



# 6-MONTHLY REPORT

Report for the period:  
**January - June 2013**  
**on Port Stephens Council**  
**Delivery Program 2011-2015**

## Contents

A Message from the General Manager .....	2
Summary of Performance: January – June 2013.....	4
Principal Activities: Performance in Key Result Areas .....	5
Operating Budget Performance .....	5
Capital Projects .....	5
Operational Plan 2012-2013 .....	5
Employee Engagement .....	5
Voluntary Staff Turnover .....	5
Customer Satisfaction .....	6
Development Applications .....	6
Enterprise Risk Management.....	6
Principal Activities: January – June 2013 .....	7
Attachment 1 – Completed Projects .....	30

## A Message from the General Manager

The six months to 30 June 2013 has been eventful and largely successful for Council. Councillors and senior staff have been actively involved in the Independent Panel Review of Local Government and the Task Force Review of the Local Government Act, attending briefings and providing input to three submissions made to the Panel and a submission to the Task Force. Both are due to make their final reports to the State government in September 2013 and there will definitely be significant change to the landscape of local government across the State. It is not possible to get a clear picture of what the new local government will be in NSW but we are confident that the Panel's finding that "Port Stephens is likely to remain sustainable into the future..." and that no material changes are being considered for our Local Government Area (LGA).



The NSW Treasury Corporation released its assessment for consideration of Council's application for the Local Infrastructure Renewal Scheme in March and in April released the *Financial Sustainability of the New South Wales Local Government Sector* Report. Both reports found Port Stephens to be financially sustainable and whilst the accounts for 2012-2013 are yet to be audited, the outcome is looking very positive for achieving our goal of breakeven underlying operating result in 2014-2015.

Council continued to negotiate with the Department of Defence for their concurrence in the new structure for Newcastle Airport. This will permit the Airport to pay a dividend to its owner councils and have greater control of the business.

Councillors and staff have worked with the community to finalise the revised Community Strategic Plan 2013-2023 and from that, the Delivery Program and Operational Plan and budget have been adopted by Council, together with the Resource Strategy to support implementation of these Plans. Called the Integrated Plans 2013-2023, they give direction and set priorities for the next four years of the Council term.

To ensure the best alignment of resources to implement the Delivery Program 2013-2017 Council reviewed the organisation structure and on 25 June 2013 approved a new structure to enhance service delivery from 1 July 2013. The Operations Section is being split into two sections – Public Domain Services and Capital Works. Peter Murray, Operations Section Manager is moving to a new role with another council, and I take this opportunity to thank Peter for his more than 20 years' service to Council and the Port Stephens community and to wish him well in the future.

Staff have also contributed to Council's stronger financial outlook by putting safety very high on each person's agenda to achieve a reduction in the Workers Compensation premium for 2013-2014, further enhancing our financial position.

After several years of work and extensive consultation with stakeholders Council's draft Principal Local Environment Plan was adopted by Council in March 2013. The next step is for the State government to gazette it and we anticipate this will occur before the end of the year.

## **AWARDS AND RECOGNITION**

### **National Award for Excellence**

It was with great pleasure that we learned in June that our Road Safety program had not only won its category but the overall National Awards for Excellence in Local Government. This award was hotly contested by 192 councils from across Australia and the project – Safer Motorcycle Routes – was a joint endeavour with Maitland and Dungog Councils. Mayor MacKenzie and our Road Safety Officer Lisa Lovegrove, who designed and led the project, accepted the award from former Prime Minister Julia Gillard at a ceremony in Canberra.

### **StateCover Work Health and Safety Excellence Award**

Council was successful in winning first prize in the 2013 StateCover Work Health and Safety Excellence Awards. The award recognises member councils that have implemented significant initiatives to improve their work health and safety (WHS) performance.

### **Holiday Parks Awards**

Halifax Holiday Park has been an outstanding leader in environmental initiatives and has been recognised as such with three (3) awards this year:

- Halifax received the Gold Gumnut Award from the Camping & Caravan Industry Association (CCIA), which recognised the Park's commitment in achieving goals and objectives as part of the Environmental Initiative the CCIA have embraced and promoted as best practice across the Holiday Park Industry;
- Halifax Holiday Park won Crown Lands Division Environmental Excellence Award for Holiday Parks;
- Halifax Holiday Park was awarded the Certificate of Achievement Award in the Regional Achievement & Community Awards for the Environmental and Land Care Award;
- Soldiers Point Holiday Park won the Camping & Caravan Industry Association Best North Coast Holiday Park (under 100 sites) for the fourth (4<sup>th</sup>) year in a row.

### **Australasian Reporting Awards**

Council's Annual Report 2011-2012 achieved a Bronze Award (for the second time) in this highly competitive competition with entries from across Australia, Asia and the Pacific. This Award recognises our commitment to open and transparent local governance.

### **Australian HR Awards**

Council has been announced as a finalist in these awards in the category *Employer of Choice – Public and Not for Profit organisations*.

### **Summary**

The Report that follows provides a snapshot of progress that Council has made across all its operations to achieve the objectives of the Delivery Program 2011-2015 and the Operational Plan 2012-2013.

**Peter Gesling**  
**General Manager**

## Summary of Performance: January – June 2013

The table below provides a snapshot of Council's performance against key result areas determined by Council to be significant. These outcomes are described in more detail in the pages that follow.

Legend:

	Target Exceeded
	Target Achieved
	Target Not Achieved
	No Status Annual Target

Indicator	Result vs. Target
Budget Performance: Revised Budget	
Project Performance	
Operational Plan 2012- 2013	
Employee Engagement	
Voluntary Staff Turnover	
Customer Satisfaction	
Development Application Processing Times	
Enterprise Risk Management: Public Liability	
Enterprise Risk Management: Lost Time Injuries	

## Principal Activities: Performance in Key Result Areas

### Operating Budget Performance

Target: <100% of revised budget net operating result excluding depreciation and overheads.

Result: The percentage to budget after the Budget Review in March 2013 has yet to be determined but at the time of this report and subject to Audit processes it appears to be in line with budget projections and may meet or just exceed 100%. Revised budget refers to alterations under Clause 203 of Local Government (General) Regulation 2005. Quarterly reviews of budgets are required and allow for adjustments to account, for example, for grants received that were not known at the time the budget was prepared, revised estimates of expenditure etc.

### Capital Projects

Target: 95% on time and on budget.

Result: 83% of projects were on or under budget and within acceptable time for completion given variable weather events in the period. Council's ability to deliver to the targets was also undermined by our inability to attract engineering designers. Structural change has occurred to help us meet the agreed targets.

Council completed 59 capital works projects this period worth \$7,896,145. Please refer to Attachment 1 for details of completed projects.

### Operational Plan 2012-2013

Target: 90% of actions due for completion by June 2013 were completed.

Result: 98.1% of actions that were due were completed on or before time; 1.9 % (2 actions) were not achieved within the timeframe. In both cases, Council could not complete the actions because third parties failed to contribute.

### Employee Engagement

Target: Results of annual survey 65% of staff engaged.

Result: 49% of staff engaged, which is an increase of 10% on the previous year. The trend is positive with a significant increase in those 'nearly engaged'. The next survey results will be available in September 2013.

### Voluntary Staff Turnover

Target: The annual workforce cumulative voluntary turnover <10% of EFT (equivalent full time).

Actual: 4.5% annual workforce cumulative voluntary turnover.

Note: Voluntary turnover refers to decisions of staff to leave Council's employment of their own volition for a variety of reasons such as retirement, new job elsewhere etc.



## Customer Satisfaction

Target: >50% overall satisfaction with Council.

