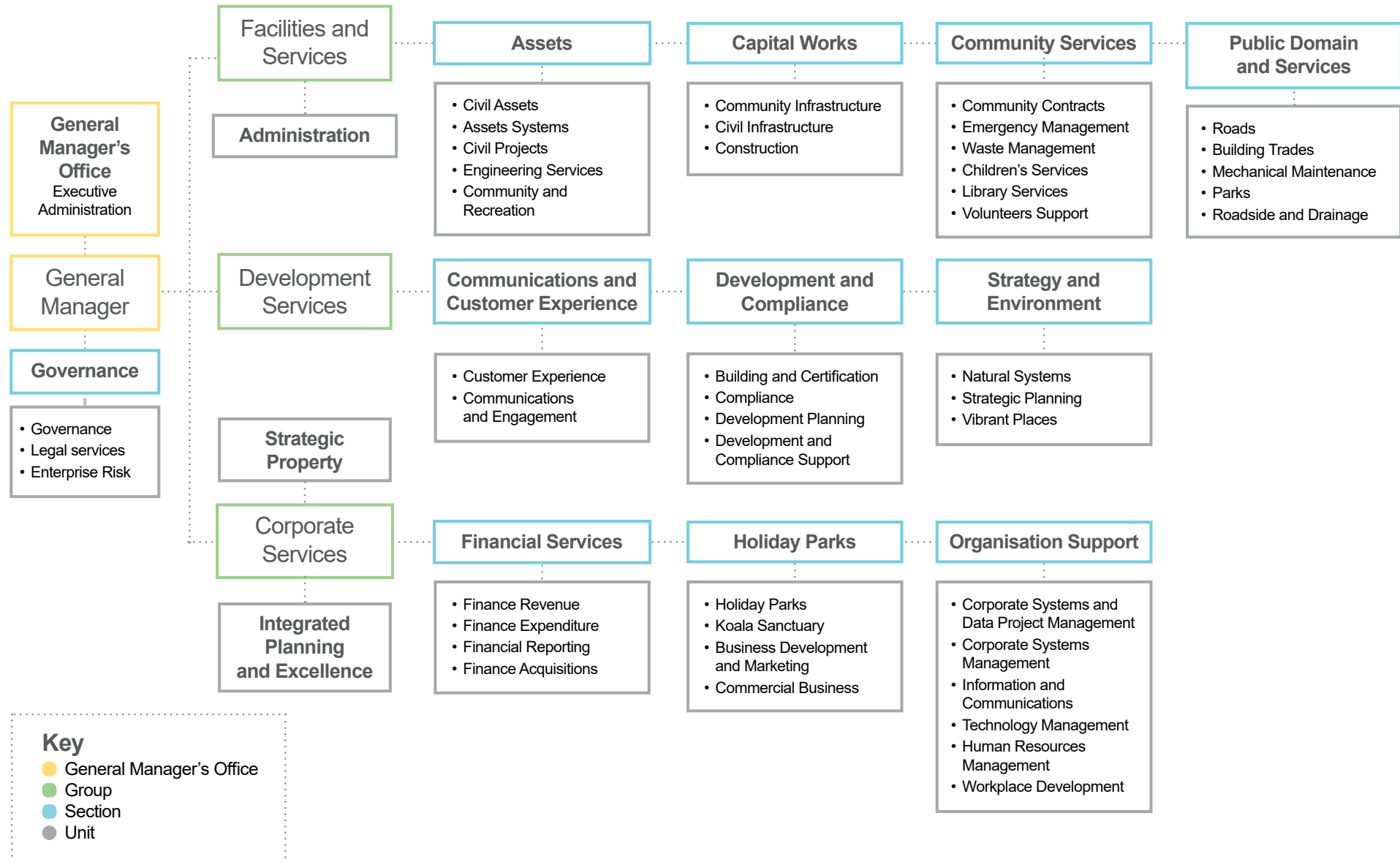
Steven joined Port Stephens Council as Strategy and Environment Section Manager in 2018.

He was appointed Acting Development Services Group Manager in 2020 and after a competitive recruitment process, was appointed permanently to the role 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.

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



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 2022-2025 sets out our commitment to being an employer of choice.

It's important that our Council's workforce reflects the community we serve. As at 30 June 2022, we employed:

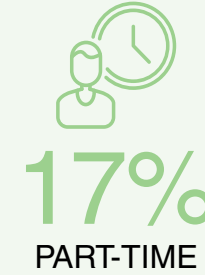
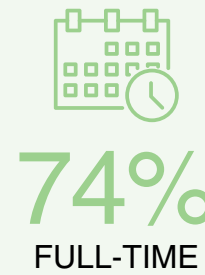
3 GROUP MANAGERS OF WHICH **ALL ARE MALE**

11 SECTION MANAGERS OF WHICH **5 ARE FEMALE**

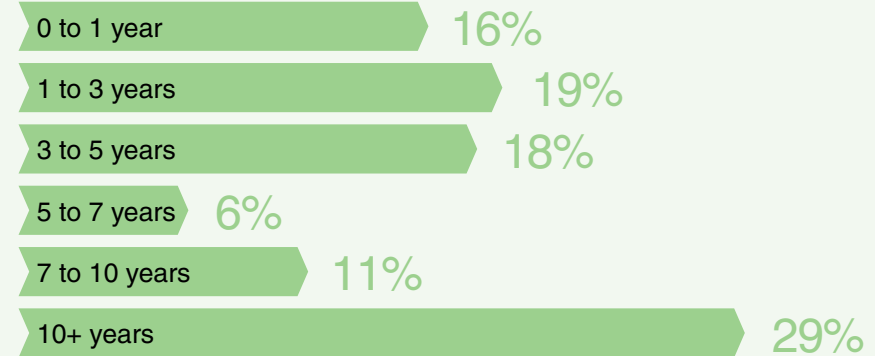
560 EQUIVALENT FULL-TIME POSITIONS IN OUR STRUCTURE (587 EMPLOYEES)

50% ARE FEMALE
50% ARE MALE

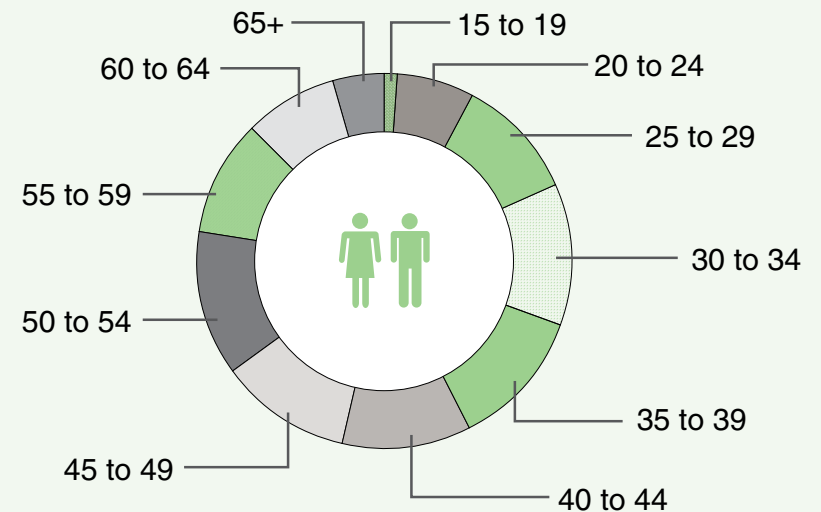
Almost three quarters of our workforce are employed on a full-time basis.



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've 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 2021 to 2022:

- We have almost a full complement of EDI representatives covering most teams and locations across Council.
- We celebrated International Women's Day by hosting guest speaker Jane Caro. Jane is a feminist social commentator, writer and lecturer based in the Northern Beaches and the author of the 'Accidental Feminist'. Jane provided wonderful insight into the adversity that women have faced in the past and the real issues still facing women today.
- We promoted Harmony Week to employees in celebration of inclusiveness, respect and belonging for everyone. Some Council staff wrote and performed a song, sharing their backgrounds, empowering staff to feel valued. We celebrated NAIDOC Week with employees and our community, recognising the valuable contribution Aboriginal and Torres Strait Islander people make.

Work health and safety

We're 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 at least 2 safety observations per month. This year, we conducted:

Employee consultation

Our Health and Safety Committee and Health and Safety Representatives have an important role in consulting with employees on health and safety matters.

1520 SAFETY OBSERVATIONS THAT IDENTIFIED

95 ACTIONS TO ENHANCE WORKER SAFETY.



The committee consists of 13 employees – half appointed by management and half appointed by employees – and met 6 times during the year to oversee safety in Council.

Workers compensation

Our workers compensation premiums stabilised this financial year due to improved safety performances in recent years. We remain focused on injury prevention and wellness, channelled through our injury management, safety observation and PSCare employee wellness programs.

Our injury profile

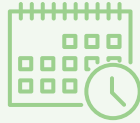
Safety events (incidents and near misses) were reduced by 19% to 145. The main types of injury were sprains and strains (47%) and lacerations (14%). Lost time injury hours have decreased this year, noting a general reduction in injury severity.

Incidents by type – 2021 to 2022



41

FIRST AID



4

LOST TIME INJURY



17

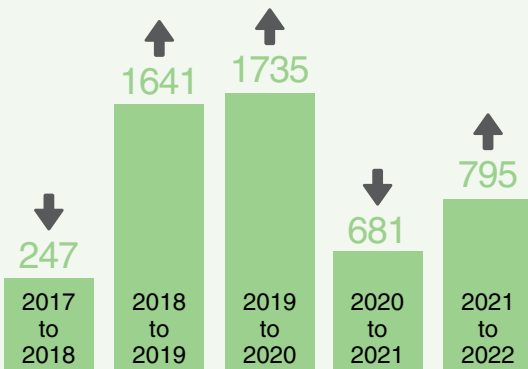
MEDICAL INJURY



26

NEAR MISS

Lost time hours



Our volunteers

Our 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 and we are gradually seeing an increase in volunteer numbers.

We regularly encourage new volunteers to join us at portstephens.nsw.gov.au/volunteer

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, a strong social network 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. We're currently reviewing how we can provide a better model of supporting our volunteers.

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!

Our performance

SECTION 4

- 47 | Our planning process
- 48 | Our focus areas
- 50 | Our community
- 71 | Our place
- 90 | Our environment
- 102 | Our Council



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 at portstephens.nsw.gov.au/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 2022.



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.



Whale watching at Boat Harbour

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.



Nelson Bay depot

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



what's next?

Look for the **KP** icon next to headings to identify our key priorities for the Delivery Program period of 2018 to 2022.

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

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

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.

Fall in love with our libraries

This year, we celebrated Library Lovers' Day and recognised the valuable role libraries play in our lives – whether it's fostering a love of reading through children's story-time, or helping seniors master new technology.

Here in Port Stephens, our libraries are treasured spaces that connect our community. There are four branches across our region; Raymond Terrace, Tomaree, the Mobile Library and Tilligerry Community Library.

Across the 4 branches, there's more than 91,000 physical books, CDs, magazines, audio books and movies available for loan. The Mobile Library alone has over 10,000 items on board. Our library members also have access to more than 65,000 eBooks, eNewspapers, eMusic, eFilms and more at their fingertips through the digital 'eLibrary'.

Our libraries were closed to the public for 9 weeks during COVID-19 lockdowns, however, our staff continued to work behind the scenes, adapting and adjusting to our modified program of service delivery

and continuing to meet the needs of our community. We offered a 'Click & Collect' service, online resources and programs and also introduced contactless printing and a Home Delivery Service, all of which were greatly appreciated by library members.

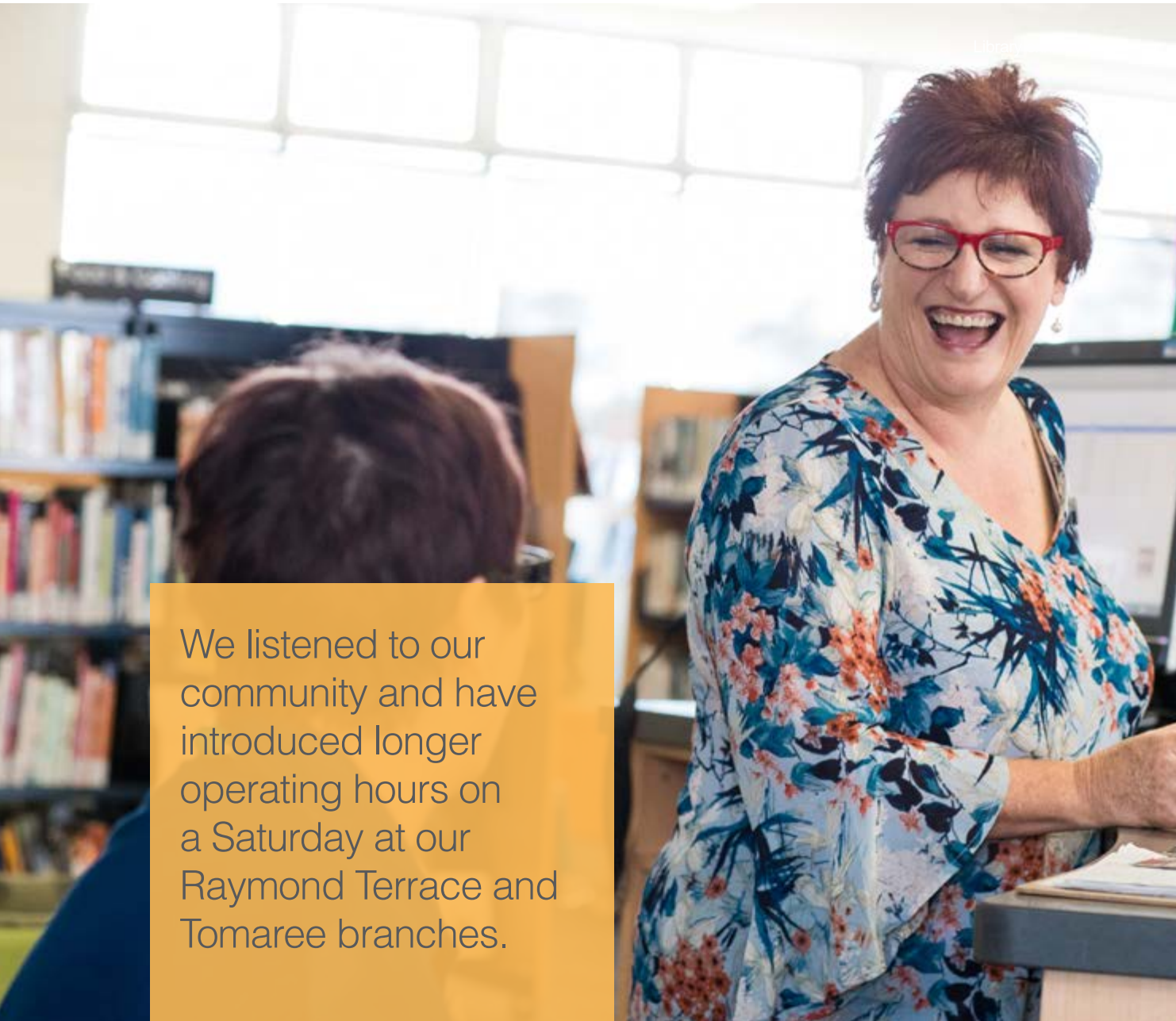
Our libraries re-opened to the public in October 2021 and the Mobile Library was back on road with the addition of the free Wi-Fi service.

We've started getting back to a more 'normal' level of service delivery implementing a new Library Management System in April 2022. We recommenced our full range of programs, activities and events, including new free loanable STEAM Kits (Science, Technology, Engineering, Arts and Maths) for budding scientists and engineers.

Despite the challenges, we've enjoyed being innovative and thinking outside the box. We'll continue to explore new and exciting programs to reach further into our community.

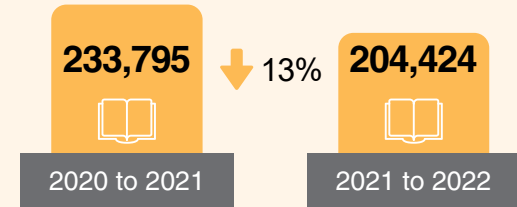


Sign-up today and show your local library a little bit of love. Visit portstephens.nsw.gov.au/libraries to get started.

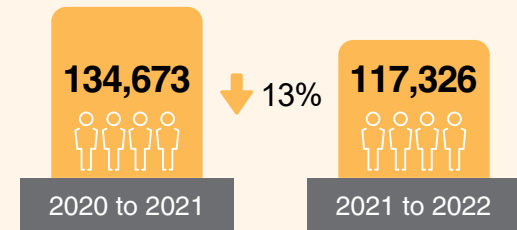


We listened to our community and have introduced longer operating hours on a Saturday at our Raymond Terrace and Tomaree branches.

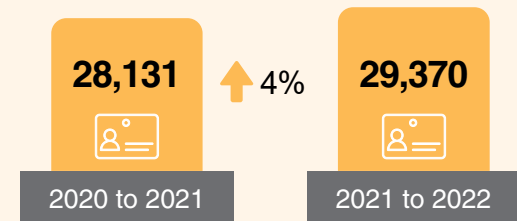
Loaned items



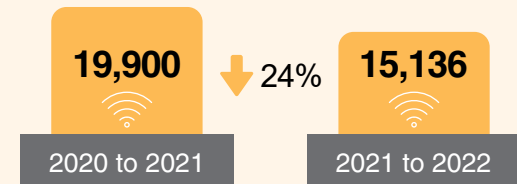
People visited



Total library members



Used the internet and wifi (Raymond Terrace and Tomaree libraries)



Supporting our volunteers

Our volunteers are the lifeblood of the Port Stephens community. From making a hands-on contribution through Landcare or our libraries, or managing programs and services in our local community halls. They give their time and energy to make Port Stephens a better place.

Unfortunately COVID-19 made it difficult for us to consistently stay in touch with our volunteers and manage their services, particularly those who take care of our local community halls. This has given us the chance to review our processes and improve the way we do things. Over the year, we made the following changes:

- Updated the hall booking process
- Provided more information and a clear communication process to our volunteers
- Rolled out consistent procedures across all locations

These improvements will help us maintain our facilities, manage volunteers and more importantly, increase hall hire bookings with a better customer experience.

Housing affordability

Like many regional areas, Port Stephens is experiencing unprecedented demand for housing. This is due to affordability (compared to Sydney), better lifestyle opportunities, and the increasing ability to work remotely.

In 2020, Port Stephens was identified as a top 3 destination for people moving to regional NSW and 1 in 3 people are 'regional returners', moving back to raise families, pursue career opportunities or to take advantage of flexible working arrangements and more affordable housing in regional areas (The Big Movers Population Mobility Report, Regional Australia Institute, 2020).

As more people look for properties outside of capital cities, an imbalance between demand and supply is placing pressure on housing prices and availability. Delays in land release and the reduced volume of actual supply available to the market over the short to medium term are impacting growth across Port Stephens.

Increased demand is also contributing to tight rental markets and driving up rental costs. As a result, the availability

of affordable rental housing has seen a steady decline. Rental stress in Port Stephens for lower income earners is at nearly 10 percentage points above State averages. We also know businesses in our local government area are struggling to attract workers, as many are unable to find affordable housing options.

What's next?

The right type of housing in the right location is critical to improving housing affordability. We're currently working on a housing diversity plan which will increase the variability of available housing, to ensure lower cost options are also available to service the community. This will require all new housing supply to cater to all segments of the housing market.



Read more about housing in Port Stephens at portstephens.nsw.gov.au/local-housing-strategy





Connecting the generations

Our new Building Digital Skills program has connected our tech savvy young people with our older generation.

Funded through an Australian Government Be Connected grant and facilitated by Youngster.Co, the goal is to promote intergenerational engagement with the “youngsters” working together.



40%

OF PORT STEPHENS
POPULATION
AGED 50+ YEARS

With 40% of the Port Stephens population aged over 50 years, the program, launched in June 2022 helps to alleviate the challenges many of our older generation face.

With communication moving online at a faster rate than ever anticipated, the struggles our older residents face became even more apparent during the pandemic.

This program has encouraged our residents to venture out, visit their local libraries, reignite their sense of belonging and reinforce the importance of their contributions to our community.

We’re addressing isolation and loneliness in our older generation while our youngsters tap into their strengths, build confidence and gain essential life skills.

Our vision is to see a world where our seniors are engaged and respected, and our young people feel valued, find meaning in their work and are part of a vibrant community.

