



CONTENT

Welcome to Port Stephens Council's Integrated Plans	3
How to use this document	3
How the plans were developed	3
About Port Stephens	5
Port Stephens Community Strategic Plan 2013-2023	6
Community's Vision	6
Our Citizens	7
Community Safety	8
Ageing Population	10
People with Disabilities	11
Children	13
Young People	15
Community Planning and Partnerships	16
Our Lifestyle	17
Arts and Culture	18
Recreation and Leisure	20
Our Environment	22
Environmental Sustainability	23
Waste Management	26
Sustainable Development	28
Our Economy	31
Economic Development	32
Transport	35
Education and Training	36
Our Council	37
A Sustainable Council	38
Infrastructure	44
Governance and Civic Leadership	46
Engagement	49
Reputation	50
Statement of Revenue Policy	51
Rating of Strata Lots	51
Categorisation of Land	51
Exemption from Rates	52
Hunter Local Land Services	52
Emergency Services Property Levy	52
Budget Summary	55

Statement of Waste Management.....	56
Waste Management Charge.....	56
Waste Service Charge.....	56

Welcome to Port Stephens Council's Integrated Plans

How to use this document

The Port Stephens Council Integrated Plans contained within this document are:

- the Community Strategic Plan 2013-2023 containing the long term goals agreed with the community of the Port Stephens local government area (LGA) which forms the first section of the Integrated Plans;
- a four-year Delivery Program 2013-2017, which sets out what Council will deliver to assist the achievement of the long term goals;
- a set of annual Operational Plans 2017-2021, which sets out the actions that Council will undertake to implement its Delivery program which area of Council is responsible for implementing each action.

The Integrated Plans are delivered by way of resources applied to them – human, capital and assets. They should be read in conjunction with the Resource Strategy containing the Workforce Strategy 2013-2017, the Strategic Asset Management Plan 2017-2027, and the Long Term Financial Plan 2017-2027.

The Integrated Plans are organised under five focus areas agreed with our community:

[Our Citizens](#)

[Our Lifestyle](#)

[Our Environment](#)

[Our Economy](#)

[Our Council](#)

The Delivery Program and Operational Plans demonstrate how Council contributes to realising the goals in the Community Strategic Plan.

How the plans were developed

In 2010, Council consulted widely with its community to produce the Community Strategic Plan. Section 402(5) of the *Local Government Act 1993* requires a newly elected Council to review – with its community – the Community Strategic Plan, and roll it forward for another four years so that it is continually a 10-year plan.

In October and November 2012, Council held the following conversations with its community and stakeholders:

- A community workshop at Salamander Bay and Salt Ash;
- A workshop with State agencies and non-government providers;
- A World Café forum for young people;
- Consultation with our community via social media;
- A statistically representative community survey to inform the priorities for planning for the LGA over the next 10 years and beyond.

In summary, the outcomes of the community engagement strategy identified five high priority areas, namely:

- education and training – especially for young people;
- community safety;
- infrastructure maintenance;
- sustainability of Council;
- sustainable development.

The results of the community engagement strategy led to changes that are incorporated into the Community Strategic Plan 2013-2023 and flow through into the Delivery Program and Operational Plans.

Section 404(3) of the *Local Government Act 1993* requires that a newly elected Council must develop a four-year program to plan how it will contribute to the Community Strategic Plan and Section 405(1) requires Council to produce an annual Operational Plan, which is the detailed action plan for the year ahead. The Operational Plan must include a Statement of Revenue policy and any other requirements of regulations. At Port Stephens Council, Operational Plans have been developed four years in advance.

The Resource Strategy comprises the Long Term Financial Plan 2017-2027; the Strategic Asset Management Plan 2017-2027 (which contains the 10-year Works Plan); and the Workforce Strategy 2013-2017. The Workforce Strategy, a four-year plan adopted in 2013, will remain in its present form until the end of the present term of Council. The development of the Resource Strategy – built from work previously done – was the focus of a workshop with Councillors every year as each element was reviewed.

The Resource Strategy is set out in companion documents to this volume of the integrated plans. Council's Fees and Charges 2017-2018 form part of the annual budget and are also set out in a separate document.

The Delivery Program is the undertaking of Council for its standard four-year term of office. However, due to the NSW Government merger process, Port Stephens Council is currently operating in its fifth year of office. Elections are scheduled to be held on 9 September 2017.

Progress made in achieving the outcomes set out in the Delivery Program are reported to the community in a six-monthly report to Council and in the Council's Annual Report produced in November each year. An End of Term Report for the four years was tabled at the July 2016 meeting of the Council and set out the progress towards achieving the goals established in the Community Strategic Plan and Council's contribution to those achievements.

Questions regarding the development of the Integrated Plans and the Resource Strategy may be directed to Council's Corporate Strategy & Planning Manager (telephone 02 4980 0255). Copies of all documents may be found on Council's website www.portstephens.nsw.gov.au and hard copies are available for consultation at Council's libraries or to purchase at cost at Council's Administration Building, 116 Adelaide Street, Raymond Terrace NSW 2324.

About Port Stephens

The Port Stephens local government area (LGA) is the land of the Worimi nation, and Council values the unique status of Aboriginal people as the original owners and custodians of lands and waters, including those of the Port Stephens LGA. Port Stephens was named for Sir Philip Stephens, First Secretary of the Admiralty in the late 1700s and later a Lord Commissioner of the British Admiralty between 1795 and 1806.

Coordinates: 32° 45' S, 151° 55'E
Region: Hunter/Mid North Coast, NSW
Area: 858.5 square kilometres
Waterways: More than 100 square kilometres
Population: 68,935 – estimated to rise to more than 80,000 by 2031
Median age: 42.7
Population density: 80.3/square kilometres
Labour force: 28,377
Unemployment: 6.2%
Number of Businesses: 4,313 (ABS, 2013)
Main Employing Industry: Retail trade (ABS, 2011)
Other Employing Industries: RAAF and Defence support, engineering and construction industries, manufacturing, health care and social assistance; public administration and safety
Climate: Mean minimum temperature 10.3 - 13.7 C; Mean maximum temperature: 23.0 C
Mean Rainfall: Range 1125.6mm – 1348.9mm
National Parks, Nature Reserves, Other Protected Areas: 19.3 square kilometres
Major Population Centres: Tomaree Peninsula, Tilligerry Peninsula, Medowie, Raymond Terrace

Port Stephens Community Strategic Plan 2013-2023

The Community Strategic Plan was adopted by Council in May 2013. Updated population data were used in developing the Operational Plans later in these Integrated Plans documents.

Community's Vision

A great lifestyle in a treasured environment.

Our Citizens

Planning Context

The population currently sits at 68,935 and is estimated to rise to more than 80,000 by 2031. The population of the Port Stephens LGA grew by 7.1% between 2006 and 2011 (an annual growth rate of 1.42%) and is expected to increase to 87,900 by the year 2036¹.

Of our citizens, 3.6% were Aboriginal or Torres Strait Islanders compared to 2.8% in 2006.

The age structure of the population continues to experience a decrease in the proportion of children aged 0-9 years, whilst the proportion of residents aged over 55 years (32.9%) is steadily increasing in line with national trends. The current median age of our citizens is 42 years.

Port Stephens is a thriving community with great diversity. A sizeable proportion of the population enjoys a good quality of life as a result of being able to access and attain education, training, employment, affordable housing, health care, etc due to their socio-economic background.

The Port Stephens area is a popular holiday and retiree destination. The seasonal nature of the tourism industry in the area is another factor that influences employment activities and wealth generation.

¹ Department of Planning and Infrastructure Population Projections

OUR CITIZENS

Community Safety

Port Stephens is a community where people feel safe

Council's partners in community safety:

Lead Agency/Partner	Reference
Minister for Justice	NSW 2021 Goals 16, 17 and 18.
NSW Police Force	Hunter Regional Action Plan Priority 4.
Minister for Justice	Hunter Regional Action Plan Priority 4.
Minister for Roads and Freight	NSW 2021 Goal 10.

Community Strategic Plan Measures:

- Community perceptions of safety.
- Incidence of serious crime.
- Road fatalities.