Result: 87.16% from the survey conducted in May 2013. Results will be reported to Council and the community in July 2013.

## Development Applications

Target: Median processing time of <40 days.

Actual: Median processing time for the six months was 30.5 days.

In the six months to 30 June 2013, Council determined 447 development applications with a value of \$162,030,537.

## Enterprise Risk Management

- Professional Indemnity/Public Liability

Target: <16 incidents per month.

Result: There have been seven (7) Public Liability incidents this June, compared to 15 last year. Year to date there have been 158 incidents, a decrease of 52, or 25%, over last year. This result is also the lowest in the last five (5) years.

- Lost Time Injuries




There has been a 2% increase in lost time hours for 2012/2013 compared to last year, with no discernible cause or causes. The lost time hours include all time off related to a workers compensation claim including time lost to attend treatment such as doctors' appointments.






Council has had a 32% reduction in workers compensation claims lodged for 2012-2013 compared to the same period last year and the 2012-2013 premium result was 28.7% below the \$1.3 million budget. It is estimated that the next premium will result in a further saving of 22% over 2012-2013.

## Principal Activities: January – June 2013






The table below sets out details of Council's principal activities from the Operational Plan 2012-2013 which are required and due to be reported for the period 1 January 2013 to 30 June 2013. The actions are grouped according to the Group or Section of Council with primary responsibility for the action.







Legend:


-  Completed ahead of schedule
-  On schedule or completed on time
-  Not completed as required

Description	Status	Comment
<b>Corporate Services Group</b>		
Implement the corporate restructure of the Newcastle Airport Limited.		The restructure is almost finalised. Defence approval on lease assignment pending. Port Stephens Council wholly-owned Newcastle Airport Partnership Company 3 Pty Ltd and Newcastle Airport Partnership Company 4 Pty Ltd were established on 15 May 2013.
<b>Business Support Services Section</b>		
Remediate the records management service to achieve compliance.		The remediation work is being managed through multiple projects on a priority basis. During this period, the initial versions of the document control regime, vital records strategy development plan and records disaster recovery plan were produced. The contract for offsite-storage of Council's physical records was renegotiated by tender, resulting in considerable financial savings for Council.
Develop and maintain agreed Knowledge Management Information and Communication Technology business continuity services.		A solution is in place and is being maintained that will allow for the recovery of Council's ICT systems and services in less than 48 hours. A successful test recovery was conducted in November 2012.  An internal test of this system was successfully conducted in April 2013. Additionally, a new magnetic media (tape) backup solution was commissioned in April 2013 that improves reliability of the secondary systems and data recovery solution.
Provide information services at agreed service levels.		Information services delivered within Service Agreement tolerances during the reporting period.
Invest in the endorsed Knowledge Management Information and Communication Technology capabilities to support evolving		The development of the Business Improvement Program of Work is well advanced.  Over fifty initiatives have been identified to be addressed over the next four years. Council has established a high level Business Improvement Analysis team to oversight the projects.













Description	Status	Comment
business requirements.		
<b>Corporate Strategy &amp; Planning</b>		
Review existing and potential fees and charges to adopt an appropriate cost recovery model.		Council reviewed fees and charges internally and with its 355c Committees during late 2012. As a result of changes to the GST across a range of local government charges and after consideration of the submissions received during the exhibition period in April 2013, the fees and charges were further reviewed. Council adopted the Fees & Charges 2013-2014 on 28 May 2013.
Conduct a customer satisfaction survey in May each year and report outcomes to Council and the community.		A customer satisfaction survey was conducted during late April and May 2013 and a record 645 residents from across the LGA responded. Council achieved an overall satisfaction rating of 87.16%. A report on the outcomes will be provided to Council in August 2013.
Monitor and report on the implementation of all plans and strategies.		A Six Monthly Report was made to Council and the community for the period July to December 2012; Council adopted the Annual Report 2011-2012 in November 2012; this Report constitutes the second Six Monthly Report as required under the Local Government Act 1993.  These Reports collectively record progress in the implementation of the adopted Delivery Program and Resource Strategy.
Manage the Integrated Planning and Reporting Framework projects.		Council adopted the Integrated Plans and the Resource Strategy 2013-2023 at its meeting on 28 May 2013. These plans and strategies were developed in accordance with the Local Government Act 1993 and involved community consultations, workshops with staff and Councillors, and public exhibition prior to being adopted.
Track and report on State agency progress through the Community Strategic Plan indicators.		The performance of State agencies in relation to the Port Stephens Community Strategic Plan will form part of Council's Annual Report 2012 - 2013, due in November 2013. New performance indicators were identified in the Integrated Plans 2013 - 2023 adopted by Council on 28 May 2013 and will be reported in future Annual Reports and the End of Term Report in 2016.
Contribute to Regional and Local Action Plans that link to NSW 2021 and that address the key issues in each region and local area.		The Integrated Plans 2013 - 2023 that were adopted by Council on 28 May 2013 have direct linkages to the State Plan - NSW 2021 and to the Hunter Regional Action Plan.
<b>Financial Services</b>		
Manage outstanding debts owed to Council.		Outstanding debts are reviewed on a monthly basis with referrals to external debt collection agencies in line with Council's policy. Council aims to have a consistent debt outstanding ratio of <5% and this has been maintained.

Description	Status	Comment
Ensure Council's procurement activities achieve best value for money and implement the Sustainable Procurement policy.		Council adopted the Sustainable Procurement policy in October 2012. Tenders and quotations are put out to market test to ensure that Council receives best value.
Deliver Council's annual budget in line with Council's long-term financial strategies.		The budget was adopted in conjunction with the Long Term Financial Plan on 28 May 2013.
Review the Rating Strategy.		The Rating Strategy was reviewed as part of the development of the Operational Plan 2013-2014 and was adopted by Council on 28 May 2013.
Actively apply for and secure project specific grant funding from other levels of government.		Council has been successful in attracting over \$7 million in grant funding, not including the \$5.6 million Federal Assistance Grant. These additional funds were for specific projects in such things as transport, parks and gardens, environmental protection, sport and recreation, bush fire control, children's services, weed control, youth development and heritage protection.
Review processes to undertake timely and accurate financial reporting and facilitate the Quarterly Budget Review process.		All Financial Services' processes have been reviewed as part of the Business Improvement program. Documentation for system improvement has been prepared for implementation next year. A review of Council's Financial Business Operating Rules commenced in June 2013.
<b>Organisational Development</b>		
Implement the learning and development component of the Workforce Strategy.		<p>The annual workforce and succession planning process has been completed for all Sections except Operations. On 25 June 2013, Council adopted the new structure that will see the Operations Section become two Sections: Public Domain Services and Capital Works from 1 July 2013.</p> <p>The Workforce Planning Report 2013 has been prepared for review by the Executive Leadership Team. This report provides a summary of workforce planning issues, critical gaps for the organisation, core skills and competencies as well as a summary of succession planning outcomes.</p> <p>The risk and safety training needs analysis has been completed for all Sections except Operations (see above). This information informs the calendar of Risk and Safety training programs that will support employees in undertaking training and renewing statutory tickets and licences in a timely manner.</p> <p>The training needs analysis has helped in identifying gaps for the organisation so that appropriate development interventions can be implemented.</p> <p>Leadership development initiatives have continued. A High Performance Leadership Coach program has been completed for 2012-2013. A Rejuvenation Day for the</p>