The Building Digital Skills program is ongoing with more information sessions being made available due to its growing popularity. To book a session, pop into your local library or visit youngster.co.



Launch of the Building Digital Skills program

We’re addressing isolation and loneliness in our older generation while our youngsters tap into their strengths, build confidence and gain essential life skills.



Celebrating our Youth

Young people are the future of Port Stephens, so it's important they have a say in the decisions that affect them, feel a sense of belonging and are provided opportunities and pathways for success.

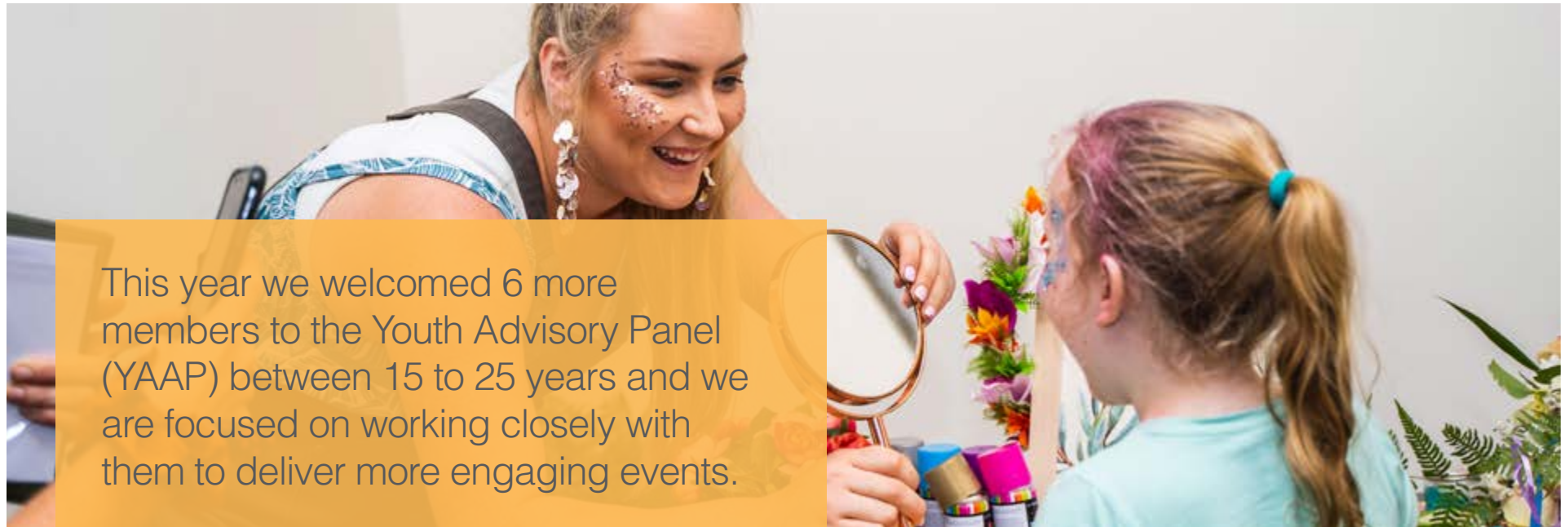
Thousands of young people across NSW aged 12 to 25 get together annually to celebrate Youth Week, where they can share ideas, attend live events and celebrate their contribution to our community.

Youth Week provides a great opportunity for young people to connect, express their ideas and views, create, and enjoy activities and events. This year, thanks to grant funding, we collaborated with UP&UP, The Totem Collective, PCYC Port Stephens – Nelson Bay, Lakeside Leisure Centre, and Snak N Rap to present a fun and engaging calendar of events.

Port Stephens Council's Youth Strategy has been created in partnership with local young people and guides the delivery of youth-friendly services, infrastructure and programs across our region.

A sense of connection to our places and people is paramount, which is why Council has been working with locals to create more youth-friendly spaces.

When it comes to being heard, Council's Youth Advisory Action Panel (YAAP) puts local young people front and centre in the decision-making process. Members advise on important issues for young people and how they can be addressed, help develop local projects, comment on Council plans and strategies and represent Council at youth events.



This year we welcomed 6 more members to the Youth Advisory Panel (YAAP) between 15 to 25 years and we are focused on working closely with them to deliver more engaging events.

 **KP** **What we did to promote inclusion in 2021 to 2022**

- With the assistance of grant funding, we built new accessible amenities at Tomaree Sports Complex and Boyd Oval Medowie.
- With the assistance of grant funding, we constructed accessible public toilet facilities at Shoal Bay Foreshore and another at Bettles Park Raymond Terrace.
- We completed a shared pathway connecting Mallabula to Lemon Tree Passage, as well as shared pathways along the Raymond Terrace Levee Bank,

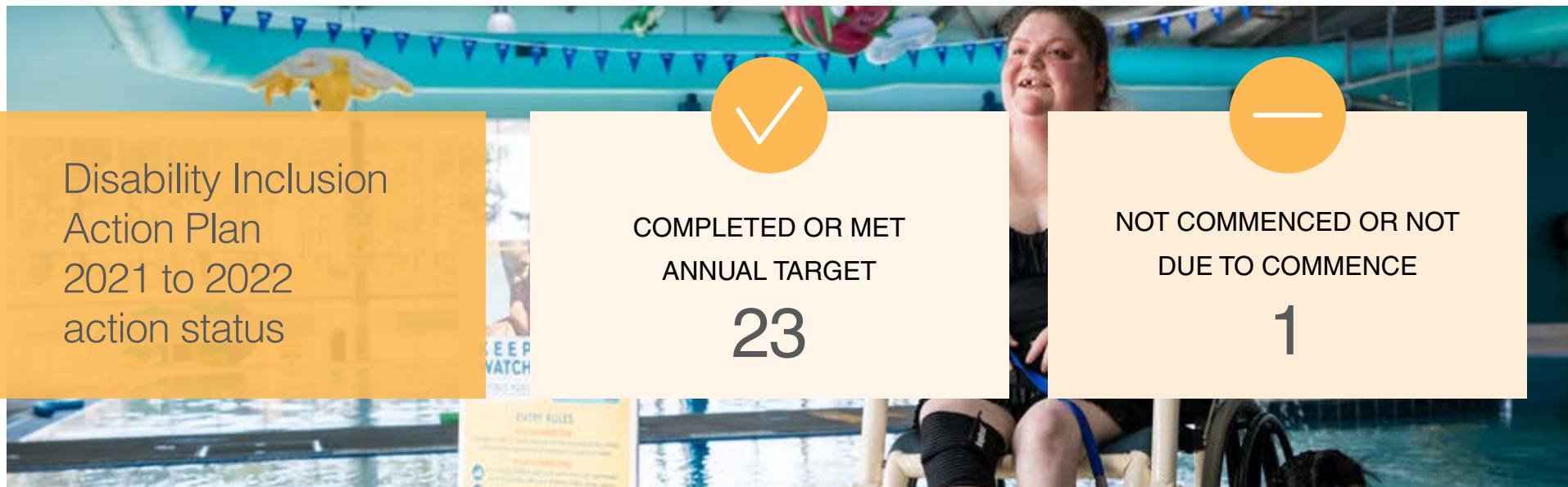
with the assistance of grant funding.

- We updated our website to offer more self-serve options and in June, added a ReadSpeaker function, converting text to audio for people who are vision impaired or who have difficulty reading online text. We had more than 300 people access this function within the first few weeks.
- We were able to increase accessibility to the Nelson Bay stage thanks to a Streets as Shared Spaces funded project.
- Thanks to grant funding, we revitalised Robinson Reserve, Anna Bay and transformed it into a community hub with a skate and scooter park to cater for all ages and skill types

- With the assistance of grant funding, we recently upgraded the Mallabula Sports Complex, making it another great facility that not only encourages young people to be active and healthy, but fosters a feeling of inclusion and belonging by giving them a space to share their passions and hobbies.

 **What's next?**

The Disability Inclusion Action Plan (DIAP) is reviewed and developed every four years and reported on annually. We're currently working on a new, more integrated Wellbeing Strategy which will focus on inclusion, accessibility and diversity for our community.





What we did to plan for an ageing population in 2021 to 2022

- We launched our 'Better With Age' seniors guide to reconnect and inspire our older residents. The guide provides information regarding social groups, activities and features individual stories from various inspirational seniors of Port Stephens.
- We ran many Building Digital Skills sessions throughout the LGA to educate our older residents in digital technologies. This also provided employment for our younger residents who were teaching the education sessions.
- Our libraries hosted a program called 'Rite to the Finish' which compassionately covered aspects of end of life, with topics ranging from organ donation to funeral planning.
- We welcomed Meals on Wheels as a new tenant of the Tomaree Library and Community Centre.



Better with age launch event

FEATURE

Better with Age



Growing older in Port Stephens has never been more enjoyable, thanks to our new guidebook aimed at promoting connection and wellbeing among local seniors.

'Better with age: A guide to the good life for modern elders in Port Stephens' was launched as part of the 2022 NSW Seniors Festival. It features some amazing local legends with stories that will both tug at the heartstrings and lift your spirits, as well as a comprehensive list of local services and facilities, things to do, helpful tips for ageing well and inspiring stories.

With around a third of all residents in Port Stephens aged over 55, this guide celebrates the important contribution seniors make to our community, as well as their wisdom and experience. It was created with the intention of facilitating connections following the isolation we've had to endure over the past few years.

So before you say 'I'm too old for that', take a wander through 'Better with age' and you'll discover ageing isn't 'lost youth' but just a new stage of opportunity!



Read more about the discovery at portstephens.nsw.gov.au/seniors

Goal 2: Recognised traditions and lifestyles

Our community supports the richness of its heritage and culture.

Growing a cultural community

We're committed to growing the capacity and capability of our community through education, training and skills.

In February 2022 we launched the Culture Club forum, bringing local creatives, volunteers and businesses together to grow their practice, learn new skills and develop new cultural opportunities in Port Stephens.

Hosted by the Murrook Educational Centre, the first forum featured guest speaker Terri Janke sharing about how to engage with Aboriginal Artists, followed by workshops covering everything from growing a business to events management, and making the jump to public art.

The meeting of creative and cultural experts gave us a vision for what a unique cultural festival in Port Stephens could look like, fuelling ideas for future programs and events.

The beautiful Murrook Educational Centre provided a great space for the forum and an opportunity for the Worimi People to show a facility that is available for community use.

What's next?

We're planning to deliver on Our Incredible Place Strategy with a vibrant and diverse program of activities dispersed across Port Stephens that promote social connection, support local business and boost the

night-time economy following extended COVID-19 restrictions. Depending on external funding, the program will include lighting projections and installations, live music and food, cultural storytelling, and performances.



Smoking ceremony, NAIDOC Week

We're planning to expand and diversify our It's On! program across more of Port Stephens with a series of community classes, activities and workshops, developed to support local businesses and boost the night time economy.

 **KP Birubi cultural works**

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.

This year our focus at Birubi was dune stabilisation around the bottom carpark at the headland. The works involved re-construction of an eroded dune, construction of sand-catch fences and dune vegetation planting. These works will help protect these valuable lands.

The main works were completed in March 2022, with vegetation planted in partnership with the Worimi Green Team. Once sand builds up around the existing

sand catch fences, we'll add further fencing and vegetation planting.

Sometimes we love Birubi just a bit too much, causing large traffic jams of buses and cars moving in and out of the beach car park.

Last year we were successful in securing the final piece of funding to develop the Birubi Point Aboriginal Place Tourism Transport Interchange.

The interchange will provide better access to the incredible Worimi Conservation Lands and ultimately improve the experience of locals and visitors, while protecting the cultural significance of this place.

This is possible thanks to funding from the Australian Government's Building Better Regions Fund, the NSW Government's investment and Council investment.

The initial preparation work has started on-site, with major works expected to begin in late 2022.



To stay up to date with the progress of the interchange visit portstephens.nsw.gov.au/projects



Birubi Point

Yabang Gumba-Gu update

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 Land Councils during NAIDOC Week in July 2018.

It's now a living roadmap that outlines actions to realise our shared vision for the future of Port Stephens.

This year:

- We established a formal process that identifies Worimi and Karuah LALC Aboriginal Land Claims and status
- We established protocols for the development of Management Plans for Aboriginal Place gazettal
- We continued to integrate Aboriginal curated art for our 'Raymond Terrace Reflections' and Yacaaba Street public art projects. Funding from the NSW Cultural Tourism Accelerator Fund was redirected to activate these spaces.
- We finalised the Memorandum of Understanding with Transport for NSW for a mural on the Karuah Bridge. Murals and public art are growing, with many funding applications being received as well as large-scale DA's requiring elements of public art.



Goal 3: Community partnerships

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



Australia Day festivities relaunch post COVID-19 events

After celebrating events virtually with our community for the past few years, this year in partnership with our volunteer committees, we celebrated Australia Day together.

We count ourselves lucky to live in a place that's not only brimming with natural beauty, but that is diverse, inclusive and has a wonderful community spirit. This year's theme, 'We're all part of the story', focussed on celebrating our history and the people who make it great.

We hosted a family fun day at Riverside Park with marching band, a big Aussie Breakfast, market stalls and award ceremonies.

The Citizenship ceremony officially welcomed the region's newest Australians as they made the pledge of commitment in front of their family, friends and community members.

For those that wanted to avoid the heat, Lakeside Leisure Centre hosted a pool party, with free entry to the pool, where the

community enjoyed a BBQ, swim, local performers and some fun.

Australia Day also provided a perfect opportunity for us to thank local groups and individuals for their service and generosity through our 2021 Port Stephens Annual Awards. Each of our annual award recipients stand out as shining lights, whether it's through donating their time to community programs, championing local sports, or raising environmental awareness.

Our 2021 Port Stephens Annual Award winners are:

Citizen of the Year – November Sheehan

November Sheehan is the founder of Heart Letter Pen, an online initiative created during the peak of the COVID-19 pandemic to assist people who are feeling lonely, anxious and isolated. Humble, but infinitely encouraging, November donates significant time to manage the group's Facebook page, coordinate drop-off and collection of boxes across the local community, and individually check, sort and mail card batches.

Young Citizen of the Year – Brigid Douglas

Brigid Douglas is a volunteer gymnastics coach at PCYC Port Stephens, generously volunteering an estimated 350 hours a year to support programs for young people.

Brigid has built wonderful relationships with her students and the community, and is an example of hard work and dedication to the sport of gymnastics. Brigid also helps with the club's school holiday programs and works closely with NSW Police on the Fit for Life program.

Sportsgroup of the Year – Clontarf Foundation

The Clontarf Foundation helps to improve the education, discipline, life-skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men. The Foundation has helped to make a difference in the lives of young people in Port Stephens by running programs with students at Hunter River High and Irrawang High School.

Cultural Endeavour – Madeline Crockett

Madeline Crockett gives back to her community by volunteering her time at the Twilight markets in Fingal Bay. Among her many duties, Madeline helps to organise signs and COVID-19 updates, recruiting market stall holders, advertising via social media and providing updates to the community. Previously Madeline spent time volunteering to assist her fellow students with their school assignments.

Environmental Award – Leonie Bryson

Leonie Bryson is the vice-president and a key member of Climate Action Port Stephens. Leonie has been actively involved in educating the Port Stephens community about climate change and sustainability and has worked on events such as School Strike for Climate. Through her dedication and hard work, Leonie secured grant funding to install renewable street furniture in Raymond Terrace – known as a Smart Solar Bench – that uses energy from the sun to enable users to charge their phones and connect to Wi-Fi.

Freeman of Port Stephens – Kevin Stokes

Kevin Stokes is a founding member of the Hunter Region Botanic Gardens. A passionate advocate for the environment, Kevin has spent more than 36 years volunteering at the Gardens. He has worked tirelessly to develop and maintain the Gardens' traditions, its volunteer basis and its focus on displaying and conserving Australian plants.

Freeman of Port Stephens – John Nell

As a former Councillor, John Nell contributed 34 years to Port Stephens Council both as an East Ward Councillor and Mayor. He is the second longest-serving Councillor on Port Stephens

Council. John is passionate about the Port Stephens environment and was a long-standing member of many committees including the Marine Park Committee, Estuary Management Committee and the Tomaree Sports Council. During his tenure, he was a strong advocate for the environment and oversaw improvements to the Nelson Bay town centre, more shared paths and new sporting infrastructure.

Freeman of Port Stephens – Ken Jordan

Ken Jordan was first elected to Port Stephens Council in 2004 and represented the West Ward community for 17 years. He served as Deputy Mayor from 2011 to 2012 and was an active community group member. Ken was passionate about creating greater job opportunities for local young people.

During his tenure, he helped to reshape the Developer Contributions Plan to increase funding for local projects and was a strong advocate for the Men's Shed movement locally. He was also a passionate member of the Seaham Park & Wetlands Committee and the West Ward Sports Council.



Find out more information about the Port Stephens Annual Awards at portstephens.nsw.gov.au/annual-awards



November Sheehan and Brigid Douglas



KP Event toolkit to kickstart COVID-19 recovery

It's no secret the pandemic has had a devastating impact on the visitor economy – an industry that's worth more than \$1.9 million every day to the local economy.

Events play a vital role in attracting visitors, generating local jobs, investment and growth. They also bring our community together and improve the vibrancy of our town centres. Pre-pandemic, Port Stephens played host to more than 120 events annually.

The launch of our new Events Toolkit came at a critical time, providing a 'one-stop-shop' for event organisers with advice and information all in one handy location. By streamlining the process we hope to attract more high-quality community, national and international events that will benefit the entire region.

Successful events need careful and considerate planning, which can be daunting if you're a volunteer or small community group. We wanted to provide clear guidance on the application process to make it quicker and simpler to understand exactly what's required.

The Events Toolkit includes a checklist, information on statutory requirements and practical advice on delivering a safe, well-organised and successful event.

We're focussed on continuing to look at how we can further support our community and event organisers as a way to grow our local economy. We want to showcase everything that's great about Port Stephens – including developing an event attraction campaign and event sponsorship prospectus.



Delivering to vulnerable communities

In 2021, we joined Port Stephens Hunter Police in distributing COVID-19 personal protective equipment (PPE) to community groups and organisations across Port Stephens.

Former Councillor Paul Le Mottee joined NSW Police Superintendent Chad Gillies and Karuah Local Aboriginal Land Council (LALC) CEO Dave Kernick onsite at the LALC to deliver 6000 face masks, 48 bottles of sanitiser and 200 packets of cleaning wipes. Council also provided face mask recycling bins.

We provided equipment to youth and family services, surf lifesaving clubs and other Aboriginal services – the organisations that were on the frontline, doing amazing work during COVID-19. The PPE better enabled them to support the community through a tough time.

Providing this essential equipment ensured some of our community's most vital organisations could continue to operate safely and helped minimise the spread of COVID-19 in the Karuah Mission.

The PPE was made available thanks to Resilience NSW and Healthshare, who provided the items to NSW Councils to equip community organisations to help reduce the spread of COVID-19.



Supporting local women in their goals

For the past 5 years, we've encouraged local women to reach their goals whether it's related to the arts, culture, environment, business, community, health or sport through our International Women's Day scholarships.

Annually, we offer 3 scholarships worth \$1,000 each. It's a small way Council recognises the important contribution women make to our community.

Many women are already doing incredible things across our region, and we know

there are many more out there who have an important goal or idea and just need a hand to get them off the ground. These scholarships provide that added financial support to help make their dreams a reality.

Read about the 2022 International Women's Day Scholarship recipients:

Beth Innes is the Director of Sports 4 All, a not-for-profit organisation that works to increase the participation of women and girls in sport. Beth's aim is to introduce 'Sports 4 All' to more sporting clubs within Port Stephens, assisting them to create an inclusive and family-friendly culture that supports female recruitment and participation. She also aspires to work

with local community organisations to encourage more vulnerable women to get involved in sport.

Shannon Whyte is an Aboriginal woman who hopes to inspire the next generation of young people, particularly young Aboriginal women. Shannon aims to build on her career in project management by undertaking further leadership training and mentoring. She plans to use her leadership skills to assist local community organisations that work with women, Aboriginal people, or vulnerable residents.

Renee Goreham-Selby is a physics lecturer and researcher in nanotechnology for biomedical applications at the University

of Newcastle. Renee held online science sessions during the COVID lockdown, and she's passionate about promoting science and maths among school-aged children, also creating educational materials. Renee's aim is to develop a suite of permanent science resources for schools and families.