Delivery Program 2013-2017

Focus Area:	1	Our Citizens
Theme:	1.1	Community Safety - Port Stephens is a community where people feel safe
Delivery Program:	1.1.1	Use Council's regulatory powers and government legislation to enhance public safety

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
1.1.1.1 Conduct food, pool and commercial premises public health surveillance.	Development Assessment and Compliance	✓	✓	✓	✓
1.1.1.2 Conduct on-site sewage management surveillance.	Development Assessment and Compliance	✓	✓	✓	✓
1.1.1.3 Conduct the Building Fire Safety Program.	Development Assessment and Compliance	✓	✓	✓	✓
1.1.1.4 Conduct the Swimming Pool Safety program.	Development Assessment and Compliance	✓	✓	✓	✓
1.1.1.5 Coordinate the illegal waste compliance strategy.	Development Assessment and Compliance	✓	✓	✓	✓

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
1.1.1.6 Provide regulatory Ranger services including parking surveillance, animal management, environmental regulation and local laws.	Development Assessment and Compliance	✓	✓	✓	✓
1.1.1.7 Convene the Local Emergency Management Committee.	Facilities and Services	✓	✓	✓	✓
1.1.1.8 Contribute to and implement the Emergency Management Plan as part of the Lower Hunter Emergency Management Committee.	Facilities and Services	✓	✓	✓	✓
1.1.1.9 Maintain and upgrade Asset Protection Zones and Fire Trails.	Community Services	✓	✓	✓	✓
1.1.1.10 Provide buildings and funding support for Rural Fire Service and State Emergency Services.	Community Services	✓	✓	✓	✓
1.1.1.11 Provide professional lifeguard services at Fingal Beach, Birubi Point Beach and One Mile Beach.	Community Services	✓	✓	✓	✓
1.1.1.12 Implement the Crime Prevention Plan.	Strategy and Environment	✓	✓	✓	✓

Council Performance Measures:

- Percentage compliance with safety standards – all inspection categories.
- Community satisfaction with regulatory services.
- Emergency preparedness assessment score.

OUR CITIZENS

Ageing Population

Improve facilities and services for an ageing population

Council's partners in improving facilities and services for our senior citizens:

Lead Agency/Partner	Reference
Minister for Ageing	NSW 2021 Goal 25.
Department of Family and Community Services; Department of Premier and Cabinet	Hunter Regional Action Plan Priority 4.

Community Strategic Plan Measures:

- Access to assisted living.
- Access to aged care facilities.

Delivery Program 2013-2017

Focus area:	1	Our Citizens
Theme:	1.2	Ageing Population – Improve facilities and services for an ageing population
Delivery program:	1.2.1	Identify and plan for the future needs of an ageing population

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
1.2.1.1 Implement Council's Ageing Strategy.	Strategy and Environment	✓	✓	✓	✓
1.2.1.2 Provide facilities for senior citizens to use for association meetings and general recreational use.	Community Services	✓	✓	✓	✓

Council Performance Measures:

- Percentage seniors' satisfaction with Council's facilities for their use.
- Completion of >90% of short term (1-2 years) actions in the Port Stephens Ageing Strategy.

OUR CITIZENS

People with Disabilities

Improve the built environment, advocate and provide services for people with disabilities

Council's partners in improving facilities and services for people with disabilities:

Lead Agency/Partner	Reference
Minister for Family and Community Services; Minister for Disability Services.	NSW 2021 Goal 13 and 14.
Department of Family and Community Services.	Hunter Regional Action Plan Priority 4.

Community Strategic Plan Measures:

- Access to services.

Delivery Program 2013-2017

Focus area:	1	Our Citizens
Theme:	1.3	People with Disabilities – Improve the built environment, advocate and provide services for people with disabilities
Delivery program:	1.3.1	Make future provision for people with disabilities, their families and carers

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
1.3.1.1 Implement the recommendations from the review of the Ngioka Horticultural Therapy Centre.	Community Services	✓	✓	✓	✓
1.3.1.2 Provide facilities at Grahamstown Dam Aquatic Reserve for use by Sailability.	Community Services	✓	✓	✓	✓
1.3.1.3 Provide a wheel in wheel out garbage bin service (Blue Dot Service) for people with disabilities living at home.	Community Services	✓	✓	✓	✓
1.3.1.4 Provide access to children's services programs for children with additional needs at Outside School Hours Care (Raymond Terrace and Medowie), Port Stephens Activity Van and Family Day Care.	Community Services	✓	✓	✓	✓
1.3.1.5 Provide large print books, talking books and audio and visual navigation aids from Libraries.	Community Services	✓	✓	✓	✓
1.3.1.6 Implement the Disability Inclusion Action Plan.	Strategy and Environment	✓	✓	✓	✓

Council Performance Measure:

- Completion of >90% of actions in the Disability Inclusion Action Plan.

OUR CITIZENS

Children

Children have safe places to play, learn and grow.

Council's partners for children:

Lead Agency/Partner	Reference
Minister for Family and Community Services.	NSW 2021 Goal 13.
Department of Family and Community Services.	Hunter Regional Action Plan Priority 4.
Non-government providers of support services for children eg Samaritans, Smith Family etc.	N/A.

Community Strategic Plan Measures:

- Access to childcare.
- Access to services and support.
- % of children reaching Australian Early Childhood Index targets.

Delivery Program 2013-2017

Focus area:	1	Our Citizens
Theme:	1.4	Children – Children have safe places to play, learn and grow
Delivery program:	1.4.1	Plan and provide facilities, services and opportunities for children

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
1.4.1.1 Provide a mobile preschool service (Activity Van) for areas that have a demand for this service.	Community Services	✓	✓	✓	✓
1.4.1.2 Provide facilities for community based preschools and childcare centres to operate from, through tenancy agreements.	Community Services	✓	✓	✓	✓
1.4.1.3 Provide Family Day Care services through Newcastle and Port Stephens Family Day Care Units.	Community Services	✓	✓	✓	✓
1.4.1.4 Provide outside school hours care services for children at Raymond Terrace and Medowie.	Community Services	✓	✓	✓	✓
1.4.1.5 Provide Stories on the Street, Read and Rhyme Time, Story Time and children's holiday programs from Libraries.	Community Services	✓	✓	✓	✓

Council Performance Measure:

- Percentage community satisfaction with services for children is >90%.

OUR CITIZENS

Young People

Young people have safe and appropriate places to learn, develop and interact

Council's Partners for young people:

Lead Agency/Partner	Reference
Minister for Family and Community Services.	NSW 2021 Goal 13.
Department of Family and Community Services.	Hunter Regional Action Plan Priority 4.
Minister for Education.	NSW 2021 Goal 6.
Department of Education (TAFE); Regional Development Australia.	Hunter Regional Action Plan Priority 1.
Non-government providers of support services for young people eg Samaritans, Smith Family, Beacon Foundation etc.	N/A.

Community Strategic Plan Measures:

- Access to education and training.
- Access to employment.

Delivery Program 2013-2017

Focus area:	1	Our Citizens
Theme:	1.5	Young People – Young People have safe and appropriate places to learn, develop and interact
Delivery program:	1.5.1	Council will provide resources and support for young people appropriate to their needs in the Port Stephens local government area

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
1.5.1.1 Deliver Council's youth program and support youth services provided by other agencies.	Communications	✓	✓	✓	✓

Council Performance Measure:

- Completion of 100% of short term actions and >90% of medium term actions in the youth program action plan.

OUR CITIZENS

Community Planning and Partnerships

The community is a partner in development the future of the local government area

Council's partners in community planning:

Lead Agency/Partner	Reference
Minister for Citizenship and Communities.	NSW 2021: Goal 24.
Department of Family and Community Services.	

Community Strategic Plan Measures:

- Port Stephens community believes they have a say in decisions that affect them, at State and local level.

Delivery Program 2013-2017

Focus area:	1	Our Citizens
Theme:	1.6	Community Planning and Partnerships – The community is a partner in developing the future of the local government area.
Delivery program:	1.6.1	Council will engage its citizens in developing plans for the future of the Port Stephens local government area.

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
1.6.1.1 Work with Council's volunteer 355c committees to plan and prioritise capital works.	Assets	✓	✓	✓	✓
1.6.1.2 Develop and implement a campaign to recruit, recognise and reward volunteers.	Community Services	✓	✓	✓	✓
1.6.1.3 Support activities and events that benefit the Port Stephens community.	Communications	✓	✓	✓	✓
1.6.1.4 Complete a community planning survey.	Strategy and Environment	✓	-	-	-
1.6.1.5 Participate in the Williamstown Contamination Investigation Community Reference Group.	Office of the General Manager	✓	✓	✓	✓
1.6.1.6 Convene the Port Stephens Interagency Network.	Communications.	✓	✓	✓	✓

Council Performance Measure:

- Volunteer numbers are greater than or equal to the previous year.
- Grant programs are utilised at 100% expenditure.

