



PORT STEPHENS
COUNCIL

6

MONTHLY REPORT
JANUARY – JUNE 2015



The Six-Monthly Report January to June 2015 has been prepared in accordance with the requirements of Section 404(5) of the *Local Government Act 1993*.

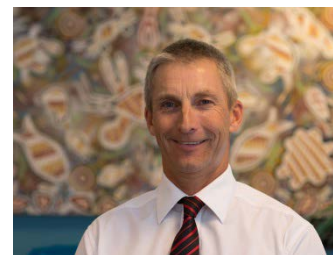
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General Manager's Report

The major event of this six month period was the devastating weather in April which saw extensive damage to property across the Port Stephens local government area. Damage to Council's assets has been assessed at almost \$12 million. Whilst insurances and disaster relief funding will when received provide a buffer to mitigate Council's losses, the clean-up costs are estimated at \$5 million. Work will have to continue for many months to come.



I take this opportunity to thank the members of the Local Emergency Management Committee, the State Emergency Services, the NSW Rural Fire Service, Fire and Rescue NSW, NSW Fire Brigade, the Ministry for Police and Emergency Services, the RAAF Williamtown, Department of Primary Industries, NSW Police, Ausgrid, Ambulance Service of NSW, Department of Family and Community Services, Hunter New England Health and Hunter Water Corporation for their tireless efforts during and after the emergency.

I am especially proud of the Council staff led by Group Manager Jason Linnane who worked amazingly well in putting Council's Disaster Management Plan into effect, doing so in the first hours and days without communications tools that we all too often take for granted. In many cases – like the emergency workers themselves – they were out helping others whilst their own homes were compromised by this awful weather event. Council's volunteers also stepped up to the plate and handled local situations willingly, to make places safe for others to begin repair work.

In May, Council adopted a new Operational Plan and for the first time we planned four years out instead of one year. After the introduction of new software Council also adopted Fees and Charges for 2015-2016, and endorsed the Resource Strategy, including a Long Term Financial Plan that will see Council continue to operate in surplus.

During this period Council completed its improvement proposal for the State Government's 'Fit for the Future' program; it was lodged with the Independent Pricing and Regulatory Tribunal before 30 June. Whilst Port Stephens Council was not required to consider mergers/amalgamations as we are considered to have sufficient scale and capacity to stand alone, the Mayor and I held conversations regarding boundaries with our neighbouring councils. Whilst the extreme weather event was an added distraction, the cost and complexity involved in considering boundary changes meant that those councils like us did not have any appetite for changes at this time or into the foreseeable future. IPART will present its findings to the State government on 16 October 2015, and whilst the government's decisions concerning individual councils cannot be foreseen, it is expected that there will be changes to the local government landscape in the next twelve months. We have a page on Council's web site to keep the community of Port Stephens up to date on this ongoing process.

The storm did interrupt our capital works program to a small extent, but we managed to achieve some notable gains, including rehabilitation of East Seaham Road; contracts let and

construction to commence in September on the extension to Peppertree Road; design work on the Men's Shed at Raymond Terrace and a development application granted and contracts to be awarded for construction; playground rehabilitations; and much more. There is a list of completed capital works later in this report.

We have been working for some time to improve our Customer Request Management system and this period saw the implementation of our Reflect software, which allows much more efficient – and therefore much more responsive – scheduling of works that are required as a result of community requests.

We have agreed to establish a joint working group with Hunter Water Corporation to work on drainage studies, most especially to focus on the issues around Campvale Drain, Medowie. It is expected to finalise plans and required works for implementation beyond the 2016 financial year.

In my first six-monthly report to December 2014 I outlined that the Executive Team and Councillors will focus on three key areas, and we have made progress in this period:

1. Building a resilient and responsive organisation

Council has completed significant changes to the Facilities & Services Group organisational structure over the last six months. The primary objective of this change is to ensure that Council has the capacity to meet future challenges and grasp opportunities in managing Council's assets and infrastructure.

Sustainability Reviews have been completed for the Strategy and Environment and Development Assessment and Compliance Sections. The critical areas of communicating with and engaging the community and our customers have been the focus of a review during the period. Both the customer service framework and community engagement framework are ongoing bodies of work.