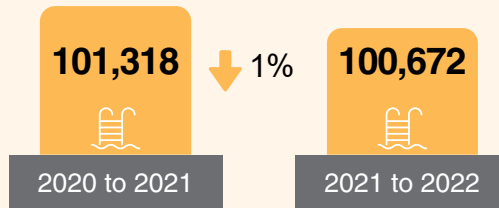


Find out more information about our International Women's Day Scholarships, at portstephens.nsw.gov.au/international-womens-day-scholarship

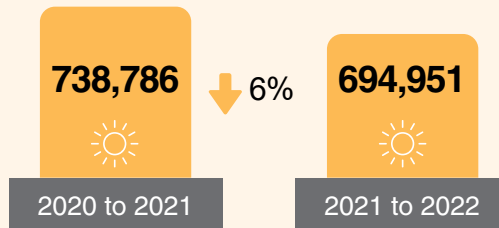


2022 International Women's Day award ceremony

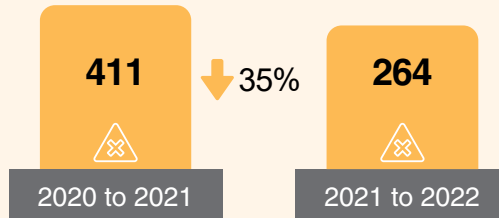
Total pool attendance



Total beach visitation



Beach closure hours



Leisure centre struggles

Our local leisure centres are not just swimming pools – they’re affordable social and recreation spaces for all parts of our community.

When restrictions eased, our leisure centres struggled to keep on top of ever changing COVID-19 safety plans and had to postpone or cancel regular classes due to the availability of staff who were isolating.

This year we welcomed 100,672 people to our leisure centres and despite the challenges, we’re finally starting to return to regular operations.

We’ve also celebrated a number of highlights over the last year:

- We completed upgrades at our facilities including the Café at Lakeside Leisure Centre, pool liner replacement at Tilligerry Aquatic Centre and kiosk upgrade at Tomaree Aquatic Centre
- We hosted the annual Australia Day pool party
- All our venues passed the March 2022 RLSA audits
- We received multiple 5-star google reviews for all sites
- We exceeded our learn-to-swim targets

- We secured a grant for a new playground at Lakeside Leisure Centre through the Stronger Country Communities Fund, Round 4
- We installed new heat pumps at Lakeside Leisure Centre, and we’ve tendered for new ones at Tomaree and Tilligerry pool.



Find out more information about our pools and leisure centres, at portstephens.nsw.gov.au/pools-and-leisure-centres



FEATURE

Helping our kids Thrive



Planning for the future isn't just about parks, roads and housing – it's about people, both big and little.

For more than 40 years, our award-winning Thrive Kids has provided childcare services for children aged up to 12 with family day care, OOSH (out of school hours and vacation care) and a mobile preschool.

We've worked hard to manage the ongoing impacts of COVID-19 on these services. Not only was attendance impacted across our centres, but we had to juggle reduced staff availability on a daily basis.

Despite this, we've opened 2 new OOSH centres, at Raymond Terrace and Clarence Town and started a much loved Bush Kindy program for children enrolled at our Anna Bay facility.

We've managed to maintain a balance and keep our centres open, keep our kids safe and made sure our community had the support they needed to keep their children and their family thriving.



Read more about the discovery at portstephens.nsw.gov.au/thrive-kids

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	2021 to 2022	
C1.1.1 Deliver early education and care of children	Customer satisfaction with Thrive Kids	≥ 85%	99%	99%	93%	98%	✓
	Annual accreditation	Compliant	Compliant	Compliant	Compliant	Compliant	✓
C1.2.1 Deliver youth projects and support youth services provided by other agencies	Deliver 5 contract milestones in the NSW Department of Community and Justice Service Delivery Schedule	100%	-	-	-	100%	✓
C1.3.1 Identify and plan for an inclusive and access friendly community	Actions completed in Disability Inclusion Action Plan	≥ Baseline	7 of 24 ¹	14 of 24 ¹	14 of 24 ¹	15 of 24 ¹	✓
	New DIAP developed and adopted	30-Oct-21	-	-	-	Extended to July 2023	✗
Comment: Extension requested. Refer to page 56.							
C1.4.1 Identify and plan for the needs of an ageing population	Actions completed in Ageing Strategy	≥ Baseline	4 of 7	6 of 7	6 of 7	6 of 7	✓
C1.5.1 Coordinate Council's volunteer program	Variety of activities volunteers support at Council ²	Maintain	7	8	6	8	✓




Recognised traditions and lifestyles

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	
C2.1.1 Support initiatives and projects to promote Aboriginal culture and protect Aboriginal places	Actions completed or commenced in Yabang Gumba-Gu Plan from the Aboriginal Strategic Committee	≥ 90%	95%	95%	100% ³	100% ³	✓
	Develop an Aboriginal Place Advisory Panel annual works plan for Birubi Point	≥ 90%	100%	100%	100%	100%	✓
C2.2.1 Support initiatives and projects to encourage local cultural activities	Developed an action plan for 'Our Incredible Places Strategy'	100%	-	-	-	100%	✓

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	2021 to 2022	
C2.3.1 Support the preservation of Port Stephens heritage	Providing Heritage Projects Funds	Maintain	\$6000	\$5,500 ⁴	\$4,597	\$6000	✔
	Heritage advice on Development Applications and Council projects	Within 10 days	-	-	-	10 days	✔
C2.4.1 Deliver public library services, resource and community literacy programs	Customer Satisfaction with Library Services	≥ 85%	99%	93% ⁵	88%	Library survey to be conducted later in 2022	✔
	Customer Satisfaction with outreach and homebound services	New				Library survey to be conducted later in 2022	✔
	Number of visits to library branches	230,000	199,610	146,881	134,673	117,326	✘
Comment: Library branches were closed for 3 months due to COVID-19 lockdown							
	Internet and Wi-Fi usage at Raymond Terrace and Tomaree Library branches.	45,000	35,485	27,336	19,900	15,136	✘
Comment: Library branches were closed for 3 months due to COVID-19 lockdown							
	Attendance at programs, Activities and events	8,300	9,184	6,471	3,246	3,575	✘
Comment: Library branches were closed for 3 months due to COVID-19 lockdown							
	Use of resources (collection items borrowed)	300,000	299,371	243,337	233,795	204,424	✘
Comment: Library branches were closed for 3 months due to COVID-19 lockdown							
	Community Satisfaction with Library Programs, Activities & Events	New				Library survey to be conducted later in 2022	

Community partnerships

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	
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	Refer to C2.2.1	-	-	-	-	-	
C3.3.1 Initiate and manage leisure contracts with recreational and leisure services	Community satisfaction with Council's swimming pools	≥ 90%	91%	90%	88%	87%	
	Maintain a score above the NSW 3 year average in the Royal Life Safety Assessment Audit	≥ 84.62%	91.67%	91.67%	87%	83.3% ⁶	
C3.4.1 Provide financial assistance for the community	Annual grant funding	Maintain	120 grants \$91,815	101 grants \$123,011	97 grants \$190,960	\$222,188 ⁷	

¹8 of 24 are ongoing ²Parks, halls, sports, community engagement, library, visitor information centre ³ 15 of 19 completed 4 actions are ongoing over multiple years ⁴NSW Government grant funding to Council reduced to \$5,500 ⁵Survey result from Community Satisfaction Survey ⁶Lakeside 87%, Tilly 79% & Tomaree 84% ⁷Refer itemisation on page 121

 **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.

 **KP** We waited so long, now It's On!

We know how hard everyone has been impacted by COVID-19 and the wet weather, and our Vibrant Places team is no exception. This year, we had many of our favourite events called off at the last minute due to rain, wind and floods.

Through all this, we continued to expand our Its On! activation program

and in partnership with business and the community, delivered a fun and unique range of events.

Thanks to various grants and funding programs, the It's On! program held free bootcamps, music and cinema events, yoga in the park and pop up shows for kids during holiday periods. We also hosted the It's On! Lights On! events at both Raymond Terrace and Nelson Bay, the Chalk the Walk artworks, and the New Year's firework display at d'Albora Marina, Nelson Bay.

To help ease seasonal fluctuations and drive economic outcomes we also sponsored major events including the Port Stephens Pro, the Peter Wilison Memorial Touch Football Championship, King Street Heritage Festival and the NSW Outrigger Titles.

We know events are coming back bigger and better than ever. We're working on some exciting new ideas for the year ahead including a new sponsorship prospectus and event attraction campaign.

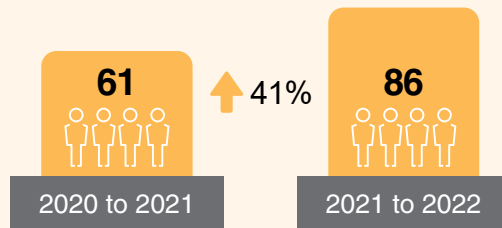


To find out more about our upcoming events, visit portstephens.nsw.gov.au/events

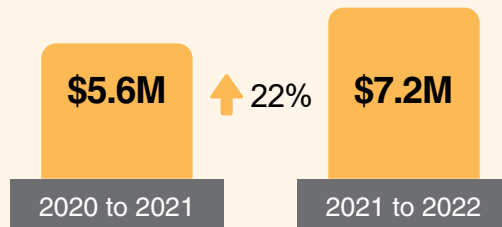


Sunset Cinema 2022

Number of event licences issued



\$ generated



Events contributed \$7.2 million to our local economy.



Visitors return to Port Stephens

Port Stephens was better positioned than most regions to recover from the impacts of COVID-19. Our new brand, Incredible by Nature had been launched the previous year and our local tourism businesses were well and truly ready for lockdowns to end.

Our last holiday period wasn't as busy as we expected, with a lot of our fellow Aussies heading overseas for their holidays, rather than travelling domestically.

Despite this, we're enjoying welcoming back our international visitors to our picturesque region.

With Destination Port Stephens securing a \$50,000 grant for the next stage of the Incredible by Nature marketing campaign targeting visitors from Sydney and Regional NSW, we're hopeful we'll experience a tourism bounce-back as the year progresses.



KP Housing supply

We know that Port Stephens is always changing. As jobs, town centres and economies evolve and our population changes, we're committed to a balanced approach to planning.

Over the last year, we've continued implementing actions from our Local Strategic Planning Statement (LSPS) and

Housing Strategy (Live Port Stephens).

These two key documents create a vision for land use and housing in Port Stephens over the next 20 years.

Supporting this, our strategic planning team have been busy implementing a wide range of actions including:

- The development of a Housing Supply Plan
- The development of the Raymond Terrace Economic Zone Action Plan
- The preparation of place plans for Karuah, Shoal Bay, Medowie and the Hinterland to support housing growth opportunities.

With a strong and robust planning framework, we've been able to reduce our backlog of rezonings by more than 90%.

This has fast-tracked land release in our growth areas, and achieved greater transparency for applicants and our community.

We know homelessness and affordable housing continue to be an ongoing issue with resources and support stretched thin trying to meet the needs of homeless people in our community.



What's next?

We're finalising our Housing Supply Plan to guide actions to unlock housing

opportunities, increase transport links, amend location planning provisions and support new and affordable housing around our key employment hubs and continue to work with Council.

Beating the state standard for processing DAs

In December 2021, we celebrated a milestone of 1000 DAs approved in 2021, a 23% increase from previous years.

The sheer volume of DAs lodged reflects the economic growth in the Port Stephens LGA. Government building grants, plus ongoing lockdowns limiting spend on leisure and travel, has allowed people to buy into the great Australian dream of building or renovating their dream home.

Despite the booming development industry and the increase in demand on staff and resources, we surpassed industry benchmarks set by the NSW Department and Environment. They allow up to 40 days for processing times and our average determination time is 33 days.

We've established a dedicated fast-track DA assessment team to deliver improved

processing times. The DA process is a critical component of the housing supply chain that helps to deliver new housing to the market to keep up with the demand in our region.

The Port Stephens building and renovation boom this year totaled \$319M of approved developments, which ultimately has a positive impact on our local business economy.



Read more about the development application process at portstephens.nsw.gov.au/development-applications



Williamtown Management area

We're continuing to support landholders at Williamtown affected by PFAS (per and poly-fluoroalkyl substances) contamination.

The contamination was caused by the historical use of firefighting foam containing chemicals known as PFAS at RAAF Base Williamtown.

In June 2021, Council resolved to continue the rate reduction for properties in the Williamtown Management Area for 2021 to 2022 financial year.

A special sub-category of rates applies 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 advocate for our community wherever possible.



FEATURE

Planning our places



Planning for the future of our places is one of the most important roles we play.

Balancing the needs of our community now and the needs of our community into the future is critical to successful planning – we’re developing plans that put people and places first.

The Karuah Place Plan is the first in a new series of place plans designed to improve liveability, increase wellbeing and deliver economic growth – and it’s a first for Hunter region councils.

So what is a place plan? It starts with our community’s values and priorities for their place. Together, we identify the unique local character of a place and the ways our community can shape, enhance or protect these aspects.

A place plan is an easy-to-read plan for the future of a place – it outlines the community’s vision for their place and actions to achieve that vision.

Every place is unique and so is every place plan. A place plan may include things like events and activities, major projects and works, land use changes and more.

These actions can be championed by our community – including community groups, local businesses, schools, clubs or individuals.

A place plan is an action plan to create more vibrant places for people to connect, discover and enjoy with their community.



Find out more by visiting
[portstephens.nsw.gov.au/
place-plans](https://portstephens.nsw.gov.au/place-plans)

Goal 2: Infrastructure and facilities

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

Parking smarter

During the COVID-19 lockdowns, we turned off our parking meters in Nelson Bay and made it free to park in our town centre.

Since Christmas this year, our Smart Parking system was back on track managing supply and demand, encouraging the turnover of parking spaces and more importantly, increasing the number of people in our town centre.

We also switched on our digital signage, highlighting available parking across the town centre. We've continued to review the system, iron out kinks and make changes as needed.

We're now developing plans to roll out smart parking to other locations in the LGA.

What's next?

We'll implement Smart Parking in Shoal Bay and engage with the community about extending to Little Beach and Fly Point. We'll also chat with the community about also introducing Smart Parking in Anna Bay, Birubi, Fingal Bay and One Mile.

We'll continue to keep Smart Parking free for residents and businesses, and reinvest the funds generated into projects to improve the wellbeing and liveability of the communities where the funds are sourced.



Boyd Oval benefits

We know how important quality recreational facilities are for the health and wellbeing of our community.

Last year, rugby union and touch football clubs in Medowie received a brand new \$1.4 million building at Boyd Oval. The new, modern building includes change rooms, referees rooms, a canteen, unisex bathrooms and accessible amenities.

We worked closely with the community who use this facility to make sure it met their needs. It was constructed in a more centralised location that improved the connection to both playing fields and widened the viewing corridor to make for a better player and spectator experience.

This new facility is much loved by the community hosting weekend sport, mid week training and evolving further into a quality location for events and activation.



Australian Government Local Roads and Community Infrastructure Program provided \$120,000 to the project. Port Stephens Council contributed a further \$1.4M in repealed developer contribution funds.

Revamp for skaters in Anna Bay

Our skaters, scooter and bike riders at Anna Bay have enjoyed the improved skate park at Robinson Reserve.

Robinson Reserve Skate Park was identified as a key project through the Birubi Point Aboriginal Place Management Plan. The park was designed together with our traditional owners and young residents who were keen to see a recreational space for both beginner and more advanced users.

This project was delivered in two stages with stage 1 focusing on the beginner elements and stage 2 adding a quarter pipe extension, camel hump rollers and ski jump kicker.

We know the Anna Bay community and people from all across our area love this new skate park – it's always busy, particularly in the holidays.

The completion of this skate park has transformed Robinson Reserve into a recreational hub catering for a range of ages and abilities.



The upgrades were made possible through external grants from the **Australian Government Local Roads and Community Infrastructure Program.**

Bettles Park Raymond Terrace

We're committed to creating more inclusive and accessible places to play for our growing community.

Our community told us they wanted a playground to suit a range of ages and abilities to help improve accessibility and inclusivity for young families in Raymond Terrace and surrounding areas.

Bettles Park is a highly visible reserve at the southern gateway to Raymond Terrace. It was once a very popular highway stop before Raymond Terrace was bypassed and used to house the Sabre Jet, which is now on display nearby at Fighter World.

The new Bettles Park playground is a play space supported by pathways, seating and shade. We sourced design options that met the NSW Government's 'Everyone Can Play' guidelines and engaged with the local students and parents who selected a design that best suited their needs.



The funding for this project came from external grants including the **Australian Government Local Roads and Community Infrastructure Program.**



Little Beach boat ramp ready for launch

With a port 2.5 times the size of Sydney harbour, amazing rivers and estuaries all abundant with sea life, it's no surprise that boating and fishing are such a popular activities across the LGA.

This year, we invested in the redevelopment of the very popular Little Beach Boat ramp with the new and improved boat ramp is designed to ensure safer and easier experience for users. It has an elevated profile that extends further into the water allowing boats to launch at lower tide levels without worrying about reversing off the toe of the ramp.

The ramp is also designed to prevent sand inundation – it is built on piles to allow for natural sand movement under the ramp instead of it accumulating on top.

The completed work means water craft now have safer and easier access to the waterways of Port Stephens.

Transport for NSW (TfNSW) provided close to \$1.9 million for the upgrade under the NSW Government's Boating Now program.

Port Stephens Council contributed a further \$350,000 to the project.



Maintenance Stats - roads, drains, parks and buildings

	2020-2021	2021-2022	YonY	
Potholes repaired	47176	54075	15%	▲
Heavy patching (m2)	11878	10872	-8%	▼
Drains total (m)	220,500	300500	36%	▲
Drains sprayed	154,000	255000	66%	▲
Drains excavated	6500	5500	-15%	▼
Drains mowed	60,000	40,000	-33%	▼
Mowing services	2115	2158	2%	▲
Defects fixed (open space)	826	1303	58%	▲
Hectares of fields and reserves renovated	248	321	29%	▲
Defects raised (building trades)	3265	2889	-12%	▼
Defects accomplished (building trades)	2950	2486	-16%	▼
Electrical items tested	14945	20932	40%	▲



Goal 3: Thriving and safe place to live

Our community supports a healthy, happy and safe place.



Our little slice of paradise, Karuah

Just off the Pacific Motorway lies our hidden gem with natural beauty and small town hospitality. The welcome holiday destination of Karuah was even in the running for NSW Top Tourism Town Awards for 2022.

The nomination was a collaborative effort, thanks to Coles Brothers (oyster farmers), Karuah Big 4 Holiday Park, Port Stephens

Council's Visitor Information Satellite Centre and the local hotels and motels in Karuah.

Karuah is one of Australia's classic riverside towns with fresh air, wide open spaces and locals ready to showcase the best this village has to offer. It's a favourite spot for holiday makers, with many coming back year after year.

Karuah is renowned for its fresh oysters, friendly locals and a calm scenic setting on the river, ideal for boating, paddle boarding, kayaking, fishing and swimming. Visitors can hike through the Karuah National Park and discover the rich Aboriginal history. It's obvious

why many choose to live and visit this incredible area.

Local community, businesses and tourism providers came together with Port Stephens Council to help develop the first ever Karuah Place Plan which was endorsed by Council in early 2022.

The Karuah Place Plan provides a roadmap for the growth of this community – it outlines future land use, strategies for managing the protection of the local environment along with ideas for increasing vibrancy and a sense of place.

▶ What's next?

The community of Karuah embraced the adopted Place Plan and working together on a number of projects to improve the vibrancy of the town.

The Karuah river bank restoration project, the Garuwa Community Market Project, the Karuah Konnect community transport project, a main street beautification program and a new cruise tour from Nelson Bay to Karuah are all well underway.



Check out the projects and more information about the Karuah Place Plan portstephens.nsw.gov.au/karuah-place-plan





Grants guide sporting complex improvements

Investing in sporting infrastructure is an investment in the health of our community – it improves the livability and wellbeing of our residents both now and into the future. It's also an investment in keeping our community connected and creates economic opportunities through hosting of events.

We work hard to apply for funding from the Australian and NSW Governments to finance necessary upgrades and maintenance of our sporting facilities.



More than \$840,000 went to King Park Regional

Sport Complex to help us continue to deliver the King Park masterplan.

We'll be upgrading the existing amenities building with new unisex change rooms, revamping the meeting and function area, creating new pathways to connect the complex, building tiered and sheltered seating for spectators, and installing new signage.

We're aiming to transform King Park Sports Complex into a regional sporting destination that can host major events like championships and carnivals. This will be an important catalyst for Raymond Terrace and our surrounding communities.