Our Lifestyle

Planning Context

The Port Stephens LGA provides for both active and passive lifestyle choices for residents and visitors, as well as opportunities for community service and participation.

There are open spaces including playgrounds, parks and reserves as well as sporting fields, beaches and waterways. All forms of active recreation and sport are represented in the LGA. Opportunities to participate in more passive recreational and cultural pursuits are facilitated by Council, clubs and associations.

Non-Aboriginal cultural heritage in Port Stephens includes historic villages, heritage conservation areas at Raymond Terrace, Tipperary Hill and Hinton, rural landscapes, significant early residences such as Tomago House and Tanilba House, lighthouses, churches, cemeteries, war memorials, courthouses, schools, shipwrecks, archaeological remains such as the Irrawang Pottery site, cottages and early subdivisions such as Henry Halloran's 1930s development at Tanilba Bay.

Many sites and areas of significance to Aboriginal people are located within Port Stephens, including shell middens, scarred trees, occupation and ceremonial sites and places of spiritual value. The exact location of the various sites is restricted information. In the area stretching from Wallis Lake to Newcastle there are 37 recorded ceremonial sites (stone arrangements, bora grounds, carved trees and burial sites), 115 recorded campsites (mia mia, scarred tree, open campsite, shelter with deposit, well, fish trap, abraded grooves and quarries) and over 100 middens.

OUR LIFESTYLE

Arts and Culture

Port Stephens has a vibrant cultural life

Council's partners in arts and culture:

Lead Agency/Partner	Reference
Minister for Tourism, Major Events, Hospitality, Gaming & Racing; Minister for the Arts.	NSW 2021 Goal 27.
Minister for Aboriginal Affairs.	NSW 2021 Goal 26.
Department of Education.	Hunter Regional Action Plan Priority 4.
Worimi and Karuah Local Aboriginal Land Councils.	N/A.

Community Strategic Plan Measures:

- Access to cultural activities.
- Increase in access for people to learn Aboriginal languages and culture.
- Increase the number of Aboriginal culturally significant objects and places protected.

Delivery Program 2013-2017

Focus area:	2	Our Lifestyle
Theme:	2.1	Arts and Culture – Port Stephens has a vibrant cultural life
Delivery program:	2.1.1	Plan for and promote multiculturalism and Port Stephens' heritage, arts and culture

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
2.1.1.1 Coordinate the Birubi Point Cultural Heritage Advisory Panel.	Community Services	✓	✓	✓	✓
2.1.1.2 Manage historic cemeteries to National Trust Guidelines at Raymond Terrace, Hinton, Birubi Point and Nelson Bay.	Community Services	✓	✓	✓	✓
2.1.1.3 Provide access to library services at Salamander Bay, Raymond Terrace, Lemon Tree Passage and the Mobile Library.	Community Services	✓	✓	✓	✓
2.1.1.4 Provide spaces from which historical and family history societies can operate.	Community Services	✓	✓	✓	✓
2.1.1.5 Support and facilitate initiatives and projects to promote and empower local Aboriginal culture.	Communications	✓	✓	✓	✓

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
2.1.1.6 Support and facilitate initiatives and projects to encourage and promote local cultural activities.	Communications	✓	✓	✓	✓

Council Performance Measures:

- Percentage satisfaction with library services is >75%.
- \$ value of Council's funding of arts and culture projects.

OUR LIFESTYLE

Recreation and Leisure

Provide passive and active recreation and leisure services and facilities

Council's partners in recreation and leisure:

Lead Agency/Partner	Reference
Minister for Tourism, Major Events, Hospitality, Gaming & Racing; Minister for the Arts.	NSW 2021 Goal 27.
Department of Trade and Investment – Crown Lands Division.	N/A.
Community Groups eg service organisations, clubs and craft groups etc.	N/A.

Community Strategic Plan Measures:

- Access to recreation and leisure facilities.
- Opportunities to participate in recreation and leisure activities.

Delivery Program 2013-2017

Focus area:	2	Our Lifestyle
Theme:	2.2	Recreation and Leisure – Provide passive and active recreation and leisure services and facilities
Delivery program:	2.2.1	Maintain and develop recreational facilities for residents and visitors

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
2.2.1.1 Provide areas of Council-managed land for community-based and commercial leisure operators.	Community Services	✓	✓	✓	✓
2.2.1.2 Provide facilities for volunteer surf lifesaving clubs to operate at Fingal Beach and Birubi Point Beach.	Community Services	✓	✓	✓	✓
2.2.1.3 Provide operational cemeteries at Anna Bay, Raymond Terrace, Karuah, Nelson Bay (Carumbah Memorial) and Seaham.	Community Services	✓	✓	✓	✓
2.2.1.4 Provide swimming pool facilities at Raymond Terrace, Salamander Bay and Mallabula.	Community Services	✓	✓	✓	✓
2.2.1.5 Maintain parks, reserves, sporting fields and foreshores managed and controlled by Council.	Public Domain and Services	✓	✓	✓	✓
2.2.1.6 Manage aquatic reserves according to licence arrangements.	Community Services	✓	✓	✓	✓

Council Performance Measure:

- Percentage satisfaction with Council's recreation and leisure services and facilities is >75%.

Our Environment

Planning Context

Port Stephens features a substantial estuarine system with a surface area over 100 square kilometres. Coastal sand barriers and estuarine deposits in the east, and low hills and floodplains in the west dominate the landform of the LGA. Port Stephens contains substantial biodiversity due to the variety of its ecosystems. These include open forest, rainforest, riparian forest, coastal swamp forests, woodland, heath and sedge land. A number of vegetation communities in Port Stephens are classified as nationally, State or regionally significant.

Port Stephens contains 58 endangered or threatened fauna species and 20 endangered or threatened flora species. Legal protection is provided under the *Threatened Species Conservation (TSC) Act, NSW*.

Port Stephens is also known for having a koala population that is iconic to the area. There are around 31,598 hectares (ha) of protected land in Port Stephens that support biodiversity conservation. These include National Parks (18,147 ha), State Forest (3,648 ha), public community land classified as 'natural area' (532 ha) and 'foreshore areas' (242 ha), private and public land zoned Environmental Protection (9,029 ha) (excluding National Parks estate, community land classified as natural area and foreshore areas, which have already been counted), and the Port.

The Port Stephens – Great Lakes Marine Park's diverse marine life includes many species of dolphins, turtles, fish, invertebrates, seabirds and seaweeds along with threatened species such as the Gould's petrel, little tern, grey nurse shark and green turtle. Humpback whales travel along the Marine Park coastline during their annual migration north to breeding grounds.

Continuing high rates of population growth and associated dispersed development are placing considerable pressure on the natural resources and environmental attributes of Port Stephens.

Sea level rise, and the wider impacts of climate change, will affect the lives and wellbeing of Port Stephens residents, particularly those living in the low lying and coastal areas.

OUR ENVIRONMENT

Environmental Sustainability

Manage the natural environment for existing and future generations

Council's partners in managing the environment:

Lead Agency/Partner	Reference
Minister for the Environment and Minister for Heritage.	NSW 2021 Goal 22.
Office of Environment and Heritage.	Hunter Regional Action Plan Priority 3.
NSW Environment Protection Authority.	Hunter Regional Action Plan Priority 3.
Local Land Services.	Hunter Regional Action Plan Priority 3.
Hunter Water Corporation.	N/A.
NSW National Parks and Wildlife Service, NSW Marine Park Authority.	N/A.
Emergency Services eg Rural Fire Service, State Emergency Services.	Local Emergency Management Plan; Bushfire Plan.
Clean Up Australia.	N/A.
Hunter Councils Inc – Environment Division.	N/A.

Community Strategic Plan Measures:

- Air and water quality.
- Threatened species.
- Habitat preservation and regeneration.
- Greenhouse gas emissions.
- Waste and recycling ratios improvements.
- Noxious weed infestations.