A Sustainability Review of the Financial Services Section was also undertaken: a subsequent restructure will ensure Financial Services has the appropriate skills and resources to support Council to deliver its services to the community and retain its surplus.

Council has introduced new metrics and accountability around the percentage of responses within agreed time targets of Customer Requests. We conduct routine customer surveys in the development assessment area including a measure around responsiveness which averages over 85% satisfaction. Building a resilient and responsive organisation requires leadership at an industry level and staff have presented to various State and national conferences since January 2015.

During these six months a duplicate data centre was constructed at the Raymond Terrace Depot and the migration of servers has occurred. The dual data centre supports disaster recovery and business continuity. We have also made improvements to the Wide Area Network Internet and Microwave links.

Stage 1 of the implementation program of improvements to the Human Resource Information System is complete with the Individual Work and Development Plans for Council

staff now fully automated. These Plans for employees outline their Key Performance Indicators for the year.

In summary we continue to build a resilient and responsive organisation.

2. Making business with PSC simple and convenient

Council's operational sections have recently implemented a new process and software to improve customer service and work scheduling. It is expected that these changes will enhance the customer experience, deliver efficiencies and continue to create a customer centric culture in the organisation.

Council continues to introduce a number of initiatives that are aimed at making business with PSC simple and convenient. The DA digitisation and E-planning project has allowed us to transition away from a paper based system and provides significant benefits for the community to access development related information online. Along with the electronic lodgement of Development Applications, Council has implemented a Development Enquiry tool that will help the community to check any development on-line; the development possibilities of a particular property; as well as providing information on the lodgement requirements for development applications.

The development and building industry reference group (IRG) meetings continue to increase in popularity and receive excellent reviews. In addition to these IRG meetings a quarterly newsletter is issued to the industry giving them important updates about all things development and building.

A review of the customer charter along with the style guide and new Council logo has meant that Council looks not only highly professional, but is also easier to do business with as the language is plain English and consistent irrespective of the service being used.

Land use strategies like the Raymond Terrace and Heatherbrae Strategy, Medowie Strategy and Comprehensive Development Control Plan have all introduced pragmatic tools to empower Council to make effective and land use planning decisions. Liaison with State government agencies like Hunter Water Corporation (HWC) ensures the planning process remains as streamlined as possible. Port Stephens Council has been an industry leader in ensuring the planning process is not further complicated in such things as HWC plan stamping and Section 50 applications. Initiatives like the DA walkthrough video have sought to use unconventional methods to make Council a pleasure to do business with.

Council has also provided public Wi-Fi to the Nelson Bay Visitors Information Centre and to Halifax and Shoal Bay Holiday Parks. A new Port Stephens Council website is under development and is progressing well. It is set to be an exciting development for the ease at which our customers can connect and transact with Council.

3. Delivering community value

In these six months, Facilities & Services Group has overseen the following works that have added to the store of community value:

- Raymond Terrace Men's Shed – the tender process has been completed.
- Boomerang Park playground – the tender process, contract negotiation and preliminary site works have all been completed. The materials have been ordered and once they arrive they will be installed on site. This project is expected to be completed in October 2015.
- Peppertree Road – Council approved the tender for this project in June 2015. Works are expected to commence on site in September 2015.
- East Seaham Road – works are well underway on this project. Despite encountering a wide array of site issues, the project is progressing on schedule.
- Ferodale Sports Complex Master Plan – subsequent to a detailed community engagement process, Council endorsed the finalised version of the Master Plan in June 2015. Proposed works will now be included in the Strategic Asset Management Plan.
- Leisure Centre Management – the tender process for the future management of the three (3) sites is nearing completion.

Development application determination times continue to decrease and for the six months the median net processing time was 28 days. The statistics show that the average applicant is better off both in terms of time saved and financially when using Council as a certifier as opposed to a private certifier. Numbers of Section 96 applications have reduced which means that there are less unnecessary conditions to place a burden on appropriate development activity.

Competitive services like Fire Safety, Pool Safety and Certification continue to grow in excess of 10% annually and accordingly are winning additional income. The market share of construction certificates in this six months' period hit a local government high of 80.5%.