At Tomaree, the new complex is already a game-changer for the region.



It is set to be even better with a further \$260,000 received

to revitalise the Elizabeth Waring building.

We've also built new pathways, seating and signage. The new modern function room is perfect for community events, meetings and training programs. We're one step closer to realising the Tomaree Sports Complex masterplan.

The funding for this project came from the NSW Government to continue their commitment to create spaces and facilities that meet the current and future needs of communities and support participation at all levels.



Peter Wilson Memorial Cup, Tomaree Sports Complex

Strategic Asset Management Plan (SAMP)

The Strategic Asset Management Plan (SAMP) is an important document for our Council and our community. The SAMP provides the framework for the sustainable management of our current and future assets – it guides our work programs and balances resources against priorities.

We have a big and varied list of assets in our SAMP that include infrastructure like roads, footpaths, buildings, drainage, seawalls, surf clubs, lifeguard towers, wharves and jetties.

The SAMP sets out timelines for the maintenance of these projects, outlines the budget required and prioritises what we will do when.

Infrastructure planning and renewal

We continue to deliver a large capital works program, primarily funded through external grants, and it's been busier than ever as we manage a high volume of projects.

Some of our key highlights have been:

- Foreshore Drive bridge and culvert
- Port Stephens Drive upgrades
- Completing and adopting the Strategic Asset Management Plan (SAMP) for 2022 to 2032.
- Removal of the Victoria Parade pedestrian bridge to undertake testing
- Trialing a recycled asphalt product on Salamander Way.
- Continuing investigations of potential additional sites for SMART parking.
- Progressing natural disaster claims for 2021 and 2022.
- Completing a regional roads review and transfer, with a response from the independent panel pending.
- Submitting an active transport grant application.
- Processing 274 out of 279 flood certificate requests, 172 out of 181 Development Application (DA) referrals and 367 out of 425 DAs that required engineering assessments, within required timeframes.

What's next?

We've been able to utilise resources to help us catch up on tasks that we fell behind on during COVID-19 and various natural disasters. We're focusing on improving processing timeframes for our community.

We're invested in improving our facilities for the community to have healthy, happy and safe places. There are many grants provided from the Australian and State Governments that partially or fully finance these projects.

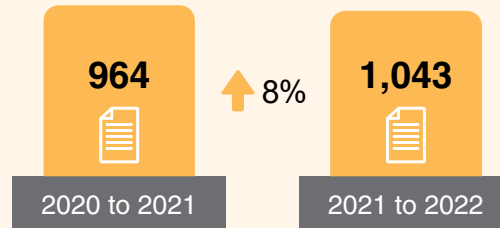


New shared pathway at Anna Bay

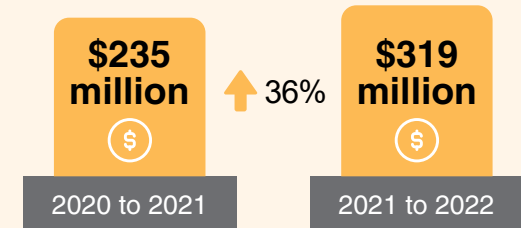
Development and planning highlights

We saw a 8% increase in the number of development applications (DAs) lodged with our Council this year. We still achieved a fast turnaround time averaging 21 days thanks to process improvements.

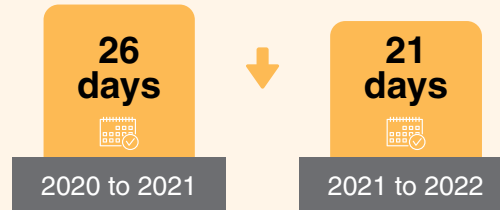
Development applications (DAs) determined



Value of development approved



Net median determination time (days)



This was under the Premier's target of

40 DAYS

Building certification market share

44.4%



Only

31 DA's

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

402

CONSTRUCTION CERTIFICATES ISSUED

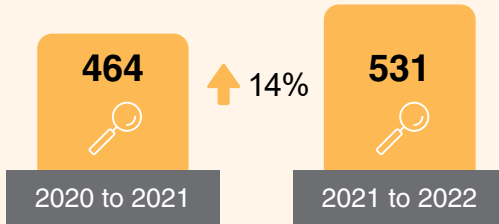


with a turnaround time (net median) of under

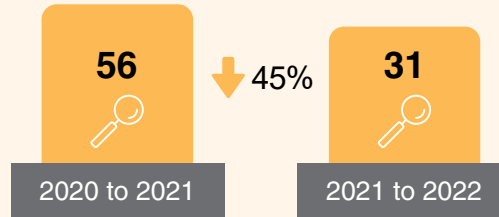
4 DAYS

Environmental health stats

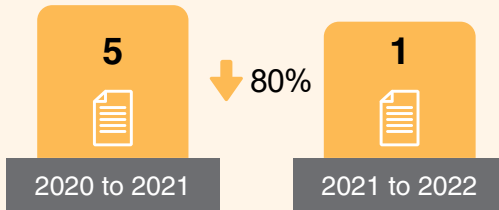
Primary food shop inspections



Reinspections



Warning Letters



0 IMPROVEMENT NOTICES
DOWN FROM 2 IN 2020-2021

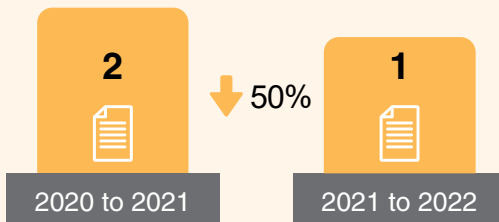
6 PENALTY NOTICES ↓ 70%

79

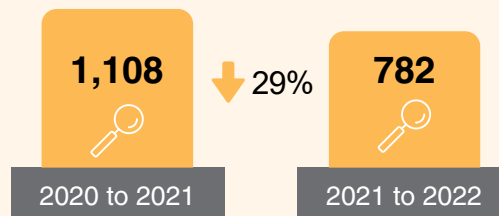
PUBLIC SWIMMING POOL INSPECTIONS



Prohibition orders



Onsite sewer management system inspections





FEATURE

Managing our emergencies

We have a strong connection with our community – we’re usually the first point of contact when residents need help, support or information – and this becomes even more evident in an emergency or natural disaster.

We know our community. We have a first-hand knowledge of the social, economic, infrastructure and environmental needs of those that live and work in Port Stephens.

When things don’t go to plan – when there is a natural disaster or emergency, it’s our role to not only support emergency services, but connect our community with the help they need when they need it most.

This year, we strengthened our resilience, updating our Emergency Management Plan by building on lessons learnt from past disasters and emergencies.

We’re continually advocating for funding to alleviate the impact of natural disasters and recently secured \$1.8 million funding from NSW Government to reconstruct the landslide at Marine Drive, Fingal Bay, following the March 2021 storms.

When flood waters receded following the June 2022 storms, the rain continued at an unprecedented rate with water rising from below the ground and above, severely damaging our road pavements.

Potholes increased on a daily basis and many of our road surfaces, particularly those built on old infrastructure or in locations subject to flooding, deteriorated quickly.

This year (at the time of writing) our teams have repaired more than 54,119 recorded potholes and an estimated 10,000 repaired during storms, making over 65,000 pothole repairs. We are also continuing to manage a backlog.

Following the 2021/2022 storm events, we’ve sustained infrastructure damage in excess of \$5 million dollars. This damage is mainly focused on urgent repair works, maintenance, landslides, roads repairs and drainage remediation. Thankfully a large portion of this expenditure is supported and funded by a number of disaster and emergency funding grants.



Our performance

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

89%

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	2021 to 2022	
P1.1.1 Support sustainable business in Port Stephens	Number of active businesses in Port Stephens	Annual increase	4865	4900	4835	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	Annual increase	57%	-	82%	Survey conducted every 2 years	
P1.1.3 Coordinate place management and activation	Implementation of place activation delivery plan	Number of actions completed	-	-	-	157	✔
P1.2.1 Manage an integrated event licensing process	Number of licences issued	Annual increase	123	112	61	86	✘
	Comment: Due to COVID-19 restrictions, a number of events were postponed or cancelled.						
	Visitors to www.portstephens.org.au	Annual increase	12% increase	10.5% decrease	21% increase	21% decrease	✘
Comment: Website traffic was impacted by COVID-19 restrictions from June to November 2021 and extreme wet weather conditions in 2022.							
P1.2.2 Manage the Nelson Bay Visitor Information Centre	Number of tour and accommodation bookings on behalf of operators	Maintain	6,523	4,586	6,648	4,056	✘
	Comment: The Visitor Information Centre has continued to operate however, the number bookings were reduced due to COVID-19 restrictions and wet weather events.						
P1.2.3 Provide strategic and financial support to Destination Port Stephens	Financial support for Destination Port Stephens	Maintain	\$397,500	\$407,962	\$400,000	\$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	\$7.2 m	✔

Infrastructure and facilities

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	
P2.1.1 Plan for and initiate civil assets	Civil assets work pre-initiated within the agreed timeframe	100%	100%	100%	100%	85%	✘
	Comment: All civil assets work was pre-initiated, however, some timeframes were extended due to a number of factors including timing of grant approvals and resource limitations.						
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	73,407	✔
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%	100%	✔
	Strategic Asset Management Plan conforms with IP&R checklist	Compliant	Compliant	Compliant	Compliant	Compliant	✔
P2.1.4 Plan, design and provide advice services for drainage and flooding	Flooding and drainage development application referrals completed to the agreed service standard	≥ 90%	100%	100%	96%	93%	✔
P2.1.5 Provide traffic engineering services and conduct road safety programs	Road Safety Projects (funded by Transport for NSW) conducted and completed to the agreed service standard	100%	100%	100%	100%	90%	✘
	Comment: In consultation with Transport for NSW, some road safety projects were put on hold due to COVID-19 restrictions and resource limitations.						
P2.1.6 Provide development engineering assessment and advice services	Engineering development application referrals completed to the agreed service standard	≥ 90%	100%	100%	89%	86%	↔
P2.1.7 Provide, manage and maintain community, recreation and corporate assets	Community, recreation and corporate assets inspection program up to date	100%	100%	100%	100%	100%	✔
	Strategic Asset Management Plan conforms with IP&R checklist	Compliant	Compliant	Compliant	Compliant	Compliant	✔
P2.1.8 Coordinate and report on asset finances and data systems	Meeting customer needs	≥ 90%	100%	100%	100%	100%	✔
P2.2.1 Provide survey services	Deliver Capital Works program on time and budget (including approved variations)	≥ 95%	100%	100%	100%	100%	✔
P2.2.2 Provide design and specialist engineering services	Deliver Capital Works program on time and budget (including approved variations)	≥ 95%	100%	100%	100%	100%	✔
P2.2.3 Provide project and contract management services	Deliver Capital Works program on time and budget (including approved variations)	≥ 95%	100%	100%	100%	100%	✔
P2.2.4 Construct Council's Capital Works projects	Deliver Capital Works program on time and budget (including approved variations)	≥ 95%	100%	100%	100%	100%	✔

Infrastructure and facilities continued

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	
P2.3.1 Provide roads maintenance	High priority roads defects fixed on time	100%	92%	100%	90%	90%	✘
	Comment: Some high priority road defects were not completed due to continuous wet weather.						
	Community satisfaction with roads maintenance	≥ Baseline	71%	68%	45%	17%	✘
Comment: Refer to L1.3.3							
P2.3.2 Provide roadside and drainage maintenance	High priority roadside drainage and maintenance defects fixed within required timeframes	100%	100%	100%	95%	90%	✘
	Comment: Some high priority roadside drainage and maintenance defects were not completed due to resource limitations.						
	Community satisfaction with roadside maintenance	≥ Baseline	81%	79%	68%	43%	✘
Comment: Refer to L1.3.3							
P2.3.3 Provide open space and foreshore maintenance	High priority open space and foreshore maintenance defects fixed within required timeframes	100%	95%	95%	95%	80%	✘
	Comment: Some high priority open spaces and foreshore maintenance were not completed due to continuous wet weather						
	Community satisfaction with maintaining parks and gardens	≥ Baseline	84%	85%	88%	79%	✘
Comment: Refer to L1.3.3							
P2.3.4 Provide building trades services	High priority actions fixed within required timeframes	≥ Baseline	88%	95%	90%	100%	✔
P2.3.5 Provide depot and workshop services	Number of pre rego check repairs conducted	142	184	172	172	174	✔
P2.3.6 Provide cemetery administration and cemetery maintenance services	Community satisfaction with cemetery services	≥ Baseline	85%	92%	90%	87%	✔
P2.4.1 Maintain roads as contracted with Transport for NSW	Average Transport for NSW contractor performance grading	Good	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	2021 to 2022	
P3.1.1 Optimising land use and managing Council's key planning documents	No overdue planning certificates (certificates issued within 7 days)	None overdue	None overdue	None overdue	None overdue	None overdue	✓
	Completed actions in the Local Strategic Planning Statement	Annual Increase	-	-	-	11 actions completed	✓
	Completed actions in the Local Housing Strategy	Annual Increase	-	-	-	8 Actions completed	✓
P3.2.1 Provide development assessment services	Median net determination time for Development Applications	< 40 days	38 days	34 days	26 days	21 days	✓
P3.2.2 Provide building certification services	Market share of certification	Maintain	Maintain	43.8%	44%	44.4%	✓
	Premises added to the fire safety program	Annual Increase	1,103	9 added Total 1,672	7 added Total 1,295	305 Total 1,580	✓
P3.2.3 Provide environmental health services	Onsite sewer management systems inspected	≥ Baseline	892 111%	717 89%	1,108 138%	782	✗
Comment: Program on hold for several months in the period due to wet weather and COVID-19 restrictions.							
P3.2.3 Provide environmental health services	Food premises inspected (Schedule changes each year depending on number of inspections and inspection frequency)	≥ Baseline	657 of 636 103%	428 of 800 53.5%	464 of 539 86%	562 inspections completed ¹	✗
Comment: Despite the program being on hold for several months due to COVID-19 restrictions, at least 1 inspection per premises was completed.							
P3.2.4 Provide land use compliance services	Development compliance customer requests closed	≥ 95%	96%	113% ²	93%	75%	✗
Comment: Due to resource limitations a reduced number of customer requests were closed.							
P3.2.5 Provide regulatory ranger services	Ranger customer requests closed	≥ 95%	99%	98%	98%	99.5%	✓

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	2021 to 2022	
P3.2.6 Provide illegal waste compliance services	Number of successful waste investigations (Perpetrator found)	≥ 85% ³	88%	84%	90%	89% (perpetrator found) 92% (completed investigations)	✓
P3.3.1 Develop and monitor Town Centre strategies	Completed actions in town centre strategies: Medowie (M), Nelson Bay (NB), Raymond Terrace (RT) and 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	M 11 of 20 NB 23 of 27 RT 23 of 35	✓
P3.4.1 Manage asset protection zones and fire trails on Council property	Contractor's performance against the agreed program	100%	100%	100%	100%	100%	✓
P3.4.2 Maintain and implement a Local Emergency Management Plan	Review Local Emergency Management Plan every 3 year	100%	100%	100%	100%	100%	✓

² More customer requests closed than opened due to carry over from earlier reporting period ³ Include total number of reported incidents as well as proportion of successfully investigated

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



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.



Environmental e-newsletter launched

We love our environment in Port Stephens and so do our community. That's why our Natural Systems team started a quarterly digital newsletter that covers everything environment.

The 'Your Environment' e-newsletter keeps our community up to date about events, workshops, sustainability issues, waste minimisation, local ecology, Landcare activities and weed alerts.

The first edition of Your Environment featured upcoming events such as My Little Ecosystem Workshops focusing on frogs, insects, native plants and pollinators along with the popular Less Mess Workshops run by Sydney based

professional organisers, teaching us to live with less.

Updates showed the community our environmental project priorities with the protection and connectivity of the Anna Bay Koala Hub, Port Stephens Drive Koala Blackspot Project and the Port Stephens Coastal Management Plan. A spotlight was also put on the Blue-banded Bee and a weed alert on Pampas Grass – a current home décor trend.

The e-newsletter was given a thumbs up (green ones too) by our community, because it provides a balanced look at the range of services Council offers.

We look forward to continuing to share all that we do when it comes to our Environment into the future.



Subscribe to Your Environment, or any of our newsletters by visiting portstephens.nsw.gov.au/council/newsletters



Funding our eco-friendly future

Our region has a unique and beautiful environment that deserves to be treasured and preserved.

Our Environmental Project Grants gives our community and schools the opportunity to deliver environmentally focussed projects that benefit our local environment.

The focus of these projects and activities should be to improve biodiversity and sustainability, protect local ecosystems, encourage student participation and educate our community.

The program also helps to strengthen partnerships between local community groups, schools and Port Stephens Council.

Here's some information about a few of the projects we funded last year:

- Plastic Free Port Stephens – to run an incursion project within local schools promoting innovative ways to reduce the use of single-use plastics.
- Shoal Bay Landcare group – to establish a native community garden along the Shoal Bay foreshore and carry out dune restoration.
- Lemon Tree Passage Parks, Reserves and Landcare Group – to restore parts of John Parade Reserve affected by previous fires.
- Other recipients were Seaham Preschool, Soldiers Point Landcare Group, Tilligerry Landcare Group, Corlette Reserves and Landcare group and Nelson Bay West Landcare Group and EcoPollinators.

Urban Ecosystems

This year, as part of NAIDOC Week the natural systems teams presented a number of My Little Ecosystem workshops. The workshops were aimed at teaching our community how to create and improve their own backyard ecosystem. The assortment of workshops are designed to promote improving habitat in urban environments and educating our community on the importance of our native species.

The workshops taught attendees how to create a frog hotel, native insect hotel, worm farms and composting and included pollinator talks. We also gave away native plants.

Busy bees planting trees

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

Over the past 2 years, we've planted 1200 trees in the Mambo Wetlands! This impressive effort is thanks to funding received in 2019 from a NSW Environmental Trust grant to restore the health of the wetlands.

Working closely with the community, we've completely transformed the Mambo Wetlands –



TREATING
25
HECTARES OF
WEEDS



REGENERATING
50
HECTARES
OF BUSHLAND

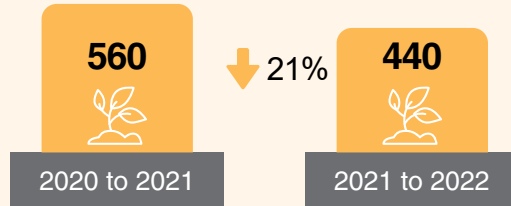


AND PLANTING
1,200
NATIVE TREES.

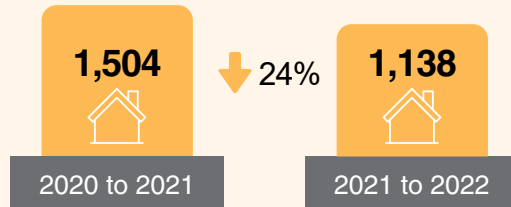
We've enjoyed sharing about our incredible wetlands through educational videos and workshops, highlighting our wonderful volunteers who dedicate their time to protecting and enhancing this asset.

When you visit the wetlands, check out the 6 educational signs we've installed that will tell you all about the ecological importance of Mambo Wetlands, its cultural significance, the weeds that threaten the wetlands, our treasured koala population, endangered ecological communities and threatened animals.

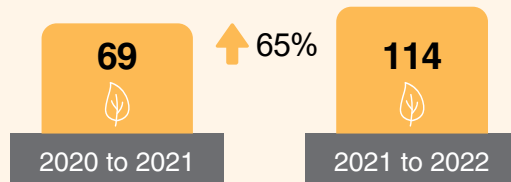
Weed treatments on Council land



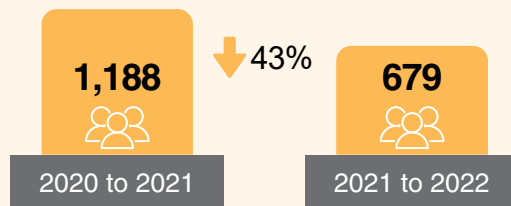
Weed inspections on private property



Weeds compliance and enforcement actions



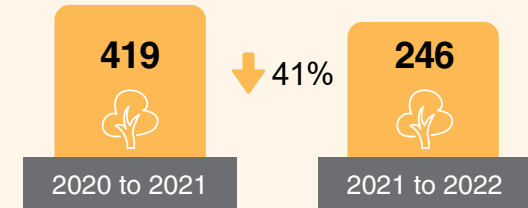
Face-to-face training sessions for weed management



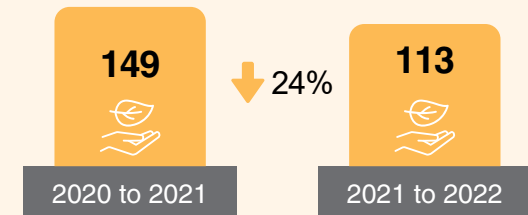
Next Steps

- We're working on stage 3 and 4 of our Coastal Management Plan, which will see further engagement with our community. We'll work through the issues, determine the costs and together balance the priorities of our community.
- We're working to secure funding to update our koala mapping to make sure we have the latest data available to help us protect and grow our local koala population
- We've begun the Port Stephens Drive Koala Blackspot Project to reduce the interactions between cars and koalas on this busy road. Read more on page 93.

