ATTACHMENTS UNDER SEPARATE COVER

ORDINARY COUNCIL MEETING
26 APRIL 2022

PORT STEPHENS
COUNCIL

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792 Seaham Road, Seaham Planning Proposal

Proposed amendment to Port Stephens Local Environmental Plan 2013

Rezoning of Lot 100 DP 1064980
792 Seaham Road, Seaham

PORT STEPHENS COUNCIL

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***Note: relevant technical studies that form part of the planning proposal are available for review by Councillors upon request.**

FILE NUMBERS

Council:	58-2018-23-1
Department:	PP_2020_PORTS_003_00

SUMMARY

Subject land:	Lot 100 DP 1064980 (792 Seaham Road, Seaham)
Proponent:	Le Mottee Group
Proposed changes:	Amend the mapping in the Port Stephens Local Environment Plan 2013 to: • Rezone the subject land from RU1 Primary Production to R5 Large Lot Residential • Reduce the minimum lot size provisions for the subject land from 40 hectares to 2 hectares
Area of land:	~ 45 ha
Potential lot yield:	Approximately 18 lots

SUBJECT LAND

The subject land (**see Figure 1**) has a total area of 45 hectares and has direct frontage to Seaham Road, the main arterial road connecting Seaham and Raymond Terrace. The subject land is approximately 9 minutes' drive north-west of Raymond Terrace and 20 minutes' drive north-east of Maitland.

Surrounding uses include a mix of rural residential allotments and larger agricultural allotments used for grazing and poultry farms west and south of the land. The subject land was historically used for cattle grazing however is currently vacant.

The site contains an existing dwelling and a machinery shed within the northern end of the lot. The site is partially cleared. Some scattered native trees occur throughout the middle of the site and along the eastern boundary; the understorey in these areas is cleared and has been historically grazed by cattle. The eastern and western portions of the site are in a Flood Planning Area. Two small farm dams are located on the Site; one in the north-western part and the other in the north-eastern part. The site is surrounded by a mix of residential development, cleared pasture lands and remnant patches of bushland. It is located approximately 25m from an existing large lot residential settlement (1.5 ha lots) to the west.

The planning proposal was forwarded to the NSW Department of Planning, Industry and Environment seeking a Gateway determination. A Gateway determination was issued on 28 August 2020, with a Gateway Alteration issued on 7 October 2021 (**ATTACHMENT 2**)**.** As identified in this planning proposal, the following additional investigations have been provided following a Gateway determination:

- Updated Bushfire Assessment Report
- Odour Assessment
- Quantitative Odour Assessment Proposed Methodology
- Peer review of Quantitative Odour Assessment Proposed Methodology
- Quantitative Odour Assessment Proposed Methodology
- Revised Ecological Study and Assessment
- Contamination report

FIGURE 1 792 Seaham Road, Seaham (land subject of the planning proposal shown in black dashed line)

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PART 1 – Intended outcome

The intended outcome of the planning proposal is to enable rural residential subdivision and housing at 792 Seaham Road, Seaham (Lot 100 DP 1064980). An estimated 18 lots could be created as a result of the planning proposal though this would be subject to a Development Application for the subdivision of the land.

PART 2 – Explanation of provisions

The intended outcome can be achieved by the following amendments to the Port Stephens Local Environmental Plan 2013 (LEP):

- Amend Land Zoning Map Sheet LZN_001 for Lot 100 DP 1064980 from Zone RU1 Primary Production to R5 Large Lot Residential (see Figure 2 below or ATTACHMENT 1)); and

- Amend Lot Size Map Sheet LSZ_001 for Lot 100 DP 1064980 from 40 hectares (AB3) to 2 hectares (Z1) (see Figure 3 below or ATTACHMENT 1).

ATTACHMENT 1 provides the current and proposed LEP mapping. See figures 2 and 3 for a thumbnail version of the mapping.

Figure 2 Existing and proposed land zoning map

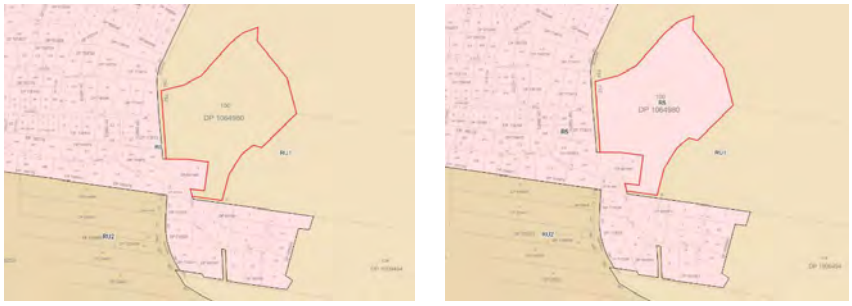
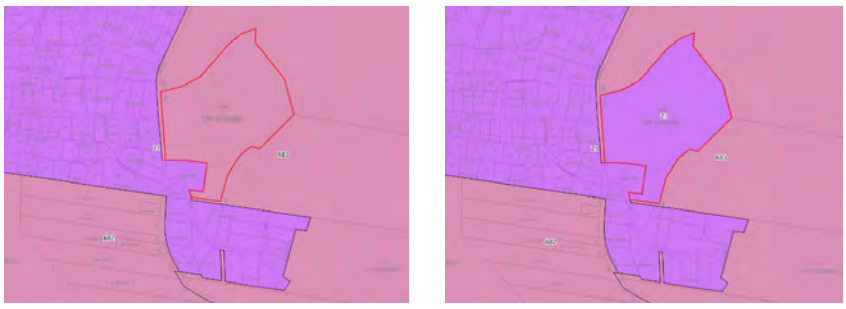


Figure 3 Existing and proposed lot size map



PART 3 – Justification

Section A – Need for the planning proposal

Q1. Is the planning proposal a result of an endorsed local strategic planning statement, strategic study or report?

Yes. The planning proposal is the result several strategic planning documents. The Port Stephens Local Strategic Planning Statement (LSPS) includes 'Planning Priority 9 – Protect and preserve productive agricultural land'. Action 9.1 implements the Planning Priority:

> *Prepare a local housing strategy that includes assessment criteria for new rural residential development to protect existing and potential productive agricultural land*

The Port Stephens Local Housing Strategy (Live Port Stephens) includes Rural Residential Criteria. The planning proposal is consistent with the criteria as provided in response to Question 4.

Q2. Is the planning proposal the best means of achieving the intended outcome or is there a better way?

Yes. Amending the land zoning and minimum lot size maps within the LEP is the best means of enabling rural residential subdivision and housing at 792 Seaham Road, Seaham (Lot 100 DP 1064980). The following alternative approaches were considered:

- **Alternative option 1:** Not rezoning the subject land

  The intended outcome cannot be achieved by maintaining the existing RU1 Primary Production zone and 40ha minimum lot size.

- **Alternative option 2:** Schedule 1 – Additional permitted uses

  An additional permitted use to facilitate rezoning and subdivision is not preferred as per the NSW Government's guidance that Schedule 1 should be used in exceptional circumstances.

Section B – Relationship to strategic planning framework

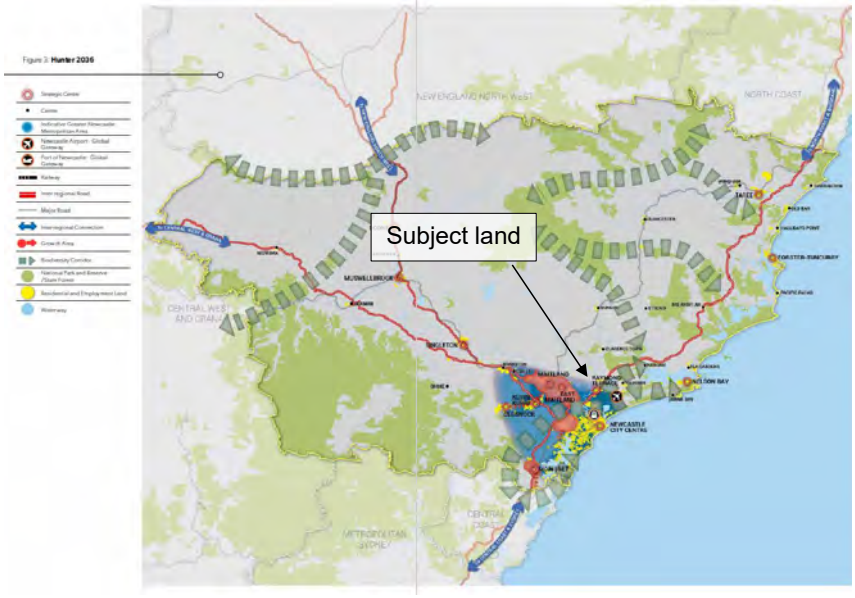
Q3. Will the planning proposal give effect to the objectives and actions of the Hunter Regional Plan or Greater Newcastle Metropolitan Plan?

Hunter Regional Plan 2036

Yes. The planning will give effect to the objectives of the Hunter Regional Plan 2036 (HRP) vision to provide greater housing choice (see Figure 4). It aligns with Goal 4 of the HRP and Direction 22 to promote housing diversity. The planning proposal supports theses outcomes by encouraging rural residential housing in proximity to an established rural residential area and within 10 minutes of a strategic centre at Raymond Terrace.

The HRP identifies the suburb of Seaham as a centre of local significance. The HRP identifies a regional priority for Port Stephens to "leverage proximity to major global gateways – and its attractive and valuable natural environment and coastal and rural communities – to generate economic growth and diversity".

Figure 4 Hunter Regional Plan



Action 22.5 of the HRP requires Councils to include guidance in local land use strategies for expanding rural villages and rural residential development. Council has adopted Rural Residential Criteria as part of Live Port Stephens and the planning proposal is consistent with the criteria as provided in response to Question 4.

The HRP provides the following objectives for rural residential development and a response relevant to the planning proposal is provided:

Objective	Response
1. Not impact on strategic or important agricultural land, energy, mineral or extractive resource viability or biodiversity values.	Consistent. Existing rural residential development is located to the north, south and west of the subject land. The subject land is not strategic agricultural land nor identified as containing significant energy, mineral or extractive resource viability. The site has approximately 380m^2 of land that is identified on the High Biodiversity Values Map. Given the extent of the land mapped as being of high biodiversity value is insignificant the inconsistency is minor. Further consideration of potential land use conflict is provided in response to Question 8 of this planning proposal.
2. Not impact on drinking water catchments.	Consistent. The subject land is not located in a drinking water catchment.
3. Not result in greater natural hazard risk.	Consistent. The subject land contains around 22ha of land that is flood prone, being below the 1:100 year flood level. These areas will not be developed. A Flood Certificate and Floor Report have been prepared in support of the planning proposal, which identifies sufficient flood free ground available, and if residents do not choose to stay then adequate warning time exists to permit evacuation prior to the subject land becoming isolated. Further information is provided in response to Question 8 of this planning proposal. The subject land is bushfire prone and prior to the issuing of a Gateway determination, a Preliminary Bush Fire Assessment had been prepared in support of the planning proposal.

Objective	Response
	A Gateway determination was issued on 28 August 2020, with a Gateway Alteration issued on 7 October 2021. An updated Bushfire assessment report that reflects Planning for Bushfire Protection 2019 has been provided post-Gateway, and the planning proposal referred to NSW RFS. An indicative subdivision plan demonstrates that the proposed lot sizes allow sufficient distance for asset protection zones.
4. Occur on land that is unlikely to be needed for urban development.	Consistent. The subject land is not identified for more intensive urban development in the LSPS or Live Port Stephens. The land is within 800m of an existing R5 zone and therefore considered suitable for rural residential development. Given the land is not currently nor planned to be serviced by reticulated sewer, the land is unlikely to be needed for urban development.
5. Contribute to the conservation of important biodiversity values or the establishment of important corridor linkages.	Consistent. The proposed lot size will allow for the retention of existing trees and conservation of the subject land's biodiversity values. The subject land is not part of any regionally significant biodiversity corridors. A Gateway determination was issued on 28 August 2020, with a Gateway Alteration issued on 7 October 2021. An updated Ecological Assessment has been carried out post-Gateway. Further detail on environmental values are provided in response to **Question 7** of this planning proposal.
6. Facilitate expansion of existing and new tourism development activities in agricultural or resource lands and related industries across the region.	Consistent. The proposal does not seek to facilitate the expansion of existing or new tourism development. Rather, it seeks to contribute to housing diversity.

The planning proposal is consistent with the HRP of providing housing opportunities near essential services and in an area with sufficient infrastructure already in place.

Greater Newcastle Metropolitan Plan 2036

Yes. The planning proposal will give effect to the vision of the Greater Newcastle Metropolitan Plan 2036 (GNMP) for Australia's newest and emerging economic and lifestyle city offering great lifestyles minutes from bushland and the airport (see Figure 5).

The planning proposal will give effect to:

- Strategy 18 – Deliver well-planned rural residential housing area

Figure 5 Greater Newcastle Metropolitan Plan

In relation to rural residential housing, the Plan states that Greater Newcastle councils will enable rural residential housing when the need is demonstrated through a local planning strategy endorsed by the Department of Planning and Environment, and it is in locations where criteria are met.

Action 18.1 of the GNMP requires Councils enable rural residential housing when the need is demonstrated through local housing strategies. Council has demonstrated the need for rural residential housing in Live Port Stephens adopted Rural Residential Criteria to guide proposals. The planning proposal is consistent with the criteria as provided in response to **Question 4.**

The GNMP provides the following objectives for rural residential development and a response relevant to the planning proposal is provided:

Objective	Response
1. The land is unlikely to be required for more intensive urban purposes in the future due to physical constraints such as slope, environmental characteristics, or natural hazards.	Consistent. The land is not identified for more intensive urban development in the LSPS or Live Port Stephens. Given the land is not currently nor planned to be serviced by reticulated sewer, the land is unlikely to be needed for urban development. The characteristics of the land and surrounding locality are consistent with rural residential development. The proposal will enable the extension of rural residential development to the subject land.
2. Less intensive development will result in better management of the land.	Consistent. Assessments prepared in support of the planning demonstrate that more intensive urban development is unlikely to result in better management of the land and potential environmental impacts. It is considered that rural residential housing on 2ha lots is an appropriate scale of development that will complement existing land uses and respond to the relevant characteristics of the subject land and its surrounds.
3. The delivery of infrastructure required to service the development is physically and	Consistent. The subject land is serviced by electricity and telecommunications infrastructure that shall be extended upon subdivision of the subject land.

economically feasible.	Formal consultation with Hunter Water Corporation and Ausgrid was undertaken through preliminary servicing advice **(ATTACHMENTS 10 and 11).** The details of this advice is addressed under **Question 10**. No objections were raised After receiving a Gateway determination to proceed, further consultation was undertaken with Hunter Water Corporation (HWC). The details of this consultation are provided in response to **Question 11.**

The planning proposal is consistent with the GNMP by delivering well-planned rural residential housing areas close to jobs and services.

Q4. Will the planning proposal give effect to a council's endorsed local strategic planning statement, or another local strategy or strategic plan?

Port Stephens Local Strategic Planning Statement

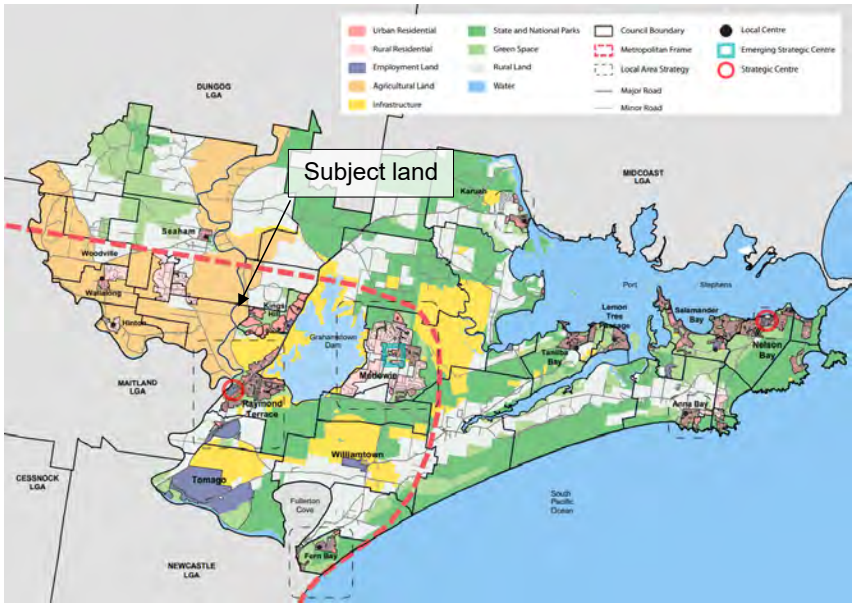
Yes. The planning proposal will give effect to 'Planning Priority 9 – Protect and preserve productive agricultural land' and Action 9.1 to:

> *Prepare a local housing strategy that includes assessment criteria for new rural residential development to protect existing and potential productive agricultural land*

The Port Stephens Local Housing Strategy (Live Port Stephens) includes Rural Residential Criteria. The planning proposal is consistent with the criteria and further detail is provided in response to Live Port Stephens below.

The planning proposal is also consistent with 'Planning Priority 4 – Ensure suitable land supply' and 'Priority 5 – Increase diversity of housing choice'. The proposal will increase the supply of land for residential housing and provide housing that is different to that of locations such as Kings Hill and Raymond Terrace because it will be located on larger lots that have a minimum lot size of 2 hectares.

Figure 6 Port Stephens Local Strategic Planning Statement



Port Stephens Local Housing Strategy (Live Port Stephens)

Yes. The planning proposal will give effect to Live Port Stephens. Live Port Stephens provides criteria that outlines the key requirements and constraints that require consideration in preparing rezoning requests for rural residential.

The following table lists those criteria and provides an appropriate response for the proposal:

Criteria Summary	Response
Locational Criteria	
1. Zoned RU1, RU2, E3 or E4.	Consistent. The subject land is zoned RU1 Primary Production.
2. Located at least 800m from RU5, R1 and R2 zones.	Consistent. The subject land is not within 800m of existing RU5 Rural Village, R1 General Residential or R2 Low Density Residential zoned Land.
3. Within 800m of R5 zone.	Consistent. The entire land holding is 800m from existing land zoned R5 Large Lot Residential.
Exclusionary Criteria	

Criteria Summary	Response
4. Areas identified for potential urban housing.	Consistent. The subject land is not identified for urban housing.
5. Land within a 2km from existing or planned major employment areas.	Consistent. The subject land is not within 2km of an existing or planned major employment area.
6. Slopes greater than 18 degrees.	Consistent. The subject land slope is not greater than 18.
7. Class 1 and 2 acid sulfate soils.	Consistent. The subject land is mapped as containing class 2, 3 and 5 acid sulfate soils however the proposed R5 zone is unaffected by class 1 or 2. Further consideration of acid sulfate soils is provided in response to Ministerial Direction 4.1 of this planning proposal.
8. Land within the Flood Planning Area.	Consistent. Part of the site is below the FPL of 6.0 m AHD and as such, all lots within the proposed subdivision have land that will be subject to flood planning controls. However, the layout configuration provides land within each lot that is elevated above the FPL, in order to satisfy minimum habitable floor level requirements. Sufficient flood warning time will be available to evacuate the site in the event of a major flood. In addition, the proposed lot and road layout typically provides rising access to flood-free land on site.
9. High biodiversity value land.	Consistent. The subject land is mapped as having a very small portion of high biodiversity values that is unlikely to be impacted by the planning proposal. Further assessment of ecological value is providing in response to **Question 7** of this planning proposal.

Criteria Summary	Response
	Biodiversity Values Map
10. Noise exposure areas within an ANEF 25 or greater.	Consistent. The subject land is not located in the noise exposure area with an ANEF 25 or greater.
11. Land identified as Important Agricultural Land.	Consistent. The subject land is not identified as BSAL.
12. Land within 500m of extractive industries, quarrying or mining.	Consistent. The subject land is not located within 500m of known extractive industries, quarrying or mining.
13. Land identified as having known mineral resource potential.	Consistent. The subject land is not identified by the State Government as having known mineral resource potential.
Management Criteria	
14. Flooding – Land that has the potential to be isolated in flood events, must demonstrate access to evacuation facilities via a public road that is given 24 hours warning	Consistent. The subject land contains around 22ha of land that is flood prone, being below the 1:100 year flood level. These areas will not be developed. A Flood Certificate and Flood Report have been prepared in support of the planning proposal, which identifies sufficient flood free ground available, and if residents do not choose to stay then adequate warning time exists to permit evacuation prior to the subject land becoming isolated. Further information is provided in response to **Question 8** of this planning proposal.

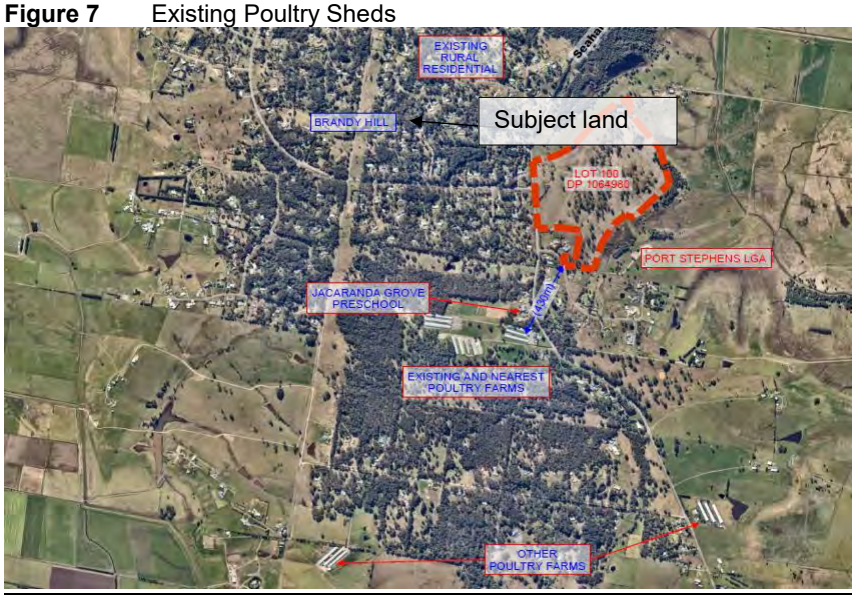
Criteria Summary	Response
of flood isolation.	
15. Bushfire – Land identified as bush fire prone land must demonstrate consistency with Planning for Bush Fire Protection 2019.	Consistent. The subject land is bushfire prone and prior to the issuing of a Gateway determination, a Preliminary Bush Fire Assessment had been prepared in support of the planning proposal. A Gateway determination was issued on 28 August 2020, with a Gateway Alteration issued on 7 October 2021. An updated Bushfire assessment report that reflects Planning for Bushfire Protection 2019 has been provided post-Gateway, and the planning proposal referred to NSW RFS. An indicative subdivision plan demonstrates that the proposed lot sizes allow sufficient distance for asset protection zones.
16. Environmentally Sensitive Land – Land in coastal management areas must be justified by a study or strategy to demonstrate consistency with the SEPP.	Consistent. The subject land is not identified as a coastal management area.
17. Environmentally Sensitive Land –Land that includes koala habitat areas and/or corridors, significant native vegetation, endangered ecological communities, threatened species or habitats must submit a	Consistent. An Ecological Assessment was prepared and recommended further investigations be carried out should the planning proposal receive a Gateway determination to proceed. A Gateway determination was issued on 28 August 2020, with a Gateway Alteration issued on 7 October 2021. An updated Ecological Assessment that supports the planning proposal was prepared and submitted post-Gateway. Further consideration of environmentally sensitive land is provided in response to **Question 7** of this planning proposal.

Criteria Summary	Response
Preliminary Ecological Assessment.	
18. Environmentally Sensitive Land – Demonstrate how the proposal will contribute to the conservation of important biodiversity values or the establishment of important biodiversity linkages.	Consistent. An Ecological Assessment has identified trees to be retained, which will contribute to the conservation of important biodiversity. Further investigations were carried out post-Gateway, and an updated Ecological Assessment that supports the amendment was submitted (**ATTACHMENT 7).** Further consideration of environmentally sensitive land is provided in response to **Question 7** of this planning proposal.
19. Aboriginal Cultural Heritage – An initial assessment of the likelihood of Aboriginal cultural heritage values.	Consistent. An assessment via Aboriginal Heritage Information Management System (AHIMS) (**ATTACHMENT 12)** has shown that there no Aboriginal sites or places in or near the planning proposal. Further consideration of aboriginal cultural heritage is provided in response to Ministerial Direction 2.3.
20. Drinking Water Catchment – Must be able to be connected to reticulated sewer or able to demonstrate a neutral or beneficial effect (NorBE) on water quality.	Consistent. The subject land is not located in a Drinking Water Catchment.
21. Rural Land Resources – Land within 1km from existing agricultural	Consistent. The site is located within 1km from poultry farming operations, which triggers the need for an odour assessment.

Criteria Summary	Response
industries (e.g. poultry farms, aquaculture) measured from property boundary to property boundary are requirement to provide expert reports (e.g. noise, odour, visual amenity and biosecurity risks etc.) to establish appropriate setbacks.	After a Gateway determination was issued an odour assessment was carried out, and an odour report was submitted to Council. After reviewing the odour assessment report, Council requested that the applicant submit a proposed methodology for having the data that was provided in the report verified through onsite monitoring. The requirements to be included in the proposed methodology were set out by Council and included taking into account the growing cycle, meteorological conditions, and was to include onsite monitoring. The applicant submitted a proposed methodology, which was then independently peer reviewed. The independent review of the methodology supported the approach, and the applicant was then instructed to carry out the Quantitative Odour Modelling and provide an additional assessment report. The Quantitative Odour Assessment Report supports the planning proposal. **ATTACHMENT 9** provides the Odour Assessment, Proposed Methodology for Quantitative Odour Assessment, Review of Quantitative Odour Assessment Methodology and Revised Odour Assessment. Further consideration of potential odour impacts are provided in response to **Question 8** of this planning proposal.
22. Scenic Amenity – Land within high or very high landscape area must submit a visual impact assessment.	Consistent. The land is identified by the Rural Lands Study as being within the River Estuary area (see Figure 10) characterised by the floodplains of the Paterson and Williams River offering distant views of pasture and wetlands. Given the proximity of existing rural residential areas and the consistency of the proposal with adjoining land, it is not considered that the proposal will detract from the scenic values identified.
23. Scenic Amenity – Identify an appropriate buffer zone between housing and	Consistent. The Indicative Subdivision Layout proposes the retention of existing trees along Seaham Road, which will provide a buffer.

Criteria Summary	Response
existing road corridors.	
24. Infrastructure and Services – Demonstrate the land will be accessed via a sealed road.	Consistent. Seaham Road is a sealed road.
25. Infrastructure and Services – Demonstrate the land will not result in the creation of direct access to a State Road.	Consistent. Seaham Road is not a State Road.
26. Infrastructure and Services – Demonstrate the land will not create additional demand for unplanned State infrastructure upgrades.	Consistent. The proposal is not understood to result in the need for State infrastructure upgrades.
27. Infrastructure and Services – Demonstrate the land will be connected to reticulated power supply.	Consistent. The subject land is connected to a reticulated power supply.
28. Infrastructure and Services – Demonstrate that the land is able to dispose of onsite sewage.	Consistent. A Wastewater Management Report in support of the planning proposal was provided **(ATTACHMENT 13).**

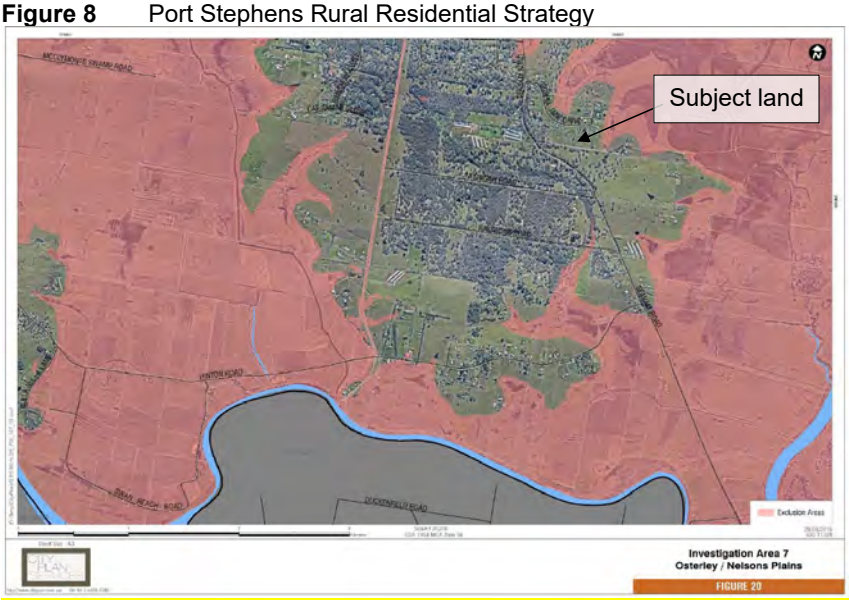
Figure 7 Existing Poultry Sheds



Port Stephens Rural Residential Strategy

The rural residential criteria requires proposals to address the Port Stephens Rural Residential Strategy (2015) including any matters for investigation that have been identified relevant to the proposed land. The subject land is within Investigation Area 7 – Osterley/Nelsons Plains of the Port Stephens Rural Residential Strategy (RRS) (see Figure 8).

Figure 8 Port Stephens Rural Residential Strategy



The following relevant matters are identified within the RRS as requiring investigation:

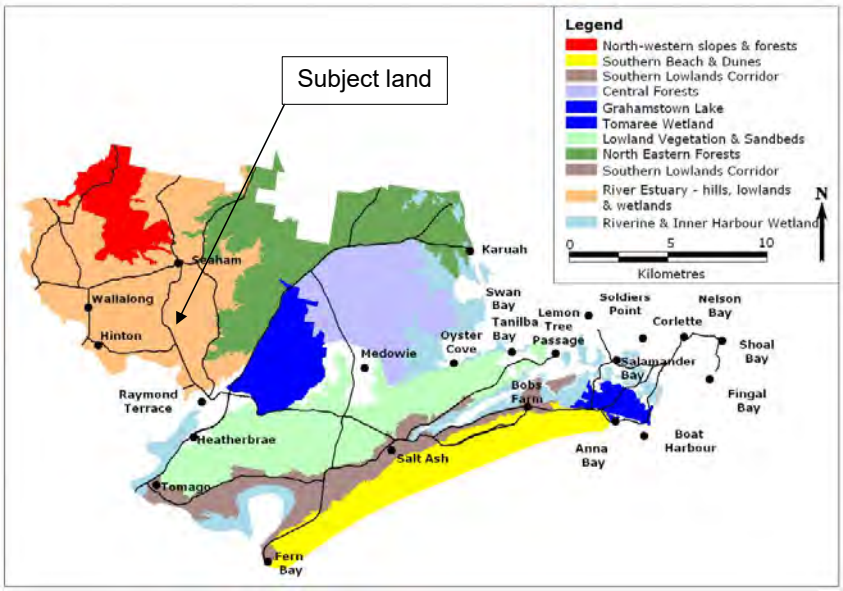
Matter for Investigation	Response
1. Estimated potential yield: 25 Rural living lots, with a 1ha minimum lot size. A mix of lot sizes, including some lots smaller than 2ha, may be appropriate in keeping with the character of the Brandy Hill area.	An estimated yield of 25 rural living lots at 1ha in size has been based on a desktop analysis. Investigations to support the subject planning proposal, including odour assessment, have provided a detailed analysis of the suitability of the subject land for rural residential purposes. The proposed lot size of 2ha is appropriate given the mitigation of potential odour impacts and avoidance of environmentally sensitive and flood prone land and proximity to Raymond Terrace.
2. Timing: Short - medium term	The RRS was prepared in 2015 and identified short-term investigation areas as likely to be investigated for development within 5 years. The proposal is considered to align with this timing.
3. Southern and western edge adjoins areas of significant agricultural potential therefore maintain the size of agricultural holdings and ensure that there are suitable buffers between intensive agriculture (including existing cluster of poultry sheds to the north) and dwellings.	The RRS identifies the need to exclude lots greater than 80ha for agricultural or biodiversity purposes. The subject land is 45ha. The subject land is within proximity to several poultry sheds. Odour due to poultry farms has not historically been an issue for the area. Further to this, due to the topography of the site impacts of odour are likely to be minor. After a Gateway determination was issued an odour assessment was carried out, and an odour report was submitted to Council. After reviewing the odour assessment report, Council requested that the applicant submit a proposed methodology for having the data that was provided in the report verified through onsite monitoring.

Matter for Investigation	Response
	The requirements to be included in the proposed methodology were set out by Council and included taking into account the growing cycle, meteorological conditions, and was to include onsite monitoring. The applicant submitted a proposed methodology, which was then independently peer reviewed. The independent review of the methodology supported the approach, and the applicant was then instructed to carry out the Quantitative Odour Modelling and provide an additional assessment report. The Quantitative Odour Assessment Report supports the planning proposal. **ATTACHMENT 9** provides the Odour Assessment, Proposed Methodology for Quantitative Odour Assessment, Review of Quantitative Odour Assessment Methodology and Revised Odour Assessment. Further consideration of potential odour impacts are provided in response to **Question 8** of this planning proposal. Further consideration of potential odour impacts are provided in response to **Question 8** of this planning proposal.
4. Isolated by flooding, so there needs to be provision for flood evacuation to nearest centre (Maitland/ Raymond Terrace) and stock refuge areas.	The subject land contains around 22ha of land that is flood prone, being below the 1:100 year flood level. These areas will not be developed. A Flood Certificate and Flood Report have been prepared in support of the planning proposal,

Matter for Investigation	Response
	which identifies sufficient flood free ground available, and if residents do not choose to stay then adequate warning time exists to permit evacuation prior to the subject land becoming isolated. Further information is provided in response to **Question 8** of this planning proposal.
5. Mostly cleared land, but there are some areas of environmental sensitivity including some native vegetation and wetlands, and potential acid sulfate soils to be avoided.	The planning proposal was supported by a preliminary ecological assessment. The assessment found a variety of ecological attributes on the subject land and recommended further assessment should the planning proposal receive a Gateway to proceed. Further investigations were carried out post-Gateway, and an updated Ecological Assessment that supports the amendment was submitted (**ATTACHMENT 7).** The Ecological Assessment identified trees to be retained, which will contribute to the conservation of important biodiversity. Further ecological assessments will likely be required at the subdivision stage, once it is known whether vegetation will be cleared. Further consideration of environmentally sensitive land is provided in response to **Question 7** of this planning proposal.
6. Visually sensitive landscape and high landscape values based on river estuary and agricultural settings.	The land is identified by the Rural Lands Study as being within the River Estuary area (see Figure 9) characterised by the floodplains of the Paterson and Williams River offering distant views of pasture and wetlands. Given the proximity of existing rural residential areas and the consistency of the proposal with

Matter for Investigation	Response
	adjoining land, it is not considered that the proposal will detract from the scenic values identified.

Figure 9 Rural Lands Study Rural Landscape Character Types



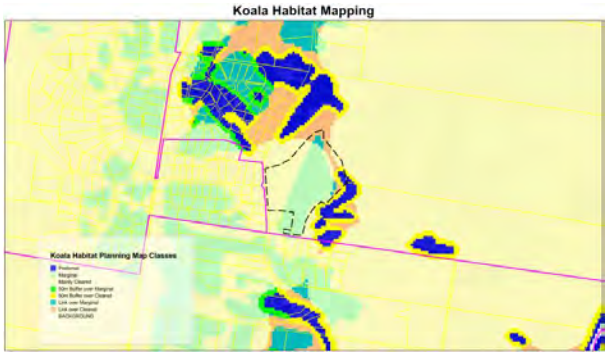
No other local area plans or strategies exist for the Nelson Plains/Seaham locality.

Q5. Is the planning proposal consistent with applicable State Environmental Planning Policies (SEPPs)?

An assessment of relevant State Environmental Planning Policies against the planning proposal is provided in the table below.

Table 1 Relevant State Environmental Planning Policies

SEPP	Consistency and Implications
SEPP 55 – Remediation of Land This SEPP applies to land across NSW and states that land	SEPP 55 requires that consideration be given to whether the land is contaminated as part of a planning proposal. The planning proposal applies to land on which development for agricultural activities is known to have been carried out and therefore has the potential to be contaminated.

SEPP	Consistency and Implications
must not be developed if it is unsuitable for a proposed use because of contamination.	A Gateway determination was issued on 28 August 2020, with a Gateway Alteration issued on 7 October 2021. A preliminary investigation in accordance with the contaminated land planning guidelines has been undertaken (**ATTACHMENT 6**) which concluded that that the conditions at the site are suitable for the proposed residential use subject to the following, which will occur prior to any development of the site: • Removal of the burnt residue. Visual verification of the removal of burnt residue and an over-excavation of 0.1m is considered sufficient for the purpose of confirming the removal of the identified contamination. • Removal of isolated refuse identified at the site • Disposal of water from the dams during filling by irrigation, and infiltration, over the site. No water is to be permitted to enter a waterway. • Implementation of an industry standard unexpected finds protocol, dust and surface water management.
State Environmental Planning Policy (Koala Habitat Protection) 2019 The Koala SEPP applies to land across NSW that is greater than 1 hectare and is not a National Park or Forestry Reserve. The SEPP encourages the conservation and management of natural vegetation areas that provide habitat for koalas to ensure permanent free-living populations will be	The Port Stephens Comprehensive Koala Plan of Management (CKPoM) has been prepared in accordance with the Koala SEPP. The subject land is mapped in the CKPoM as containing a small area of 'preferred' koala habitat, and a significant amount of 'marginal' and 'mainly cleared'  The CKPoM provides performance criteria for rezonings to address:

SEPP	Consistency and Implications
maintained over their present range.	*(a) not result in development within areas of Preferred Koala Habitat or defined Habitat Buffers* The subject land is mapped as containing a small portion of Preferred Koala Habitat. This part of the land will not be developed. *(b) allow for only low impact development within areas of Supplementary Koala Habitat and Habitat Linking Areas* The subject land contains marginal koala habitat and linking marginal koala habitat. Building envelopes proposed to mitigate potential odour impacts will also ensure the habitat linking areas are maintained in the north-west portion of the land. *(c) minimise the removal of any individuals of preferred koala food trees, where ever they occur on the site* Further assessment of tree removal required for the proposed development will be undertaken should the planning proposal receive a Gateway determination to proceed. *(d) not result in development which would sever koala movement across the site. This should include consideration of the need for maximising tree retention on the site generally and for minimising the likelihood of impediments to safe/unrestricted koala movement.* The proposal adequately considers the need for maximising tree retention, with majority of the vegetation on the subject land to be retained.
State Environmental Planning Policy (Primary Production and Rural Development) 2019 The Rural Development	The Primary Production and Rural Development SEPP supersedes the former Rural Lands SEPP, which contained Rural Planning Principles for consideration in strategic planning and to be addressed by any proposal to amend a planning instrument in relation to rural zoned land. The Primary Production and Rural Development SEPP relates specifically to State significant agricultural land, artificial water bodies, livestock industries and

SEPP	Consistency and Implications
SEPP aims to facilitate the orderly economic use of rural lands, protect important agricultural lands and reduce land use conflict.	aquaculture and no longer contains the Rural Planning Principles that provide broad strategic direction for all rural land. The Rural Planning Principles were transferred to Ministerial Direction 1.5 Rural Lands and are addressed in response to **Question 6** of this planning proposal. Notwithstanding, the objectives of the Primary Production and Rural Development SEPP include the facilitation of orderly economic use and development of lands for primary production, and to reduce land use conflict by balancing primary production, residential development and the protection of native vegetation, biodiversity and water resources.

Q6. Is the planning proposal consistent with applicable Ministerial Directions?

An assessment of relevant Ministerial Directions against the planning proposal is provided in the table below.

Table 2 – Relevant Ministerial Directions

Ministerial Direction	Consistency and Implications
1. EMPLOYMENT AND RESOURCES	
1.2 Rural Zones The objectives of this direction are to protect the agricultural production value of rural lands.	The planning proposal will affect land within an existing rural zone. A planning proposal must: *(a) not rezone land from a rural zone to a residential, business, industrial, village or tourist zone.*

Ministerial Direction	Consistency and Implications
	(b) not contain provisions that will increase the permissible density of land within a rural zone (other than land within an existing town or village). The planning proposal is inconsistent with this direction as it proposes to rezone land from RU1 Primary Production to R5 Large Lot Residential and will reduce the lot size provisions enabling an increase in the permissible density of the land. A planning proposal may be inconsistent with this direction if the proposal is in accordance with the HRP or GNMP. As provided above, the planning proposal is in accordance with both the HRP and GNMP as it will assist in meeting the dwelling targets identified within the GNMP and reinforce the role of Raymond Terrace as a strategic centre by providing increased housing diversity within a short distance of Raymond Terrace. **The planning proposal is justifiably inconsistent with Ministerial Direction 1.2 Rural Zones.**
1.5 Rural Lands The objective of this direction is to protect the agricultural production value of rural land and facilitate the orderly and economic development of rural lands for rural and related purposes.	The planning proposal will affect land within an existing rural zone and proposes to change the existing minimum lot size. A planning proposal within an existing rural zone must: *(a) be consistent with any applicable strategic plan, including regional and district plans endorsed by the Secretary of the Department of Planning and Environment, and any applicable local strategic planning statement*

Ministerial Direction	Consistency and Implications
	Refer to response to **Question 3** in this planning proposal. *(b) consider the significance of agriculture and primary production to the State and rural communities* The proposal considers the importance of primary production to the State and rural communities, with any inconsistencies with this direction considered to be minor. *(c) identify and protect environmental values, including but not limited to, maintaining biodiversity, the protection of native vegetation, cultural heritage, and the importance of water resources* Refer to response to **Question 7** in this planning proposal. *(d) consider the natural and physical constraints of the land, including but not limited to, topography, size, location, water availability and ground and soil conditions* The natural and physical constraints of the land have been considered throughout the planning proposal, particularly in response to **Questions 6 and 7.** *(e) promote opportunities for investment in productive, diversified, innovative and sustainable rural economic activities* The proposal does not specifically promote opportunities for investment in productive rural economic activities. *(f) support farmers in exercising their right to farm* The proposal has considered the policy directions of the NSW Right to Farm Policy. After a Gateway determination was issued an odour assessment was carried out, and an odour report was submitted to Council. After reviewing the odour assessment report, Council requested that the

Ministerial Direction	Consistency and Implications
	applicant submit a proposed methodology for having the data that was provided in the report verified through onsite monitoring. The requirements to be included in the proposed methodology were set out by Council and included taking into account the growing cycle, meteorological conditions, and was to include onsite monitoring. The applicant submitted a proposed methodology, which was then independently peer reviewed. The independent review of the methodology supported the approach, and the applicant was then instructed to carry out the Quantitative Odour Modelling and provide an additional assessment report. The Quantitative Odour Assessment Report supports the planning proposal. **ATTACHMENT 9** provides the Odour Assessment, Proposed Methodology for Quantitative Odour Assessment, Review of Quantitative Odour Assessment Methodology and Revised Odour Assessment. Further consideration of potential odour impacts are provided in response to **Question 8** of this planning proposal. *(g) prioritise efforts and consider measures to minimise the fragmentation of rural land and reduce the risk of land use conflict, particularly between residential land uses and other rural land uses* Refer to response to **Question 8** in this planning proposal. *(h) consider State significant agricultural land identified in State Environmental Planning Policy (Primary Production and Rural Development) 2019 for the purpose of ensuring the ongoing viability of this land* The proposal does not relate to State significant agricultural land. *(i) consider the social, economic and environmental interests of the community.*

Ministerial Direction	Consistency and Implications
	Refer to response to **Questions 7-9** in this planning proposal. A planning proposal that proposes to change the existing minimum lot size within a rural zone must demonstrate that it: *(a) is consistent with the priority of minimising rural land fragmentation and land use conflict, particularly between residential and other rural land uses* Odour due to poultry farms has not historically been an issue for the area. However, due to the site being within proximity of intensive agriculture, after a Gateway determination was issued an odour assessment was carried out, and an odour report was submitted to Council. After reviewing the odour assessment report, Council requested that the applicant submit a proposed methodology for having the data that was provided in the report verified through onsite monitoring. The Quantitative Odour Assessment Report supports the planning proposal. **ATTACHMENT 9** provides the Odour Assessment, Proposed Methodology for Quantitative Odour Assessment, Review of Quantitative Odour Assessment Methodology and Revised Odour Assessment. Further consideration of potential odour impacts are provided in response to **Question 8** of this planning proposal. *(b) will not adversely affect the operation and viability of existing and future rural land uses and related enterprises, including supporting infrastructure and facilities that are essential to rural industries or supply chains* It is considered that the proposal will not adversely affect the operation of existing and future rural land uses and supporting infrastructure and facilities that are essential to rural industries or supply chains.

Ministerial Direction	Consistency and Implications
	(c) where it is for rural residential purposes: *i. is appropriately located taking account of the availability of human services, utility infrastructure, transport and proximity to existing centres* *ii. is necessary taking account of existing and future demand and supply of rural residential land.* The planning proposal will facilitate rural residential development that can be appropriately serviced, that is within a 10 minute drive of a Strategic Centre. Council understands that there is a demand for this type of housing type. A planning proposal may be inconsistent with this direction if the provisions of the planning proposal that are inconsistent are of minor significance. The planning proposal has adequately considered the potential for land use conflict with existing agricultural operations in particular poultry sheds within proximity of the site. **The planning proposal is justifiably inconsistent with Ministerial Direction 1.5 Rural Lands.**
2. ENVIRONMENT AND HERITAGE	
2.1 Environment Protection Zones The objective of this direction is the protection and conservation of environmentally sensitive areas, by ensuring that planning proposals do not reduce the environmental protection standards applying to such land unless it is suitably justified	The direction applies to all planning proposals however the land is not within an environment protection zone or otherwise identified for environmental protection purposes in the LEP. *A planning proposal must include provisions that facilitate the protection and conservation of environmentally sensitive areas.* The land is not within an environmentally sensitive area. Environmentally Sensitive Areas

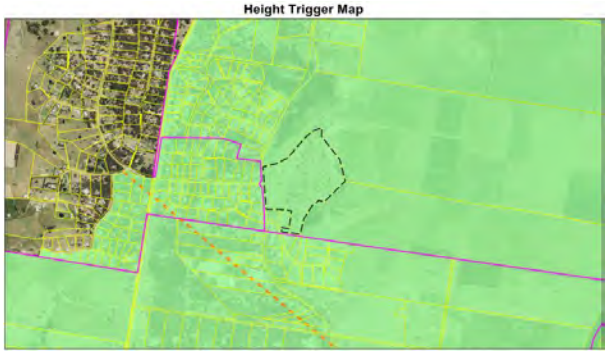
Ministerial Direction	Consistency and Implications
by a relevant strategy or study or is of minor significance.	**The planning proposal is consistent with Ministerial Direction 2.1 Environment Protection Zones.**
2.3 Heritage Conservation The objective of this direction is to conserve items, areas, objects and places of environmental heritage significance and indigenous heritage significance.	The direction applies to all planning proposals. A planning proposal must contain provisions that facilitate the conservation of: *(a) items, places, buildings, works, relics, moveable objects or precincts of environmental heritage significance to an area, in relation to the historical, scientific, cultural, social, archaeological, architectural, natural or aesthetic value of the item, area, object or place, identified in a study of the environmental heritage of thearea,* *(b) Aboriginal objects or Aboriginal places that are protected under the National Parks and Wildlife Act 1974, and* *(c) Aboriginal areas, Aboriginal objects, Aboriginal places or landscapes identified by an Aboriginal heritage survey prepared by or on behalf of an Aboriginal Land Council, Aboriginal body or public authority and provided to the relevant planning authority, which identifies the area, object, place or landscape as being of heritage significance to Aboriginal culture and people.* No items, areas, objects, or places of environmental heritage significance are located on the subject land. Heritage Item 84 ‘Eskdale House’ is located to the north of the subject land however is not related to the proposal. Heritage

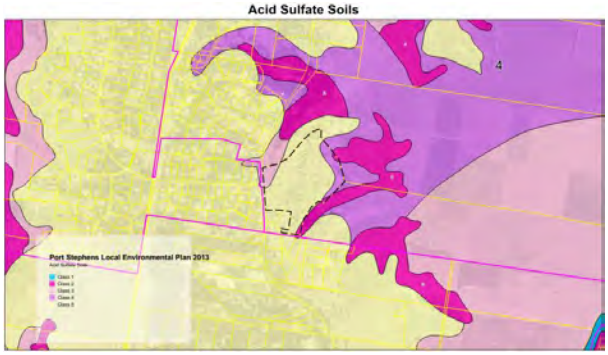
Ministerial Direction	Consistency and Implications
	To ensure due diligence, a search of the Aboriginal Heritage Information Management System (AHIMS) was undertaken with a 200m buffer around the site and is provided at (**ATTACHMENT 12).** There were no Aboriginal sites or places recorded within the study area. **The planning proposal is consistent with Ministerial Direction 2.3 Heritage Conservation**
2.6 Remediation of Contaminated Land The objective of this direction is to reduce the risk of harm to human health and the environment by ensuring that contamination and remediation are considered by planning proposal authorities.	The planning proposal applies to land on which development for agricultural activities is known to have been carried out and is therefore potentially contaminated. A planning proposal must not permit a change of zoning on potentially contaminated land unless: *(a) the planning proposal authority has considered whether the land is contaminated, and* *(b) if the land is contaminated, the planning proposal authority is satisfied that the land is suitable in its contaminated state (or will be suitable, after remediation) for all the purposes for which land in the zone concerned is permitted to be used, and* *(c) if the land requires remediation to be made suitable for any purpose for which land in that zone is permitted to be used, the planning proposal authority is satisfied that the land will be so remediated before the land is used for that purpose.* A preliminary investigation in accordance with the contaminated land planning guidelines has been undertaken (**ATTACHMENT 6**) which concluded that that the conditions at the site are suitable for the proposed residential use subject to the following, which will occur prior to any development of the site: • Removal of the burnt residue. Visual verification of the removal of burnt residue and an over-excavation of 0.1m is considered sufficient for the purpose of confirming the removal of the identified contamination. • Removal of isolated refuse identified at the site

Ministerial Direction	Consistency and Implications
	• Disposal of water from the dams during filling by irrigation, and infiltration, over the site. No water is to be permitted to enter a waterway. • Implementation of an industry standard unexpected finds protocol, dust and surface water management. **The planning proposal is consistent with Ministerial Direction 2.6 Remediation of Contaminated Land.**
3. HOUSING, INFRASTRUCTURE AND URBAN DEVELOPMENT	
3.1 Residential Zones Encourage a variety and choice of housing types to provide for existing and future housing needs, make efficient use of existing infrastructure and services and ensure that new housing has appropriate access to infrastructure and services, and minimise the impact of residential development on the environment and resource lands.	The planning proposal will affect land within a proposed residential zone. A planning proposal must include provisions that encourage the provision of housing that will: *(a) broaden the choice of building types and locations available in the housing market, and* *(b) make more efficient use of existing infrastructure and services, and* *(c) reduce the consumption of land for housing and associated urban development on the urban fringe, and* *(d) be of good design.* A planning proposal must: *(a) contain a requirement that residential development is not permitted until land is adequately serviced (or arrangements satisfactory to the council, or other appropriate authority, have been made to service it), and* *(b) not contain provisions which will reduce the permissible residential density of land* The planning proposal is partly consistent with the terms of the direction as it will broaden the choice of building types and locations in the housing market and be of good design. However, the planning proposal is inconsistent with the remaining terms of the direction as it does not make more efficient use of existing infrastructure and will increase the consumption of land on the urban fringe. A planning proposal may be inconsistent with this direction if the proposal is in accordance with the HRP or GNMP. As provided above, the planning proposal is

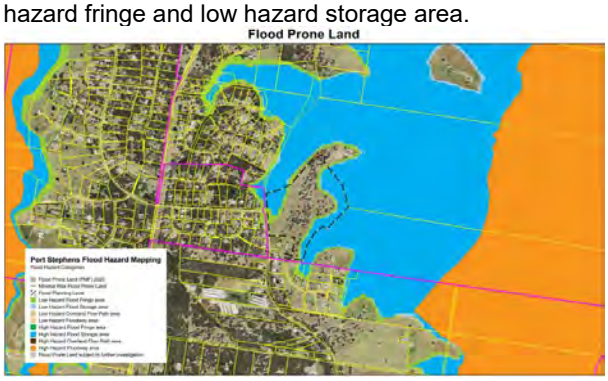
Ministerial Direction	Consistency and Implications
	in accordance with both the HRP and GNMP as it as it will assist in meeting the dwelling targets identified within the GNMP and reinforce the role of Raymond Terrace as a strategic centre by providing increased housing diversity within a short distance of Raymond Terrace. **The planning proposal is justifiably inconsistent with Ministerial Direction 3.1 Residential Zones.**
3.4 Integrating Land Use and Transport The objective of this direction is to ensure that urban structures, building forms, land use locations, development designs subdivision and street layouts achieve the sustainable transport objectives.	The planning proposal will create a zone for residential purposes. A planning proposal must locate zones for urban purposes and include provisions that give effect to and are consistent with the aims, objectives and principles of: *(a) Improving Transport Choice – Guidelines for planning and development (DUAP 2001), and* *Principles:* *1. Concentrate in centres* *2. Mix uses in centres* *3. Align centres within corridors* *4. Link public transport with land use strategies* *5. Connect streets* *6. Improve pedestrian access* *7. Improve cycle access* *8. Manage parking supply* *9. Improve road management* *10. Implement good urban design* *(b) The Right Place for Business and Services – Planning Policy (DUAP 2001).* *Aim:* *"To encourage a network of vibrant, accessible mixed use centres which are closely aligned with and accessible by public transport, walking and cycling."* *Objectives* • *locate trip-generating development which provides important services in places that:* o *help reduce reliance on cars and moderate the demand for car travel*

Ministerial Direction	Consistency and Implications
	○ *encourage multi-purpose trips* ○ *encourage people to travel on public transport, walk or cycle* ○ *provide people with equitable and efficient access* • *minimise dispersed trip-generating development that can only be accessed by cars* • *ensure that a network of viable, mixed use centres closely aligned with the public transport system accommodates and creates opportunities for business growth and service delivery* • *protect and maximise community investment in centres, and in transport infrastructure and facilities* • *encourage continuing private and public investment in centres, and ensure that they are well designed, managed and maintained* • *foster growth, competition, innovation and investment confidence in centres, especially in the retail and entertainment sectors, through consistent and responsive decision making.* Although, the subject land is not located in a centre or in walking distance from a major public transport mode like a railway station or high frequency bus route, it is within 10 minutes' drive of a strategic centre at Raymond Terrace. The planning proposal is inconsistent with the terms of the direction as it does not ensure that a network of viable, mixed use centres closely aligned with the public transport system accommodates and creates opportunities for business growth and service delivery. However, the nature of the proposed development, as rural residential, is unlikely to be able to satisfy these requirements. A planning proposal may be inconsistent with this direction if the proposal is in accordance with the HRP or GNMP. As provided above, the planning proposal is in accordance with both the HRP and GNMP as it as it will assist in meeting the dwelling targets identified within the GNMP and reinforce the role of Raymond Terrace as a strategic centre by providing increased housing diversity within a short distance of Raymond Terrace.

Ministerial Direction	Consistency and Implications
	The planning proposal is justifiably inconsistent with Ministerial Direction 3.4 Integrating Land Use and Transport.
3.5 Development Near Regulated Airports and Defence Airfields The objectives of this direction are to ensure the effective and safe operation of regulated airports and defence airfields; that their operation is not compromised by development that constitutes an obstruction, hazard or potential hazard to aircraft flying in the vicinity; and development, if situated on noise sensitive land, incorporates appropriate mitigation measures so that the development is not adversely affected by aircraft noise.	The planning proposal will create a zone on land near Williamtown RAAF Base / Newcastle Airport. The land is identified on the Port Stephens Height Trigger Map and all structures higher than 45m require referral to the Department of Defence. The land is not affected by any ANEF contour. Height Trigger Map  Where a planning proposal sets controls for development of land near a regulated airport, Council must: *(a) consult with the lessee/operator of that airport;* *(b) take into consideration the operational airspace and any advice from the lessee/operator of that airport;* *(c) for land affected by the operational airspace, prepare appropriate development standards, such as height controls.* (d) *not allow development types that are incompatible with the current and future operation of that airport* Where a planning proposal that sets controls for the development of land near a defence airfield, Council must: *(a) consult with the Department of Defence if:* *(i) the planning proposal seeks to exceed the height provisions contained in the Defence*

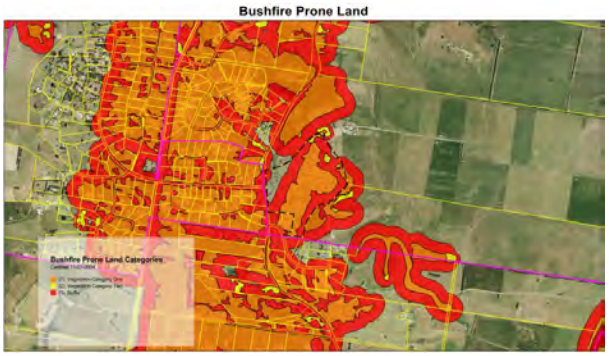
Ministerial Direction	Consistency and Implications
	Regulations 2016 – Defence Aviation Areas for that airfield; or *(ii) no height provisions exist in the Defence Regulations 2016 – Defence Aviation Areas for the airfield and the proposal is within 15km of the airfield.* *(b) for land affected by the operational airspace, prepare appropriate development standards, such as height controls.* *(c) not allow development types that are incompatible with the current and future operation of that airfield.* The existing planning controls in the Port Stephens Development Control Plan 2014 require development higher than 45m to be referred to the Department of Defence. Future development associated with an R5 Large Lot Residential zone is unlikely to exceed 1-2 storeys (4-7m). Therefore, the proposal is unlikely to impact on the existing operations of Williamtown RAAF Base / Newcastle Airport. The Gateway determination **(ATTACHMENT 2),** required consultation with Newcastle Airport, CASA and the Commonwealth Department of Defence. There were no objections to the planning proposal. **The planning proposal is consistent with Ministerial Direction 3.5 Development Near Regulated Airports and Defence Airfields.**
4. HAZARD AND RISK	
4.1 Acid Sulfate Soils The objective of this direction is to avoid significant adverse environmental impacts from the use of land that has a probability of containing acid sulphate soils.	The planning proposal will apply to land having a probability of containing acid sulfate soils. 

Ministerial Direction	Consistency and Implications
	What Council must do if this direction applies: *(4) The relevant planning authority must consider the Acid Sulfate Soils Planning Guidelines adopted by the Director-General of the Department of Planning when preparing a planning proposal that applies to any land identified on the Acid Sulfate Soils Planning Maps as having a probability of acid sulfate soils being present.* *(5) When a relevant planning authority is preparing a planning proposal to introduce provisions to regulate works in acid sulfate soils, those provisions must be consistent with:* *a. the Acid Sulfate Soils Model LEP in the Acid Sulfate Soils Planning Guidelines adopted by the Director-General, or* *b. such other provisions provided by the Director-General of the Department of Planning that are consistent with the Acid Sulfate Soils Planning Guidelines* *(6) A relevant planning authority must not prepare a planning proposal that proposes an intensification of land uses on land identified as having a probability of containing acid sulfate soils on the Acid Sulfate Soils Planning Maps unless the relevant planning authority has considered an acid sulfate soils study assessing the appropriateness of the change of land use given the presence of acid sulfate soils. The relevant planning authority must provide a copy of any such study to the DirectorGeneral prior to undertaking community consultation in satisfaction of section 57 of the Act.* *(7) Where provisions referred to under paragraph (5) of this direction have not been introduced and the relevant planning authority is preparing a planning proposal that proposes an intensification of land uses on land identified as having a probability of acid sulfate soils on the Acid Sulfate Soils Planning Maps, the planning proposal must contain provisions consistent with paragraph (5).* The subject land is nominated as class 2, 3 and 5 acid sulfate soils requiring consent for works:

Ministerial Direction	Consistency and Implications
	• below the natural ground surface OR by which the watertable is likely to be lowered (class 2). • more than 1 metre below the natural ground surface OR by which the watertable is likely to be lowered more than 1 metre below the natural ground surface (class 3). • within 500m of Class 1, 2, 3 or 4 land (Ccass 5). The land subject to rezoning is mostly class 5 and is the lowest risk classification. Sufficient area is available to develop outside of land containing class 2 and 3 ASS. The Port Stephens Local Environmental Plan 2013 contains a clause consistent with *the Acid Sulfate Soils Model LEP in the Acid Sulfate Soils Planning Guidelines adopted by the Director-General,* which ensures that all development applications provide consideration to acid sulfate soils. Further consideration of Acid Sulfate Soils can be managed through existing provisions of the LEP. **The planning proposal is consistent with Ministerial Direction 4.1 Acid Sulfate Soils**
4.3 Flood Prone Land The objectives of this direction are to ensure that development of flood prone land is consistent with the NSW Government's Flood Prone Land Policy and the principles of the Floodplain Development Manual 2005, and that the provisions of an LEP on flood prone land is commensurate with flood hazard and includes consideration of the potential flood impacts both on and off the subject	The planning proposal affects minimal land that is subject the probable maximum flood, including low hazard fringe and low hazard storage area.  A planning proposal must: *(4) include provisions that give effect to and are consistent with the NSW Flood Prone Land Policy and the principles of the Floodplain Development Manual 2005 (including the Guideline on Development Controls on Low Flood Risk Areas).* *(5) not rezone land within the flood planning areas from Special Use, Special Purpose, Recreation,*

Ministerial Direction	Consistency and Implications
land.	*Rural or Environmental Protection Zones to a Residential, Business, Industrial Special Use or Special Purpose Zone.* *(6) not contain provisions that apply to the flood planning areas which:* *(a) permit development in floodway areas;* *(b) permit development that will result in significant flood impacts to other properties;* *(c) permit a significant increase in the development of that land;* *(d) are likely to result in a substantial increased requirement for government spending on flood mitigation measures, infrastructure or services; or* *(e) permit development to be carried out without development consent except for the purposes of agriculture (not including dams, drainage canals, levees, buildings or structures in floodways or high hazard areas), roads or exempt development.* *(7) not impose flood related development controls above the residential flood planning level for residential development on land, unless a relevant planning authority provides adequate justification for those controls to the satisfaction of the Director-General (or an officer of the Department nominated by the Director-General).* *(8) a relevant planning authority must not determine a flood planning level that is inconsistent with the Floodplain Development Manual 2005 (including the Guideline on Development Controls on Low Flood Risk Areas) unless a relevant planning authority provides adequate justification for the proposed departure from that manual to the satisfaction of the Director-General (or an officer of the Department nominated by the Director-General.* The subject land contains around 22ha of land that is flood prone, being below the 1:100 year flood level. These areas will not be developed. A Flood Certificate and Flood Report (**ATTACHMENT 5)** have been prepared in support of the planning proposal, which identifies sufficient flood free ground available, and if residents do not choose to stay then adequate warning time exists to permit evacuation prior to the subject land becoming isolated.