Community value is also delivered through the implementation of Natural Resources programs and continued energy efficiency programs, in particular by identifying the Council carbon footprint and introducing reduction targets. Strategic land use policy and strategies now include clear implementation plans and actions. The development and implementation of place making functions of Council have been established in the new Economic Development unit. The Ranger and Development Compliance teams provide community value through a genuine education and behavioural change approach as compared to direct enforcement action – various education days have been delivered during the nominated period with high attendance.

Council has registered 100 Salamander Way, Salamander Bay as a bio banking site. This protects and conserves the high value flora and fauna on the site and provides offsets for other Council development sites.

A 33 allotment subdivision is under development at Tarrant Road, Salamander Bay which will generate additional revenue for Council whilst providing much needed residential housing in the local government area. The project is expected to be completed later in 2015.

Council has issued a request for proposals in developing the car parks situated on Donald Street in Nelson Bay to deliver car parking, commercial and residential development that will assist to reinvigorate the Nelson Bay Town Centre. We have also issued a request for

proposals for the commercial land surrounding the existing Salamander Bay shopping centre.

During these past six months Council adopted its new logo and this is being progressively introduced across Council's operations. I am delighted to say that this new look was designed and delivered totally in-house by our Marketing team. We have taken a conservative position and will not replace existing things like stationery until the present stock is finished. This means that the cost of the changes will be minimal as they will be absorbed in existing recurrent budgets. It is therefore expected for the change to be progressively rolled out.



We have also made two important senior appointments that add considerable depth and experience to the Senior Leadership Team. Michelle Gilliver-Smith, formerly Human Resources Manager, has been promoted to Organisation Development Manager. I would also like to welcome to our organisation Glenn Bunny, who was appointed Property Services Section Manager.

I would like to take this opportunity to thank Councillors, staff and volunteers for their individual efforts and support during the past six months.

Wayne Wallis
General Manager

Key Result Areas: A Snapshot

The table below is a snapshot of Council's performance against a set of measures agreed between the Council and the General Manager to be significant priorities for the period. Full details are provided in the report which follows this table.

Legend:





	Target Exceeded
	Target Achieved or on Track to be Achieved
	Target Not Achieved
	Data Not Available at Time of Report

Table 1: Key Result Areas Snapshot

Key Result Area	Status
1. Business Improvement Program	
2. Community Strategic Plan/Operational Plan Delivery	
3. Capital Works Delivery	
4. Financial Sustainability Program	
5. Workforce Strategy Implementation	
6. Infrastructure Planning	
7. Technology Improvement Program	
8. Land Use Strategy Development	
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Six-Monthly Report January – June 2015

1. Business Improvement Program

This program comprises 10 projects with 42 sub-projects to be implemented over four (4) years to June 2016. All projects to be completed and/or in progress by 30 June 2015 are on track. All projects have come within budget with the following work completed:

- CAMM's Interplan and Integrated Project Management (IPM)
- Migrated from Informix to SQL Platforms
- Upgrade to Authority v6.10
- SharePoint (MyPort) upgrade
- E-Planning phase one launch

Work continues on the Website Improvement project and the e-planning improvement project as well as a number of data management related projects such as the Human Resource Information Systems improvement project; the Asset Management improvement projects; and the SharePoint improvement project. These all remain on track and within budget.

2. Community Strategic Plan/Operational Plan Delivery

Target: 90% of Community Strategic Plan/Operational Plan achieved. Actual: **97.5%**. Of the 169 actions that were required to be completed in this six months, 155 were completed or on track; one was deferred due to the storm event in April (Customer Satisfaction Survey deferred to July 2015); and three were not achieved or not fully achieved (the concept of a housing forum was determined to be of sufficiently low priority at this time that resources could not be justified; the Stage 1 of the Fingal Bay link road was not achieved although considerable progress has been made with the owners of the land required for the building of the road; only one of the proposed four Residents Panel forums was held).

3. Capital Works Delivery

The tables which follow provide details of completed capital works projects and works in progress between 1 January and 30 June 2015.

(a) Completed Projects

In this six months Council completed capital works totalling \$2,904,994.