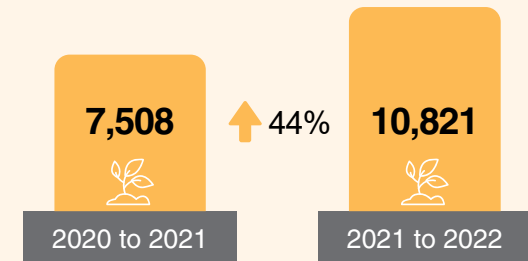
Number of bushland sites managed



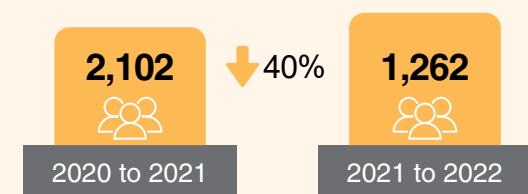
Hectares regenerated



Trees planted



Number of times volunteers regenerated bushland





FEATURE

Port Stephens, our place for koalas

Our community understands the value of the natural environment – our economy, our residents and our place are all deeply connected to our local environment.

We're proud to be home to one of the last remaining koala populations on the east coast of Australia and we're working hard to protect them for future generations.

This year, we moved one step closer, securing a total of \$1.3 million funding from the NSW Government to reduce accidents between koalas and cars on the very busy Port Stephens Drive. Stage 1 of the works has kicked off and include new signage, an underpass crossing and new koala friendly fencing.

We also celebrated the one year anniversary of the Port Stephens Koala Sanctuary this year. A partnership between Council, the NSW Government and volunteer care group Port Stephens Koalas, the Koala Sanctuary is focused on sustaining and protecting the threatened

species for years to come.

The Koala Sanctuary offers tailored and educational tours by local guides on how we care for sick, injured and orphaned koalas to give them the best opportunity to return to the wild.

Over the past year, despite lockdowns and weather events, the Sanctuary welcomed almost 25,000 day visitors and 2,848 overnight visitors.

Each one of these visitors becomes an advocate for koalas and contributes directly to the preservation of the species within Port Stephens. A percentage of all Sanctuary income generated goes back into daily operations of the Port Stephens Koala Hospital.

We're continuing to research our local koalas to learn more about population numbers and movements, to help us inform and develop ongoing protection plans.



Port Stephens Koala Sanctuary,
Destination NSW

Goal 2: Environmental sustainability

Our community uses resources sustainably, efficiently and equitably.

Nothing goes to waste

We're proud that Council has always been at the forefront of the waste industry. We were one of the first Councils to introduce and adopt the Bedminster System to compost our waste stream into a reusable product through the Mixed Waste Organic Output (MWOO) model.

One of the most encouraging things to come out of our engagement with the community is that we all share the same objectives for reducing our environmental footprint, and reducing landfill – that's why we're excited to have developed our new Waste Management Strategy in 2021.

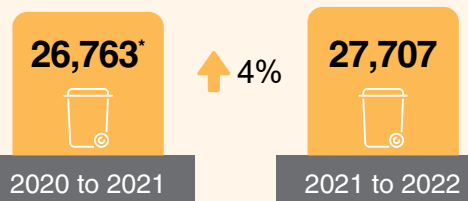
Our environment is our most treasured asset and through better waste management we can look after it. One of the main reasons we developed the strategy is to drive the research of future options for waste management, and to ensure the best environmental and financial outcomes for our community into the future.

As part of the new Waste Management Strategy you'll see:

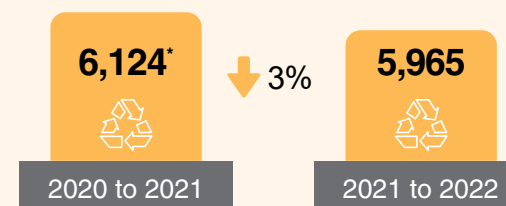
- The introduction of a third bin (green bin)
- Improved community information and awareness through educational programs
- An increase in the use of recycled materials through circular economy initiatives in conjunction with regional partners
- Improved resource recovery and waste reduction
- The investigation of future options that transform waste into sustainable resources
- Increased processing options are becoming available for a variety of recycling, resource recovery and waste disposal methods.

The Strategy is the framework that guides Council's future decisions regarding waste management and resource recovery and ensures Council remains compliant, at the forefront of the waste industry, and produces better outcomes to benefit the financial, environmental and social impacts of the region.

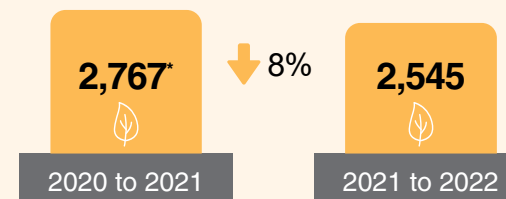
Red bin waste (tonnes)



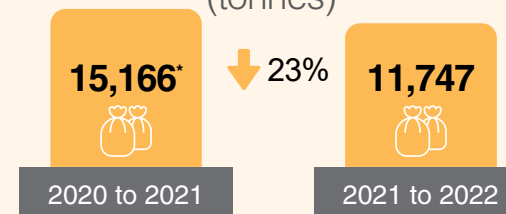
Recycling yellow bin (tonnes)



Green waste drop off (tonnes)



Waste diverted from landfill (tonnes)



*2021-22 information updated due to administrative correction



FEATURE

Driving our circular economy



Balancing our economic prosperity with our environmental values is a constant challenge for Council and our community. As we grow, we need to keep finding solutions to minimise impact on our environment. More importantly, we need to start thinking about how we can use waste in a way that benefits of our community and environment, rather than disposing of it.

We're starting to recover and reuse items that would usually be considered waste. Known as a Circular Economy, it's where

we 'close the loop' on waste. This is critical to the long term sustainability of our community.

This year, Council invested in a range of projects designed to close the loop on waste. We included Circular Economy initiatives as one of two drivers in our new waste strategy. We adopted new Circular Economy guidelines as part of our Strategic Asset Management Plan, we joined the Hunter Joint Organisation Circular Economy Procurement Project, and we completed our

first Circular Economy road replacement project in Salamander Bay.

We also hosted a number of community 'drop-off days' to capture problematic waste. We ensure that unwanted resources are recovered and reused, which includes the recovery of 7,824 mattresses, 5,668 tyres, 67 tonnes of eWaste, 1,019 tonnes of scrap steel and 4,085 tonnes of green waste.

Goal 3: Environmental resilience

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



Solar Panels support a sustainable future

We're investing in initiatives that protect the incredible natural beauty of Port Stephens so that it can be enjoyed by future generations. One way we're doing this is by installing more solar panels on community buildings across Port Stephens.

We've already installed solar at our Administration Building, Raymond Terrace Library, Tomaree Library, community centres linked to Rural Fire Service (RFS) stations and at our Salamander Bay Waste Transfer Station. This year we've also installed panels at 4 sports complexes, all 3 aquatic centres, the Visitor Information Centre, the Nelson Bay Depot and Fingal Surf Club.

By installing these solar photovoltaic systems on 14 community buildings,

we're saving \$91,920 on our yearly energy costs and reducing the total energy usage on these facilities annually by 25%.

We recognise the role we have as a community leader in environmental sustainability and minimising the environmental impacts of our facilities – with these small changes, we hope to start making a big difference.



Solar panel on Council Administration Building

▶ What's next?

We'll continue to roll out additional solar panels on all our buildings along with trialling new hydrogen vehicles as part of our fleet.



💡 Port Stephens Council goes green

We know that climate change is a significant global challenge and we're proud to join with various other councils in working towards a brighter and cleaner future for our communities and our environment.

We're one of 25 NSW councils to sign up to the \$180 million retail renewable energy deal, brokered by the Southern Sydney Regional Organisation of Councils (SSROC) to supply electricity from three solar farms.

It's an important step in our commitment to achieving carbon neutrality by 2025.

We've opted for 100% renewable energy under the deal, which will significantly reduce our carbon footprint by supplying green electricity to more than 1790 residential streetlights and 142 Council owned and managed sites including holiday parks, libraries, car parks, aquatic centres and the Raymond Terrace Administration Building.

The agreement compliments a number of initiatives already implemented as part of Council's carbon neutral target. Reducing our greenhouse emissions and adapting to our changing climate are important steps in protecting and enhancing the incredible natural beauty of Port Stephens, so that it can be enjoyed by future generations.



ENERGY USAGE

(MEGAWATT HOURS)

↓ 7%

7,004



2020 to 2021

↓ 7%

6,487



2021 to 2022



Find out more at portstephens.nsw.gov.au/sustainability

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	2021 to 2022	
E1.1.1 Develop and monitor environmental policies, strategies and technical information	Refer to E1.1.2, E1.1.3 and E3.3.1	-	-	-	-	-	-
E1.1.2 Develop and implement a range of nature conservation programs	Scheduled actions completed in the Bushland Enhancement Program	≥ Baseline	71	175	435 149 ha of natural area management, 7508 trees planted	113 ha of natural area management, 10,821 trees planted	✓
E1.1.3 Provide environmental impact assessment services	Number of Environmental Impact Assessments conducted within agreed timeframes	≥ Baseline	66%	82% Env planning 76% Tree management	82% Env planning 84% Tree management	85% Env planning 90% Tree management	✓
E1.1.4 Manage biosecurity risks (weeds and pests)	Actions completed in the Hunter Strategic Weed Management Plan 2017-2022	≥ Baseline	29 of 37	36 of 37	36 of 37	36 of 37 actions complete	✓
E1.1.5 Develop a biodiversity strategy (stage 1)	Completion of stage 1	30-Jun-22	-	-	New	Preliminary work commenced	✓
E1.2.1 Provide environmental education programs to the community	Number of environmental education programs developed and implemented	Maintain	28	20	15	10	✗
	Number of participants	≥ Baseline	312	503	29	679	✓

Environmental sustainability

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	
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%	85% & 83%	
	Comment: Refer to L1.3.3						
	Waste diverted from landfill	≥ 40%	33%	41%	44%	35%	✗
Comment: Due to changes in the legislation banning the use of Mixed Waste Organic Material (MWOO) composting and the subsequent decision by EPA to move to Food Organics Green Organics; previously composted material are being sent to landfill.							
E2.1.2 Improve Council's energy usage	Participation in 'problem waste' days	≥ Baseline	43%	43%	40%*	34%	✗
	Comment: Reduced participation due to COVID-19 restrictions.						
E2.1.2 Improve Council's energy usage	MWh usage year on year	Maintain	8,400MWh	7,137MWh	7,004MWh	6,487MWh	✓

Environmental resilience

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	
E3.1.1 Develop a Coastal Management Program	Certified Coastal Management Plan (CMP)	30-Jun-22	-	-	Stage 2 mapping and modelling studies undertaken and final report received	Stage 2 risk assessment undertaken and final report received to be presented to management by August 2022	✓
E3.2.1 Support affected communities in the Williamstown PFAS Management Area and surrounds	Participation in consultation/ advocacy activities	Maintain	Yes	Yes	Yes	Yes	✓

*Administrative correction in accordance with Community Satisfaction Survey report

Environmental sustainability continued

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	
E3.2.2 Monitor and manage environmental impacts from waste management activities	Quarterly monitoring of Council's decommissioned landfill sites.	100%	100%	100%	100%	100%	✔
	Annual reporting to the EPA	Compliant	-	-	New	Compliant	✔
	Quarterly site auditing	Compliant	-	-	New	Compliant	✔
E3.3.1 Review Climate Change Adaptation Action Plan	Number of actions complete in the Climate Change Adaptation Action Plan	Maintain	13 of 35	26 of 35 ¹	26 of 35 ¹	26 of 35 ¹	✔
	Develop a revised Climate Change Adaptation Action Plan	30-Jun-22	-	-	New	Included as part of 2022 to 2023 workplan.	⚠

¹ Recommended actions commenced

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



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).



Our new elected Council

In January 2022, we welcomed 5 new Councillors including Jason Wells (Central Ward), Matthew Bailey (East Ward), Leah Anderson (East Ward), Peter Kafer (West Ward) and Peter Francis (West Ward). They joined re-elected Mayor Ryan Palmer, Councillors Steve Tucker (Central Ward), Giacomo Arnott (West Ward) Chris Doohan (Central Ward) and Glen Dunkley (East Ward).

Steve Tucker was elected as the new Deputy Mayor for a term of one year. At the heart of it, the role of our Councillors is to serve our community.

Council is focussed on reviewing the key major issues raised by the community, including:

- Improvements to our road networks
- Better pathways and playgrounds
- Improvements to our community engagement
- The protection of our natural environment.

Take the time to get to know your local Councillors and speak to them about how they can best represent the needs of your community.



Find out more on by visiting portstephens.nsw.gov.au/mayor-and-councillors



Highest ever employee engagement score

We value our employees as much as we value our community, and want them to feel cared for and supported.

Each year, our employees complete a survey to let us know where they think we're performing well and where we can do better, as part of continuous improvement.

This year, we had the



HIGHEST
EVER
EMPLOYEE
ENGAGEMENT
SCORE OF

83%

That means 8 out of 10 employees are engaged and happy to be working for Port Stephens Council.

The top five themes that our employees value are:

- Access to ongoing learning and development
- Flexible working arrangements
- Open and honest communication
- Feedback and support from management
- Sufficient staffing and financial resources.

We're focussed on continually improving our employee experience and are working on developing actions to meet the values of our team.

Funding secured for Newcastle Airport

Newcastle Airport is set to soar with a future expansion on the way.

Planning is underway with the new terminal offering convenience for travellers from Port Stephens and surrounds to fly internationally. The development will drive huge, sustainable economic benefits to Port Stephens via inbound tourism, and freight related industries, including import and export.

This year the Federal Government announced \$55 million in funding towards the significant upgrade that will include:

- the widening and strengthening of the airport runway to enable Code E

(wide bodied) aircraft such as Boeing 787's and Airbus A300's to use Newcastle Airport

- Expanded terminal over two levels with additional food, beverage and retail businesses
- Runway aprons for aircraft to be parked, unloaded or loaded, refuelled and boarded
- Creation of a pedestrian plaza and additional car parking areas and offerings
- Major modifications to integrate ground transport and road access
- Creation of a 'campus' style business precinct.

In Port Stephens we already have a well-established international brand, but this funding will further drive transformational change. It'll create an attractive international airport with the ability to fly long haul, bringing key markets directly to Port Stephens and fast-track our economic growth.

We'll continue to work in partnership with Newcastle Airport, attending bi-monthly meetings with the Board of the Newcastle Airport PTY LTD, jointly owned by Port Stephens and Newcastle Councils.





We're 6 months Lost Time Injury Free

Safety of our community is important to us but so is the safety of our employees.



THIS YEAR WE
CELEBRATED ACHIEVING

6 MONTHS

LOST TIME INJURY (LTI) FREE

LTI is a key metric we report on and refers to a significant injury that results in an employee being unable to work in any capacity. By working safe there are less injuries and the severity is reduced, which results in a healthier workplace, employees going home in the same condition (or better) than they arrived at work and Council being able to deliver the services our community needs.

We've kept Loss Time Injury Free by:

- Building relationships between our teams
- Educating employees so they're more aware of how to keep safe and what to do in the event of an injury

- Being better at providing a wider variety of light duties, with lots of flexibility to support recovery at work
- Ensuring our supervisors are experienced in supporting our workers
- Having a strong work ethic among our employees
- Having a good process that assists recovering at work.

We're focussed on making it to one year Lost Time Injury Free and continually looking at where we can improve our process to achieve this goal.



Goal 2: Financial management

Our Council is financially sustainable to meet community needs.

Record Council investment in Medowie

We've heard through consultation that having a well-planned town centre and high quality recreation facilities is a key priority for the Medowie Community.

To future-proof Medowie we've purchased 7.6 hectares to drive investment and cater for planned growth over the next 20 years.

The key site, located on 38 Ferodale Road, was identified in the 2016 Medowie Planning Strategy. It's an ideal location opposite Coles and Woolworths and the new development will include a mix of recreation facilities, open space and residential housing.

This purchase is a catalyst for new development and growth in Medowie and provides opportunity for better connectivity between housing and recreational facilities.

As we develop this land, we'll look forward to hosting more events and building a large scale playground.

We're working with residents and businesses on the development of a Place

Plan for Medowie, concentrating our conversations on how they want to see this new space evolve. Working with the community, we'll design a place that looks and feels great.

By investing in quality open space and infrastructure, we can improve the liveability and wellbeing of our community and create great places for people to enjoy.

What's next?

We'll develop a concept plan for the Town Centre



site, seek feedback from the community and incorporate a revised plan as part of the Medowie Place Plan.

World Class Holiday Parks

Despite the last 12 months of public health orders, a natural disaster and plenty of cold, windy weather, our Holiday Parks are still considered world class facilities to visit when staying in Port Stephens.

Our Holiday Parks have maintained a solid Net Promoter Score (NPS). The NPS reflects the loyalty of customers to our holiday parks and examines how likely our customers are to recommend the holiday parks to others.

Any NPS score above 70% is considered world class – our Holiday Parks achieved results of 70.78% and 70.36% NPS for each 6 monthly period respectively.

Our Koala Sanctuary achieved an incredible average NPS of 88% for the 6 months from January to June 2022.

It's not just about the scores – even though we're in the list of top customer centric companies, what's more important is that our customers love our facilities and are happy to generate ongoing word of mouth referrals.

FEATURE

Financial Sustainability



We have an ongoing commitment to securing long term financial sustainability.

Like many government and non-government organisations, the last two years of COVID-19 impacts have taken their toll. Income from our holiday parks, childcare centres and the Newcastle Airport was reduced, while at the same time, construction, transport and insurance costs have continued to increase. These impacts were further exacerbated by two natural disasters.

Rate capping is also impacting our long term financial sustainability with the Independent Pricing and Regulatory Tribunal (IPART) setting a maximum rate increase of 4.4% – well below the forecasted CPI increase currently at 6%.

With a cumulative deficit of \$80 million over the next 10 years, we need to look at how we do business, where we can improve our revenue, find savings and ensure financial sustainability for the residents of Port Stephens well into the future.

Changes to our rate revenue is definitely an option but if our community wants to keep rates low, we need to understand what services our community are prepared to see reduced into the future.

We need to work together with the community to find the best possible solutions to strike a balance and ensure Port Stephens Council remains financially sustainable for the long term.



For more information visit portstephens.nsw.gov.au/rate-rise-options

Goal 3: Communication and engagement

New website goes live

The internet is the centre of all of the world's communication. It allows us to talk with our community anywhere, anytime. In January 2022, we launched our new Council website providing a responsive, relevant, searchable and customer-friendly experience for everyone.

Our community told us they wanted a website that was easier to navigate and was a single source of truth.

With our new website, we're providing a better digital experience for users, with improved accessibility, functionality and searchability.

We currently reach over 1 million views each year and with continued development and investment into the site, we'll focus on creating a single source of truth where our community can access information about our programs, projects and services.

What's next?

Over the next year, we'll continue to work on making our website content accessible and engaging for our community.

Furry friends have their day on our beaches

One winner throughout COVID-19 was our furry friends, receiving lots of love and attention, as walking the dog/s was essential exercise. We've spent a lot of time over the last year talking with the community about dog off lead trials at Anna Bay, Fishermans Bay and Boat Harbour Beach.

Community input and trialling different options has been key to striking a balance between beach lovers and dog lovers. We're a dog loving country but we know not everyone wants to share the sand with a playful pooch.



When we're considering changes to the way people use our fantastic outdoor areas – whether it's beaches, parks or other open spaces – understanding how different people use these areas is key to making good decisions, and is why temporary trials and community consultation have been so important.