Ministerial Direction	Consistency and Implications
	The Gateway determination **(ATTACHMENT 2)** required consultation with the Department of Planning, Industry and Environment - Water. The response contained no objections, and can be seen in response to **Question 11** of this planning proposal. Further information is provided in response to **Question 8** of this planning proposal.

4.4 Planning for Bushfire Protection The objectives of this direction are to protect life, property, and the environment from bush fire hazards, by discouraging the establishment of incompatible land uses in bush fire prone areas, to encourage sound management of bush fire prone areas.	The planning proposal will affect land mapped as bushfire prone land.  A planning proposal must: *(a) have regard to Planning for Bushfire Protection 2006,* *(b) introduce controls that avoid placing inappropriate developments in hazardous areas, and* *(c) ensure that bushfire hazard reduction is not prohibited within the APZ.* A planning proposal must, where development is proposed, comply with the following provisions, as appropriate: *(a) provide an Asset Protection Zone (APZ) incorporating at a minimum:* *(i) an Inner Protection Area bounded by a perimeter road or reserve which circumscribes the hazard side of the land intended for development and has a building*

	line consistent with the incorporation of an APZ, within the property, and *(ii) an Outer Protection Area managed for hazard reduction and located on the bushland side of the perimeterroad,* *(b) for infill development (that is development within an already subdivided area), where an appropriate APZ cannot be achieved, provide for an appropriate performance standard, in consultation with the NSW Rural Fire Service. If the provisions of the planning proposal permit Special Fire Protection Purposes (as defined under section 100B of the Rural Fires Act 1997), the APZ provisions must be complied with,* *(c) contain provisions for two-way access roads which links to perimeter roads and/or to fire trail networks,* *(d) contain provisions for adequate water supply for firefighting purposes,* *(e) minimise the perimeter of the area of land interfacing the hazard which may be developed,* (f) *introduce controls on the placement of combustible materials in the Inner Protection Area.* The subject land is bushfire prone and prior to the issuing of a Gateway determination, a Preliminary Bush Fire Assessment had been prepared in support of the planning proposal. A Gateway determination was issued on 28 August 2020, with a Gateway Alteration issued on 7 October 2021. An updated Bushfire assessment report that reflects Planning for Bushfire Protection 2019 has been provided post-Gateway **(ATTACHMENT 4),** and the planning proposal referred to NSW RFS, who did not object to the proposal. The primary protection of any future development from bushfire would be via the establishment of APZs, consistent with the “Planning for Bushfire Protection 2018” guidelines. Further to this, the indicative subdivision plan demonstrates that the proposed lot sizes allow sufficient distance for asset protection zones. **The planning proposal is consistent with Ministerial Direction 4.4 Planning for Bushfire Protection, and consultation with the NSW RFS has been carried out.**

5. REGIONAL PLANNING	
5.10 Implementation of Regional Plans The objective of this direction is to give legal effect to the vision, land use strategy, policies, outcomes and actions contained in regional plans.	The direction applies to all planning proposals. A planning proposal must be consistent with a Regional Plan released by the Minister for Planning. The planning proposal is consistent with the Hunter Regional Plan 2036 as provided in response to **Question 3**. **The planning proposal is consistent with Ministerial Direction 5.10 Implementation of Regional Plans.**
6. LOCAL PLAN MAKING	
6.1 Approval and Referral Requirements The objective of this direction is to ensure that LEP provisions encourage the efficient and appropriate assessment of development.	The direction applies to all planning proposals. A planning proposal must: *(a) minimise the inclusion of provisions that require the concurrence, consultation or referral of development applications to a Minister or public authority,and* *(b) not contain provisions requiring concurrence, consultation or referral of a Minister or public authority unless the relevant planning authority has obtained the approval of:* *(i) the appropriate Minister or public authority,and* *(ii) the Director-General of the Department of Planning (or an officer of the Department nominated by the Director-General), prior to undertaking community consultation in satisfaction of section 57 of the Act, and* *(c) not identify development as designated development unless the relevant planning authority:* *(i) can satisfy the Director-General of the Department of Planning (or an officer of the Department nominated by the Director-General) that the class of development is likely to have a significant impact on the environment,and* *(ii) has obtained the approval of the Director-General of the Department of Planning (or an officer of the Department nominated by the Director-General) prior to undertaking*

	community consultation in satisfaction of section 57 of the Act. The planning proposal does not propose provisions that require the concurrence, consultation or referral of development applications to a Minister or public authority and does not identify development as designated development. **The planning proposal is consistent with Ministerial Direction 6.1 Approval and Referral Requirements.**
6.2 Reserving Land for Public Purposes The objectives of this direction are to facilitate the provision of public services and facilities by reserving land for public purposes and facilitate the removal of reservations of land for public purposes where the land is no longer required for acquisition.	The direction applies to all planning proposals. *(4) A planning proposal must not create, alter or reduce existing zonings or reservations of land for public purposes without the approval of the relevant public authority and the Director-General of the Department of Planning (or an officer of the Department nominated by the Director-General).* The planning proposal is not seeking to reserve land for public purposes. **The planning proposal is consistent with Ministerial Direction 6.2 Reserving Land for Public Purposes.**

Section C – Environmental, social, and economic impact

Q7. Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?

Prior to the issuing of a Gateway determination to proceed, an Ecological Assessment had been prepared examining the likelihood of significant impact upon any threatened species, populations or ecological communities listed within the *Threatened Species Conservation Act 1995* (TSC Act) and the threatened entities listed federally under the *Environment Protection and Biodiversity Conservation Act* (EPBC Act).

The assessment has identified important biodiversity values on the site (such as an abundance of large, hollow-bearing trees, two EECs and potential

habitat for threatened fauna species). See **Figure 10 and Figure 11** below for tree locations provided in the study.

Figure 10 Tree Locations

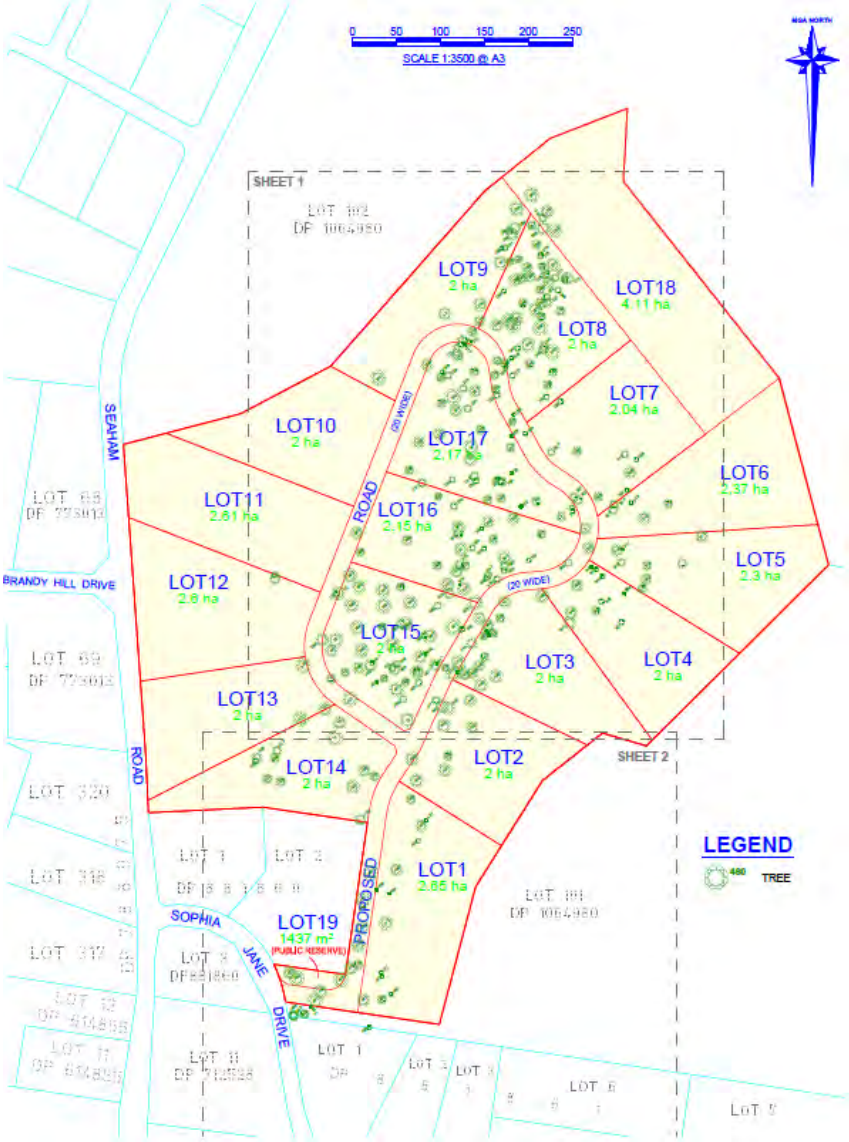
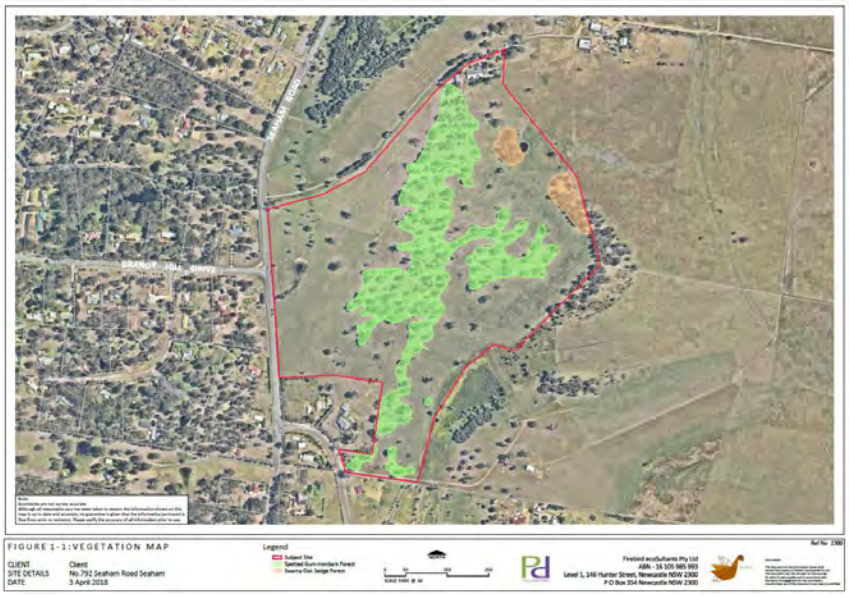


Figure 11 Vegetation Map (Spotted Gum-Ironbark Forest in green and Swamp Oak Sedge Forest in Orange)



A Gateway determination was issued on 28 August 2020, with a Gateway Alteration issued on 7 October 2021. Council requested that further study be carried out, and an updated Ecological Assessment was prepared and submitted post-Gateway. The updated assessment included a desktop based analysis of previous records of threatened species in the area, a review of any relevant literature and a field based survey of the site.

The updated ecological assessment report was reviewed by Council's Natural System's team, and was supported. In the absence of environmental zoning, lot size and subdivision design are the key factors that will ensure impacts to biodiversity are avoided and minimised. Given the 2 ha minimum lot size proposed, and the refinement of subdivision/road layout at DA stage, it is reasonable to assume that the majority of key biodiversity/ecological constraints that are likely to be identified through a BDAR process at DA stage may be avoided. Additionally, the objectives of the R5 zoning provides consideration for minimising impacts on environmentally sensitive locations.

It is considered that any future subdivision DA could avoid impacts to the majority of preferred koala feed trees. The majority of preferred koala feed trees occur below the flood planning level and within proposed lot 18, and as such are not likely to be impacted by development. An additional koala feed

tree may be retained by slight refinement of the boundary fence between lots 11 and 12.

The large lots that are proposed will enable tree retention to be maximised. Additionally, planning controls such as koala friendly fencing i.e. rural post and rail type fencing will be imposed at DA stage, which will ensure that movement of koalas is not impeded. Given that the application is for a rezoning only, with any development to occur on site being the subject of a subdivision application, further ecological studies should be undertaken to provide a more detailed assessment of potential development scenarios, in accordance with the BC Act, which would include the required offsets and liabilities. Development controls and/or design features to minimise impacts on threatened species habitats will be established through subsequent development assessment processes. For instance, future development controls may be put in place, to avoid or minimise removal of hollow-bearing trees and Preferred Koala Habitat.

An updated bushfire assessment was undertaken post-Gateway determination. This strategic bushfire study has assessed the bushfire risk to the Planning Proposal, the appropriateness of the proposed land uses and the ability for appropriate bushfire protection measures to be provided.

The assessment report found that the Planning Proposal meets the aim and objectives of PBP and can achieve required APZs and other bushfire mitigation measures and does not impose additional mitigation actions on adjoining land. At the detailed design phase, lot design /APZ provision, infrastructure, access and construction plans are required to meet the specifications outlined in Planning for Bushfire Protection (PBP) 2019.

The report concluded that the Planning Proposal is consistent with Ministerial Direction 4.4 (Planning for Bushfire Protection) issued under section 9.1(2) of the EP&A Act and the requirements of PBP.

Q8. Are there any other likely environmental effects as a result of the planning proposal and how are they proposed to be managed?

Yes. The predominant land uses surrounding the site comprise rural residential dwellings, rural dwelling houses, cattle grazing activities and intensive agriculture (poultry farms). While there is rural residential land surrounding the subject land (see Figure 7), the introduction of rural residential land uses within a rural allotment may contribute to the creation of conflicting land use issues.

The site is located within 1km from a poultry farm, and as a result an odour assessment is required pursuant to Live Port Stephens, Council's local housing strategy. After a Gateway determination was issued an odour assessment was carried out, and an odour report was submitted to Council. This Odour Impact Assessment was undertaken as a "Level 2" assessment in accordance with the NSW EPA, Approved Methods for the Modelling and Assessment of Air Pollutants in NSW. The methods included a desktop assessment, site inspection and dispersion modelling. The assessment report

concluded that there would be no adverse odour impact within the boundaries of the site.

After reviewing the odour assessment report, Council requested that the applicant submit a proposed methodology for having the data that was provided in the report verified through onsite monitoring. The requirements to be included in the proposed methodology were set out by Council and included taking into account the growing cycle, meteorological conditions, and was to include onsite monitoring. The applicant submitted a proposed methodology, which was then independently peer reviewed. The independent review of the methodology supported the approach, and the applicant was then instructed to carry out the Quantitative Odour Modelling and provide an additional assessment report.

The Quantitative Odour Assessment Report, which included assessment which has included an inspection and collection of samples for odour analysis from the two (2) poultry operations, and dispersion modelling supports the planning proposal. The report concluded that there will be no adverse impact of odour at the proposed development. Although this assessment concluded that there will be no adverse impact of odour at the proposed development from the nearby poultry operations, it did state that the planting of fast growing trees and shrubs along the western and
southern boundaries of the proposed development should be considered. The justification of this recommendation is that the foliage would provide additional mitigation of potential odour impacts on the site (during rare times when worse case conditions occur) as well as potential noise impacts from traffic movements along Seaham Road.

ATTACHMENT 9 provides the Odour Assessment, Proposed Methodology for Quantitative Odour Assessment, Review of Quantitative Odour Assessment Methodology and Revised Odour Assessment.

Figure 12 Odour contouring from Poultry sheds

Q9. Has the planning proposal adequately addressed any social and economic effects?

Yes. The rezoning of the land for rural residential purposes will have positive social and economic effects, and in particular the development of the land for housing will assist in meeting regional dwelling targets identified within the GNMP. The community benefit associated with the proposed development will be found in the provision of additional housing to service the future population needs of the Port Stephens LGA.

However, it is also recognised that any reduction in lot size permitting a dwelling can have negative social and economic outcomes by increasing fragmentation of agricultural land, making it more difficult and expensive to consolidate larger (potentially more economically viable) parcels for agriculture, and potentially increasing land use conflicts.

The Seaham/Nelsons Plains community have access to community services and facilities within the regional centre of Raymond Terrace, and Maitland and access to recreational facilities locally and within the wider Port Stephens locality. Additional demand from growth in the rural west is likely to continue to be met by either Raymond Terrace or centres within the Maitland LGA. The proposal will provide much needed housing for Port Stephens in a location that is in proximity to the major centre of Raymond Terrace. The impacts of the proposal will be reduced by the retention of the most significant trees and putting in place evacuation arrangements during significant flooding events.

Section D – State and Commonwealth interests

Q10. Is there adequate public infrastructure for the planning proposal?

Yes. Preliminary service advice from Ausgrid (electricity) and Hunter Water Corporation (water) confirm the availability and capacity of electricity and water supply to the subject land **(ATTACHMENTS 10 and 11).** No objections were raised**.** A Wastewater Management Report **(ATTACHMENT 13)** that supports the proposal has also been submitted.

After a Gateway determination to proceed was issued, further consultation with Hunter Water to confirm capacity of existing water infrastructure and feasibility of onsite wastewater management to service future development of the site was undertaken.

Connection to a reticulated sewer system is not available therefore onsite wastewater systems shall be required for each lot which remains consistent with the surrounding rural residential development of Seaham, Nelsons Plains and Brandy Hill, and consistent with the rural residential rezoning criteria in Live Port Stephens, Council's Local Housing Strategy,

For further detail on the consultation with state and Commonwealth agencies, see the response to **Question 11** below.

Q11. What are the views of state and Commonwealth public authorities consulted in accordance with the Gateway determination?

In accordance with the Gateway determination, consultation has been undertaken with the following public authorities and agencies:

- NSW Rural Fire Service
- Department of Planning, Industry and Environment - Agriculture
- Department of Planning, Industry and Environment - Biodiversity Conservation Division
- Department of Planning, Industry and Environment – Water
- Hunter Water Corporation
- Newcastle Airport
- Civil Aviation and Safety Authority (CASA)
- Commonwealth Department of Defence

The table below summarises the key issues raised by each agency and provides a response to each issue raised:

Table 3 Consultation with Agencies

Author of Referral	Recommendation	Council response
Newcastle Airport	The referral notes that the site is not within the Australian Noise Exposure Forecast (ANEF) for Newcastle Airport. However, the subject site will regularly experience some level of aircraft noise from aircraft movements.	Noted.
	The referral requested that the constraints associated with aircraft noise be placed on any S10.7 planning certificate issued by Council for the property.	Any section 10.7(5) planning certificates issued for the site contain a note to say that the property may be affected by aircraft noise.
Civil Aviation and Safety Authority (CASA)	CASA raised no objection to the planning proposal proceeding.	Noted.
Commonwealth Department of Defence	Defence noted that the site is outside the ANEF for RAAF Base Williamtown and Salt Ash Air Weapons Range but the site will still regularly experience some level of aircraft noise from aircraft on approach and departure from RAAF Base Williamtown.	Noted.
	Defence requested that a property notation be placed on any S10.7 certificate that may be issued by Council for the property advising that the property is subject to aircraft noise generated by activities at RAAF Base Williamtown.	Any section 10.7(5) planning certificate issued for the site contains a note to say that the property may be affected by aircraft noise.

NSW Rural Fire Service (RFS)	NSW RFS raised no objections to the planning proposal.	Noted.
Department of Planning, Industry and Environment– Agriculture	The response from the Department of Planning, Industry and Environment- Agriculture referred to there being no supply and demand analysis for the proposal in Live Port Stephens, and that Live Port Stephens is not endorsed by DPIE- Planning.	Planning proposals for rural residential development are not relied on for meeting the housing targets identified by DPIE. Rather, they align with Outcome 3 of Live Port Stephens to "Increase diversity of housing choice" and respond directly to the findings of the 'Housing Preferences in Port Stephens Report' prepared by SGS Economics & Planning which identifies rural blocks as being the preferred housing choice amongst 14.4% of survey participants.
	It was noted that while it is unlikely to impact existing nearby farmers, the proposal lacks details regarding the Right to Farm Act and the existing land uses within the area (other than rural residential).	Regarding the Right to Farm Act, the planning proposal has been updated to include further information on the surrounding land uses.
	The response noted that an odour assessment had been completed, and that DPI did not comprehensively review this but made the following point: • A large portion of the conclusion of 'no or minimal impact' from the poultry farms was based on a site visit. Poultry operations vary in odour depending on which	After a Gateway determination was issued an odour assessment was carried out, and an odour report was submitted to Council. After reviewing the odour assessment report, Council requested that the applicant submit a proposed methodology for having the data that was provided in the report

	phase of the bird's growth cycle and a singlet visit would most likely not be a reliable measure of the greatest impact. DPI recommended that the odour assessment be peer reviewed.	verified through onsite monitoring. The requirements to be included in the proposed methodology were set out by Council and included taking into account the growing cycle, meteorological conditions, and was to include onsite monitoring. The applicant submitted a proposed methodology, which was then independently peer reviewed. The independent review of the methodology supported the approach, and the applicant was then instructed to carry out the Quantitative Odour Modelling and provide an additional assessment report. The Quantitative Odour Assessment Report supports the planning proposal. **ATTACHMENT 9** provides the Odour Assessment, Proposed Methodology for Quantitative Odour Assessment, Review of Quantitative Odour Assessment Methodology and Revised Odour Assessment. Further consideration of potential odour impacts are provided in response to **Question 8** of this planning proposal.

	The response included broader comments on Council's recently adopted local housing strategy and rural residential development.	Given these comments were not in relation to the planning proposal, they have been addressed elsewhere with DPIE-Agriculture.
Department of Planning, Industry and Environment – Biodiversity and Conservation Division (BCD) in relation to flooding. *The Gateway determination required consultation with the Department of Planning, Industry and Environment – Water. However the referral response came from the Department of Planning, Industry and Environment – Biodiversity and Conservation Division (BCD)	The response from BCD stated that the concept road layout does not provide rising road access to proposed lot 18 in the concept subdivision plan and recommended that at the Development Application stage, Council ensures that all lots have rising road access to an emergency evacuation route, so that the occupants can still evacuate along a formed roadway even if they do not immediately respond to a flood warning.	The concept subdivision and road layout is indicative only, and is used to show that a number of strategic outcomes can be achieved. The road design and subdivision would be assessed in detail as part of a subsequent application.
Department of Planning, Industry and Environment Biodiversity Conservation Division in relation to Biodiversity	The response noted that although the biodiversity on the site has been impacted by grazing, there are still high biodiversity values which should be retained or enhanced where possible as part of the proposal. The response noted which species comprised the remnant vegetation and stated that some of these species are likely to be using the remnant vegetation on the property. The recommendation from BCD was that the proposal includes development footprints which have	Council notes and is aware of the biodiversity value of the site. Subsequent to a Gateway determination being issued Council requested that a further study be carried out, and an updated Ecological Assessment was prepared and submitted to Council post-Gateway. Council referred the assessment internally to the Natural Systems team, and was satisfied with the updated assessment, noting that as a result of the 2 ha minimum lot size proposed, and the

	been located to retain as many high biodiversity values as possible on site.	refinement of subdivision/road layout at DA stage that the majority of key biodiversity/ecological constraints that are likely to be identified through a BDAR process at DA stage may be avoided. Further to this, the objectives of the R5 zoning provides consideration for minimising impacts on environmentally sensitive locations. For more information on this, see above in response to **Question 7.**
Hunter Water Corporation	Formal consultation with Hunter Water Corporation was undertaken through preliminary servicing advice **(ATTACHMENT 11).** The details of this advice is addressed above under **Question 10**. No objections were raised. After a Gateway determination for the site was issued, Hunter Water, the planning proposal was referred to Hunter Water and no objections were received.	Noted.

PART 4 – Mapping

Proposed changes to the Land Zoning Map and Lot Size Map are provided in Part 2 of this planning proposal (see Figures 2 and 3) and at **ATTACHMENT 1.**

PART 5 – Community consultation

In accordance with the Gateway determination, the planning proposal was exhibited from 3 February 2022 to 3 March 2022. Notice of the public exhibition period was placed in the local Newspaper, the Port Stephens Examiner, and was also available on Councils website.

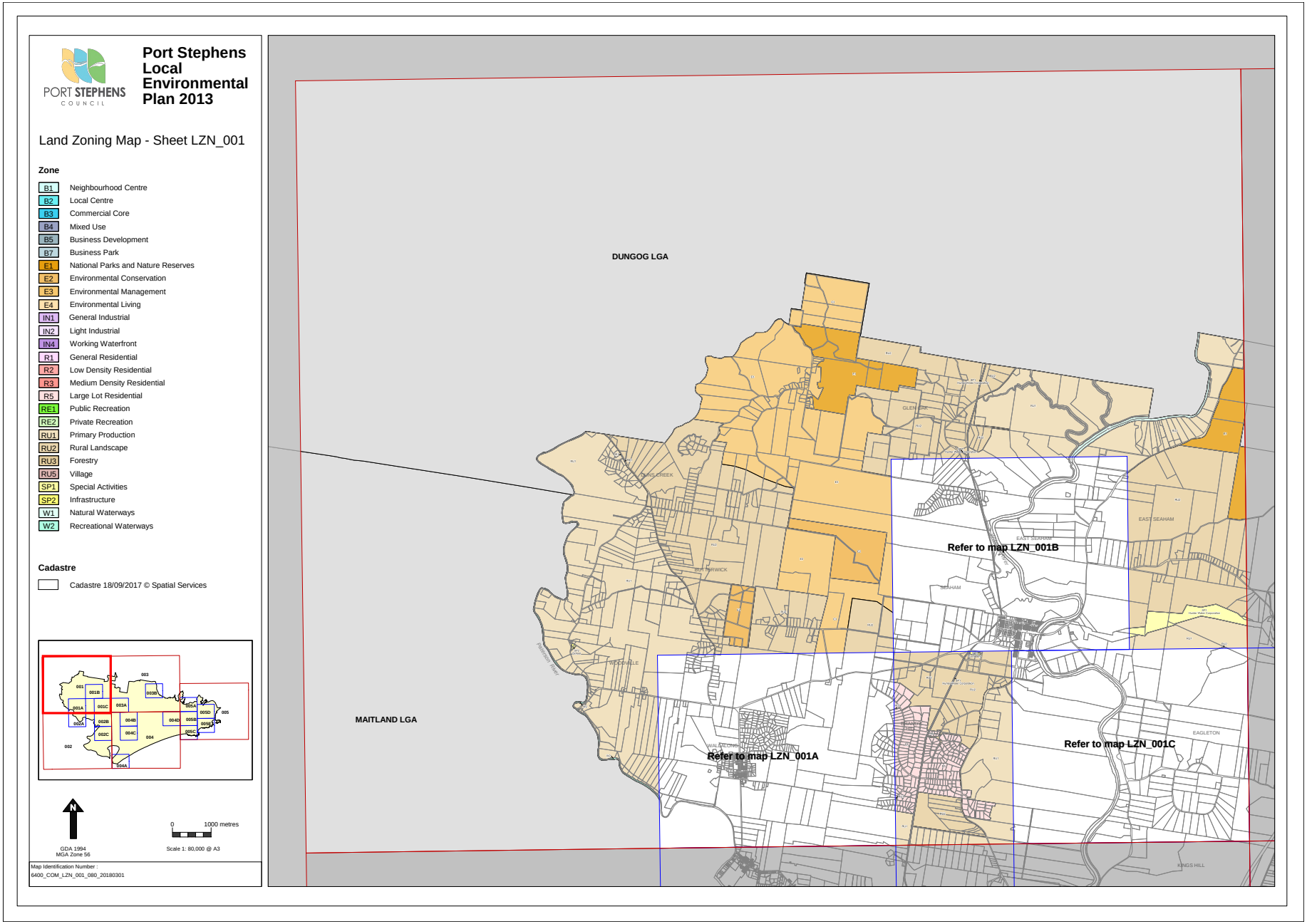
In this period, 20 community submissions were received and considered. No updates to the proposal came out of community consultation.The planning proposal will now be reported to Council with a response to each submission included.

PART 6 – Project timeline

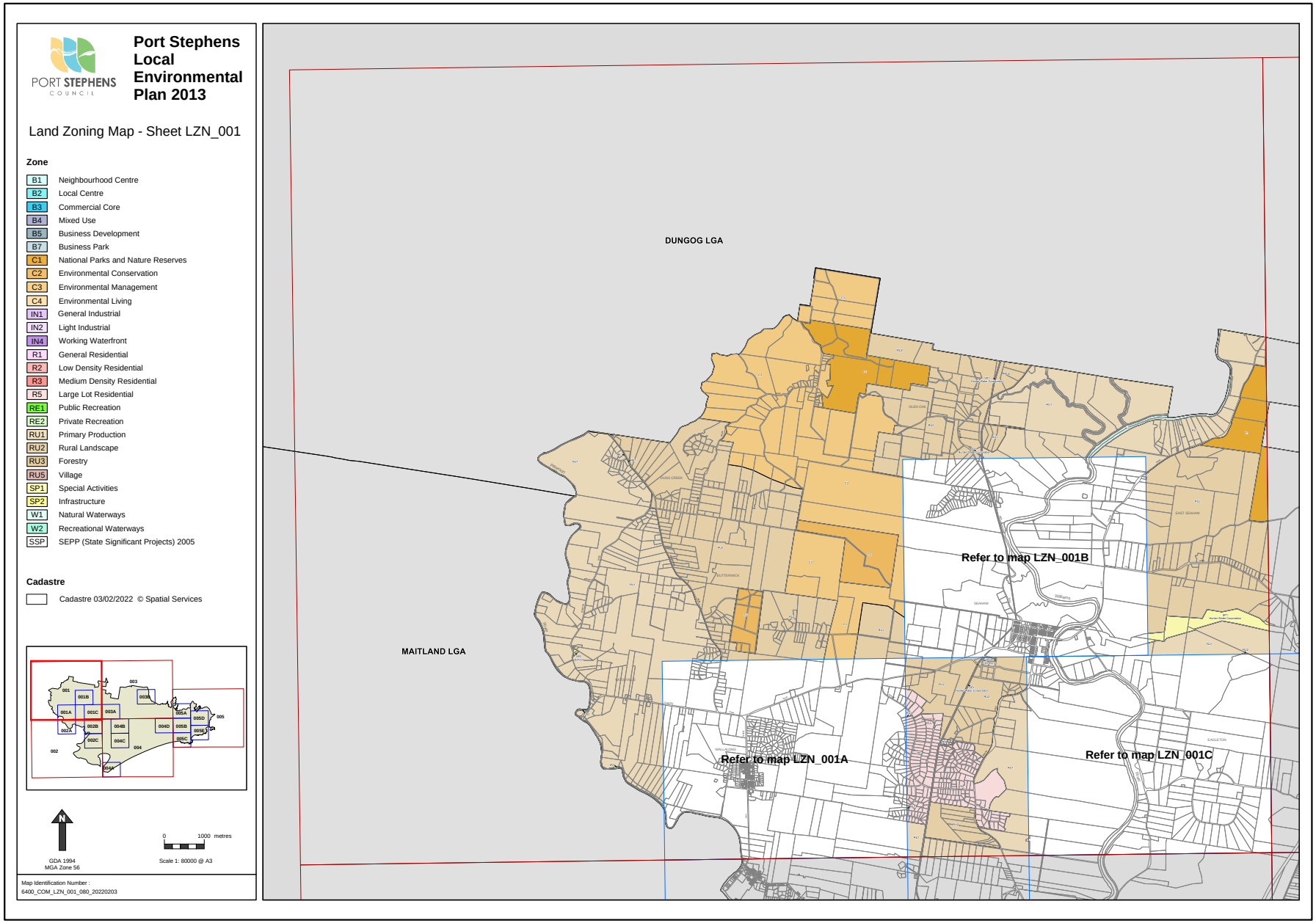
	Aug '21	Sep '21	Oct '21	Nov '21	Dec '21	Jan '22	Feb '22	Mar '22	Apr '22	May '22	Jun '22
Agency Consultation											
Public Exhibition											
Review of Submissions											
Council Report											
Parliamentary Counsel											

ATTACHMENT 1 – PROPOSED LAND ZONING AND LOT SIZE MAPS

ITEM 1 - ATTACHMENT 2 FINAL PLANNING PROPOSAL.



ITEM 1 - ATTACHMENT 2 FINAL PLANNING PROPOSAL.



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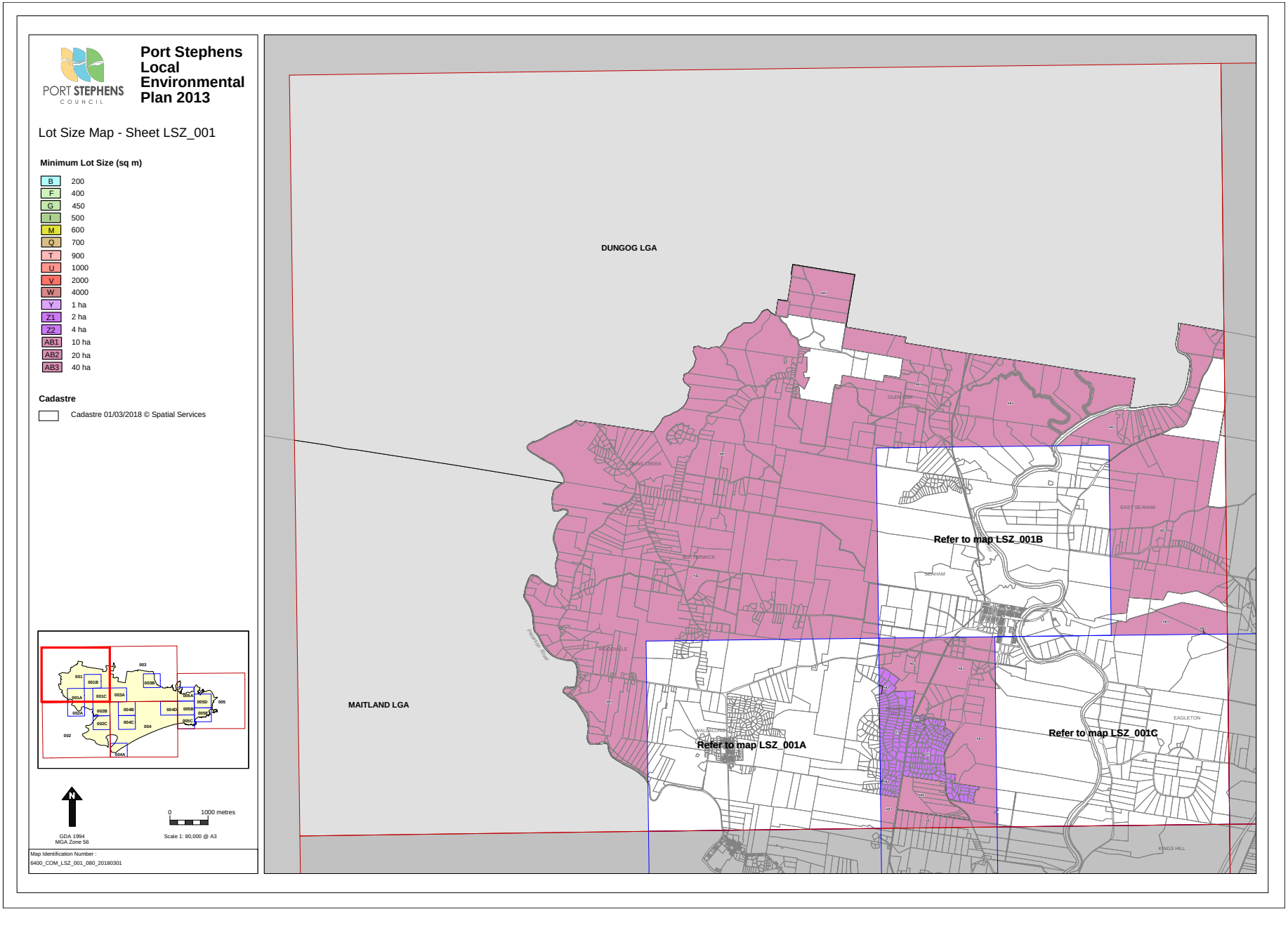

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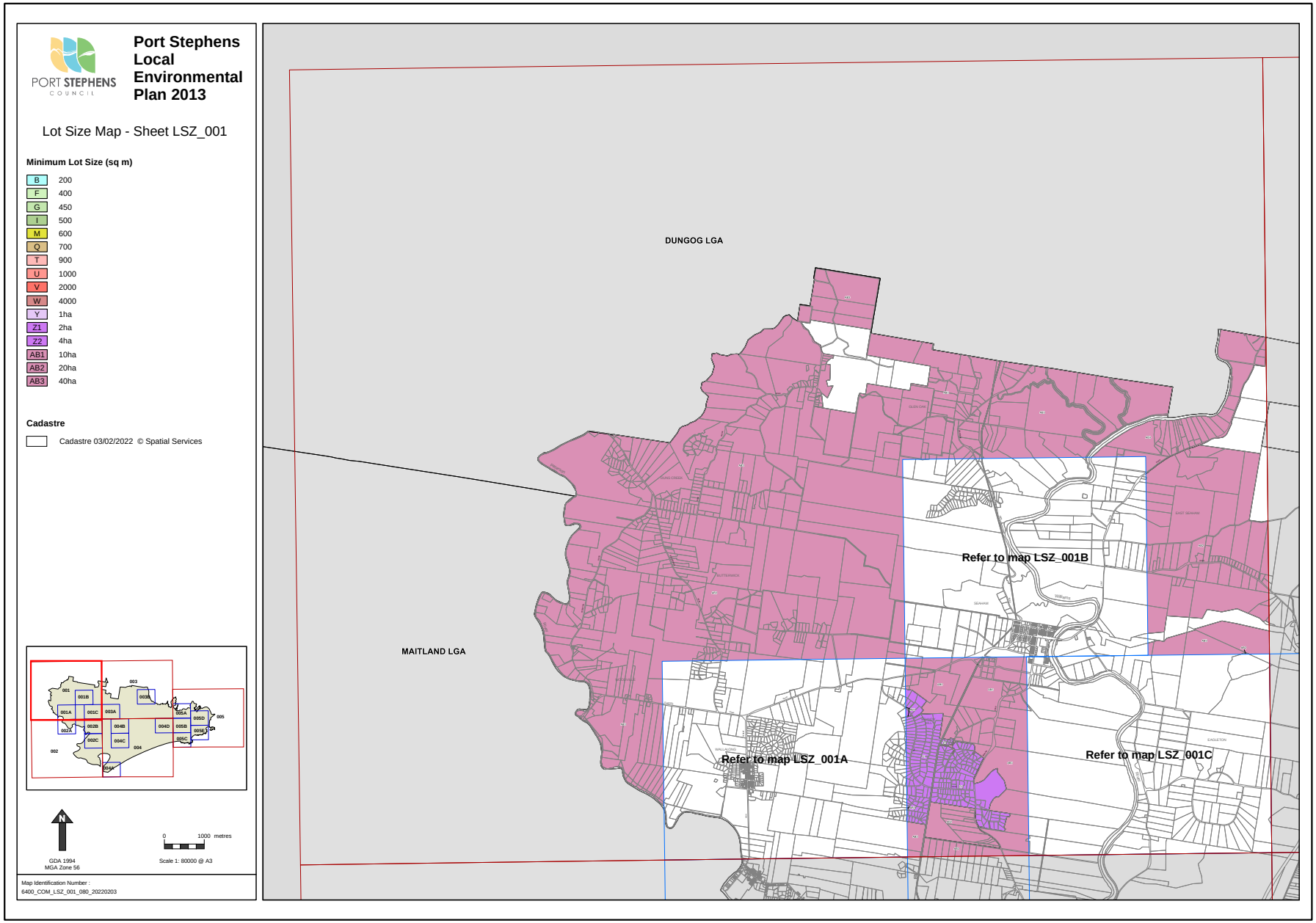


ITEM 3 - ATTACHMENT 1 DRAFT COMMUNITY STRATEGIC PLAN 2022 TO 2032.

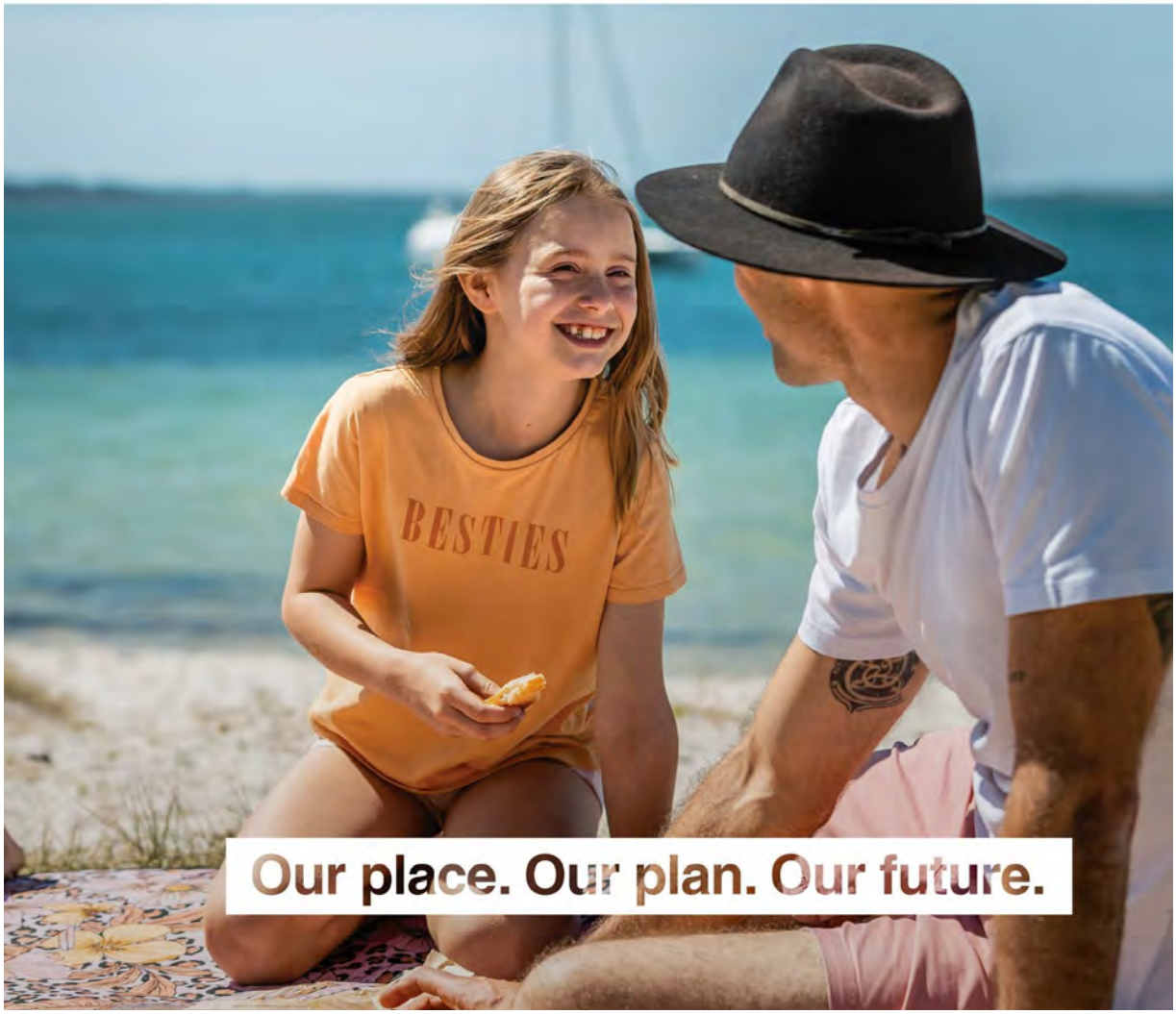
IP&R Framework

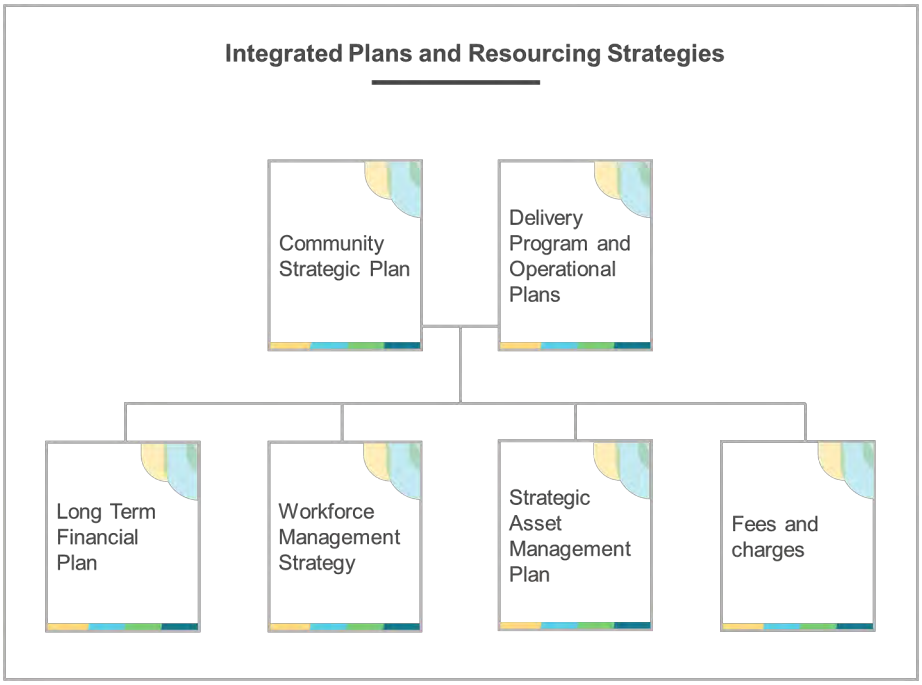
PORT STEPHENS COUNCIL

DRAFT

Community Strategic Plan

2022 to 2032





Port Stephens Council has prepared this plan on behalf of the Port Stephens community and would like to thank the residents, community groups, business and government representatives who provided input into the plan.

The Community Strategic Plan has been prepared in accordance with Section 402 of the Local Government Act 1993.

Acknowledgement

We acknowledge the Worimi as the original Custodians and inhabitants of Port Stephens.

May we walk the road to tomorrow with mutual respect and admiration as we care for the beautiful land and waterways together.

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Our Place - Port Stephens

SECTION 1

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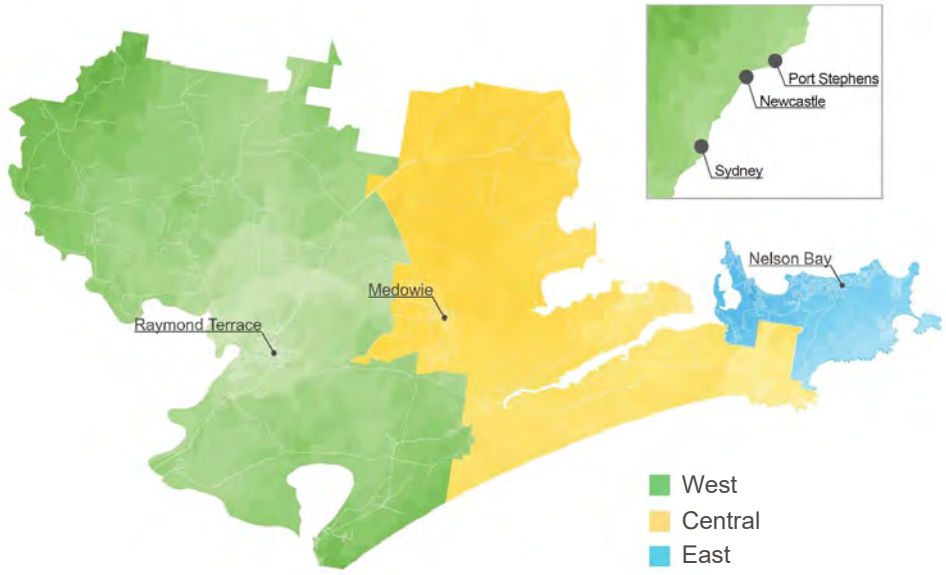
ITEM 3 - ATTACHMENT 1 DRAFT COMMUNITY STRATEGIC PLAN 2022 TO 2032.

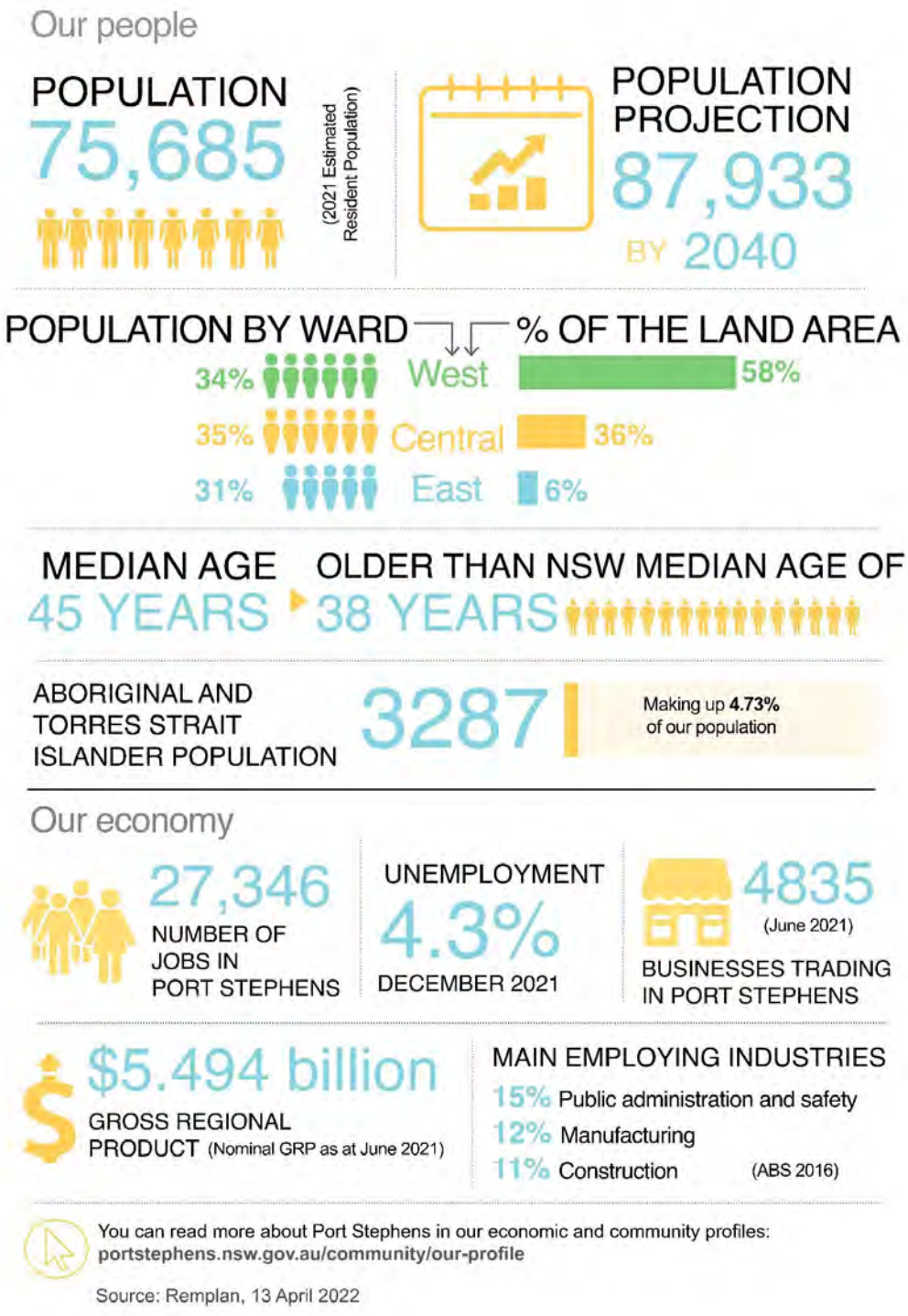
Port Stephens snapshot

Our location

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

Region: **Hunter**	Area: **858 km²**
Major centres: **Raymond Terrace, Medowie, Nelson Bay**	Population Density: **81 persons/km²**




Our people
POPULATION
75,685
(2021 Estimated Resident Population)
POPULATION PROJECTION
87,933
BY 2040
POPULATION BY WARD
% OF THE LAND AREA
34%
West
58%
35%
Central
36%
31%
East
6%
MEDIAN AGE
45 YEARS
OLDER THAN NSW MEDIAN AGE OF
38 YEARS
ABORIGINAL AND TORRES STRAIT ISLANDER POPULATION
3287
Making up 4.73% of our population
Our economy
27,346
NUMBER OF JOBS IN PORT STEPHENS
UNEMPLOYMENT
4.3%
DECEMBER 2021
4835
(June 2021)
BUSINESSES TRADING IN PORT STEPHENS
$5.494 billion
GROSS REGIONAL PRODUCT (Nominal GRP as at June 2021)
MAIN EMPLOYING INDUSTRIES
15% Public administration and safety
12% Manufacturing
11% Construction
(ABS 2016)
You can read more about Port Stephens in our economic and community profiles:
portstephens.nsw.gov.au/community/our-profile
Source: Remplan, 13 April 2022

ITEM 3 - ATTACHMENT 1 DRAFT COMMUNITY STRATEGIC PLAN 2022 TO 2032.

Plan on a page

Our community vision - A great lifestyle in a treasured environment

Our Community

An accessible and welcoming community respecting diversity, heritage and culture

C1 community wellbeing

Improve wellbeing for our diverse community supported by services and facilities

C2 Recognised traditions and lifestyles

Our community supports the richness of its heritage and culture

Our Place

A liveable and connected place supporting community wellbeing and local economic growth

P1 Strong economy, vibrant local businesses, active investment

Our community has an adaptable, sustainable and diverse economy

P2 Infrastructure and facilities - Our community's infrastructure and facilities are safe, convenient, reliable and environmentally sustainable

P3 Thriving and safe place to live

Our community supports a healthy, happy and safe place

Our Environment

Port Stephen's environment is clean, green, protected and enhanced

E1 Ecosystem function

Our community has healthy and dynamic environmental systems that support biodiversity

E2 Environmental sustainability

Our community uses resources sustainably, efficiently and equitably

E3 Environmental resilience

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

Our Council

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

L1 Governance

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

L2 Financial Management

Our Council is financially sustainable to meet community needs

L3 Communication and engagement

Our Council is committed to enabling an engaged and informed community

Our elected council

Elected in December 2021

Mayor
Ryan Palmer

East Ward

Councillor
Leah Anderson

Councillor
Matthew Bailey

Councillor
Glen Dunkley

Central Ward

Councillor
Chris Doohan

Councillor
Steve Tucker

Councillor
Jason Wells

West Ward

Councillor
Giacomo Arnott

Councillor
Peter Francis

Councillor
Peter Kafer

To read more about our elected Council, visit -
portstephens.nsw.gov.au/council/mayor-and-councillors

Message from the Mayor

There's no better time than the present to create *Our place. Our plan. Our future*.

With a new team of Councillors on board who've listened to what the community wants most, we're excited to review the Community's Strategic Plan (the Plan) for the next 10 years. We recognise that Council plays a custodial role in collating the Plan on behalf of the community. Together with a number of partners, we're here to make a difference in the community now and into the future.

We're pleased to hear that the community's vision of a *Great lifestyle in a treasured environment* still rings true – but with the diversity of our community, this vision means different things to different people.

Our place. Our plan. Our future has been developed in collaboration with the community after 18 months of integrated engagement – totalling nearly 7,000 interactions over this time. Refinements to the Plan are founded on our first ever Liveability Index Survey carried out in September 2020 where over 3700 community members had their say on what they valued most and how they felt their place was performing. Since then, we've been diving deeper through workshops, online surveys, photo competitions and more – to check in on community priorities.

Community priorities of wellbeing, sustainable development, maintenance of roads and open spaces, pathway connections, resilience in the wake of natural disasters, climate change, protection of the natural environment, stronger community engagement, to name a few, have been woven into the draft Community Strategic Plan.

During the public exhibition phase over April/May 2022, we're seeking your final comments on the draft Plan before it's considered for endorsement by Council at the end of June 2022. By contributing to *Our place. Our plan. Our future*, you have the opportunity to make a real and lasting impression on the future of Port Stephens beyond 2030.

Because we all love Port Stephens – it's *Our Incredible Place*!

Ryan Palmer

Ryan Palmer, Mayor

Message from the General Manager

Whether it's managing our coastline, creating vibrant community spaces or keeping us connected as a community, the Community Strategic Plan acts as a road map for Council, government agencies, community services, businesses and the community to guide infrastructure, programs and service delivery across Port Stephens.

The Community Strategic Plan is at the heart of planning for our local government area, capturing the community's aspirations and priorities for the future to inform tangible programs and actions of Council and its partners.

In this draft Plan, we acknowledge that being the closest level of government to the community means we're responsible for developing and reviewing the Plan on behalf of the community. However, we can't deliver on all the priorities and strategies of *Our place. Our plan. Our future* alone – we must do it together.

Many community priorities are beyond Council's sphere of control, involving partnerships and advocacy with many other government departments, private enterprises, agencies and the community.

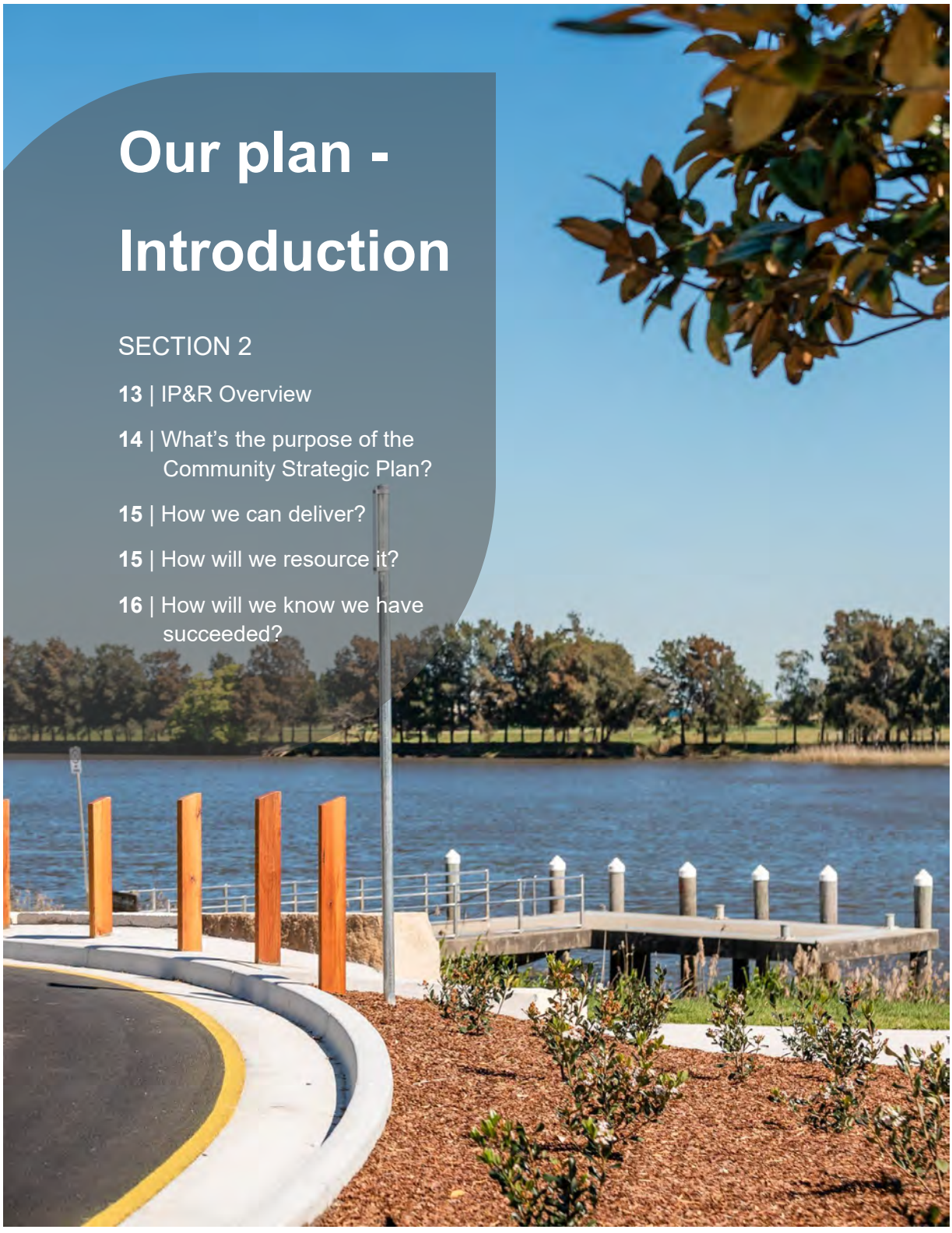
Establishing these community priorities is critical in informing what services, facilities and programs Council should sustainably deliver and how we assign and balance our resourcing to support delivery while also balancing affordability.