Delivery Program 2013-2017

Focus area:	3	Our Environment
Theme:	3.1	Environmental Sustainability – Manage the natural environment for existing and future generations
Delivery program:	3.1.1	Develop and implement catchment and biodiversity programs

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
3.1.1.1 Monitor environmental impacts from decommissioned landfill sites and manage the sites.	Community Services	✓	✓	✓	✓
3.1.1.2 Conduct noxious and environmental weed control on Council-owned and controlled reserves.	Strategy and Environment	✓	✓	✓	✓
3.1.1.3 Maintain and improve habitat across the Local Government Area.	Strategy and Environment	✓	✓	✓	✓
3.1.1.4 Provide environmental education programs to the community.	Strategy and Environment	✓	✓	✓	✓
3.1.1.5 Provide environmental management services for Council operations.	Strategy and Environment	✓	✓	✓	✓
3.1.1.6 Review, develop and coordinate the implementation of environmental strategies, plans and policies.	Strategy and Environment	✓	✓	✓	✓
3.1.1.7 Regulate noxious weed control on private land in accordance with legislative responsibilities.	Strategy and Environment	✓	✓	✓	✓
3.1.1.8 Monitor and report on environmental performance.	Strategy and Environment	✓	✓	✓	✓

Council Performance Measure:

- Percentage community satisfaction with Council's environmental management is >75%.

Delivery Program 2013-2017

Focus area: 3 Our Environment
Theme: 3.1 Environmental Sustainability
Delivery program: 3.1.2 Implement initiatives that reduce Council's greenhouse gas emissions

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
3.1.2.1 Develop energy, water and waste management plans for Council's largest assets.	Assets	✓	-	-	-

Council Performance Measure:

- Percentage reduction in energy use at Council's largest assets.

Community Strategic Plan 2013-2023

OUR ENVIRONMENT

Waste Management

Port Stephens has a highly valued, affordable and convenient waste and recycling system

Council's partners in waste management:

Lead Agency/Partner	Reference
Minister for the Environment and Minister for Heritage.	NSW 2021 Goal 22.
NSW Environment Protection Authority.	Hunter Regional Action Plan Priority 3.
Clean Up Australia.	N/A

Community Strategic Plan Measures:

- Total waste per capita (Landfill, Recycle, Green).

Delivery Program 2013-2017

Focus area:	3	Our Environment
Theme:	3.2	Waste Management – Port Stephens has a highly valued, affordable and convenient waste and recycling system
Delivery program:	3.2.1	Provide waste and recycling services

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
3.2.1.1 Continue to provide a two-bin waste service including collection and disposal.	Community Services	✓	✓	✓	✓
3.2.1.2 Manage the waste transfer station at Salamander Bay.	Community Services	✓	✓	✓	✓
3.2.1.3 Participate in Hunter Councils Regional Waste Group Strategy for regional collaboration.	Community Services	✓	✓	✓	✓
3.2.1.4 Provide an education program for schools and the community on waste minimisation and recycling.	Community Services	✓	✓	✓	✓
3.2.1.5 Provide drop-off events or facilities for electronic waste, mattresses, household hazardous waste, and vehicle tyres at Raymond Terrace, Salamander Bay and Lemon Tree Passage.	Community Services	✓	✓	✓	✓

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
3.2.1.6 Provide garden waste drop-off services at Salamander Bay, Raymond Terrace, Lemon Tree Passage and Karuah.	Community Services	✓	✓	✓	✓
3.2.1.7 Provide two on-call bulky waste kerbside collections per domestic residence per year.	Community Services	✓	✓	✓	✓
3.2.1.8 Provide financial assistance for disposal of waste in accordance with the Disposal of Waste in Port Stephens policy.	Community Services	✓	✓	✓	✓

Council Performance Measure:

- Percentage of waste not going to landfill meets State target of 70%.

Community Strategic Plan 2013-2023

OUR ENVIRONMENT

Sustainable Development

Balance the environmental, social and economic needs of Port Stephens for the benefit of present and future generations.

Council's partners in sustainable development:

Lead Agency/Partner	Reference
Minister for Finance and Services.	NSW 2021 Goal 5.
Minister for Planning; Minister for Regional Infrastructure and Services.	NSW 2021 Goals 20 and 29.
Department of Planning; Department of Regional Infrastructure and Services.	Hunter Regional Action Plan Priority 3.

Community Strategic Plan Measures:

- Housing affordability and stress.

Delivery Program 2013-2017

Focus area:	3	Our Environment
Theme:	3.3	Sustainable Development – Balance the environmental, social and economic needs of Port Stephens for the benefit of present and future generations
Delivery program:	3.3.1	Provide Strategic Land Use Planning services

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
3.3.1.1 Complete a review of the Urban Storm Water and Rural Water Quality Plans.	Assets	✓	-	-	-
3.3.1.2 Administer the Council's Section 94 Development Contribution Scheme.	Strategy and Environment	✓	✓	✓	✓
3.3.1.3 Maintain and manage Council's land attribute data (process planning 149 Certificates).	Strategy and Environment	✓	✓	✓	✓
3.3.1.4 Prepare and review strategic land use strategies, policies and plans.	Strategy and Environment	✓	✓	✓	✓
3.3.1.5 Review and prepare statutory plans (Local Environment Plan, Development Control Plan and Planning Proposals).	Strategy and Environment	✓	✓	✓	✓

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
3.3.1.6 Oversee the economic development of the airport and surrounding precincts.	Development Services Group	✓	✓	✓	✓
3.3.1.7 Develop the Williamstown drainage implementation plan.	Assets	✓	✓	✓	✓
3.3.1.8 Attract and enable investment in Nelson Bay.	Development Services Group	✓	✓	✓	✓
3.3.1.9 Develop and implement the Medowie Flood Plain Risk Management Study and Plan.	Assets	✓	✓	✓	✓

Council Performance Measure:

- Percentage community satisfaction with the built environment of Port Stephens local government area.

Delivery Program 2013-2017

Focus area:	3	Our Environment
Theme:	3.3	Sustainable Development – Balance the environmental, social and economic needs of Port Stephens for the benefit of present and future generations
Delivery program:	3.3.2	Provide Development Assessment and Building Certification services

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
3.3.2.1 Conduct Development Assessment Services.	Development Assessment and Compliance	✓	✓	✓	✓
3.3.2.2 Conduct Development Compliance services.	Development Assessment and Compliance	✓	✓	✓	✓
3.3.2.3 Provide Development Application – Pre-lodgement Advice/Enquiry services.	Development Assessment and Compliance	✓	✓	✓	✓
3.3.2.4 Conduct Building Certification services.	Development Assessment and Compliance	✓	✓	✓	✓
3.3.2.5 Complete scheduled flooding and drainage studies.	Assets	✓	✓	✓	✓

Council Performance Measure:

- Port Stephens Council development application processing times meet or exceed State government targets.

Our Economy

Planning Context

The economy of Port Stephens continues to experience change. Economic activity is varied with agribusiness, tourism, property development, manufacturing, retail and small business activities predominating.

Overall, the state of the economy is healthy despite a slowdown in manufacturing in the Hunter Region and a notable reduction in employment in the field of mining, agriculture and the provision of utilities. An increase in population and a strengthening in key industry sectors such as the airport and aviation, RAAF and Defence support, the engineering and construction industries and the overall strength of the Hunter Region, has supported the growth experienced over the last 10 years.

Port Stephens has a diverse range of incomes with the median weekly wage being \$999 per household². There are slightly more people on lower incomes than the NSW average and this is attributed to high youth unemployment and a large retirement population.

² Australian Bureau of Statistics 2011 Census

Community Strategic Plan 2013-2023

OUR ECONOMY

Economic Development

Port Stephens has a sustainable and diversified economy.

Council's partners in economic development:

Lead Agency/Partner	Reference
Minister for Trade and Investment; Minister for Regional Infrastructure and Services.	NSW 2021 Goals 1 and 3.
Department of Finance and Services.	Hunter Regional Action Plan Priority 1.
Commonwealth Department of Employment.	Hunter Regional Action Plan Priority 1.
Destination NSW.	Hunter Regional Action Plan Priority 1.
NSW Small Business Commissioner; Hunter Business Centre.	Hunter Regional Action Plan Priority 1.
Department of Premier and Cabinet.	Hunter Regional Action Plan Priority 1.
Port Stephens's local business associations.	N/A

Community Strategic Plan Measures:

- Employment growth.
- Growth in tourism.

Delivery Program 2013-2017

Focus area:	4	Our Economy
Theme:	4.1	Economic Development – Port Stephens has a sustainable and diversified economy
Delivery program:	4.1.1	Provide processes and services that deliver benefit to tourism in Port Stephens

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
4.1.1.1 Conduct event approval services.	Strategy and Environment	✓	✓	✓	✓
4.1.1.2 Manage the Nelson Bay Visitor Information Centre.	Strategy and Environment	✓	✓	✓	✓
4.1.1.3 Provide funds, operational and strategic support to Destination Port Stephens.	Strategy and Environment	✓	✓	✓	✓
4.1.1.4 Sponsor major events that deliver economic benefit to the Port Stephens community.	Strategy and Environment	✓	✓	✓	✓

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
4.1.1.5 Facilitate Birubi Point Aboriginal Place Tourism Interchange development.	Community Services	✓	✓	✓	✓

Council Performance Measure:

- Increase in tourists to Port Stephens local government area compared to the previous year.