Description	Status	Comment
		<p>Combined Leadership team was conducted in June and focused on leadership and cultural change.</p> <p>A review of our approach to the employment of Australian apprentices and student positions is currently being undertaken. This review is focussing on attraction/branding, recruitment, management and transition to qualified roles for apprentices, trainees and students.</p> <p>Strategies for up-skilling employees have been implemented through government funding for existing workers. These areas include Landscape Construction, Operational Works, Training and Assessment, Local Government Administration and Frontline Management.</p>
Implement the Human Resources component of the Workforce Strategy		<p><b>Strategies to Address Employee Support &amp; Development</b></p> <ul style="list-style-type: none"> <li>• The Talent Management strategy is currently being deployed, with the majority of the strategy in place by the end of 2013;</li> <li>• A comprehensive coaching and mentoring program has been planned to commence with effect from July 2013;</li> <li>• Council continued to support a leadership development program for the Combined Leadership team;</li> <li>• The High Performance Leadership Coach program brings together the world's most thoroughly researched programs for holistic human development and the latest theories in leadership and intelligence. In 2012-2013 we again ran a program for new leaders in the organisation together with a refresher course for the Combined Leadership team;</li> <li>• We have undertaken a review of the current Individual Work and Development Plan process to ensure clear line of sight with the Community Strategic plan and the appropriate linkages to learning plans;</li> <li>• Port Stephens Council has been reviewing its human resource information system during the period January to June 2013;</li> <li>• 360 reviews were conducted on the Combined Leadership team. The reports were very positive and indicate a strong culture of appreciation and leadership at every level of the organisation. There are very few reports that indicate development needs from either the perspective of manager or direct reports;</li> <li>• We are working on ways to increase opportunities available for apprentices and student positions.</li> </ul> <p><b>Workplace Governance Strategies</b></p> <ul style="list-style-type: none"> <li>• We have commenced a review of the monthly induction program to determine components suitable for eLearning. It is apparent that during the next six months a number will progress to eLearning format;</li> </ul>





Description	Status	Comment
		<ul style="list-style-type: none"> <li>As part of our intention to develop a strategy to address the ageing workforce, Port Stephens Council has accepted a proposal for some research to be undertaken by the University of Newcastle into solutions around the ageing workforce. The project is broadly on the topic of managing an ageing workforce. It may focus specifically on one or more areas, including work design, skills transfer/knowledge management, work health and safety and training/development. It is expected that it will require a literature review of research published on the topic and a small empirical project exploring the views of workers about their employment. A further proposal for some more in depth research is being pursued on a regional basis.</li> </ul> <p><b>Workplace Equity and Diversity Strategies</b></p> <ul style="list-style-type: none"> <li>We have been able to maintain the existing resources that support equity and diversity at Council;</li> <li>We have used priority target group networks to promote Council job vacancies; and we monitored and reviewed recruitment practices to identify and eliminate barriers to equity and diversity;</li> <li>Council continued its ongoing monitoring of workplace culture and values regarding equity and diversity;</li> <li>Council has complied with legislation in matters of equity and diversity;</li> <li>To assist in embedding the principles of equity and diversity into the organisation, Council has an active Workplace Equity and Diversity Committee (WEDC). The WEDC enhances and actively promotes Council's aspirations to become an employer of choice. The Workplace Equity and Diversity Committee meet bi-monthly.</li> <li>Council is seeking funding to adopt an Aboriginal employment ratio that reflects the proportion of the Aboriginal people living in the Port Stephens area. To date we were successful in obtaining funding under the Elsa Dixon Aboriginal Employment program provided through the NSW Department of Education and Communities to enable employment of a student engineer in 2013-2014;</li> <li>We are looking at ways to retain mature aged workers. To that end, our Transition to Retirement management directive is providing a successful way for older staff to meet their lifestyle needs whilst enabling Port Stephens Council to retain the wealth of knowledge and experience that comes with significant time in the workforce. As a result, we have been able to reduce our turnover in 2012-2013 to a very low level of 4.5%.</li> </ul>








Description	Status	Comment
Implement recommendations from the sustainability review of Council's levels of service and delivery.		At the end of the 2010-2012 Sustainability Review program all of the recommended actions were allocated to the responsible managers through Performance Manager. Where direct savings were identified, the money has already been removed from budgets. All other recommendations have been actioned or are being progressed in the agreed time frame. Actions that involve business Improvement support are also included in the corporate Business Improvement Program of Work.
Develop and implement Council's Business Excellence program.		In October 2012, the Business Excellence Road Map was superseded by the Business Improvement Program of Work. This change occurred as a result of a review and the refinement of Council's approach to managing continuous improvement projects. Some of the elements of the previous Business Excellence Road Map are now considered on-going responsibilities for our leadership team. Therefore, they are now allocated to the responsible managers via Performance Manager. All Business Improvement projects are prioritised and resourced after discussion and agreement with the Business Improvement Analysis team. Those that are underway have project plans in place and are tracking well.
Continuously improve Council's Corporate Risk Management System.		Implementation of the Corporate Risk Management Roadmap is largely on track. Testing of Section Business Continuity & Recovery plans has commenced and four (4) key processes have now been risk assessed. While data entry into RiskeMAP II has been delayed due to the imminent release of a new version, work on group and section risk registers has continued.
Continuously improve Council's Workplace Health & Safety Systems.		<p>During the past six months the reviewing, updating and development (where identified through internal auditing) of the Work Health and Safety Management System has continued. Monthly meetings have taken place with the Health and Safety Committee and meetings with the Health and Safety Representatives every two months where safety concerns within their workplace are discussed. Changes in the WHS Legislation have meant that every safety document has been reviewed and updated where necessary.</p> <p>Significant achievements continue to be made in relation to safety, with a noticeable reduction in lost time injuries along with significant reductions in the Workers Compensation Premium.</p> <p>Council was also successful in winning first prize in the StateCover WHS Excellence Awards for the safety initiatives that have been introduced to manage work health and safety within the workplace.</p>

Description	Status	Comment
<b>Property Services</b>		
Undertake ongoing strategic long-term analysis of Council's commercial investment portfolio to determine optimal investment mix and return.		The review has been completed and the report submitted for approval by the Property Strategic Group.
Manage the ongoing development of the Council owned operational land bank		The next stage of the 155 Salamander Way, Salamander Bay subdivision has been approved and will be implemented in 2013-2014. Tenders will be called to complete infrastructure works to enable future sale. The sale date will be dependent upon favourable market conditions.  Bio banking of Council's Karuah land has been registered on the NSW Office of Environment & Heritage website.
Review and enhance Council's asset management plans for all major asset groups and create and integrated Strategic Asset Management Plan (SAMP) and works plan.		All commercial property Asset Management plans have been reviewed and updated as part of the Integrated Planning process. They are part of the Strategic Asset Management plan adopted by Council on 28 May 2013 with the Resource strategy.
Provide custodianship for Crown Land reserves and assets.		Council as the Trustee has adopted the Standard Operating Procedures for the Crown Parks.
<b>Community Planning &amp; Environmental Services</b>		
Assist and partner with Council departments, the community and local organisations to provide crime prevention and community safety advice, information and planning requirements.		Council participated in the Port Stephens Community Safety Precinct meetings with the Port Stephens Police Local Area Command on a quarterly basis.  The Crime Prevention Plan 2013-2017 was completed in this period. Specialist staff provided 'Safer by Design' advice on development applications and planning proposals.  Council provided in-kind support to the Police in the development and implementation of the 'Steal from Motor Vehicle' operation over the Christmas/New Year period.  The Social Planning team coordinated and maintained Council's Community Safety & Crime Prevention Facebook page.
Advocate for seniors and people with disabilities.		Council was successful in obtaining an Aged Friendly Community Grant of \$21,000 that will be applied to help resource development of Council's new Ageing strategy.  We were successful in our application for \$14,000 towards the cost of relocating the War Memorial at Apex Park, Nelson Bay. This will improve access to the Memorial for