We're assured that change is constant. In the last 2 years, the natural disaster events and COVID-19 have had an impact on all facets of our community, from families to local businesses. This is why it's important to regularly review our priorities, what's truly important and what's sustainable. In this light, Council will use the Community Strategic Plan to review what and how we'll sustainably deliver services needed by our community.

Together we'll work to deliver *Our Place. Our Plan. Our Future*.

Wayne Wallis

Wayne Wallis, General Manager



Our plan - Introduction

SECTION 2

13 | IP&R Overview

14 | What's the purpose of the Community Strategic Plan?

15 | How we can deliver?

15 | How will we resource it?

16 | How will we know we have succeeded?

IP&R overview

The Integrated Planning and Reporting (IP&R) framework guides the planning and reporting activities of local councils. The requirements for IP&R are set out in the Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation).

The IP&R framework was introduced by the State Government in 2009 to transform the way Councils develop, document and report on plans for the future of their communities.

This framework has evolved, but the fundamental assumption is that all Council planning should originate from a sound understanding of the communities' expectations around priorities and services.

The IP&R framework allows council to draw its various plans together, understand how they interact and inform each other and to the maximum benefit from efforts by planning holistically for the future ensuring alignment with state and regional priorities. IP&R is at the centre of all council plans, activities, projects, resourcing decisions and improvement strategies.

The IP&R cycle is aligned with the NSW local government elections, with each newly elected council required to review the Community Strategic Plan before 30 June following the election.

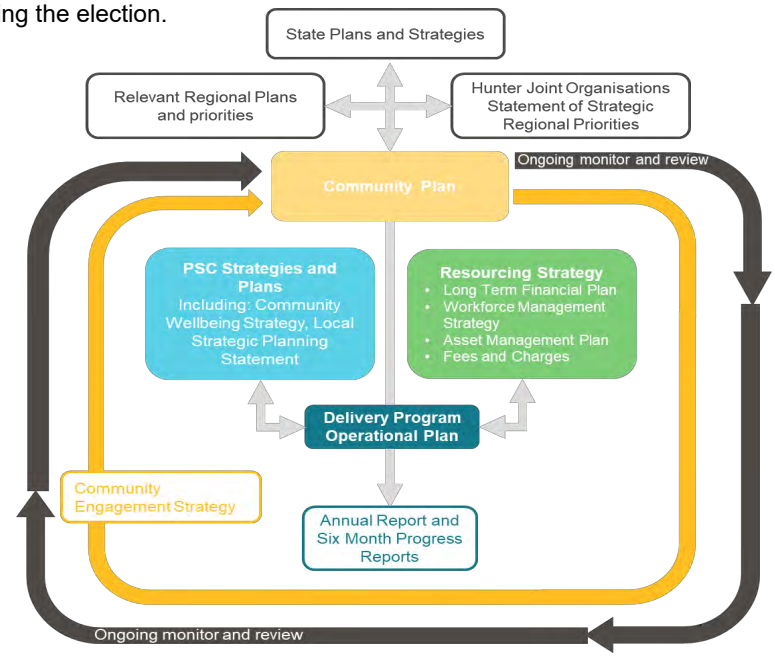


Diagram 1 - Integrated Planning and Reporting Framework

What is the purpose of the Community Strategic Plan?

At the heart of the IP&R framework is the Community Strategic Plan. The Community Strategic Plan is the highest level strategic plan that a council will prepare on behalf of the community.

'*Our place. Our plan. Our future*' is the Port Stephens' Community Strategic Plan for 2022-2032 (The Plan). The Plan addresses social, economic, environmental and governance factors (quadruple bottom line) through four interconnected Focus Areas: Our Community, Our Place, Our Environment and Our Council and is based on social justice principles of equity, access, participation and rights. Read more about how we developed this plan on pages 17 to 22.

The purpose of the Plan is to:

- Identify the community's main priorities and aspirations over the next 10 years
- Support community and stakeholders to play an active role in shaping their future
- Work with other governments and agencies to achieve community priorities
- Outline council's role in delivering these priorities and assigning resourcing to support delivery while balancing affordability
- Maintain accountability and transparency in reporting on progress.

Council acknowledges that it can't deliver on all of the community's priorities and must partner or advocate to other levels of government, state agencies, community groups, businesses and more to achieve these. Read more on pages 23 to 41.

How we can deliver?

Delivery Program and Operational Plan

Council's role in delivering on what it can for the Plan is outlined in the Delivery Program, Operational Plan and Resourcing Strategy.

- **Delivery Program** – is a 4-year program that Council commits to delivering within the resources available. It translates the Plan's key directions/goals into clear actions. Progress of the Delivery Program is reported every six months.
- **Operational Plan** – is Council's annual action plan that includes the budget and activities that Council will carry out to achieve the commitments of the Delivery Program. Achievements of the Operational Plan are reported in the Annual report.

Council's other strategic documents and policies provide more detail on the priorities and how Council plans to deliver them. These documents are available on Council's website.

How will we resource it? What we can do?

Resourcing strategy

The Resourcing strategy outlines how Council will resource (with people, assets and finance) the community's long-term vision and aspirations (Community Strategic Plan). It's Council's commitment to delivering quality services and infrastructure to our community.

The Resourcing Strategy consists of 3 inter-related components:

- Long Term Financial Planning
- Workforce Management Strategy
- Asset Management Planning

The Resourcing Strategy is a supporting document to the Community Strategic Plan focusing on items that are Council's responsibility in terms of finances, assets and workforce. Council is however not the only source of funds for programs. Council funds are used to seed or match a range of other funding contributions such as developer contributions, commercial profits and government grants which are not always guaranteed.

How will we know we have succeeded?

Monitoring the Plan

A key purpose of the Plan is to bring about the desired outcome, a positive change in the community – 'making a difference to our community'. Community Indicators have been established to measure this progress over time.

Community Indicators

The effectiveness of the Plan is reviewed by measuring the community indicators. Data from the Community Indicators will be used in the State of the Shire Report to review the implementation and effectiveness of the Plan in achieving its social, environmental, economic and civic leadership goals over the previous council term. These Indicators are listed under each Key Direction/Goal and can be found on pages 28 to 41 of this Plan.

Other

In some areas of Council, additional performance measures may be legislatively required.

Reporting on performance

Council regularly reports on its performance to ensure the community is informed of Council's operations and to track our progress and achievements in meeting the community's priorities.

The IP&R framework requires us to report in the following ways:

- State of Shire report (replaces End of Term report)
- Annual report
- Six-month progress reports
- Quarterly Financial Budget Review Statement

Our plan – Developing it together

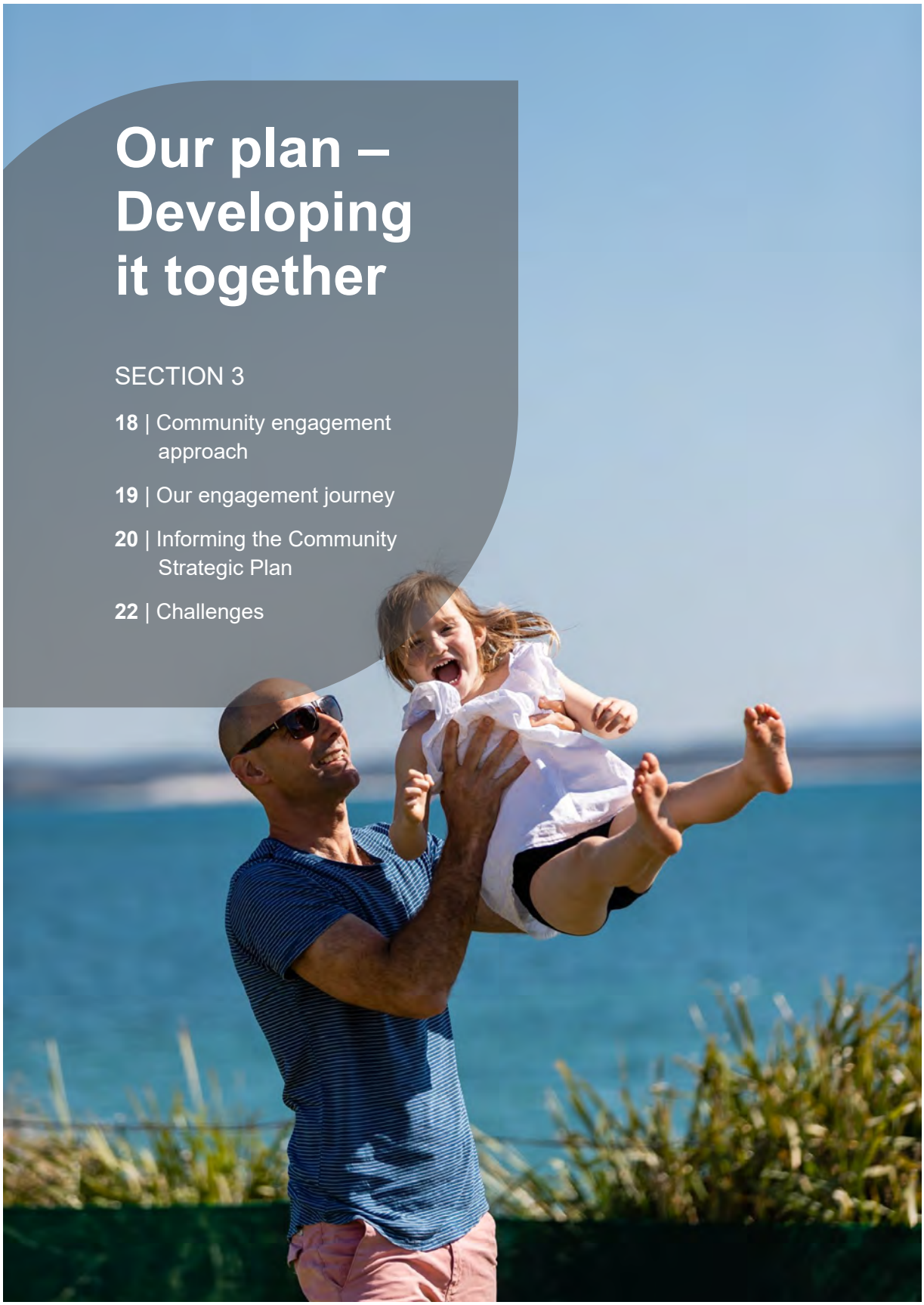
SECTION 3

18 | Community engagement approach

19 | Our engagement journey

20 | Informing the Community Strategic Plan

22 | Challenges



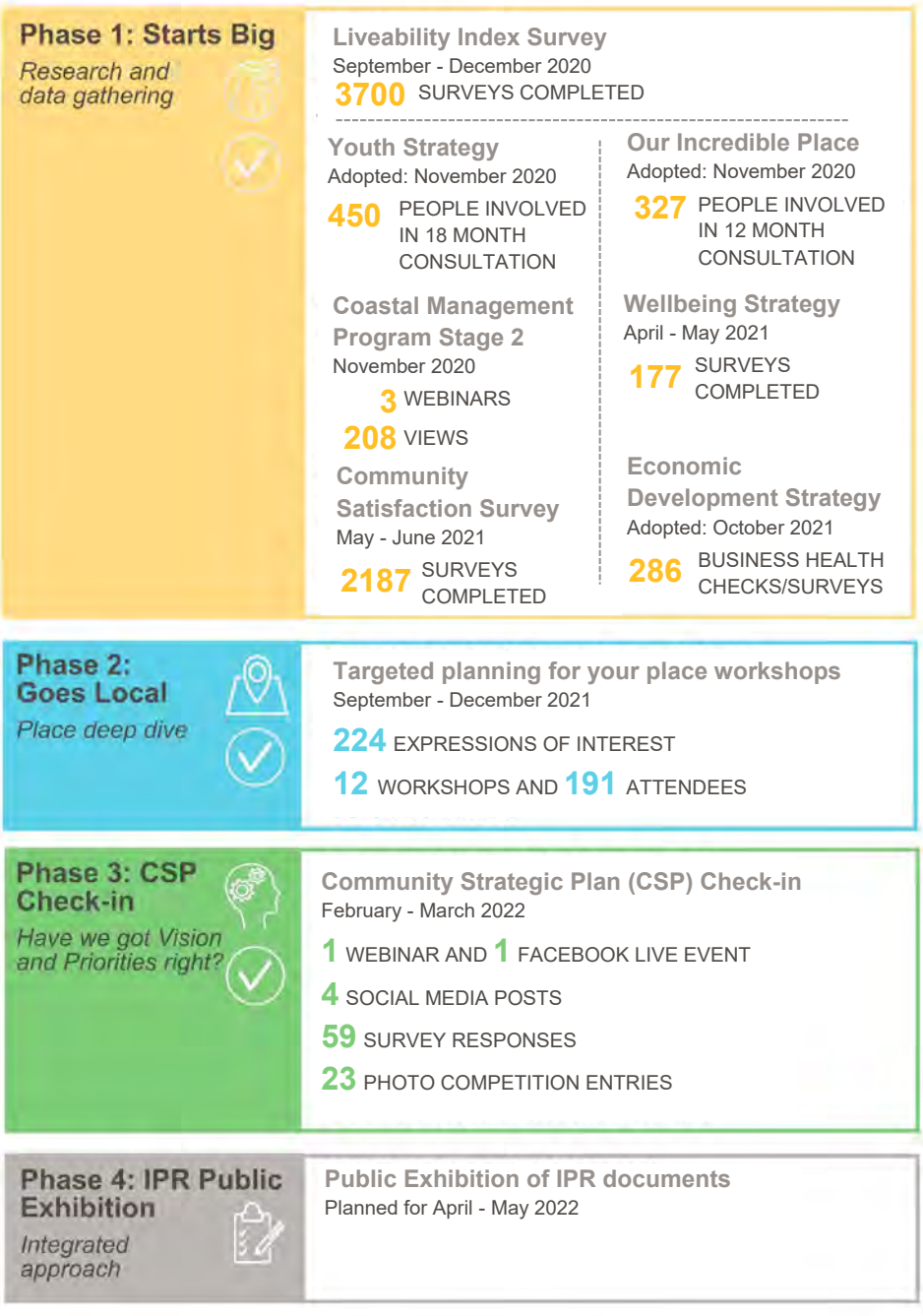
Community engagement approach

At Port Stephens Council, we have an integrated approach to engaging with the community. Read more about Council's Community Engagement Strategy on Council's website: portstephens.nsw.gov.au/development/planning-guides-and-strategies/community-engagement-strategy

The Plan has been reviewed in accordance with this Engagement Strategy and the process outlined below. To better understand community values and priorities we undertook Port Stephens's first-ever Liveability Index Survey in September 2020. Over the past 18 months, we have been talking with and listening to our community on a number of fronts to understand the aspirations and priorities of Port Stephens. Council has taken a phased approach delving deeper into what we have heard to make sure we clearly understand what the community is looking for in the future.

An example of general comments received from the community during various community engagement activities.

Our engagement journey



Informing the Community Strategic Plan

What we have heard

Our Community

- Community connection and reconnecting after COVID-19
- Resilience during disaster and pandemic
- Health and wellbeing
- Feeling safe and welcome

Our Place

- Maintaining local roads
- Maintenance of public open spaces
- Pathway connections
- Sense of safety in parks and streets
- COVID-19 recovery and support
- Shopping local and unique business attraction

Our Environment

- Land use decisions regarding vegetation and wildlife loss
- Coastal management
- Climate change
- Urban greening
- Sustainable use of resources

Our Council

- Consistent community engagement opportunities
- Financial sustainability

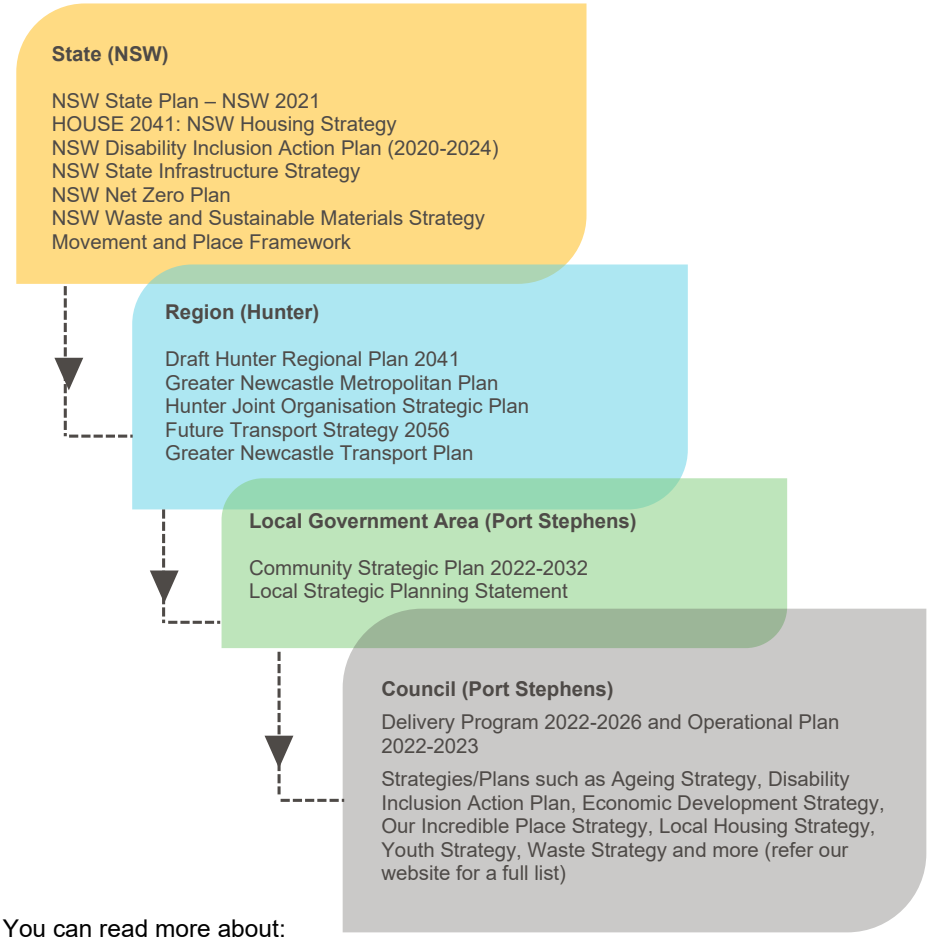
End of Term report

As part of revising the Plan for the next 10 years, we have also reviewed the previous Community Strategic Plan 2018-2028 and the End of Term report 2017-2021. The End of Term report together with the 2020 Liveability Index Survey provides a solid foundation to establish for our community “where are we now” in order to consider “where does the community want to be” and “when will we know when we have arrived/succeeded”. These are important questions and answers for Council and its partners to focus on over the next 10 years.

State and Regional Plans

The review of the Plan has also been informed by various State and Regional plans, strategies and priorities that cascade to the Local Government Area level and into Council plans and strategies.

The diagram below shows the interconnection between Council, LGA, Regional and State plans and strategies. Noting that this is not an exhaustive list, merely to demonstrate the interrelationship at all levels.



You can read more about:

- **State Strategies and Plans**: https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/the-state-plan/
- **Regional Strategies and Plans**: https://www.planning.nsw.gov.au/Plans-for-your-area/Regional-Plans/Hunter
- **Port Stephen Council's strategies**: portstephens.nsw.gov.au/development/planning-guides-and-strategies

Challenges

The following challenges have been considered in revising the Plan.

- **Financial sustainability** – is critical to all of our community to meet day-to-day needs now and in the future. This applies across the spectrum of families, businesses and local government.

  This element is integrated throughout various Focus Areas of the Plan including C1, P1 and L2.

- **Climate change and coastal impacts** – continue to be a challenge for every community which is why we must work together to preserve Port Stephens' environment.

  This is integrated as part of Strategy E3.1.

- **Community voice** – is an essential part of our rights and democracy. Also critical is capturing a representative voice of the community, which is often difficult. Part of the equation is effectively engaging and communicating with the community.

  These elements are integrated as part of the Key Direction/Goal for L3 and as part of Strategy L3.2.

- **Diversity, inclusivity and accessibility** - are part of community wellbeing, with improved wellbeing at the heart of our community life now and in the future.

  Community wellbeing is integrated into the C1 Key Direction/Goal and statement for the 'Our Place' Focus area.

- **Housing affordability** – Port Stephens population is expected to increase to 87,933 by 2040 (annualised growth of 0.89%), which translates to an estimated change of 9,245 dwellings. Affordable and sustainable housing are required to meet the diverse needs of our growing community.

  Housing affordability is embedded as part of Strategy P3.1.

- **Resilience** – the ongoing COVID-19 pandemic and recent natural disasters have highlighted the need to focus on resilience and the ability of the Port Stephens community to prepare, respond and recover from unforeseen events.

  Resilience is integrated into Strategy P3.4 and E3.1.

- **Sustainable development** - is an issue that has been raised repeatedly within our community. Balancing development, planning for the future of the community, visitors to the Port Stephens area along with mitigating the impacts on our natural environment are ongoing considerations as part of the Plan.

  These elements are integrated as part of Strategy P3.1 and E1.1.

Our plan – Delivering it together

SECTION 4

24 | Council's role and services

24 | Our partners

Council's role and services

Many of the community's priorities are beyond Council's sphere of control, involving partnerships with many other government departments, private enterprises, agencies and the community.

The table below summarises the various roles Council's plays in the community.

Deliver – This icon indicates that Council is solely responsible for delivering services/activities that contribute to the Plan's Strategies. Council delivers a wide range of infrastructure, facilities and services such as waste collection, library services, local roads and public spaces.

Partner – This icon indicates that Council shares the responsibility for contributing to the Plan's Strategies through strategic partnerships with federal and state government agencies or facilitating/supporting a range of other stakeholders to deliver services or facilities.

Advocate – This icon indicates that Council advocates to other levels of government to deliver and support services that contribute to the Plan's Strategies.

Our partners

To deliver our community's vision of a great lifestyle in a treasured environment, we collaborate with various partners who contribute to the Plan's Strategies. We have broadly listed a few of the key partners for each of the Plan's Strategies, however, this is not a comprehensive list as there are many partners involved in implementing the Strategies of the Plan over time. However, we do recognise that a common partner across all of the Plan's Strategies is the community and Hunter Joint Organisation of Councils.

Our plan – Our future together

SECTION 5

26 | How to read the plan

27 | Focus Area: Our Community

31 | Focus Area: Our Place

36 | Focus Area: Our Environment

40 | Focus Area: Our Council

How to read the Plan

The Plan establishes Goals for Port Stephens together with Strategies and Community Indicators for achieving those goals over the next 10 years. All together this information addresses the critical questions of 'Where do we want to be', 'How will we get there', 'Who will help us' and 'How will we know when we've arrived?' The following information helps to explain the headings used in the Plan.

1. **Focus area** – The Plan is broken up into 4 simple themes shown as Focus Areas with a corresponding statement. These Focus Areas provide a structure to categorise the Goals and Strategies of the Plan and interconnect to deliver on the community's vision of a great lifestyle in a treasured environment.
2. **Key direction/Goal** - Where do we want to be? These are the community's long term goals and priorities to achieve the vision.
3. **Strategies** – How will we get there? These are the Strategies that Council and its partners will work together on to achieve the Key direction/Goal.
4. **Our Partners** – This identifies at a high level who will help to deliver on the Plan's Strategies.
5. **Council's Role** - This identifies Council's role in facilitating the delivery of the Strategies in the Plan.
6. **Community Indicators** - How will we know when we've arrived? These Indicators are measured over time to establish if the community is better off as a result of the work undertaken by Council and its Partners. The Baseline establishes 'Where are we now' in order to measure the movements in the Indicators over time and determine if we are making a difference to the community.

1

Focus area one | Our Community

An accessible and welcoming community respecting diversity, heritage and culture

Our community values **things to do** in their neighbourhoods and a **range of community activities**, including volunteering, gardening, art, community organised events and so on.

Ideal neighbourhoods should offer a **sense of welcome** and have **access to shared community and commercial assets** such as libraries, sports facilities or gyms.

2 Where do we want to be? (Key directions/Goals)	3 How will we get there? (Strategies)	4 Who will help us? (Our Partners)	5 Council's role
C1 Community wellbeing Improve wellbeing for our diverse community supported by services and facilities	**C1.1** Support wellbeing, inclusivity, accessibility and making all feel welcome	NSW Department of Community and Justice, Youth Advisory Panel (YAP)	
	C1.2 Provide facilities and learning options for children and families	NSW Department of Education	
	C1.3 Provide equitable and safe access to sport, recreational, cultural and leisure activities	Belgravia Leisure, Surf Life Saving NSW	
	C1.4 Support volunteers to deliver appropriate community service	Volunteers	

How will we know we succeeded?

6

Community Indicators	Where are we now? (Strategies)	How will we know when we've arrived?	Data Source
C1 Community wellbeing			
Sense of belonging in the community	PX Score 7.6	Increase	Liveability Index 2020
C2 Support recognised traditions and lifestyles			
Average overall participation at cultural/community activities or events	77% (n=2105) Community Satisfaction Survey 2021	Increase	Community Satisfaction Survey 2021

Focus area | Our Community

An accessible and welcoming community respecting diversity, heritage and culture

Our community values **things to do** in their neighbourhoods and a **range of community activities**, including volunteering, gardening, art, community organised events and so on.

Ideal neighbourhoods should offer a **sense of welcome** and have **access to shared community and commercial assets** such as libraries, sports facilities or gyms.

Where do we want to be? (Key directions/Goals)	How will we get there? (Strategies)	Who will help us? (Our Partners)	Council's role
C1 Community wellbeing Improve wellbeing for our diverse community supported by services and facilities	**C1.1** Support wellbeing, inclusivity, accessibility and making all feel welcome	NSW Department of Community and Justice, Youth Advisory Panel (YAP), Not for profit organisations, Local Aboriginal Land Councils (LALC)	
	C1.2 Provide facilities and learning options for children and families	NSW Department of Education	
	C1.3 Provide equitable and safe access to sports, recreational, cultural and leisure activities	Belgravia Leisure, Surf Life Saving NSW, Other private service providers	
	C1.4 Support volunteers to deliver appropriate community service	Volunteers	
C2 Recognised traditions and lifestyles Our community supports the richness of its heritage and culture	**C2.1** Recognise and support local Aboriginal and Torres Strait Islander People	Worimi LALC, Karuah LALC	
	C2.2 Support and promote local cultural activities	Destination Port Stephens, Business Port Stephens, Worimi LALC, Karuah LALC	
	C2.3 Recognise and support the heritage of Port Stephens	Heritage Council, NSW Heritage, Local Heritage Groups	

Where do we want to be? (Key directions/Goals)	How will we get there? (Strategies)	Who will help us? (Our Partners)	Council's role
	C2.4 Provide vibrant and inclusive community spaces to support lifelong learning	NSW State Library, City of Newcastle Library	

How will we know we have succeeded?

Community Indicators	Where are we now? (Baseline 2020-2021)	How will we know when we've arrived?	Data Source
C1 Community wellbeing			
Sense of belonging in the community	PX score 7.6	Increase	Liveability Index 2020
Local community groups and organisations	PX score 6.7	Increase	Liveability Index 2020
The overall accessibility of facilities in the local area	74% (n=2187) Community Satisfaction Survey 2021	Increase	Community Satisfaction Survey
Percentage of people who feel they are part of the local community	2022 Community satisfaction survey results	Increase	Community Satisfaction Survey
Child services	PX score 6.2	Increase	Liveability Index 2020
Community satisfaction with Thrive Kids	99%	Maintain/Increase	Internal data source
Level of education attained	% 10.6%[1] of people complete year 12 school or equivalent 11% of people complete a Bachelor's Degree or above (Census 2016)	Increase	Australian Bureau of Statistics

Community Indicators	Where are we now? (Baseline 2020-2021)	How will we know when we've arrived?	Data Source
Access to shared community and commercial assets (library, bike/car share, sports facilities/gyms, etc.)	PX Score 6.3	Increase	Liveability Index 2020
Community satisfaction with Swimming Pools	88% (n=1957) Community Satisfaction Survey 2021	Increase	Community Satisfaction Survey
% of the community who utilise sport, leisure and recreational facilities	89% (n=1957) Community Satisfaction Survey 2021	Increase	Community Satisfaction Survey
Levels of volunteering in the Community	35% (n=2105) Community Satisfaction Survey 2021	Maintain or increase	Community Satisfaction Survey
C2 Support recognised traditions and lifestyles			
% of actions completed or commenced in Yabang Gumba-Gu Plan	100% 15 out of 19 actions in the Yabang Gumba-Gu Plan[2] are complete	Maintain	Internal data source
A cultural and artistic community	PX score 5.6	Increase	Liveability Index 2020
Average overall participation at cultural/community activities or events	77% (n=2105) Community Satisfaction Survey 2021	Increase	Community Satisfaction Survey 2021
Local history, historic buildings or features	PX score 5.6	Increase	Liveability Index 2020
Heritage advice on Development Applications (DA), Council Projects (CP) and requests for information (RI) within 10 days	DA – 23 CP – 35 RI - 19	Maintain	Internal data source

PX score - refers to Place Experience Score from the Liveability Index Survey 2020.

[1]Data source -https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA16400?opendocument

[2]Remaining 4 actions are ongoing over multiple years. Actions in the plan are reviewed annually with the Aboriginal Strategic Committee.

Yabang Gumba-Gu
(ROAD TOMORROW-TO)

Focus area | Our Place

A liveable and connected place supporting community wellbeing and local economic growth

Our community values neighbourhoods with **locally owned and operated businesses** that provide the community with their daily needs. Neighbourhoods should have easy to access **shared community amenities** like local shops **within walking or cycling distance**. Neighbourhoods should have **well maintained and managed public domain, footpaths, parks, roads** and other public assets.

Where do we want to be? (Key directions/Goals)	How will we get there? (Strategies)	Who will help us? (Our Partners)	Council's role
P1 Strong economy, vibrant local businesses, active investment Our community has an adaptable, sustainable and diverse economy	**P1.1** Support sustainable local business development, visitation and events	Destination Port Stephens, Destination NSW, Business Port Stephens, Economic Development Advisory Panel	
P2 Infrastructure and facilities Our community's infrastructure and facilities are safe, convenient, reliable and environmentally sustainable	**P2.1** Deliver and maintain sustainable community infrastructure	Police, Transport for NSW, Crown Lands, National Parks and Wildlife Service, Maritime, Other Councils	
	P2.2 Create useable links and connections within towns and centres	Transport for NSW	
P3 Thriving and safe place to live Our community supports a healthy, happy and safe place	**P3.1** Provide land use plans, tools and advice that sustainably support the community	DPE, NSW Fair Trading, Rural Fire Service, Environment Protection Authority, Department of Defence, Police, Environment Energy and Science, Transport for NSW, Hunter Water, Department of Primary Industries	
	P3.2 Enhance public safety, health and liveability through the use of Council's regulatory controls and services	DPIE, NSW Fair Trading, Rural Fire Service, Environment Protection Authority, Department of Defence, Police, NSW Environment Energy and	

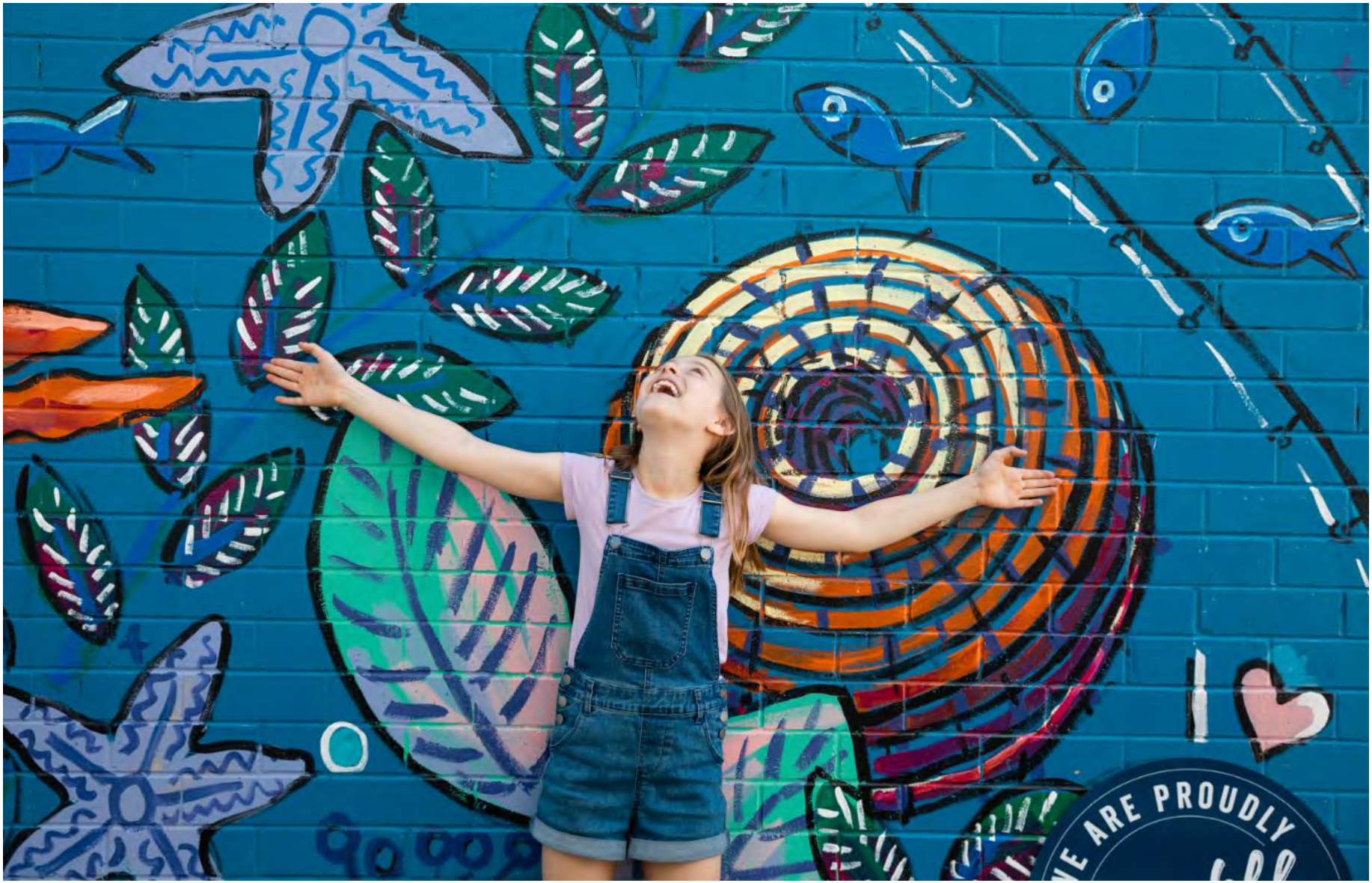
Where do we want to be? (Key directions/Goals)	How will we get there? (Strategies)	Who will help us? (Our Partners)	Council's role
		Science, Transport for NSW, Hunter Water, State Debt Recovery Office, NSW Health	
	P3.3 Create, advocate and support connected vibrant places	Destination Port Stephens, Business Port Stephens, Worimi LALC, Karuah LALC	
	P3.4 Support emergency services and encourage community resilience following natural disasters	Emergency Services, Resilience NSW and other agencies	

How will we know we have succeeded?

Community Indicators	Where are we now? (Baseline 2020-2021)	How will we know when we've arrived?	Data Source
P1 Strong economy, vibrant local businesses, active investment			
Locally owned and operated businesses	PX score 7.3	Increase	Liveability Index 2020
Local businesses that provide for daily needs	PX score 7.3	Increase	Liveability Index 2020
Things to do in the evening	PX score 4.7	Increase	Liveability Index 2020
Business satisfaction survey score	82%	Increase	Business Satisfaction Survey
Economic growth – Gross Regional Product	$5.494 Billion (As of June 2021)	Increase	REMPLAN
Unemployment rate	4.3% (As of December 2021)	Decrease	REMPLAN

Community Indicators	Where are we now? (Baseline 2020-2021)	How will we know when we've arrived?	Data Source
Number of jobs in Port Stephens	27,346 9.74% of Hunter Region jobs	Increase	REMPLAN
P2 Infrastructure and facilities			
Access and safety of walking, cycling and/or public transport	PX score 5.9	Increase	Liveability Index 2020
Quality of public spaces (footpaths, verges, parks etc.)	PX score 5.7	Increase	Liveability Index 2020
General condition of public open spaces (street trees, footpaths, parks etc.)	PX score 6.0	Increase	Liveability Index 2020
Spaces suitable for specific activities or special interests (entertainment, exercise, dog park, BBQs etc.)	PX score 6.7	Increase	Liveability Index 2020
Ease of driving and parking	PX score 7.5	Increase	Liveability Index 2020
Walking/jogging/bike paths that connect housing to communal amenities (shops, parks etc.)	PX score 5.9	Increase	Liveability Index 2020
P3 Thriving and safe place to live			
Overall Liveability score	66 out of 100	Increase	Liveability Index 2020
Overall visual character of the neighbourhood	PX score 7.4	Increase	Liveability Index 2020
Sense of character or identity that is different from other neighbourhoods	PX score 6.7	Increase	Liveability Index 2020

Community Indicators	Where are we now? (Baseline 2020-2021)	How will we know when we've arrived?	Data Source
Sustainable urban design (water sensitive design, transport-oriented design, sustainable building design, density etc.)	PX score 5.5	Increase	Liveability Index 2020
Sense of neighbourhood safety (from crime, traffic, pollution, etc.)	PX score 7.2	Increase	Liveability Index 2020
Sense of personal safety (for all ages, genders, day or night)	PX score 7.7	Increase	Liveability Index 2020
Levels of Crime across the LGA	Five year trend (Jan 2017 to Dec 2021)	Decrease	NSW Bureau of Crime Statistics and Research
Things to do in the evening	PX score 4.7	Increase	Liveability Index 2020
Spaces for group or community activities and/or gatherings (sports, picnics, performances, etc.)	PX score 6.6	Increase	Liveability Index 2020
Facilitation of Port Stephens Local Emergency Management Committee	Quarterly meetings conducted	Maintain	Internal Data source


WE ARE PROUDLY

Focus area | Our Environment

Port Stephens environment is clean, green, protected and enhanced

Port Stephens community aspires to neighbourhoods that feature **unique natural elements**, views, landscapes or vegetation.

Our Council and residents must **protect and maintain the connection to nature** offered by the area by promoting sustainable **behaviours in the community**.

Where do we want to be? (Key directions/Goals)	How will we get there? (Strategies)	Who will help us? (Our Partners)	Council's role
E1 Ecosystem function Our community has healthy and dynamic environmental systems that support biodiversity conservation	**E1.1** Protect and enhance our local natural and built environment	Department of Planning and Environment, DPI, Local Land Services, National Parks and Wildlife, Crown Land, Hunter Water	
	E1.2 Provide education programs about our local natural environment	Department of Planning and Environment, Marine Parks, Local Land Services, Crown Lands, National Parks and Wildlife, Worimi LALC and Karuah LALC	
E2 Environmental sustainability Our community uses resources sustainably, efficiently and equitably	**E2.1** Support renewable energy and alternative fuel use	NSW State Government, Ausgrid	
	E2.2 Support resource recycling and reduction of waste	SUEZ, Hunter Joint Organisations	
	E2.3 Support urban greening initiatives	DPE, Volunteers	

E3 Environmental resilience Our community is resilient to environmental risks, natural hazards and climate change	**E3.1** Support community resilience to climate change including coastal and waterways hazards	Department of Planning and Environment	

How will we know we have succeeded?

Community Indicators	Where are we now? (Baseline 2020-2021)	How will we know when we've arrived?	Data Source
E1 Ecosystem function			
Elements of natural environment (natural features, views, vegetation, topography, water, wildlife, etc.)	PX score 8.0	Increase	Liveability Index 2020
Protection of the natural environment	PX score 6.2	Increase	Liveability Index 2020
Physical comfort (including noise, smells, temperature, etc.)	PX score 7.6	Increase	Liveability Index 2020
Air quality	Good	Maintain or improve	Stockton Air Monitoring Station
Number of environment education programs delivered	15	Maintain	Internal data source
E2 Environmental sustainability			
Sustainable behaviours in the community (water management, solar panels, recycling, etc.)	PX score 6.1	Increase	Liveability Index 2020
Community average daily electricity usage	16.9 kWh per customer per day[4]	Decrease	Ausgrid
Solar energy exported to the grid	31,131 MWh[5]	Decrease	Ausgrid
Council's energy usage	7,004 MWh	Decrease	Internal data source

Community Indicators	Where are we now? (Baseline 2020-2021)	How will we know when we've arrived?	Data Source
Non-recyclable garbage generated by households	23,533 tonnes	Decrease	Internal data source
Waste diverted from landfill	14,276 tonnes	Increase	Internal data source
Number of trees planted	7,508	Increase	Internal data source
Bush areas regenerated	149 hectares	Maintain/Increase	
Landscaping and natural elements (street trees, planting, water features etc.)	PX score 6.7	Increase	Liveability Index 2020
E3 Environmental resilience			
Achieve Carbon Neutrality for Council by 2025	New	Carbon neutral	Internal data source

[4]Residential electricity daily average usage. Data source - https://www.ausgrid.com.au/Industry/Our-Research/Data-to-share/Average-electricity-use

[5]Residential and Non-residential solar energy export. Data source - https://www.ausgrid.com.au/Industry/Our-Research/Data-to-share/Average-electricity-use

Focus area | Our Council

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

Our community values a Council that aims to deliver **on community wellbeing**.

The community should have a Council that **delivers on what they say they're going to do.** Neighbourhoods should have assets that are maintained to an acceptable standard and the community should be satisfied with the level of service provided.

Our community should have a Council with engaged employees, that's **financially sustainable,** has an **appropriate risk maturity** and has the right practices and governance in place

Where do we want to be? (Key directions/Goals)	How will we get there? (Strategies)	Who will help us? (Our Partners)	Council's role
L1 Governance Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)	**L1.1** Develop and encourage the capabilities and aspirations of Council's workforce	Office of Local Government, Unions	
	L1.2 Provide strong leadership, advocacy role and government relations	State and Federal Government departments, Hunter Councils, Elected members	
	L1.3 Provide a strong ethical governance structure and systems for Council	Office of Local Government, Safe Work, Ombudsman Office	
L2 Financial Management Our Council is financially sustainable to meet community needs	**L2.1** Maintain financial sustainability	Office of Local Government, State and Federal Government, Local Government Professionals NSW, Audit Office of NSW, Section 355 Committees, Property Advisory Panel IPART	
L3 Communication and engagement	**L3.1** Provide a customer-first organisation	State government departments, Elected members	

Our Council is committed to enabling an engaged and informed community	**L3.2** Engage with the community and key stakeholders	State and Federal Government departments, Elected members, Not for profit and community organisations	

How will we know we have succeeded?

Community Indicators	Where are we now? (Baseline 2020 to 2021)	How will we know when we've arrived?	Data Source
L1 Governance			
Employee engagement score	83% Employee Engagement Survey 2021	Increase	Employee Engagement Survey
Community's confidence that Council is managing its resources (workforce)	60% (n=11882) Community Satisfaction Survey 2021	Increase	Community Satisfaction Survey
Number of partnerships held		Maintain	Internal data source
Governance Health check	95%	Maintain	Internal data source
L2 Financial Management			
Council's underlying result is better than budget	Underlying surplus of $582,807 (as at 30 June 2021)	Compliant	Internal data source
L3 Communication and engagement			
Community satisfaction with their contact with Council	69% Community Satisfaction Survey 2021	Increase	Community Satisfaction Survey
% of people who feel they have a say on important issues	20% (n=1934) Community Satisfaction Survey 2021	Increase	Community Satisfaction Survey
Number of engagement activities and participation levels	110	Increase	Internal data source

ITEM 3 - ATTACHMENT 1 DRAFT COMMUNITY STRATEGIC PLAN 2022 TO 2032.

ITEM 3 - ATTACHMENT 1 DRAFT COMMUNITY STRATEGIC PLAN 2022 TO 2032.

PORT STEPHENS COUNCIL

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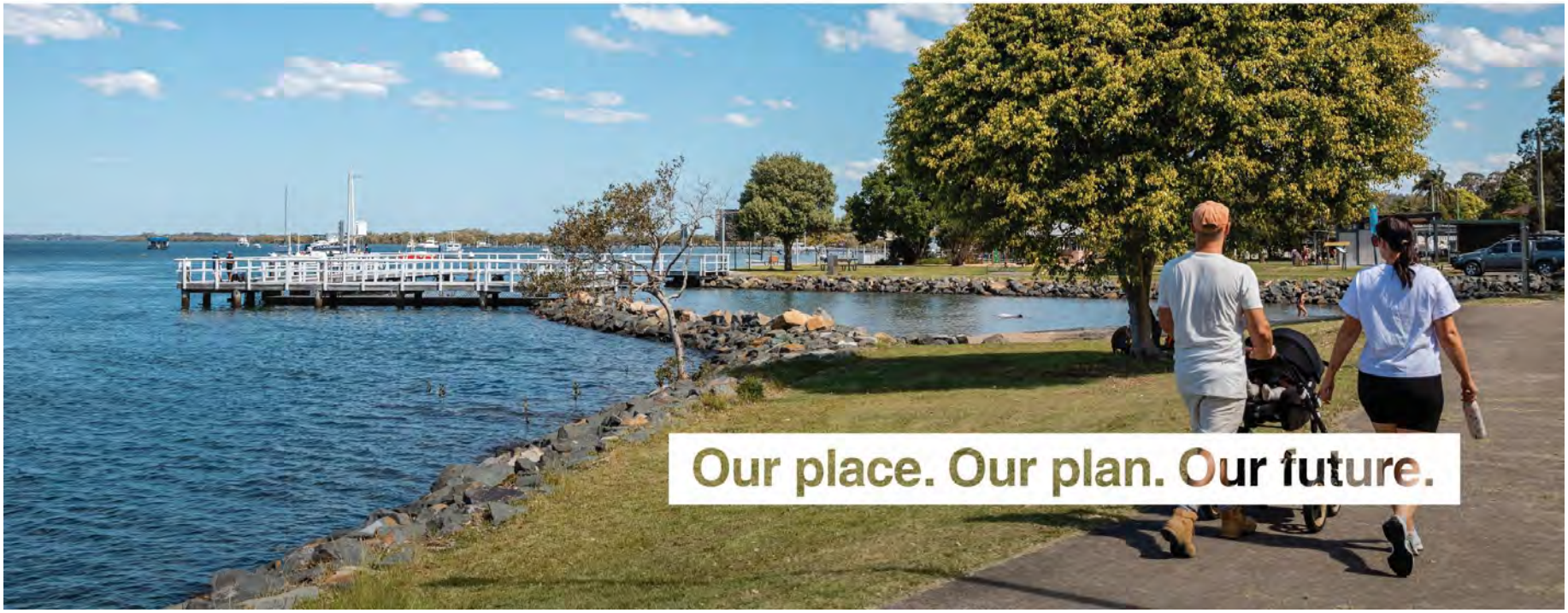
Delivery Program
2022 to 2026
and Operational Plan
2022 to 2023

IP&R Framework

PORT STEPHENS COUNCIL

DRAFT



ITEM 3 - ATTACHMENT 2 DRAFT DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2022 TO 2023.

The Delivery Program and Operational Plan of Port Stephens Council have been prepared in accordance with Section 404 and 405 of the Local Government Act 1993.

Acknowledgement
We acknowledge the Worimi as the original Custodians and inhabitants of Port Stephens.

May we walk the road to tomorrow with mutual respect and admiration as we care for the beautiful land and waterways together.

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Introduction

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Message from the General Manager

This 4-year Delivery Program and annual Operational Plan have been developed through listening to our **community priorities** and values and through the on boarding of a **new Council**. The program and plan consider the **ongoing impacts of natural disasters** and collectively assess what **Council can affordably and reasonably deliver** over this time.

After 18 months of engaging with the community on a number of fronts, we propose to investigate and progress a number of **Key Priority projects** from our advocacy program to improving our natural environment and community wellbeing and carbon neutrality.

Adopting a **place-based approach** is integral to our planning and program, building on the fundamentals and community values established as part of the 2020 Liveability Index Survey.

We'll continue to **reassess what can be delivered** by balancing the resources available through our workforce, finances and assets. The **impacts of COVID-19 and recent weather events** have impacted our operations, with revenue streams down and costs up, which is why we continue to fine-tune our level of service through our **service review program.**

As part of this Council, the Financial Sustainability Committee has been formed to provide strategic advice and recommendations on improving Council's long term financial sustainability by 30 June 2022. The findings of this review will also be considered as part of the Delivery Program, Operational Plan and long term Resourcing Strategy.

The Delivery Program and Operational Plan responsibly translate what Council is able to sustainably deliver from the Community's Strategic Plan 2022 to 2032. These together form our Integrated Plans *Our Place. Our Plan. Our Future*.

Wayne Wallis

General Manager

What are the Integrated Plans?

The Integrated Reporting and Planning (IP&R) framework guides the planning and reporting activities of local councils. The requirements for IP&R are set out in the Local Government Act 1993 (the Act), the Local Government (General) Regulation 2021 (the Regulation) and the NSW Government's IP&R Handbook and Manual 2021. The IP&R cycle is aligned with the NSW local government election cycle with each newly elected Council required to review the Community Strategic Plan (CSP) and develop a Delivery Program and Operational Plan outlining how Council will respond to the community's priorities.

At Port Stephens Council, the Integrated Plans are the Community Strategic Plan, Delivery Program and Operational Plan.

What is the purpose of the Delivery Program and Operational Plan?

Delivery Program (4 years)

Each newly elected Council in New South Wales must develop a 4-year Delivery Program to outline how it will contribute to achieving the goals of the Community Strategic Plan. The Delivery Program is generally reviewed on a 4-year cycle, in line with the local government election timetable.

At Port Stephens Council, the Community Strategic Plan, Delivery Program and Operational Plans are all founded on a basis of Quadruple Bottom Line (QBL) - social, economic, environmental and governance factors through 4 Focus Areas: 'Our Community, Our Place, Our Environment and Our Council'. These Focus Areas provide a structure for all of the plans and highlight the key priorities, enabling Council to meet the community's vision of 'A great lifestyle in a treasured environment'.

Our council forms partnerships with many other government departments, agencies, and private enterprises to help deliver on all aspects of the community's aspirations and priorities.

Operational Plan (annual)

The Operational Plan is Council's annual action plan which contributes to the 4-year Delivery Program. It outlines what we propose to deliver for that year and which area of Council is responsible. The Operational Plan is implemented with a supporting annual budget to fund necessary work. A more detailed budget is included in the Long Term Financial Plan which is part of the resourcing strategy.

This Operational Plan is for 2022 to 2023.

How will we resource it?

Resourcing strategy

The Resourcing Strategy is Council's long term strategy for how the Integrated Plans will be resourced.

The Resourcing Strategy consists of 3 inter-related documents which provide more detail on the financial, workforce and asset matters that Council is responsible for:

- Long Term Financial Plan
- Asset Management Plan
- Workforce Management Strategy

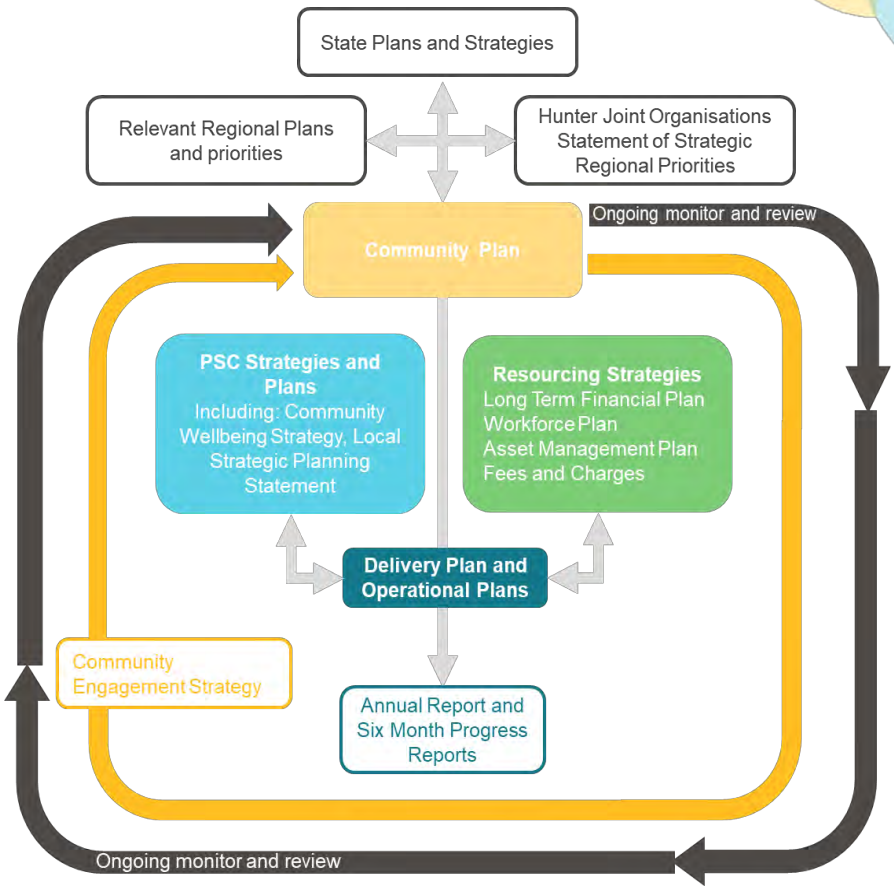


Diagram 1 - IPR Framework

How will we know we have succeeded?

Monitoring performance

At Council, we have several measures and indicators to measure performance and effectiveness.

Community Indicators

These are indicators outlined in that which over time indicate whether the community is better off as a result of the work that Council, state government, government agencies and other partners have undertaken.

Council Key Result Measures

Critical to underpinning everything that we do are 7 key result measures. Appendix one provides a further outline of these measures.

Diagram 2 - Key measures

1. Service Delivery
Target: >95% Integrated Plans delivered on time
2. Community Satisfaction
Target: >75% community satisfaction score
3. Employee Wellbeing
Target: >75% employee engagement
4. Governance
Target: >95% governance health check
5. Risk Management
Target: >85% risk management maturity score
6. Asset Management
Target: 100% asset maintenance ratio
7. Financial Sustainability
Target: underlying financial result better than budget

By balancing these 7 key measures, Council ensures that:

- 'we deliver on what we say we're going to do'
- the community is satisfied with the level of service provided
- the right practices and governance are in place
- Council has an appropriate risk maturity
- we have engaged employees who deliver on what we say we're going to do
- Council is financially sustainable
- Council's assets are maintained within an acceptable standard.

Delivery Program measures

Which determines the effectiveness of each Delivery Program item. Read more under each Focus Area from pages 37 to 75.

Operational Plan Effectiveness Measures

Demonstrate how effective we are at doing what we said we were going to do. For each Focus Area (Our Community, Our Place, Our Environment, Our Council) and under each operational plan action we have a series of measures to rate how effective we have been in doing what we said we were going to do. These measures are called our Effectiveness Measures.

These measures are reviewed each year in accordance with the operational plan actions and the relevant program of work to be delivered. Read more from pages 37 to 75.

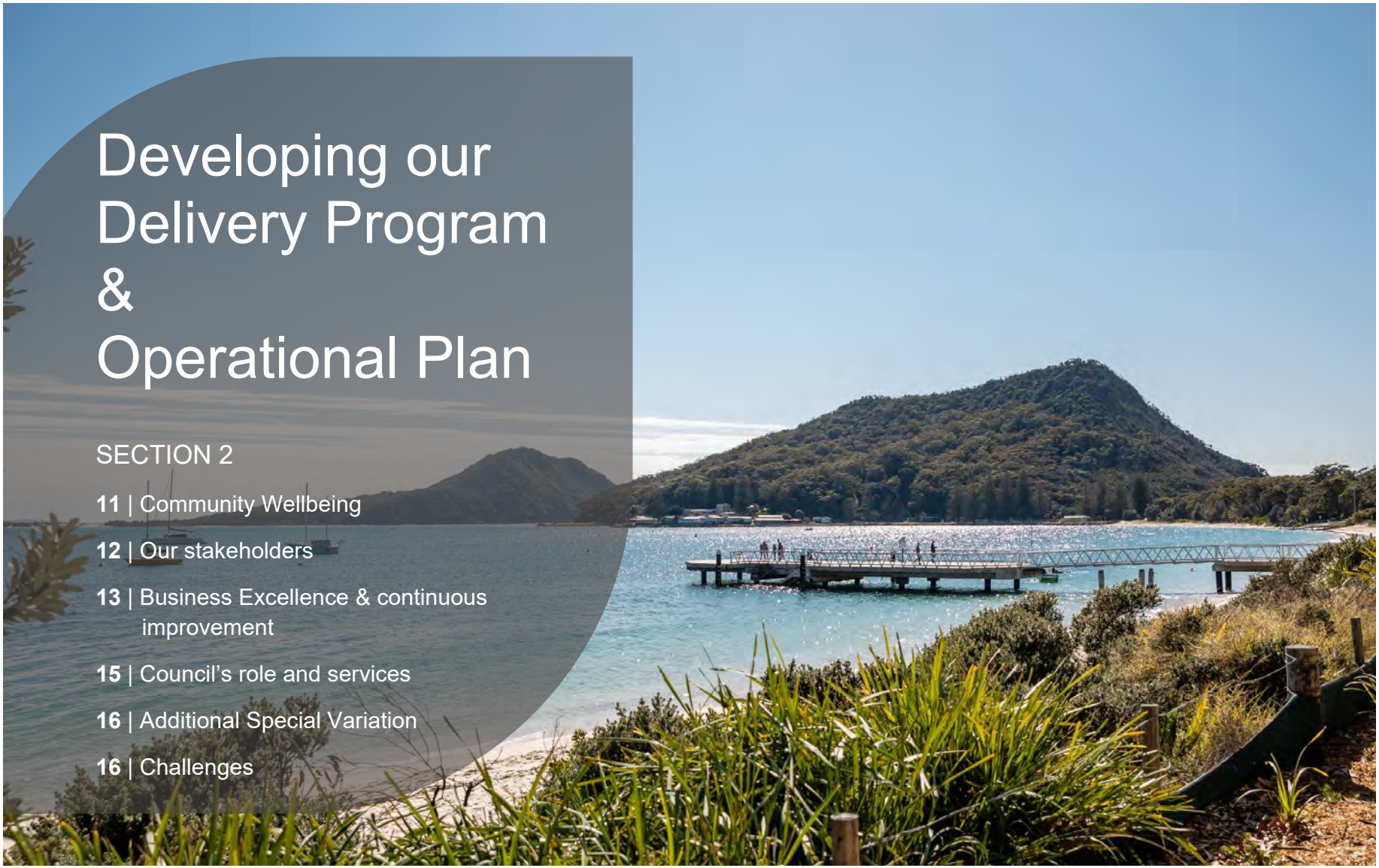
Efficiency Measures

Based on the Australian Business Excellence Framework, Efficiency Measures provide critical indicators for our internal operating performance.

Reporting on performance

At Port Stephens Council, we use a variety of reporting documents to outline our progress towards achieving the actions of the Operational Plan, activities in the Delivery Program and goals of the Community Strategic Plan. These include:

- Annual Report
- Six Month progress reports
- Quarterly Financial reports
- State of the Region report



Developing our Delivery Program & Operational Plan

SECTION 2

11 | Community Wellbeing

12 | Our stakeholders

13 | Business Excellence & continuous improvement

15 | Council's role and services

16 | Additional Special Variation

16 | Challenges

Community Wellbeing

Everything we do at Port Stephen's Council is to deliver on our community's vision for wellbeing.

Our organisation's purpose, vision and plan help us understand why we come to work, what we do and what we want to achieve.

At Port Stephens Council we have a responsibility to achieve our organisational priorities by focusing on being the best employer, putting customers first, being accountable, delivering on priority projects and providing community advocacy.