Delivery Program 2013-2017

Focus area: 4 Our Economy
Theme: 4.1 Economic Development – Port Stephens has a sustainable and diversified economy
Delivery program: 4.1.2 Provide Economic Development services to local business

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
4.1.2.1 Provide advocacy and communications to support business engagement in Port Stephens.	Strategy and Environment	✓	✓	✓	✓
4.1.2.2 Provide economic development data and advice services to local business/industry.	Strategy and Environment	✓	✓	✓	✓
4.1.2.3 Provide funding support to initiatives that deliver economic benefit to the Port Stephens business community.	Strategy and Environment	✓	✓	✓	✓
4.1.2.4 Facilitate initiatives to support business growth and development and investment and job creation in Port Stephens.	Strategy and Environment	✓	✓	✓	✓
4.1.2.5 Coordinate place management and activation services.	Strategy and Environment	✓	✓	✓	✓

Council Performance Measure:

- Percentage satisfaction with Council's support for businesses within the local government area.

Community Strategic Plan 2013-2023

OUR ECONOMY

Transport

Port Stephens has an integrated, connected transport network.

Council's partners in transport development:

Lead Agency/Partner	Reference
Department of Premier and Cabinet.	NSW 2021 Goal 19.
Transport for NSW; Roads and Maritime Services; Dungog Council.	Hunter Regional Action Plan Priority 2.
Local transport operators.	N/A.

Community Strategic Plan Measures:

- Access to public transport.
- Condition of State roads.

Delivery Program 2013-2017

Focus area:	4	Our Economy
Theme:	4.2	Transport – Port Stephens has an integrated, connected transport network
Delivery program:	4.2.1	Promote sustainable and improved, accessible and flexible transport modes

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
4.2.1.1 Conduct road safety programs with the Roads and Maritime Services (RMS).	Assets	✓	✓	✓	✓
4.2.1.2 Continue to progress discussion for the acquisition of land associated with development of the Fingal Bay Link Road project.	Assets	✓	✓	-	-
4.2.1.3 Provide Traffic Engineering Services.	Assets	✓	✓	✓	✓
4.2.1.4 Process road closure applications in line with all statutory requirements.	Property Services	✓	✓	✓	✓

Council Performance Measure:

- Percentage community satisfaction with Council's infrastructure and services.

Community Strategic Plan 2013-2023

OUR ECONOMY

Education and Training

Port Stephens has education and training opportunities for people of all ages.

Council's partners in education and training:

Lead Agency/Partner	Reference
Minister for Education.	NSW 2021 Goal 6.
Department of Education; Regional Development Australia.	Hunter Regional Action Plan Priority 1.
Port Stephens High Schools, private education and training providers.	N/A.
Strategic Services Australia Pty Ltd – Training Division.	N/A.

Community Strategic Plan Measures:

- Increase in people with post-secondary qualifications.

Delivery Program 2013-2017

Focus area:	4	Our Economy
Theme:	4.3	Education and Training – Port Stephens has education and training opportunities for people of all ages
Delivery program:	4.3.1	Support identified needs for education and training in the Port Stephens local government area

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
4.3.1.1 Provide the opportunity for work experience and vocational training programs.	Organisation Development	✓	✓	✓	✓
4.3.1.2 Support and facilitate initiatives and projects that support education and training opportunities especially for young people.	Communications	✓	✓	✓	✓

Council Performance Measure:

- Number of participants in Council's apprenticeship, trainee and cadet program.

Our Council

Planning Context

Port Stephens Council comprises nine Councillors representing three Wards and a popularly elected Mayor who represents the whole of the local government area.

Council's annual budget is approximately \$123.6 million in revenue with projected expenditure to be contained at approximately \$109.1 million. Council has a projected underlying surplus for 2017 of \$939K.

The estimated cost to bring all asset categories to a 'satisfactory' rating is \$15.6 million with annual maintenance estimated at \$7.8 million. The actual budget for maintenance is \$11 million per annum.

Council's Capital Works projects accumulate to a value of \$20,991,380 in the 2016-2017 financial year. A total of 39 community and recreational projects add up to the value of \$8,173,226. Six of these projects are planned to carry into the 2017-2018 financial year. There are 28 roads and drainage projects in 2016-2017 to a value of \$12,818,154. Five of these projects are planned to roll over into the 2017-2018 financial year.

Only 54% of the land in the Port Stephens LGA is rateable. Land that does not attract rates includes Crown Land and land subject to constraints, as well as exempt areas such as Grahamstown Dam and government entities' facilities.

Council has commercial enterprises (holiday parks, community land and development land, and a commercial property portfolio) that generate alternative revenue; a half share in Newcastle Airport, and a large land bank, which are planned to increase alternate revenue in lieu of raising rates in the foreseeable future.

Port Stephens Council is a financially sustainable, community focused organisation which is committed to doing the right things, the best way possible. This commitment was recognised by being declared 'fit for the future' by the Independent Pricing and Regulatory Tribunal (IPART), which deemed that Council met all financial criteria (now and into the future) as well as having the 'scale and capacity' to deliver services, manage assets and meet its strategic obligations for the community it serves.

Community Strategic Plan 2013-2023

OUR COUNCIL

A Sustainable Council

Port Stephens Council's services and assets are sustainable in the longer term.

Council's partners in achieving sustainability:

Lead Agency/Partner	Reference
NSW Department of Premier and Cabinet, Office of Local Government.	Review of Local Government.
Hunter Councils Inc; Strategic Services Australia Ltd.	Joint Organisation; shared resources.

Community Strategic Plan Measures:

- Financial sustainability.
- Reduction in infrastructure gap.

Delivery Program 2013-2017

Focus area:	5	Our Council
Theme:	5.1	A Sustainable Council – Port Stephens Council's services and assets are sustainable in the longer term
Delivery program:	5.1.1	Council will maintain its underlying financial performance to budget at break even or better

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
5.1.1.1 Complete and present for audit Council's annual financial statements.	Financial Services	✓	✓	✓	✓
5.1.1.2 Review, develop and implement budget processes, the Long Term Financial Plan and financial reporting to Council.	Financial Services	✓	✓	✓	✓
5.1.1.3 Review, develop and implement the rating structure.	Financial Services	✓	✓	✓	✓
5.1.1.4 Review, develop and implement the fees and charges.	Financial Services	✓	✓	✓	✓
5.1.1.5 Review, develop and implement the payments system.	Financial Services	✓	✓	✓	✓
5.1.1.6 Review, develop and maintain the Cash Flow Management.	Financial Services	✓	✓	✓	✓

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
5.1.1.7 Review, develop and implement the Procurement and Contractor Management System.	Financial Services	✓	✓	✓	✓

Council Performance Measure:

- Underlying surplus meets or exceeds budget.

Delivery Program 2013-2017

Focus area: 5 Our Council
Theme: 5.1 A Sustainable Council – Port Stephens Council's services and assets are sustainable in the longer term
Delivery program: 5.1.2 Council will increase its revenue from non-rates sources

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
5.1.2.1 Work with Newcastle Airport Partnership to develop shareholder value through the effective governance, operation and development of Newcastle Airport.	Office of the General Manager	✓	✓	✓	✓
5.1.2.2 Collate and sell bio-banking credits that have been established on the Office of Environment and Heritage register.	Property Services	✓	✓	✓	✓
5.1.2.3 Manage and expand Council's commercial property portfolio to meet or exceed industry standards.	Property Services	✓	✓	✓	✓
5.1.2.4 Prepare for sale or development appropriate portions of Council's operational land holdings as determined by market conditions.	Property Services	✓	✓	✓	✓
5.1.2.5 Complete Roads and Maritime Services contract work on the State roads network.	Capital Works	✓	✓	✓	✓
5.1.2.6 Operate the tourist accommodation properties (Beachside Holiday Parks, Thou Walla Sunset Retreat and Treescape Park).	Property Services	✓	✓	✓	✓

Council Performance Measure:

- Increase in total percentage of non-rate revenue compared to previous year.