Description	Status	Comment
		<p>people with disabilities.</p> <p>This period also saw Council receive a grant of \$100,000 towards establishing a centralised parking area in Raymond Terrace CBD, comprising accessible parking and taxi spaces.</p> <p>We lodged an application for a grant with the NSW Department of Planning &amp; Infrastructure to undertake a housing study, which will include adaptable and affordable housing.</p>
Provide education and awareness training regarding seniors and people with disabilities and ageing populations related to planning infrastructure, facilities and Council operations.		Through the Social Planning team, awareness training is provided to all new staff at monthly staff induction sessions.
Consult with the community regarding access issues and planning for seniors and people with disabilities.		<p>The Council's Social Planning team participated in Seniors' Week and the Masquerade Ball. Consultation commenced for the development of the Council's Ageing strategy. We held a community workshop at the Raymond Terrace Senior Citizens Centre to inform the Ageing strategy.</p> <p>We also consulted with people with disabilities and disability service providers during development of Council's draft Disability Action plan.</p>
Provide for and advocate opportunities for young people to have a voice, access resources and pathways to education/training and employment.		<p>Young people have been engaged in a range of ways over last 12 months including:</p> <ul style="list-style-type: none"> <li>▪ The Pitch, multimedia used as a tool for young people from two high schools on Tomaree Peninsula to capture views and ideas of young people on the future planning and development of the Nelson Bay Town Centre and Foreshore. Students presented their multimedia presentations in a debate style contest in the Council Chambers;</li> <li>▪ Participating in the quarterly forum of education, training and industry representatives facilitated by the Hunter Valley Youth Express;</li> <li>▪ 'Snak n Rap' Program used to engage young people into future planning for skate parks and other local recreational facilities.</li> </ul> <p>Council also employed a consultant who completed a study of existing pathways to education, training and employment. The Study identified gaps and opportunities for Council to consider.</p>
Provide advice in the planning of infrastructure and facilities for children and young people.		<p>As part of Youth Week activities, we consulted with young people on the draft Raymond Terrace and Heatherbrae Growth strategy at Irrawang High.</p> <p>Also as part of Youth Week, young people from a local WEA program presented ideas regarding Raymond</p>

Description	Status	Comment
		Terrace at a morning tea presentation. The young people had the opportunity to discuss issues with strategic planners and used a large-scale model to demonstrate their ideas.
Facilitate networking and consultative forums for children and young people.		<p>Work has commenced to develop a pilot for a Youth Advisory Panel. In addition, Council consulted with young people, including:</p> <ul style="list-style-type: none"> <li>World Cafe consultation model seeking input into Council's Community Strategic Plan 2013-2023;</li> <li>Youth Week 2013 utilised to gain views and ideas of young people into the development of the Raymond Terrace and Heatherbrae Growth strategy.</li> </ul>
Plan and advocate for liveable communities.		<p>Council continued its work in the planning, policy and assessment areas including:</p> <ul style="list-style-type: none"> <li>Disability access appraisals on relevant development applications;</li> <li>Safer by design appraisals on relevant development applications;</li> <li>Provision of social planning advice for re-zonings and planning proposals.</li> </ul> <p>These included developments such as:</p> <ul style="list-style-type: none"> <li>Birubi Surf Club</li> <li>Seniors Living at Fullerton Cove</li> <li>Sketchley Cottage Preschool</li> <li>Manufactured Home Village extension at Fern Bay</li> <li>Medowie Shopping Centre redevelopment</li> <li>New Raymond Terrace Library</li> <li>Group Home at Shoal Bay</li> </ul> <p>As well as several smaller development applications. A draft was also completed on a Social Impact policy and guidelines for assessment.</p>
Provide forums to strengthen the delivery of community services and facilities to respond to existing, emerging and future community needs.		Council convened the Port Stephens Interagency representatives from local and regional non-government organisations as well as government agencies. The Interagency meets bi-monthly and meetings were held in February, April and June 2013.
Provide access to information to assist the community and service providers to access a range of support services and opportunities to enhance wellbeing and lifestyle.		<p>Council's online Community Directory is updated regularly. Opportunities to promote and update content include providing the standard agenda item of Port Stephens Interagency. Service providers are encouraged to contact Council should their organisation's details change.</p> <p>Council has also established MyLink Port Stephens an email group of community service providers and government agencies. This email link has proved an effective means for service providers and Council to</p>



Description	Status	Comment
		communicate and share information regularly.
Review Council's Cultural program.		<p>The review of Council's Cultural program was completed and a new framework endorsed by Council. Implementation has commenced to:</p> <ul style="list-style-type: none"> <li>▪ Revamp the S355C Strategic Arts &amp; Cultural Committee;</li> <li>▪ Establish a Port Stephens Cultural Interagency;-</li> <li>▪ Reform the Cultural Projects Fund.</li> </ul>
Develop a strategy to accommodate public art, events and entertainment that reflects local character.		Work has commenced on development of public art policy and strategy. This work has included the research of good practice in other councils and engagement of relevant internal staff. It is intended that a report will be provided to Council late in 2013.
Promote opportunities to celebrate Aboriginal culture and local cultural diversity.		<p>A review of the Aboriginal Projects Fund was completed. Recommendations endorsed by Council have been implemented.</p> <p>In consultation with Council's Aboriginal Strategic Committee plans for this year's 2013 NAIDOC Week Celebrations were developed. The celebrations included a cultural training program for relevant Council staff; and an Elder being invited to open the Council meeting during NAIDOC Week on 9 July 2013.</p>
Review the Multicultural Affairs policy.		The Review has been completed with a report to be provided to Council in 2013-2014.
Provide cultural consultation forums to strengthen the development and delivery of cultural services and infrastructure.		<p>The Council's Port Stephens Cultural Interagency met bi-monthly in this period.</p> <p>On 20 May 2013, Council officially launched the upgraded Aboriginal and Cultural Project fund program. Over 50 community members attended, including aboriginal elder John Ridgeway and the two Chairs of both the Aboriginal Steering Committee and the Cultural Committee. The event was very positive and participants were appreciative of the event and the opportunity to apply for funding.</p>
Increase environmental awareness and continue the implementation of Council's programs to protect and improve biodiversity across the LGA.		<p>Council's Sustainable Living program has continued to be popular, with many residents learning about energy and water efficiency in a typical home, or the pros and cons of keeping chickens. The program included seven workshops, attended by 122 participants.</p> <p>Summer Coastal Activities and Project Aware on the Coast program attracted over 600 participants. The Project Aware on the Coast program had a range of high quality speakers such as Tim Silverwood from Take 3 and Dr Rip talking about the science of the surf.</p>
Refine the accuracy of the information relating to the status and value of biodiversity in the		Council has completed a biodiversity corridor mapping project that will be incorporated into Council's Conservation Assessment Tool along with the latest National Parks and Wildlife Atlas data.