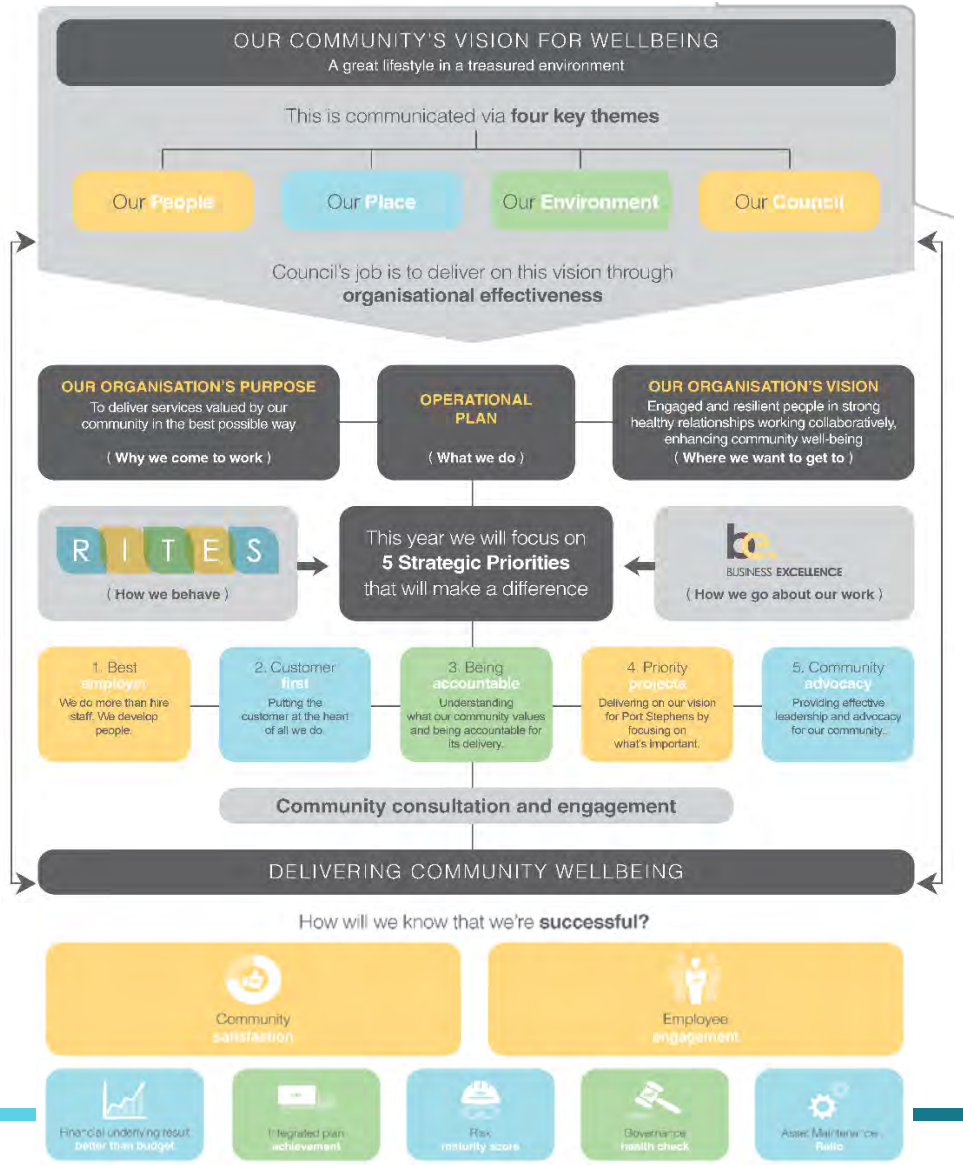


Diagram 3 - Community wellbeing

Our stakeholders

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

Business excellence and continuous improvement

Our goal at Port Stephens Council is to develop a high performing organisation that has a strong culture of 'delivering services valued by our community in the best way'. We want to be recognised by our community as a leading local government authority and as a 'best employer'. We are doing this by pursuing the philosophy within the Australian Business Excellence Framework. The Framework is based on a set of 9 universal principles which describe the elements that allow us to measure and continuously improve our systems, processes and relationships and to measure what we do in order to be a sustainable Council.

Business Excellence is about:

- having a clear direction and knowing how our employees all contribute to the big picture
- having a focus on our customers
- implementing best practice
- doing our best every single day

Council has implemented a Business Operating System (BOS) that follows the structure of the Australian Business Excellence Framework, allowing us to achieve our key metrics as outlined on page 7.

BUSINESS EXCELLENCE

THE RIGHT THING, THE BEST WAY

Service Reviews

The Service Review Program commenced in 2011 and has a rolling schedule where all 60 service packages receive a full-service review over a four year period with an ADRI review (progress review) completed two years following a service review. This schedule allows all service packages to be reviewed every two years. The schedule is reviewed and approved by the Executive Team annually. Amendments are made to meet any community hot topic or trends that are impacting service delivery.

Our organisation has a history of providing quality services to our customers, we strive to do this using the principles of Best Value. Council's Service Review Program involves analysing our services so that we are clear about the services we offer and that we deliver them in the best possible way. The purpose of Service Reviews is to ensure that Council's services are a reflection of the local community's needs and expectations, both in terms of quality and cost whilst ensuring sustainability.

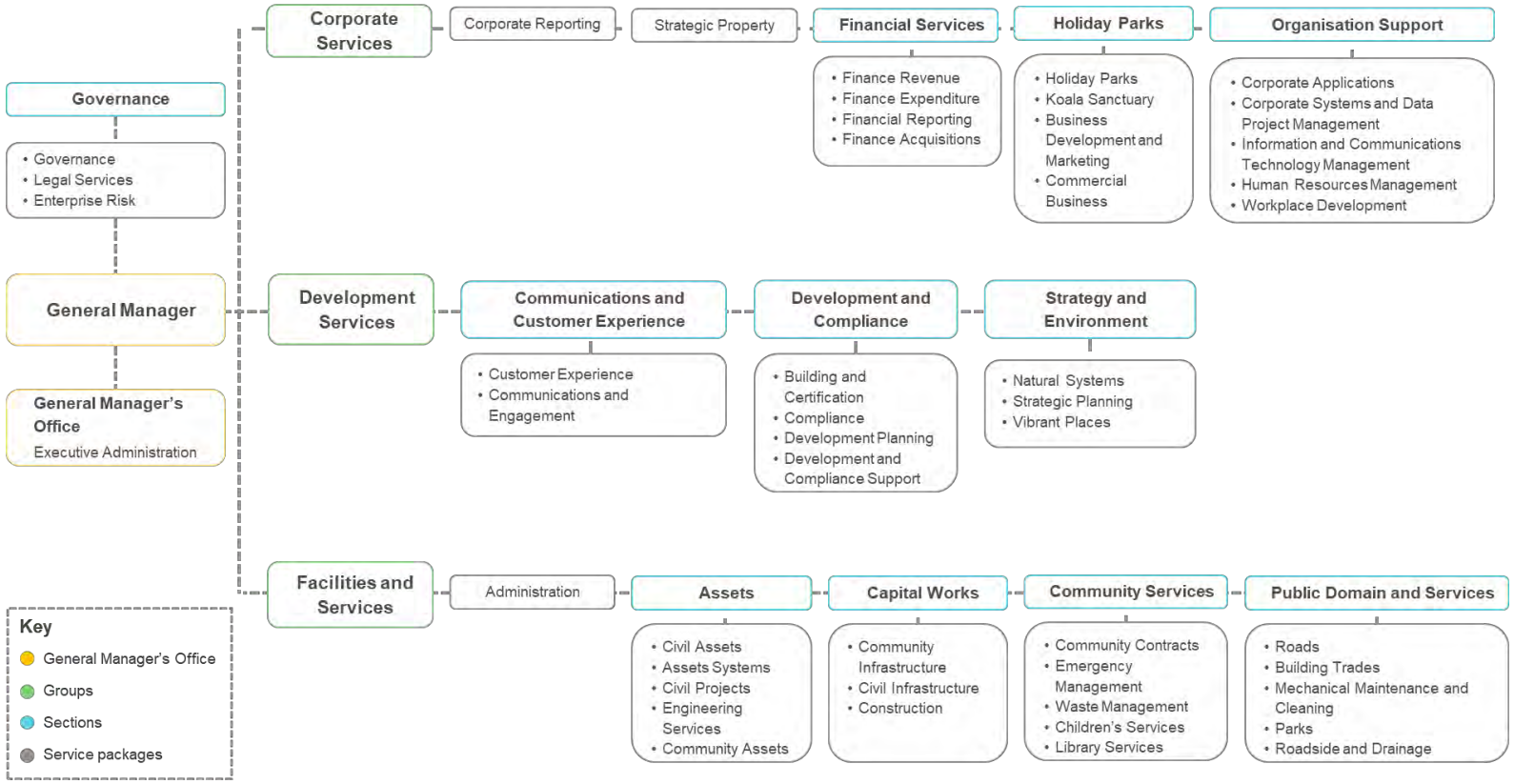
By applying the Business Excellence philosophy to everything we do, we will enhance our performance and create a better future for the organisation and our community. Through ongoing Service Reviews, the organisation will continuously improve the way it works, specifically, Council takes into account:

- aligning service levels with community expectations whilst balancing our financial resources
- reviewing the services against the best on offer in both the public and private sector
- assessing value for money in service delivery
- community expectations and values
- legislative requirements
- balancing affordability and accessibility to the community
- value of partnerships within councils, state and federal government
- potential environmental advantages for the community.

The Service Review program is conducted in-house by a cross-functional team that includes Human Resources, Finance and Risk representatives to ensure a level of rigour, with external peer review and benchmarking sought to support our recommendations. All reviews follow an in-depth process, which allows for consultation and communication with our employees and a thorough approval process prior to any decision being implemented. The Service Review Process is constantly reviewed and benchmarked against other Councils to ensure best practices.

Council's role and services

Council **employs over 500 staff** and is responsible for providing **services and facilities to more than 74,000 people**.



Additional Special Variation

Council has resolved to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a one-off additional special variation. This will see the less than anticipated 2022-2023 rate peg lift from 1.3% back to the instructed figure of 2.5%. The result of this will assist in delivering planned services to the community and closing the financial sustainability gap that is being driven by the implications of the COVID-19 pandemic and recent weather events.

Challenges

As part of reviewing the Community's Strategic Plan, we considered a number of challenges and issues relevant to the Port Stephens community in order to plan for what's needed now and in the future. It is with this lens that we have developed our 4-year program, annual plan, budget, workforce and asset plans along with a number of other factors which affect and will continue to impact Council's operations now and into the future:

- aligning services with community expectations whilst balancing our resources
- financial sustainability
- ageing infrastructure, asset management, renewals, repairs and maintenance
- consistent community engagement and expectations for direct involvement in decision making
- ageing workforce, skilled workers and employee wellbeing demand
- balancing the natural and built environment
- rapidly evolving technology affecting the way we deliver our services external impacts and response required in terms of natural disasters and emergencies
- complex and restrictive legislative environment

Our flexible and integrated plans support us as we work together to respond to rapidly changing circumstances and opportunities.

Our 4-year program & 1-year plan

SECTION 3

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*Expenses out are for the period 2022-2023 to 2025-2026 and are rounded to the nearest million

ITEM 3 - ATTACHMENT 2 DRAFT DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2022 TO 2023.

Our Community

An accessible and welcoming community respecting diversity, heritage and culture

Key Direction **C1 Community Wellbeing**

Improved wellbeing for our diverse community supported by services and facilities

Delivery Program 2022 to 2026 **Activity**	Operational Plan 2022 to 2023 **Action**
CSP Strategy - **C1.1** Support wellbeing, inclusivity, accessibility and making all feel welcome	
C1.1.1 Develop and implement the Community Wellbeing strategy to provide services and support for a diverse community	**C1.1.1.1** Identify and plan for the needs of youth and the ageing population and provide support to community agencies to deliver services for vulnerable people and families
C1.1.2 Implement and develop the DIAP to encourage Port Stephens to be inclusive and access friendly	**C1.1.2.1** Identify and plan for an inclusive and access friendly community
CSP Strategy - **C1.2** Provide facilities and learning options for children and families	
C1.2.1 Provide a program of education and care services for families and carers of children	**C1.2.1.1** Deliver early education and care for children
CSP Strategy - **C1.3** Provide equitable and safe access to sports, recreational, cultural and leisure activities	
C1.3.1 Provide a program of recreational, leisure and community services	**C1.3.1.1** Initiate and manage contracts with recreational, leisure and community services
CSP Strategy - **C1.4** Support volunteers to deliver appropriate community services	
Refer to C2.4.1 and E1.1.1	

Key Direction **C2 Recognised traditions and lifestyle**

Our community supports the richness of its heritage and culture

Delivery Program 2022 to 2026 **Activity**	Operational Plan 2022 to 2023 **Action**
CSP Strategy - **C2.1** Recognise and support local Aboriginal and Torres Strait Islander People	
C2.1.1 Implement the Yabang Gumba-Gu Agreement to recognise and support local Aboriginal and Torres Strait Islander people	**C2.1.1.1** Support initiatives and projects to promote Aboriginal culture and protect Aboriginal places
CSP Strategy - **C2.2** Support and promote local cultural activities	
C2.2.1 Program to implement the actions from Our Incredible Place Strategy	**C2.2.1.1** Support local, cultural and civic events that highlight and foster the creative and diverse nature of our community
CSP Strategy - **C2.3** Recognise and support the heritage of Port Stephens	
C2.3.1 Support the preservation of Port Stephens heritage	**C2.3.1.1** Provide support for the preservation of Port Stephens heritage
CSP Strategy - **C2.4** Provide vibrant and inclusive community spaces to support lifelong learning	
C2.4.1 Provide a program for public libraries as contemporary, accessible, vibrant and welcoming community spaces	**C2.4.1.1** Deliver public library services, programs and resources

Our Place

A liveable and connected place supporting community wellbeing and local economic growth

Key Direction **P1 Strong economy, vibrant local businesses, active investment**

Our community has an adaptable, sustainable and diverse economy

Delivery Program 2022 to 2026 **Activity**	Operational Plan 2022 to 2023 **Action**
CSP Strategy - **P1.1** Support sustainable local business development, visitation and events	
P1.1.1 Support sustainable business development in Port Stephens	**P1.1.1.1** Support sustainable business and provide funding support to business initiatives that create economic benefit
P1.1.2 Implement the Our Incredible Place Strategy to attract sustainable visitation to Port Stephens	**P1.1.2.1** Manage the Nelson Bay Visitor Information Centre
	P1.1.2.2 Provide strategic and financial support to Destination Port Stephens
P1.1.3 Implement the Economic Development Strategy	**P1.1.3.1** Attract and facilitate major events that deliver economic benefit

Key Direction **P2 Infrastructure and facilities**

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

Delivery Program 2022 to 2026 **Activity**	Operational Plan 2022 to 2023 **Action**
CSP Strategy - **P2.1** Deliver and maintain sustainable community infrastructure	
P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2022-2032	**P2.1.1.1** Provide, manage and maintain community assets
P2.1.2 Provide asset and engineering services to meet customer demand	**P2.1.2.1** Provide asset and engineering services
P2.1.3 Deliver the 4 year Public Infrastructure Program	**P2.1.3.1** Implement Council's adopted annual capital works program
P2.1.4 Deliver the program for maintenance of Council's assets	**P2.1.4.1** Maintain Council's civil and community infrastructure
CSP Strategy - **P2.2** Create useable links and connections within towns and centres	
Refer to P2.1.1 and P2.1.3	

Key Direction **P3 Thriving and safe place to live**

Our community supports a healthy, happy and safe place

Delivery Program 2022 to 2026 **Activity**	Operational Plan 2022 to 2023 **Action**
CSP Strategy - **P3.1** Provide land use plans, tools and advice that sustainably support the community	
P3.1.1 Program to develop and implement Council's key planning documents	**P3.1.1.1** Optimising land use and managing Council's key planning documents
CSP Strategy - **P3.2** Enhance public safety, health and liveability through the use of Council's regulatory controls and services	
P3.2.1 Deliver an annual program for Council to provide development services to enhance public safety, health and liveability	**P3.2.1.1** Provide development services
	P3.2.1.2 Provide compliance & ranger services
	P3.2.1.3 Provide environmental health services
CSP Strategy - **P3.3** Create, advocate and support connected vibrant places	
P3.3.1 Develop and implement Place Plans for key locations	**P3.3.1.1** Support and monitor the delivery of Place Plans across centres and coordinate place management and activation
P3.3.2 Provide the Community Financial Assistance Program	**P3.3.2.1** Provide financial assistance for the community
CSP Strategy - **P3.4** Support emergency services, community resilience and protection of community assets from natural disasters	
P3.4.1 Provide an emergency management framework that supports emergency services, other agencies and our community	**P3.4.1.1** Deliver emergency management services, programs and resources

ITEM 3 - ATTACHMENT 2 DRAFT DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2022 TO 2023.

Our Environment

Port Stephens environment is clean, green, protected and enhanced

Key Direction **E1 Ecosystem function**

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

Delivery Program 2022 to 2026 **Activity**	Operational Plan 2022 to 2023 **Action**
CSP Strategy - **E1.1** Protect and enhance our local natural and built environment	
E1.1.1 Develop and deliver a program for Council to implement environmental strategies and policies	**E1.1.1.1** Develop and monitor environmental policies, strategies and technical information **E1.1.1.2** Provide environmental impact assessment services and a range of nature conservation, biosecurity and rehabilitation programs
CSP Strategy - **E1.2** Provide environmental education programs about our local natural environment	
Refer to E1.1.1	

Key Direction **E2 Environmental sustainability**

Our community uses resources sustainably, efficiently and equitably

Delivery Program 2022 to 2026 **Activity**	Operational Plan 2022 to 2023 **Action**
CSP Strategy - **E2.1** Support renewable energy and alternative fuel use	
E2.1.1 Deliver and implement a Sustainability Strategy	**E2.1.1.1** Develop a Sustainability Strategy
CSP Strategy - **E2.2** Support resource recycling and reduction of waste	
E2.2.1.1 Implement the Waste Management Strategy 2021-2031	**E2.2.1.1** Implement the Waste Management Strategy 2021-2031
CSP Strategy - **E2.3** Support urban greening initiatives	
Refer to P2.1.4 and E1.1.1	

Key Direction **E3 Environmental resilience**

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

Delivery Program 2022 to 2026 **Activity**	Operational Plan 2022 to 2023 **Action**
CSP Strategy - **E3.1** Support community resilience to climate change including coastal and waterway hazards	
E3.1.1 Develop and deliver a program for Council leading the way to a climate positive future and mitigating environmental risks	**E3.1.1.1** Review and implement the Coastal Management Program (CMP) incorporating climate change risks **E3.1.1.2** Implement Climate Change Adaptation Action Plan encompassing mitigation and adaptation for Council and Community

Our Council

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

Key Direction **L1 Governance**

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

Delivery Program 2022 to 2026 **Activity**	Operational Plan 2022 to 2023 **Action**
CSP Strategy - **L1.1** Develop and encourage the capabilities and aspirations of Council's workforce	
L1.1.1 Deliver the 4-year Workforce Management Strategy	**L1.1.1.1** Implement the Workforce Management Strategy
CSP Strategy - **L1.2** Provide strong leadership, advocacy role and government relations	
L1.2.1 Implement the General Manager's work program	**L1.2.1.1** Coordinate and deliver Councillor and executive support services **L1.2.1.2** Conduct citizenship ceremonies **L1.2.1.3** Advocate for community priorities and work with other levels of government and stakeholders **L1.2.1.4** Develop shareholder value through an effective partnership with Newcastle Airport **L1.2.1.5** Work with Hunter Councils to enhance the Hunter Region
L1.3 Provide a strong ethical governance structure and systems for Council	
L1.3.1 Deliver governance services and internal audit program	**L1.3.1.1** Deliver governance and legal services and enterprise risk management **L1.3.1.**2 Coordinate and report on the internal audit process
L1.3.2 Deliver the program for Integrated Planning and Reporting Framework	**L1.3.2.1** Undertake a community satisfaction survey **L1.3.2.2** Implement the legislative requirements of the Integrated Planning and Reporting Framework
L1.3.3 Deliver the 4-year program for Service Reviews	**L1.3.3.1** Implement the annual service review program
L1.3.4 Deliver the 4-year program for Corporate Systems and Data Management Strategy	**L1.3.4.1** Implement annual actions of the Corporate Systems and Data Management Strategy

Key Direction **L2 Financial Management**

Our Council is financially sustainable to meet community needs

Delivery Program 2022 to 2026 **Activity**	Operational Plan 2022 to 2023 **Action**
CSP Strategy - **L2.1** Maintain financial sustainability	
L2.1.1 Manage implementation of the Long Term Financial Plan 2022 to 2032	**L2.1.1.1** Manage Council's financial resources in accordance with the Financial Services Work plan
L2.1.2 Manage the property portfolio in accordance with the Property Investment Strategy	**L2.1.2.1** Manage the property portfolio in accordance with the Strategic Property work plan
L2.1.3 Implement the 2022 to 2025 Delivery Plans for Beachside Holiday Parks and Koala Sanctuary	**L2.1.3.1** Implement the annual actions of the Beachside Holiday Parks and Koala Sanctuary Operational Plan

Key Direction **L3 Communication and engagement**

Our Council is committed to enabling an engaged and informed community

Delivery Program 2022 to 2026 **Activity**	Operational Plan 2022 to 2023 **Action**
CSP Strategy - **L3.1** Provide a customer-first organisation	
L3.1.1 Deliver the 4-year Customer Experience Roadmap and action plan	**L3.1.1.1** Develop, implement and monitor Council's Customer Experience Framework
L3.2.1 Deliver the 4-year program for the Communications and Engagement Strategy	**L3.2.1.1** Manage Council's communications and community engagement activities

Key Priorities 2022 to 2026

Based on what we've heard from the community since carrying out the Liveability Index Survey in 2020, working closely with the new elected Council and building on the previous Delivery Program, whilst balancing this against our impacted resources, we have identified a number of broad Key Priorities for 2022-2026.

These Key Priorities are nominated for investigation and progression over the 2022-2026 period and are outlined below.

Advocacy Priorities Program

As the closest level of government to the community, we develop and review the Community Strategic Plan on behalf of the community. However, we alone cannot deliver on all of the priorities and strategies of the Community Strategic Plan – we must do it together. As many community priorities are beyond Council's sphere of control, we must partner with and advocate to many other government departments, private enterprises, agencies and the community. For more detail read our website: portstephens.nsw.gov.au/council/our-performance2/community-advocacy-priorities

Creating a sustainable future

Environmental sustainability

ENHANCE AND PROTECT OUR NATURAL ASSETS

Sport and recreation infrastructure

Sport and recreation

TO IMPROVE WELLBEING, ATTRACT EVENTS AND DRIVE VISITATION

Better connections

Improve connections

TO REDUCE TRAVEL TIMES, INCREASE SAFETY AND ATTRACT INVESTMENT

Upgrades to Newcastle Airport Terminal

$12.7b boost to the NSW economy

THROUGH UPGRADES TO NEWCASTLE AIRPORT

Foreshore and waterways

A balanced approach

TO ENSURE LONG TERM SUSTAINABILITY OF THE WATERWAYS AND THEIR SUPPORTING ECONOMIES

Housing supply

Creating liveable cities

TO ATTRACT A DIVERSE RESIDENTIAL BASE

Williamtown Special Aviation Precinct

Jobs and investment

Unlock development and create 4300 new jobs

Town centre revitalisation

Drive Port Stephens' economy

TO CREATE VIBRANT PLACES AND SPACES

CSP Key Strategy - L1.2 Provide strong leadership, advocacy role and government relations.

Delivery Program - L1.2.1 Implement the General Manager's work program.

Birubi Information Centre

A sand management plan to minimise ongoing maintenance of the windblown sand has been incorporated into the design. In accordance with the Development Approval and Construction Aboriginal Heritage Impact Permit (AHIP), major works will commence mid to late 2022.

We've secured a further $4million grant funding (Building Better Regions Funding) along with the previously approved $5.4million Restart NSW Grant Funding. The total budget for this project is now $9.97million.

Once complete, Birubi Point Aboriginal Place Tourism Interchange will provide an improved visitor experience and help ease traffic congestion at Birubi headland

CSP Key Strategy - C2.1 Recognise and support local Aboriginal and Torres Strait Islander People.

Delivery Program - C2.1.1 Implement the Yabang Gumba-Gu Agreement to recognise and support local Aboriginal and Torres Strait Islander people.

Carbon Neutrality

Climate change is a significant global challenge that directly affects the Port Stephens community. Impacts such as increased sea level rise, intensity and frequency of storms, bushfire and rainfall patterns are challenging the way we manage our environment. Council continues to plan and implement initiatives to reduce our carbon footprint. Such initiatives include our energy reduction program.

As part of our energy reduction program to increase our solar panel portfolio and energy saving lighting, Council building sites have been identified for detailed Solar Photovoltaic Cell (PV) scoping, costing and a contract let to undertake the upgrade. While we have a number of locations with Solar PV, we are about to embark on a large roll out program that will have a substantial impact on our energy reduction. These works will commence in the next six months.

Council is also about to commence a Hydrogen fuel cell trial on a number of our trucks.

The New South Wales State Government has also adopted emission reduction and renewable energy policies that aim to achieve zero carbon emissions by 2050. Port Stephens Council will support these actions by committing to ensuring Council operations are carbon neutral by 2025.

To achieve this, Council will ensure any emissions released into the atmosphere from the organisation's activity will be balanced by the equivalent amount of emissions being removed. Council will work closely with the community, business and all levels of government to influence behaviour change, reduce energy demand and protect and enhance the natural environment. Council will develop, adopt and implement a Sustainability Strategy

CSP Key Strategy - E2.1 Support renewable energy and alternative fuel use.

Delivery Program - E2.1.1 Deliver and implement a Sustainability Strategy.

Coastal Management Program

In collaboration with NSW Department of Planning and Environment, Port Stephens Council is currently developing two Coastal Management Programs (CMPs). One CMP applies to Port Stephens (the open coast area from Stockton to Tomaree Head, the outer port area from Shoal Bay to Soldiers Point and the inner port area from Soldiers Point to Karuah and the upper reaches of the Tilligerry). This CMP is currently at Stage 3 of 5.

The other CMP is being developed in collaboration with partner Councils for the Hunter Estuary, including the Williams and Hunter River catchments leading into the Port of Newcastle. Maitland City Council are the lead local government organisation for this CMP. This CMP is currently at Stage 1 of 5.

These programs identify risks to our coast and set long-term strategies for managing these risks into the future. Council's hazard mapping and modelling identify coastal erosion, coastal inundation and sand-dune transgression. Council is currently working with coastal experts to develop the multi criteria risk assessment and prioritisation matrix for Stage 3 of the CMP. This assessment applies to all built and natural assets across Port Stephens and will identify priority management actions for Council and other delivery partners to address as funding and resourcing permit. Extensive consultation with the community and other stakeholders will be carried out in 2022 to help us make decisions about management options and priority areas of action within Port Stephens.

- Develop, adopt and implement the Port Stephens Coastal Management Program
- Support the development, adoption and implementation of the Hunter Estuary Coastal Management Program.

CSP Key Strategy - E3.1 Support community resilience to climate change including coastal and waterway hazards.

Delivery Program - E3.1.1 Develop and deliver a program for Council leading the way to a climate positive future and mitigating environmental risks.

Community Engagement

Council is committed to providing opportunities for our community to be involved in decision-making that actively shapes and influences the future of Port Stephens. The Port Stephens Liveability Index provides a comprehensive understanding of what matters and what's important to residents across our community. It provides baseline data and guides planning and decision making across Council.

The Port Stephens Liveability Index engaged with more than 3,700 people across Port Stephens. We are now working on a strategy to extend our engagement programs to align with the International Association of Public Participation Spectrum - an internationally recognised tool to support the delivery of best practice engagement. This strategy will provide actions to help

Council converse with a broader section of our community earlier in the decision-making process.

CSP Key Strategy - L3.2 Engage with the community and key stakeholders.
Delivery Program - L3.2.1 Deliver the 4-year program for the Communications and Engagement Strategy.

Community Wellbeing

We recognise that wellbeing means different things to different people. We think wellbeing is about feeling safe, included and able to participate in your community. Wellbeing is something we want for everyone in Port Stephens.

Our Community Wellbeing Strategy will outline actions to improve liveability for everyone across Port Stephens. Informed by community data and engagement, it will focus on key themes of accessibility and inclusion, housing and homelessness, and neighbourhood safety. Council is taking a holistic view of wellbeing and this Strategy will outline our commitment to improving liveability for everyone.

As a number of our social plans and policies are currently under review the Community Wellbeing Strategy will streamline and remove duplication to create one easy to read document. The strategy will also include actions from the Disability Inclusion Action Plan as part of our commitment to removing barriers and improving the lives of people with a disability.

To measure community liveability and wellbeing, Council uses data from the 2020 Liveability Index Survey. This data is continually collected and updated to ensure community preferences and trends can be tracked over extended periods of time. The use of this data helps Council to understand what is important to our unique communities across Port Stephens when developing plans, strategies, projects and resourcing.

- Develop, adopt and implement a Wellbeing Strategy
- Review, adopt and implement the Disability Inclusion Action Plan
- Integrate Youth Strategy and Ageing Strategy into the Wellbeing Strategy
- Collect and update Liveability Index data to improve community outcomes.

CSP Key Strategy - C1.1 Support wellbeing, inclusivity, accessibility and making all feel welcome.

Delivery Program - C1.1.1 Develop and implement the Community Wellbeing strategy to provide services and support for a diverse community.

Eastern Groyne, Nelson Bay Precinct

Council is in the early project planning phase for the redevelopment of the Eastern Groyne (located in the heart of Nelson Bay), including the existing kiosk and berths, with a view to creating an enhanced visitor experience by providing improved facilities and amenities. The consultation aimed at identifying opportunities and constraints is currently underway with both internal and key external stakeholders.

Once the opportunities and constraints have been identified, a vision and master plan consistent with Council's vision for this area as outlined in the Nelson Bay Public Domain Plan will be developed. A business case will then be prepared and detailed planning can commence.

CSP Key Strategy - L2.1 Maintain financial sustainability.

Delivery Program - L2.1.2 Manage the property portfolio in accordance with the Property Investment Strategy.

Financial Sustainability

The 2020-2021 financial year was anticipated to be a year of limits for Council due to a range of factors, including the expected increase in the Superannuation Guarantee and the increased Capital Works Program of PSC2020. Accumulated impacts of the unprecedented COVID-19 pandemic, growing internal and external financial pressures such as inflation, increased insurance costs, multiple natural disasters, and a continued rate pegging regime have impacted severely Council's financial sustainability outlook. Council is faced with significant financial sustainability issues if continued prudent financial management is not carefully exercised.

To address this, Council commissioned independent reports from Professor Drew and Professor Dollery, which confirmed that Council is facing a financial sustainability gap. These reports reinforced the extent of impacts from external factors and highlighted Council's reliance on commercial income and with that, the commercial risk that is associated with operations such as Holiday Parks and the Newcastle Airport. Council is undertaking an extensive review to maximise its revenue and minimise its costs. As part of this review, Council has established a Financial Sustainability Committee charged with the responsibility to provide overall direction on addressing the financial sustainability gap.

Initial outcomes of this review have included a range of potential new revenue sources, together with the continuation of strict austerity measures that have been in place across the organisation for the past two years. Council is critically reviewing the current level of service provisions in an endeavour to deliver services as outlined in this plan in accordance with our service review program (see page 14).

All non-statutory fees and charges are recommended to increase by 10% for the 2022-2023 financial year and in addition, smart parking is being investigated to be introduced in "Fly Point, Little Beach, Birubi, Fingal Bay, One Mile, Shoal Bay and the expansion of Nelson Bay Foreshore".

Council's income is limited by rate-pegging, which hinders on Council's ability to maintain financial sustainability whilst delivering services at the level the community desires. Council's relatively low rate base, the extended period of reliance on rate-pegging and exposure to commercial risks, highlights that it is timely to investigate the merits of reducing the risks to Council's financial sustainability through a potential Special Rate Variation (SRV). If approved the SRV overrides the rate peg limit that applies to rate increases within a Council area for a year or years.

As part of this process, Council would engage extensively with the community to ensure that it has adequately captured the community's priorities and reflect on their consultation regarding any application to IPART. Council's Long Term Financial Plan (LTFP) would also be revised to reflect renewed funding options and publicly exhibited.

CSP Key Strategy - L2.1 Maintain financial sustainability.

Delivery Program - L2.1.1 Manage implementation of the Long Term Financial Plan 2022 to 2032.

Natural environment

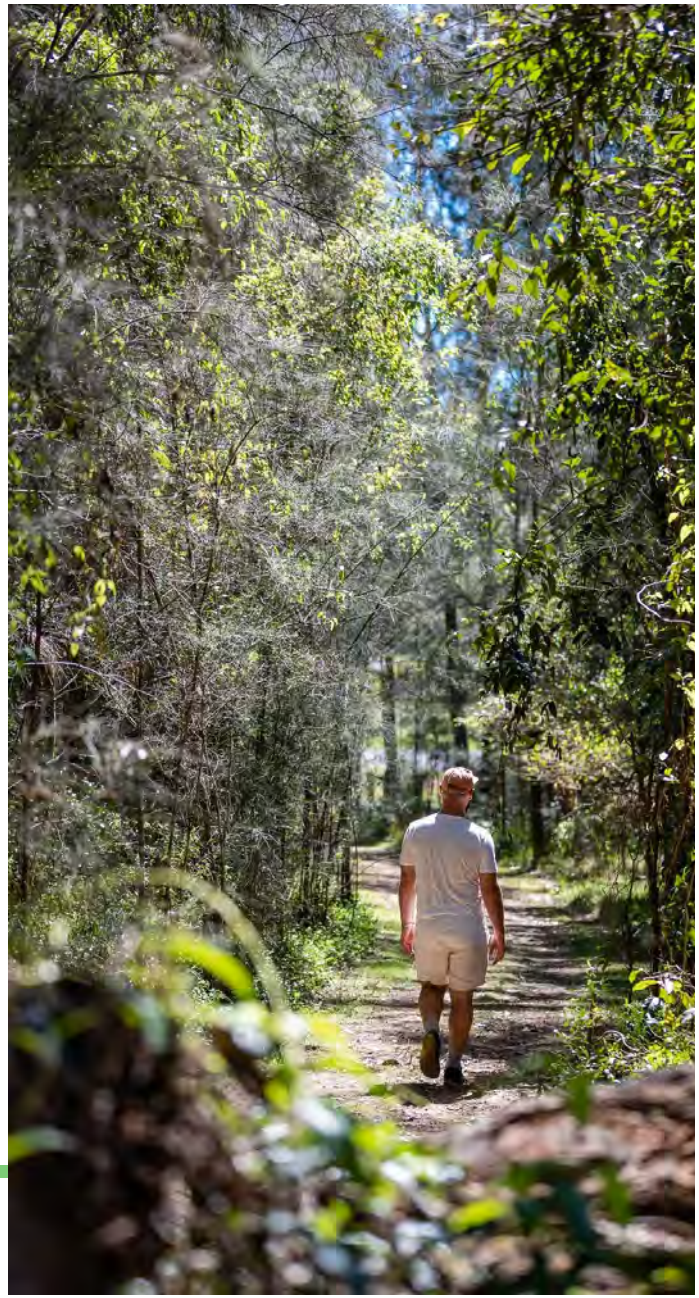
Port Stephens Council is committed to achieving a great lifestyle in a treasured environment so that current and future generations can enjoy, and benefit from, a healthy natural environment. Port Stephens is a diverse region, comprised of natural features including bushland, rivers, wetlands and coastal areas. A healthy natural environment is critical to the people of Port Stephens as it provides essential environmental services such as clean air, clean water and healthy soils. In turn, this supports ecological, cultural, recreational, economic and aesthetic values. The local government plays an important role in protecting and enhancing the natural environment in order to achieve Ecologically Sustainable Development (ESD). Specifically, the charter for NSW Councils reinforces Council's role “to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development".

Council’s program of works to manage and protect our natural environment is as follows:

- Develop, adopt and implement a Biodiversity Strategy
- Advocate for NSW Government for a consistent State approach to koala protection and State Environmental Planning Policy
- Review, adopt and implement a new Comprehensive Koala Plan of Management
- Develop, adopt and support volunteers to implement Agreed Action Plans
- Administer Environmental Grant and Urban Greening Programs

CSP Key Strategy - E2.3 Support urban greening initiatives.

Delivery Program - E1.1.1 Develop and deliver a program for Council to implement environmental strategies and policies.



Pathways and connections

Council has adopted a Pathways Plan that shows the proposed location of future footpaths and cycleways. These pathways provide a link between the residential areas to the recreation and other services areas such as shopping. These pathways not only provide a way to get from point A to B, but also promote exercise for a healthy lifestyle and reduce reliance on vehicles. Given the volume of missing links and additional pathways needed is in excess of $80 million dollars, Council is always in search of additional income sources to fund these projects.

CSP Key Strategy - P2.1 Deliver and maintain sustainable community infrastructure.

Delivery Program - P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2022-2032.

Delivery Program - P2.1.3 Deliver the 4 year Public Infrastructure Program.

Place planning

Place plans start with our community - your values and priorities for your place. Together, we identify the unique local character of a place and the ways our community can shape, enhance or protect these aspects. A place plan is guided by strategic documents - we put a local filter on all of our Council's existing strategies to make one easy-to-read, action-oriented plan. It also includes an analysis of potential opportunities for a place in line with the community's vision. Every place is unique and so is every place plan. A place plan may include events and activities, projects and works, actions for the community, land use changes and more.

The most important part of a 'Place plan' is the 'activation plan'. It includes projects or ideas to create more vibrant places for people to connect, discover and enjoy with their community. These actions can be championed by our community - including community groups, local businesses, schools, clubs or individuals. By working together we can harness people-power to achieve more and best of all, create lasting connections. The 7 Day Makeovers in Anna Bay and Medowie are examples of amazing community-led initiatives in Port Stephens. Council will continue to support and enable community involvement in the development and improvement of our unique places.

Council's Place Plan program is as follows:

- Karuah and surrounds (adopted March 2022)
- Hinterland (underway)
- Medowie and surrounds (underway)
- Shoal Bay (underway)
- Anna Bay and surrounds (underway)
- Fullerton Cove and surrounds (proponent led - underway)
- Nelson Bay East (proponent led - underway)
- Other centres such as the Tilligerry Peninsula, Soldiers Point, Fingal Bay etc. will be subject to future works

CSP Key Strategy - P3.3 Create, advocate and support connected vibrant places.

Delivery Program - P3.3.1 Develop and implement Place Plans for key locations.

Smart Parking rollout

The Smart Parking Program rollout, which is free for locals and businesses in Port Stephens, was aimed at funding infrastructure for the community and visitors to use. While the pandemic had a major impact on visitations to Nelson Bay, the benefits were evident. Council is reviewing options to roll out the Smart Parking Program to other areas so that funds can be raised to build and improve infrastructure for the community and visitors. These areas include Birubi Headland, Little Beach, Shoal Bay and Fingal Bay.

CSP Key Strategy - P2.1 Deliver and maintain sustainable community infrastructure.
Delivery Program - P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2022-2032.

Raymond Terrace Depot project

With the contract awarded in April 2022, demolition of the old and construction of the new Council Depot at Kangaroo Street, Raymond Terrace is progressing. We're expecting all work to be completed by mid-2023, with operational staff to return to the new Depot soon thereafter.

CSP Key Strategy - P2.1 Deliver and maintain sustainable community infrastructure.

Delivery Program - P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2022-2032.

Delivery Program - P2.1.3 Deliver the 4 year Public Infrastructure Program.

Roads

Infrastructure planning and renewal commencing in the 2022 -2023 financial year with a program mostly funded from NSW State Government stimulus funding and external grants including Black Spots improvements and the Australian Government's Local Roads and Community Infrastructure Program.

Continuing with recovery works and claims associated with the natural disaster in March 2021. In July 2021 Council endorsed a further $3 million to go directly toward rehabilitating Port Stephens roads.

Key road projects

While many other roads projects will be introduced as funds become available, the focus of the majority of funds is on:

- Clarencetown Road – pavement rehabilitation at Wattle Creek Bridge to Langlands Road and widening and alignment correction from Mooghin Road to Dixon Street.
- Avenue of the Allies numerous stages – road widening, drainage works including kerb and gutter. Poilus Parade to King Albert.
- Main Road 90, Bucketts Way from No.125 to 215 - road pavement rehabilitation.
- Sturgeon Street Raymond Terrace - pavement reconstruction from Glenelg Street to Jacaranda Avenue
- Mustons Road, Karuah - culvert replacement and road widening.

Maintaining local roads

As the level of government closest to the community, we continue to provide support where our community needs us most. Council has provided additional funding for the short term to repair road surface failures from the March 2021 storm. Council will continue to repair road surfaces and maintain the local road network on a risk based priority basis, utilising the most effective materials for all conditions, efficient responses and available funding. Road repairs are prioritised using the Statewide Mutual Best Practice Manual, whereby priority is based on, but not limited to speed zone, local or state road, location of the defect in relation to the drive path of the vehicle and size of the defect.

CSP Key Strategy - P2.1 Deliver and maintain sustainable community infrastructure.
Delivery Program - P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2022-2032.
Delivery Program - P2.1.3 Deliver the 4 year Public Infrastructure Program.
Delivery Program - P2.1.4 Deliver the program for maintenance of Council's assets.

Waste Management Strategy implementation

The Waste Management Strategy 2021-2031 was adopted in October 2021. The Waste Management team will be focusing efforts over the next four years in the areas of:

- The introduction and implementation of the third bin system (green). There is the need to undertake extensive education on the implementation of the third bin system and the roll-out of bins to help the public understand the new services, the frequency, the makeup and the processing of this waste stream and the contents of the new bin.
- Circular Economy initiatives, involving the Hunter Joint Organisation and the journey to carbon neutrality through local Hydrogen hubs. Circular Economy initiatives will also strongly be centred around the reuse of waste products into new products and the procurement of these into Local Government procurement.
- Trialling and monitoring smart devices across the Council area including:
  - Bin monitoring sensors in Nelson Bay during holidays seasons on Public litter bins,
  - Compactor bins in the Nelson Bay area throughout the CBD.

These smart devices will be used to monitor and collect data for future decision making and implementation of further devices in the future. The data will be kept to monitor litter trends and volumes in these areas and can be used to deliver better services to the public in the future.

Education will also be a key component of the smart devices implementation, the road to the implementation of Food Organics Garden Organics (FOGO), circular economy and the ongoing issues around the continuation of exchanging knowledge around reduce, reuse and recycling, centring around the banning of single-use plastics and processing versus landfilling and movement toward waste to energy. All of the above initiatives will help to contribute to improving Port Stephens Council's diversion to landfill, in order to meet the new NSW Governments target of an 80% reduction in waste by 2030.

CSP Key Strategy - E2.2 Support resource recycling and reduction of waste.

Delivery Program E3.2.1 Provide a Waste program to support the reduction of the community's environmental footprint.

Williamtown management area

It has been over 6 years since Williamtown residents were told their land had been contaminated by PFAS (per and polyfluoroalkyl substances) from the historical use of firefighting foam at RAAF Williamtown. Department of Defence has prepared a project plan to manage ongoing PFAS contamination remediation. Council is continuing to monitor the implementation of the Department of Defence PFAS contamination remediation program and will continue to liaise with relevant agencies, community groups and residents as appropriate.

A Community Reference Group was originally created to keep affected communities informed and provide a forum to raise issues with government agencies — with our General Manager participating since its inception. Despite opposition from the community and our Council, the NSW Government abolished the group in October 2019 in preference of agencies speaking directly with the community as required.

Our Council asked the Premier to reinstate the Community Reference Group so that we could continue to support those who have been impacted by PFAS. Department of Defence has developed a remediation plan for the PFAS management zone and is progressively implementing remediation works.

In June 2021, Council resolved to continue the rate reduction for properties in the Williamtown Management Area for the 2021 to 2022 financial year. A special subcategory of rates applies a discount of 50% for residents in the primary zone, 25% in the secondary zone and 10% in the broader zone. Council will continue to consider subcategorization through our normal process of setting the rates each year.

CSP Key Strategy - L1.2 Provide strong leadership, advocacy role and government relations.

Delivery Program - L1.2.1 Implement the General Manager's work program.

Williamtown Special Activation Precinct (SAP)

The Williamtown Special Activation Precinct (SAP) was declared by the NSW Government on 28 May 2020. The Precinct capitalises on the emerging aerospace industry around Newcastle Airport and the Williamtown Royal Australian Air Force (RAAF) base. It will establish the area as a national and international hub that supports defence and aerospace. Community consultation on the SAP has been ongoing since December 2020 with the SAP masterplan public exhibition process taking place in 2022.

- Support the development, adoption and implementation of the Williamtown Special Activation Precinct.

CSP Key Strategy - P3.1 Provide land use plans, tools and advice that sustainably support the community.

Delivery Program - P3.1.1 Program to develop and implement Council's key planning documents.

How to read this document

The Delivery Program (DP) outlines how it will contribute to achieving the goals of the Community Strategic Plan (CSP). The Operational Plan (OP) is Council's annual action plan which contributes to the 4-year Delivery Program.

1. **Focus area** - DP and OP is broken up into 4 simple themes shown as Focus Areas with a corresponding statement. These Focus Areas provide a structure to categorise the Goals and Strategies of the Plan and interconnect to deliver on the community's vision of a great lifestyle in a treasured environment.
2. **Community Strategic Plan (CSP) Directions/Goal** - are the community's long term goals and priorities to achieve the vision.
3. **CSP Strategies** - are the Strategies/ approach that Council and its partners will work together on to achieve Key Directions/Goals.
4. **Delivery Program activities** - sets out Council's commitment and activities that it will undertake over the 4 year period to assist in meeting the CSP Key Directions/ Goals and Strategies.
5. **Delivery outcomes** - are assessment methods to determine the effectiveness of the Delivery Program.
6. **Responsibility** - indicates which area of Council is responsible for implementing the Delivery Program.

1 Focus area | Our Community

An accessible and welcoming community respecting diversity, heritage and culture

Our community values **things to do** in their neighbourhoods and a **range of community activities**, including volunteering, gardening, art, community organised events and so on.

Ideal neighbourhoods should offer a **sense of welcome** and have **access to shared community and commercial assets** such as libraries, sports facilities or gyms.

Delivery Program 2022 to 2026

Community Strategic Plan	Delivery Program 2022 to 2026 (4) Activity	How will we measure our performance? (5) Delivery outcomes	Responsibility (6) Group
2 C1 Community wellbeing Improved wellbeing for our diverse community supported by services and facilities			
3 **C1.1** Support wellbeing, inclusivity, accessibility and making all feel welcome	**C1.1.1 Develop and implement the Community Wellbeing Strategy to provide services and support for a diverse community**	Actions completed Family & Community Services delivery schedule ≥ 95%	Development Services Group
		Number of actions completed in the ageing strategy	
		Develop and implementation of CWS	

7. OP Action - set out the annual actions that Council will undertake in that year to implement its Delivery Program.

❖This symbol is used to represent OP actions aligned with the Local Strategic Planning Statement.

8. What we deliver - provides further details of programs, projects and activities of the Operational Plan action.

9. Effectiveness measures (EM) - identifies the effectiveness of the Operational Plan action.

10. EM Baseline - indicates where we are at. This is the starting point for the EM.

11. Delivery Responsibility - sets out which area of Council is responsible for implementing each action and what we deliver.

Operational Plan 2022 to 2023

Delivery Program Activity	Operational Plan 2022 to 2023		9	10	Responsibility	11
	Action 7	What we deliver 8	Effectiveness measures	EM Baseline 2020 - 2021	Section	Service Package
2 **C1 Community wellbeing** - Improved wellbeing for our diverse community supported by services and facilities						
4 **C1.1.1** Develop and implement the Community Wellbeing Strategy to provide services and support for a diverse community	**C1.1.1.1 Identify and plan for the needs of youth and the ageing population and provide support to community agencies to deliver services for vulnerable people and families**	Targeted early youth intervention through the NSW Department of Community and Justice contract	Number of actions completed in the ageing strategy	6 of 7	Strategy & Environment	Vibrant Places
		Implement the Ageing Strategy				
		Deliver the NSW Department of Community and Justice contract	Develop and adopt CWS by 30 June 2023	New		
		Develop the Community Wellbeing Strategy (CWS)				

This document should be read in conjunction with the Community Strategic Plan and the Resourcing strategies. The Community Strategic Plan and Resourcing strategies are set out in companion documents to this volume. Council's Fees and Charges 2022 to 2023 document also forms part of the annual budget and is set out in a separate document. These documents are available on our website - portstephens.nsw.gov.au/integrated-plans.

Focus area | Our Community

An accessible and welcoming community respecting diversity, heritage and culture

Our community values **things to do** in their neighbourhoods and a **range of community activities**, for example, volunteering, gardening, art, community organised events and more.

Ideal neighbourhoods should offer a **sense of welcome** and have **access to shared community and commercial assets** such as libraries, sports facilities and gyms.

Delivery Program 2022 to 2026

Community Strategic Plan Strategy	Delivery Program 2022 to 2026 Activity	How will we measure our performance? Delivery outcomes	Responsibility Group
C1 Community wellbeing Improved wellbeing for our diverse community supported by services and facilities			
C1.1 Support wellbeing, inclusivity, accessibility and making all feel welcome	C1.1.1 **Develop and implement the Community Wellbeing Strategy to provide services and support for a diverse community**	Actions completed Family & Community Services delivery schedule ≥ 95%	Development Services Group
		Number of actions implemented and services provided in accordance with the Youth Strategy and the Ageing strategy	
		Develop and implementation of CWS	
	C1.1.2 **Implement and develop the Disability Inclusion Action Plan (DIAP) to encourage Port Stephens to be inclusive and access friendly**	Number of actions implemented and services provided in accordance with the DIAP	Development Services Group

Community Strategic Plan Strategy	Delivery Program 2022 to 2026 Activity	How will we measure our performance? Delivery outcomes	Responsibility Group
C1.2 Provide facilities and learning options for children and families	C1.2.1 **Provide a program of education and care services for families and carers of children**	Increase in number of childcare positions filled annually	Facilities and Services Group
C1.3 Provide equitable and safe access to sports, recreational, cultural and leisure activities	C1.3.1 **Provide a program of recreational, leisure and community services**	Achievement of annual actions of the Community Contract's Strategic Objectives	Facilities and Services Group
C1.4 Support volunteers to deliver appropriate community services	Refer to C2.4.1 and E1.1.1	-	
C2 Recognised traditions and lifestyle Our community supports the richness of its heritage and culture			
C2.1 Recognise and support local Aboriginal and Torres Strait Islander People	C2.1.1 **Implement the Yabang Gumba-Gu Agreement to recognise and support local Aboriginal and Torres Strait Islander people**	Number of actions implemented and services provided in accordance with the Yabang Gumba-Gu Agreement	Development Services Group
C2.2 Support and promote local cultural activities	C2.2.1 **Program to implement the actions from Our Incredible Place Strategy**	Number of actions implemented and services provided in accordance with the Our Incredible Place Strategy	Development Services Group
C2.3 Recognise and support the heritage of Port Stephens	C2.3.1 **Support the preservation of Port Stephens heritage**	Consideration of heritage in preparation of strategies	Development Services Group
C2.4 Provide vibrant and inclusive community spaces to support lifelong learning	C2.4.1 **Provide a program for public libraries as contemporary, accessible, vibrant and welcoming community spaces**	Achievement of annual actions of the Port Stephens Library Strategic Objectives	Facilities and Services Group

PSC supporting strategies and plans:

- Disability Inclusion Action Plan
- Aboriginal Strategic Committee - Yabang Gumba-Gu Road to Tomorrow agreement
- Our Incredible Place Strategy
- Economic Development Strategy

Operational Plan 2022 to 2023

Delivery Program Activity	Operational Plan 2022 to 2023				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
C1 Community Wellbeing - Improved wellbeing for our diverse community supported by services and facilities						
C1.1.1 Develop and implement the Community Wellbeing strategy to provide services and support for a diverse community	**C1.1.1.1 Identify and plan for the needs of youth and the ageing population and provide support to community agencies to deliver services for vulnerable people and families**	• Targeted early youth intervention through the NSW Department of Community and Justice contract • Implement the Ageing Strategy • Deliver the NSW Department of Community and Justice contract • Develop the Community Wellbeing Strategy (CWS) • Progress and implement actions from the Youth Strategy	Actions completed in the Family & Community Services Delivery Schedule ≥ 95%	100%	Strategy & Environment	Vibrant Places
			Number of actions completed in the ageing strategy	6 of 7		
			Develop and adopt CWS by 30 June 2023	New		
C1.1.2 Implement and develop the DIAP to encourage Port Stephens to be inclusive and access friendly	**C1.1.2.1 Identify and plan for an inclusive and access friendly community**	• Implement the current DIAP • Develop a new DIAP	Number of actions completed in the Disability Inclusion Action Plan	14 of 24 complete (8 of 24 are ongoing)	Strategy & Environment	Vibrant Places
			Adopt revised DIAP by June 2023	New		

Delivery Program Activity	Operational Plan 2022 to 2023				Delivery Responsibility	
	Action	**What we deliver**	**Effectiveness measures (EM)**	**EM Baseline** 2020 - 2021	Section	Service package
C1.2.1 Provide a program of education and care services for families and carers of children	C1.2.1.1 **Deliver early education and care for children**	Provide the following services in compliance with the Education and Care Services National Regulations and the National Quality Standards: • Family daycare services • Mobile preschool service • Outside school hours care services	Customer satisfaction with Thrive Kids ≥ 90%	99%	Community Services	Children's Services
			Annual accreditation	Compliant		
C1.3.1 Provide a program of recreational, leisure and community services	C1.3.1.1 **Initiate and manage contracts with recreational, leisure and community services**	Manage: • Aquatic Centre Management Contract • Surf Life Saving Life Guard Contract • Sailability at Grahamstown Dam Aquatic Reserve Licence Agreement and Plan of Management • Leases and licences for the community, not for profit and commercial operators on community and Crown Trust managed land	Community satisfaction score with Council swimming pools ≥ 90%	88%	Community Services	Community Contracts
			Maintain a score above NSW 3 year average in the Royal Life Safety Assessment Audit	87%		
Recognised traditions and lifestyle - Our community supports the richness of its heritage and culture						
C2.1.1 Implement the Yabang Gumba-Gu Agreement to recognise and support local Aboriginal and Torres Strait Islander people	C2.1.1.1 **Support initiatives and projects to promote Aboriginal culture and protect Aboriginal places**	• Administer the Aboriginal Strategic Committee • Administer the Birubi Point Aboriginal Place Advisory Panel	Number of actions implemented and services delivered in accordance with the Yabang Gumba-Gu Agreement	15 of 19 completed 4 actions are ongoing over multiple years	Strategy & Environment	Vibrant Places
			Number of meetings held for the Aboriginal Place Advisory Panel	New		

Delivery Program Activity	Operational Plan 2022 to 2023				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
C2.2.1 Program to implement the actions from Our Incredible Place Strategy	C2.2.1.1 **Support local, cultural and civic events that highlight and foster the creative and diverse nature of our community**	• Implement actions from the 'Our Incredible Place' Strategy • Provide financial, logistical and marketing support for local community events. • Coordinate approvals and licensing for temporary events on Council owned and managed land • Support local cultural activities and events • Manage community events such as Australia Day, NAIDOC Week and Youth Week	Number of community-run events supported and managed by Council	6	Strategy & Environment	Vibrant Places
			Number of actions completed in Our Incredible Place Strategy ≥ 90%	New		
C2.3.1 Support the preservation of Port Stephens heritage	C2.3.1.1 **Provide support for the preservation of Port Stephens heritage**	• Obtain specialist heritage advice • Incorporate local knowledge about cultural heritage, including Aboriginal cultural heritage • Provide support and advice to local heritage interest groups	Number of DA referrals to heritage consultant	New	Strategy & Environment	Strategic Planning
			Number of non-DA enquiries to heritage consultant	New		
C2.4.1 Provide a program for public libraries as contemporary, accessible, vibrant and welcoming	C2.4.1.1 **Deliver public library services, programs and resources**	Provide the following to implement projects identified in the Annual Library Strategic Plan: • A range of programs, activities and events to meet lifelong learning needs of all ages	Library user satisfaction score ≥ 90%	88%	Community Services	Library Services
			Increase customer satisfaction with outreach and homebound services	New		

Delivery Program Activity	Operational Plan 2022 to 2023				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
community spaces		• Services, resources and programs to bridge the digital divide including connectivity for the public via the Internet and Wi-Fi • Active community spaces • Outreach and Home Delivery Services • Mobile Library and branch facilities • Current and relevant Library collection with a diverse and balanced range of resources (digital and hard copy)	Number of visits to Library branches ≥ 230,000	134,673		
			Internet and Wi-Fi usage at Raymond Terrace and Tomaree Library branches ≥ 45,000	19,900		
			Increase in Community Satisfaction with Library Programs, Activities & Events	New		
			Attendance at programs, activities and events ≥ 8,300	3,246		
			Use of library resources (collection items borrowed) ≥ 300,000	233,795		

ITEM 3 - ATTACHMENT 2 DRAFT DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2022 TO 2023.

Focus area | Our Place

A liveable and connected place supporting community wellbeing and local economic growth

Our community values neighbourhoods with **locally owned and operated businesses** that provide the community with their daily needs. Neighbourhoods should have easy to access **shared community amenities** like local shops **within walking or cycling distance**. Neighbourhoods should have **well maintained and managed public domain, footpaths, parks, roads** and other public assets.

Delivery Program 2022 to 2026

Community Strategic Plan Strategy	Delivery Program 2022 to 2026 Activity	How will we measure our performance? Delivery outcomes	Responsibility Group
P1 Strong economy, vibrant local businesses, active investment - Our community has an adaptable, sustainable and diverse economy			
P1.1 Support sustainable local business development, visitation and events	P1.1.1 **Support sustainable business development in Port Stephens**	Increase in the number of active businesses in Port Stephens	Development Services Group
		Increase in Business satisfaction survey score - Port Stephens is a good place to conduct business	
	P1.1.2 **Implement the Our Incredible Place Strategy to attract sustainable visitation to Port Stephens**	Number of actions implemented and services provided in accordance with the Our Incredible Place strategy	Development Services Group
		Number of tourists to Port Stephens and total visitor expenditure	

Community Strategic Plan Strategy	**Delivery Program 2022 to 2026** Activity	**How will we measure our performance?** Delivery outcomes	**Responsibility** Group
	P1.1.3 **Implement the Economic Development Strategy**	Number of actions implemented and services provided in accordance with the Economic Development Strategy	Development Services Group
P2 Infrastructure and facilities - Our community's infrastructure and facilities are safe, convenient, reliable and environmentally sustainable			
P2.1 Deliver and maintain sustainable community infrastructure	P2.1.1 **Provide, manage and maintain community assets in accordance with the SAMP 2022-2032**	Progress of the asset inspection programs (condition, compliance, risk)	Facilities and Services Group
	P2.1.2 **Provide asset and engineering services to meet customer demand**	Meeting Service Level Agreement Standards	Facilities and Services Group
	P2.1.3 **Deliver the 4 year Public Infrastructure Program**	Progress of implementation of the Public Infrastructure program	Facilities and Services Group
	P2.1.4 **Deliver the program for maintenance of Council's assets**	Number of defects completed within the budgetary constraints and defect completion rate	Facilities and Services Group
P2.2 Create useable links and connections within towns and centres	**Refer to P2.1.1 and P2.1.3**	-	
P3 Thriving and safe place to live - Our community supports a healthy, happy and safe place			
P3.1 Provide land use plans, tools and advice that sustainably support the community	P3.1.1 **Program to develop and implement Council's key planning documents**	Progress for implementation of LSPS and LHS	Development Services Group
		Progress for implementation of Town Centre Strategies	

Community Strategic Plan Strategy	**Delivery Program 2022 to 2026** Activity	**How will we measure our performance?** Delivery outcomes	**Responsibility** Group
P3.2 Enhance public safety, health and liveability through the use of Council's regulatory controls and services	P3.2.1 **Deliver an annual program for Council to provide development services to enhance public safety, health and liveability**	Number of applications processed in the period	Development Services Group
		Value of DA applications processed in the period	
P3.3 Create, advocate and support connected vibrant places	P3.3.1 **Develop and implement Place Plans for key locations**	Progress for implementation of place plans	Development Services Group
	P3.3.2 **Provide the Community Financial Assistance Program**	Maintain a community financial assistance program	Development Services Group, General Managers Office
P3.4 Support emergency services, community resilience and protection of community assets from natural disasters	P3.4.1 **Provide an emergency management framework that supports emergency services, other agencies and our community**	Progress of implementation of the annual actions of PSC Emergency Management Strategic Objectives	Facilities and Services Group

PSC supporting strategies and plans:

- Economic Development Strategy
- Destination Port Stephens Plan
- Place Plans (Karuah)
- Our Incredible Place Strategy
- Economic Development Policy
- Strategic Asset Management Plan 2022-2032 and other Strategies/Policies/Plans included in the SAMP
- Footpath/Cycleway Plan
- Enterprise Risk Management Policy
- Local Strategic Planning Statement
- Local Environmental Plan
- Local Housing Strategy
- Local Area Planning Strategies (Nelson Bay, Medowie, Raymond Terrace)
- Development Control Plan
- Developer Contributions Plans
- Hunter-Central Coast Regional Emergency Management Plan
- Port Stephens Local Emergency Management Plan
- Lower Hunter Bushfire Risk Management Plan

Operational Plan 2022 to 2023

Delivery Program Activity	Operational Plan 2022 to 2023				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
P1 Strong economy, vibrant local businesses, active investment - Our community has an adaptable, sustainable and diverse economy						
P1.1.1 Support sustainable business development in Port Stephens	P1.1.1.1 **Support sustainable business and provide funding support to business initiatives that create economic benefit**	• Support and facilitate business engagement programs • Provide a concierge service that will provide new and growing businesses with information and connections to make business growth easier • Develop collateral to promote Port Stephens as a desirable location for business • Identify opportunities and apply for funding for Business events that may include networking functions, workshops or keynote speakers • Coordinate the Economic Development Advisory Panel • Investigate Council owned land for commercial catalyst sites in centres, including sites that may be suitable for shared workspaces or startup hubs. (LSPS Action – 1.1 & 1.2) • Implement the Economic Development Strategy • Develop and maintain partnerships with a network of key contacts with	Increase in the number of active businesses in Port Stephens	4,900	Strategy & Environment	Vibrant Places
			Increase in Business satisfaction survey score - Port Stephens is a good place to conduct business	82%		
			Number of articles of business collateral	New		
			Number of enquiries through business concierge service	New		
			Quarterly meeting of Economic Development Advisory Panel	New		

Delivery Program Activity	Operational Plan 2022 to 2023				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
		businesses and business associations across the Local Government Area	Undertake a land audit of Council owned land in collaboration with Assets and Strategic Property	New		
			Number of actions delivered in the Economic Development Strategy	New		
			Facilitating monthly meetings and information-sharing sessions with businesses and business associations across the LGA, with agenda items strategically aligned to current and relevant initiatives and priorities	New		

Delivery Program Activity	Operational Plan 2022 to 2023				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
			Create and report on the distribution of a range of marketing collateral to businesses and business associations monthly	New		
			Develop and maintain a current and exhaustive list of key stakeholders at all businesses across the Local Government Area	New		
P1.1.2 Implement the Our Incredible Place Strategy to attract sustainable visitation to Port Stephens	P1.1.2.1 **Manage the Nelson Bay Visitor Information Centre**	• Provide visitor information • Manage tour and accommodation booking services • Support the visitor economy	Maintain the number of tour and accommodation bookings on behalf of operators	6,648	Communications and Customer Experience	Customer Experience
	P1.1.2.2 **Provide strategic and financial support**	• Provide financial support and strategic direction to Destination Port Stephens	Financial support for Destination Port Stephens	Funding as per the financial agreement	Strategy & Environment	Vibrant Places

Delivery Program Activity	Operational Plan 2022 to 2023				Delivery Responsibility	
	Action	**What we deliver**	**Effectiveness measures (EM)**	**EM Baseline** 2020 - 2021	Section	Service package
	to Destination Port Stephens	• Attract year-round visitation and increase overnight visitor expenditure • Promote Port Stephens to key domestic and international markets • Encourage investment in high-quality tourism products and experiences (LSPS action 3.2)	Deliver destination marketing campaign for Port Stephens	New		
			Increase in visitor expenditure per annum	$705 million		
			Number of actions completed by Destination Port Stephens from the financial agreement	New		
			Develop a business events marketing campaign to grow low and shoulder visitation	New		
			Number of new tourism experiences	New		
P1.1.3 Implement the Economic	P1.1.3.1 **Attract and facilitate major events**	• Administer the Corporate Events Sponsorship Policy	Increase in economic benefit from major events	$5.6 million	Strategy & Environment	Vibrant Places

Delivery Program Activity	Operational Plan 2022 to 2023				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
Development Strategy	**that deliver economic benefit**	• Streamline event application and approvals process for low impact events • Create a database on Council's website that shows event facilities information such as capacity, services and infrastructure available • Develop an overall event and activation sponsorship prospectus document to target businesses to support major events including New Year's Eve, Australia Day, Sail Port Stephens, Activation Programs, Love Seafood and International Women's Day	Number of event applications processed	New		
			Number of unique new events	New		
			Value of sponsorship income	New		
P2 Infrastructure and facilities - Our community's infrastructure and facilities are safe, convenient, reliable and environmentally sustainable						
P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2022-2032	P2.1.1.1 **Provide, manage and maintain community assets**	• Review the SAMP for 2023 -2033 • Develop and initiate Capital Works Program - Community assets • Manage, model and report on Council's Community assets • Plan and develop maintenance programs	Progress completion of civil, community and corporate asset program inspection is ≥ 90%	74%	Assets	Civil Assets, Community & Recreation, Civil Projects

Delivery Program Activity	Operational Plan 2022 to 2023				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
P2.1.2 Provide asset and engineering services to meet customer demand	P2.1.2.1 **Provide asset and engineering services**	• Provide corporate data management and systems to support asset modelling and long term financial forecasts • Provide specialist technical assessment, investigation and planning services in drainage and flooding • Provide specialist technical assessment, investigation and planning services in traffic engineering and road safety • Provide specialist technical assessment, investigation, planning services and certification in development engineering	≥ 90% of engineering development, flooding and drainage development application referrals are completed to the agreed service standards	89%	Assets	Asset Systems, Engineering Services
P2.1.3 Deliver the 4 year Public Infrastructure Program	P2.1.3.1 **Implement Council's adopted annual capital works program**	• Provide the following to implement projects identified in the annual capital works program: • Project management, survey, design and construction services for internally delivered civil infrastructure • Project management, contract management and architectural services for externally delivered community infrastructure • Project estimation and quality control • Civil infrastructure including roads, bridges, stormwater drainage, public transport and pedestrian / shared path facilities	≥ 95% of projects completed on time and within budget	100% (including approved variations)	Capital Works	Construction, Community Infrastructure, Civil Infrastructure
			Maintain average Transport for NSW contractor performance grading	Good		

ITEM 3 - ATTACHMENT 2 DRAFT DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2022 TO 2023.