Delivery Program 2013-2017

Focus area: 5 Our Council
Theme: 5.1 A Sustainable Council – Port Stephens Council's services and assets are sustainable in the longer term
Delivery program: 5.1.3 Manage risks across Council

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
5.1.3.1 Manage an Environmental Management System for Council operations.	Strategy and Environment	✓	✓	✓	✓
5.1.3.2 Review, coordinate and deliver the Corporate Risk Management program of work.	Organisation Development	✓	✓	✓	✓
5.1.3.3 Review, coordinate and deliver the Work, Health and Safety Management program of work.	Organisation Development	✓	✓	✓	✓

Council Performance Measure:

- Risk maturity score is greater than 65%.

Delivery Program 2013-2017

Focus area:	5	Our Council
Theme:	5.1	A Sustainable Council – Port Stephens Council's services and assets are sustainable in the longer term
Delivery program:	5.1.4	Attract, retain and develop staff to meet current and future workforce needs

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
5.1.4.1 Develop and implement initiatives that support and promote career development capability across the organisation.	Office of the General Manager	✓	✓	✓	✓
5.1.4.2 Review, coordinate and deliver the Human Resource Management program of work.	Organisation Development	✓	✓	✓	✓

Council Performance Measures:

- Percentage of engaged staff of Council.
- Percentage of voluntary staff turnover.

Delivery Program 2013-2017

Focus area:	5	Our Council
Theme:	5.1	A Sustainable Council – Port Stephens Council's services and assets are sustainable in the longer term
Delivery program:	5.1.5	Provide enabling business support services for Council's operations

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
5.1.5.1 Coordinate and deliver Councillors' and Executive support services.	Office of the General Manager	✓	✓	✓	✓
5.1.5.2 Review, coordinate, facilitate and deliver the Corporate Improvement and Business Systems program of work.	Business Systems Support	✓	✓	✓	✓
5.1.5.3 Manage the Raymond Terrace Administration Building to provide appropriate and functional office and community space for Port Stephens Council.	Property Services	✓	✓	✓	✓
5.1.5.4 Facilitate the four-year rolling Sustainability Review of Council's processes and services.	Business Systems Support	✓	✓	✓	✓
5.1.5.5 Provide the administration support framework for the delivery of Council's facilities and services.	Group Manager's Office, Facilities and Services	✓	✓	✓	✓
5.1.5.6 Manage fleet assets.	Assets	✓	✓	✓	✓
5.1.5.7 Manage depot assets.	Assets	✓	✓	✓	✓
5.1.5.8 Provide depot, workshop and stores services for Council and external customers.	Public Domain and Services	✓	✓	✓	✓
5.1.5.9 Provide building trades services for Council's assets.	Public Domain and Services	✓	✓	✓	✓

Council Performance Measures:

- Performance of ICT support systems and services.
- Number and value of process improvements.
- Percentage fleet services to manufacturers' standards.

Community Strategic Plan 2013-2023

OUR COUNCIL

Infrastructure

Port Stephens' infrastructure and utilities meet the needs of all sections of the community.

Council's partners in infrastructure management:

Lead Agency/Partner	Reference
Department of Premier and Cabinet, Office of Local Government.	Review of Local Government.
Department of Premier and Cabinet.	NSW 2021 Goal 19.
Minister for Planning; Minister for Regional Infrastructure and Services.	NSW 2021 Goal 20. Build livable centres.
Department of Planning.	Hunter Regional Action Plan Priority 2.
Minister for Finance and Services.	NSW 2021 Goal 5.
Department of Finance and Services (Metropolitan Water Directorate); Hunter Water Corporation; NSW Department of Premier and Cabinet; Office of Environment and Heritage; Local Land Services, Department of Primary Industries (Office of Water).	Hunter Regional Action Plan Priority 2.
Minister for Primary Industries.	NSW 2021 Goal 21.
Department of Trade and Investment – Crown Lands Division.	N/A.
Ausgrid.	N/A.

Community Strategic Plan Measures:

- Condition of public assets.
- Reliable electricity and water.

Delivery Program 2013-2017

Focus area:	5	Our Council
Theme:	5.2	Infrastructure – Port Stephens's infrastructure and utilities meets the needs of all sections of the community
Delivery program:	5.2.1	Reduce the infrastructure backlog on all Council assets

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
5.2.1.1 Annually review the Resource Strategy.	Office of the General Manager	✓	✓	✓	✓
5.2.1.2 Conduct condition rating and risk assessment on all categories of assets.	Assets	✓	✓	✓	✓

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
5.2.1.3 Plan for and manage Council's civil assets.	Assets	✓	✓	✓	✓
5.2.1.4 Plan for and manage community and recreation assets.	Assets	✓	✓	✓	✓
5.2.1.5 Provide a development engineering assessment and advice service.	Assets	✓	✓	✓	✓
5.2.1.6 Provide drainage/flooding investigation, planning and design services.	Assets	✓	✓	✓	✓
5.2.1.7 Provide project engineering services.	Assets	✓	✓	✓	✓
5.2.1.8 Review, coordinate and deliver asset management data and systems.	Assets	✓	✓	✓	✓
5.2.1.9 Prepare a feasibility study for the redevelopment of the unused lower floor space at the Raymond Terrace Library.	Community Services	-	✓	-	-
5.2.1.10 Prepare a feasibility study for the re-use options for the decommissioned Rural Fire Service Stations at Tanilba Bay and Lemon Tree Passage.	Community Services	✓	-	-	-
5.2.1.11 Facilitate the geographical naming of places within Port Stephens LGA.	Property Services	✓	✓	✓	✓
5.2.1.12 Facilitate land acquisition and leasing services to enable existing and new infrastructure projects.	Property Services	✓	✓	✓	✓
5.2.1.13 Complete the roads asset maintenance program.	Capital Works	✓	✓	✓	✓
5.2.1.14 Complete the Capital Works program.	Capital Works	✓	✓	✓	✓
5.2.1.15 Complete scheduled maintenance programs for drains and roadside vegetation.	Public Domain and Services	✓	✓	✓	✓

Council Performance Measures:

- Overall condition rating of Council's assets.
- Reduction in asset backlog compared to previous year.

Community Strategic Plan 2013-2023

OUR COUNCIL

Governance and Civic Leadership

Port Stephens has strong governance and civic leadership.

Council's partners in Governance and Civic Leadership:

Lead Agency/Partner	Reference
Department of Premier and Cabinet, Office of Local Government.	NSW 2021 Goal 31 and 32.
Ombudsman, Independent Commissioner against Corruption; Government Information Public Access Commissioner.	N/A.
Local Government Professionals Australia, NSW.	N/A.
Local Government NSW.	N/A.
Hunter Councils Inc.	N/A.

Community Strategic Plan Measures:

- Opportunities for citizens to participate in government and policy decisions that affect them.

Delivery Program 2013-2017

Focus area:	5	Our Council
Theme:	5.3	Governance and Civic Leadership – Port Stephens has strong governance and civic leadership
Delivery program:	5.3.1	Manage the civic leadership and governance functions of Council

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
5.3.1.1 Administer Code of Conduct processes.	Office of the General Manager	✓	✓	✓	✓
5.3.1.2 Conduct an internal audit program.	Office of the General Manager	✓	✓	✓	✓
5.3.1.3 Conduct citizenship ceremonies.	Office of the General Manager	✓	✓	✓	✓
5.3.1.4 Conduct the Governance Health Check.	Office of the General Manager	✓	✓	✓	✓
5.3.1.5 Coordinate and deliver governance and legal services.	Office of the General Manager	✓	✓	✓	✓

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
5.3.1.6 Coordinate Council's responses to Federal and State government discussion papers.	Office of the General Manager	✓	✓	✓	✓
5.3.1.7 Facilitate development of Council's Delivery Program 2018-2022 and annual Operational Plans.	Office of the General Manager	✓	✓	✓	✓
5.3.1.8 Manage access to information and privacy processes.	Office of the General Manager	✓	✓	✓	✓
5.3.1.9 Provide professional development opportunities for Councillors.	Office of the General Manager	✓	✓	✓	✓
5.3.1.10 Report to Council and the community on the progress of the Delivery Program; Operational Plans and associated Resource Strategy.	Office of the General Manager	✓	✓	✓	✓
5.3.1.11 Undertake an annual community satisfaction survey.	Office of the General Manager	✓	✓	✓	✓
5.3.1.12 Provide a governance structure for volunteers.	Community Services	✓	✓	✓	✓
5.3.1.13 Develop the Community Strategic Plan 2017-2030.	Strategy and Environment	✓	-	-	-
5.3.1.14 Manage access to information processes associated with those matters defined and 'open access information' surrounding development applications.	Development Assessment and Compliance	✓	✓	✓	✓
5.3.1.15 Provide a financial assistance program in accordance with the Grants and Donations Policy.	Office of the General Manager	✓	✓	✓	✓

Council Performance Measures:

- Percentage of Operational Plan completed annually >95%.
- Governance Health Check >90%.
- Overall community satisfaction with Council >75%.