Description	Status	Comment
LGA and of environmental processes.		
Review land use strategies and policies with a view to increased protection of biodiversity in the LGA and of environmental processes.		Environmental data was used in the formation of the Local Environmental plan that has been adopted by Council, and is awaiting Gazettal by the State government.
Promote good land management practices on private and government land to protect flora and fauna, and water quality.		Council planned and commenced its annual audit program to promote good land management practices across the local government area. These audits are primarily focussed on water quality and water pollution issues from motor vehicle repair/ maintenance shops. Inspections were carried out at Lemon Tree Passage, Tanilba Bay, Salt Ash, Raymond Terrace and Salamander Bay.
Develop and implement initiatives to reduce Council's greenhouse gas emissions.		Over the past four years over \$1.1million has been saved in electricity costs with minimal investment. Council investigated the feasibility of additional investment to both maximise the financial and environmental benefits for Council through improved resource efficiency in the areas of energy and water efficiency.
Reduce energy and water consumption at Council's 22 largest energy using facilities and 10 largest water using facilities.		Council continued to work through an all-of-council Sustainable Energy Panel (the 'Power Rangers') to identify savings at Council's 22 largest energy-using facilities and top 10 water-using facilities. Barriers to further achievements were identified and business cases will be developed for facility upgrades to make further efficiency savings.
Work with the Rural Fire Services to better align bush fire management with ecological standards.		Bushfire reports continued to be assessed against ecological outcomes. Discussions with the Rural Fire Service are ongoing.
Work to improve land use management in agricultural areas through partnerships with landholders and other agencies.		Council, in partnership with the NSW Environment Trust, initiated a program of small grants to help local landowners improve land use management. The program focused on the Tilligerry Creek Catchment where 1.68 kilometres of drains and watercourse have been fenced off from cattle access and 300 trees were planted.
Participate in the Regional Weeds Strategy and work with all stakeholders to mitigate the spread of weeds on private and public land.		Council continues its participation in the Regional Weeds forum to implement the Regional Weeds strategy. The Strategy aims to provide the overriding framework to manage weeds on a strategic landscape scale through coordination of planning, investment and operational activities on a regional basis.






Description	Status	Comment
Participate in aquatic weed treatments in accordance with the Regional Weeds strategy.		In consultation with landowners, Council continued to undertake aquatic weed treatments in accordance with the Regional Weeds strategy. Over the past six months, 249 kilometres of creeks and rivers were treated.
Prepare and implement the Port Stephens Planning strategy.		The Port Stephens Planning strategy is being implemented through a range of planning proposals for rezoning land submitted to Council. A key proposal under consideration in this reporting period is the Anna Bay North proposal, which is also being considered in the context of the adopted Anna Bay strategy.
Prepare local area strategies in growth areas.		Raymond Terrace Heatherbrae Growth strategy discussion paper was on exhibition until May 2013. A review of the submissions was undertaken in June/July and a draft strategy will be prepared and forwarded to Council.
Undertake sea level rise mapping for climate change adaption.		Since the State government has pulled back from Statewide consistency, Council liaised with State government departments and Hunter Councils to ensure a consistent approach is used across this region.
Prepare infrastructure management plans to facilitate new developments.		A review of the Section 94 Plan was commenced to accommodate the changing infrastructure needs of the community. A new Kings Hill Catchment Area plan was commenced in this reporting period and will be presented to Council shortly.
Prepare the draft Port Stephens Principal Local Environmental Plan (LEP) for exhibition.		Council adopted the draft Port Stephens Local Environmental Plan 2013 on 24 March 2013. The Plan was forwarded to the Minister to be gazetted.
Review the Port Stephens Development Control Plan for exhibition with Principal LEP.		Following adoption of the Principal Local Environmental Plan 2013, the Development Control plan (DCP) was reviewed with a working draft complete for consultation. The draft DCP will be presented to Council in the second half of 2013.
Maintain property, strategic plans and certification processes and information within agreed Environmental Planning and Assessment Act and Local Government Act requirements.		The updating of the Authority System in line with the adoption of the draft Principal Local Environmental Plan 2013 was completed in March 2013.




Description	Status	Comment
<b>Development Assessment &amp; Compliance</b>		
Conduct regulatory enforcement programs, including advice and education.		<u>Environmental Health Inspections:</u> Food - 247 On Site Sewage Management Systems - 342 Hair/Skin - 69 <u>Environmental Health Customer Requests:</u> Overgrowth - 98 Environmental Health various - 129 Noise - 59 Food - 23 On Site Sewage Management Systems - 14 <u>Waste Compliance:</u> Investigations undertaken - 41 Investigations finalised - 41 Infringements written - 37 Clean up Notices issued - 14 <u>Development Compliance:</u> New requests - 50 Closed requests – 83 Outstanding requests – remains at 24 <u>Compliance:</u> General - 165 Parking – 1059 Animals impounded - 398 Animals euthanised - 102 Animals registered- 533 Dog attacks - 71
Manage the Development Compliance program.		<u>Development Compliance:</u> New customer requests – 5 Closed customer requests – 8 Outstanding/unresolved customer requests – 24
Manage the development application and compliance processes to meet/exceed targets.		In the six months to 30 June 2013, Council determined 447 development applications with a value of \$162,030,537. Median net processing time was 30.5 days against a target of 40 days.
Manage the construction and building certifications process to meet/exceed targets.		Building Inspections completed – 195  Construction Certificates received – 17 Building Certificates received – 5  Swimming Pools registered – 15 Swimming Pool certificates – 4











Description	Status	Comment
		<p>GIPA requests:</p> <p>Conveyance – 23</p> <p>Corporate – 19</p> <p>Plan requests – 2</p>
Develop and implement a campaign for on-going promotion of Council's Accredited Building Surveying Professional Services.		<p>Council implemented the Customer Service Communication strategy with a focus on customers for Construction Certificates, Principal Certifying Authority appointment, Building inspections and Swimming Pool Certificate inspections.</p> <p>Staff attended Industry Reference Group meetings with major building and development industry clients, and Housing Industry Association.</p> <p>Staff completed field trials of the PC tablets to be used to streamline data capture.</p>
<b>Economic Development &amp; Communications</b>		
Survey businesses to find information relating to barriers to growth.		<p>In November and December 2012, staff from Council's Economic Development unit conducted a business retention and expansion survey with businesses in the local area. The 84 responses led to the following barriers to growth-related information:</p> <p><b>Business Climate</b></p> <ul style="list-style-type: none"> <li>Gaps exist between importance and satisfaction in the following infrastructure-related areas: internet availability and speed, appearance of the immediate area, availability of skilled labour and attitude of available labour.</li> <li>30% said growth of their company had been impeded by government regulations and/or administrative policies in the past three years.</li> <li>Almost 40% of the survey respondents had low satisfaction with the skate park in Raymond Terrace. Over a quarter of survey respondents had low satisfaction with public transport links, cycleways, aged day care facilities and access to TAFE (related to distance and access via public transport).</li> <li>48% were unaware of the existence of their local Business Association.</li> <li>Promotion and profiling, business environment and development, foreshore/riverfront development and Council services were all highlighted as areas to be improved.</li> </ul> <p><b>Workforce and Training</b></p> <ul style="list-style-type: none"> <li>52% of respondents experienced difficulties in finding suitable employees.</li> </ul> <p><b>Future Plans</b></p> <ul style="list-style-type: none"> <li>A quarter of respondents nominated access to finance and capital as the number one barrier to</li> </ul>