Table 2: Completed Capital Works

Description of Works	Estimated Cost
Special Grant: Regional Road301 Raymond Terrace to Boundary Road Upgrade. Note: Project split into actual projects constructed. This included Carmichael's Creek, Clarence Town Road along the river flat, Glenoak; SEG 280 and 290 Clarence Town Road at boundary.	\$2,362,707
Paterson Road SEG 20 to Woodville Road: reconstruction of road pavement, minor road widening and alignment correction.	\$97,688
Newline Road SEG 30: road pavement rehabilitation and widening.	\$125,364
Newline Road SEC 60: road pavement rehabilitation and widening.	\$108,458
Fisherman's Bay: replacement of public amenity with a landmark amenity building incorporating one standard unisex cubicle, one accessible unisex cubicle and external showers.	\$116,613
Salt Ash Hall: new concrete car park, installed storage cupboards and completed external repainting of all previously painted surfaces.	\$43,395
Anna Bay Cemetery: installation of six new concrete beams to allow for a further 120 plots.	\$9,519
Soldier's Point Hall: internal fitting and internal asbestos removal in 2013-2014.	\$41,250

(b) Capital Expenditure – Fleet

Between 1 January and 30 June 2015 Council made fleet replacements totalling \$1,475,183.

Table 3: Fleet Capital Expenditure

Name of Project	Expenditure \$
Major Plant Replacement	802,237
Utes and Light Truck Replacement	595,394
Sundry Plant Replacement	77,552

Note: there was no budget or expenditure on passenger vehicles as Council moved to a novated lease system, and all existing fleet assets in this category were disposed of by 30 June 2015.

(c) Capital Works scheduled to be commenced in 2014-2015 and/or yet to be completed

Table 4: Capital Projects Commenced

Description of Works	Estimated Cost
Benjamin Lee Drive, Raymond Terrace. Installation of a pedestrian crossing. Project deferred to 2015/16.	\$40,000
Medowie Road SEG 70. Road pavement rehabilitation deferred to 2016/17 due to RAAF base works changing the scope of the project.	\$244,000
Hinton Road – Drainage and reconstruction stage 1 not yet completed and will coincide with funding in 2015/16 to flow as one continuous project.	\$485,000
Foreshore Drive – shoulder widening and shared path not completed due to environmental constraints and requiring additional funding allocated in the 2015/16 budget to complete the project.	\$165,000
East Seaham Road: gravel road sealing stage 1 not completed and will coincide with funding in 2015/16 to flow as one continuous project.	\$600,000
Guardrail Hinton Road. Project deferred due to adjacent property earthworks making way for required fencing adjustments prior to guardrail installation.	\$60,000
Elizabeth Street, Hinton- Project deferred to coincide with stage 2 Hinton Road works for improved cost savings.	\$50,000
Paterson Road SEG 70, Woodville. Road pavement rehabilitation. Project deferred due to design constraints, potential acquisition and consultation required.	\$250,000
Kerb inlet pits – rehabilitation of various kerb inlet pits across the LGA	\$50,000
Glenelg Street, Raymond Terrace. Drainage works along Glenelg Street from Hunter Street to Port Stephens Street.	\$400,000
Campvale Drain, Medowie. Removal of pinch point in Campvale drain.	\$300,000
Kula Road, Medowie. Stabilise the channel bank at the rear of No.28 Kula Road.	\$100,000
661 Medowie Road, Medowie. Construct an open drain from Medowie Road to Campvale Drain.	\$250,000
The Anchorage – Playground upgrade - classed as a 'Neighbourhood' playground, being a medium sized playground with a minimum of five play opportunities that has a total capacity of 40 children.	\$75,000
Tanilba Foreshore stage 2 - Erosion control incorporating rock wall, salt marsh and pocket beaches from Tilligerry Habitat to Peace Park.	\$255,000
Install heat pump tariff control cards at Tomaree, Lakeside and Tilligerry Aquatic Centres.	\$5,500

Description of Works	Estimated Cost
Salamander Wharf – Replace substructure and baffle boards on both lower landings.	\$37,500
Karuah Wharf – Replace substructure for lower landings and boat access stairs.	\$20,125
Tomaree Foreshore – Installation of fitness stations at Dutchman's Beach, East Bagnalls Beach, West Bagnalls Beach and Conroy Park.	\$25,000
Installation and recertification of roof safety systems: placed on hold to develop full program and future direction.	\$6,250
Georges Reserve – Renovation and switchboard replacement. Project put on hold after a car hit building. Insurance claim submitted and works pending 2015/16.	\$25,000