A trial of dog off lead arrangements was put in place at Boat Harbour Beach from August 2021 to February 2022 and included a survey to gather levels of support for the proposed changes and capture experiences from the trial period. We had a strong response rate of 542 individual surveys completed.

Dog off-lead areas provide a recreational space for dogs and their owners to safely interact with each other and other dogs. This helps with social contact and cohesion in our community. Based on the survey results we are now allowing dogs off-lead at Boat Harbour Beach from May to September, and on-lead outside of peak times from October to April. Now everyone gets the chance to enjoy the area.

The recent review of dog off-lead areas at Anna Bay, Fishermans Bay and Boat Harbour aligns with Port Stephens Councils' strategic priority to provide civil and community infrastructure to support the community.



New blueprint for communication and engagement

A new blueprint for communication and engagement is on its way. Its aim is to engage and involve the community in influencing the future of our region.

Our community is passionate and their involvement is central to the planning and decision making that shapes our future.

Effective communication and engagement are directly linked to the liveability and wellbeing of communities. By providing genuine opportunities to engage, and listening to our community we create a greater sense of ownership. It also allows us to ensure the delivery of Council services is aligned to the needs of the people that live, work and visit Port Stephens.

Over the past few years Council has been working hard to engage with, and inform our community. We've heard that we can do better and we're committed to working closely with our community to act on this feedback.

The Communication and Engagement Strategy reflects Council's commitment to inform and improve community awareness of programs, activities

and services. More importantly, it shows Council's commitment to listen to the community and use their ideas to help shape the future direction of Port Stephens.

The Communication and Engagement Strategy 2022 to 2027 highlights:

- Ensuring diverse engagement opportunities enabling time for considered thought and contribution
- Community input into design of engagement planning
- Continued investment in the growth and improvement of Council's website
- Building on the use of social media.
- Maximising use of livestreaming and video.

What's next?

We'll use the data from community feedback to revise the plan before presenting it to Council and commencing implementation.



Hinton

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	2021 to 2022	
L1.1.1 Manage and deliver the Human Resources and Workplace Development program of works	Employee engagement	≥ 75%	68%	74%	81%	83%	✓
	Workforce plan conforms with IP&R checklist	Compliant	Compliant	Compliant	Compliant	Compliant	✓
L1.2.1 Coordinate and deliver Councillor and executive support services	Elected member's satisfaction with services	Maintain	100%	100%	100%	100%	✓
L1.2.2 Conduct citizenship ceremonies	Number of citizens conferred	Citizens conferred	68	90	80	93	✓
L1.2.3 Develop and manage relationships with all levels of government and stakeholders	Participation in consultation/ advocacy activities with other levels of government or agencies	Maintain	Yes	Yes	Yes	Yes	✓
L1.2.4 Develop shareholder value through an effective partnership with Newcastle Airport	Participation in NAPL/GNAPL Board meetings	Maintain	Yes	Yes	Yes	Yes	✓
	Airport traveller numbers per annum	≥ Baseline	1,277,473	930,000	480,953	578,306	✗
	Comment: COVID-19 continued to impact travel and airport traveller numbers.						
	Airport dividends received per annum	≥ Baseline	\$1.943M	\$2M	nil	nil	✗
Comment: We did not receive a dividend for 2021-2022 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	Maintain	Yes	Yes	Yes	Yes	✓
L1.3.1 Coordinate and deliver governance and legal services	Governance Health Check score	≥ 95%	98%	98%	98%	98%	✓
L1.3.2 Coordinate and report on the internal audit process	Audit-identified issues resolved within expected timeframe	≥ Baseline	100%	100%	43%	100%	✓
L1.3.3 Undertake a community satisfaction survey	Overall community satisfaction with Council	≥ 80%	76%	80%	68%	64%	✗
Comment: The 2022 Community Satisfaction Survey results reflect the impacts of COVID-19, natural disasters and our financial situation.							

Governance continued

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	
L1.3.4 Manage the Integrated Planning & Reporting Framework	Integrated Plans delivered on time	≥ 95%	98%	100%	98%	93.98%	⚠
	IP&R documents conform with IP&R checklist	Compliant	Compliant	Compliant	Compliant	Compliant	✓
L1.3.5 Manage access to information and privacy processes	Number of privacy complaints/breaches	< Baseline	4	1	0	1	✓
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	24 SRs 14 ADRI	15 SRs 18 ADRI	22 SRs 34 ADRI (3 unscheduled, 9 structural reviews)	✓
L1.4.2 Manage the Corporate Improvement and Business Systems program of work	Maintain system uptime	Maintain 99.99%	100%	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	87%	✓
	Percentage of incidents reported to Corporate Risk outside 24 hours	< Baseline	13%	14%	15%	12.6%	✓
	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 \$1.2m Paid \$1.7m 140%	Base \$1.2m Paid \$2.1m 175%	✗

Comment: Our compensation premiums increased due to the severity of claims over the past two years.

 **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	2021 to 2022	
L2.1.1 Manage Council's financial resources	Underlying financial surplus of 1% of budget	Maintain	Achieved	Not achieved	Not achieved	Not achieved	✘
	Comment: Read more on page 24 and 106						
	Unqualified Annual Financial Statements	Maintain	Unqualified	Unqualified	Unqualified	Unqualified	✔
	Long Term Financial Plan conforms with IP&R checklist	Compliant	Compliant	Compliant	Compliant	Compliant	✔
L2.2.1 Manage Council's commercial businesses and investment assets	Maintain yield on the commercial investment portfolio	7 to 10%	8%	7%	8%	8.04% Gross Yield	✔
	Property vacancy rate	< 20%	14%	6%	6%	7%	✔
L2.2.2 Manage land acquisition, development projects and biodiversity sites	Scheduled works delivered on time, on budget	≥ Baseline	100%	100%	100%	100%	✔
	Land and Property Strategy adopted	30-Jun-21	-	-	-	Refer to comment below	✘
	Comment: Property Investment Strategy endorsed December 2021						
L2.2.3 Manage Council's tourist accommodation	Average nightly rate (per site/cabin)	≥ Baseline	Cabins \$192 Sites \$52	Cabins \$217 Sites \$52	Cabins \$232 Sites \$62	Cabins \$260 Sites \$69	✔
	Annual day visitation into the Koala Sanctuary	> 38,600	-	-	-	24,595 day visitors	✘
	Comment: COVID-19 restrictions and weather events impacted the number of visitors						
	Net promoter scores for Council's Holiday Parks	≥ Baseline	64.2%	64.95%	69%	72.47%	✔

Communication and engagement

What we said we'd do	How effective were we?	Target	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	
L3.1.1 Develop, implement and monitor Council's Customer First Framework	Develop a Customer First Framework program of work stage 2	100%	Stage 1 completed in 2019	New	New	90%	✘
		Comment: New Customer Experience Roadmap and Action plan currently being finalised for implementation from August 2022.					
L3.2.1 Manage Council's communications	Proportion of internal and external communication plans completed on time	≥ 95%	95%	95%	95%	95%	✔
L3.2.2 Manage Council's digital services	Growth in website users per year	≥ 2%	2%	11%	7%	-16.48%	✘
		Comment: Due to launch of the new website and issues with migration in the first few weeks as well as reduced spending on digital advertising					
L3.3.1 Manage Councils brand and reputation	Actions commenced or completed in Graphic Design work plan	≥ 90%	-	-	-	95%	✔
L3.4.1 Conduct Council's community engagement activities	Scheduled actions completed or commenced in the Capital Works Program	≥ 95%	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

Statutory information

SECTION 4

The following information is required by such instruments as Local Government (General) Regulation 2021 – 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 2021 (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

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 2022 – Section 428(1)	Yes
Implementing the Community Strategic Plan 2018 to 2028 – Section 428(2)	Not applicable for 2021 to 2022. Reported in Volume 2 of 2020 to 2021.
Integrated Planning and Reporting Guidelines – Section 428(3)	Yes
Audited financial reports - Section 428(4)(a)	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.
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
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.
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

Overview of reporting requirements continued

Legislation	Achieved
Environmental Upgrade Agreements – Section 54D Local Government Act 1993	We did not levy any charges to repay advances under an environmental upgrade agreement
Disability Inclusion – Disability Inclusion Act 2014, section 13(1)	Yes – read our report on page 56
Privacy & Personal Information Protection Act 1998	Read our report on page 39

Rates and charges written off during 2021 to 2022

Clause 132

Type	Amount
Pensioner concessions	\$1,525,212
Postponed rates	\$10,874
Small debts	\$1,075
Conservation agreements	\$2,519

Type	Amount
Uneconomical to recover	\$2,075
Ratepayer's hardship (interest charges)	\$391
Total	\$1,542,146



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 11 January 2022 and is reviewed annually.

Allowances	Costs
Mayoral allowance	\$86,090
Councillors' fees and allowances	\$211,388
Councillors' expenses (see breakdown in next table)	\$70,846
Cost of catering	\$34,799
Cost of Mayoral vehicle – annualised	\$17,610
Total	\$420,733

Expenses	Costs
Mobile phone rental	\$0
Mobile phone calls	\$2,705
Landline phone rental	\$0
Landline phone calls	\$0
Fax rental	\$0
Fax calls	\$0
Internet	\$2,040
Intrastate travel	\$8,191
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	\$8,462
Conferences	\$284
Training	\$2,781
Partners' expenses	\$204
Computers	\$26,320
Stationery	\$888
Awards and ceremonies	\$1,882
Child care expenses	\$2,791
Communications bundle	\$4,223
Councillors' uniforms	\$176
Professional development	\$26,409
Total	\$84,575

Contracts awarded greater than \$150,000

Clause 217(1)(a2)

Name of contractor	Contract details and purpose	Number	Contract value
Graph Builders Pty Ltd	Boyd Oval Amenities	T055-2021	\$1,017,977.00
Oasis Skate Parks Pty Ltd	Design & construct Tilligerry Skate Park, Mallabula	RFQ077-2021	\$180,000.00
Browning Family Trust	Mallabula Sporting Complex - Tennis Court construction	RFQ078-2021	\$206,577.00
Fulton Hogan Industries Pty Ltd	Supply of spray sealing services 2021-2022	RFQ083-2021-1	* Schedule of Rates \$541,040.40
Boral Construction Materials Group Ltd		RFQ083-2021-2	
Hd Civil Pty Ltd	Civil construction of a prefabricated bridging	T075-2021	\$599,296.63
Anna Bay Sand & Earthmoving	Mallabula recreation hub - completion works	RFQ121-2021	\$150,300.00
J Summons & SC Summons	Animal impoundment services	T103-2021-1	\$556,875.00
Ana Asphalt	TfNSW Reseal prep heavy patching	RFQ129-2021 ~	\$212,176.50
Boral Construction Materials Group Ltd	TfNSW Reseals	RFQ134-2021 ~	\$424,926.00
Fenworx Pty Ltd	Port Stephens Drive road rehab	RFQ151-2021 ~	\$237,491.00
Bay Projects Pty Ltd	12 room renovation at Koala Sanctuary	T124-2021	\$314,136.00

Name of contractor	Contract details and purpose	Number	Contract value
Balanced Security Solutions Pty Ltd	PSC holiday parks - security services	RFQ143-2021	\$195,624.00
Active Tree Services Pty Ltd	Tree Services	T004-2021-1	* Schedule of Rates \$236,708.95
Agility Professional Tree Service Pty		T004-2021-2	
Just Cutz Tree Services		T004-2021-3	
Treeserve Pty Ltd		T004-2021-4	
Mr. I G Hills		T004-2021-5	
Homewood Consulting Pty Ltd		T004-2021-6	
Tree Report Pty Ltd		T004-2021-8	
J & J Killalea Construction Pty Ltd		Stuart Park amenities	
Collaborative Construction Solutions	Tomaree Aquatic Centre refurbishment	T054-2021	\$276,453.00
Enviroacific Services Limited	Remediation works at 44b Squire Street	T066-2021	\$207,225.00
Collaborative Construction Solutions	Raymond Terrace depot redevelopment	T144-2021	\$2,886,201.04
Gleeson Civil Engineering Pty Ltd	Tanilba Road Mallabula - road reconstruction	T018-2022	\$1,152,396.82

Name of contractor	Contract details and purpose	Number	Contract value
Fenworx Pty Ltd	TfNSW Asphalt resurfacing and heavy patching	RFQ172-2021 ~	\$524,276.16
Boral Construction Materials Group Ltd	Mr302 Ctr Williamtown road rehab asphalt	RFQ033-2022 ~	\$2,369,035.99
Data#3 Limited	Microsoft enterprise licensing renewal	RFQ046-2022 ~	\$285,685.82
Ana Asphalt	PSC cul-de-sac & intersection asphalt works	RFQ038-2022 ~	\$252,345.00
Procon Building Pty Ltd	Mallabula soccer athletics amenities	RFQ017-2022 ~	\$163,309.25
Colas New South Wales Pty Ltd	Salamander Way Salamander Bay - recycled asphalt	RFQ056-2022 ~	\$193,695.90
Ana Asphalt	Mill & resheet roundabouts & intersections	RFQ054-2022 ~	\$465,117.00

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



Shoal Bay Foreshore shared pathway

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 2021 to 30 June 2022.

Workers compensation and other employment matters, public liability and professional indemnity claims are not included. Our Council recovered \$172,103 in legal costs.

Legal matter	Details	Status	Cost
Land and Environment Court			
Verhagen	Appeal against Council Prevention Notice in relation to noise. Appeal upheld by consent and Prevention Notice varied.	Completed	\$30,743
Vetter	Appeal against Council refusal to grant development consent. Development application modified, orders made by consent granting approval.	Completed	\$16,809
Land Specialists Pty Limited	Appeal against deemed Council refusal to grant consent. Development approved.	Completed	\$48,758
Kingshill Development No 1 and 2 Pty Ltd	Appeal against refusal by Hunter and Central Coast Regional Planning Panel to grant consent to residential subdivision concept development application.	Ongoing	\$13,940
Ward & Ward	Appeal against Council refusal to grant development consent.	Ongoing	\$27,807
Lubrano	Appeal against compensation offered for compulsory acquisition of easement. Matter settled.	Completed	\$18,520
Connect Global Limited	Appeal against Development Control Order in relation to use without consent. Matter withdrawn and dismissed by consent.	Completed	\$18,203
Local Court			
Webb	Application in Small Claims Division for reimbursement of fees. Claim refused, Claimant ordered to pay Council professional fees.	Completed	\$4,457
Novel Homes Pty Ltd	Development not in accordance with consent and pollute waters. Matters withdrawn and dismissed by consent.	Completed	\$2,150
Lamb	Non-compliance with Prevention Notice. Matter withdrawn and dismissed by consent.	Completed	\$3,515
Padmos	Development not in accordance with consent and pollute waters. Plea of guilty. Defendant ordered to pay fines and Council professional fees.	Completed	\$5,520
Verhagen	Noise Abatement Directions. Matter withdrawn by consent.	Completed	\$1,400

Legal proceedings continued

Legal matter	Details	Status	Cost
NSW Civil and Administrative Tribunal			
Webb	Remitted matter concerning application by Council for order to restrain unmeritorious Government Information (Public Access) Act (GIPA) applications. Application dismissed.	Completed	\$4,114
“FHH”	Application concerning alleged privacy breach.	Ongoing	\$5,494
McEwan	Application for revocation of Tribunal orders. Application dismissed.	Completed	\$11,528
Total			\$212,958

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.

Community grants

Category	Amount
Mayoral fund and special events grants	\$66,766
Mayoral academic scholarship grant	\$44,203
Ward fund grants	\$33,226
Aboriginal project grants	\$1,300
Community support grants	\$55,998
Environmental projects grants	\$14,695
Heritage Fund grants	\$6,000
Total	\$222,188*

* Council also provide funds as part of its sponsorship policy (totalling \$141,500 for Micro Grant Fund, Community Event Fund, Major Events and Vibrant Spaces Fund sponsorships over 2021-2022) and in accordance with various agreements to organisations such as Port Stephens Koala Hospital, Destination Port Stephens and Business Port Stephens. These funds provide multiple benefits to Council and the community through promotion of tourism through to the activation of public space.

Hardship rate relief and rate donations

Our Council provided \$6,715 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, \$54,092 was provided to the following organisations:

Organisation	Amount
1st Anna Bay Cubs And Scouts	\$1,200
All Saints Anglican Church Op Shop	\$1,084
Clean4shore NSW	\$19
Hunter Horse Haven Inc.	\$1,258
Lemon Tree Passage Rural Fire Service	\$84
Medowie Assembly Of God Fellowship	\$995
Port Stephens Community Woodworkers	\$429
Port Stephens Koalas	\$6,034
Raymond Terrace Early Education Centre	\$1,06
Raymond Terrace Historical Society	\$63
Raymond Terrace Men's Shed	\$182
Rotary Club Of Raymond Terrace	\$307
RTM Op Shop - Adventist Community Services Op Shop	\$3,695

Organisation	Amount
Salamander Bay Recycling	\$9,260
Salamander Men's Shed	\$4,570
Salvation Army Hope Centre	\$852
Salvation Army Port Stephens	\$678
Salvation Army Raymond Terrace	\$14
Scope Home Access Hunter Region	\$3,095
St Vincent De Paul Anna Bay	\$7,099
St Vincent De Paul Raymond Terrace	\$556
St Vincent De Paul Society - Nelson Bay	\$9,682
State Emergency Services - Port Stephens Unit	\$808
Tanilba Bay Sailing Club	\$59
Tilligerry Habitat Association	\$1,007
Total	\$54,092

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 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 Services 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 \$362,616.82*
- Senior staff (excluding the General Manager) \$941,774.31*

*In accordance with the Total Remuneration Package (TRP) outlined in their senior staff contract.

Companion animals

Clause 217(1)(f), Companion Animals Act 1998, Companion Animals Regulation 2018

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:

- 146 reported dog attacks – 40 dog attack incident reports entered into the Companion Animals Register, which is 1 more than the previous year.

- 453 companion animals were impounded.

Of the companion animals impounded:

- 183 were either collected by their owner or returned to their owner before being transported to the pound
- 76 were sold to new owners or released to rescue organisations
- 97 were surrendered to the pound by the public.

Companion Animal management and activities

For the year 2021-2022, we spent \$191,552 related to companion animal management and activities (excluding Ranger salaries and vehicle costs). Of this, \$3,657 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 (34 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.
- We conducted a Companion Animal Registration project. 1600 notices were sent to owners of unregistered cats and dogs. Whilst the project aimed to have owners lifetime register their animals as per the legislative requirements, the project also assisted in updating the Companion Animals register with correct owner information which in turn enables Rangers to contact owners of lost animals and return them to their owners. This also helps decrease our euthanasia rates. The project was well received with 1500% increase in registrations during the month of March (compared to previous months).

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 leash areas

We continue to promote, improve and enforce the rules in our off lead areas in Port Stephens. You can read more on page 107.

Managing and Controlling Companion Animals

Council collected \$66,823 in registration fees, which were forwarded to the Office of Local Government. We received \$465 for the hire of cat traps and produced an income amount of \$114,856 from the percentage return for registration fees (in our LGA) from the Office of Local Government. This number also includes fees and charges received from impound activities. This was put towards Companion Animal Register administration, impound facility functions, tools and equipment and other initiatives undertaken over the reporting period.

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 2022.

Name of project	Progress	Budget as at 30 June 2022 (excluding GST)	Expenditure 2018 to 2019 (excluding GST)	Expenditure 2019 to 2020 (excluding GST)	Expenditure 2020 to 2021 (excluding GST)	Expenditure 2021 to 2022 (excluding GST)
Birubi Information Centre	In progress	\$5.2m	\$200K	\$20K	\$321K	\$443K
Depot	In progress – project delivery program in development	\$10.8m	\$0	\$42K	\$948K	\$2.087m

Modern slavery

Section 428(4)(c) & (d)

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.

Suppliers and contractors of Council are required to follow the ethical principles in our Statement of Business Ethics Policy. They are required to demonstrate fair and safe working practices, treat workers with respect and dignity, and to act ethically. 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 1087 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.

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).