Description	Status	Comment
		<p>expansion in their business.</p> <ul style="list-style-type: none"> <li>Improved customer service and maintaining quality of life were nominated as the two most important factors on business growth and development in the next three years, followed by market development and improved productivity.</li> </ul>
Aggregate demand to form a business core to support lobbying for priority investment.		<p>After a period of extensive consultation, Council's Economic Development Advisory Panel (EDAP) released its 'Six Big Ideas to Grow Port Stephens' in response to the call for submissions into the revision of the Lower Hunter Regional strategy.</p> <p>They are:</p> <ul style="list-style-type: none"> <li>Complete upgrade of Nelson Bay Road;</li> <li>Dual lane road infrastructure from the Tourle Street Bridge through to Newcastle Airport;</li> <li>F3 Extension to Raymond Terrace;</li> <li>A TAFE campus in Port Stephens;</li> <li>Review and improve public transport links to Tomago, Newcastle Airport, Newcastle Port, Newcastle and Maitland; and</li> <li>Alesco centre for Raymond Terrace to support disengaged youth.</li> </ul>
Identify specific industry gaps and target business groups for regional promotion.		<p>Regional promotion targeting businesses was delivered in the July 2012 to June 2013 period via:</p> <ul style="list-style-type: none"> <li>Ongoing regional information placement on the Business Port Stephens Website.</li> <li>Local, Regional and State distribution of the Port Stephens Investment Prospectus - 4,500 distributed.</li> <li>Advisory meetings with businesses looking to establish/establishing in Port Stephens.</li> <li>Presence at the August 2012 Country and Regional Living Sydney relocation expo (attendance of 10,000 people).</li> <li>Development opportunities around Newcastle Airport have been promoted via the Williamstown Aerospace Centre website, presence at the February 2013 Avalon Air Show, presence at the May 2013 Hunter Defence Conference and by distribution of Williamstown Aerospace Centre Information Packs.</li> </ul>
Lobby for and support the implementation of improved information and communication technology across the LGA.		<p>Information and communication technology implementation was delivered in the July 2012 to June 2013 period via:</p> <ul style="list-style-type: none"> <li>Business and community internet services provision at Council's Education and Training Facility – Communicate Port Stephens (Raymond Terrace) and by the Nelson Bay Visitor Information Centre. Over 2,500 users in the July 2012 to June 2013 time period.</li> <li>Provision and management of IT services for small businesses; web hosting, domains and email</li> </ul>







Description	Status	Comment
		<p>management were also provided at Communicate Port Stephens.</p> <ul style="list-style-type: none"> <li>Provision and management of the only Port Stephen's video conferencing services for small businesses was also provided at Communicate Port Stephens.</li> </ul>
Manage and report on Council's community engagement and Residents' Panel activities and Council's online communication initiatives.		The Community Engagement Panel meeting is convened monthly. Council undertook a review of Community Engagement guidelines and processes. Council sent to its Residents Panel a fortnightly e- newsletter, which was monitored and analysed for success indicators: it was sent to 280 recipients, and averages a 55% read & click rate.
Manage Council's legislative advertising requirements.		<p>100% of Council's statutory advertising requirements were met. Council advertises in a range of media including:</p> <ul style="list-style-type: none"> <li>Newcastle Herald</li> <li>Port Stephens Examiner</li> <li>Sydney Morning Herald</li> <li>The Land Newspaper</li> <li>Government Gazette</li> <li>Maitland Mercury</li> <li>Koori Mail</li> </ul> <p>Council is increasingly using social media (Facebook, LinkedIn and Twitter) to extend its reach to all demographics.</p>
Monitor and report on the effectiveness of the Customer Service Charter and the Customer Request Management system.		<p>In the six months to 30 June 2013, Council received 1,763 new customer requests, in addition to the 1,424 carried over from December 2012. A total of 1,590 were closed. New requests totalled 406 more than for the same period last year.</p> <p>A drop in the number of missed calls is a pleasing increase in customer service.</p> <p>Council has commenced review of the phone system and will review the Customer Request Management system in November 2013.</p> <p>A total of 7,416 documents were entered into the TRIM system and of those 5,411 (approximately 73%) were actioned in accordance with the Customer Service Charter.</p>
Manage Council's key corporate events.		Council assisted in the delivery of, in conjunction with the Australia Day 355c Committee, Australia Day events at Nelson Bay (attendance 3,500) and Raymond Terrace (attendance 1,000). A Sustainability Review of Council's corporate events was completed and results will be reported to Council in July 2013.
Annually review and implement Council's Communication Plan.		<p>All actions from the Corporate Communications action plan were completed on time and within budget. The Communications plan will be reviewed and implemented for 2013-2014.</p> <p><b>Corporate Image:</b></p>








Description	Status	Comment
		<p>95% of all Council internal and external documents use correct corporate fonts and logos.</p> <p>There is an increased presence of Council Icons by regular inclusion as part of Council logo on all Council documents, marketing and promotional material.</p> <ul style="list-style-type: none"> <li>▪ New uniforms include the icons and were received 30 June 2013;</li> <li>▪ New range of promotional items includes icons and was received 30 June 2013.</li> </ul> <p>The Council's Style Guide will be reviewed in December 2013 with a view to phasing out the old logo.</p>
Provide appropriate Customer Relations Services.		<p>In addition to more traditional forms of Customer Service (over the counter, phone and email service delivery), the Customer Relations team trialled online service delivery to the community in the first half of 2013, delivered primarily through social media (via Facebook &amp; Twitter). The Customer Relations team is looking to further develop its service offering in the digital space, by way of participation in scoping work for Council's website development project. The team has a full complement of staff for the first time in many years following the appointment of a 1-day per week Customer Relations Officer and a Customer Relations Administration Trainee in March 2013.</p> <p>The following are annual statistics:</p> <p><b>Calls Received (all Council):</b> 218,714 (no statistics available for March 2013 due to server failure)</p> <p><b>Calls Lost (All Council):</b> 30,288</p> <p><b>Calls Answered (Customer Relations Team):</b> 62,414.</p>
<b>Civil Assets</b>		
Undertake planning, inspections and maintenance programs for all Council owned and managed assets.		<p>The Civil Assets Section Sustainability Review highlighted the gap between the 'desired level of inspections' on our assets and 'actual level of inspections' on our assets for risk, compliance, and safety.</p> <p>An Action Plan to reduce this gap was developed in December and has been implemented during these six months.</p> <p>At 30 June 2013, 81% of the scheduled inspections were completed with adverse weather conditions preventing completion of inspections of some asset categories. The remaining inspections will be included in the schedule for 2013-2014.</p>
Maintain the performance, standard and appearance of those leisure facilities across the LGA that are within Council's control.		<p>The performance, standard, and appearance of the leisure centres are based on the number of requests received and the timeliness in responding to these requests. To date the number of requests is minimal with all responses actioned immediately.</p>





Description	Status	Comment
Continue planning processes to build the Fingal Bay Link Road.		Council continues to raise with key stakeholders project requirements and impact on the broader community. At this point in time there has been no resolution of the land acquisition issue which is the primary limiting factor Council will continue efforts to progress the project.
Review and enhance Council's asset management plans for all major asset groups and create an integrated Strategic Asset Management Plan (SAMP) and works plan.		Council continued to improve and document its asset management with the adoption of the Strategic Asset Management Plan (SAMP4) 2013-2023 and the Works Program 2013-2014 on 28 May 2013.
<b>Community &amp; Recreation Services</b>		
Support effective and responsive emergency services and participate in disaster management planning, including partnering with Police and emergency services, and key stakeholders.		Council continued to support the State Emergency Services and participated in the Lower Hunter Fire Control Project centred at Maitland.
Continue to monitor external operators and event organisers to ensure they implement effective risk treatment plans.		Council's risk protocols were in place for all events. External operators were monitored across the LGA and a new event booking process implemented to ensure events are complying with Councils risk protocols.
Support a range of programs to aged and disabled clients and provide assessment and brokerage of services to facilitate healthy aging through Community Options programs.		Community Options delivered 2,092 hours of case management for the 12 month period. We are funded to provide 2,685 hours. This is within target for the funding body.
Provide therapeutic and rehabilitation activities for people with disabilities through the Ngioka Centre.		Ngioka Centre's Sustainability Review was undertaken in 2012, with recommendations endorsed by Council for implementation. It was resolved that Council would continue to operate the Ngioka Centre as a Council run service for two years under a new business model that aims to reduce the ratepayer subsidy to an agreed level. The Ngioka Horticultural Centre reported on 3,121 hours of client service user hours for the year. Ngioka is funded to provide 1,500 hours. This is within the target for the funding body.