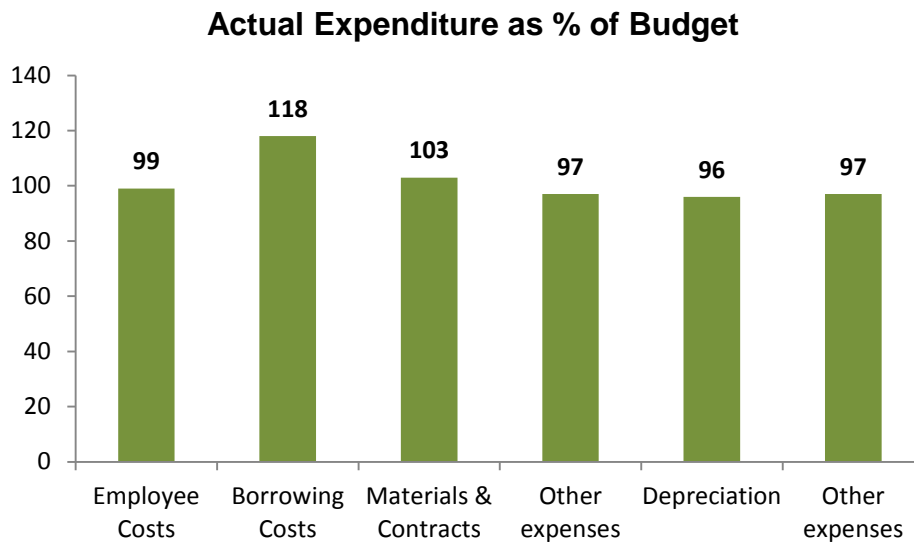
4. Financial Sustainability Program

Note: the figures below have yet to be audited. Audited financial statements will be available in the Annual Report later in 2015.

Income target percentage 100%. Actual YTD = 98.1%.

Expenditure target <100%. Actual = 99.95%.

Figure 1: Expenditure Summary

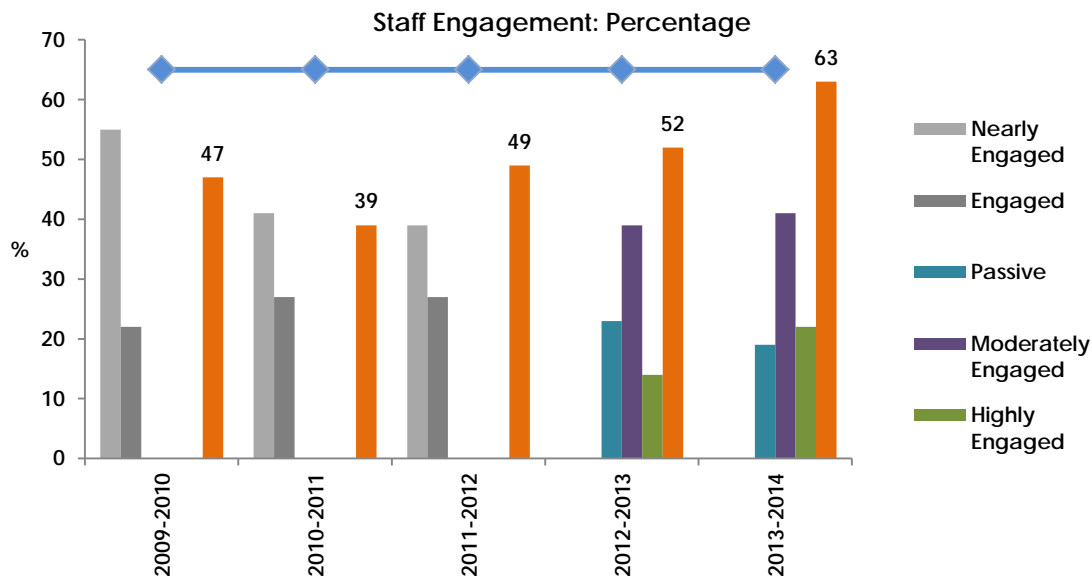


Note: Costs associated with the April storm event have been excluded from the materials and contracts analysis and are included in the employee costs.