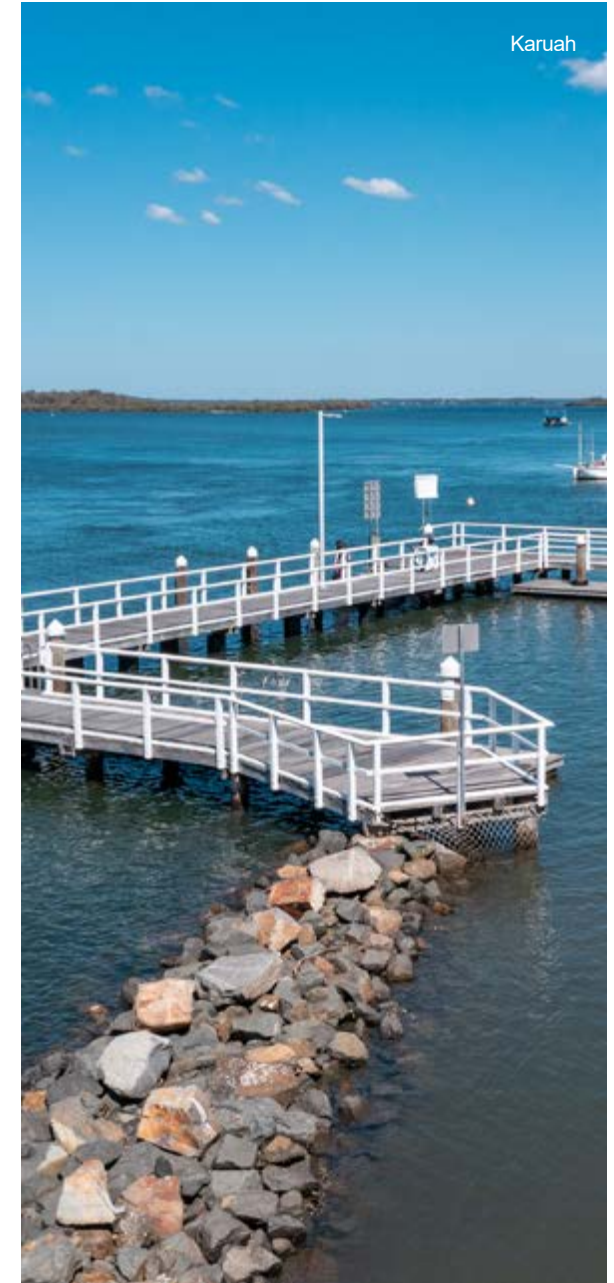
Total number of applications received

40

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
	0	0	0
% of total	0%	0%	0%





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	1	0	0	0	0	0	0	0	1	2%
Private sector business	1	2	0	0	0	0	0	2	5	8%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	1	4	0	4	0	0	0	1	10	17%
Members of the public (other)	10	18	0	6	2	0	0	7	43	73%
Total	13	24	0	10	2	0	0	10	59	
Percentage of total	22%	41%	0%	17%	3%	0%	0%	17%		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 already available	Information not held	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)	13	24	0	10	2	0	0	10	59	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	13	24	0	10	2	0	0	10	59	
Percentage of total	22%	41%	0%	17%	3%	0%	0%	17%		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).

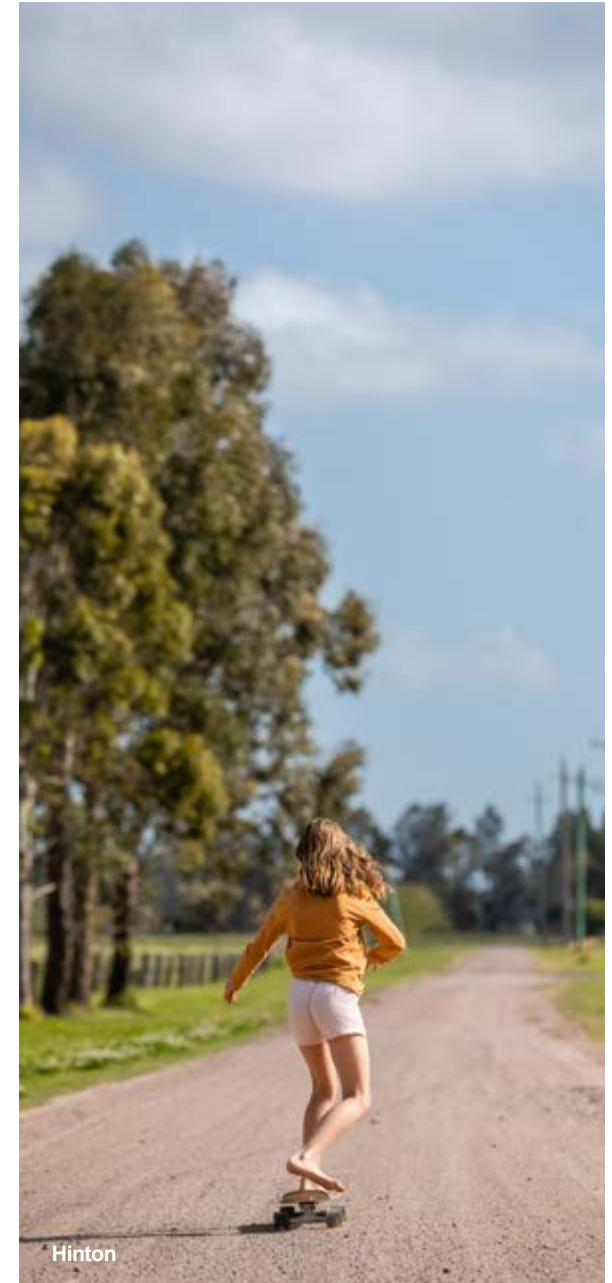


Table C: Invalid Applications

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%
Total number of invalid applications received	0	0%
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	Number of applications	Percentage of total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	6	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Total	6	100%

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

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

Reason for invalidity	Number of applications	Percentage of total
Responsible and effective government	12	16%
Law enforcement and security	3	4%
Individual rights, judicial processes and natural justice	30	39%
Business interests of agencies and other persons	31	41%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	76	100%

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

Table F: Timeliness

Reason for invalidity	Number of applications	Percentage of total
Decided within the statutory timeframe (20 days plus any extensions)	48	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	48	100%

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	3	0	3	25%
Review by Information Commissioner*	0	7	7	58%
Internal review following recommendation under section 93 of Act	2	0	2	17%
Review by NCAT	0	0	0	0%
Total	5	7	12	
Percentage of total	42%	58%		100%

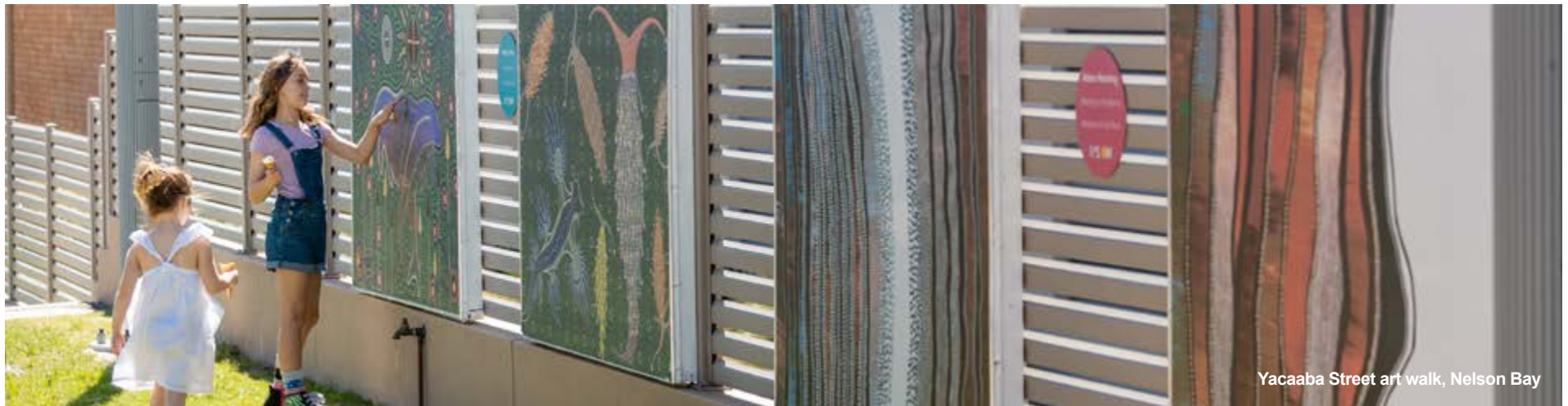
*The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data, in this case, indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

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	9	75%
Applications by persons to whom the information the subject of access application relates (section 54 of the Act)	3	25%
Total	12	100%

Table I: Applications transferred to other agencies

	Number of applications for review	Percentage of total
Agency-initiated transfers	1	100%
Applicant-initiated transfers	0	0
Total	1	100%



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
- 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 2021 to 2022.

Model Code of Conduct statistics from 1 July 2021 to 30 June 2022		
a)	The total number of Code of Conduct complaints made about councillors and the General Manager under the Code of Conduct in the year to September (the reporting period)	29
b)	The number of Code of Conduct complaints referred to a conduct reviewer during the reporting period	5
c)	The number of Code of Conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints	2
d)	The number of Code of Conduct complaints investigated by a conduct reviewer during the reporting period	2
e)	Without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period	No breaches found
f)	The number of matters reviewed by the Office during the reporting period and without identifying particular matters, the outcome of the reviews	0
g)	The total cost of dealing with Code of Conduct complaints made about councillors and the General Manager during the reporting period, including staff costs	\$37,958



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 two Fisheries Permit and four Marine Parks Permits.

Fisheries Permit:

- various locations in Tomaree Peninsula for sand removal and replenishment works, issued on 21 January 2022
- Foreshore Drive, Salamander Bay for bridge installation, issued on 31 September 2021.

Marine Parks permits:

- Tomaree foreshore sand removal and replenishment, issued on 18 January 2022
- Little Beach Habitat Protection Zone and Little Beach Boat Ramp replacement, issued on 16 July 2021 and an amendment issued on 26 August 2021
- Lemon Tree Passage special purpose zone related to foreshore works for construction of shade sail, issued on 2 September 2021. An extension to the expiry date was issued on 26 November 2021
- Foreshore Drive, Salamander Bay for bridge installation, issued on 31 September 2021.

Environmental Planning and Assessment Act 1979

Section 7.5(5)

There were no planning agreements executed and in force during 2021 to 2022.

Swimming pool inspections

Swimming Pools Act 1992 section 22f(2), Swimming Pools Regulation 2018 clause 18(b)(c)

There has been a complete re-development of the swimming pool program in 2021-2022. Firstly the management of it has been moved to the Development Compliance Team from the Building Surveyors. This has resulted in many areas of the program being modified and made more efficient, especially around the mandatory inspections of tourist and visitor accommodation and multi-dwelling Pools. Processes and procedures, along with education and training in Swimming Pool legislation have also been a major contributing factor in the difference of numbers.

Number of inspections of visitor accommodation	69
Number of inspections of premises with more than 2 dwellings	17
Number of inspections that resulted in the issuance of a Certificate of Compliance (section 22d)	142



Nelson Bay Marina

Annual Reporting of Labour Statistics

Clause 217 ((1) (d) (i)-(iv)

Clause 217 of the *Local Government (General) Regulation 2021* (the Regulation) requires Council to publish labour force data in the annual reports. This is designed to allow greater scrutiny of councils' employment practices by their governing bodies, their communities, and key stakeholders such as the unions.

Increased transparency around councils' employment practices will promote better compliance with the Act and the Local Government (State) Award, encourage a more strategic approach to workforce planning and allow better-informed decision making by councils in relation to the management of their workforces.

The Secretary DPIE will fix the relevant day for reporting purposes after the end of each year.

For the financial year 2021-2022, our council is required to report the total number of persons who performed paid work on 25 May 2022*, including:

Number of persons directly employed by the council	
on a permanent full-time basis	392
on a permanent part-time basis	92
on a casual basis	16
under a fixed-term contract	47

- the number of persons employed by the council who are "senior staff" for the purposes of the Local Government Act 1993: 4 (1 General Manager & 3 Group Managers)
- the number of persons engaged by the council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person: 58 Labour hire/contractors/agency staff
- the number of persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee: 14 (apprentice, trainees & cadets directly employed through PSC)

*These figures differ to the figures on page 43 due to the date and reporting requirements.



Tilligerry Aquatic Centre

Appendix

SECTION 6

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

150 | Capital works projects

155 | Glossary

156 | Index



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

355C Committees and Regional Committees and Groups

Ref	Committee name	Purpose of Committee	Delegates July to December 2021	Delegates January to June 2022
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 Palmer Alternate Cr S Smith	Mayor Palmer Cr Anderson Cr Francis Cr Kafer
2	Anna Bay Hall Committee	To assist Council in the management of Anna Bay/Birubi Hall.	Cr S Smith Cr C Doohan	Cr Doohan Cr Tucker Cr Wells
3	Audit Committee	The Audit Committee is an advisory committee of Council comprising of two Councillor representatives and three independent external representatives. The objective of the Audit Committee is to enhance the corporate governance of Council through the provision of independent oversight, review and advice. The Committee will assist Council by providing independent assurance and assistance on the organisation's governance, risk, control and compliance frameworks.	Cr G Dunkley Cr C Doohan Alternate Cr K Jordan (Office of Local Government guidelines precludes the Mayor from being a member of the Committee.)	Cr Anderson Cr Doohan Alternate Cr Dunkley (Office of Local Government guidelines precludes the Mayor from being a member of the Committee.)
4	Corlette Hall Committee	To assist Council in the management of Corlette Hall.	Cr G Dunkley	Cr Anderson Cr Bailey
5	Fern Bay Community Centre Committee	To assist Council in the management of Fern Bay Community Centre	Cr G Arnott Cr K Jordan Cr P Le Mottee	Cr Arnott Cr Francis Cr Kafer

Ref	Committee name	Purpose of Committee	Delegates July to December 2021	Delegates January to June 2022
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 P Le Mottee	Committee removed or dissolved
7	Hinton School of Arts Committee	To assist Council in the management of Hinton School of Arts.	Cr K Jordan	Cr Arnott Cr Francis Cr Kafer
8	Karuah Community Hall Committee	To assist Council in the management of Karuah Community Hall.	Cr G Arnott Cr K Jordan Cr P Le Mottee Cr C Doohan Cr S Smith Cr S Tucker	Cr Doohan Cr Tucker Cr Wells
9	Lemon Tree Passage Old School Centre Committee	To assist Council in the management of Lemon Tree Passage Old School Centre and surrounds.	Cr S Tucker Cr S Smith Cr C Doohan	Cr Doohan Cr Tucker Cr Wells
10	Mallabula Community Centre Committee	To assist Council in the management of Mallabula Community Centre.	Cr S Tucker Cr S Smith Cr C Doohan	Cr Doohan Cr Tucker Cr Wells
11	Medowie Community Centre Committee	To assist Council in the management of Medowie Community Centre.	Cr C Doohan	Committee removed or dissolved
12	Medowie Sports Council	To facilitate communication between the sporting public and Council in order to ensure that the existing and future needs and requirements of those persons participating and administrating sports are accurately identified and brought to the attention of Council.	Cr S Smith Cr C Doohan	Cr Doohan Cr Wells
13	Nelson Bay Community Hall Committee	To assist Council in the management of Nelson Bay Community Hall.	Cr J Abbott	Cr Anderson Cr Bailey
14	Port Stephens Australia Day Committee	To co-ordinate the annual celebration of Australia Day in Port Stephens in line with recommendations from Australia Day Council.	Cr C Doohan Cr S Smith Cr J Abbott Cr G Arnott Cr K Jordan	Mayor Palmer Cr Anderson Cr Arnott Cr Doohan Cr Dunkley Cr Francis
15	Port Stephens Sister Cities Committee	To promote and have ongoing relationships between international communities providing opportunities for cultural exchange.	Mayor and all Councillors	Mayor and all Councillors

Ref	Committee name	Purpose of Committee	Delegates July to December 2021	Delegates January to June 2022
16	Raymond Terrace Senior Citizens Hall Management Committee	To assist Council in the management of the Raymond Terrace Senior Citizens Hall.	Cr K Jordan Cr P Le Mottee Cr G Arnott	Cr Arnott Cr Francis Cr Kafer
17	Salt Ash Community Hall	To assist Council in the management of Salt Ash Community Hall.	Cr S Smith Cr C Doohan Cr S Tucker	C Doohan Cr Tucker Cr Wells
18	Salt Ash Sports Ground Committee	To assist Council in the management, maintenance and improvements to Salt Ash Sports Ground.	Cr S Smith Cr S Tucker Cr C Doohan	Cr Doohan Cr Tucker Cr Wells
19	Seaham Park & Wetlands Committee	To assist Council in the management, maintenance and improvements to the park and wetlands.	Cr K Jordan Cr G Arnott Cr P Le Mottee	Cr Arnott Cr Francis Cr Kafer
20	Local Infrastructure Contributions Panel	To inform Council of any proposed and/or requested changes to Council's Contributions Plan and associated systems and processes.	Mayor Palmer Cr S Tucker Cr G Arnott Cr G Dunkley Cr C Doohan Cr K Jordan	Mayor Palmer Cr Anderson Cr Arnott Cr Dunkley Cr Doohan Cr Tucker Cr Wells
21	Strategic Arts Committee	To provide input into Port Stephens Council strategic policy, plans and programs relating to culture and the arts. To assist Council identify the existing and future requirements for arts and cultural facilities across Port Stephens.	Mayor Palmer Cr S Tucker Cr J Nell Cr P Le Mottee	Mayor Palmer Cr Francis Cr Kafer Cr Tucker
22	Tanilba Foreshore Hall Committee	To assist Council in the management of Tanilba Bay Foreshore Hall.	Cr S Tucker Cr S Smith Cr C Doohan	Cr Tucker Cr Wells
23	Tilligerry Sports Council	To facilitate communication between the sporting public and Council in order to ensure that the existing and future needs and requirements of those persons participating and administering sports are accurately identified and brought to the attention of Council.	Mayor Palmer Cr S Tucker Cr S Smith Cr C Doohan	Mayor Palmer Cr Doohan Cr Tucker Cr Wells

Ref	Committee name	Purpose of Committee	Delegates July to December 2021	Delegates January to June 2022
24	Tomaree Sports Council	To facilitate communication between the sporting public and Council in order to ensure that the existing and future needs and requirements of those persons participating and administrating sports are accurately identified and brought to the attention of Council.	Mayor Palmer Cr J Abbott Cr G Dunkley Cr J Nell Cr S Smith	Mayor Palmer Cr Anderson Cr Bailey Cr Dunkley
25	West Ward Sports Council	To facilitate communication between the sporting public and Council in order to ensure that the existing and future needs and requirements of those persons participating and administrating sports are accurately identified and brought to the attention of Council.	Cr K Jordan Cr P Le Mottee Cr G Arnott	Mayor Palmer Cr Arnott Cr Francis Cr Kafer
26	Williamtown Hall Committee	To assist Council in the management of Williamtown Hall.	Cr K Jordan Cr P Le Mottee Cr G Arnott	Cr Arnott Cr Francis Cr Kafer
27	AGL Newcastle Gas Storage Facility Community Dialogue Group	The purpose of a Community Consultative Committee is to provide a forum for discussion between a proponent and representatives of the community, stakeholder groups and the local council on issues directly relating to a specific State significant project.	Mayor Palmer	Mayor 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 S Smith	Cr Wells
29	Brandy Hill Quarry Community Consultative Committee	The purpose of a Community Consultative Committee is to provide a forum for discussion between a proponent and representatives of the community, stakeholder groups and the local council on issues directly relating to a specific State significant project.	Cr P Le Mottee	Cr Arnott Alternate Cr Kafer
30	Cabbage Tree Road Community Consultative Committee	The purpose of the committee is to provide an advisory forum of community representatives to meet requirements of the development consent.		Cr Kafer Alternate Cr Arnott
31	Comprehensive Koala Plan of Management Implementation Committee	Responsible for overseeing the implementation of the Port Stephens Council Comprehensive Koala Plan of Management.	Cr S Smith Alternate Cr J Nell	Cr Anderson Alternate Cr Kafer