Delivery Program Activity	Operational Plan 2022 to 2023				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
		• Community Infrastructure including playgrounds and park furniture, public amenities, boat ramps and wharfs, sport and recreation facilities, public space improvements and community buildings				
P2.1.4 Deliver the program for maintenance of Council's assets	P2.1.4.1 **Maintain Council's civil and community infrastructure**	• Maintain Council controlled: o Roads and road reserves o drains, buildings and associated infrastructure o parks, reserves, foreshores and other Council assets • Prepare sites for events • Provide mechanical & fabrication services	High priority road defects fixed on time 100%	90%	Public Domain & Services	Roads, Roadside & Drainage, Parks, Building Trade, Mechanical Maintenance and Cleaning
			High priority roadside drainage and maintenance defects fixed on time 100%	95%		
			100% High priority open spaces and foreshore maintenance defects fixed on time	95%		
			100% High priority actions for Building Trades fixed within the required time frame	90%		

Delivery Program Activity	Operational Plan 2022 to 2023				Delivery Responsibility	
	Action	**What we deliver**	**Effectiveness measures (EM)**	**EM Baseline** 2020 - 2021	Section	Service package
			Mechanical services carried out in line with the manufacturer's specifications	New		
P3 Thriving and safe place to live - Our community supports a healthy, happy and safe place						
P3.1.1 Program to develop and implement Council's key planning documents	**P3.1.1.1 Optimising land use and managing Council's key planning documents**	• Provide land use planning advice to the community. • Review and implement: o Local Environmental Plan (LEP) o Development Control Plan (DCP) o Development Contributions Plans • Implement the Local Housing Strategy and Local Strategic Planning Statement • LEP Housekeeping amendment • Prepare land use studies and strategies. (LSPS Actions - 1.2, 5.1 & 9.2) • Develop and monitor implementation of town strategies (Medowie, Raymond Terrace, Nelson Bay) • Assess and deliver planning proposals	Number of actions completed in LSPS	13 of 28 actions	Strategy & Environment	Strategic Planning
			Number of actions completed in LHS	8 of 23 actions		
			No overdue planning certificates (certificates issued within 7 days)	None overdue		
			Number of actions completed in Town Centre Strategies Medowie (M), Nelson Bay (NB), Raymond Terrace & Heatherbrae (RTH)	M 10 of 20 NB 21 of 27 RT 21 of 35		

Delivery Program Activity	Operational Plan 2022 to 2023				Delivery Responsibility	
	Action	**What we deliver**	**Effectiveness measures (EM)**	**EM Baseline** 2020 - 2021	Section	Service package
			Number of planning proposals assessed within DPE timeframes	New		
			Number of LIC referrals completed within the agreed timeframe	New		
			Number of LIC funding requests processed	New		
P3.2.1 Deliver an annual program for Council to provide development services to enhance public safety, health and liveability	P3.2.1.1 **Provide development services**	• Development application assessments • Information and advice relating to development applications and development proposals • Building certification • Fire safety program	Median net determination time for Development Applications ≤ 40 days	26 days	Development & Compliance	Development Planning, Building & Certification Services
			Maintain certification market share	44%		
			Increase the number of premises added to the fire safety program	7 added Total 1,295		

Delivery Program Activity	Operational Plan 2022 to 2023				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
	P3.2.1.2 **Provide compliance & ranger services**	• Investigate and resolve unauthorised developments • Swimming pool safety program • Provide an illegal waste compliance program • Provide ranger services including parking surveillance, animal management and environmental regulation	Development compliance customer requests closed as a proportion of number received ≥ 95%	93%	Development & Compliance	Development Planning, Building & Certification
			Ranger customer requests closed as a proportion of the number received ≥ 95%	98%		
	P3.2.1.3 **Provide environmental health services**	• Inspections and audits • Environmental regulation • Food, commercial premises and public health surveillance • Onsite Sewage Management Program	Environmental health customer requests closed as a proportion of the number received ≥ 95%	New	Development & Compliance	Compliance
P3.3.1 Develop and implement Place Plans for key locations	P3.3.1.1 **Support and monitor the delivery of Place Plans across centres and coordinate place management and activation**	• Enable and facilitate community and business-led Place Plan actions • Progress Council led Place Plan actions • Collect and update Placescore data at regular intervals • Develop and support groups and individuals to progress the delivery of Place Plan actions	Adoption of plans - Hinterland – December 2022 Shoal Bay - June 2023 Medowie - June 2023	New	Strategy & Environment	Vibrant Places

Delivery Program Activity	Operational Plan 2022 to 2023				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2020 - 2021	Section	Service package
		• Establish business and community networks to consult, seek advice and update on place management matters • Identify and deliver place activation activities in collaboration with community and business	Implement action of Place Plans	New		
P3.3.2 Provide a Financial Assistance Program	P3.3.2.1 **Provide financial assistance for the community**	Administer: • Mayoral Funds • Wards Funds • Community Funding Program • Other sponsorship programs	Provide an annual community financial assistance program	Program continued	Office of the General Manager, Strategy & Environment	Executive Administration, Vibrant Places
P3.4.1 Provide an emergency management framework that supports emergency services, other agencies and our community in preparing, responding to and recovering from an emergency	P3.4.1.1 **Deliver emergency management services, programs and resources**	• A coordinated response to emergencies • Scheduled maintenance of asset protection zones and fire trails on council land • Development, implementation and review of emergency management plans and strategies for Council and the community	Contractor's performance against the agreed program	100%	Community Services	Emergency Management
			Completion of annual objectives identified in the Emergency Management Strategic Objectives	100%		

Focus area | Our Environment

Port Stephens environment is clean, green, protected and enhanced

Our community values neighbourhoods with **locally owned and operated businesses** that provide the community with their daily needs. Neighbourhoods should have easy to access **shared community amenities** like local shops **within walking or cycling distance**. Neighbourhoods should have **well maintained and managed public domain, footpaths, parks, roads** and other public assets.

Delivery Program 2022 to 2026

Community Strategic Plan Strategy	Delivery Program Activity	How will we measure our performance? Delivery outcomes	Responsibility Group
E1 Ecosystem function Our community has healthy and dynamic environmental systems that support biodiversity conservation			
E1.1 Protect and enhance our local natural and built environment	E1.1.1 **Develop and deliver a program for Council to implement environmental strategies and policies**	Progress of the program	Development Services Group
E1.2 Provide environmental education programs about our local natural environment	**Refer to E1.1.1**		
E2 Environmental sustainability Our community uses resources sustainably, efficiently and equitably			
E2.1 Support renewable energy and alternative fuel use	E2.1.1 **Deliver and implement a Sustainability Strategy**	Delivery of a Sustainability Strategy	Development Services Group

Community Strategic Plan Strategy	**Delivery Program** Activity	**How will we measure our performance?** Delivery outcomes	**Responsibility** Group
E2.2 Support resource recycling and reduction of waste	E2.2.1 **Provide a Waste program to support the reduction of the community's environmental footprint**	Achieving the annual actions of the Waste Management Strategy 2021-2031	Facilities and Services Group
E2.3 Support urban greening initiatives	**Refer to P2.1.4 and E1.1.1**		
E3 Environmental resilience Our community is resilient to environmental risks, natural hazards and climate change			
E3.1 Support community resilience to climate change including coastal and waterway hazards	E3.1.1 **Develop and deliver a program for Council leading the way to a climate positive future and mitigating environmental risks**	Progress of the program	Development Services Group

PSC supporting strategies and plans:

- Comprehensive Koala Plan of Management
- Environmental Policy
- Tree Vandalism Policy
- Development Control Plan
- Tree Technical Specification
- Flying Fox Camp Management Plan
- Environmental Strategy
- Waste Management Strategy 2021-2031

Operational Plan 2022 to 2023

Delivery Program Activity	Operational Plan 2022 to 2023 Action	What we deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Delivery Responsibility Section	Service package
E1 Ecosystem function - Our community has healthy and dynamic environmental systems that support biodiversity conservation						
E1.1.1 Develop and deliver a program for Council to implement environmental strategies and policies	E1.1.1.1 **Develop and monitor environmental policies, strategies and technical information**	• Provide strategic guidance, current knowledge and advice. • Develop the biodiversity strategy to avoid, minimise and offset biodiversity impact (LSPS action 7.2) • Review and implement the Tree and Vegetation Management Framework (LSPS action 7.1) • Review the Koala Management Framework (LSPS action 7.3)	Adoption of Biodiversity Strategy (stage 1 offset policy) by June 2023	New	Strategy & Environment	Natural Systems
			Adoption of revised Tree Management Framework by June 2023	New		
	E1.1.1.2 **Provide environmental impact assessment services and a range of nature conservation, biosecurity and rehabilitation programs**	• Provide ecological and environmental planning services for Council's operations • Provide ecological and environmental planning services for the community • Administer the Council's Tree Permit System • Provide tree assessment services (compliance, risk and	Number of Environmental Impact Assessments conducted within agreed timeframes	100%	Strategy & Environment	Natural Systems

Delivery Program Activity	Operational Plan 2022 to 2023 Action	What we deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Delivery Responsibility Section	Service package
		environmental assessments) for Council • Develop and implement environmental projects to protect and enhance: o wetlands and bushland o koala conservation projects o coastal and estuarine environment • Implement the Bushland Enhancement Program • Administer the Environmental Projects Fund grant program • Implement the Hunter Strategic Weed Management Plan • Coordinate the management of biosecurity risks (weeds and pests) on Council owned and managed land • Regulate biosecurity risks (weeds) in Port Stephens • Provide environmental education programs to the community • Support urban greening initiatives with our volunteers	Scheduled actions completed in the Bushland Enhancement Program	149 ha of natural area management, 7508 trees planted		
			Number of environmental education programs developed and implemented	15		

Delivery Program	Operational Plan 2022 to 2023				Delivery Responsibility	
Activity	Action	What we deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section	Service package
E2 Environmental sustainability - Our community uses resources sustainably, efficiently and equitably						
E2.1.1 Deliver and implement a Sustainability Strategy	E2.1.1.1 **Develop a Sustainability Strategy**	• Coordinate and implement projects identified by Council's Sustainable Energy Group • Develop a strategy to address carbon neutrality by 30 June 2023	Reduce Council's annual energy usage	7,004 MWh	Strategy & Environment	Natural Systems
			Strategy to address carbon neutrality adopted by 30 June 2023	New		
E2.2.1 Provide a Waste program to support the reduction of the community's environmental footprint	E2.2.1.1 **Implement the Waste Management Strategy 2021-2031**	• Provide a range of waste collection, recycling and disposal services • Operate the Salamander Bay Waste Transfer Station • Provide waste education programs	Community satisfaction score ≥ 90% for: • garbage collection • access to waste depot/ transfer stations	96% 93%	Community Services	Waste Management
			Increase participation in 'problem waste days'	47%		
			Waste diverted from landfill ≥ 40%	44%		

Delivery Program	Operational Plan 2022 to 2023				Delivery Responsibility	
Activity	Action	What we deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section	Service package
E3 Environmental resilience - Our community is resilient to environmental risks, natural hazards and climate change						
E3.1.1 Develop and deliver a program for Council leading the way to a climate positive future and mitigating environmental risks	E3.1.1.1 **Review and implement the Coastal Management Program (CMP) incorporating climate change risks**	• Deliver stage 3 of PSC - CMP (LSPS Action – 8.3) • Partner with other Hunter Councils for delivery of stage 2 of Hunter Estuary CMP	Progress of delivery for stage 3 of PSC CMP	New	Strategy & Environment	Natural Systems
			Progress of delivery for stage 2 of Hunter Estuary CMP	New		
	E3.1.1.2 **Implement Climate Change Adaptation Action Plan encompassing mitigation and adaptation for Council and Community**	Deliver Climate Change Adaptation Action Plan (LSPS Action 8.1)	Development and implementation of actions in the Climate Change Adaptation Action Plan	26 of 35 actions	Strategy & Environment	Natural Systems

Focus area | Our Council

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

Our Council aims to deliver on **community wellbeing** by ensuring in an integrated way: that we deliver on **what we say we're going to do**'; the **community is satisfied** with the level of service provided; the **right practices and governance** are in place; Council has an **appropriate risk maturity**; we have **engaged employees**; Council is **financially sustainable**; Council's **assets are maintained** within an acceptable standard.

Delivery Program 2022 to 2026

Community Strategic Plan Strategy	Delivery Program Activity	How will we measure our performance? Delivery outcomes	Responsibility Group
L1 Governance Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)			
L1.1 Develop and encourage the capabilities and aspirations of Council's workforce	**L1.1.1 Deliver the 4-year Workforce Management Strategy**	Progress of implementation of Workforce Management Strategy	Corporate Services Group
L1.2 Provide strong leadership, advocacy role and government relations	**L1.2.1 Implement the General Manager's work program**	Progress of General Manager's work program	General Managers Office
L1.3 Provide a strong ethical governance structure and systems for Council	**L1.3.1 Deliver governance services and internal audit program**	Maintain Governance Health check score of 95% or above Maintain Risk maturity score at 80% or above	General Managers Office
	L1.3.2 Deliver the Integrated Planning and Reporting Framework program	Progress in implementing the program	Corporate Services Group

Community Strategic Plan Strategy	Delivery Program Activity	How will we measure our performance? Delivery outcomes	Responsibility Group
	L1.3.3 Deliver the 4-year program for Service Reviews	Progress of service review program	Corporate Services Group
	L1.3.4 Deliver the 4-year program for Corporate Systems and Data Management Strategy	Progress of program for Corporate Systems and Data Management Strategy	Corporate Services Group
L2 Financial Management Our Council is financially sustainable to meet community needs			
L2.1 Maintain financial sustainability	**L2.1.1 Manage implementation of the Long Term Financial Plan 2022 to 2032**	Underlying financial surplus is better than budget	Corporate Services Group
	L2.1.2 Manage the property portfolio in accordance with the Property Investment Strategy	Maintain rent in compliance with the Property Investment Strategy	Corporate Services Group
	L2.1.3 Implement the 2022 to 2025 Delivery Plans for Beachside Holiday Parks and Koala Sanctuary	Progress of the Beachside Holiday Parks Delivery Plan Progress of the Koala Sanctuary Delivery Plan	Corporate Services Group
L3 Communication and engagement Our Council is committed to enabling an engaged and informed community			
L3.1 Provide a customer-first organisation	**L3.1.1 Deliver the 4-year Customer Experience Roadmap and action plan**	Progress of the Customer Experience Roadmap and action plan	Development Services Group
L3.2 Engage with the community and key stakeholders	**L3.2.1 Deliver the 4-year program for the Communications and Engagement Strategy**	Progress of the Communications and Engagement Strategy	Development Services Group

PSC supporting strategies and plans:

- Community Strategic Plan 2022 to 2032
- Workforce Management Strategy 2022 to 2026
- Delivery Program 2022 to 2026 and Operational Plan 2022 to 2023
- Long Term Financial Plan 2022 to 2032
- Fees and Charges 2022 to 2023
- Annual Revenue Policy 2022 to 2023
- Enterprise Risk Management Policy
- PSC - Property Investment Strategy
- Community Engagement Strategy
- Corporate Systems and Data Management Strategy

Operational Plan 2022 to 2023

Delivery Program Activity	Operational Plan 2022 to 2023 Actions	 **What we Deliver**	 **Effectiveness Measures (EM)**	**EM Baseline** 2020 - 2021	Delivery Responsibility Section	 Service package
L1 Governance - Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)						
L1.1.1 Deliver the 4-year Workforce Management Strategy	**L1.1.1.1 Implement the Workforce Management Strategy**	Deliver the Workforce Management Strategy strategic objectives: • Recruit: Promote Port Stephens Council as a Best Employer to attract top talent • Retain: Support our people to be healthy, resilient and engaged • Develop: Empower our people to grow and develop through lifelong learning • Inspire: Inspire a culture of excellence through continuous improvement and healthy relationships	Employee Engagement Score of 75% or above	83% in 2021	Organisation Support	Human Resources, Workplace Development
L1.2.1 Implement the General Manager's work program	**L1.2.1.1 Coordinate and deliver Councillor and executive support services**	• Support the Mayor, Councillors and General Manager	Maintain Elected Member's satisfaction with executive support services 100%	100%	Office of the GM	Executive Administration
	L1.2.1.2 Conduct citizenship ceremonies	• Host citizenship ceremonies	Citizens conferred	100%	Office of the GM	Executive Administration

Delivery Program	Operational Plan 2022 to 2023				Delivery Responsibility	
Activity	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section	Service package
	L1.2.1.3 **Advocate for community priorities and work with other levels of government and stakeholders**	• Liaise with Federal, State and local governments and other government agencies on regulatory and governance matters and other community issues. • Support the community through advocacy at relevant forums	Maintain participation in consultation/ advocacy activities with other levels of government or agencies	Maintained	Office of the GM	Office of the GM
	L1.2.1.4 **Develop shareholder value through an effective partnership with Newcastle Airport**	Support commercial aviation business through participation in the boards of: • Newcastle Airport Pty Ltd • Newcastle Airport Partnership; Greater Newcastle Aerotropolis Pty Ltd; Greater Newcastle Aerotropolis Partnership	Maintain participation in NAPL/GNAPL Board meetings.	Maintained	Office of the GM	Office of the GM
			Maintain Airport dividends received per dividends policy	Maintained		
			Increase airport traveller numbers per annum	480,953		
	L1.2.1.5 **Work with Hunter Councils to enhance the Hunter Region**	Manage strategic and operational matters for: • Hunter Joint Organisation • Arrow Collaborative Services Ltd	Maintain participation in Hunter Joint Organisation meetings	Yes	Office of the GM	Office of the GM

Delivery Program	Operational Plan 2022 to 2023				Delivery Responsibility	
Activity	Actions	**What we Deliver**	**Effectiveness Measures (EM)**	**EM Baseline** 2020 - 2021	Section	Service package
		• Local Government Legal Services Ltd				
L1.3.1 Deliver governance services and internal audit program	**L1.3.1.1 Deliver governance and legal services and enterprise risk management**	Conduct Risk Maturity Score and provide: • Enterprise Risk Management System • Incident Management and Business Continuity • Management of Council's insurance portfolio • Environmental Auditing • Environmental Management System • Environmental Performance • Environmental Regulatory Licenses, Permits and Certificates • Incident Management • Contractor Management • Corporate Wellness • Injury Management • Work Health and Safety Management System	Maintain Governance Health check score ≥ 95%	98%	Governance	Office of Section Manager Governance, Legal Services, Enterprise Risk Management
			Maintain Risk maturity score ≥ 80%	86%		
			Decrease in the rolling projected workers' compensation deposit premium (rounded)	Base $1.2 M		
			Pay < base and <100%	Paid $1.7M		

Delivery Program	Operational Plan 2022 to 2023				Delivery Responsibility	
Activity	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section	Service package
		• Governance, legislative and policy advice • Governance Health Check • Internal legal advice and advocacy • Legal services • Access to information and privacy processes				
	L1.3.1.2 Coordinate and report on the internal audit process	Coordinate Council's audit committee program	Percentage of Audit-identified issues resolved within the expected timeframe	43%	Governance	Office of Section Manager, Legal Services
L1.3.2 Deliver the program for Integrated Planning and Reporting Framework	**L1.3.2.1 Undertake a community satisfaction survey**	Undertake a community satisfaction survey of Council's services and facilities	Community satisfaction score with Council ≥ 75%	68%	Office of the Corporate Services Group Manager	Corporate Reporting
	L1.3.2.2 Implement the legislative requirements of the Integrated Planning and Reporting Framework	• Annual Report 2021 to 2022 • Deliver and report on the Delivery Program 2022-2026 and Operational Plan 2022-2023 via Six Monthly Reports • Report on Council achievements and awards	Integrated Plans delivered on time ≥ 95%	97%	Office of the Corporate Services Group Manager	Corporate Reporting

Delivery Program	Operational Plan 2022 to 2023				Delivery Responsibility	
Activity	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section	Service package
		• Review and develop the Delivery Program 2022-2026 and Operational Plan 2023-2024				
L1.3.3 Deliver the 4-year program for Service Reviews	**L1.3.3.1 Implement the annual service review program**	Provide specialist advice, information and support for Service Reviews	Progress of the service review program, % completed on time	New	Organisation Support	Workplace Development
L1.3.4 Deliver the 4-year program for Corporate Systems and Data Management Strategy	**L1.3.4.1 Implement annual actions of the Corporate Systems and Data Management Strategy**	Deliver the Corporate Systems and Data Management Strategy strategic objectives: • Be a data-driven organisation • Embrace digital transformation • Consolidate and integrate corporate systems • Maintain a resilient and agile ICT infrastructure • Stay cyber safe	Maintain system uptime of 99.99%	100%	Organisation Support	Corporate Systems & Data Project Management, Corporate Applications, ICT Maintenance & Support
L2 Financial Management - Our Council is financially sustainable to meet community needs						
L2.1.1 Manage implementation of the Long Term	**L2.1.1.1 Manage Council's financial resources in**	Implement: • Long Term Financial Plan (2022-2032)	Underlying financial surplus is better than the budget	Achieved	Finance	Finance Revenue, Finance Expenditure,

Delivery Program	Operational Plan 2022 to 2023				Delivery Responsibility	
Activity	Actions	**What we Deliver**	**Effectiveness Measures (EM)**	**EM Baseline** 2020 - 2021	Section	Service package
Financial Plan 2022 to 2032	**accordance with the Financial Services Work plan**	• Fees and Charges (2022-2023) • Annual Revenue Policy (2022-2023) Complete Annual Financial Reports (2021-2022) Develop: • Long Term Financial Plan (2023-2033) • Fees and Charges (2023 -2024) • Annual Revenue Policy (2023-2024)	Maintain Unqualified Annual Financial Statements	Achieved		Finance Reporting, Finance Acquisition
L2.1.2 Manage the property portfolio in accordance with the Property Investment Strategy	**L2.1.2.1 Manage the property portfolio in accordance with the Strategic Property work plan**	Manage commercial investment portfolio, land acquisitions, development projects and biodiversity sites	Maintain yield on the commercial investment portfolio at or above the Australian All Property Index	8%	Office of the CSG SM	Strategic Property
			Maintain property vacancy rate below the Newcastle industry standards	6%		
			All projects are delivered in accordance with Property Investment Strategy	New		

Delivery Program	Operational Plan 2022 to 2023				Delivery Responsibility	
Activity	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section	Service package
			Sites maintained in accordance with the biodiversity agreements	Compliant		
L2.1.3 Implement the 2022 to 2025 Delivery Plans for Beachside Holiday Parks and Koala Sanctuary	**L2.1.3.1 Implement the annual actions of the Beachside Holiday Parks and Koala Sanctuary Operational Plan**	• Implement Plans of Management for Crown Beachside Holiday Parks • Develop and implement Beachside Holiday Park's and Koala Sanctuary capital works programs (refer to SAMP 2022-2032) • Provide a range of quality accommodation and tourist experiences across Council's owned and managed holiday parks • Provide marketing and promotion services for Council's Holiday Parks and Koala Sanctuary	Maintain Net Promoter Score (NPS) for Council's Beachside Holiday Parks higher than 70.1% and Koala Sanctuary higher than 75.2%	69% 73%	Holiday Parks	Holiday Park Business, Holiday Park Operations,
			Maintain annual day visit numbers for the Koala Sanctuary higher than 32,486	27,000		
			Progress of actions under the Beachside Holiday Parks and Koala Sanctuary Operational Plan	New		

Delivery Program	Operational Plan 2022 to 2023				Delivery Responsibility	
Activity	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2020 - 2021	Section	Service package
L3 Communication and engagement - Our Council is committed to enabling an engaged and informed community						
L3.1.1 Deliver the 4-year Customer Experience Roadmap and action plan	**L3.1.1.1 Develop, implement and monitor Council's Customer Experience Framework**	Implement the Customer Experience Road Map and Action Plan	Increase in the use of online services	New	Communications and Customer Experience	Customer Experience
			Reduction in number of phone calls received by Customer Service Desk	New		
L3.2.1 Deliver the 4-year program for the Communications and Engagement Strategy	**L3.2.1.1 Manage Council's communications and community engagement activities**	Implement the Communications and Engagement Strategy	Increase in the number of visits to the PSC website	320,000	Communications and Customer Experience	Communications & Engagement
			Increase in social media engagement	450,000		

ITEM 3 - ATTACHMENT 2 DRAFT DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2022 TO 2023.

Our Resourcing Strategy

SECTION 4

78 | Long Term Financial Plan

82 | Workforce Management Strategy

83 | Strategic Asset Management Plan

The Resourcing strategy demonstrates how work identified in the Delivery Program and Operational Plan will resourced through the following 3 inter-related components:

1. Long Term Financial Plan
2. Workforce Management Plan
3. Strategic Asset Management Plan

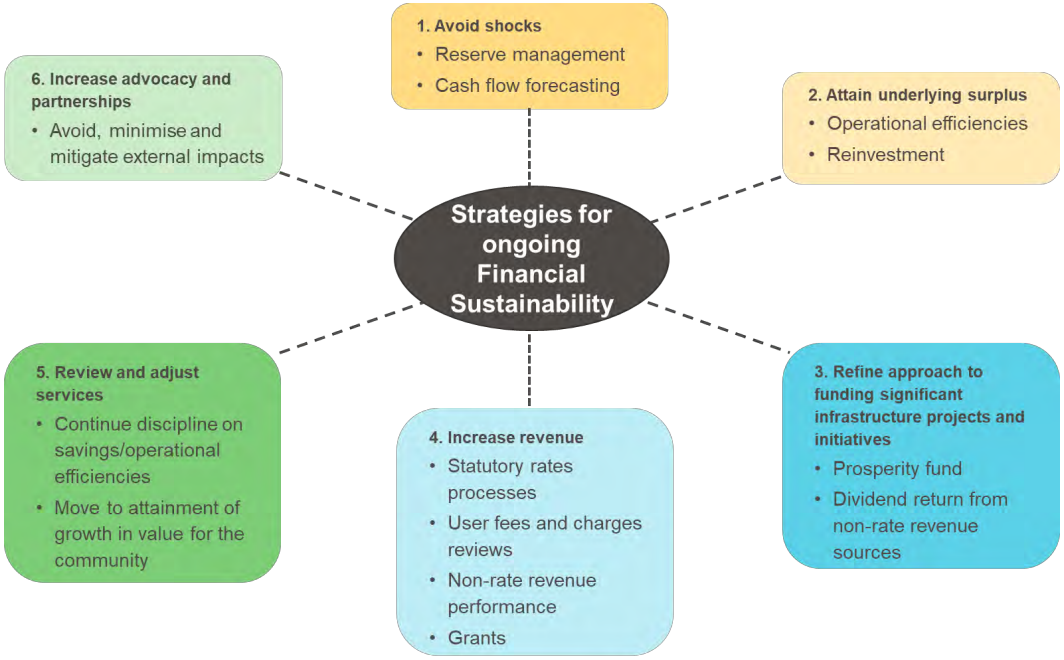
Read more about Our Resourcing Strategy available on Council's website.

Long Term Financial Plan

Port Stephens Council's Long Term Financial Plan (LTFP) outlines how we will deliver the objectives and strategies expressed in the Community Strategic Plan, by ensuring the objectives of the IP&R framework are matched by appropriate resources.

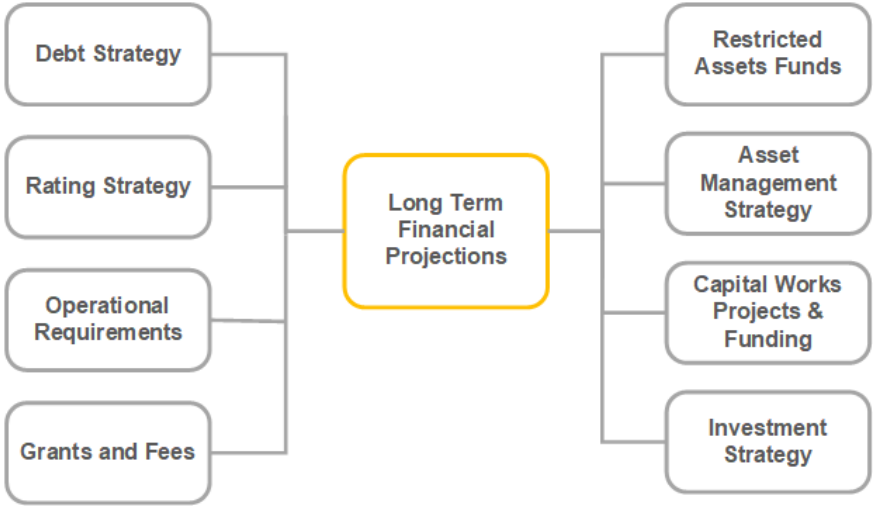
The LTFP provides a robust yet dynamic framework in which Council can review and assess its financial sustainability in conjunction with its core functions and responsibilities. The LTFP contains a set of long-range financial projections based on a set of assumptions. It covers a 10 year period from 2022 to 2023 to 2031 to 2032. It is then reviewed and rolled over annually.

On 26 October 2021, Council endorsed the following key directions for financial sustainability.



In addition to acting as a resource plan, the LTFP endeavours to:

- establish a financial framework that combines and integrates financial strategies to achieve a planned outcome
- establish a financial framework that allows us to measure Council's strategies, policies and financial performance
- ensure that Council complies with sound financial management principles
- allow Council to meet its obligations under the Local Government Act



The development of the long term financial projections represents the output of several strategy areas, that when combined, produce the financial direction of Council.

The LTFP is based on achieving the following outcomes:

- Maintain the underlying operating surplus.
- Ensure Council infrastructure is maintained at a satisfactory level.
- Achieve a financial structure that allows us to pay for new assets and renew existing assets within our operating income.
- Retain services at present levels.
- Manage reserves to ensure resilience to unexpected events.

The LTFP 2022 to 2032 presents financial forecasts associated with the following scenarios.

INCOME	Conservative	Standard	Strategic
Rates			
Pegging factor applied	1.30%	2.50%	2.50%
Ongoing peg factor beyond 2022	2.50%	2.50%	3.00%
New annual rates assessment	150	150	150
User fees and charges*10% one off for non-statutory	2.50%	2.50%	2.50%
Operating grants and Contributions Annual factor	1.00%	1.00%	1.00%
Other			
Cash investment returns	2.00%	2.50%	2.50%
Other income	1.00%	2.00%	2.50%
Rental income	1.00%	1.00%	1.00%
Airport dividend	Nil	Nil	Nil

EXPENSES	Conservative	Standard	Strategic
Salaries and allowances	2.25%	2.25%	2.25%
Materials and contracts	3.50%	3.50%	3.50%
Other expenses	2.50%	2.50%	2.50%
Enhanced services levels			Additional $250K

Projected Result	Conservative	Standard	Strategic
2022-2023	(914)	(360)	(598)
2023-2024	(2,086)	(1,326)	(1,468)
2024-2025	(2,962)	(2,169)	(2,257)
2025-2026	(3,877)	(3,071)	(3,092)
2026-2027	(6,189)	(5,395)	(5,338)
2027-2028	(7,105)	(6,305)	(6,158)
2028-2029	(7,957)	(7,155)	(6,904)
2029-2030	(9,123)	(8,322)	(7,953)
2030-2031	(10,377)	(9,579)	(9,077)
2031-2032	(11,298)	(10,508)	(9,858)

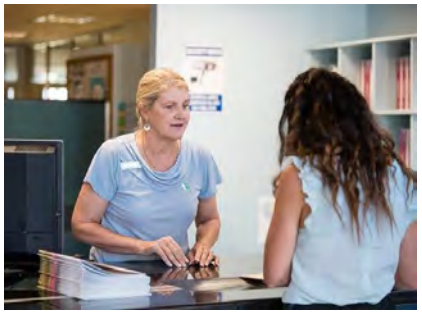
In summary, the LTFP presents a responsible financial blueprint for the future of Port Stephens Council.

Workforce Management Strategy

The Workforce Management Strategy (WMS) is a proactive, 4-year document that shapes the capacity and capability of the workforce to achieve council's strategic goals and objectives.

Port Stephens Council's Workforce Management Strategy 2022 to 2026 sets out what type of organisation we need to be and how we plan to get there.

In partnership with Council's Long Term Financial Plan and Strategic Asset Management Plans, the Workforce Management Strategy ensures that there are sufficient resources available in the right place, at the right time, with the right skills to deliver on the community's vision and aspirations for their place and community.



Strategic Asset Management Plan

The management of Council's assets is documented through the suite of asset management documents - Asset Management Policy, Strategic Asset Management Plan (SAMP) and Asset Management Plans (AMP).

The purpose of the SAMP is to establish the structure for detailed planning and improvements, processes and structures, which will support long-term asset management well into the future.

The Asset Management Plan (AMP) details information for each of Council's asset classes in accordance with the documented framework in the Asset Management Policy. The SAMP is a summary of the information collated from the AMP.

Council is the custodian of infrastructure totalling $1,032 million of noncurrent assets such as roads, footpaths, buildings, drainage, seawalls, surf clubs, jetties fleet, holiday parks and information technology and so on.

The SAMP 2022 to 2032 will be used to achieve Council's community objectives documented in the Community Strategic Plan primarily under Focus Area – Our Place

Port Stephens Council has prepared this Strategic Asset Management Plan (SAMP) in accordance with the State Government's Integrated Planning and Reporting Framework requirements.

Appendices

SECTION 5

85 | Key result measures

87 | Statement of Revenue

96 | Statement of waste

Appendix one: Key result measures

Council deploys seven key measures to record its performance against targets. The measures are:

1. Service delivery

While the Community Strategic Plan lays out the general priorities for the community, the Delivery Program and Operational Plan detail how Council will deliver these priorities through activities and actions.

Council reports against actions and budgets, detailed in the Delivery Program and the annual Operational Plan through its Annual and Six Monthly reports.

For Council to be successful in this measure:
Target: >95% integrated plans delivered on time
(which includes delivery of the actions set out in the annual Operational Plan).

2. Community satisfaction

Council's annual Community Satisfaction Survey provides the community with an opportunity to have their say on how Council is performing and their level of satisfaction with Council's facilities and services.

For Council to be successful in this measure:
Target: >75% community satisfaction score.
In addition to the Community Satisfaction Survey, Council also undertakes a number of other user surveys.

3. Employee wellbeing

Council's annual employee engagement survey measures an employee's energy and passion, their level of connection to the organisation and their willingness to apply discretionary effort to improve individual and business performance.

Research continues to find that organisations with higher engagement levels also have better talent, operational, customer and financial outcomes.

For Council to be successful in this measure:
Target: >75% employee engagement.

4. Governance health check

The Governance Health Check ensures the Council is held to account for meeting its legislative and operational requirements. The Governance Health Check covers four key areas:

- Ethics,
- Risk management,
- Information management and
- Reporting.

For Council to be successful in this measure:
Target: >95% governance health check.

5. Risk management maturity score

Council's Integrated Risk Management Framework assists the Council to understand the broad spectrum of risks facing it in delivering a complex range of services to the community. The Framework provides tools to ensure that risk is appropriately managed.

For Council to be successful in this measure:

Target: >85% risk management maturity score.

6. Financial sustainability

Council aims to achieve an underlying financial result that is better than the budget to enable it to be financially sustainable.

For Council to be successful in this measure:

Target: underlying financial result better than budget.

7. Asset maintenance ratio

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

For Council to be successful in this measure:

Target: >100% asset maintenance ratio.

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

Appendix two: Statement of revenue policy

The following rates are proposed for 2022 to 2023.

Key elements of Council's rating policy are:

- Application has been made with IPART for a one-off 2.5% additional special variation (ASV) under Section 508(2) of the Local Government Act 1993 for a single year increase consistent with Council's long-term financial plan. This is necessary due to the announced rate peg of 0.7% and population growth adjustment of 0.6% being lower than that required to fund Council's normal operations. As council is awaiting IPART's announcement the following two options are presented.
    - Option 1: ASV application denied resulting in a 1.3% increase to ordinary rates.
    - Option 2: ASV application approved resulting in a 2.5% increase to ordinary rates.
- Continuation of sub-categories in the residential and farmland categories aligned with the Williamtown Management Area;
- It is proposed to continue to make the farmland rate the same as the residential rate;
- 35% base amounts are proposed to continue in the main residential rate category and business rate category.

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. A fifth land category of environmental land has recently been included in the Local Government Act 1993. This land category has not yet commenced and is awaiting proclamation. 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 1993. 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.

Ordinary Rate Structure

Option 1 - 1.3% rate peg

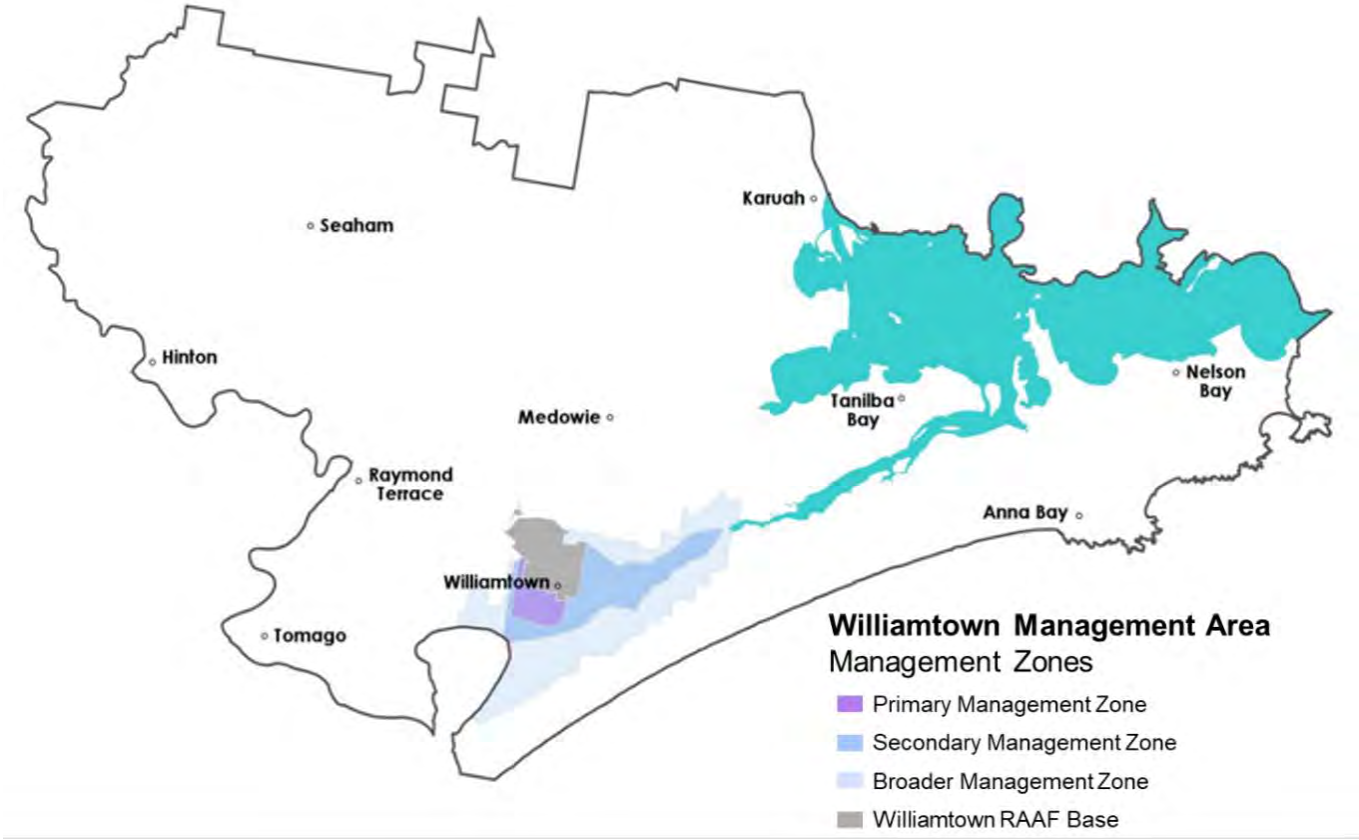
Category	Sub-Category	Ad Valorem Rate in $	Base Amount $	Base Amount Yield %	Estimated Rate Yield '000s
Residential	n/a	0.2832	399.00	35	$36,718
Residential	Williamtown Primary Zone	0.1888	266.00	39	$16
Residential	Williamtown Secondary Zone	0.2124	299.00	41	$113
Residential	Williamtown Broader Zone	0.2548	359.00	40	$226
Farmland	n/a	0.2832	399.00	21	$852
Farmland	Williamtown Primary Zone	0.1888	266.00	30	$8
Farmland	Williamtown Secondary Zone	0.2124	299.00	27	$19
Farmland	Williamtown Broader Zone	0.2548	359.00	26	$22
Business	n/a	0.7827	1,706.00	35	$9,255
Mining	n/a	0.7827	n/a	n/a	Nil
				Total	**$47,229**

Ordinary Rate Structure

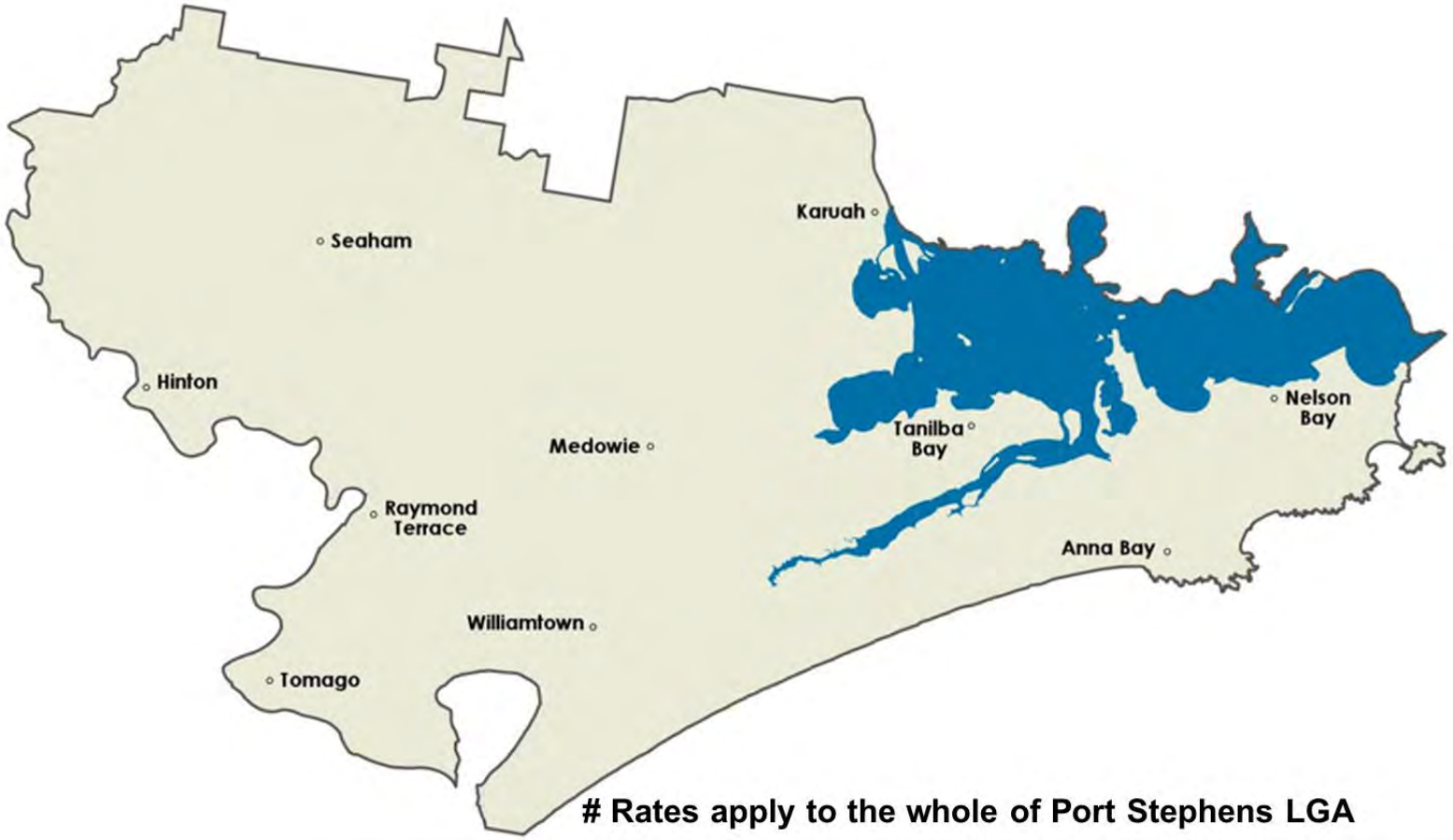
Option 2 - 2.5% rate peg

Category	Sub-Category	**Ad Valorem Rate in $**	**Base Amount $**	Base Amount Yield %	Estimated Rate Yield '000s
Residential	n/a	0.2868	403.00	35	$37,150
Residential	Williamtown Primary Zone	0.1912	269.00	39	$17
Residential	Williamtown Secondary Zone	0.2151	302.00	41	$115
Residential	Williamtown Broader Zone	0.2582	363.00	40	$228
Farmland	n/a	0.2868	403.00	21	$862
Farmland	Williamtown Primary Zone	0.1912	269.00	30	$8
Farmland	Williamtown Secondary Zone	0.2151	302.00	27	$19
Farmland	Williamtown Broader Zone	0.2582	363.00	26	$22
Business	n/a	0.7921	1,727.00	35	$9,367
Mining	n/a	0.7921	n/a	n/a	Nil
				Total	**$47,788**

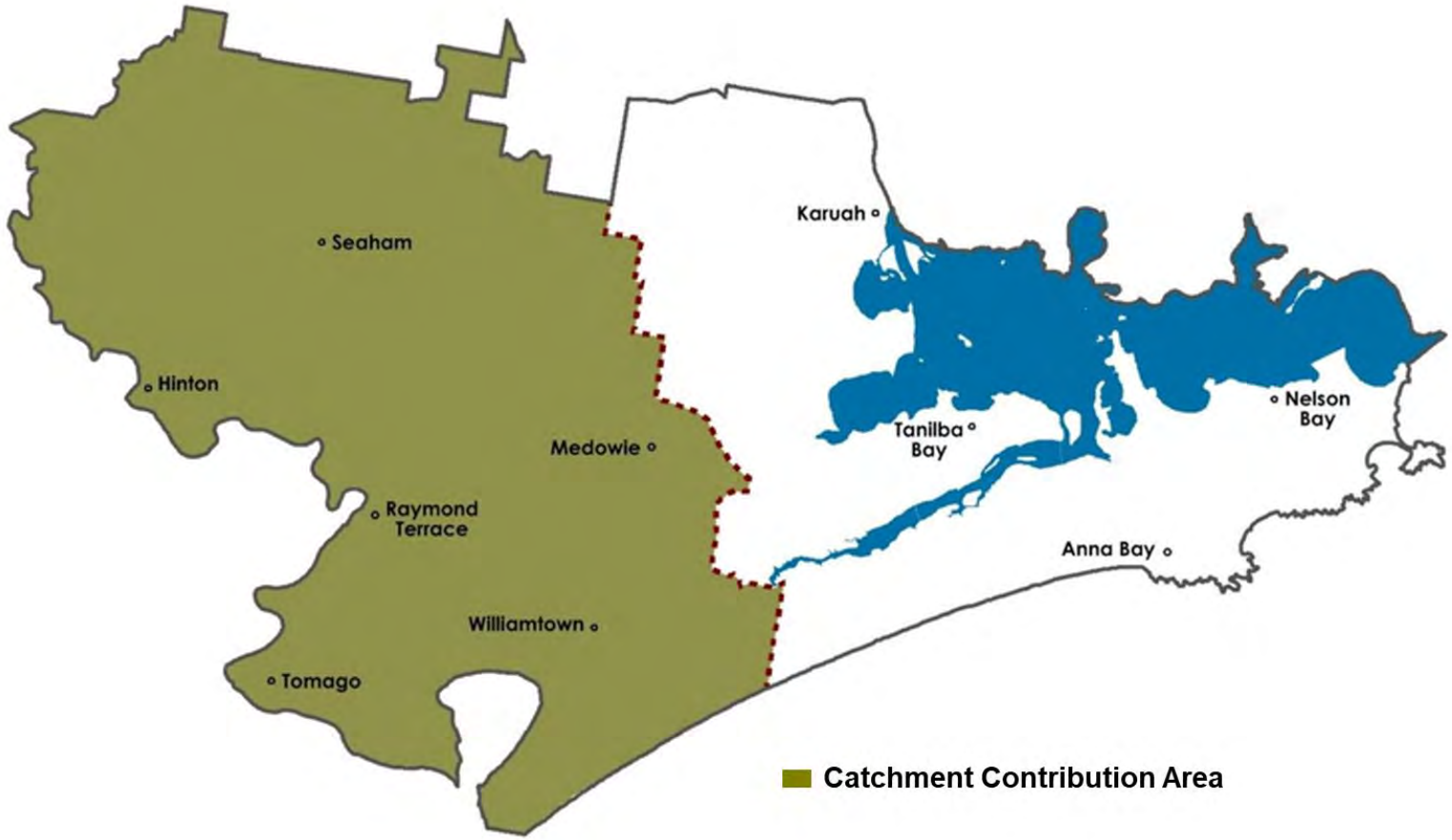
Ordinary rate sub-categories: Williamtown management area



Residential, farmland, business and mining rates#



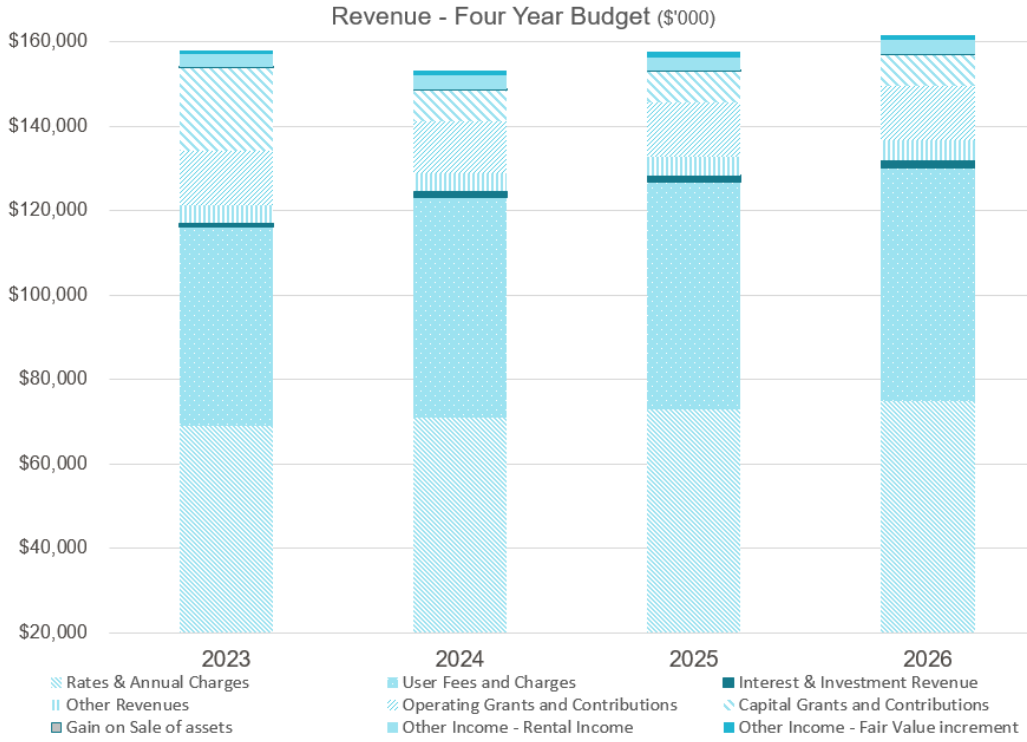
Hunter Local Land Services



Budget Summary – 4 year Budget Forecast

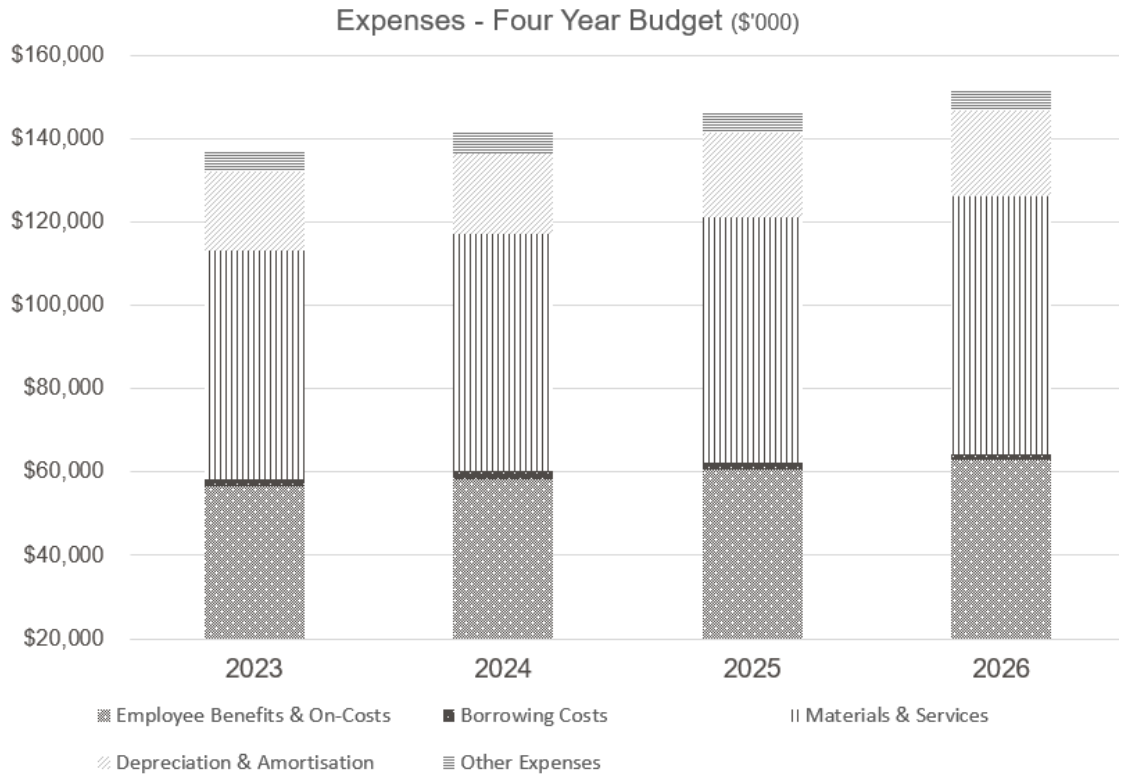
Revenue and Expenditure for 2022-2026 reflects the forecasted impacts of COVID-19 pandemic, however as the pandemic continues to evolve we will remain flexible and agile to respond as required, with financial impacts and adjustments reported to Council through the Quarterly Budget Review and Annual Reporting process.

Revenue 2022-2023, 2023-2024, 2024-2025, 2025-2026 ($000s)



Expenditure 2022-2023, 2023-2024, 2024-2025, 2025-2026 ($000s)

Refer to the Long Term Financial Plan 2022-2032 document for more details of the Budget Summary.



Appendix three: Statement of waste management

Council proposes a two-level waste charge for 2022 to 2023.

Waste Management Charge

A base waste management charge of $110 will be applied to all rateable properties as authorised by section 501 of the Local Government Act 1993. This charge contributes toward the management of waste services not delivered to the kerbside such as 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 as well as the management of other public place waste services. 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 $500 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), 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 $500 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 fortnightly collection of materials for recycling using a 240-litre wheelie bin (yellow bin).

To apply a domestic or non-domestic waste service charge and/or waste 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. The projected waste charges for the next three years are shown in the table below. However, new contract costs and state government levies are outside of Council’s control so these figures are subject to change.

ITEM 3 - ATTACHMENT 2 DRAFT DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2022 TO 2023.

	Current Year 2021 to 2022	2022 to 2023	2023 to 2024	2024 to 2025	2025 to 2026
Waste Management Charge	$105	$110	$113.00	$115.85	$118.75
Waste Service Charge	$475	$500	$512.50	$525.30	$538.45

ITEM 3 - ATTACHMENT 2 DRAFT DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2022 TO 2023.

ITEM 3 - ATTACHMENT 2 DRAFT DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2022 TO 2023.