Description	Status	Comment
Provide access to a range of social, educational activities and care programs for children through the Children's Services, Youth Services and Library Services program.		<p>There was an increase in the number of children's programs offered from 349 in 2011-2012 to 385 in 2012-2013, an increase of 10.32%. Customer satisfaction with children's services and programs is high as indicated by increasing attendance at Storytime and Read n Rhyme. Participation has increased significantly at all library branches and we expect this number to grow even further in 2013-2014 when we have a bigger, better, more user friendly space in the children's area at the new Raymond Terrace Library.</p> <p>All programs within Children's Services have now fully implemented the changes in procedures required by the National Quality Framework for Childcare. In particular, the focus has been on the requirement to develop strategies for all educators, children and families to have input into service operations and program planning. At Council's various facilities activities – educational and social – included road safety, creative workshops and physical activities; a Fathers' Day sausage sizzle; excursions to Hunter Valley Zoo and Blackbutt Reserve for a 'Critter Encounter'.</p> <p>Council also hosted the Family Day Care Annual conference at Shoal Bay for educators to network and learn new developments in the industry.</p>
Work with partners and volunteers to improve facilities and service delivery.		<p>A Volunteer Sustainability Review was undertaken, which included a Volunteer survey; the Volunteer strategy was re-endorsed by Council for implementation.</p> <p>Several events were held with Volunteers:</p> <ul style="list-style-type: none"> <li>▪ Three Hall forums;</li> <li>▪ Three Parks &amp; Tidy Town forums;</li> <li>▪ Work, Health and Safety Volunteer Induction offered monthly.</li> </ul> <p>Training in new Work, Health and Safety legislation was provided for Volunteers.</p> <p>Council also developed and implemented a Volunteer database.</p>



Description	Status	Comment
Provide cemetery services to agreed service levels.		<p>All cemeteries were mown according to schedule throughout the year.</p> <p>Expenditure and income were all within budget for 2012-2013.</p> <p>Infrastructure for providing plots and niches was increased:</p> <ul style="list-style-type: none"> <li>▪ Carumbah Memorial Gardens – additional garden for ashes placement - 100 new niches;</li> <li>▪ Anna Bay Cemetery - garden for memorial tree placement – 25 places;</li> <li>▪ Raymond Terrace Cemetery – existing garden widened and converted to allow ashes placement – 150 new niches.</li> </ul> <p>Training in new Work, Health and Safety legislation was provided to contractors.</p> <p>A new Cemetery database was developed and implemented.</p>
Encourage commercial land/water operations to promote tourism.		New commercial operator licences were issued in line with market rent for new and existing land and beachfront sites for a 12 month period in 2012. All sites and licences will be reviewed by the Community Services section in 2013-2014.
Develop and manage contracts and licences with internal and external providers.		Council continues to develop and manage contracts, leases and licences in consultation with internal and external stakeholders, and in compliance with the requirements of the agreements and Councils Community Leasing policy where applicable.
Implement the Draft Open Space strategy.		Open Space strategy was drafted in 2010 and is currently being reviewed and amended to ensure it meets Council's current demands prior to being submitted for comment from the Community.
Promote heritage research and documentation through use of library assets and provide avenues for the community to research and conserve local history and family history		Raymond Terrace Historical Society has operated under an agreement with the Raymond Terrace Library. A new agreement will be put in place once the relocation to the new building is complete. New formal agreements between Library Services and the Port Stephens Historical Society and Port Stephens Family History Group were drafted with the assistance of Council's Property Services section. These agreements will be reviewed annually.
Contribute to the implementation and review of the Bushfire Management plan.		<p>Council continues to undertake all bushfire management activities in accordance with the Lower Hunter Zone Bushfire Risk Management plan pursuant to section 52 of the Rural Fires Act 1997.</p> <p>As a member of the Lower Hunter Zone Bushfire Management Committee, Council provides input into the ongoing monitoring of the 5 year Bushfire Risk Management plan which is due to be reviewed and readopted in 2014.</p>

Description	Status	Comment
Continue to provide a two bin waste and recycling service.		Weekly garbage and fortnightly recycling services continued in 2012-2013. This service continued to be highly valued with a satisfaction rating of 92.7%.
Undertake community consultation on future bin systems and ancillary waste services to determine service priorities and payment options.		This project is in the planning stage with consultation scheduled to commence in July 2013.
Continue to provide ancillary waste services to increase resource recovery for green waste, e-waste and hazardous waste.		<p>Council conducted two successful electronic waste drop off days:</p> <ul style="list-style-type: none"> <li>February 2013 - Lemon Tree Passage - 8.58 tonnes;</li> <li>April 2013 - Raymond Terrace - 16 tonnes.</li> </ul> <p>Salamander Bay continues to provide permanent drop off facilities.</p> <p>The mattress drop off days were also successful:</p> <ul style="list-style-type: none"> <li>March 2013 - Salamander Bay - 380</li> <li>May 2013 - Raymond Terrace - 250</li> <li>June 13 - Lemon Tree Passage - 141</li> </ul> <p>Green waste drop off days were provided each month at Karuah, Lemon Tree Passage, Raymond Terrace and Salamander Bay. The popularity of the program continues to grow with increased volumes and traffic at all sites.</p>
Continue to monitor environmental impacts from decommissioned landfill sites.		Quarterly monitoring continued. All results were within Australian Standards and/or in line with previous monitoring outcomes.
<b>Operations</b>		
Reduce Council's fleet emissions from vehicles with a Gross Vehicle Mass of less than 3.5 tonnes.		As a result of changes to Council's light vehicle fleet, Council has achieved a reduction in greenhouse emissions of 6%.
Continuously improve the project management process to always align with best practice.		The current project management process has been documented and has been revised to improve effectiveness using a value stream approach.
Project manage and complete capital works projects for parks, roads and related assets safely, within budget and to agreed standards.		Works were completed as per the agreed Program, with final costs and approved variations within budget. Please refer to the list of completed projects – Attachment 1 to this report.

Description	Status	Comment
Deliver safe maintenance related operations services for parks, roads, waste transfer and other community facilities that are valued by our community.		Significant improvements in safety performance have been achieved this year resulting in the workers compensation premium for Operations section being halved for 2013-2014. This is equivalent to approximately \$500,000 in savings to the community.
<b>General Manager's Office</b>		
Conduct citizenship ceremonies as appropriate throughout the year.		A Citizenship Ceremony was held on 26 January 2013 with 51 people naturalised; at the Ceremony on 12 March 2013 three people were naturalised; and at the Citizenship Ceremony held on 20 May 2013 eight people were naturalised.
Work with Hunter Councils to identify any services and activities that it could provide on Council's behalf.		<p>As Chair of Hunter Councils Ltd., Council's General Manager led the development of a Business plan to grow the Record Storage Business and establish ongoing activity for Local Government Legal.</p> <p>The Board is currently assessing the opportunities to establish an Engineering Design and Project Management service.</p> <p>The General Manager and senior staff contributed to the development of a regional response to the NSW Independent Review of Local Government.</p> <p>The General Manager chaired the Steering Group to support the Papua New Guinea project in partnership with the Commonwealth Local Government Pacific Forum at Goroka. This included attendance in Canberra at a strategy workshop to scope the new Good Practice Plus scheme.</p> <p>The General Manager participated with Hunter Councils Chief Executive in a scoping mission to Kiribati to determine if the LG Training Institute could develop a suitable Local Government training package for the Republic of Kiribati.</p>
Advocate on behalf of Port Stephens LGA to State and Federal governments for improved and affordable utilities for our citizens.		<p>Council continued to negotiate with the Department of Defence for their concurrence in the new structure for Newcastle Airport Pty Limited. This will permit the Airport to pay a dividend to its owner councils and have greater control of the business.</p> <p>Senior staff worked with the airport company and Newcastle City Council to establish the new governance structures for the company.</p> <p>Council collaborated with Hunter Water Corporation to bring forward funding of the sewer connection to Williamstown. This will facilitate aeronautical and service expansion in the precinct.</p> <p>Council facilitated the development of an approach to</p>