Delivery Program 2013-2017

Focus area: 5 Our Council
Theme: 5.3 Governance and Civic Leadership – Port Stephens has strong governance and civic leadership.
Delivery program: 5.3.2 Manage relationships with all levels of government, stakeholder organisations and Hunter Council Inc.

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
5.3.2.1 Develop, participate in and manage relationships with all levels of government and stakeholder organisations.	Office of the General Manager	✓	✓	✓	✓
5.3.2.2 Work with Hunter Councils to grow value for the Hunter Region.	Office of the General Manager	✓	✓	✓	✓
5.3.2.3 Participate in cooperative library service initiatives at regional, State and national levels.	Community Services	✓	✓	✓	✓

Council Performance Measures:

- Number of collaborating projects/programs with partners.
- Net value of collaborating projects/programs (savings, revenue).

Community Strategic Plan 2013-2023

OUR COUNCIL

Engagement

The Port Stephens community is informed and involved in decisions that affect them.

Council's partners in Engagement:

Lead Agency/Partner	Reference
Department of Premier and Cabinet, Office of Local Government.	NSW 2021 Goal 32.

Community Strategic Plan Measures:

- Opportunities for citizens to participate in government and policy decisions that affect them.

Delivery Program 2013-2017

Focus area:	5	Our Council
Theme:	5.4	Engagement – The Port Stephens community is informed and involved in decisions that affect them.
Delivery program:	5.4.1	Engage our community in conversations and provide timely and accurate information.

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
5.4.1.1 Conduct community engagement activities.	Communications	✓	✓	✓	✓

Council Performance Measure:

- Percentage increase in the number of community members who agree that they can contribute to Council decision-making.

Community Strategic Plan 2013-2023

OUR COUNCIL

Reputation

Port Stephens Council is recognised as a leading local government organisation across the State.

Council's partners in reputation:

Lead Agency/Partner	Reference
Department of Premier and Cabinet, Office of Local Government.	Model Code of Conduct.
Local and regional media.	N/A.
Local government associations.	N/A.

Community Strategic Plan Measures:

- Percentage of positive media coverage.

Delivery Program 2013-2017

Focus area:	5	Our Council
Theme:	5.5	Reputation – Port Stephens Council is recognized as a leading local government organization across the State.
Delivery program:	5.5.1	Strengthen Council's brand and reputation.

Operational Plan 2017-2021

ACTIONS	SECTION	2017-2018	2018-2019	2019-2020	2020-2021
5.5.1.1 Continue to manage Council's employer brand.	Communications	✓	✓	✓	✓
5.5.1.2 Develop, implement and monitor Council's Customer Service Framework.	Communications	✓	✓	✓	✓
5.5.1.3 Manage and report the performance of the Customer Request System (CRM).	Communications	✓	✓	✓	✓
5.5.1.4 Manage Council's corporate brand.	Communications	✓	✓	✓	✓
5.5.1.5 Manage Council's website, intranet and social media.	Communications	✓	✓	✓	✓
5.5.1.6 Manage Council's external communications.	Communications	✓	✓	✓	✓
5.5.1.7 Manage Council's internal communications.	Communications	✓	✓	✓	✓

Council Performance Measure:

- Awards and recognition of Council.

Statement of Revenue Policy

The following rates are proposed for 2017-2018 and include a 1.5% rate-pegging increase allowed by the NSW Government. Key elements of Council's rating policy are:

- Rates levied on the most recent land valuations provided by the NSW Valuer-General, being base date 1 July 2016;
- Total rate income will increase by approximately 1.5% above 2016-2017 levels in accordance with rate-pegging legislation and including an adjustment to allow for income growth related to newly rateable Crown Land (which is subject to application to the Division of Local Government and approval by the Independent Pricing And Regulatory Tribunal (IPART));
- 35% base amounts continued in the residential and business categories;
- Farmland and residential rates continue to have the same rate in the dollar and base amounts;
- Existing revenue relativities between rating categories to be maintained;
- No special rates are proposed for 2016-2017;
- The NSW Government Emergency Services Property Levy to be included on rate notices for the first time.

Rating of Strata Lots

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

Categorisation of Land

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

Exemption from Rates

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

Hunter Local Land Services

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

Emergency Services Property Levy

From 1 July 2017 the NSW Government will abolish the Emergency Services Levy on insurance policies and replace it with an Emergency Services Property Levy (ESPL). All Councils in NSW will levy the ESPL each year and include it on rate notices. All of the money collected by Council will be passed on to the NSW Government to be used to fund the Rural Fire Service, State Emergency Service and Fire and Rescue NSW.

The amount of the ESPL depends upon your land classification and land value. Your land classification and land value will be printed on your rate notice. The classifications are:

1. Government land
2. Public benefit land
3. Farmland
4. Residential land (non vacant)
5. Residential land (vacant)
6. Industrial land (non vacant)
7. Industrial land (vacant)
8. Commercial land (non vacant)
9. Commercial land (vacant)

If you think the land classification on your rate notice is not correct, you can ask for it to be reviewed.

All non-government properties, even those owned by charities and public benevolent institutions that don't pay rates, will be liable for the ESPL with very few exceptions.

Pensioners who receive a concession on their ordinary rates will also receive a discount on the ESPL without the need to make a separate application.

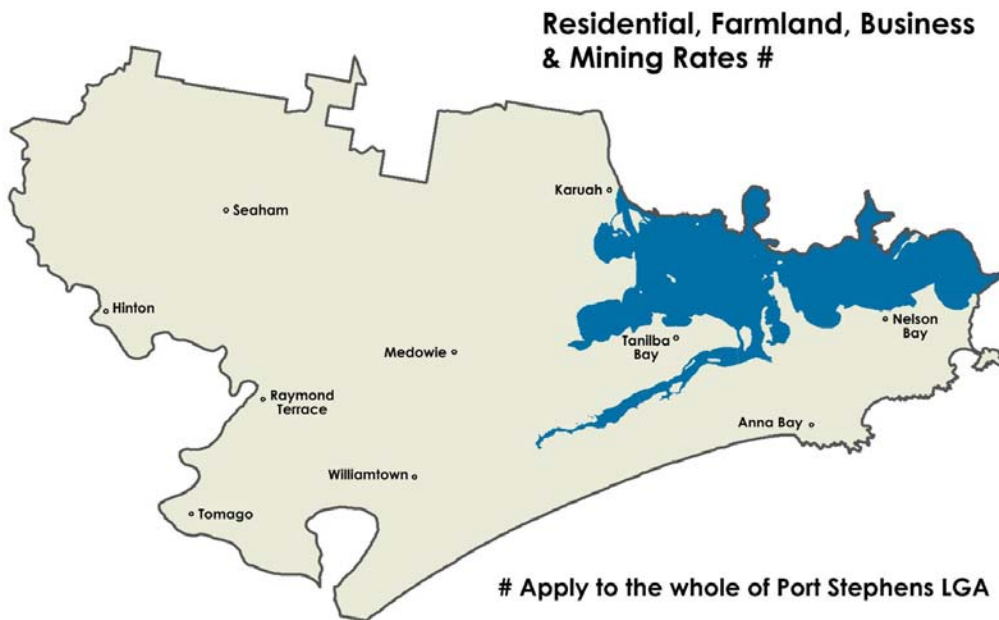
Council does not yet know how much the ESPL will be, as these amounts will be calculated by the NSW Government and advised to Council by 30 April each year. The ESPL will consist of a fixed charge and a variable charge calculated on land value.

The ESPL will be included in your quarterly rate instalments.