5. Workforce Strategy Implementation

Staff engagement **target = >65%**. Actual (August 2014) = 41% moderately engaged; 22% highly engaged. Combined, the percentage of engaged staff is **63%**.

Figure 2: Staff Engagement



Staff voluntary turnover for the period was 4.87%.

6. Infrastructure Planning

Work on developing an infrastructure plan for Port Stephens has progressed since December 2014 including additional asset mapping (existing and proposed assets) but the project is not yet complete. The project has now involved incorporating the long term infrastructure plan into the existing Strategic Asset Management Plan. Infrastructure plans completed to date include the following asset categories:

- Playgrounds
- Public amenities
- Skate parks
- Surf lifesaving facilities
- Aquatic centres
- Holiday Parks

Work that is due for completion in the next two months includes the following asset categories:

- Open space/Parks and Reserves
- Sports facilities
- Fleet

- Property
- Visitor information centre
- Depots
- Car parks
- Roadside ancillary assets

This approach will greatly enhance how Council plans for and manages both current and future assets. As a result, a new target date of December 2015 has been set for this project. This will allow for its inclusion to the Integrated Planning process for 2016-2017.

7. Technology Improvement Program

There are eight (8) major information and communication technology projects comprising 62 sub-projects all to be completed by 30 June 2016. All projects to be completed and/or on progress by 30 June 2015 are on track. All projects have come within budget with the following pieces of work having been completed:

- Fibre Cabling – Raymond Terrace Depot to Muree Tower
- Fibre Cabling – Raymond Terrace Library to Communicate Port Stephens
- Fibre Cabling - Raymond Terrace Library to Raymond Terrace Administrative Centre
- Public Wi Fi – Nelson Bay Visitor Information Centre
- Public Wi Fi – Halifax Holiday Park, Shoal Bay Holiday Park and Fingal Bay Holiday Park
- Council Disaster Recovery and Business Continuity (Data Centre duplication)
- Council Wide Area Network improvements – Microwave and Internet links
- Council Wide Area Network improvements – Remote Sites (non-microwave)
- Citrix Upgrade
- Domain Migration
- Multi-Function Device Replacement
- Monitoring Systems improvements
- ICT Security improvements

8. Land Use Strategy Development

Council has continued to progress with review and development of a range of land use strategies across the LGA. The key projects progressed since December include the review of the Medowie Strategy, preparation of the Williamstown Land Use Strategy, compilation of the Raymond Terrace Heatherbrae Strategy, resolution of development in flood prone land policy and the development of the Rural Residential Strategy. The key aspects of these strategies include:

- Medowie: Council has continued to engage with the Medowie Strategy Review Panel to review in detail the revised Medowie Strategy, including the Town Centre Master Plan. The draft Strategy has been presented to panel members on a number of occasions to gain feedback, with Council officers also undertaking additional consultation with potentially affected landholders. Importantly, Council agreed to release the final draft of the Strategy and Town Centre Master Plan for the Panel's review prior to reporting to Council. The revised Strategy and Plan will be reported to Council for endorsement and public exhibition. The revision of the Medowie Strategy aligns with infrastructure development undertaken across Council, in particular aligning with Council's planned extension of Peppertree Road, proposed amendments to Council's Section 94 Plan relating to traffic infrastructure, and the Ferodale Park

Master Plan. In addition, Council is continuing to progress the review in consultation with key stakeholders including Department of Planning and Environment and Hunter Water Corporation.