PORT STEPHENS COUNCIL

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ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,

IP&R Framework

PORT STEPHENS COUNCIL

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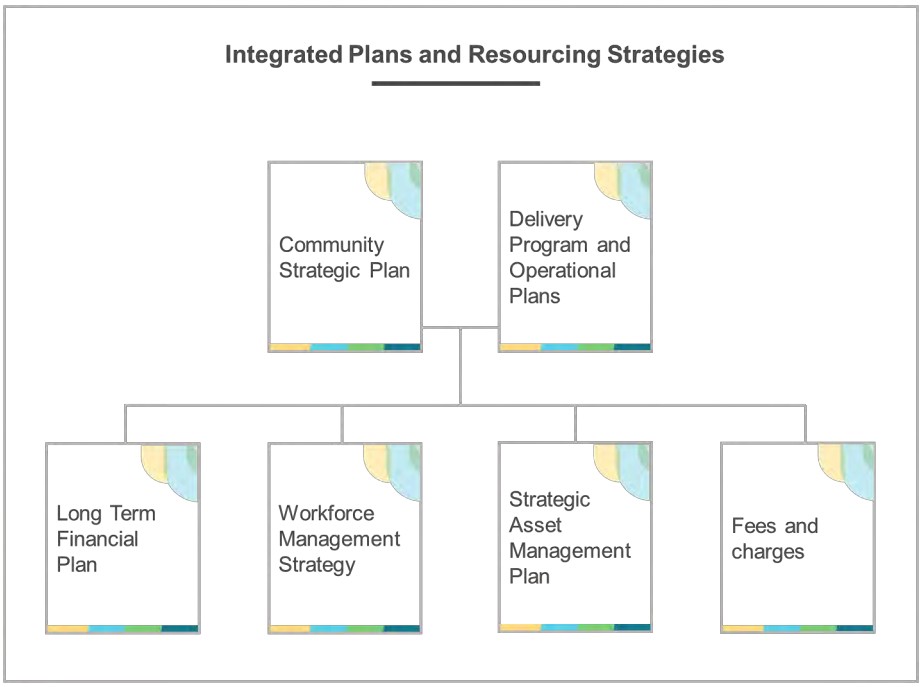
Resourcing Strategy

2022 to 2032

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.



Port Stephens Council has prepared this plan on behalf of the Port Stephens community and would like to thank the residents, community groups, business and government representatives who provided input into the plan.

The Resourcing Strategy has been prepared in accordance with Section 403 of the Local Government Act 1993.

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Message from the General Manager

Our Place. Our Plan. Our Future can only happen with appropriate and dedicated resources. True integrated planning involves translating community vision, needs and priorities into a tangible and workable program that's within our resource capacity – it's a fine balance of managing sustainable assets, finance and workforce.

In formulating the 2022 to 2026 Delivery Program and 2022 to 2023 Operational Plan, Council has assessed what is realistic and affordable. The past 2 years of natural disasters and COVID-19 have significantly impacted our resources, with extra works needed to rehabilitate our assets and running our budgets tight with revenue down and costs up.

Now is the time for us to reassess what we can reasonably deliver given the events of the past determining our current position. Our long term planning goes beyond the Council term. The decisions we make at this critical time will have long-lasting implications and will safeguard our future.

Our planning and decision making is being driven by hard data collated from the 2020 Liveability Index Survey and reports independently commissioned by Council to review our financial sustainability. One of the reports (outlined further in the Long Term Financial Plan) looked at the efficiency of Council and confirmed that ratepayers can be assured Council is providing "good value for money". The independent reports confirmed that prudent financial management is being exercised by Council, but that the impacts of COVID-19 and other natural disasters are having an ongoing and significant financial impact– affecting ongoing financial sustainability, which needs to be addressed. Addressing the financial sustainability gap needs to be coordinated at various levels and includes steering away from our reliance on commercial income and not taking on additional debt.

With many competing priorities across Council, the aim of asset management is to find the balance between providing a satisfactory (or above) service to the community and managing an asset with financial and risk responsibility. Previous targets have aimed at having more assets with Near Perfect condition ratings, but in some cases, this isn't financially responsible or possible.

So far, our funding strategies provide a solid foundation with a high proportion of our assets in good or better quality. The pandemic however has severely changed the open market and an increase in the cost of materials and external labour has resulted in the need for more funds to maintain our assets. Without an increase in funds, our asset quality will deteriorate quickly.

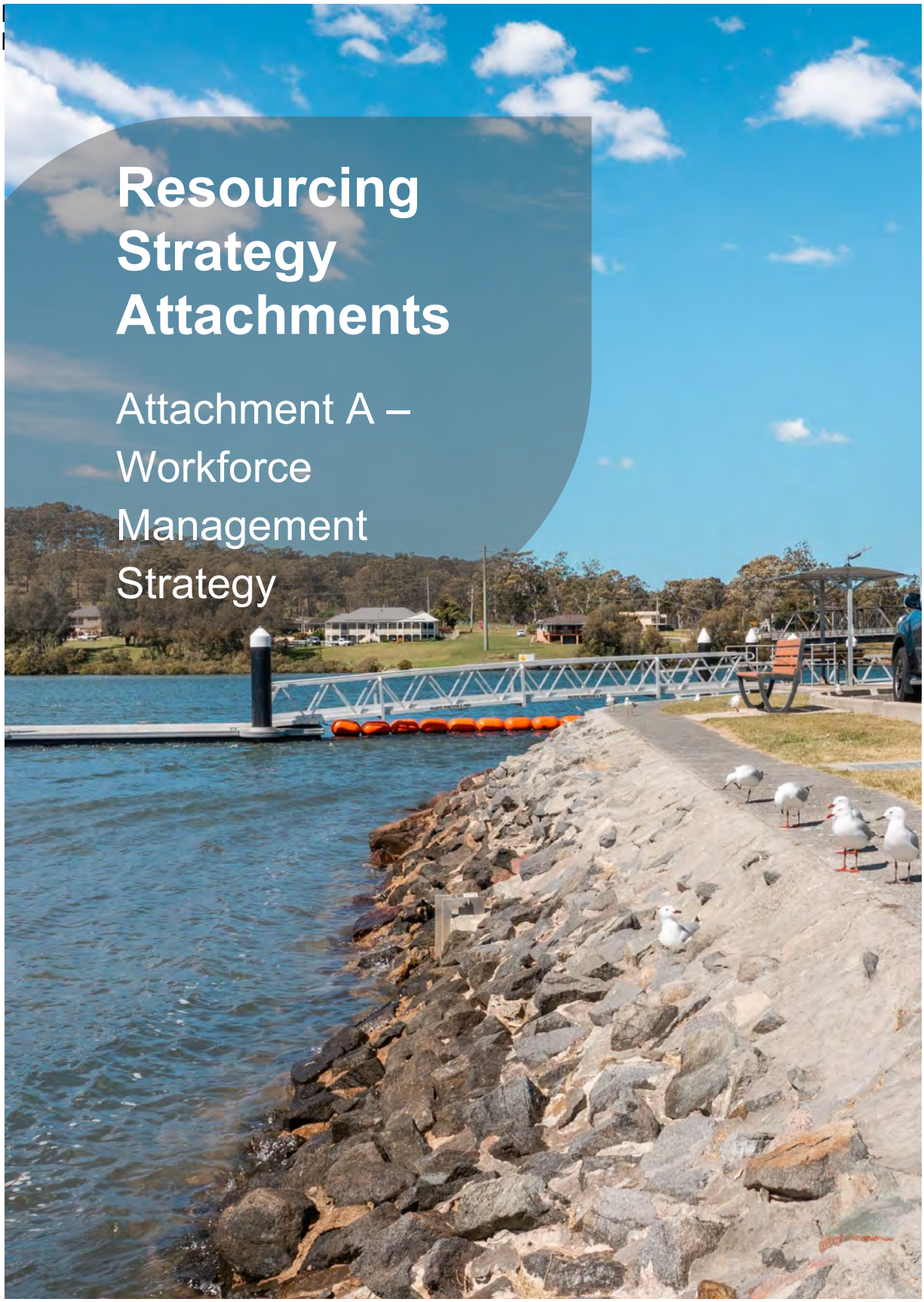
At Port Stephens Council we're dedicated to meeting the present and future needs of our community in a cost-effective, accountable and collaborative way.

The Workforce Management Strategy assists Council to plan its human resource requirements in a proactive and responsible way for the four years of the Delivery Program and beyond, and plan what needs to happen to make sure further staff resources are available when needed. The right workforce is a critical element to delivering each of Council's plans, outlined in the IPR documents.

Wayne Wallis

Wayne Wallis, General Manager

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,



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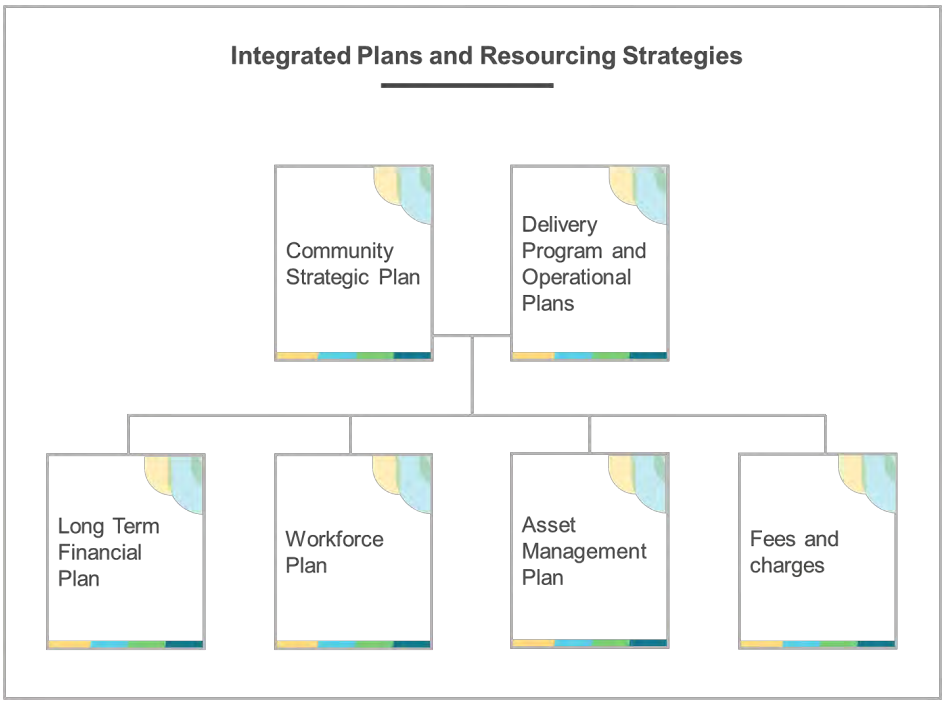
Workforce Management Strategy

2022 to 2026

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.



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Introduction

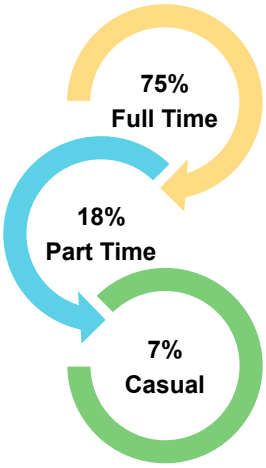
The Workforce Management Strategy assists Council to plan its human resource requirements for the four years of the Delivery Program and beyond, and planning what needs to occur to ensure the necessary staff resources are in place when they are needed. The right workforce is a critical element to delivering each of the Council's plans, outlined in the IPR documents.

This strategy is based on Port Stephens Council delivering on 4 strategic objectives.

1. Working at Port Stephens Council

1.1 Snapshot of current workforce

The structure comprises of 557.38 full-time equivalent (FTE) positions (as at 30 June 2021) across three Groups and the General Manager's Office with a focus on ensuring we have the right people in the right places with the right skills doing the right jobs. In addition, we have 650 volunteers who complement our workforce.



43% of the staff who work at PSC resides in the Port Stephens LGA.

Port Stephens Council's age profile has a good balance of generations.

The number of Generation Y (aged 26 – 41) employees has surpassed our Generation X (aged 42 – 57) employees in recent years. Together these two generations make up the majority of our workforce at 72.08%. The increase in the younger workforce demographic is slightly higher than the local government average, generally showing a positive trend.

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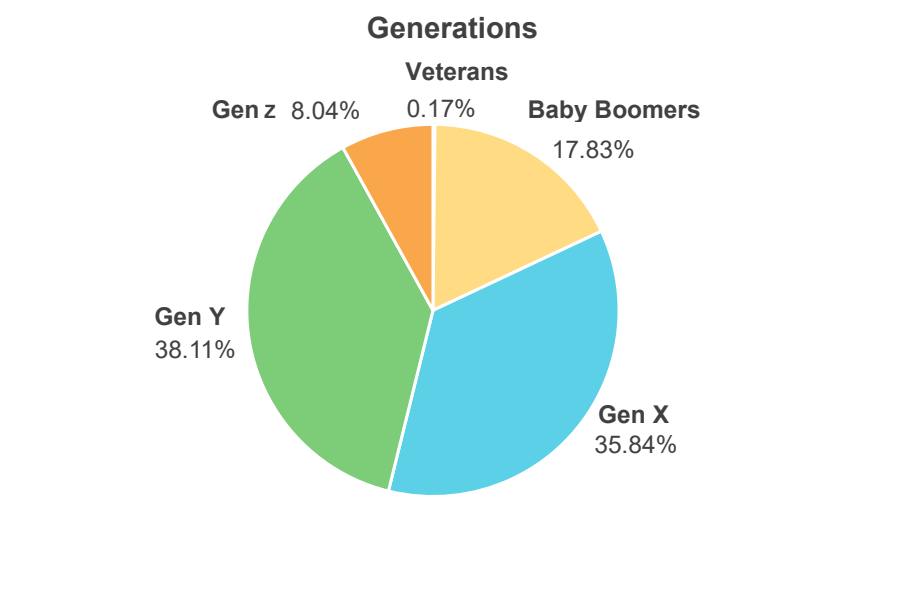
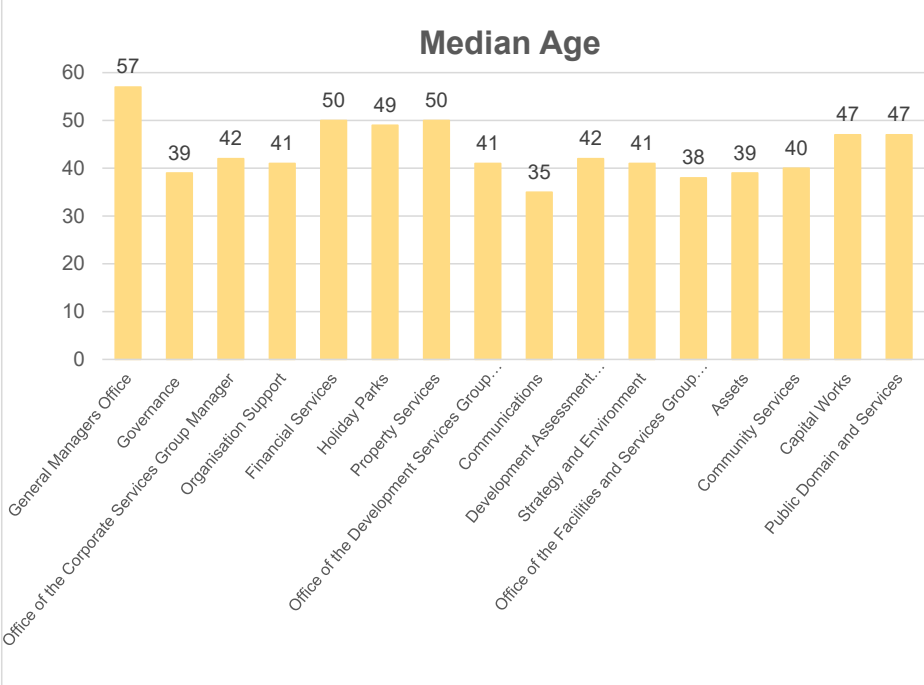
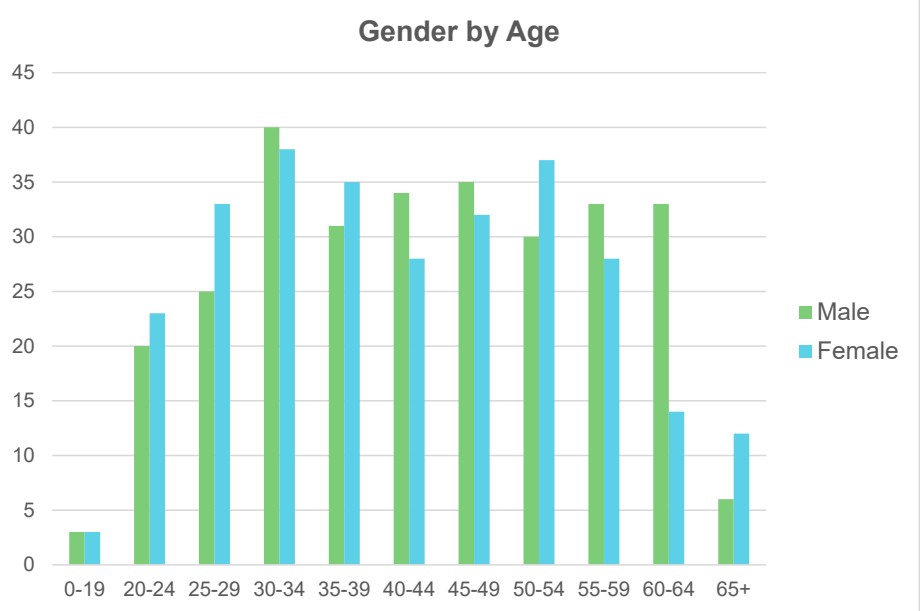
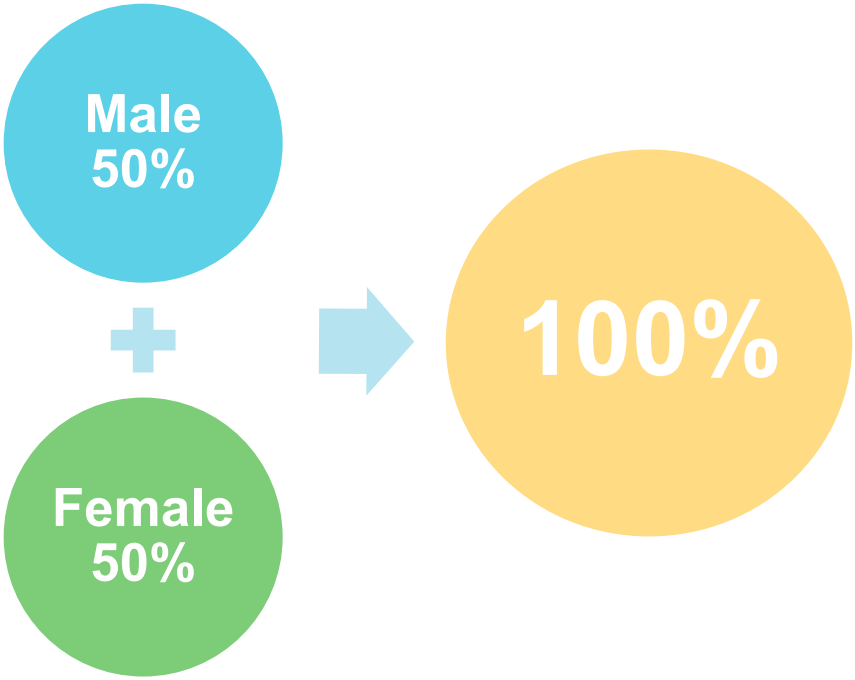


The current median age of employees at Port Stephens Council is 42 years old.

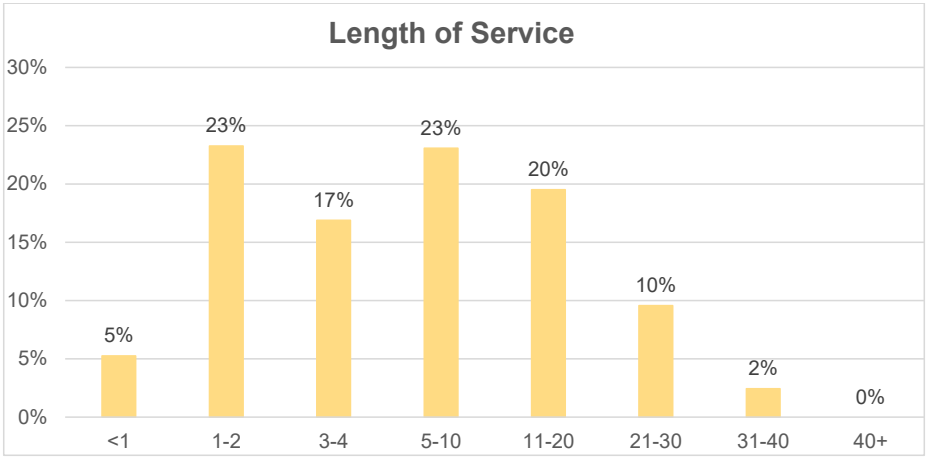




Port Stephens has a reasonably balanced gender profile across the organisation, with 50% of its employees being women which is marginally higher than the average for NSW Councils.

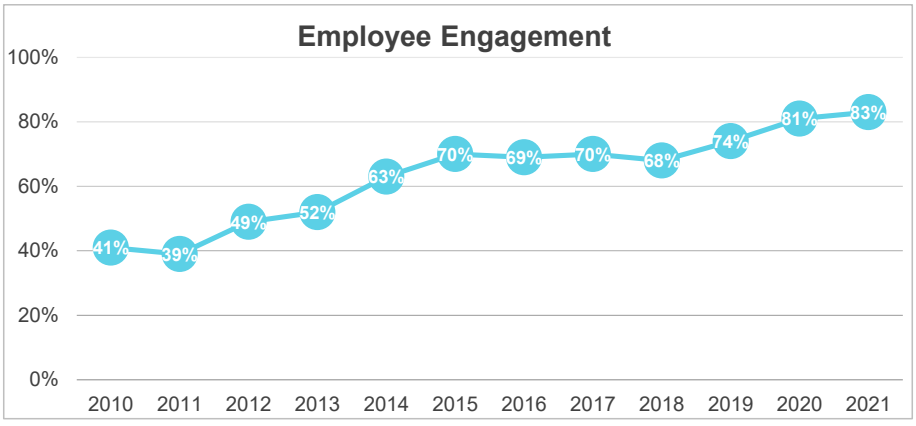


The average length of service with Port Stephens Council, across all employees, is 7.97 years.



Employee engagement is about an employee's energy and passion, their level of connection to the organisation and their willingness to apply discretionary effort to improve individual and business performance.

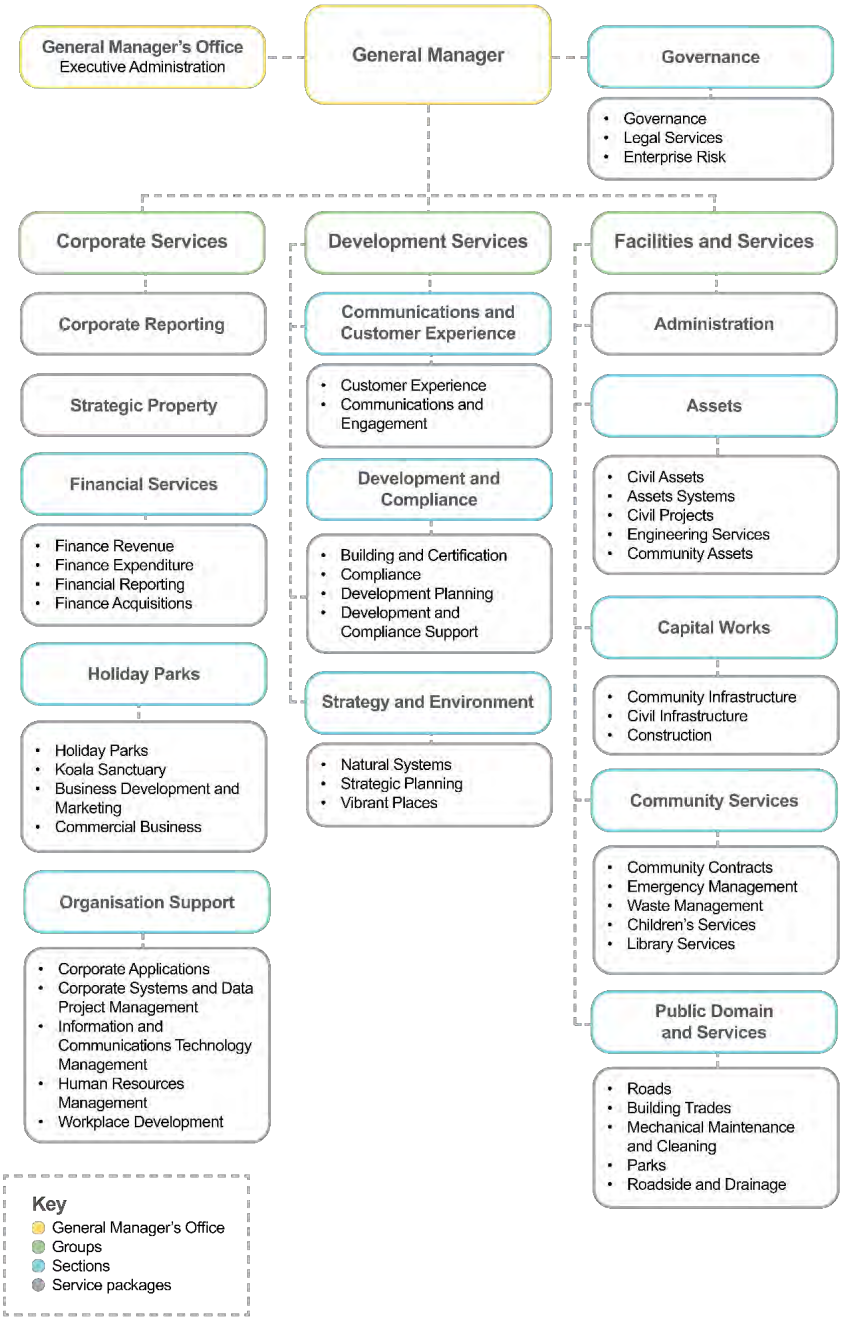
At Port Stephens Council, we have been working to improve the engagement of our workforce for some time with great results that make us part of the upper quartile of highly engaged organisations in the Australian workforce.



The data indicate that the organisation currently does not have skills, age, gender and/or diversity imbalance.

The Workforce Management Strategy is critical in ensuring that we continue to have a contemporary and considered approach to recruiting, retaining, developing and inspiring our staff to meet both current and future needs.

1.2 Organisation structure



1.3 Vision, Purpose and Values

Council's Purpose is "to deliver services valued by our community in the best possible way".

Council's Vision is that we have "engaged and resilient people in strong healthy relationships, working collaboratively, enhancing community well-being".

Leadership within Council is committed to aligning the operating culture of the organisation and strongly supports the PSC values and behaviours.

Organisational values are shared beliefs about what is desirable and worthy in our work life. The values are personally demonstrated by each of us in how we conduct ourselves every day.

The values and behaviours reflect our organisation's operating norms. It is important that these values are embraced by all staff in our daily work and dealings with each other as well as our stakeholders. Building strong relationships at all levels is fundamental to 'how we do things around here'.

1.4 Best employer

Council's goal is to develop a high performing organisation that has a strong culture of 'working together doing the right things the best way'. Council is recognised by the community as a leading local government authority and as a **'best employer'**.

Our organisation is doing this by pursuing the philosophy within the **Australian Business Excellence Framework.**

Business Excellence is how Council ensures that it continually measures and improves our organisational results for the community. It is about:

- having clear direction and knowing how everyone all contributes to the big picture
- having a focus on our customers
- implementing best practice
- doing our best every single day.

Port Stephens Council's Enterprise Agreement (2021) governs our industrial relations legislation. Based on the principles of Business Excellence, the focus of the EA is to build and maintain a fair, balanced and cooperative relationship between Council, its employees and other stakeholders.

Council is committed to being the **best employer** and is continually developing strategies to enhance the working conditions of its employees. Council is committed to:

- attracting and retaining quality employees through market-competitive salaries and attractive working conditions
- providing systems to allow all employees to enjoy a safe and healthy working environment and support their wellbeing
- individual learning and development programs for all employees
- giving employees a voice through proactive consultation processes
- building career opportunities internally and externally
- building a skilled and progressive workforce.

The organisation has a clearly articulated and corresponding four-year Corporate Systems and Data Management Strategy. This ensures that we manage technology improvements in a considered manner, synergising technology requirements with workforce management strategies.

1.5 Financial sustainability

Council is committed to being financially sustainable. This requires Council to take a holistic approach to balance its resources and part of that is our workforce.

When considering employee terms and conditions, Council's commitment to financial sustainability is also carefully considered as employment costs are a large proportion of Council's expenditure. Council understands that having an appropriate workforce is a critical element in successfully delivering each of Council's plans.

The Workforce Management Strategy works in partnership with the Long Term Financial Plan and Asset Management Plans to ensure that Council can continue to develop a high-performing organisation and offer employment to the Port Stephens community.

2. Consultation

The Workforce Management Strategy has been developed in consultation with the Executive Team and Consultative Committee.

Council's Consultative Committee comprises of 14 members representing Council's workforce, management and unions. The Consultative Committee is established under the provisions of the Port Stephens Council Enterprise Agreement and provides an opportunity for staff to have a voice in decisions that affect them.

Consulting with staff on the Workforce Management Strategy was an important part of this process as they were able to provide feedback and contribute to Council's approach to managing our workforce.

3. Strategic direction

The strategic objectives describe the foundational direction adopted by the organisation so that Port Stephens Council is well-positioned to meet present and future workforce needs.

It is important to understand that they are interrelated and complementary.

Strategic Objective 1: Recruit – "Promote Port Stephens Council as a Best Employer to attract top talent".

Strategic Objective 2: Retain **–** "Support our people to be healthy, resilient and engaged".

Strategic Objective 3: Develop **–** "Empower our people to grow and develop through lifelong learning".

Strategic Objective 4: Inspire **–** "Inspire a culture of excellence through continuous improvement and healthy relationships".

Strategic Priority One – Recruit

Promote Port Stephens Council as a Best Employer to attract top talent.

Strategic Intent

Our goal is to attract and retain an agile, engaged and high performing workforce. To be a 'Best Employer' where people are proud to serve our community.

Actions

- Improve our Recruitment functions through an end to end process review.
- Review our Employer Brand and pre-employment screening.
- Continue to provide professional HR advice on workforce capabilities and Human Resource Information System capacity.
- Promote the recruitment of apprentices, cadets, trainees and scholarships.

Strategic Priority Two – Retain

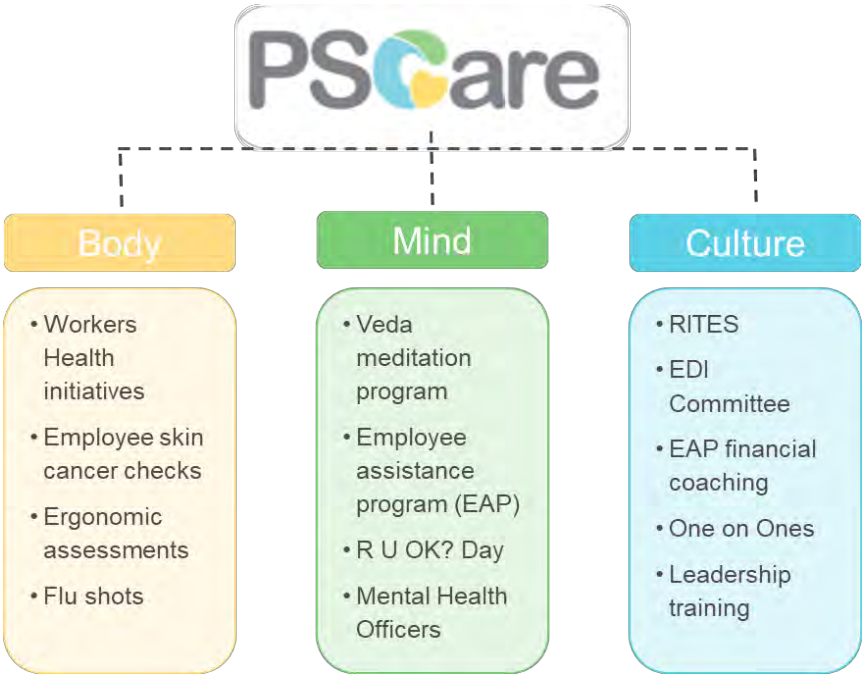
Support our people to be healthy, resilient and engaged.

Strategic Intent

Port Stephens Council is committed to supporting our people to maintain their well-being through innovative programs and support services. Engaging staff every day is part of our culture based on our Values. Our performance management processes and career development services are best practices.

Actions

- Review the Fit for Work process.
- Increase career development and mentoring services.
- Promote and implement well-being programs through PSCare Program
- Promote psychological safety initiatives and meditation program
- Enhance the workforce and succession planning processes to ensure that gaps are identified and future needs are met.



Strategic Priority Three – Develop

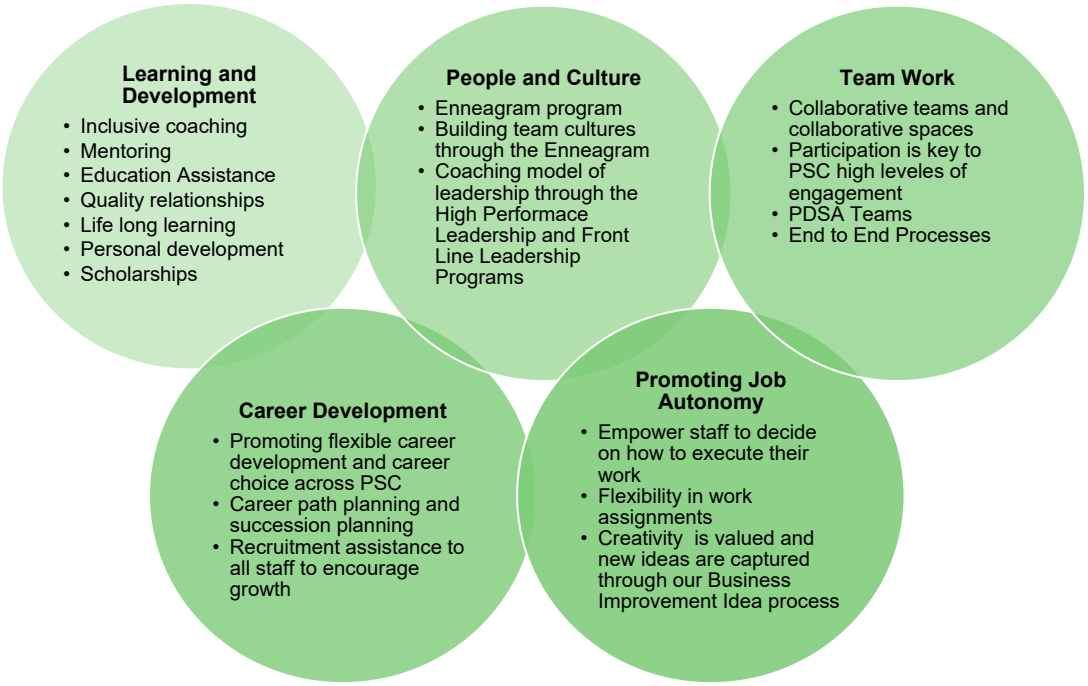
Empower our people to grow and develop through lifelong learning.

Strategic Intent

Our strategic intent is to engage with our staff to commit to lifelong learning, through our supportive coaching leadership philosophy. We encourage our staff to participate in ongoing learning and development initiatives and innovative projects, through the Individual Work and Development Plans process.

Actions

- Grow leaders through innovative leadership programs.
- Promote and deliver programs that improve culture, self-mastery and relationships.
- Design bespoke Learning and Development programs to meet specific business needs and promote embedding this learning in the workplace.
- Provide opportunities for staff to engage in continuous learning and skills development.



Strategic Priority Four – Inspire

Inspire a culture of excellence through continuous improvement and healthy relationships.

Strategic Intent

We embrace our business excellence culture and train all staff in the processes to achieve this journey. Our staffs are engaged in an inclusive culture and this is measured through our Employee Engagement Surveys.

Actions

- Continue to evolve Business Excellence programs, including Service Reviews, ADRI's and End to End reviews
- Conduct and promote the Employee Engagement Surveys to measure against the Best Employer principles.
- Promote Equity, Diversity and Inclusion initiatives, which ensures all staff are welcomed and valued as part of PSC. These are detailed below.

Promote Inclusion & Diversity:

- Continue to attract and retain people from diverse backgrounds & cultures
- Flexible work practices
- Transition to retirement
- Part time work
- Recognising International Women's Day, Harmony Day and International Disability Day

Embrace our Culture and Heritage:

- Cultural Awareness training
- Celebrate NAIDOC Week
- Promote Apprentices, Cadets and trainees to Indigenous networks
- Promote a harassment free culture across PSC

Encourage wellbeing and accessibility:

- Promote an inclusive culture through our RITES
- PSC Programs are acted upon and promoted across PSC
- Veda Meditation continues to be part of our program
- Implement the ageing workforce initiatives

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,

4. Measuring and monitoring

With an integrated "one Council" approach to workforce management, the success of the Workforce Management Strategy is measured through the annual corporate targets and result measures. By having 'the right people in the right roles at the right time with the right skills', the organisation is able to meet and exceed these organisation-wide targets.

Corporate Result Measures (Lag Indicators)

1. Asset Management
2. Community Satisfaction
3. Employee Well-being
4. Financial Sustainability
5. Governance
6. Risk Management
7. Service Delivery

Corporate Targets – 2021-2022

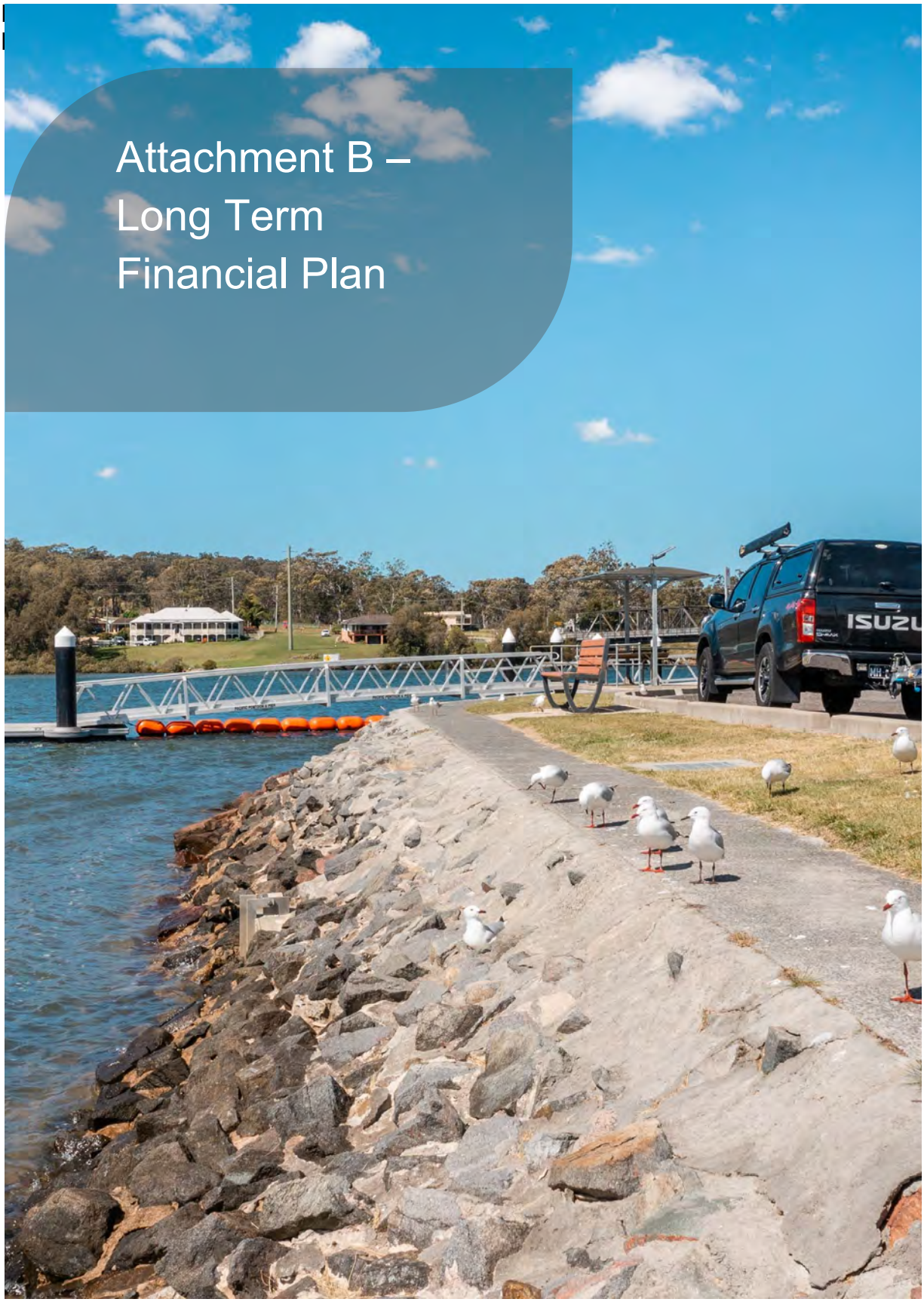
1. Integrated Plans delivered on time: >95%
2. Community satisfaction score: >75%
3. Employee engagement: >75%
4. Governance health check: >95%
5. Risk management maturity score: >85%
6. Asset Maintenance Ratio: >100%
7. Underlying result better than budget

In addition, there are a number of workforce related lead indicators that are measured on a scheduled basis throughout the year. These include, but are not limited to:

- Annual leave hours
- Average workforce tenure
- Base salary costs
- Engagement – based on check-in & engagement surveys
- Excessive Leave – AL & LSL
- First-year turnover
- Full-time equivalent staff
- Spread of generations
- Headcount
- Internal vs external recruitment
- Learning & Development programs
- Leave in lieu
- Low vs high turnover
- Overtime hours & cost
- Internal promotion rate
- Promotion wait time (years)
- Retention rate
- Staff approaching retirement age
- Succession Planning & top talent
- Time to start recruitment (from open date to fill position)
- Total number of applicants/positions filled
- Total separations
- Unplanned leave taken
- Vacancy rate
- Voluntary & involuntary terminations

5. Port Stephens Council's supporting documents

- Apprentice, Trainee and Cadet Strategy
- Port Stephens Council Business Operating System
- Corporate Systems and Data Management Strategy
- Individual Work and Development Plans Guide
- Equity Diversity and Inclusion Guide
- Integrated Risk Management Framework
- Learning and Development Guide
- Long Term Financial Plan
- Delivery Program and Operational Plans
- Knowledge Exchange Guide
- Port Stephens Council Enterprise Agreement 2021
- Strategic Asset Management Plan
- Organisation Structure 2022


Attachment B –
Long Term
Financial Plan

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,

IP&R Framework

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Long Term Financial Plan

2022 to 2032

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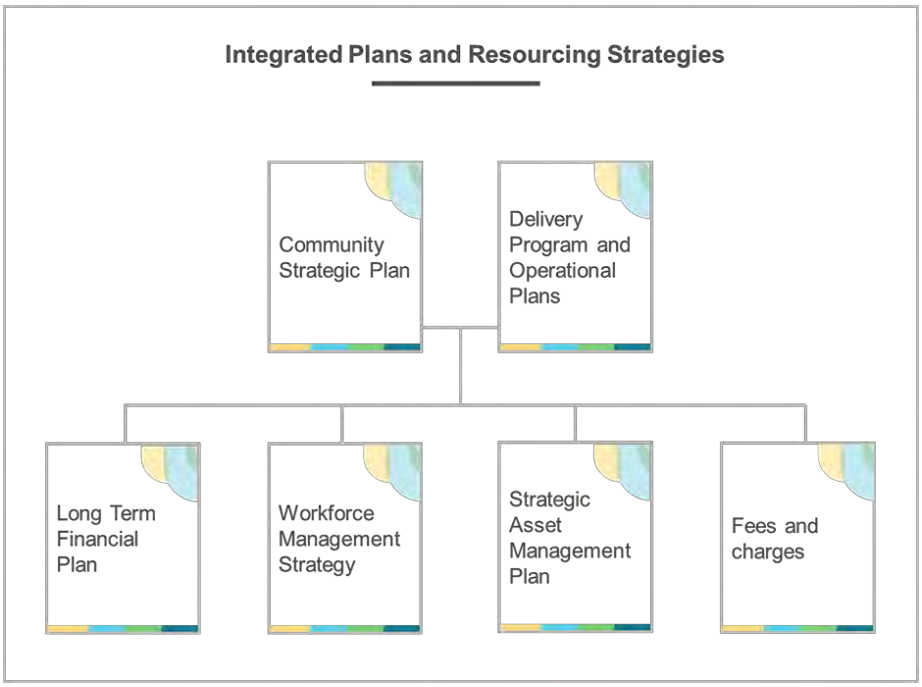

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Executive Summary

The Long Term Financial Plan 2022-2032 (LTFP) aligns the long term aspirations and goals of the Community Strategic Plan (CSP) with Council's financial ability to deliver these ambitions.

It provides a robust yet dynamic framework in which Council can review and assess its financial sustainability in conjunction with its core functions and responsibilities. The LTFP contains a set of long range financial projections based on a set of assumptions. It covers a 10 year period from 2022-2023 to 2031-2032.

The LTFP models 3 scenarios, each of which shows a specific financial outlook. The scenarios are cumulative, so that each scenario incorporates the assumptions and financial outcomes of the previous scenario(s). The scenarios can also be looked at in isolation. This iteration of the LTFP aims to model and inform residents on the outcomes of the various financial scenarios.

The **Standard Scenario** is the preferred option in setting the 2022-2023 operating and capital budget. Each of the scenarios presented highlight the continuing financial pressures that are being faced by the organisation. Each area of operations will need to be critically examined by the organisation with the recently formed Financial Sustainability Committee providing oversight and direction in this regard. The scenarios presented have assumed that current service levels have been maintained at the same level, but this to will be critically examined to ensure the longer term financial sustainability of the organisation.

Each scenario clearly shows that Council is predicting operating deficits for a number of years, coupled with a real shortage of cash to continue to fund operations should current service levels be maintained. While the Covid 19 pandemic, natural disasters and cost of providing services continue to place economic pressure on the organisation. Clearly this needs to be addressed and a program of work to address this will continue to be implemented.

Council continues to face further pressures being constrained by a rate capping regime imposed by State Government that does not adequately provide for the real increases in the cost of services.

Clearly Council will need to critically examine the rate burden placed on residents and ratepayers of the Local Government area and will need to examine all options that may be available including the potential to apply for a Special Rate Variation. While such a move may be undesirable, the option to consider an upscale of the rate burden must be examined. Naturally, an extensive period of community consultation will be required should such an option be explored for further consideration.

The main assumptions used for each scenario is as follows:

Income	Conservative	Standard	Strategic
Rates			
Rate Capping factor applied 2022	1.3%	2.5%	2.5%
Ongoing peg factor beyond 2022	2.5%	2.5%	3.0%
New annual rates assessment	150	150	150
User fees and charges *10% one off for non-statutory	2.5%	2.5%	2.5%
Operating grants and Contributions Annual factor	1.0%	1.0%	1.0%
Other			
Cash investment returns	2.0%	2.5%	2.5%
Other income	2.0%	2.0%	2.5%
Rental income	1.0%	1.0%	1.0%
Airport dividend	Nil	Nil	Nil

Expenses	Conservative	Standard	Strategic
Salaries and allowances	2.25%	2.25%	2.25%
Materials and contracts	3.5%	3.5%	3.5%
Other expenses	2.5%	2.5%	2.5%
Enhanced services levels			Additional $250k

Projected Result	Conservative	Standard	Strategic
2022-2023	(914)	(360)	(598)
2023-2024	(2,086)	(1,326)	(1,468)
2024-2025	(2,962)	(2,169)	(2,257)
2025-2026	(3,877)	(3,071)	(3,092)
2026-2027	(6,189)	(5,395)	(5,338)
2027-2028	(7,105)	(6,305)	(6,158)
2028-2029	(7,957)	(7,155)	(6,904)
2029-2030	(9,123)	(8,322)	(7,953)
2030-2031	(10,377)	(9,579)	(9,077)
2031-2032	(11,298)	(10,508)	(9,858)

Assumptions for each respective scenario are for financial modelling purposes only and would require community consultation, Council endorsement and the necessary legislative approvals before implementation.

A summary of each scenario is as follows:

Scenario 1 – Conservative (Original rate cap 1.3%)

The future sustainability of Council is dependent upon generating sufficient funds to meet the costs of maintaining and renewing assets to deliver services.

In this scenario, budget parameters are set at conservative levels including a rate increase of 1.3% in line with IPART's original determination. The outcomes is that Council would not generate sufficient funds to continue providing current service levels or renew its assets when required.

Scenario 2 – Standard (Pending Additional Variation rate cap 2.5%)

Under this scenario *(currently applied)*, financial sustainability continues to be challenging, due to a number of financial impacts brought about by the covid-19 pandemic that Council will need to review in the near future. The assumption of the pending additional special variation on the rate cap announcement of 2.5% for 2022-2023 and estimated rate cap of 2.5% for the period of 2024 to 2032 has been used.

Scenario 3 – Strategic (authorised rate cap & increased service levels)

Under this scenario, budget parameters are set at levels designed to slightly increase service levels including a rate increase of 2.5%, estimated rate cap of 3% for the period of 2024 to 2032 has been used and a more realistic capital works program and slightly enhanced service levels.

The outcomes from this scenario places financial sustainability under pressure due to increased service level costs without a compensating revenue source.

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

1. Introduction

1.1 Purpose of the Long Term Financial Plan (LTFP)

The LTFP is a critical document that forms part of the NSW Government's Integrated Planning and Reporting (IP&R) framework required for all of local government. It is one of a number of resourcing strategies that also includes the Strategic Asset Management Plan (SAMP) and the Workforce Plan. These documents show how a council will deliver the community aspirations as outlined in the Community Strategic Plan (CSP) and spelt out in the Delivery Program and Operational Plans.

Council's key objective when managing its financial resources is to remain financially sustainable and demonstrate our long term capacity to deliver the strategic objectives in the CSP, Delivery Program and Operational Plans.

The LTFP must:

- project financial forecasts for the Council for at least ten years;
- inform Council's decision-making during the finalisation of the CSP, development of the Delivery Program, delivery of priorities outlined in the SAMP; and
- be updated annually as part of the development of the Operational Plan.

Council's LTFP needs to ensure financial sustainability for Council and demonstrate our long term capacity to deliver the strategic objectives in the Community Strategic Plan, Delivery Program and Operational Plans.

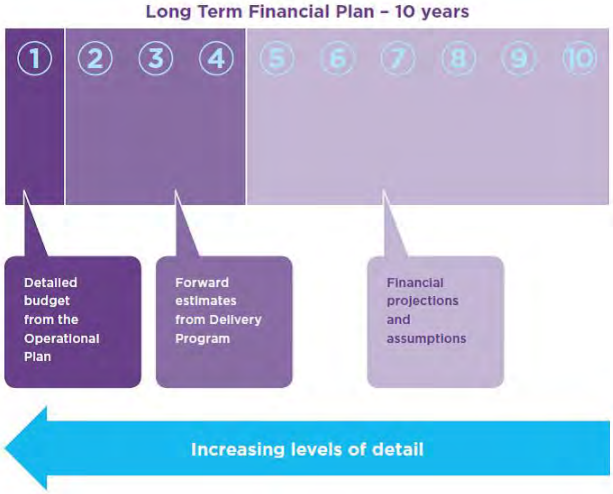
The LTFP must be structured to include the following:

- projected income and expenditure, statement of financial position and cash flow statement;
- planning assumptions that were used in the Plan's development;
- a sensitivity analysis which highlights the factors and assumptions most likely to impact on the Plan;
- financial modelling for at least three different scenarios, eg the planned scenario, an optimistic scenario and a conservative scenario; and
- methods of monitoring financial performance.

It is essential the LTFP adopted by Council provides a level of certainty to the community regarding Councils financially sustainable, but also demonstrates:

- an acceptable balance of meeting community expectation;
- sound financial management;
- the achievement of strategic objectives within any rate increases;
- outcomes that are clear and measurable; and

- have community and Council support.



In addition to acting as a resource plan, the LTFP further endeavours to:

- Establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome;
- Establish a financial framework against which Council's strategies, policies, and financial performance can be measured;
- Ensure that Council complies with sound financial management principles and plans for the long term financial sustainability of Council; and
- Enable Council to carry out its functions in a way that facilitates local communities to be strong, healthy and prosperous (Section 8B of the Local Government Act 1993).

This LTFP represents a comprehensive development of long term financial projections by documenting and integrating the various financial strategies of Council. When combined, it produces the financial direction of Council as shown in the following diagram:

1.2 Objectives and Preferred Outcomes

The objectives of this LTFP are:

- An increased ability to fund asset renewal requirements;
- An enhanced funding level for capital works in general;
- Maintenance of Council's financial sustainability in the long term;
- Incorporation of rate and fee increases that are both manageable, sustainable and politically acceptable;
- Inclusion of investment and funding strategies which promote intergenerational equity;
- Demonstration of Council's ability to be Fit For The Future;
- Demonstration that external conditions are considered; eg changes in interest rates and population growth; and
- Thorough financial modelling to consider all financial alternatives.

Preferred Outcomes:

In preparing the LTFP, each of the above objectives has been addressed to achieve the following outcomes.

- aspirational financial sustainability goals that will see Council increase resilience to external shocks.
- reducing the infrastructure backlog to ensure Council infrastructure is maintained at a satisfactory level;
- achieving a financial structure where new assets or existing asset renewal needs are met from the base operating income of Council; and
- retention of service provision at present levels.

1.3 Financial Challenges

The challenge of financial sustainability is one faced by the majority of NSW councils and Port Stephens Council is not immune from this issue. Some of the financial challenges affecting Council over the last few years include:

- significant increases in utility prices (phone, water and electricity);
- increase in the Construction Industry Output Price Indexes;
- state and Federal Government cuts to operating grants and subsidies
- state and Federal Government cost shifting and increased compliance tasks;
- reduced investment income as a result of continued low interest rates;
- successive rate caps below labour market increases.
- service restrictions due to COVID-19 are revenue streams are down and costs up. This has highlighted Council's commercial risks.
- increasing impacts of natural disasters and weather events

Despite these challenges Council has previously been successful in developing strategies to remain financially sustainable. These strategies include:

- implementation of a Treasury model across each Group within Council;
- a rolling services review across all areas of Council; and
- ensuring adequate funding strategies are in place and adhered to
- growing non rate revenue streams
- rationalising of land assets and commercial development

Council is committed to being financially sustainable. This requires Council to take a holistic approach to balance its resources. Key steps taken by Council to address the unprecedented times it finds itself in include

- establishment Financial Sustainability Committee
- establishment of the Financial Sustainability & Prosperity Fund
- set aspirational financial sustainability goals
- sought independent advice confirming internal data analysis and forecasts of Council's financial position

1.4 Sensitivity analysis

Long term financial plans are inherently uncertain given the lengthy period of time which they are required to cover and the assumptions that are required to be made. Some of these assumptions have a relatively limited impact if they are incorrect; others can have a major impact on future financial plans. The three scenarios within the LTFP allow Council to model the potential impact of various assumptions and is a critical management tool.

Quarterly Budget Reviews provide the ability to regularly monitor the LTFP forecasts against actual activity, update assumptions and make amendments that have a permanent impact on the Plan. Council also reviews and updates relevant sections and projections of the Long Term Financial Plan on an annual basis.

1.5 Key Assumptions

The LTFP and the financial models are based on a number of key assumptions.

Additional Special Variation 2022-2023

Council is subject to an annual rate capping regime to be determined by The Independent Pricing and Regulatory Tribunal (IPART) each year and as such IPART instructs Council to assume a rate cap increase of 2.5% when preparing their Long Term Financial Plan (LTFP) and upcoming financial year budgets.

In December 2021, IPART announced the 2022-2023 rate cap for local governments of 0.7%, with Port Stephens Council granted a new additional population growth factor of 0.6%. This was strikingly lower than the anticipated 2.5%.

In March 2022, IPART announced it will accept a one-off additional round of 2022-23 Special Variation Applications (ASV) for Council's who demonstrate a financial need such that, in the absence of a special variation, Council would not have sufficient funds to meet its obligations as identified in its 2021-22 Long Term Financial Plan (LTFP) as and when they fall due in 2022-23.

The ASV application process will be a simpler more targeted application process aided with more concise guidelines. IPART will make all Council's applications available on their website for community consultation for a period of 3 weeks. Determination will be announced no later than 21 June 2022.

Council has submitted an application to IPART to lift the rate cap back to the assumed 2.5% increase to be retained in the rate base by the 29th of April 2022. The additional forecasted income will be used to fund community services as exhibited in the 2021-2022 range of IP&R documents as well as assist in closing the financial sustainability gap driven by the implications of the COVID-19 pandemic on Council's financial position.

As a result of the pending application, Council has used a rate cap factor of 1.3% in the conservative scenario and 2.5% in the standard scenario. Alongside the Statement of Revenue Policy encompassing the two rate cap scenarios.

Certainty of Revenue Streams

Projections of revenue streams over the next ten years are based on historic trends, planned pricing methodologies, known and recurrent grants, current statutory prices and the assumption of the continuation of annual rate capping. Pricing methodologies are aimed to provide services in a sustainable manner, with the community's capacity to pay taken into consideration.

Due to the level of support received from the Financial Assistance Grant (FAG) program, any reduction in the overall available funds for distribution is likely to result in a diminished allocation to Council. This will have a direct impact on the level of works able to be delivered by Council.

A major risk contained within the LTFP for the Standard and Strategic scenarios relates to the assumed 2.5% rate cap limit for years 2 to 10. A 0.5% reduction, will have an impact of approximately $300K in revenue. This in turn will have a significant impact on the services and asset management functions that can be delivered.

None of the modelling includes land sales or royalties. This is due to the uncertainty of market expectations. If these transactions do occur they are adjusted for via the QBR process or in the baseline year which the LTFP is projected from.

Accuracy of Expenditure Estimates

Projections of operating expenditure over the next ten years is based on a combination of CPI assumptions, specific increases and one-off expenditure where known. In the case of infrastructure maintenance costs, expenditure required to maintain service levels is based on asset management projections. Capital expenditure estimates mainly relate to infrastructure renewal, based on the service levels required and Council's current asset condition data.

With the ongoing impacts of COVID-19 there is increased uncertainty of expenditure estimates. If any of the assumptions in relation to the projected expenditure vary, then Council has the opportunity to modify service provision and asset management practices in order to recover any negative impacts.

2. Other Resourcing Strategies

2.1 Workforce Plan

As employment costs are a large proportion of Council's operational expenditure, effective workforce planning and management is critical to long term financial sustainability.

The Workforce Plan assists Council plan its human resource requirements for the next three years and to ensure the necessary staff resources are in place when and where they are needed. An appropriate workforce is a critical element to successfully delivering each of Council's plans.

The Workforce Plan establishes Council's human resource hierarchy which informs the required level of employment remuneration in the LTFP. Council delivers a diverse range of more than 300 services which have been grouped into discrete service packages. They are delivered under the following organisation structure:

- Corporate Services Group responsible for internal service provision;
- Development Services Group responsible for enabling balanced growth;
- Facilities and Services Group responsible for external service delivery; and
- General Manager's Office responsible for provision of strategic leadership and governance.

In addition to outlining the resourcing requirements of the organisation, the Workforce Plan outlines a number of strategies that Council has or will implement in order to meet the challenges of providing appropriately qualified staff for today and the future.

The financial modelling suggests that each scenario would affect the Workforce Plan as follows:

Scenario 1 – Conservative

Under this scenario, there would be a need to review the human resource levels and strategies as outlined in the workforce plan due to financial constraints.

Scenario 2 – Standard

Under this scenario, there would be no change to the current human resource levels and strategies as outlined in the Workforce Plan.

Scenario 3 – Strategic

Under this scenario, additional funds are allocated to increasing service levels by a very modest amount each year, which would potentially require additional recruitment, or outsourcing.

2.2 Strategic Asset Management Plan

Council is responsible for a large and diverse asset base. These assets include roads, bridges, footpaths, drains, libraries, childcare centres, halls, parks, sporting facilities, fleet, land and information communication technology-related assets.

Council's Strategic Asset Management Plan (SAMP) is a comprehensive record of Council's asset maintenance, renewal and construction of new infrastructure. It aims to prioritise works according to key factors such as asset condition and safety, community priority and efficient service delivery. The LTFP is dependent on information provided in the SAMP to develop long term financial plans to deliver actions articulated in the SAMP.

The *Local Government Act 1993* states:

The following principles of sound financial management apply to councils:

- Council spending should be responsible and sustainable, aligning general revenue and expenses.
- Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- Councils should have effective financial and asset management, including sound policies and processes for the following:
  - performance management and reporting;
  - asset maintenance and enhancement;
  - funding decisions; and
  - risk management practices.
- Councils should have regard to achieving intergenerational equity, including ensuring the following:
  - policy decisions are made after considering their financial effects on future generations;
  - the current generation funds the cost of its services.

Over time, Council has greatly increased its assets, which has consequently increased its depreciation, operation and maintenance costs and contributed to the ageing asset base.

Infrastructure assets are a significant part of Council's operations with depreciation alone accounting for around 14-15% of Council’s annual operating budget.

In order to manage this asset base, strategies and plans have been developed and designed to address issues regarding asset life cycles and risk. These strategies and

plans ensure that priorities are aligned to organisational objectives. Finance and expenditure should also be planned and controlled in line with these priorities. Resources should be used as effectively and efficiently as possible and technical levels of service that relate to compliance requirements in legislation should be maintained.