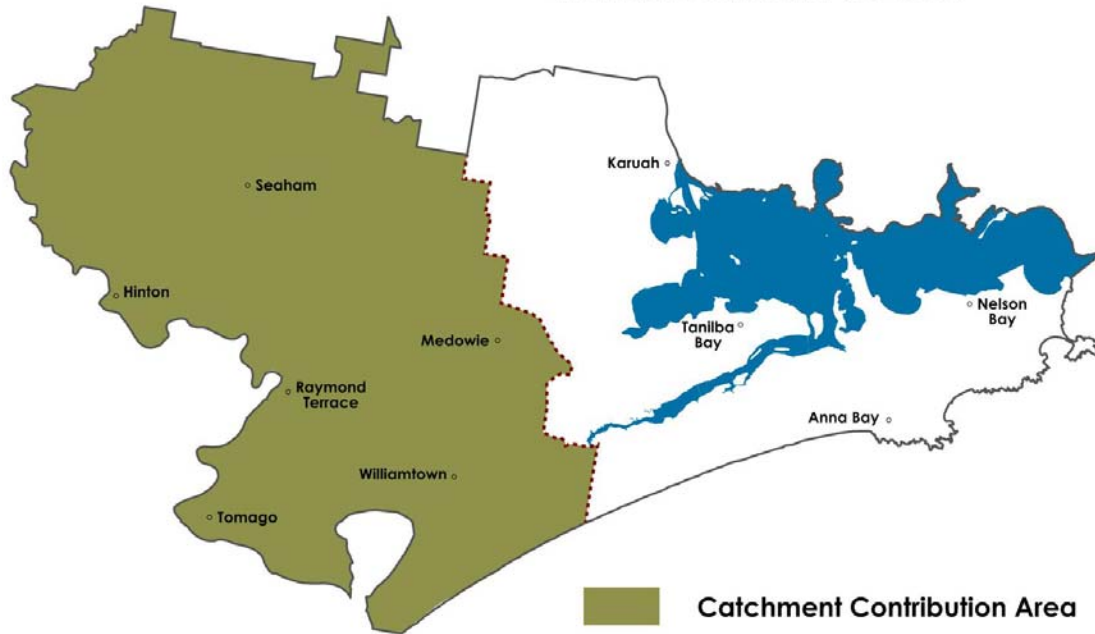
The NSW Government has a website that has more information about the ESPL.
www.emergencyservicespropertylevy.nsw.gov.au

Proposed Rate Structure

Type of Rate	Name of Rate	Category Rate Applies To	Ad Valorem Rate c in \$	Base Amount \$	Base Amount Yield %	Estimated Rate Yield
Ordinary	Residential	Residential	0.2961	360.00	35	\$31.846m
Ordinary	Farmland	Farmland	0.2961	360.00	22	\$0.803m
Ordinary	Business	Business	0.8305	1,520.00	35	\$7.774m
Ordinary	Mining	Mining	0.8305	n/a	n/a	nil
Total						\$40.423m

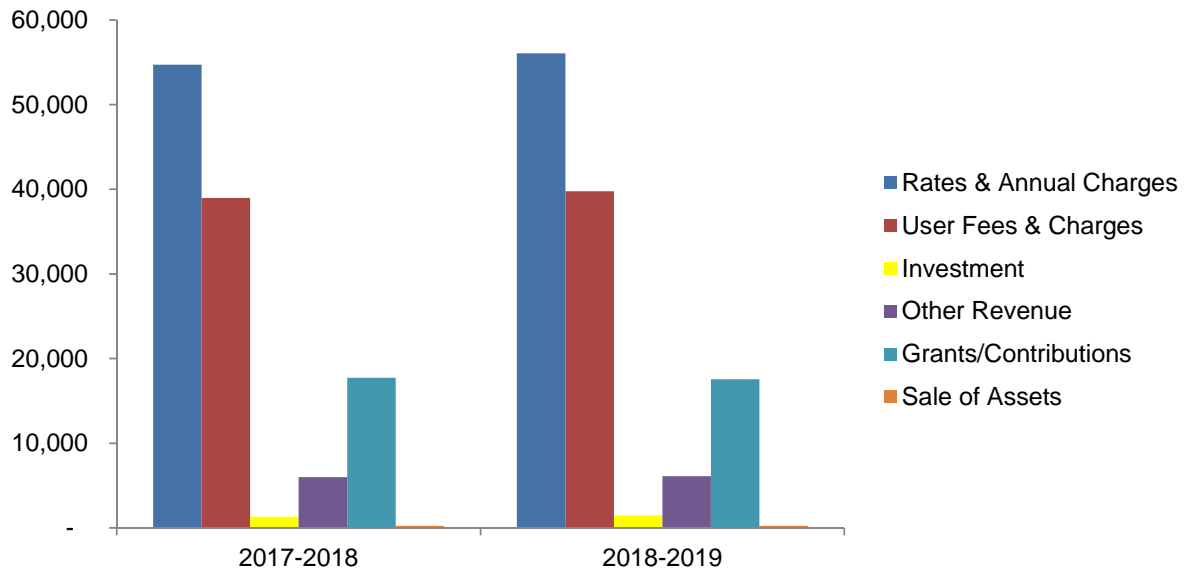


Hunter Local Land Services

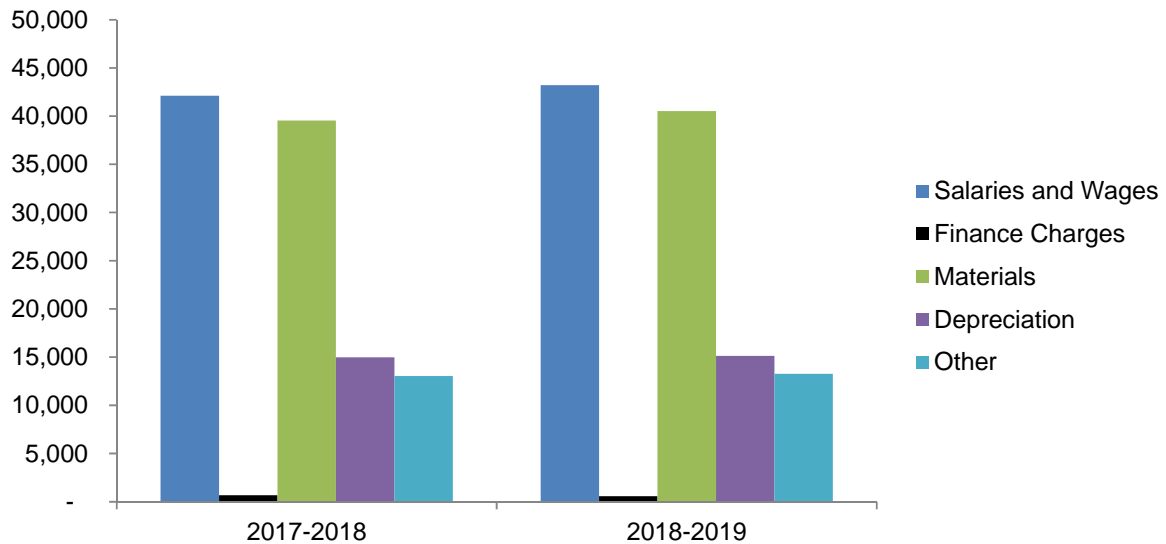


Budget Summary

Revenue 2017-2018 to 2018-2019 \$000's



Expenditure 2017-2018 to 2018-2019 \$000's



Statement of Waste Management

Council proposes a two level waste charge for 2017-2018.

Waste Management Charge

A base waste management charge of \$55 will be applied to all rateable properties as authorised by sections 496 and 501 of the *Local Government Act 1993*. This charge contributes towards the management of the waste transfer station, the rehabilitation and environmental monitoring of decommissioned landfill sites and the provision of ancillary waste services including scheduled garden waste, electronic waste, household chemicals, mattress, dry recycling and tyre drop off events. In the case of properties categorised as farmland, if there is more than one property in the same ownership and run as a single undertaking then the full base charge will be applied to the first property plus a \$1 base charge against each subsequent property.

Waste Service Charge

As required by section 496 of the *Local Government Act 1993*, a domestic waste service charge of \$415 will be applied to all developed residential properties, whether occupied or unoccupied, including land categorised as 'residential' and 'farmland'. This charge will entitle the ratepayer to the weekly collection of residual waste using a 240 litre wheelie bin (red bin), the fortnightly collection of material for recycling using a 240 litre wheelie bin (yellow bin) and two on-call bulky/garden waste clean-up services.

A non-domestic waste service charge of \$415 will be applied to each commercial and business property, whether occupied or unoccupied, as authorised by section 501 of the *Local Government Act 1993*. This charge will entitle the ratepayer to the weekly collection of residual waste using a 240 litre wheelie bin (red bin) and the fortnightly collection of materials for recycling using a 240 litre wheelie bin (yellow bin).

For the purpose of applying a domestic or non-domestic waste service or management charge 'property' means any residence, business premises or commercial premises used or capable of being used as a separate premise whether or not situated on the same or separate rateable parcels of land, and whether occupied or unoccupied.