Ref	Committee name	Purpose of Committee	Delegates July to December 2021	Delegates January to June 2022
32	Community Funding Program	To make recommendations to Council on applications received through the Grants process.	Mayor Palmer Cr K Jordan Cr C Doohan Cr J Abbott (1 Councillor from each Ward).	Mayor Palmer Cr Arnott Cr Doohan Cr Dunkley Alternate Cr Anderson for East Ward Cr Wells for Central Ward (1 Councillor from each Ward).
33	Floodplain Risk Management Committee	To review the Floodplain policy.	Mayor Palmer Cr C Doohan Cr Dunkley Cr Nell Cr Le Mottee	Committee removed or dissolved
34	General Manager Performance Review Panel	To conduct evaluation of the performance of the General Manager.	Mayor Palmer Deputy Mayor Cr G Arnott (nominated by the Council) Plus a councillor nominated at the time by the General Manager	Mayor Palmer Cr Tucker Cr Arnott (nominated by the Council) Plus a Councillor nominated at the time by the General Manager
35	Holiday Parks Advisory Panel	To provide a forum to assist in the effective management and strategic direction of the Port Stephens Beachside Holiday Parks comprising of Fingal Bay Holiday Park, Shoal Bay Holiday Park, Halifax Holiday Park, Thou Walla Sunset Retreat and Port Stephens Koala Sanctuary.	Mayor and all Councillors	Mayor and all Councillors
36	Hunter Joint Organisation	The Hunter Joint Organisation is a collaborative body that brings together the 10 councils in the region to provide a united and local voice for our communities. As the hub for local intergovernmental collaboration, the organisation's 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.	Mayor Palmer	Mayor Palmer

Ref	Committee name	Purpose of Committee	Delegates July to December 2021	Delegates January to June 2022
37	Local Government Community Safety & Crime Prevention Network NSW Note: This is a Committee of the Port Stephens Local Area Command. Membership is by invitation from the Local Area Commander. Council's delegate is the Mayor.	To provide a forum for local community members, service providers, businesses and the police to discuss issues and appropriate strategies relating to crime and community safety. **Attendees will be by invitation only, one representative will be invited by the Police from each peak body/organisation e.g. Hunter Water / Housing NSW). Council will hold two positions, one will be Community Engagement Officer, and the other will be the Mayor or his representative if unable to attend.	Mayor Palmer	Mayor Palmer
38	Customer and Community Advisory Group (CCAG) Formerly Hunter Water Corporation Community Consultative Committee	This committee is an advisory committee to Hunter Water Corporation.	Cr P Le Mottee Alternate Cr G Arnott	Cr Francis Alternate Cr Kafer
39	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 of 3 State members and 2 Councillors. The term is for 3 years for each Panel member.	Mayor Palmer Cr P Le Mottee Alternates Cr C Doohan Cr G Arnott Civil Assets Section Manager Strategy & Environment Section Manager	Mayor Palmer Cr Arnott Alternates Cr Anderson Cr Tucker Civil Assets Section Manager Strategy & Environment Section Manager
40	Local Traffic Committee	This is an Service NSW based committee which allows Council to have delegated authority to install or remove regulatory sign posting on public roads.	Mayor Palmer Cr S Tucker	Mayor Palmer Cr Anderson Alternate Cr Kafer
41	Lower Hunter Bushfire Management Committee	The committee is a legislative requirement and is to discuss direction across local government areas and across agencies in regard to bushfire management.	Cr G Arnott Cr P Le Mottee	Cr Arnott Cr Kafer

Ref	Committee name	Purpose of Committee	Delegates July to December 2021	Delegates January to June 2022
42	Lower Hunter Community Advisory Group	The Group is managed by Hunter Local Land Services (HLLS). The purpose is to provide an opportunity the HLLS to engage with stakeholders on a range matters, including strategic direction and programs.	Cr P Le Mottee	Cr Francis
43	Marine Parks Advisory Panel Ministerial Appointment	Community Consultative Committee regarding the proposed Marine Park in Port Stephens.	Cr J Nell	Cr Anderson
44	Medowie Planning Strategy Implementation Panel	To provide community advice to Council on the implementation of the Medowie Planning Strategy.	Mayor Palmer Cr C Doohan Cr S Smith Cr S Tucker	Mayor Palmer Cr Doohan Cr Tucker Cr Wells
45	Nelson Bay Strategy Implementation Panel	To provide community advice to Council on the implementation of the Nelson Bay Planning Strategy.	Mayor Palmer Cr Abbott Cr G Dunkley Cr J Nell	Mayor Palmer Cr Anderson Cr Bailey Cr Dunkley
46	Newcastle Airport Partnership Company No. 3 Pty Ltd	Special Purpose Vehicle for the part ownership of Newcastle Airport.	Mayor Palmer Cr P Le Mottee (General Manager) (Financial Services Manager)	Mayor Palmer Cr Tucker (General Manager) (Financial Services Manager)
47	Newcastle Airport Partnership Company No. 4 Pty Ltd	Special Purpose Vehicle for the part ownership of Newcastle Airport.	Mayor Palmer Cr P Le Mottee (General Manager) (Financial Services Manager)	Mayor Palmer Cr Tucker (General Manager) (Financial Services Manager)
48	Newcastle Airport Partnership	The partnership is responsible for the development and management of Newcastle Airport and related infrastructure.	Mayor Palmer (General Manager)	Mayor Palmer (General Manager)
49	Greater Newcastle Aerotropolis Partnership	The partnership is responsible for the Astra Aerolab.	Mayor Palmer (General Manager)	Mayor Palmer (General Manager)

Ref	Committee name	Purpose of Committee	Delegates July to December 2021	Delegates January to June 2022
50	Newcastle Airport Pty Limited	To manage the operations of Newcastle Airport.	Mayor as Port Stephens Council Shareholder representative. Cr P Le Mottee as Port Stephens Council Shareholder Representative proxy. Mayor as Port Stephens Council appointed Director. General Manager as Port Stephens Council appointed Director.	Mayor as Port Stephens Council Shareholder representative. Cr Tucker as Port Stephens Council Shareholder Representative proxy. Mayor as Port Stephens Council appointed Director. General Manager as Port Stephens Council appointed Director.
51	Greater Newcastle Aerotropolis Pty Limited	To manage the operations of Astra Aerolab	Mayor as Port Stephens Council Shareholder representative. Cr P Le Mottee as Port Stephens Council Shareholder Representative proxy. Mayor as Port Stephens Council appointed Director. General Manager as Port Stephens Council appointed Director.	Mayor as Port Stephens Council Shareholder representative. Cr Tucker as Port Stephens Council Shareholder Representative proxy. Mayor as Port Stephens Council appointed Director. General Manager as Port Stephens Council appointed Director.

Ref	Committee name	Purpose of Committee	Delegates July to December 2021	Delegates January to June 2022
52	NSW Public Libraries Association (Central East Zone)	The purpose of the Association is to champion the public library cause, strengthen the public library network, advocate effectively, foster cooperation and collaboration, build trust and support, initiate partnerships and share relevant information	Cr S Tucker	Cr Wells
53	Port Stephens Council Depot re-development Committee	To explore the options available for re- development of the Council depot at Raymond Terrace.	Mayor Palmer Cr K Jordan Cr J Nell Cr G Arnott	Committee removed or dissolved
54	Port Stephens Economic Development Advisory Panel	Act as a communication and advisory mechanism to Council on relevant Economic Development issues. Oversee the implementation of the Economic Development Strategy.	Mayor Palmer Cr C Doohan Cr G Dunkley Cr G Arnott	Mayor Palmer Cr Anderson Cr Doohan Cr Dunkley Cr Francis Cr Tucker
55	Port Stephens Floodplain Advisory Panel	To provide advice on flood/floodplain management studies/plans	Cr P Le Mottee Alternate Cr G Arnott	Cr Francis Alternate Cr Arnott
56	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 J Nell Alternate Cr P Le Mottee	Cr Bailey Alternate Cr Anderson
57	Property Advisory Panel	To provide a forum to address property management and development matters.	Mayor Palmer Cr C Doohan Cr P Le Mottee Cr K Jordan Cr G Dunkley	Mayor Palmer Cr Anderson Cr Arnott Cr Bailey Cr Doohan Cr Dunkley Cr Francis Cr Tucker
58	Raymond Terrace and Heatherbrae Strategy Implementation Panel	To provide community advice to Council on the implementation of the Raymond Terrace and Heatherbrae Strategy 2015-2031.	Mayor Palmer Cr G Arnott Cr K Jordan Cr P Le Mottee	Mayor Palmer Cr Arnott Cr Francis Cr Kafer

Ref	Committee name	Purpose of Committee	Delegates July to December 2021	Delegates January to June 2022
59	Salt Ash Sand Project Community Consultative Committee	The purpose of a Community Consultative Committee is to provide a forum for discussion between a proponent and representatives of the community, stakeholder groups and the local council on issues directly relating to a specific State significant project.	Cr S Tucker	Cr Doohan Alternate Cr Wells
60	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 Arnott Alternate Mayor Palmer	Cr Arnott Alternate Mayor Palmer
61	Williamtown Consultative Committee Forum	To provide a forum for the residents of Williamtown area to discuss relevant issues with Federal, State and Local Government elected members and agencies.	Mayor Palmer (General Manager)	Mayor Palmer (General Manager)
62	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 J Abbott Alternate Cr S Smith	Cr Bailey Alternate Cr Anderson Cr Francis

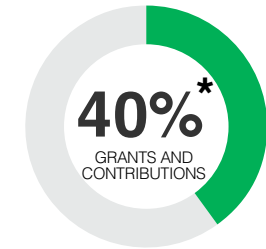


Shoal Bay

Capital works projects

Capital works project expenditure in 2021 to 2022.

*Grant funds contributed to this project



Classification	Job description	Cost (\$)
Aquatic structure	Little Beach Boat Ramp*	2,144,857
Bridges	Notts Creek Bridge replacement*	75,826
Buildings	Administration Building upgrades	168,563
Buildings	Amenities upgrade – George Reserve, Salamander Bay	123,929
Buildings	Amenities upgrade – Little Beach, Nelson Bay*	3,300
Buildings	Amenities upgrade – Longworth Park, Karuah	6,207
Buildings	Amenities upgrade – Stuart Park, Hinton*	1,072,028
Buildings	Amenities upgrade – Bettles Park*	160,665
Buildings	Amenities upgrade – Boyd Oval Clubhouse*	1,303,390
Buildings	Corlette Hall – external renovation	8,480
Buildings	Raymond Terrace Depot upgrade	2,086,581
Buildings	Fly Point Amphitheatre	13,449
Buildings	King Park Sports Complex – upgrade seating and building*	49,550
Buildings	Lakeside Leisure Centre upgrades	545,160
Buildings	Lakeside Sports Complex – roof upgrade	106,722
Buildings	Medowie Park Town Centre amenities	139,092
Buildings	Medowie Sport and Community Facility Memorial*	67,984
Buildings	Ross Wallbridge demolition of amenities	11,068
Buildings	Raymond Terrace Activity Van - roof replacement and external renovation	4,400
Buildings	Shoal Bay West amenities	20,137
Buildings	Soldiers Point RFS – replace roof coverings*	41,320
Buildings	Surf Club amenities, One Mile Beach	158,444
Buildings	Tanilba Foreshore Hall*	9,240

Classification	Job description	Cost (\$)
Buildings	Tilligerry Aquatic Centre upgrades	219,731
Buildings	Tomaree Aquatic Centre upgrades	364,463
Buildings	Tomaree Match field upgrades – Elizabeth Waring*	45,334
Buildings	Tomaree Sports Complex amenities replacement*	2,994,372
Buildings	Birubi Point Aboriginal Place Tourism Transport Interchange*	442,692
Holiday Parks	Holiday Park improvements	2,449,813
ICT	Information Technology improvements	451,491
Commercial Investment	Commercial investment and land	3,291,421
Libraries	Library resources	250,306
Digital Assets	Smart Parking upgrades	180,933
Natural Disaster	Foreshore Drive culvert*	1,322,572
Natural Disaster	March 2021 and 2022 - Emergency Works*	443,132
Fleet	Fleet replacement	361,193
Road Reseals	Reseal program*	2,044,788
Carpark	Fly Point carpark*	42,664
Carpark	Raymond Terrace Admin Building carpark	356,158
Waste	Leachate monitoring device	8,114
Drainage	65 Sturgeon St Raymond Terrace – upgrade drainage system	69,423
Drainage	Stockton Ponds staunch pump	11,930
Drainage	Seabreeze Estate drainage works	734,685
Drainage	Future drainage designs	74,437
Open Space	Anna Bay Cemetery irrigation	16,970
Open Space	Bettles Park playground*	120,029
Open Space	Birubi sand dune stabilisation*	70,366
Open Space	Boomerang Park irrigation	4,148
Open Space	Foster Park shelters replacement*	27,652
Open Space	George Reserve irrigation and playground*	50,831
Open Space	Henderson Park shade sail*	126,590

Classification	Job description	Cost (\$)
Open Space	King Park irrigation	21,100
Open Space	Kittyhawk Park playground	20,090
Open Space	Little Beach Reserve – retaining wall	16,960
Open Space	Longworth BBQ replacement*	16,561
Open Space	Nelson Bay Tennis fencing and retaining wall	128,164
Open Space	Robinson Reserve – skate park*	198,302
Open Space	Shoal Bay sand excavation	42,200
Open Space	Soldiers Point signage	10,805
Open Space	Spencer Park playground and amenities*	28,110
Open Space	Stockton Street stage reconfiguration*	85,518
Open Space	Mallabula Sports Complex – upgrades*	881,486
Pathways	Shoal Bay foreshore*	386,233
Pathways	Brandy Hill Drive	126,677
Pathways	King Park Sports Complex*	60,647
Pathways	Lemon Tree Passage Town Square*	60,500
Pathways	Levee shared pathway*	432,271
Pathways	Medowie shared pathway*	579,979
Pathways	Fly Point to Halifax Nelson Bay*	198,095
Pathways	Salt Ash bike track	36,557
Pathways	Nelson Bay Road, Fern Bay	597,039
Pathways	Avenue of the Allies, Tanilba Bay	405,196
Pathways	Highway underpass, Raymond Terrace	41,264
Pathways	Lemon Tree Passage*	124,991
Pathways	Lemon Tree Passage – missing link	595,134
Pathways	Street activation – Magnus Street*	40,972
Pathways	South Street, Medowie	71,725
Pathways	William Street, Raymond Terrace*	144,389
Roads	Road Repairs – potholes and heavy patch	693,490

Classification	Job description	Cost (\$)
Roads	Gan Gan Road*	961,583
Roads	School Zone upgrades (SZUP)*	110,051
Roads	Bus Interchange – Seaham*	27,350
Roads	Clarencetown Road – Seg 10*	1,500
Roads	Clarencetown Road – Seg 40*	1,650
Roads	Duns Creek Road*	1,124,954
Roads	East Seaham Road	406,532
Roads	Ferodale Road	116,719
Roads	Fullerton Cove Road	1,079
Roads	Government Road	5,398
Roads	Grahamstown Road*	106,661
Roads	Hannah Parade*	118,747
Roads	James Road*	144,829
Roads	Janet Parade	537,451
Roads	Kula Road*	746,265
Roads	Lavis Lane	7,951
Roads	Lemon Tree Passage Road roundabout	19,126
Roads	Lemon Tree Passage Road*	627,058
Roads	Masonite Road	1,169
Roads	Medowie Road*	694,478
Roads	Nelson Bay Road roundabout	4,815
Roads	Nelson Bay Town Centre high pedestrian activity*	30,115
Roads	Newline Road*	806,047
Roads	Port Stephens Drive	309,277
Roads	Port Stephens Koala Blackspot*	235,096
Roads	Clarencetown Road – Seaham Road and Hinton Road intersection*	45,851
Roads	Clarencetown Road – Wattle Creek bridge*	59,907
Roads	Clarencetown Road – Oakendale Road to Hunter Water crossing*	577,781
Roads	Clarencetown Road – Mooghin Road to Dixon Street*	56,661

Classification	Job description	Cost (\$)
Roads	Clarencetown Road – Curves South to Croft Road*	534,582
Roads	Clarencetown Road – Warren Street, Seaham*	503,454
Roads	Clarencetown Road – Riverflat*	276,226
Roads	Mustons Road	38,398
Roads	East Seaham Road, Rockwall	75,044
Roads	Rookes Road, Salt Ash investigation	11,215
Roads	School Drive Tomago*	138,646
Roads	Clarencetown Road – Seaham Road, Raymond Terrace roundabout	1,500
Roads	Six Mile Road*	146,790
Roads	Soldiers Point Road, Salamander Bay*	15,743
Roads	Swan Bay rehabilitation	85,199
Roads	Tanilba Road Mallabula - Caswell Reserve to The Parkway North*	539,110
Roads	Medowie Town Centre	1,069
Roads	Raymond Terrace Town Centre*	132,887
Roads	Victoria Parade pedestrian overpass	79,500
Roads	Warren Street, Seaham*	213,330
Total		41,619,878



Glossary of terms

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 2021 to 30 June 2022.

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 including vacation 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.

YAAP: Youth Advisory Action 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.

Index

A

Airport 8, 13, 14, 18, 26, 103, 106, 110, 123, 145, 146

Animals 91, 124-125

Annual Awards 28, 29, 31, 62-63, 140

Australia Day 28, 62-63, 66

Art 50, 59, 61, 140, 141

C

Children's services 42, 67

Climate change including coastal management 63, 90, 92, 96-97, 99

Community engagement 8, 14, 30, 47, 70, 92, 94, 102, 109, 113, 144

Community Satisfaction Survey 14, 17, 18, 20, 30, 70, 99, 110

Councillors 6, 19, 30, 33, 34-38, 39, 102, 115, 117, 133, 140, 143, 144

Culture 9, 17, 31, 41, 48, 59-61, 68, 130, 141

Customer first 113

D

Development 8, 12, 17, 19, 30, 33, 37, 38, 39, 40, 41, 42, 45, 61, 69, 72-81, 85, 87, 103, 105, 107, 110, 112, 115, 117, 118, 120, 123, 126, 135, 142, 144, 145, 147

Disability Inclusion Action Plan 56, 68,

Dog off lead areas 107-108

E

Economy 7-8, 14, 38, 48, 59, 64, 71-73, 84, 93-95, 130

Election 19, 30, 33, 37-38, 139

Events 8, 11, 12, 16, 17, 18, 19, 28, 44, 50, 55, 59, 62, 63, 64, 69-72, 74, 76, 79, 83, 84, 90, 93, 105, 112, 121

Executive team 32, 40

F

Financial performance 12-13, 22, 24-27, 106

G

General Manager 8, 18-19, 39-40, 42, 124, 133, 136, 143, 145, 146, 148

H

History 4, 6, 62, 78

Housing 52-53, 67, 72-73, 87, 105, 144

Holiday parks, including

Koala Sanctuary 14, 18, 42, 93, 97, 105, 106, 112, 118, 143, 151

I

Infrastructure 8, 14, 26, 34, 36, 41, 42, 48, 63, 75-76, 79-80, 83, 85, 86, 105, 141, 145

L

Libraries 23, 45, 50-52, 54, 57, 97, 115, 147, 150

M

Major projects including capital works 14, 17, 19, 30, 41, 42, 74, 80, 85, 128, 112, 113, 126, 128, 140, 150-155

Mayor 6, 16-17, 19, 33-34, 37-38, 39, 63, 64, 102, 115, 117, 121, 133, 139, 140-148

Media 8, 30, 45, 62, 108, 128

N

Natural disasters 11, 14, 18, 22, 80, 83, 106, 110

O

Organisational structure 42

Our community 6, 9, 11, 12-14, 16-19, 30, 43-80, 83, 90-96, 102, 104, 105, 106, 107, 108

Our Council 6, 11, 13, 14, 19, 37-39, 43, 47-49, 61-62, 80-81, 96-113, 115, 120-126, 133, 135, 136

Our environment 11, 13, 19, 49, 86-95

Our place 4, 11, 12, 19, 48, 69-89, 93

P

Parking including SMART parking 75, 80, 103, 151

Planning 8, 17, 19, 23, 30-31, 35, 38, 40, 42, 47, 57, 59, 64, 67, 72, 73, 74, 80-81, 87, 98, 103, 105, 108, 111, 115, 120, 135, 136, 145, 147

Property 14, 18, 26-27, 41, 42, 88, 92, 97-100, 112, 105-106, 124, 147

R

Rates 8, 23-25, 73, 106, 115, 116, 118-119, 125, 151

S

Seniors 29, 50, 54, 57-58

T

Tourism 23, 31, 60-61, 72-73, 78, 103, 121

V

Vision, purpose and values 6, 9

Volunteers 8, 13, 36, 39, 42, 45, 52, 59, 68, 91-92

W

Waste 13, 23, 25, 42, 88, 90, 94-96, 99, 100, 122, 132, 151

Worimi 2, 59-61, 142, 148

Work health and safety 44

Y

Year in review 10-31

Young people 29, 34, 54-56, 62-63, 65, 67, 76





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