The SAMP ensures Council's infrastructure, buildings and other assets are managed to an appropriate standard. The SAMP highlights, based on condition ratings, when and what assets require replacement and forecasts how that can be achieved in a financially sustainable manner. Key issues within the SAMP affecting the LTFP include:

- ensuring an appropriate amount of asset maintenance expenditure is allocated;
- there is an appropriate mix between asset renewal and the construction of new assets in order to meet community needs; and
- asset renewal programs are prioritised based on condition ratings.

The SAMP also estimates the levels of depreciation required for assets based on asset age, obsolescence and condition rating. Any change to the SAMP estimates would have a significant impact on Council's operating result.

The financial modelling suggests that the SAMP would affect each scenario as follows:

Scenario 1 – Conservative

Under this scenario, there would be an increase in the asset backlog due to financial constraints affecting Council's ability to service and renew its asset base. As a result the capital works and maintenance schedules would have to be scaled back in order to maintain financial sustainability.

Scenario 2 – Standard

Under this scenario, there would be no change to the capital works program outlined in the SAMP. Securing grants or the ability to use developer contributions may bring forward some works within the schedule.

Scenario 3 – Strategic

Under this scenario, there would be no change to the capital works program outlined in the SAMP. Securing grants or the ability to use developer contributions may bring forward some works within the schedule.

3. Planning Assumptions

Council's LTFP, associated scenarios and resulting financial models have been based on a number of key planning assumptions.

Service Levels

For the conservative and standard scenarios, the LTFP is based on the assumption that the current levels relating to services is maintained in line with the CSP within the limits of available funding. The range of services is based on those identified as part of the community consultation process undertaken when developing the CSP, the Delivery Program and Operational plan as adopted by Council.

Infrastructure

For all 3 scenarios the LTFP is based on the assumption that no major new capital works are undertaken in the next ten years other than those funded by Contribution Plans, Voluntary Planning Agreements and/or Reserves. For new major works to be undertaken, existing planned asset renewal funding would need to be reallocated to those works or appropriate grant funding for the works being obtained.

Population Growth and Demographic changes

The LTFP is based on existing local government area (LGA) boundaries and the assumption that Council's projected population movement over the next ten years will not be significant. This may result in an increasingly older population placing increased pressure on existing infrastructure and services.

Economic Growth

The LTFP is based on moderate economic recovery for Council and the LGA as a result of COVID-19. However, as indicated in the CSP, Council will continue to focus on supporting business and local jobs through the tourism and economic strategies.

Interest Rates

The LTFP is based on stable interest rates and an investment portfolio reflecting projected income and expenditure. Interest rates during 2021/2022 were low due to reductions in the official cash rate. It is anticipated that rates will start to increase in the near future. Council has been proactive in locking in low interest rates where possible. Whilst it is recognised that interest rates will fluctuate over a ten year period, the financial modelling is based on an average constant interest rate over the LTFP timeframe.

COVID 19

All 3 scenarios assume that no services are closed as a result of COVID-19 infections with the level of economic recovery differing between the 3 scenarios.

4. Financial Position

The Statement of Financial Position discloses the assets, liabilities and equity of Council. The table below displays Council's reported Balance Sheet as at 30 June 2021.

Statement of Financial Position (Balance Sheet)	Actual 2021 $'000
Current Assets	
Cash & Investments	57,687
Receivables	9,673
Inventories & Other Assets	2,647
Total Current Assets	**70,007**
Non-Current Assets	
Investments	1,102
Receivables	160
Inventories & Other Assets	52,929
Infrastructure, Property, Plant, Equipment, Intangibles & ROU Assets	1,040,969
Investments using the equity method	431
Total Non-Current Assets	**1,095,591**
Total Assets	**1,165,598**
Current Liabilities	
Payables & Contract liabilities	21,627
Provisions	16,268
Borrowings & Lease liabilities	3,797
Total Current Liabilities	**41,692**
Non-Current Liabilities	
Payables & Contract liabilities	2,922
Provisions	776
Borrowings & Lease liabilities	32,803
Total Non-Current Liabilities	**36,501**
Total Liabilities	**78,193**
Net Assets	1,087,405
Equity	**1,087,405**

As shown, Councils main assets and liabilities are:

- Cash & Investment
- Infrastructure, Property, Plant, Equipment, Intangibles & ROU Assets
- Borrowings & Lease Liabilities
- Provisions
- Payables

The following discusses strategies, assumptions and risks in ensuring Council's statement of financial position remains in a financially sustainable state.

4.1 Cash and Investments

Maintaining adequate cash levels and cash flow is vital in ensuring Council can deliver service to the community. Council has policies in place to ensure its portfolio is managed appropriately however there are challenges with such restrictions. Council is required by statute or other external conditions to restrict assets (predominately cash and investments) for specific purposes in future periods. These restrictions are called Externally Restricted Assets. In addition to external restrictions Council, like other councils in NSW, has also resolved to hold assets in the same way to fund works or expenses in future periods.

Where the decision to restrict assets is made by Council and is not required by legally enforceable external conditions, it is referred to as an Internally Restricted Asset. Internally Restricted Assets held by Council currently fall into five groups (a listing and overview of each restricted asset is attached):

- Net revenue streams held for specific purpose
- Provisions held as cash to meet possible or probable future expense
- Allocations for future projects
- Allocations for asset maintenance
- Investment

In relation to externally restricted reserves, the LTFP reflects projected reserve movements and balances as determined by the programs' respective ten year plans. Internally restricted reserves over the next ten years are projected in line with the expected timing of the specific expenditure the reserves are aimed at funding.

A large part of Council's cash restrictions is to fund future capital work projects. A listing and policy statement on Councils cash reserves can be found at Appendix 1.

It is apparent that future cash flows will not be sufficient to cover projected levels of cash restrictions and as such urgent remedial action is required. The Financial Sustainability Committee is tasked with reviewing all financial aspects of the organisation with a view to increasing cash flows. While additional cash has been forecast for fees and charges and source additional revenue has been identified it is apparent that this will not be adequate to fund cash restrictions. Expenditure commitments will need to be further reviewed, over and above austerity measures recently employed to assist with a positive cash flow.

4.2 Infrastructure, Property, Plant and Equipment

The Local Government Code of Accounting Practice and Financial Reporting states that comprehensive revaluations are to be undertaken on all assets at a minimum of every five years. Although historically the Office of Local Government (OLG) provided a fixed revaluation schedule, the OLG no longer mandates when each class of asset is subject to a comprehensive revaluation.

The financial modelling presented does not factor in any revaluation increases in any of the asset categories because of the difficulty in quantifying. Revaluations generally reflect the changes in market conditions or construction costs. As a result, revaluation increases can negatively impact on the rate of annual depreciation incurred, affecting Council's performance indicators.

A revaluation decrement can also indicate the decline in asset values, which can occur for a number of reasons. Decrements may indicate permanent impairment in the asset value and thus require a write down in its value. Such write downs have not been factored into any scenario.

Council also becomes liable for maintenance of assets and spaces provided and paid for by the developers of residential estates one year after they are created. There are a number of areas that have potential for future growth and potential for new residential estates to be built. Council may become liable for maintenance of assets and spaces provided by the developers of these residential estates.

At this stage these maintenance costs have not been quantified. When the costs are quantified, they will be included in future updates of the LTFP.

Future increases in the number of rate assessments has been estimated conservatively taking into consideration the environmental and conservation constraints placed on large scale residential and commercial developments in the Port Stephens LGA.

4.2.1 Fleet Management

Council is committed to ensuring that the current fleet of vehicles and machinery is appropriately maintained and replaced when economically feasible to do so. In line with the ten year fleet purchasing program, an annual sum of $2m, in addition to any operating surplus achieved out of the fleet business unit, is recommended to be set aside from general revenue, to the Fleet Fund.

5.2.2 Business technology

As part of Council's ongoing service delivery, an annual sum of $1m is made available from general revenue to the Business Technology Fund to provide an ongoing source of funds to ensure that Council's business technology is maintained at an appropriate level.

4.3 Debt Management (Borrowings)

5.3.1 Borrowing Strategies

Many NSW councils are debt averse and view the achievement of a low level of debt or even debt free status as a primary goal. Others see the use of loan funding as being a critical component of the funding mix to deliver much needed infrastructure to the community.

Council recognises that loan borrowings for capital works are an important funding source for local government and that the full cost of infrastructure should not be borne entirely by present day ratepayers but be contributed to by future ratepayers who will also benefit. This concept is frequently referred to as 'intergenerational equity'.

In combination, the financial sustainability ratios measure a council's ability to generate sufficient revenue to enable it to maintain asset renewal and maintenance at an optimum level and to use debt funding to spread the burden of the cost of long lived assets and its infrastructure backlog over a period of time to achieve intergenerational equity.

In this context, intergenerational equity means the consideration of the financial effects of Council decisions on future generations. Council’s financial management strategies are aimed at achieving equity between generations of ratepayers whereby the mechanisms to fund specific capital expenditure and operations take into account the ratepayers who benefit from the expenditure and therefore on a user pays basis who should pay for the costs associated with such expenditure. Funding long lived infrastructure assets works through a program of borrowings over a number of years achieves intergenerational equity.

Council will utilise loan funds to undertake capital works only when the asset is of a long term nature. The term of the loan will not exceed the useful life of the asset. A key performance measure of Council's debt strategy is the Debt Service Ratio.

5.3.2 Current Debt Portfolio

Historically, Council's policy regarding the use of loan funding was that loan funding is only available where the proposed expenditure will result in a future revenue stream that will fund the loan repayments. That is, its commercially focused activities such as the holiday parks, Newcastle Airport and the commercial property portfolio.

Council regularly reviews the loan portfolio for refinancing options where favourable outcomes are possible. During the 2020 financial year Council borrowed $12.5 million to construct a mixture of public infrastructure and commercially focused assets. This saw Councils debt reach its highest ever-unconsolidated level. During 2022 no new loans have been introduced as Council has focused on reducing debt levels.

A critical review of the current debt portfolio has been carried out and a number of loans have been fixed in for a number of years. In an increasing interest rate market this is seen as a prudent management strategy to ensure that debt repayment levels are maintained.

The table below outlines Council's position in respect of all interest bearing liabilities and the break down between loan borrowings and other long term debt during the past eight financial years.

Debt type	30 June 2014 $'000	30 June 2015 $'000	30 June 2016 $'000	30 June 2017 $'000	30 June 2018 $'000	30 June 2019 $'000	30 June 2020 $'000	30 June 2021 $'000	30 June 2022 $'000*
Loan borrowings	20,497	16,768	13,422	15,308	17,581	13,278	20,997	17,710	14,744
Other long term debt	6,548	6,365	6,290	6,250	6,250	6,250	11,850	14,850	14,850
Total	**27,045**	**23,133**	**19,712**	**21,558**	**23,831**	**19,528**	**32,847**	**32,560**	**29,594**

* Estimated figure

5.3.3 Future loan strategies

No new loans have been included in the Long Term Financial Plan. Council currently has a commitment to borrow $3million for the Raymond Terrace Depot upgrade and $5million for public domain improvements in Nelson Bay. These loans have already been considered by Council and approved, with the timing of the draw down of the loans to now coincide with the works as scheduled.

Council's loan portfolio includes its consolidated portion of Newcastle Airport Partnership (NAP) and Greater Newcastle Aerotropolis Partnership (GNAP). Newcastle Airport is currently expanding which may require either entity to borrow funds in their own right to deliver infrastructure related projects. Any new debt would then be consolidated and displayed in Councils annual financial report.

4.4 Provisions

Council's main form of provision relates to that of accrued employee leave entitlements. The growth of leave provisions are expensed as they are earned by the employee however the cash outflow may not happen for a period of time. This can expose Council to large sum payments upon employees leaving the organisation. As part of the Workforce Plan, Council has policies in place to ensure employees cannot accrue excessive amounts of leave however there are certain entitlements where employees cannot be directed to reduce. These provisions include:

5.4.1 Vested sick leave

Staff employed by Council prior to or on 26 September 2000, who have not previously waived their right to this provision, continue to have an entitlement for the payment of unused sick leave arising out of the termination of employment. A provision for vested sick leave continues to be included as a liability in the balance sheets of each scenario in this Plan and this liability is slowly decreasing as our workforce ages. For the purpose of the forecast, payments from the provision have been estimated when the eligible employee reaches the age of 65.

5.4.2 Long Service Leave liability

Long service leave entitlements are governed primarily by the *Long Service Leave Act 1955* and by conditions in the Port Stephens Council Enterprise Agreement 2018. Council has not actively required employees to take long service leave as it falls due however if the amount of liability becomes excessive it is likely that employees will be encouraged to keep balances within reasonable limits. A provision has been included as a liability in the balance sheets of each scenario in this plan. For the purpose of the forecast, payments from the provision have been estimated when the eligible employee reaches the age of 65.

5.4.3 Local Government Superannuation fund deficiency

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits.

Each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Due to a fund deficiency, Council has been required to contribute additional funds to cover the deficiency between assets and accrued liabilities until it is rectified.

5. Financial Performance

Council generates revenue through the levying of general rates and annual charges, user fees, investment income, grants and other income sources.

The revenue generated from the various sources is used to deliver operational programs in line with the adopted CSP. Council's operating budgets are expended in maintaining the infrastructure in Port Stephens such as parks, recreational facilities, roads, bridges, community buildings and community facilities, and in delivering services in line with Council's adopted plans.

These funds are also required to deliver essential services to the community, including waste management services, and community and cultural services. Other services provided include city planning and support services. Apart from direct service delivery, Council also supports other bodies, including emergency services and recreational services by way of contributions and donations. Some expenditure items include employee costs, materials, contractors, legal expenses, utilities, contributions and insurance.

The tables below show Council's audited financial results for the 2020/2021 financial year.

Statement of Financial Performance (Income Statement)	Actual 2021 $'000
Income from continuing operations	
Rates and annual charges	63,396
User charges and fees	39,886
Other revenue	4,516
Grants and contributions	45,024
Interest and investment revenue	1,042
Other income	4,197
Net gains from the disposal of assets	2,349
Total income from continuing operations	**160,410**
Expenses from continuing operations	
Employee benefits and on-costs	51,662
Materials and services	50,601
Borrowing costs	854
Depreciation and amortisation	18,331
Other expenses	6,153
Net loss from the disposal of assets	-
Total expenses from continuing operations	**127,601**
Operating result from continuing operations	**32,809**
Net operating result for the year before grants and contributions provided for capital purposes	**2,817**

Potential Impacts on Income and Expenditure

The projected income and expenditure could be impacted by the following:

- variations in underlying planning assumptions;
- changes to legislation and/or relevant regulations;
- future Council resolutions;
- major unplanned projects; and
- service level reviews arising from a community consultation process.
- service shutdown and increased cost pressures due to COVID-19

Should any of the above situations arise resulting in an impact on the LTFP, it is envisaged that those impacts are taken into account in future annual reviews of the LTFP.

The following analysis provides additional information on each class of income and expenditure shown in the income statement as well as highlighting past trends. A clear statement on future trends and economic assumptions is provided to assist the user of this plan in interpreting the projected outcomes.

5.1 Income

6.1.1 Rates and charges

Ordinary Rates

Approximately 30-40% of Council's annual operating income (not including capital) is derived from the levying of rates and charges. The following table shows the historical trend of rate increases (cap) over the past few years.

Financial Year	Rate Cap	No. Assessments†	Ordinary Rate Yield
2012-2013	3.68%	32,037	$34,915,940
2013-2014	3.47%	32,128	$36,263,573
2014-2015	2.34%	32,324	$37,307,437
2015-2016	2.44%	32,671	$38,490,462
2016-2017	1.83%	33,199	$39,685,207
2017-2018	1.53%	33,608	$40,767,105
2018-2019	2.32%	33,748	$41,806,000
2019-2020	2.70%	34,290	$43,572,563
2020-2021	2.60%	34,500	$44,969,842
2021-2022	2.00%	34,844	$46,296,646
2022-2023*	2.5%*	34,994	$47,454,062

* Estimated figures, Pending Additional Special Variation Outcome

Council's rating strategy and structure is reviewed every year as part of the annual Operational Plan process. Council's proposed rating structure provides for three different categories of ordinary rates: residential, farmland and business. The rate type applicable to a particular property is determined on the basis of the property's rating categorisation. All properties are categorised in accordance with the provisions set out in the *Local Government Act 1993*.

6.1.2 Comparison of rates with other councils

Comparison of rating between councils is affected by the rating and charging strategies they have each adopted. Some councils rely solely on the ordinary rate for rate income while others levy special rates and annual charges for specific purposes that supplement ordinary rate income.

Income from ordinary rates, special rates and drainage services are subject to State government rate capping while domestic waste management service annual charges are limited to recovering the reasonable cost of providing those services.

Councils may choose a mix of ordinary and special rates and vary those from year to year, however the annual increase in total rate income from all rates is not to exceed the percentage specified by IPART each year. Council currently has no special rates.

The Office of Local Government (OLG) publishes annual comparative information on council rating, financial indicators, service costs and service performance. The information is separated into 11 groups of similar councils based on size and character. Port Stephens Council is placed within OLG's Group 5. The data published by the OLG indicates Councils ordinary rates are low compared with other Hunter Councils and other Group 5 Councils.

Rating assumptions

Scenario 1 and 2 of the LTFP are based on the assumption that Council's rating structure remains unchanged over the next ten years. Any changes in the rating structure would not impact on the total revenue but merely redistribute the income amongst the different categories and sub-categories thereof. Council's rating income or notional yield may be increased from one year to the next up to the rate-capping limit as well as future assumptions of 2.5% determined by the IPART. Apart from grants and contributions, the next largest funding source of the capital works programs is rates. Due to rate capping, Council's ability to increase the scale of the capital works program or introduce new and enhanced services is restricted.

Council has availed itself of the opportunity to apply to IPART for a one-off additional special variation. This will see the less than anticipated 2022-2023 rate cap lift from 1.3% back to the instructed figure of 2.5%. As the outcome of the ASV is pending the following assumptions for each scenario is as follows;

Domestic Waste Charges

Council's Domestic Waste Management Program is self-funded by way of an externally restricted reserve. The *Local Government Act 1993* limits annual domestic waste management charges to an amount sufficient to recover the costs of providing the service. As such, revenue from Council's annual domestic waste charges included in this LTFP is based on the projected full cost to provide the waste service over the next ten years. For the 2023 and 2024 financial years the projected charge per household is as follows:

Financial Year	Section 406 charge	Section 501 charge
2022-2023	$500.00	$110.00
2023-2024	$512.50	$113.00

It is to be noted that the projected increases in the domestic waste charges reflect increasing cost pressures within the waste services industry as well as projected increases in the Section 88 Waste and Environment Levy imposed on Council by NSW Government.

6.1.2 User charges and fees

For scenarios 2 and 3, user charges and fees have been modelled to increase by 10.0% for non-statutory fees for the first year of the plan and then by 2.5% per year for the life of this plan.

6.1.3 Other income

Other income has been modelled to increase by between 2% and 3% per year for the life of this plan depending on the revenue stream. This income stream is less reliant on inflation therefore a more conservative increase has been used in comparison to the user charges and fees.

6.1.4 Grants and contributions

For scenarios 2 and 3, all operating grants and contributions with the exception of the Roads to Recovery Program grant have been modelled to increase by 1.0% per year for the life of this plan.

The NSW Government's Financial Assistance Grant program was paid in advance (50%) prior to the start of the 2018 financial year. It is expected that the payment schedule will revert back to being paid within the financial year that it relates. The Federal Government's Roads to Recovery Program reverted back to 2013-2014 levels of funding from 2021 and beyond.

Operating grants are quite unpredictable and if a grant has been received in one year there is no guarantee that it will be received again in the following year. Even though the modelling of future operating grants is contained in this plan if a significant number of operating grants are no longer received then the levels of service provided may need to be decreased.

The only capital grants or contributions that have been modelled in the LTFP are those grants confirmed for the immediate financial year, Section 7.11 Developer Contributions and dedicated subdivisions. Any un-forecasted capital grants or contributions that are received would be applied to the Capital Works Plus Program attached to the SAMP.

Council has set an aspirational goal to establish a Grants Co-Contribution Reserve that will be utilised to apply for external grant funding in which a co-contribution is required. This will enhance Council's ability to apply and fund projects that the community desires and are otherwise unfunded.

6.1.5 Interest income

The level of interest income is dependent on the forecasted cash levels in conjunction with an estimated rate of return. The rate of return has been linked to the expected rate of inflation set for each scenario.

5.2 Expenditure

6.2.1 Employee benefits

6.2.1.1 Port Stephens Council Enterprise Agreement

The Port Stephens Council Enterprise Agreement (EA) applies to all employees of Port Stephens Council. A new agreement is under negotiation with a starting date of 1 July 2021. An increase factor has been assumed for the life of the plan tied to the rate cap that has been applied for that scenario. The projected expenditure is based on the current staff establishment.

6.2.1.2 Compulsory Superannuation Guarantee rates increase

The Federal government has changed the phasing of the increases in the Superannuation Guarantee rate as per the table below. The impact of this change has been factored into all three scenarios of the LTFP.

Year	Rate
2022-2023	10.50%
2023-2024	11.00%
2024-2025	11.50%
2025-2026	12.00%

An increase of 0.5% in in the superannuation guarantee rates equates to approximately $250,000 each year.

6.2.1.3 Learning and development

Council's Workforce Plan identifies future skill and workforce requirements.

Council provides extensive learning and development opportunities and there are education and training opportunities for people of all ages. A yearly learning and development expenditure has been included in the other expenses in the income statement of each scenario in this Plan.

6.2.1.4 Workers compensation

Council places a high priority on workplace safety, commitment to performing safety observations, reporting near misses and implementing many safe workplace policies, Workers Compensation premiums have been increasing in recent years due to significant one off claims. Whilst Council will maintain a strong commitment to worker safety and wellbeing, premiums have been modelled off known levels increasing with inflation. Increases in the premium beyond inflation will require a review of insurance strategies and service levels to ensure financial sustainability is maintained. Any reductions in the premium that does occur due to claims history will benefit Councils operating budget.

6.2.2 Borrowing costs

Council has taken advantage of a declining cash rate over the past two years by installing the majority of its loan portfolio at fixed interest rates. This allows for borrowing costs to be forecasted accurately using existing loan schedules, which remains the same across all three scenarios as well as providing security against impending cash rate increases. Council benchmarks the performance of its loans portfolio against the Reserve Bank of Australia's national average lending rate for large business.

6.2.3 Materials and contracts

A consumer price index of 3.5% has been assumed over the life of the Long Term Financial Plan and this has been based on current economic factors. It is perhaps reasonable to suggest that this assumption may well be insufficient and additional modelling will be required should that be the case. Clearly this will place additional financial pressures on the organisation that will require further management. It is noted that there is, in all likelihood, a flow on effect to wages and salaries, which at this point have not been adequately modelled.

6.2.4 Depreciation

Council's major non-cash operating expense is depreciation. Council infrastructure, property, plant, and equipment are depreciated using various methods which are specific to the asset category. These methods include, condition based, consumption based, straight line and diminishing value.

Condition based depreciation methods rely upon a known correlation between the physical characteristics of the asset (for example, cracking, rutting, roughness, and oxidisation) and the relevant remaining useful life.

Consumption-based depreciation is based on measuring the level of the asset's remaining service potential after taking into account both holistic and component specific factors. It relies upon the determination of a pattern of consumption consistent with the asset's residual value and path of transition through the various stages of an asset's lifecycle.

The straight line method of depreciation ensures that there will be no major peaks or troughs in depreciation expense from year to year as this method ensures a uniform rate of depreciation of infrastructure, property, plant and equipment.

The diminishing value method provides for a higher depreciation charge in the first year of an asset's life and gradually decreasing charges in subsequent years. It is based on the assumption that the asset loses most of its value as soon as it is put into use and the rate of depreciation then reduces over time.

For each scenario the growth in depreciation expense is linked to the annual investment in infrastructure, property, plant and equipment. The depreciation expense ignores the effect of any asset revaluation that is mandatory.

5.3 Other factors

6.3.1 Newcastle Airport Partnership & Greater Newcastle Aerotropolis Partnership

Under the Australian Accounting Standards, Council is required to consolidate and report on its 50% proportionate ownership of Newcastle Airport Partnership (NAP) & Greater Newcastle Aerotropolis Partnership (GNAP). The consolidation process requires the net profit to be included in the income statement and any related transactions eliminated; e.g. the annual dividend. To calculate Council's underlying result the NAP & GNAP profit is deducted and the dividend received from NAP is added back.

Covid-19 has required NAP and GNAP to use a significant proportion of cash reserves.

Council is currently undertaking a financial restructure and as part of that any future dividends will be held in the prosperity fund. The overall aim of the Prosperity Fund is to ensure that the use of excess non-rate revenue is directed towards significant projects, investments or initiatives to achieve the strategies of Council.

6. Financial Performance Indicators

6.1 Fit For The Future

The NSW Government's Fit For The Future (FFTF) Program aims to improve the strength and effectiveness of local government in providing services and infrastructure for the community. It is intended to ensure that councils will be financially sustainable into the future and more capable of being strategic partners with other levels of government. The FFTF Program requires councils to demonstrate that they have the capacity to generate sufficient income to fund the expenditure needed to deliver core services and maintain community assets to a satisfactory standard.

The table below shows Council's current performance against the NSW State Government's FFTF Program and have been taken from the 2020/2021 audited financial results.

Ratio	Benchmark	Actual 2021	Benchmark Met
Operating Performance Ratio (OPR)	>0%	(0.22)%	No
Own Source Revenue Ratio	>60%	71.63%	Yes
Debt Service Cover Ratio	>2x	3.83x	Yes
Asset Renewal Ratio	>=100%	137.78%	Yes
Infrastructure Backlog Ratio	<2%	1.72%	Yes
Asset Maintenance Ratio	>100%	97.09%	No

6.2 Additional Performance Monitoring

In addition to the annual FFTF Framework, Council also uses other financial performance indicators on a monthly and quarterly basis. These indicators are intended to be indicative of the financial health and good business management practices at Council.

The endorsed annual budgets aim to achieve identified financial indicator benchmarks. Consequently, budget control and monitoring is paramount for Council achieving the outcomes of the LTFP. Budgets are monitored internally on an on-going basis. Monthly financial reports are reported to senior management and Quarterly Budget Reviews are reported to Council every 3 months to inform on the progress against the adopted budgets.

Each of the following indicators is used in reviewing the reasonableness and financial sustainability of each scenario modelled.

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

Operating performance ratio

Definition	This ratio measures a council's achievement of containing operating expenditure within operating revenue. Ratio = Operating revenue excluding capital grants and contributions – operating expenses / operating revenue excluding capital grants and contributions.
Analysis	The Code of Accounting Practice and Financial Reporting uses a benchmark for the operating performance ratio of greater than 0%.

Own source operating revenue ratio

Definition	It is the degree of reliance on external funding sources such as operating grants and contributions. A council's financial flexibility improves the higher the level of its own source revenue. Ratio = rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions).
Analysis	NSW Treasury Corporation uses a benchmark for the Own Source Revenue Ratio of greater than 60%.

Debt service cover ratio

Definition	This ratio measures the availability of cash to service debt including interest, principal and lease payments. Ratio = operating results before interest and depreciation (EBITDA) / principal repayments (from the Statement of Cash Flows) + borrowing interest costs (from the Income Statement).
Analysis	Council uses a benchmark for the Debt Service Cover Ratio of greater than zero.

Asset Renewal Ratio

Definition	The building and infrastructure renewals ratio represents the replacement or refurbishment of existing assets to an equivalent capacity or performance, as opposed to the acquisition of new assets or the refurbishment of old assets that increase capacity or performance. The ratio compares the proportion spent on infrastructure asset renewals and the asset's deterioration.
Analysis	Performance of less than 100% indicates that a Council's existing assets are deteriorating faster than they are being renewed and that potentially council's infrastructure backlog is worsening. Councils with consistent asset renewals deficits will face degradation of building and infrastructure assets over time.

Infrastructure Backlog

Definition	The infrastructure backlog ratio indicates the proportion of backlog against the total value of the Council's infrastructure assets. It is a measure of the extent to which asset renewal is required to maintain or improve service delivery in a sustainable way. This measures how councils are managing their infrastructure which is so critical to effective community sustainability
Analysis	TCorp adopted a benchmark of less than 2% to be consistently applied across councils. The application of this benchmark reflects the State Government's focus on reducing infrastructure backlogs.

Asset Maintenance Ratio

Definition	The asset maintenance ratio reflects the actual asset maintenance expenditure relative to the required asset maintenance as measured by an individual council. The ratio provides a measure of the rate of asset degradation (or renewal) and therefore has a role in informing asset renewal and capital works planning.
Analysis	Performance of less than 100% indicates that a Council's existing assets are deteriorating faster than they are being renewed and that potentially council's infrastructure backlog is worsening. Councils with consistent asset renewals deficits will face degradation of building and infrastructure assets over time.

Underlying Surplus

Definition	The underlying surplus is a key measure of Council's true operating result. The calculation involves subtracting income and expenditure transactions that are abnormal in nature (eg disaster recovery efforts) and or as a result of a timing difference (eg capital grants).
Analysis	Performance of less than 100% indicates that a Council's existing assets are deteriorating faster than they are being renewed and that potentially council's infrastructure backlog is worsening. Councils with consistent asset renewals deficits will face degradation of building and infrastructure assets over time.

Cash expense cover ratio

Definition	This liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow. Ratio = current year's cash and cash equivalents / total expenses – depreciation – interest costs.
Analysis	NSW Treasury Corporation uses a benchmark for the cash expense ratio of greater than three.

Rates and annual charges outstanding

Definition	Used to assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.
Analysis:	The Office of Local Government states a maximum of 5% for metropolitan councils and 10% for all other councils.

The performance indicators for each scenario are projected in conjunction with the primary financial statements as appendices to the LTFP.

7. Financial Modelling Assumptions and Results

The LTFP is structured as a series of 'scenarios', each of which shows a specific financial outlook. Each of the scenarios relates to particular Council plans or policies. The scenarios are cumulative so that each scenario incorporates the assumptions and financial outcomes of the previous scenarios. The scenarios can also be looked at in isolation.

This iteration of the LTFP presents financial forecasts associated with the following scenarios:

Income	Conservative	Standard	Strategic
Rates			
Rate Capping factor applied 2022	1.3%	2.5%	2.5%
Ongoing cap factor beyond 2022	2.5%	2.5%	3.0%
New annual rates assessment	150	150	150
User fees and charges Annual factor	2.5%	2.5%	2.5%
Operating grants and Contributions Annual factor	1.0%	1.0%	1.0%
Other			
Cash investment returns	2.0%	2.5%	2.5%
Other income	2.0%	2.0%	2.5%
Rental income	1.0%	1.0%	1.0%
Airport dividend	Nil	Nil	Nil
Expenses	**Conservative**	**Standard**	**Strategic**
Salaries and allowances	2.25%	2.25%	2.25%
Materials and contracts	3.5%	3.5%	3.5%
Other expenses	2.5%	2.5%	2.5%
Enhanced services levels			Additional $250k

Projected Result	Conservative	Standard	Strategic
2022-2023	(914)	(360)	(598)
2023-2024	(2,086)	(1,326)	(1,468)
2024-2025	(2,962)	(2,169)	(2,257)
2025-2026	(3,877)	(3,071)	(3,092)
2026-2027	(6,189)	(5,395)	(5,338)
2027-2028	(7,105)	(6,305)	(6,158)
2028-2029	(7,957)	(7,155)	(6,904)
2029-2030	(9,123)	(8,322)	(7,953)
2030-2031	(10,377)	(9,579)	(9,077)
2031-2032	(11,298)	(10,508)	(9,858)

There are many factors that can affect Councils ability to meet all benchmarks which are outside of its control. Some of these factors include:

- Changes to State and Federal government policies;
- Natural disasters;
- Economic downturn;
- Cost shifting; and
- Low level rate capping.

If any of these factors were to occur it would affect Councils forecasting and benchmarks. In turn this would require a of service levels to ensure Council remains financially sustainable. The base point used for modelling is the December Quarterly Budget Review for the financial year ended 30 June 2022.

The following information provide more detail on each financially model scenario.

Scenario 1 – Conservative

The Conservative Model represented in Scenario 1 reflects Council's financial position over a ten year period. The basis for the scenario is adopting an assumed 1.3% rate cap. This is the original rate cap for Port Stephens Council as announced by IPART in December 2022. The financial modelling indicates that the performance indicators of Council will not be met which would require a reduction in expenditure on infrastructure assets, or reducing services delivered to the community.

Based on Council's projected income and expenditure over a ten year period, based on existing services and existing service levels, this will mean that Council has a funding gap in regard to its infrastructure funding. Council will therefore need to restrict the level of asset maintenance and renewal in line with funding available. This would be at the cost of rapidly deteriorating assets, therefore pushing the cost to the community potentially resulting in compromised safety and increased residents' dissatisfaction.

The main assumptions underpinning the Conservative model are as follows:

- rating income indexed by 1.3% from 2022/2023 onwards;
- fees and charges indexed by 2.5%;
- current service levels maintained (non-infrastructure asset services);
- materials and contracts expenditures indexed by 3.5%;
- employee costs indexed by 2.25%;
- infrastructure asset maintenance costs based on asset planning models; and
- infrastructure asset renewal costs based on funding available after all other service levels have been maintained.

Under this Model, Council will not to generate sufficient revenue to renew infrastructure assets at the rate they are deteriorating. This Model demonstrates that based on current budget settings, Council may face an on-going sustainability challenge. Service rationalisation, such as closing down community facilities to obtain cost reductions, is highly likely to be required to ensure ongoing financial sustainability. In addition, the ongoing funding shortfall will result in continuing deterioration of the condition of the community infrastructure and therefore reduce service levels. For example, roads currently in a fair condition would slip into a poor condition if the optimal asset management intervention is not funded.

This Model places the Port Stephens Council financial sustainability in its current form at risk, and is therefore not the optimal long term model to pursue.

See Appendix 2: Conservative Model for a projected Income Statement, Capital Budget Statement, Balance Sheet and Cash Flow Statement and the resulting Sustainability Measures.

Scenario 2 – Standard

The Standard Model represented in Scenario 2 reflects Council's financial position over a ten year period based on all the FFTF indicators attempting to be met. The basis for the scenario is adopting an assumed full 2.5% rate cap. This is the rate cap under an approved additional special variation along with other normal economic factors.

Under this scenario Council will attempt to reduce its infrastructure backlog and continue to renew infrastructure assets at the rate they are deteriorating provided sufficient funding levels are maintained.

Under this scenario Council fails to maintain its financial sustainability in its current form. This Model identifies that there is minimal room to offer additional or enhanced service levels. Doing so without a compensating revenue increase or expenditure decrease would create financial stress on Council resources. This model would not be able to address any residents' expectations on increased service levels or fast tracking of asset renewal.

The main assumptions underpinning the Standard Model are as follows:

- rating income indexed by estimated rate capping of 2.5% from 2022/2023 onwards;
- fees and charges indexed by 2.5%;
- current service levels maintained (non-infrastructure asset services);
- materials and contracts expenditures indexed by 3.5%;
- employee costs indexed by 2.25%;
- infrastructure asset maintenance costs based on asset planning models; and
- infrastructure asset renewal costs based on funding available after all other service levels have been maintained.

Under this scenario Council will attempt to reduce its infrastructure backlog and continue to renew infrastructure assets at the rate they are deteriorating provided sufficient funding levels are maintained.

This Model also attempts to meet all the benchmarks over the set timeframe with a view that continued improvement program strategies will be delivered.

See page 40 for a projected Income Statement, Capital Budget Statement, Balance Sheet and Cash Flow Statement and the resulting Sustainability Measures.

Scenario 3 – Strategic

The Strategic Model represented in Scenario 3 reflects Council's financial position over a ten year period based on all the FFTF indicators attempting to be met. The basis for the scenario is adopting an assumed 2.5% rate cap.

Under this scenario Council will attempt to reduce its infrastructure backlog and continue to renew infrastructure assets at the rate they are deteriorating provided sufficient funding levels are maintained. An additional $250,000 increase each year to enhancing service level of assets has been provided in this scenario.

This model does address residents' expectations on increased service levels, however under this scenario Council cannot maintain its financial sustainability in its current form. This Model identifies that providing enhanced levels of service without a compensating revenue increase or expenditure decrease would create financial stress on Council resources.

The main assumptions underpinning the Strategic Model are as follows:

- rating income indexed by estimated rate capping of 2.5% from 2022/2023 and 3% onwards;
- fees and charges indexed by 2.5%;
- service levels increased by $250,000 per year (non-infrastructure asset services);
- materials and contracts expenditures indexed by 3.5%;

- employee costs indexed by 2.25%;
- infrastructure asset maintenance costs based on asset planning models; and
- infrastructure asset renewal costs based on funding available after all other service levels have been maintained.

This Model also attempts to meet all the benchmarks over the set timeframe with a view that continued improvement program strategies will be delivered.

See Appendix 3: Strategic Model for a projected Income Statement, Capital Budget Statement, Balance Sheet and Cash Flow Statement and the resulting Sustainability Measures.

8. Financial Statements – Standard Scenario

8.1 Standard Scenario – Income Statement

INCOME STATEMENT

For the period ended 30 June	2023 $'000	2024 $'000	2025 $'000	2026 $'000	2027 $'000	2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000
Revenue										
Rates & Annual Charges	68,994	70,888	72,829	74,819	76,858	78,949	81,092	83,288	85,539	87,847
User Fees and Charges	47,079	52,195	53,837	55,388	56,978	58,607	60,277	61,989	63,744	65,543
Interest & Investment Revenue	1,063	1,478	1,676	1,780	1,756	1,834	1,893	1,946	1,988	2,013
Other Revenues	4,330	4,416	4,505	4,595	4,687	4,780	4,876	4,974	5,073	5,174
Operating Grants and Contributions	12,761	12,328	12,752	12,879	13,008	13,138	13,269	13,402	13,536	13,671
Capital Grants and Contributions	19,573	7,319	7,393	7,467	7,541	7,617	7,693	7,770	7,847	7,926
Gain on Sale of assets	250	250	250	250	250	250	250	250	250	250
Other Income - Rental Income	3,098	3,129	3,160	3,192	3,224	3,256	3,289	3,322	3,355	3,388
Other Income - Fair Value increment	843	1,237	1,274	1,312	1,351	1,392	1,434	1,477	1,521	1,567
Total Revenue	**157,990**	**153,240**	**157,675**	**161,681**	**165,653**	**169,823**	**174,072**	**178,417**	**182,854**	**187,380**
Operating Expenses										
Employee Benefits & On-Costs	56,552	58,373	60,652	62,803	64,789	66,843	68,979	71,197	73,487	75,868
Borrowing Costs	1,713	1,757	1,653	1,562	1,611	1,525	1,436	1,382	1,296	1,219
Materials & Services	55,059	56,986	58,980	61,744	64,231	66,479	68,806	71,964	73,707	76,286
Depreciation & Amortisation	18,999	19,528	20,262	20,737	21,369	21,760	22,006	22,439	22,925	22,977
Other Expenses	4,586	4,752	4,865	5,032	5,152	5,277	5,402	5,545	5,688	5,834
Total Operating Expenses	**136,909**	**141,395**	**146,412**	**151,879**	**157,151**	**161,885**	**166,629**	**172,528**	**177,103**	**182,185**
Operating Surplus / (Deficit)	**21,081**	**11,844**	**11,263**	**9,802**	**8,501**	**7,938**	**7,443**	**5,889**	**5,751**	**5,194**
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	**21,081**	**11,844**	**11,263**	**9,802**	**8,501**	**7,938**	**7,443**	**5,889**	**5,751**	**5,194**
Net Operating Result before Capital Grants	**1,508**	**4,525**	**3,871**	**2,336**	**960**	**322**	**(249)**	**(1,880)**	**(2,097)**	**(2,732)**
Adjustments for Underlying Result										
Gain on Sale of assets	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
Investment property fair value increases &	(2,679)	(3,109)	(3,184)	(3,260)	(3,339)	(3,419)	(3,501)	(3,586)	(3,672)	(3,761)
NAP Profit	1,061	(2,491)	(2,606)	(2,596)	(2,767)	(2,958)	(3,155)	(3,356)	(3,560)	(3,766)
Local election costs	-	-	-	700	-	-	-	750	-	-
Underlying result	**(360)**	**(1,326)**	**(2,169)**	**(3,071)**	**(5,395)**	**(6,305)**	**(7,155)**	**(8,322)**	**(9,579)**	**(10,508)**

8.2 Standard Scenario – Statement of Financial Position (Balance Sheet)

STATEMENT OF FINANCIAL POSITION

As at 30 June:	2023 $'000	2024 $'000	2025 $'000	2026 $'000	2027 $'000	2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	14,746	22,685	26,838	25,866	28,991	31,346	33,489	35,165	36,182	35,435
Investments	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247
Receivables	11,027	11,718	12,139	12,524	12,919	13,323	13,737	14,161	14,596	15,041
Inventories & Other	2,647	2,647	2,647	2,647	2,647	2,647	2,647	2,647	2,647	2,647
Total Current Assets	**65,667**	**74,297**	**78,870**	**78,284**	**81,803**	**84,563**	**87,121**	**89,220**	**90,672**	**90,370**
Non Current Assets										
Infrastructure, Property, Plant & Equipment	1,098,970	1,103,889	1,107,288	1,114,810	1,117,211	1,119,885	1,122,005	1,124,116	1,126,366	1,129,046
Right of Use Asset	2,031	1,776	993	3,405	3,185	2,428	2,071	1,850	1,093	3,504
Investments using Equity Method	431	431	431	431	431	431	431	431	431	431
Inventories & Other	7,427	8,437	9,457	10,487	11,528	12,579	13,641	14,713	15,796	16,889
Investment Properties	41,223	42,460	43,733	45,045	46,397	47,789	49,222	50,699	52,220	53,787
Intangibles	5,645	5,152	4,746	4,413	4,143	3,928	3,759	3,631	3,536	3,472
Total Non Current Assets	**1,155,726**	**1,162,145**	**1,166,648**	**1,178,592**	**1,182,896**	**1,187,040**	**1,191,129**	**1,195,439**	**1,199,442**	**1,207,130**
Total Assets	**1,221,393**	**1,236,442**	**1,245,519**	**1,256,876**	**1,264,699**	**1,271,603**	**1,278,250**	**1,284,659**	**1,290,115**	**1,297,500**
LIABILITIES										
Current Liabilities										
Trade & Other Payables	16,911	17,257	17,616	18,114	18,562	18,966	19,385	19,954	20,267	20,732
Lease liabilities	795	840	850	617	690	740	755	709	785	839
Borrowings	2,312	1,524	1,552	1,580	1,597	1,382	1,323	1,054	824	750
Provisions	16,624	17,146	17,008	17,306	17,742	18,212	18,285	19,331	20,081	19,762
Total Current Liabilities	**36,641**	**36,768**	**37,026**	**37,617**	**38,591**	**39,300**	**39,749**	**41,047**	**41,958**	**42,084**
Non Current Liabilities										
Trade & Other Payables	1,831	1,286	740	195	0	0	0	0	0	0
Lease liabilities	1,235	935	144	2,788	2,496	1,688	1,316	1,142	308	2,665
Borrowings	36,154	39,630	38,077	36,497	34,899	33,518	32,194	31,140	30,316	29,566
Provisions	1,294	1,741	2,185	2,632	3,063	3,509	3,959	4,410	4,862	5,320
Total Non Current Liabilities	**40,514**	**43,591**	**41,146**	**42,110**	**40,458**	**38,715**	**37,469**	**36,691**	**35,485**	**37,552**
Total Liabilities	**77,155**	**80,359**	**78,172**	**79,727**	**79,049**	**78,015**	**77,218**	**77,739**	**77,443**	**79,636**
Net Assets	**1,144,239**	**1,156,083**	**1,167,346**	**1,177,149**	**1,185,650**	**1,193,588**	**1,201,031**	**1,206,921**	**1,212,671**	**1,217,865**
EQUITY										
Accumulated Surplus	729,891	741,736	753,000	762,802	771,303	779,241	786,684	792,574	798,325	803,517
Asset Revaluation Reserves	414,346	414,346	414,346	414,346	414,346	414,346	414,346	414,346	414,346	414,346
Total Equity	**1,144,237**	**1,156,082**	**1,167,346**	**1,177,148**	**1,185,649**	**1,193,587**	**1,201,030**	**1,206,920**	**1,212,671**	**1,217,863**

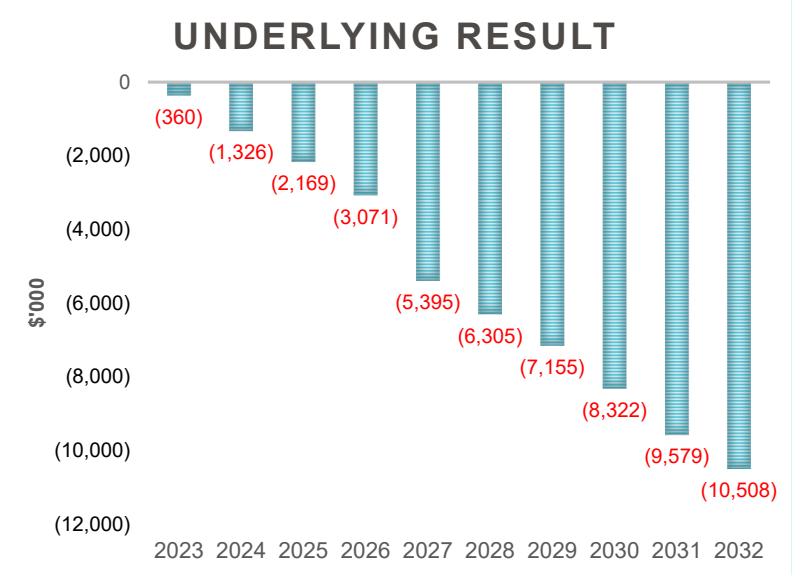
8.3 Standard Scenario – Statement of Cash flows

CASHFLOW STATEMENT

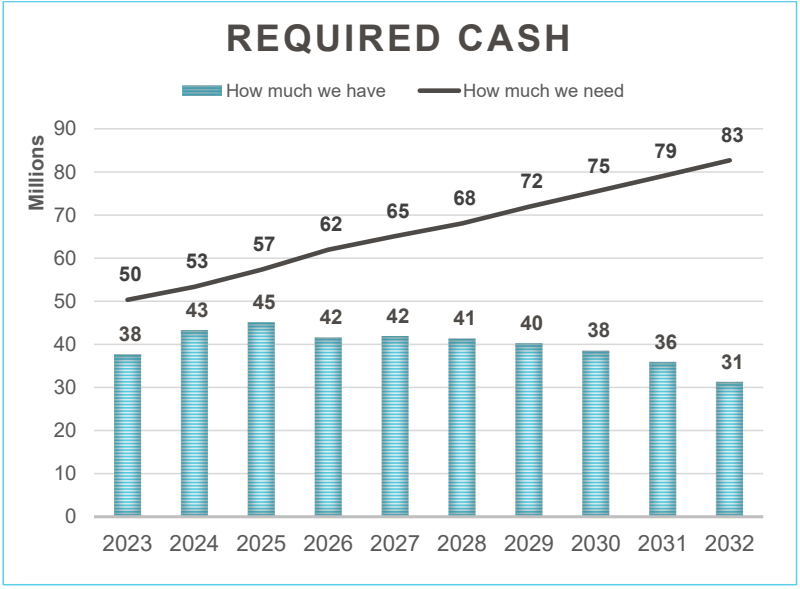
For the period ended 30 June	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Cash Flows from Operating Activities	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Receipts:										
Rates & Annual Charges	66,623	70,197	72,408	74,433	76,464	78,545	80,678	82,864	85,105	87,401
User Charges & Fees	47,079	52,195	53,837	55,388	56,978	58,607	60,277	61,989	63,744	65,543
Interest & Investment Revenue Received	1,063	1,478	1,676	1,780	1,756	1,834	1,893	1,946	1,988	2,013
Grants & Contributions	29,721	16,982	17,425	17,572	17,720	17,869	18,019	18,169	18,321	18,474
Other Income - Rental Income	3,098	3,129	3,160	3,192	3,224	3,256	3,289	3,322	3,355	3,388
Other	4,330	4,416	4,505	4,595	4,687	4,780	4,876	4,974	5,073	5,174
Payments:										
Employee Benefits & On-Costs	(57,259)	(59,342)	(60,958)	(63,547)	(65,657)	(67,759)	(69,503)	(72,693)	(74,690)	(76,007)
Materials & Contracts	(54,783)	(56,787)	(58,794)	(61,697)	(64,484)	(66,884)	(69,225)	(72,533)	(74,020)	(76,752)
Borrowing Costs	(1,713)	(1,757)	(1,653)	(1,562)	(1,611)	(1,525)	(1,436)	(1,382)	(1,296)	(1,219)
Other	(3,962)	(3,154)	(4,577)	(3,497)	(3,047)	(2,629)	(3,534)	(1,326)	(2,702)	(4,523)
Net Cash provided (or used in) Operating Activities	**34,196**	**27,357**	**27,030**	**26,657**	**26,028**	**26,094**	**25,334**	**25,329**	**24,877**	**23,492**
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	250	250	250	250	250	250	250	250	250	250
Payments:										
Purchase of Real Estate Assets	(1,000)	(1,010)	(1,020)	(1,030)	(1,041)	(1,051)	(1,062)	(1,072)	(1,083)	(1,094)
Purchase of Infrastructure, Property, Plant & Equipment	(30,977)	(20,136)	(19,314)	(24,003)	(19,457)	(20,175)	(19,765)	(20,244)	(20,736)	(21,241)
Purchase of Intangible Assets	(400)	(414)	(428)	(443)	(459)	(475)	(492)	(509)	(527)	(545)
Net Cash provided (or used in) Investing Activities	**(32,127)**	**(21,310)**	**(20,513)**	**(25,227)**	**(20,706)**	**(21,451)**	**(21,068)**	**(21,575)**	**(22,096)**	**(22,630)**
Cash Flows from Financing Activities										
New Borrowings		5,000								
Repayment of leases principal	(606)	(795)	(840)	(850)	(617)	(690)	(740)	(755)	(709)	(785)
Repayment of Borrowings & Advances	(3,147)	(2,312)	(1,524)	(1,552)	(1,580)	(1,597)	(1,382)	(1,323)	(1,054)	(824)
Net Cash Flow provided (used in) Financing Activities	**(3,753)**	**1,893**	**(2,365)**	**(2,402)**	**(2,198)**	**(2,287)**	**(2,122)**	**(2,079)**	**(1,763)**	**(1,609)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(1,684)**	**7,939**	**4,152**	**(971)**	**3,125**	**2,355**	**2,143**	**1,675**	**1,018**	**(748)**
plus: Cash - beginning of year	16,430	14,746	22,685	26,838	25,866	28,991	31,346	33,489	35,165	36,182
Cash - end of the year	**14,746**	**22,685**	**26,838**	**25,866**	**28,991**	**31,346**	**33,489**	**35,165**	**36,182**	**35,435**
plus: Investments - end of the year	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247
Total Cash & Investments - end of the year	**51,993**	**59,932**	**64,085**	**63,113**	**66,238**	**68,593**	**70,736**	**72,412**	**73,429**	**72,682**
Less restricted Cash (NAL)	(14,328)	(16,629)	(18,971)	(21,529)	(24,304)	(27,296)	(30,505)	(33,931)	(37,574)	(41,433)
Cash, Cash Equivalents & Investments - end of the year	**37,665**	**43,304**	**45,113**	**41,584**	**41,934**	**41,298**	**40,232**	**38,481**	**35,855**	**31,248**

8.4 Standard Scenario – Graphs

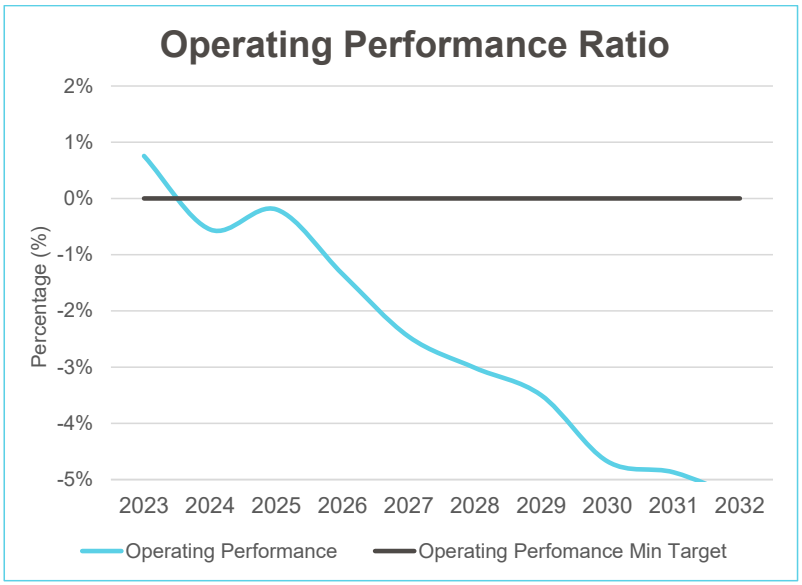
Standard Scenario Graph – Underlying Result



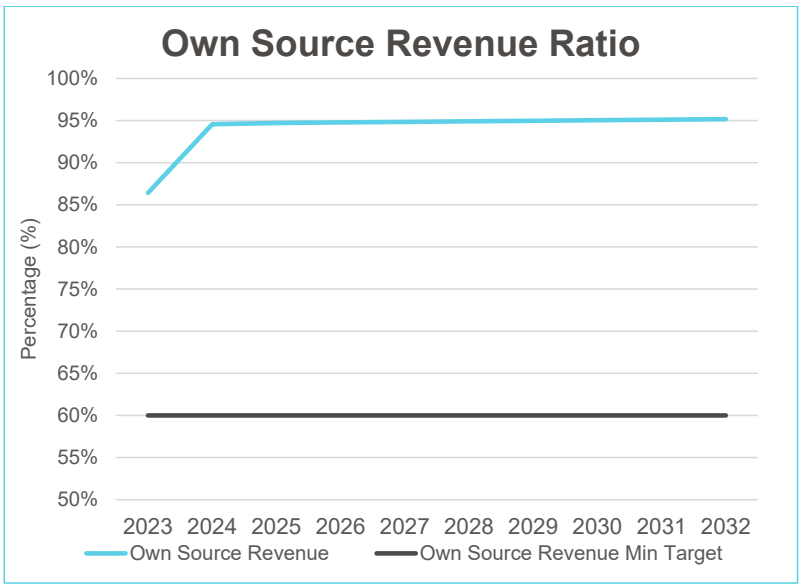
Standard Scenario Graph – Required Cash Levels



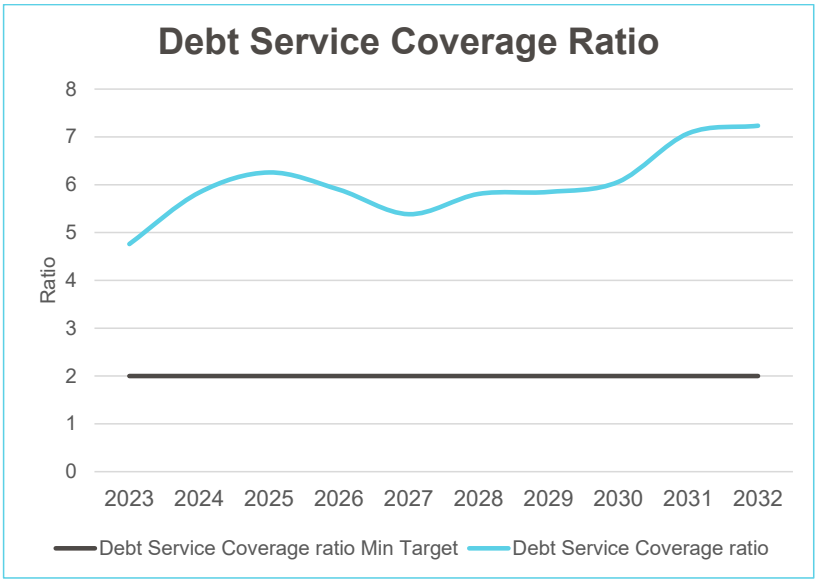
Standard Scenario Graph - Operating Performance Ratio



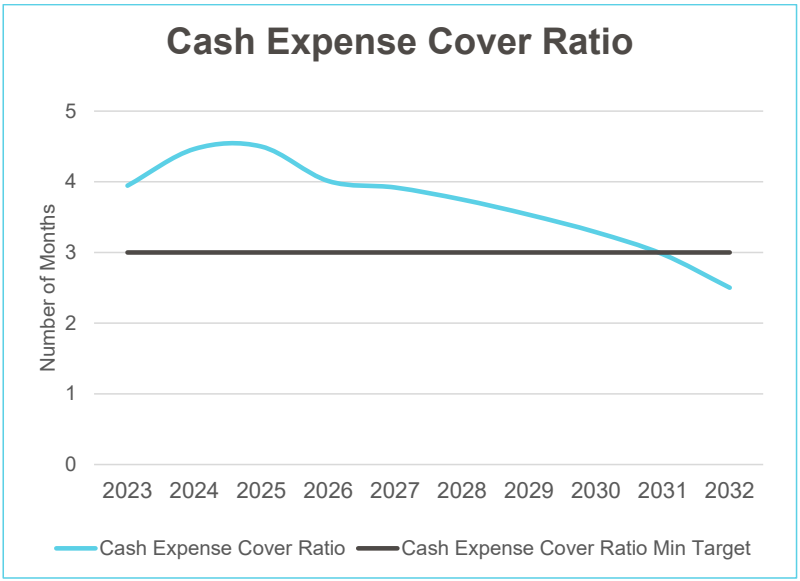
Standard Scenario Graph – Own Source Revenue Ratio



Standard Scenario Graph – Debt Service Coverage Ratio

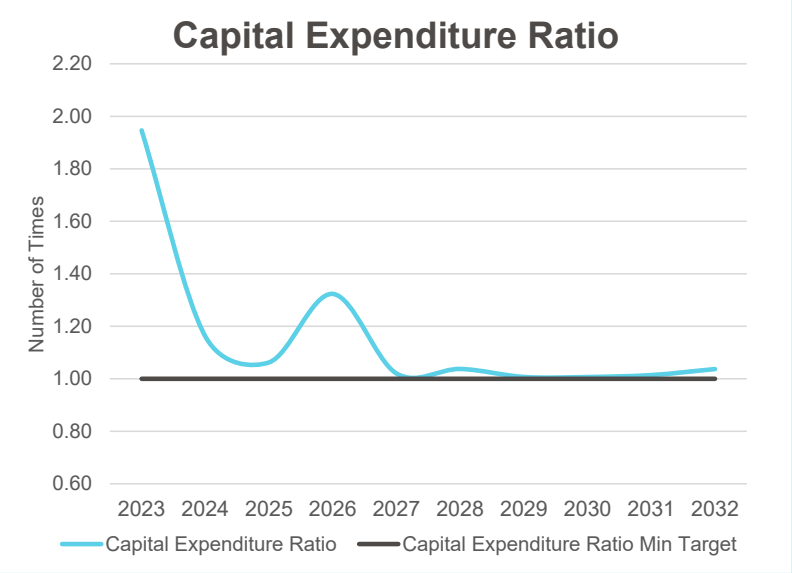


Standard Scenario Graph - Cash Expense Cover Ratio



ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

Standard Scenario Graph - Capital Expenditure Ratio



Appendices

Appendix 1: Statement of Restricted Cash

Councils in NSW have traditionally operated with Restricted Asset funds that are amounts of money set aside for specific purposes in later years. In general, these funds do not have bank accounts of their own but are a theoretical split up of the accumulated cash surplus that a council has on hand.

Background

Local government will continue into the foreseeable future to be challenged by a tightening cash position through increasing demands for cash for daily operations, restricted rate income levels, increasing demands for expenditure on new infrastructure and the maintenance and rehabilitation of existing infrastructure. Port Stephens Council is certainly subject to these same pressures, exacerbated by high growth in population and development activity, significant environmental responsibilities and an added responsibility as a quality tourist destination.

A strategic financial response to these pressures is necessary for Port Stephens Council to remain a sustainable community leader.

Objective

Council will from time to time decide, or be required by legislation, to set aside funds for specific purposes for which clear guidelines are set to ensure Council's cash position and investment portfolio are adequate and managed responsibly.

Principles

- Council is the custodian of financial and built assets on behalf of the Port Stephens community;
- Council provides works, services and facilities to the community through limited financial means;
- Council is required to operate within the framework and supporting guidelines of:
    - *Local Government Act 1993;*
    - Local Government Code of Accounting Practice and Financial Reporting;
    - Local Government Asset Accounting Manual;
    - Australian Accounting Standards.
- A strategic financial plan and associated policies are required to support Council's service delivery and asset management strategies, ensuring long term financial viability.

Statement

- Council will set aside funds as required by specific legislation. These funds will be managed and accounted for so as to comply with the relevant legislation;
- Council will also from time to time set aside additional funds for Council's specific purposes;
- Restricted funds will be reported in the Annual Financial Statements and reviewed annually against the specified requirements of each fund;
- Restricted funds will be reviewed quarterly against the annual budget by the Section Manager accountable for that fund;
- Each specific fund shall be approved by Council and must be supported by a statement which outlines the following:
    - Purpose of Restricted Funds;
    - Source of funds;
    - The apportionment of interest earned on cash held for that fund;
    - A specific statement including targets, sinking funds, timeframes for accumulation and expenditure of funds;
    - Accountability for the collection, management and expenditure of that fund;
    - Relevant legislation or Council Minute supporting the creation of the fund;
- Creation of all restricted funds shall be in accordance with this policy;
- Expenditure of Restricted Funds shall be in strict accordance with the approved budget, and expenditure shall not exceed funds available without specific Council Resolution;
- Budgeting for the expenditure of profits from land development activities will only occur after the physical receipt of sale proceeds by Council; and
- All Restricted Funds are to be 100% cash backed.