Description	Status	Comment
		<p>drainage for the Williamstown area to enable a range of developments to be approved.</p> <p>There are ongoing negotiations with the NSW Premiers Department and Department of Planning and Infrastructure regarding infrastructure capacity for Kings Hill, Williamstown and Medowie.</p>
Advocate for and build stronger partnerships between Council and State and Federal agencies, regional and private sector potential partners.		<p>There is ongoing consultation with the Division of Local Government, Department of Planning and Infrastructure, Roads &amp; Maritime Services, Hunter Infrastructure, Regional Development Australia-Hunter, NSW Transport, NSW Premier's Office and Federal Department of Transport Study on High Speed Rail to respond to a range of strategic plans for the Hunter region.</p> <p>Council made submissions to the Local Government Review Panel and the Local Government Act Review Taskforce, the Planning Legislation Review and the NSW Transport Master plan.</p>
Provide an on-going program of development for Councillors.		Councillors attended various conferences and meetings and participated in 23 two-way conversations and industry briefings, including those from Hunter Valley Research Foundation, Hunter Councils and Department of Premier & Cabinet.
Convene Council's Audit Committee each quarter.		Council's Audit Committee met on 28 February and 27 June 2013.
Implement Council's Internal Audit program.		<p>The Internal Audit program has been implemented within the agreed timeframes of each individual Audit reports.</p> <p>Where the timeframe is not met, an explanation has been received and endorsed by the Audit Committee.</p>
<b>Legal Services 2012-2013</b>		
Ensure the provision of quality legal services to the Council.		<p>Work continues on facilitating and improving the provision of legal services across Council. As a result, legal expenses for the year reduced to 64.7% of the approved budget and constitute an improvement of 38.4% on the previous year.</p>

## Attachment 1 – Completed Projects

The table below lists capital works projects completed in the period 1 January 2013 to 30 June 2013. Costs shown reflect the latest estimates and may not include invoices yet to be received from external suppliers.

Project	Expenditure 2012-2013 Financial Year
Fingal Bay Tennis Courts - removed and replaced light tower due to corrosion.	\$16,581
Little Beach Public Amenities - replaced water service supply infrastructure such as external showers, pipes, fittings, etc to public amenities.	\$44,903
Memorial Park - replaced water service.	\$5,000
High Street, Wallalong – replaced old bridge structure with multi-cell culvert.	\$339,523
Lemon Tree Passage Road - upgraded Oyster Cove Road intersection.	\$218,725
Boundary Road - upgrade SEG 70 Seaham Road.	\$294,138
Boundary Road - upgrade SEG 90/100 Eskdale Park.	\$73,914
Boundary Road - upgrade SEG 110 Brandon Park.	\$853,592
Gan Gan Road/Morna Point Road - intersection upgrade.	\$55,430
Completed designs, planning and easements for future road pavement work - Tomaree, Tilligerry and Raymond Terrace.	\$48,647
Upgrade of intersections with Black Spot funding - Clarence Town Road.	\$329,424
Pavement Rehabilitation - Masonite Road from roundabout to Archibald Place.	\$7,172
Pavement Rehabilitation - Boyd Boulevard SEG 30.	\$282,285
Pavement Rehabilitation - Port Stephens Drive SEG 20.	\$271,304
Pavement Rehabilitation - Adelaide Street.	\$169,029
Rehabilitation of kerb inlet pits at various locations across the LGA.	\$81,559
Campvale drainage levy bank for protection of residents in Kirrang Drive - Stage 2.	\$309,078
Completed Stage 1 design of Horace Street, Shoal Bay - major drainage amplification, infiltration system and pipe upgrade.	\$967
Purchase - 3A Evans Road, Medowie.	\$213,746
Hinton Road - drainage works.	\$29,901
Seabreeze Estate Research project.	\$7,257
Completed designs, planning and easements – future drainage work Tomaree, Tilligerry and Raymond Terrace.	\$63,933

Project	Expenditure 2012-2013 Financial Year
Karuah Oval - remove septic tank and connect to sewerage.	\$16,730
Bagnalls Beach - upgrade existing pathway.	\$4,297
Raymond Terrace Riverside Park - replace water service.	\$4,500
Fingal Bay Amenities – renewal.	\$38,000
Karuah Wharf - replace sewer hose and hopper.	\$12,500
Lemon Tree Passage Wharf - replace sewer hose and hopper.	\$12,500
Fingal Bay Foreshore Reserve - construction of a playground.	\$12,645
Raymond Terrace Community Care Centre - installation of solar hot water service.	\$5,000
Medowie Hall - replace light fittings.	\$16,000
Raymond Terrace Community Care Centre- installation of window drenching system.	\$141,827
Little Beach - sand removal.	\$69,737
Sunset Beach - seawall remediation.	\$91,481
Port Stephens State Emergency Services - installation of Mezzanine floor, including office and training facilities, constructed in existing Colourbond shed. Stage 1.	\$191,609
Library Resources - asset rehabilitation.	\$276,716
Replacement of selected major plant items.	\$573,086
Replacement of selected light trucks and utes.	\$595,316
Replacement of selected passenger vehicles.	\$784,786
Replacement of selected small plant items.	\$85,797
Depots – various capital works.	\$32,945
Gibbers Drive, Lemon Tree Passage – pavement rehabilitation.	\$8,855
Halloran Way - reinstatement of legal access and services.	\$17,653
Bagnall Avenue path completion.	\$3,384
Port Stephens Drive - shared path from Kanimbla Drive to Soldiers Point Road.	\$81,331
Bagnall Beach Road - footpath west side from Sandy Point Road to Helm Close.	\$78,778
Victoria Parade, Nelson Bay - pedestrian refuge.	\$714
The Hub, Raymond Terrace - carpark rehabilitation.	\$2,402
Brandy Hill Drive - pavement rehabilitation.	\$45,655
Victoria Parade, Nelson Bay – shoulders.	\$37,357
Gloucester Road - retaining wall.	\$90,090



Project	Expenditure 2012-2013 Financial Year
Medowie Road, Williamtown - pavement rehabilitation SEG 90.	\$150,248
Medowie Road, Campvale - pavement rehabilitation SEG 130 - 140 - 150 – 160.	\$299,454
Fingal Bay Holiday Park - upgrade entry sign.	\$28,017
Fingal Bay Holiday Park - replace boundary Fence - Stage 2.	\$70,459
Halifax Holiday Park - upgrade entry sign.	\$34,319
Shoal Bay Holiday Park - install 2 ensuite blocks to service tourist van sites.	\$247,194
Shoal Bay Holiday Park - upgrade entry sign.	\$30,691
Soldier's Point Holiday Park - convert cabins to gas reticulation - Stage 1.	\$4,545