- **Williamstown Land Use Strategy:** since presenting the draft Structure Plan to the project control group consisting of key stakeholders including NSW Department of Planning and Environment, Department of Defence, Hunter Water Corporation, NSW Department of Trade and Investment, Office of Environment and Heritage, Newcastle Airport and the Hunter Business Chamber in December 2014, further detailed work has been completed in relation to drainage within the investigation area. This work was considered critical to determine whether these constraints could be successfully overcome as part of future development. This assessment has identified a number of potential management options that are currently being reviewed. In addition, issues relating to the use of drainage lines within this area are also being further investigated as part of the completion of this study. Resolving these issues is crucial to the determination of future land use options and a key issue that will require resolution to gain Department of Planning and Environment support. These detailed investigations are ongoing and will be completed in late 2015.
- **Raymond Terrace and Heatherbrae Strategy:** the draft Raymond Terrace and Heatherbrae Strategy was endorsed by Council in May 2015 to be placed on public exhibition. The public exhibition period will commence in late July / early August as part of a coordinated consultation process that will provide opportunities for direct engagement with the community and key stakeholders. The Draft Strategy includes options for potential future upgrades of William Street, along with the identification of potential development sites within Raymond Terrace. Following exhibition and consideration of feedback, the Strategy will be reported back to Council for final adoption. As part of this reporting will be the proposed establishment of a Strategy implementation panel to include a number of stakeholders, Councillors and Council staff to implement and monitor the Strategy.
- **Development in Flood Prone Land –** in response to Council's resolution on this matter the policy relating to the consideration of development applications on flood prone land has been developed and included as part of the Comprehensive Development Control Plan. The details of the policy were discussed with Councillors in early June and were included in the DCP reported to Council for adoption (the DCP and associated controls were adopted by Council on 14 July 2015). Further work is currently being completed by Council flooding and drainage engineers in relation to more detailed flood mapping on the basis of this policy and will be reported to Council in late 2015.
- **Rural Residential Strategy –** this Strategy has been drafted with the key aspects having been discussed with Councillors in May 2015. The draft Strategy is currently being completed for reporting to Council for endorsement and placement on public exhibition (reporting will occur on 28 July 2015).
- **Comprehensive Development Control Plan –** following Council's endorsement of the draft DCP in November 2014 the policy was placed on public exhibition for a period of six weeks during February / March 2015. During this time Council held a number of workshops with the development industry and key stakeholder groups to work through the details of the draft DCP. During the public exhibition period Council received 15 submissions from parties such as government agencies, Hunter Water Corporation, Department of Defence and the community, as well as continued internal comments from key sections that utilise the Plan. Based on the consideration of the issues raised

in submissions Council officers reported to Council. The DCP was formally adopted by Council at its meeting of 14 July 2015.

9. Flood and Drainage Study Implementation

During the year to June 2015 Council scheduled the following studies and the percentage completed is shown in Table 5 as at 30 June 2015. Work on some of the drainage and flood studies was affected by the April storm event but is back on track as at the end of this period.

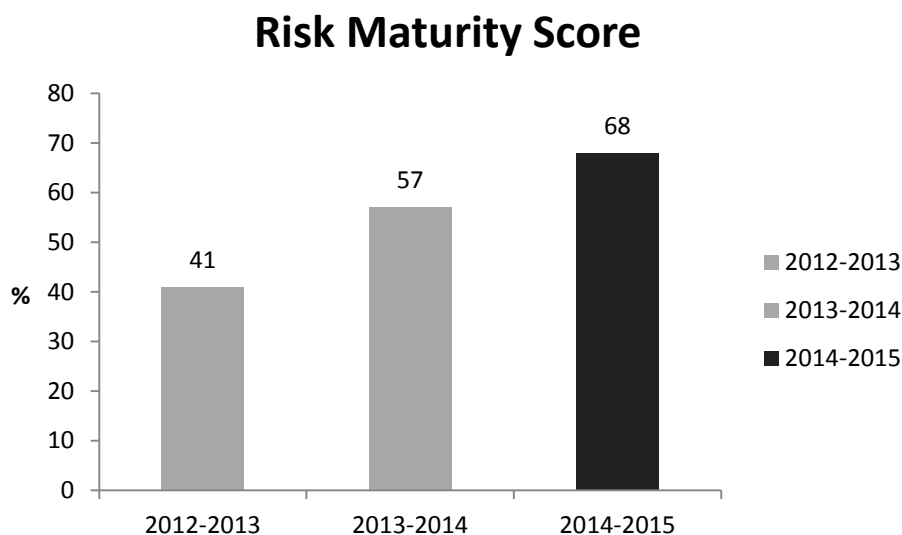
Table 5: Drainage and Flood Studies

Study	% complete
Medowie flood study	95
Williamstown – Fullerton Cover drainage study	95
Francis Avenue, Lemon Tree Passage flood study	95
Williamstown-Salt Ash Flood Risk Management study	65
Hinton Road flood study	100

10. Integrated Risk Management Program

Risk Maturity Score¹ Target: >65%. Actual = 68%.

Figure 3: Risk Maturity Score



Implementation of our Integrated Risk Management Framework has resulted in a significant decrease in the level of risk across Council. In 2014-2015 we have no risks assessed as extreme due to the implementation of a number of controls. This indicates a higher level of

¹ Risk Maturity Score is assessed independently by an expert panel against AS/NZS ISO 31000:2009 *Risk Management*.

attention is being given to implementing controls by the due date. The Corporate Risk Register and all Group Risk Registers are being reviewed on a quarterly basis.

11. Community Engagement and Customer Focus Initiatives

As well as convening the Port Stephens Youth Interagency and the Youth Advisory Panel, Council worked closely with young people in the lead up to the Youth Mental Health Forum held on 19 June 2015. Council also convened six times this year the Interagency Network. This Network comprises government and non-government suppliers of social and other services into the local government area.

Council's customer service team (five equivalent full time positions) handled a monthly average of 8,311 calls, received a monthly average of 103 development and building applications, issued a monthly average of 2,345 receipts, entered a monthly average 654 customer requests into the Customer Request Management system (CRM), and managed a monthly average 159 face to face interactions. These figures include a call load of 5,094 calls processed and 471 overflow calls in the week immediately following the storm event of 20-21 April. The customer service counter is open 8.30am-5pm Monday to Friday. Reporting on Council's customer service performance includes reports relating to calls answered/lost, development applications received, receipts issued and, commencing in March 2015, monthly CRM reporting, resulting in an overall reduction in overdue CRMs in Council's system. The Customer Relations team is working on a new Customer Service Framework to be implemented in the next financial year.

The annual Customer Satisfaction Survey outcomes were reported to Council and are shown in Figure 3 below. The survey for 2015 was due to be completed in April/May 2015 but was deferred to July 2015 because of the major storm.

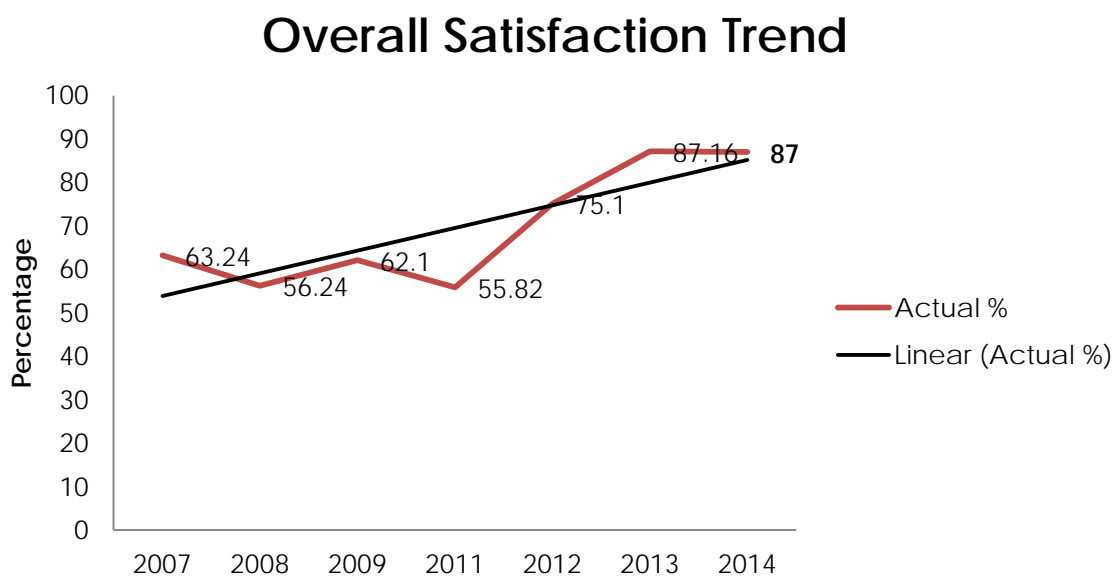


Figure 4: Customer Satisfaction