Related Council policies

- Cash Investment Policy
- Property Investment Policy
- Community Groups Loans Policy
- Land Acquisition and Divestment Policy

Review date

Review of this policy will be undertaken 12 months after the date of its adoption by Council. Should amendments to the relevant legislation occur within that 12 month period, review will take place as near as possible to the commencement of such amendments.

Relevant legislative provisions

- *Local Government Act (NSW) 1993*
- *Code of Accounting Practice and Financial Reporting*
- *Environmental Planning and Assessment Act (NSW) 1979*
- *Crown Lands Act (NSW) 1989*
- *Department of Lands – Crown Lands Caravan Park Policy (April 1990)*

Implementation responsibility

Financial Services Section

Definitions

Externally Restricted Funds refers to those funds which have an external restriction, whether by statute or otherwise, which governs the management of money held within the fund.

Internally Restricted Funds refers to those funds which Council has resolved to set up, to hold monies for specific purposes. The operation of such funds is solely governed by Council.

Internal Pooling refers to those monies transferred within Council to cover identified projects, where the money is to be repaid to the restricted fund from a specified source. Internal pooling is subject to specific Council approval and must demonstrate that the pooling of monies for the project will not be unreasonably, over a period of time, prejudice to other future projects.

The following section outlines what restricted assets Council currently holds, their purpose and recommendations for their future.

Nature and purpose of current restricted assets

The more material current restricted asset funds held by Port Stephens Council are:

- Deposits, retentions and bonds;
- Bonds held for developers' works;
- Section 7.11 & 7.12 developer contributions;
- Specific purpose unexpended grants;
- Domestic waste management;
- Crown Reserves;
- Employee leave entitlements;
- Capital asset restricted asset/asset rehabilitation;
- Drainage restricted assets;
- Election restricted assets;
- Business technology fund;
- Newcastle Airport Partnership;
- Fleet;
- Section 355c committees;
- Unexpended loan funds;
- Community loans;

- Parking meters;
- Commercial properties;
- Other waste;
- Sustainable energy and water;
- Roads/environmental special rate;
- Administration building;
- Ward funds.

Deposits, retentions and bonds

Purpose	An external restriction is placed on deposits, retentions and bonds held by Council.
Source of Funds	Any person or company that has paid a deposit, retention monies or bond to Council.

Bonds held for developers' works

Purpose	An external restriction is placed on bonds held by Council.
Source of Funds	Any developer that has paid a bond to Council.

Section 7.11 & 7.12 developer contributions

Purpose	Section 7.11 & 7.12 of the *Environmental Planning & Assessment Act 1979* enables Council to levy contributions because of development. These contributions are essential in providing quality facilities and services to an expanding local population. The Act requires Council to set these funds aside to be used specifically for the provision of these facilities and services.
Source of Funds	Developer contributions as levied in accordance with Council's adopted Section 7.11 Plan.

Specific purpose unexpended grants

Purpose	An external restriction is placed on grant funding that has been received for a specific purpose that has not been spent by the end of the financial year.
Source of Funds	Grant funding that is for a specific purpose is provided to Council from various sources.

Domestic waste management

Purpose	By virtue of Section 496 of the *Local Government Act 1993* (as amended), Council must levy a separate charge for domestic waste management services, which include garbage and recycling services. Under the legislation Council cannot finance these services from ordinary rates so the charge must be sufficient to recover reasonable costs of providing these services. Council is obliged to set these funds aside and use them for their specific purpose.
Source of Funds	Domestic Waste Services & Management Levy.

Crown Reserves

Purpose	Net profits from Holiday Parks and parking meters on Crown Land are retained for reinvestment back into Holiday Parks or other assets on Crown Land.
Source of Funds	Surplus from the Holiday Parks on Crown Land.

Employee leave entitlements

Purpose	To provide funds for employee leave entitlements which have been accrued but not yet paid.
Source of Funds	General revenue.

Capital restricted assets/asset rehabilitation

Purpose	This restricted asset is to set aside monies for major capital works projects.
Source of Funds	Various sources.

Drainage restricted assets

Purpose	This restricted asset is to set aside funds to fund drainage works.
Source of Funds	Various sources.

Election restricted assets

Purpose	To provide funds for the Local Government Elections which are conducted every four years.
Source of Funds	Funds provided annually from general revenue.

Business technology fund

Purpose	This restricted asset is to fund the information technology needs of Council.
Source of Funds	General revenue.

Newcastle Airport Partnership

Purpose	To set aside Council's share of Newcastle Airport Partnership's cash, cash equivalents and investments.
Source of Funds	Newcastle Airport Partnership.

Fleet

Purpose	To provide funds for the purchase of fleet assets.
Source of Funds	General revenue.

Section 355c committees

Purpose	Section 355(c) of *the Local Government Act, 1993* allows Council to delegate certain functions. A section 355(c) Committee is an entity of Port Stephens Council and as such is subject to the same legislation, accountability and probity requirements as Council. Funds are set aside for Section 355(c) purposes.
Source of Funds	Various sources.

Unexpended loan funds

Purpose	To restrict the use of cash which has been borrowed externally for a specific purpose but not yet spent.
Source of Funds	Funds borrowed from banks.

Community loans

Purpose	To provide loan funds for community recreational groups to assist with major asset upgrades on Council owned property.
Source of Funds	General revenue.

Parking meters

Purpose	This restricted asset is to set aside funds that are collected from parking meters on Council land to fund future works.
Source of Funds	General revenue.

Commercial properties

Purpose	To set aside net proceeds received from commercial investment property and property development to fund future commercial investments.
Source of Funds	Surplus from investment property portfolio

Other waste

Purpose	To set aside the net proceeds from the Salamander Waste Transfer Station to fund future works.
Source of Funds	General revenue.

Sustainable energy and water

Purpose	To provide a pool of funds that could be used to attract further funding for sustainable developments on Council owned properties.
Source of Funds	General revenue.

Roads/environmental special rate

Purpose:	To set aside revenue received from the roads and environmental special rate for those specific purposes.
Source of Funds:	General revenue.

Administration Building

Purpose	To provide funds for future upgrade and improvement works to the Administration Building.
Source of Funds	General revenue.

Ward funds

Purpose	To provide an annual allocation of funds to assist Councillors to provide facilities in each ward under section 356 of the local government Act.
Source of Funds	General revenue allocation and an allocation of net proceeds from the sale of commercially developed property.

Natural Disaster

Purpose	To set aside funds in the event of a Natural Disaster to assist with cash flow and unexpected expenditure that is not recoverable.
Source of Funds	General revenue.

Grants Co-Contribution

Purpose	To provide a pool of funds that could be used to secure further grants funding.
Source of Funds	General revenue.

Financial Sustainability & Prosperity Fund

Purpose	To set aside funds from excess non-rate revenue for significant projects, investments or initiatives to achieve the strategies of Council
Source of Funds	General revenue.

Appendix 2: Scenario 1: Conservative

2.1 Introduction

Scenario 1 of the LTFP shows the financial results of applying the following assumptions:

Income	Conservative
Rates	
Rate Capping factor applied 2022	1.3%
Ongoing cap factor beyond 2022	2.5%
New annual rates assessment	150
User fees and charges Annual factor	2.5%
Operating grants and Contributions Annual factor	1.0%
Other	
Cash investment returns	2.0%
Other income	2.0%
Rental income	1.0%
Airport dividend	Nil
Expenses	**Conservative**
Salaries and allowances	2.25%
Materials and contracts	3.5%
Other expenses	2.5%
Enhanced services levels	-

2.2 Financial Results

In Scenario 1 the forecast underlying result is regularly in deficit resulting in a substantial loss over the 10 years. The financial modelling suggests this Scenario is not financially sustainable due to the cumulative deficit which would require a review of service levels and infrastructure investment.

2.3 Financial Statements

Scenario 1: Conservative – Income Statement

INCOME STATEMENT

For the period ended 30 June	2023 $'000	2024 $'000	2025 $'000	2026 $'000	2027 $'000	2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000
Revenue										
Rates & Annual Charges	68,445	70,325	72,252	74,228	76,253	78,328	80,455	82,636	84,871	87,162
User Fees and Charges	47,079	52,195	53,837	55,388	56,978	58,607	60,277	61,989	63,744	65,543
Interest & Investment Revenue	1,057	1,208	1,364	1,443	1,420	1,479	1,522	1,561	1,590	1,605
Other Revenues	4,330	4,416	4,505	4,595	4,687	4,780	4,876	4,974	5,073	5,174
Operating Grants and Contributions	12,761	12,328	12,752	12,879	13,008	13,138	13,269	13,402	13,536	13,671
Capital Grants and Contributions	19,573	7,319	7,393	7,467	7,541	7,617	7,693	7,770	7,847	7,926
Gain on Sale of assets	250	250	250	250	250	250	250	250	250	250
Other Income - Rental Income	3,098	3,129	3,160	3,192	3,224	3,256	3,289	3,322	3,355	3,388
Other Income - Fair Value increment	843	1,237	1,274	1,312	1,351	1,392	1,434	1,477	1,521	1,567
Total Revenue	**157,436**	**152,408**	**156,786**	**160,754**	**164,712**	**168,847**	**173,065**	**177,380**	**181,787**	**186,287**
Operating Expenses										
Employee Benefits & On-Costs	56,552	58,373	60,652	62,803	64,789	66,843	68,979	71,197	73,487	75,868
Borrowing Costs	1,713	1,757	1,653	1,562	1,611	1,525	1,436	1,382	1,296	1,219
Materials & Services	55,059	56,986	58,980	61,744	64,231	66,479	68,806	71,964	73,707	76,286
Depreciation & Amortisation	18,999	19,528	20,251	20,714	21,334	21,713	21,947	22,368	22,842	22,882
Other Expenses	4,586	4,752	4,865	5,032	5,152	5,277	5,402	5,545	5,688	5,834
Total Operating Expenses	**136,909**	**141,395**	**146,400**	**151,856**	**157,116**	**161,838**	**166,570**	**172,457**	**177,020**	**182,090**
Operating Surplus / (Deficit)	**20,527**	**11,012**	**10,386**	**8,898**	**7,595**	**7,010**	**6,495**	**4,923**	**4,767**	**4,197**
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	**20,527**	**11,012**	**10,386**	**8,898**	**7,595**	**7,010**	**6,495**	**4,923**	**4,767**	**4,197**
Net Operating Result before Capital Grants	**954**	**3,693**	**2,994**	**1,432**	**54**	**(607)**	**(1,197)**	**(2,847)**	**(3,080)**	**(3,729)**
Adjustments for Underlying Result										
Gain on Sale of assets	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
Investment property fair value increases & royalties	(2,679)	(3,109)	(3,184)	(3,260)	(3,339)	(3,419)	(3,501)	(3,586)	(3,672)	(3,761)
NAP Profit	1,061	(2,420)	(2,521)	(2,498)	(2,654)	(2,829)	(3,008)	(3,190)	(3,374)	(3,558)
Local election costs	-	-	-	700	-	-	-	750	-	-
Underlying result	**(914)**	**(2,086)**	**(2,962)**	**(3,877)**	**(6,189)**	**(7,105)**	**(7,957)**	**(9,123)**	**(10,377)**	**(11,298)**

Scenario 1: Conservative – Statement of Financial Position (Balance Sheet)

STATEMENT OF FINANCIAL POSITION

As at 30 June:	2023 $'000	2024 $'000	2025 $'000	2026 $'000	2027 $'000	2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	14,250	22,058	26,041	24,879	27,819	29,973	31,903	33,354	34,139	33,152
Investments	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247
Receivables	10,970	11,659	12,078	12,462	12,855	13,258	13,670	14,093	14,526	14,969
Inventories & Other	2,647	2,647	2,647	2,647	2,647	2,647	2,647	2,647	2,647	2,647
Total Current Assets	**65,114**	**73,611**	**78,013**	**77,235**	**80,568**	**83,125**	**85,467**	**87,341**	**88,559**	**88,016**
Non Current Assets										
Infrastructure, Property, Plant & Equipment	1,098,970	1,103,189	1,105,882	1,112,692	1,114,374	1,116,322	1,117,709	1,119,079	1,120,580	1,122,503
Right of Use Asset	2,031	1,776	993	3,405	3,185	2,428	2,071	1,850	1,093	3,504
Investments using Equity Method	431	431	431	431	431	431	431	431	431	431
Inventories & Other	7,427	8,437	9,457	10,487	11,528	12,579	13,641	14,713	15,796	16,889
Investment Properties	41,223	42,460	43,733	45,045	46,397	47,789	49,222	50,699	52,220	53,787
Intangibles	5,645	5,152	4,746	4,413	4,143	3,928	3,759	3,631	3,536	3,472
Total Non Current Assets	**1,155,726**	**1,161,445**	**1,165,242**	**1,176,474**	**1,180,059**	**1,183,477**	**1,186,833**	**1,190,402**	**1,193,656**	**1,200,587**
Total Assets	**1,220,840**	**1,235,056**	**1,243,255**	**1,253,709**	**1,260,626**	**1,266,601**	**1,272,300**	**1,277,743**	**1,282,215**	**1,288,603**
LIABILITIES										
Current Liabilities										
Trade & Other Payables	16,911	17,257	17,616	18,114	18,562	18,966	19,385	19,954	20,267	20,732
Lease liabilities	795	840	850	617	690	740	755	709	785	839
Borrowings	2,312	1,524	1,552	1,580	1,597	1,382	1,323	1,054	824	750
Provisions	16,624	17,146	17,008	17,306	17,742	18,212	18,285	19,331	20,081	19,762
Total Current Liabilities	**36,641**	**36,768**	**37,026**	**37,617**	**38,591**	**39,300**	**39,749**	**41,047**	**41,958**	**42,084**
Non Current Liabilities										
Trade & Other Payables	1,831	1,286	740	195	0	0	0	0	0	0
Lease liabilities	1,235	935	144	2,788	2,496	1,688	1,316	1,142	308	2,665
Borrowings	36,154	39,630	38,077	36,497	34,899	33,518	32,194	31,140	30,316	29,566
Provisions	1,294	1,741	2,185	2,632	3,063	3,509	3,959	4,410	4,862	5,320
Total Non Current Liabilities	**40,514**	**43,591**	**41,146**	**42,110**	**40,458**	**38,715**	**37,469**	**36,691**	**35,485**	**37,552**
Total Liabilities	**77,155**	**80,359**	**78,172**	**79,727**	**79,049**	**78,015**	**77,218**	**77,739**	**77,443**	**79,636**
Net Assets	**1,143,685**	**1,154,697**	**1,165,083**	**1,173,982**	**1,181,577**	**1,188,587**	**1,195,082**	**1,200,005**	**1,204,772**	**1,208,967**
EQUITY										
Accumulated Surplus	729,337	740,349	750,737	759,635	767,230	774,239	780,735	785,658	790,425	794,620
Asset Revaluation Reserves	414,346	414,346	414,346	414,346	414,346	414,346	414,346	414,346	414,346	414,346
Total Equity	**1,143,683**	**1,154,695**	**1,165,083**	**1,173,981**	**1,181,576**	**1,188,585**	**1,195,081**	**1,200,004**	**1,204,771**	**1,208,966**

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

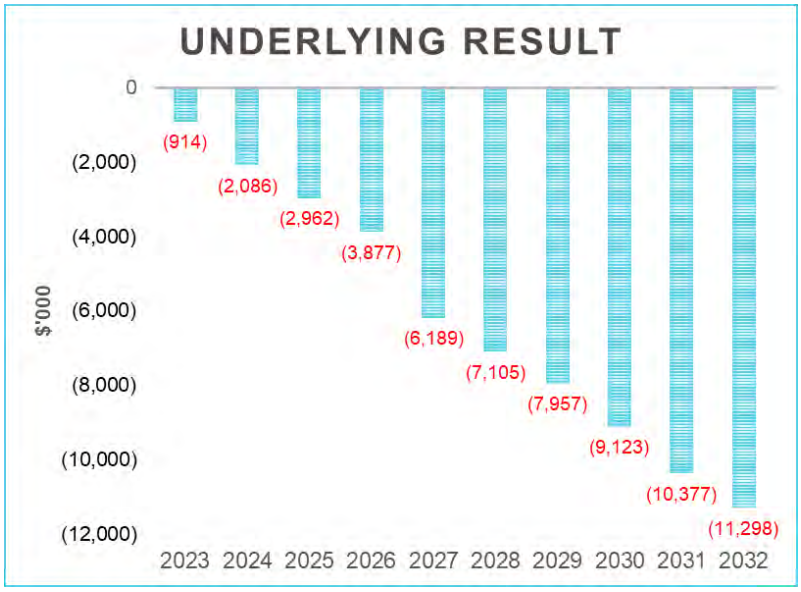
Scenario 1: Conservative – Statement of Cash Flows

CASHFLOW STATEMENT

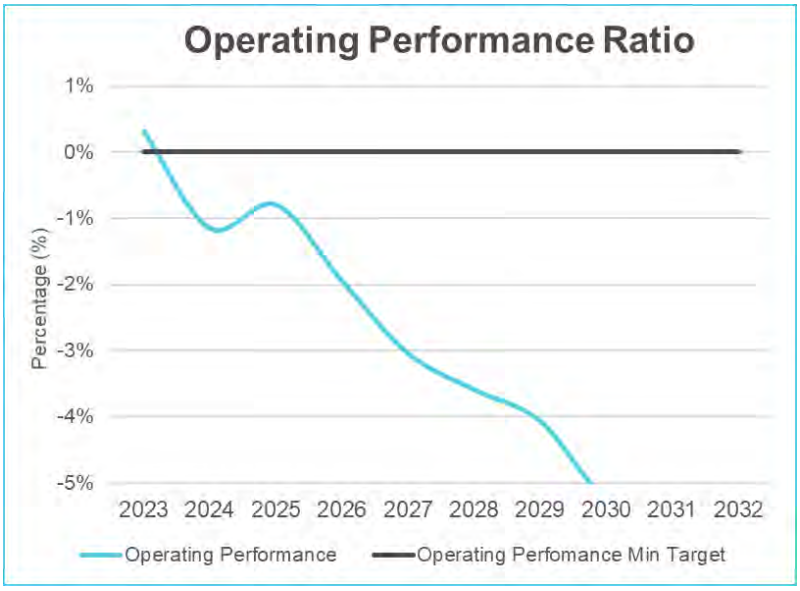
For the period ended 30 June	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Cash Flows from Operating Activities	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Receipts:										
Rates & Annual Charges	66,132	69,636	71,833	73,844	75,860	77,925	80,043	82,213	84,438	86,717
User Charges & Fees	47,079	52,195	53,837	55,388	56,978	58,607	60,277	61,989	63,744	65,543
Interest & Investment Revenue Received	1,057	1,208	1,364	1,443	1,420	1,479	1,522	1,561	1,590	1,605
Grants & Contributions	29,721	16,982	17,425	17,572	17,720	17,869	18,019	18,169	18,321	18,474
Other Income - Rental Income	3,098	3,129	3,160	3,192	3,224	3,256	3,289	3,322	3,355	3,388
Other	4,330	4,416	4,505	4,595	4,687	4,780	4,876	4,974	5,073	5,174
Payments:										
Employee Benefits & On-Costs	(57,259)	(59,342)	(60,958)	(63,547)	(65,657)	(67,759)	(69,503)	(72,693)	(74,690)	(76,007)
Materials & Contracts	(54,783)	(56,787)	(58,794)	(61,697)	(64,484)	(66,884)	(69,225)	(72,533)	(74,020)	(76,752)
Borrowing Costs	(1,713)	(1,757)	(1,653)	(1,562)	(1,611)	(1,525)	(1,436)	(1,382)	(1,296)	(1,219)
Other	(3,962)	(3,154)	(4,577)	(3,497)	(3,047)	(2,629)	(3,534)	(1,326)	(2,702)	(4,523)
Net Cash provided (or used in) Operating Activities	**33,700**	**26,526**	**26,143**	**25,732**	**25,089**	**25,120**	**24,328**	**24,293**	**23,812**	**22,400**
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	250	250	250	250	250	250	250	250	250	250
Payments:										
Purchase of Real Estate Assets	(1,000)	(1,010)	(1,020)	(1,030)	(1,041)	(1,051)	(1,062)	(1,072)	(1,083)	(1,094)
Purchase of Infrastructure, Property, Plant & Equipment	(30,977)	(19,436)	(18,597)	(23,267)	(18,703)	(19,403)	(18,973)	(19,433)	(19,904)	(20,388)
Purchase of Intangible Assets	(400)	(414)	(428)	(443)	(459)	(475)	(492)	(509)	(527)	(545)
Net Cash provided (or used in) Investing Activities	**(32,127)**	**(20,610)**	**(19,795)**	**(24,491)**	**(19,952)**	**(20,679)**	**(20,276)**	**(20,764)**	**(21,264)**	**(21,777)**
Cash Flows from Financing Activities										
New Borrowings		5,000								
Repayment of leases principal	(606)	(795)	(840)	(850)	(617)	(690)	(740)	(755)	(709)	(785)
Repayment of Borrowings & Advances	(3,147)	(2,312)	(1,524)	(1,552)	(1,580)	(1,597)	(1,382)	(1,323)	(1,054)	(824)
Net Cash Flow provided (used in) Financing Activities	**(3,753)**	**1,893**	**(2,365)**	**(2,402)**	**(2,198)**	**(2,287)**	**(2,122)**	**(2,079)**	**(1,763)**	**(1,609)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(2,181)**	**7,809**	**3,983**	**(1,162)**	**2,939**	**2,154**	**1,930**	**1,451**	**785**	**(986)**
plus: Cash - beginning of year	16,430	14,250	22,058	26,041	24,879	27,819	29,973	31,903	33,354	34,139
Cash - end of the year	**14,250**	**22,058**	**26,041**	**24,879**	**27,819**	**29,973**	**31,903**	**33,354**	**34,139**	**33,152**
plus: Investments - end of the year	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247
Total Cash & Investments - end of the year	**51,497**	**59,305**	**63,288**	**62,126**	**65,066**	**67,220**	**69,150**	**70,601**	**71,386**	**70,399**
Less restricted Cash (NAL)	(14,328)	(16,557)	(18,815)	(21,275)	(23,937)	(26,800)	(29,862)	(33,123)	(36,580)	(40,232)
Cash, Cash Equivalents & Investments - end of the year	**37,169**	**42,748**	**44,473**	**40,851**	**41,129**	**40,420**	**39,288**	**37,478**	**34,805**	**30,168**

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC AS MANAGEMENT PLAN 2022 TO 2032.

Scenario 1: Conservative Graph - Underlying Surplus

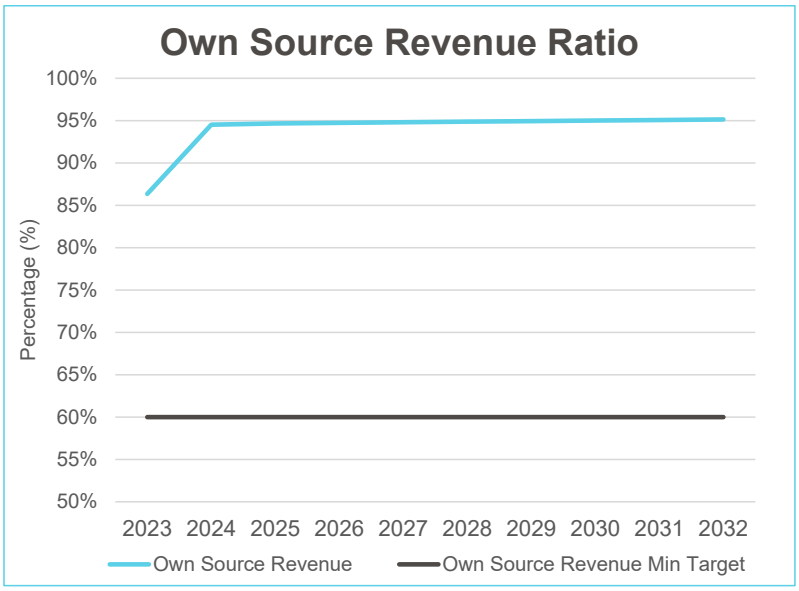


Scenario 1: Conservative Graph - Operating Performance Ratio

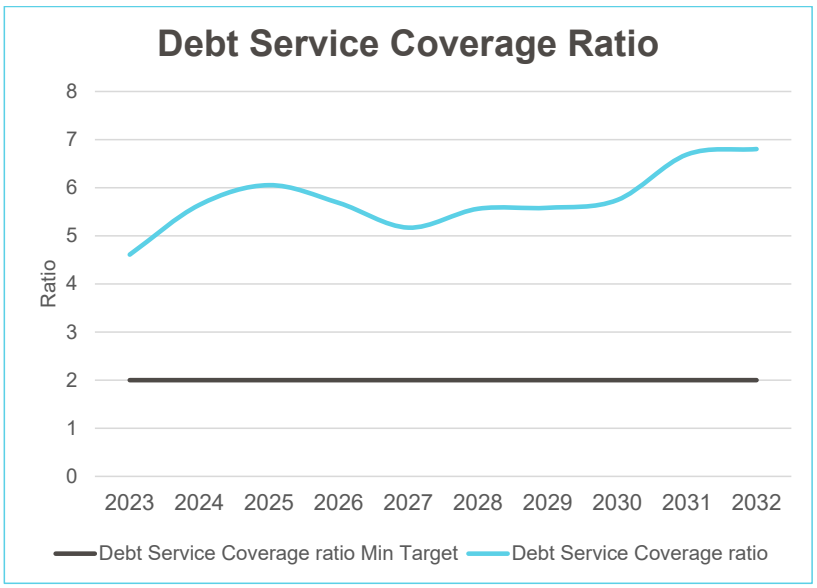


ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

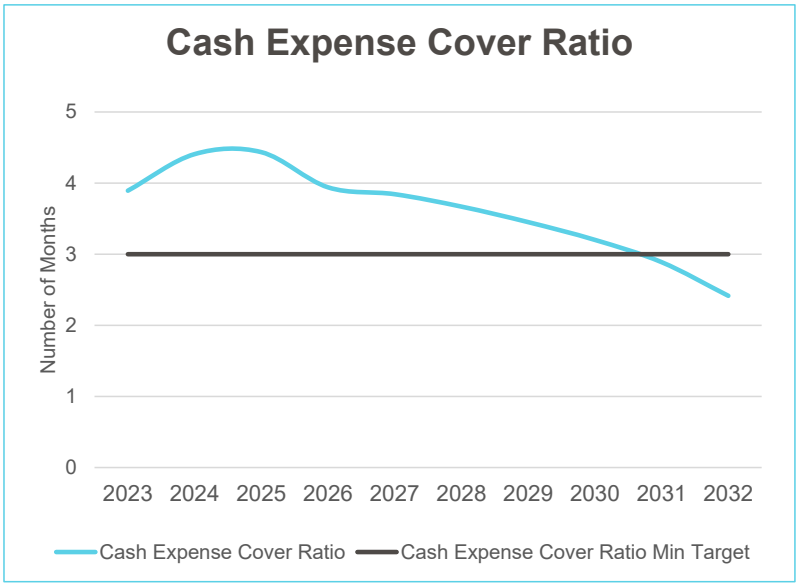
Scenario 1: Conservative Graph - Own Source Revenue Ratio



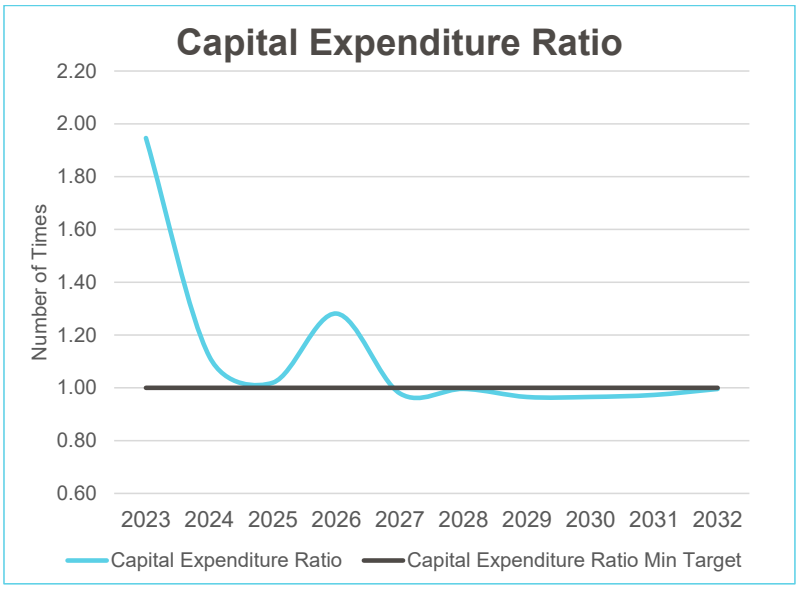
Scenario 1: Conservative Graph - Debt Service Coverage Ratio



Scenario 1: Conservative Graph - Cash Expense Cover Ratio



Scenario 1: Conservative Graph - Capital Expenditure Ratio



ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

Appendix 3: Scenario 3: Strategic

3.1 Introduction

The Standard Scenario of the LTFP shows the financial results of applying the following assumptions:

Income	Strategic
Rates	
Rate Capping factor applied 2022	2.5%
Ongoing cap factor beyond 2022	3.0%
New annual rates assessment	150
User fees and charges Annual factor	2.5%
Operating grants and Contributions Annual factor	1.0%
Other	
Cash investment returns	2.5%
Other income	2.5%
Rental income	1.0%
Airport dividend	Nil
Expenses	**Strategic**
Salaries and allowances	2.25%
Materials and contracts	3.5%
Other expenses	2.5%
Enhanced services levels	Additional $250k

3.2 Financial Results

In Scenario 3 the forecast underlying result is in deficit for six out of the ten years. The financial modelling suggests this Scenario is not financially sustainable due to the cumulative deficit which would require a review of service levels and infrastructure investment. The enhanced service levels of an increase of $250,000 per year is not financially sustainable.

3.3 Financial Statements

Scenario 3: Strategic – Income Statement

INCOME STATEMENT

For the period ended 30 June	2023 $'000	2024 $'000	2025 $'000	2026 $'000	2027 $'000	2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000
Revenue										
Rates & Annual Charges	68,994	71,233	73,540	75,916	78,364	80,885	83,481	86,156	88,910	91,747
User Fees and Charges	47,079	52,195	53,837	55,388	56,978	58,607	60,277	61,989	63,744	65,543
Interest & Investment Revenue	1,063	1,473	1,637	1,706	1,647	1,691	1,717	1,739	1,750	1,746
Other Revenues	4,351	4,459	4,571	4,685	4,802	4,922	5,046	5,172	5,301	5,433
Operating Grants and Contributions	12,761	12,328	12,752	12,879	13,008	13,138	13,269	13,402	13,536	13,671
Capital Grants and Contributions	19,573	7,319	7,393	7,467	7,541	7,617	7,693	7,770	7,847	7,926
Gain on Sale of assets	250	250	250	250	250	250	250	250	250	250
Other Income - Rental Income	3,098	3,129	3,160	3,192	3,224	3,256	3,289	3,322	3,355	3,388
Other Income - Fair Value increment	843	1,237	1,274	1,312	1,351	1,392	1,434	1,477	1,521	1,567
Total Revenue	**158,011**	**153,624**	**158,413**	**162,795**	**167,166**	**171,758**	**176,456**	**181,275**	**186,214**	**191,272**
Operating Expenses										
Employee Benefits & On-Costs	56,552	58,373	60,652	62,803	64,789	66,843	68,979	71,197	73,487	75,868
Borrowing Costs	1,713	1,757	1,653	1,562	1,611	1,525	1,436	1,382	1,296	1,219
Materials & Services	55,309	57,494	59,757	62,798	65,572	68,117	70,751	74,227	76,299	79,219
Depreciation & Amortisation	18,999	19,528	20,283	20,780	21,435	21,851	22,122	22,582	23,096	23,177
Other Expenses	4,586	4,752	4,865	5,032	5,152	5,277	5,402	5,545	5,688	5,834
Total Operating Expenses	**137,159**	**141,904**	**147,209**	**152,976**	**158,558**	**163,613**	**168,689**	**174,933**	**179,866**	**185,318**
Operating Surplus / (Deficit)	**20,852**	**11,720**	**11,204**	**9,820**	**8,608**	**8,146**	**7,766**	**6,342**	**6,349**	**5,954**
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	**20,852**	**11,720**	**11,204**	**9,820**	**8,608**	**8,146**	**7,766**	**6,342**	**6,349**	**5,954**
Net Operating Result before Capital Grants	**1,279**	**4,401**	**3,812**	**2,353**	**1,066**	**529**	**74**	**(1,427)**	**(1,498)**	**(1,972)**
Adjustments for Underlying Result										
Gain on Sale of assets	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
Investment property fair value increases & royalties	(2,688)	(3,128)	(3,212)	(3,299)	(3,388)	(3,479)	(3,573)	(3,670)	(3,769)	(3,871)
NAP Profit	1,061	(2,491)	(2,606)	(2,596)	(2,767)	(2,958)	(3,155)	(3,356)	(3,560)	(3,766)
Local election costs	-	-	-	700	-	-	-	750	-	-
Underlying result	**(598)**	**(1,468)**	**(2,257)**	**(3,092)**	**(5,338)**	**(6,158)**	**(6,904)**	**(7,953)**	**(9,077)**	**(9,858)**

Scenario 3: Strategic – Statement of Financial Position (Balance Sheet)

STATEMENT OF FINANCIAL POSITION

As at 30 June:	2023 $'000	2024 $'000	2025 $'000	2026 $'000	2027 $'000	2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	14,562	21,112	23,878	21,532	23,303	24,337	25,199	25,644	25,497	23,661
Investments	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247
Receivables	11,027	11,754	12,214	12,639	13,077	13,526	13,988	14,462	14,950	15,451
Inventories & Other	2,647	2,647	2,647	2,647	2,647	2,647	2,647	2,647	2,647	2,647
Total Current Assets	**65,483**	**72,760**	**75,985**	**74,065**	**76,274**	**77,757**	**79,081**	**80,001**	**80,341**	**79,006**
Non Current Assets										
Infrastructure, Property, Plant & Equipment	1,098,970	1,105,165	1,109,900	1,118,824	1,122,693	1,126,905	1,130,637	1,134,437	1,138,458	1,142,991
Right of Use Asset	2,031	1,776	993	3,405	3,185	2,428	2,071	1,850	1,093	3,504
Investments using Equity Method	431	431	431	431	431	431	431	431	431	431
Inventories & Other	7,427	8,437	9,457	10,487	11,528	12,579	13,641	14,713	15,796	16,889
Investment Properties	41,223	42,460	43,733	45,045	46,397	47,789	49,222	50,699	52,220	53,787
Intangibles	5,645	5,152	4,746	4,413	4,143	3,928	3,759	3,631	3,536	3,472
Total Non Current Assets	**1,155,726**	**1,163,420**	**1,169,260**	**1,182,605**	**1,188,378**	**1,194,060**	**1,199,761**	**1,205,761**	**1,211,534**	**1,221,075**
Total Assets	**1,221,209**	**1,236,180**	**1,245,246**	**1,256,671**	**1,264,652**	**1,271,816**	**1,278,841**	**1,285,761**	**1,291,874**	**1,300,081**
LIABILITIES										
Current Liabilities										
Trade & Other Payables	16,956	17,349	17,756	18,304	18,803	19,261	19,735	20,361	20,734	21,259
Lease liabilities	795	840	850	617	690	740	755	709	785	839
Borrowings	2,312	1,524	1,552	1,580	1,597	1,382	1,323	1,054	824	750
Provisions	16,624	17,146	17,008	17,306	17,742	18,212	18,285	19,331	20,081	19,762
Total Current Liabilities	**36,686**	**36,860**	**37,166**	**37,807**	**38,832**	**39,595**	**40,099**	**41,455**	**42,424**	**42,612**
Non Current Liabilities										
Trade & Other Payables	1,831	1,286	740	195	0	0	0	0	0	0
Lease liabilities	1,235	935	144	2,788	2,496	1,688	1,316	1,142	308	2,665
Borrowings	36,154	39,630	38,077	36,497	34,899	33,518	32,194	31,140	30,316	29,566
Provisions	1,294	1,741	2,185	2,632	3,063	3,509	3,959	4,410	4,862	5,320
Total Non Current Liabilities	**40,514**	**43,591**	**41,146**	**42,110**	**40,458**	**38,715**	**37,469**	**36,691**	**35,485**	**37,552**
Total Liabilities	**77,200**	**80,451**	**78,312**	**79,917**	**79,291**	**78,310**	**77,568**	**78,146**	**77,910**	**80,164**
Net Assets	**1,144,010**	**1,155,730**	**1,166,934**	**1,176,753**	**1,185,361**	**1,193,507**	**1,201,273**	**1,207,616**	**1,213,964**	**1,219,918**
EQUITY										
Accumulated Surplus	729,662	741,382	752,587	762,407	771,014	779,159	786,926	793,269	799,618	805,570
Asset Revaluation Reserves	414,346	414,346	414,346	414,346	414,346	414,346	414,346	414,346	414,346	414,346
Total Equity	**1,144,008**	**1,155,728**	**1,166,933**	**1,176,753**	**1,185,360**	**1,193,505**	**1,201,272**	**1,207,615**	**1,213,964**	**1,219,916**

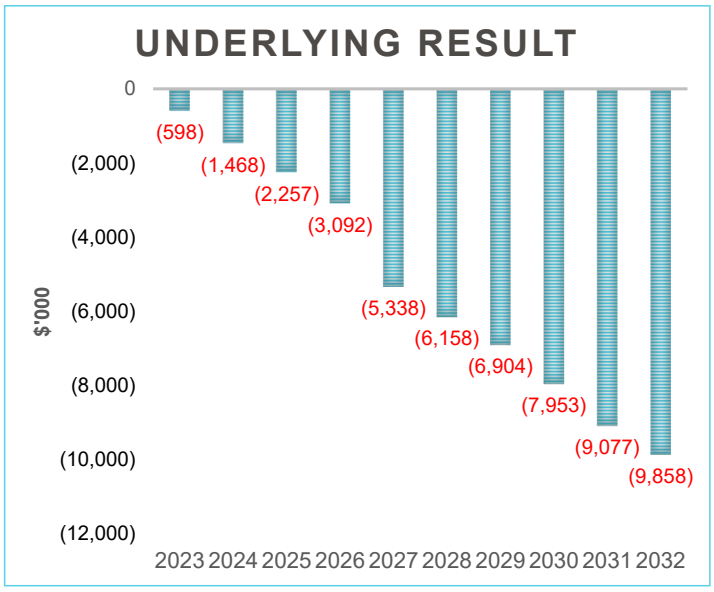
ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

Scenario 3: Strategic – Statement of Cash Flows

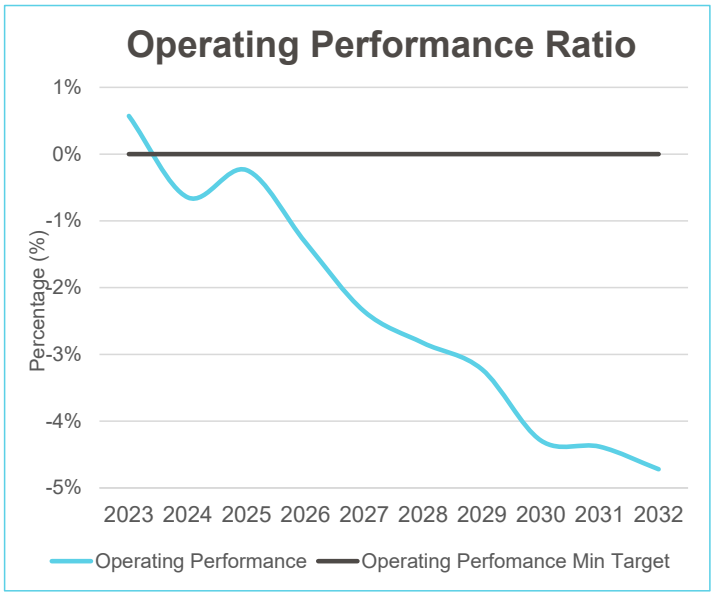
CASHFLOW STATEMENT

For the period ended 30 June	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Cash Flows from Operating Activities	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Receipts:										
Rates & Annual Charges	66,623	70,506	73,081	75,491	77,926	80,435	83,019	85,681	88,423	91,245
User Charges & Fees	47,079	52,195	53,837	55,388	56,978	58,607	60,277	61,989	63,744	65,543
Interest & Investment Revenue Received	1,063	1,473	1,637	1,706	1,647	1,691	1,717	1,739	1,750	1,746
Grants & Contributions	29,721	16,982	17,425	17,572	17,720	17,869	18,019	18,169	18,321	18,474
Other Income - Rental Income	3,098	3,129	3,160	3,192	3,224	3,256	3,289	3,322	3,355	3,388
Other	4,351	4,459	4,571	4,685	4,802	4,922	5,046	5,172	5,301	5,433
Payments:										
Employee Benefits & On-Costs	(57,259)	(59,342)	(60,958)	(63,547)	(65,657)	(67,759)	(69,503)	(72,693)	(74,690)	(76,007)
Materials & Contracts	(55,078)	(57,342)	(59,618)	(62,800)	(65,876)	(68,575)	(71,225)	(74,853)	(76,672)	(79,746)
Borrowing Costs	(1,713)	(1,757)	(1,653)	(1,562)	(1,611)	(1,525)	(1,436)	(1,382)	(1,296)	(1,219)
Other	(3,872)	(3,060)	(4,480)	(3,397)	(2,943)	(2,522)	(3,423)	(1,212)	(2,584)	(4,401)
Net Cash provided (or used in) Operating Activities	**34,012**	**27,243**	**27,001**	**26,727**	**26,210**	**26,400**	**25,780**	**25,932**	**25,652**	**24,457**
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	250	250	250	250	250	250	250	250	250	250
Payments:										
Purchase of Real Estate Assets	(1,000)	(1,010)	(1,020)	(1,030)	(1,041)	(1,051)	(1,062)	(1,072)	(1,083)	(1,094)
Purchase of Infrastructure, Property, Plant & Equipment	(30,977)	(21,412)	(20,672)	(25,447)	(20,991)	(21,804)	(21,493)	(22,076)	(22,676)	(23,294)
Purchase of Intangible Assets	(400)	(414)	(428)	(443)	(459)	(475)	(492)	(509)	(527)	(545)
Net Cash provided (or used in) Investing Activities	**(32,127)**	**(22,586)**	**(21,871)**	**(26,671)**	**(22,241)**	**(23,080)**	**(22,796)**	**(23,407)**	**(24,036)**	**(24,683)**
Cash Flows from Financing Activities										
New Borrowings		5,000								
Repayment of leases principal	(606)	(795)	(840)	(850)	(617)	(690)	(740)	(755)	(709)	(785)
Repayment of Borrowings & Advances	(3,147)	(2,312)	(1,524)	(1,552)	(1,580)	(1,597)	(1,382)	(1,323)	(1,054)	(824)
Net Cash Flow provided (used in) Financing Activities	**(3,753)**	**1,893**	**(2,365)**	**(2,402)**	**(2,198)**	**(2,287)**	**(2,122)**	**(2,079)**	**(1,763)**	**(1,609)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(1,868)**	**6,550**	**2,766**	**(2,346)**	**1,771**	**1,033**	**862**	**446**	**(147)**	**(1,835)**
plus: Cash - beginning of year	16,430	14,562	21,112	23,878	21,532	23,303	24,337	25,199	25,644	25,497
Cash - end of the year	**14,562**	**21,112**	**23,878**	**21,532**	**23,303**	**24,337**	**25,199**	**25,644**	**25,497**	**23,661**
plus: Investments - end of the year	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247	37,247
Total Cash & Investments - end of the year	**51,809**	**58,359**	**61,125**	**58,779**	**60,550**	**61,584**	**62,446**	**62,891**	**62,744**	**60,908**
Less restricted Cash (NAL)	(14,328)	(16,629)	(18,971)	(21,529)	(24,304)	(27,296)	(30,505)	(33,931)	(37,574)	(41,433)
Cash, Cash Equivalents & Investments - end of the year	**37,481**	**41,730**	**42,154**	**37,250**	**36,246**	**34,288**	**31,941**	**28,961**	**25,170**	**19,475**

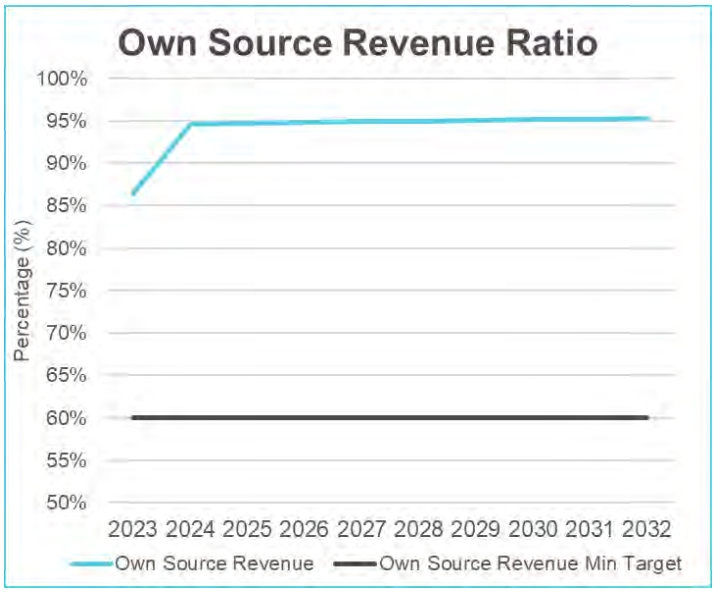
Scenario 3: Strategic Graph - Underlying Surplus



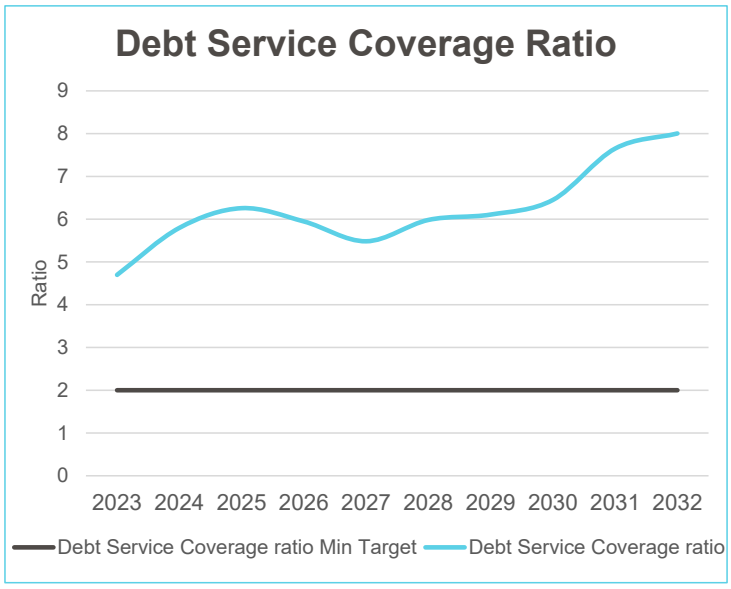
Scenario 3: Strategic Graph - Operating Performance Ratio



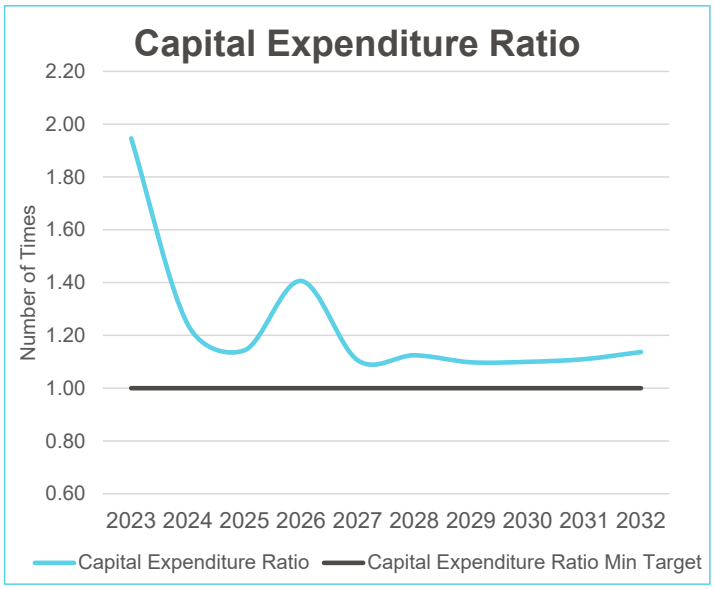
Scenario 3: Strategic Graph - Own Source Revenue Ratio



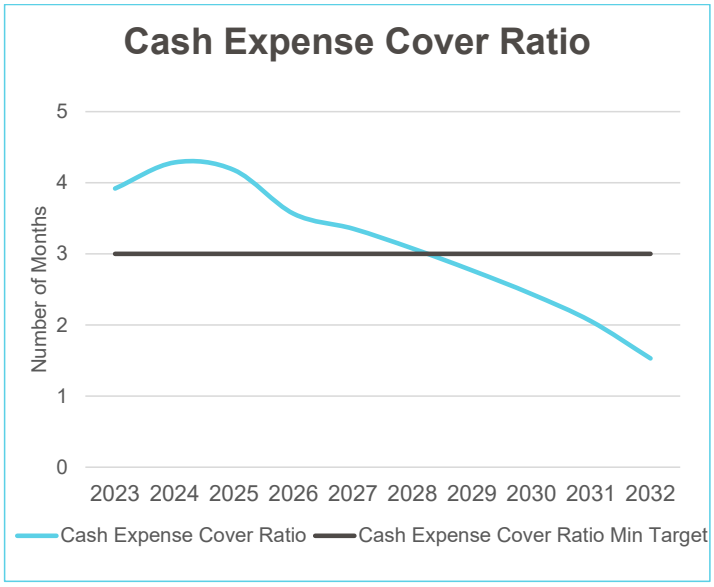
Scenario 3: Strategic Graph - Debt Service Coverage Ratio



Scenario 3: Strategic Graph - Capital Expenditure Ratio



Scenario 3: Strategic Graph - Cash Expense Cover Ratio



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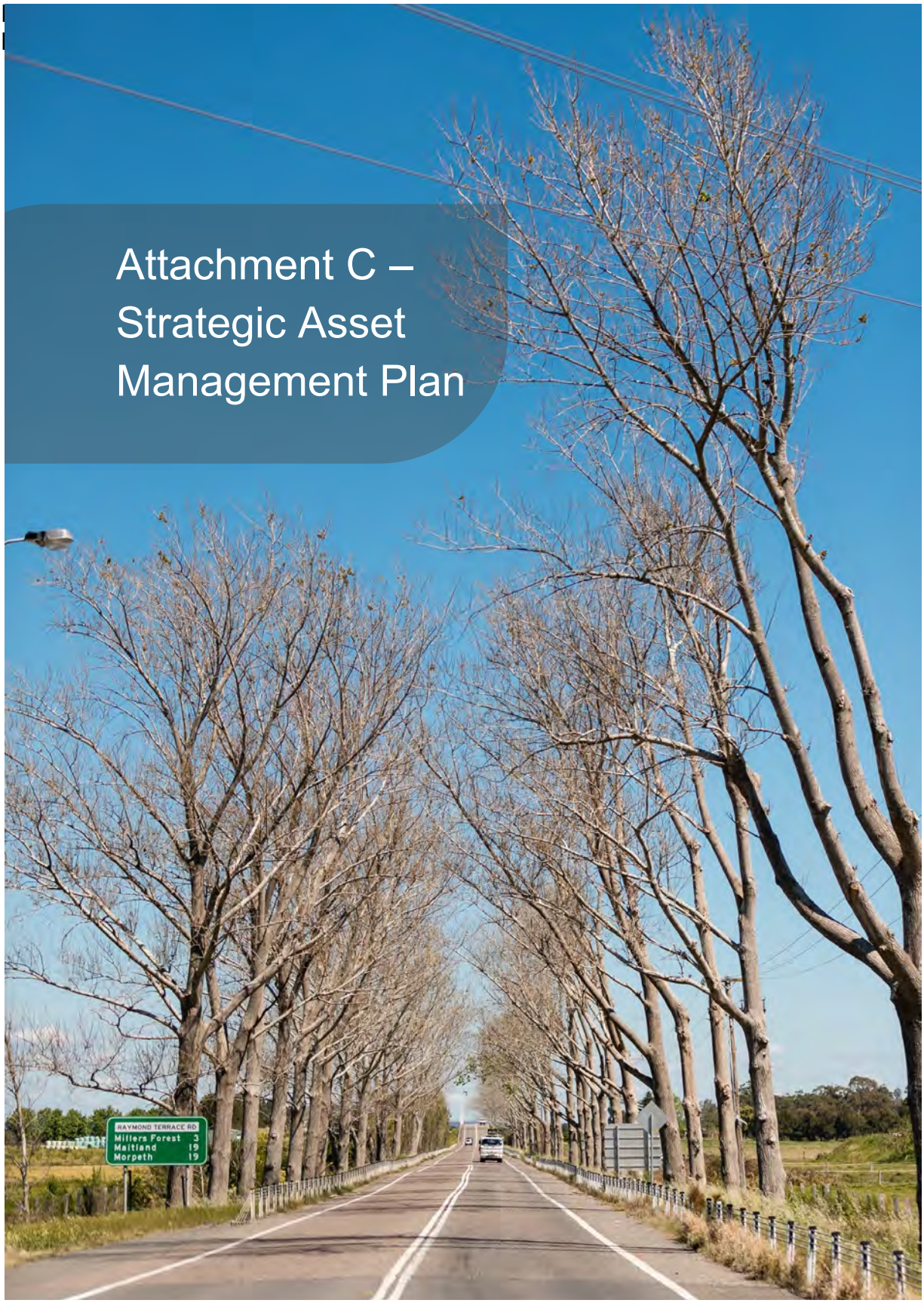
EDRMS container No.	PSC2021-00626	**RM8 record No.**	
Audience	General community		
Process owner	Financial Services Section Manager		
Author	Financial Services Section Manager		
Review timeframe	Annually	**Next review date**	2023
Adoption date			

Version History

Version	Date	Author	Details
1.0	21/1/2020	Financial Services Section Manager	First draft.
2.0	21/2/2020	Financial Services Section Manager	Final draft.
3.0	12/1/2021	Financial Services Section Manager	Minor amendments relating to dates applied.
4.0	14/04/2022	Financial Services Section Manager	Minor amendments relating to dates. Scenarios statements updated to reflect ongoing financial challenges faced by Council as result of COVID-19 Pandemic. Additional reserves, Financial Sustainability & Prosperity Reserve, Natural Disaster Reserve and Grants Co-Contribution Reserve.

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,



ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,

IP&R Framework

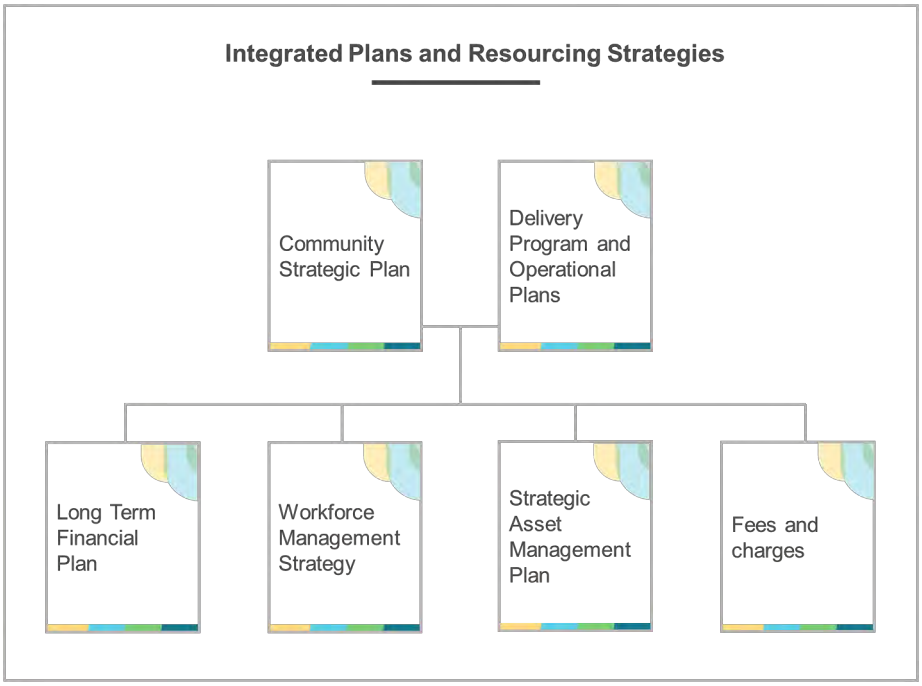
PORT STEPHENS COUNCIL

DRAFT

Strategic Asset Management Plan

2022 to 2032

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.



Port Stephens Council has prepared this plan on behalf of the Port Stephens community and would like to thank the residents, community groups, business and government representatives who provided input into the plan.

The Strategic Asset Management Plan has been prepared in accordance with Section 403 of the Local Government Act 1993.

Acknowledgement
We acknowledge the Worimi as the original Custodians and inhabitants of Port Stephens.

May we walk the road to tomorrow with mutual respect and admiration as we care for the beautiful land and waterways together.

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Abbreviations

ABS	Australian Bureau of Statistics
CIV	Capital Investment Value
CRC	Current Replacement Cost
Council	Port Stephens Council
CPI	Consumer Price Index
CRM	Customer Request Management system
CSP	Community Strategic Plan
DCP	Development Control Plan
EMS	Environmental Management System
EPA	Environment Protection Authority
GIS	Geographic Information Systems
ICT	Information and Communications Technology
IIMM	International Infrastructure Management Manual
IP&R	Integrated Planning and Reporting
IPART	Independent Pricing and Regulatory Tribunal
IPWEA	Institute of Public Works Engineering Australasia
IP&R	Integrated Planning and Reporting
LEP	Local Environment Plan
LGA	Local Government Area
LCC	Life Cycle Cost
LTFP	Long Term Financial Plan 2019-2029
NAMS	National Asset Management Strategy
NAPL	Newcastle Airport Partnership Limited
PSC	Port Stephens Council
PFAS	Per- and poly- fluoroalkyl substances
REFLECT	Council's workflow software program
REMPLAN	Economic and demographic data and analytic company
SAMP 8	Strategic Asset Management Plan 2018-2028
SAMP 9	Strategic Asset Management Plan 2019-2029
SAMP 10	Strategic Asset Management Plan 2020-2030
SAMP 11	Strategic Asset Management Plan 2021-2031
SAMP 12	Strategic Asset Management Plan 2022-2032
SES	State Emergency Service
SLA	Service Level Agreement
SRV	Special Rate Variation
TfNSW	Transport for NSW
VIC	Visitor Information Centre
WHS	Work Health and Safety
the Plus Plan	Capital Works Plus Plan
the Program	Capital Works 10 year Program

Introduction

Overview or What is SAMP?

Port Stephens Council has prepared this Strategic Asset Management Plan (SAMP) in accordance with the State Government's Integrated Planning and Reporting Framework requirements. The SAMP is part of the suite of asset management documents that sets out the framework and documents the sustainable management of current and future Council assets so that appropriate services are effectively delivered to the community now and for future demand.

Council is the custodian of infrastructure totalling $1,032 million of noncurrent assets[1] such as roads, footpaths, buildings, drainage, seawalls, surf clubs, jetties fleet, holiday parks, information technology and so on. These assets grouped in 4 major headings being:

- civil assets
- community and recreation assets
- commercial assets
- information communication and technology assets.

What is the purpose and relevance of SAMP?

The SAMP is part of the Resourcing Strategy documents listed under the State Government's Integrated Planning and Reporting Framework. The management of Council's assets is documented through the suite of asset management documents - Asset Management Policy, Strategic Asset Management Plan and Asset Management Plans.

Our asset custodian responsibility is set out in the Local Government Act 1993 Chapter 3. Section 8 of the Local Government Act 1993 guides to enable councils to carry out their functions in a way that facilitates local communities that are strong, healthy and prosperous.

The SAMP12 is used to achieve Council's community objectives documented in the Community Strategic Plan primarily under Focus Area – Our Place.

[1] Port Stephens Council Audited Financial Statements 2020-2021

Our Place - P2 Infrastructure and Facilities

Infrastructure and facilities are safe, convenient, reliable and environmentally sustainable.

Figure 2: Integrated Planning and Reporting Framework

Asset Management Policy

Council has an adopted Asset Management Policy (Appendix 1) which articulates the organisations' commitment to sound asset management. The Policy sets out the framework and clear direction for how assets are to be managed. This framework is in accordance with International Infrastructure Maintenance Manual (IIMM) which is considered global best practice in asset management. The main components of the framework are detailed in the Asset Management Maturity Section of this SAMP.

Strategic Asset Management Plan (SAMP)

The SAMP is the first step in translating the Policy into practice. Its purpose is to establish the structure for further detailed planning and improvements, processes and structures, which will support long term asset management well into the future. It incorporates:

- all the assets under Council's control
- the community's expectations of their asset provision and maintenance
- a plan for improving Council's asset management maturity

- adopt Asset Management policy Appendix 1
- Capital Works Program 2022-2032 (the Works Program) at Appendix 2
- Capital Works Plus Plan (the Plus Plan) at Appendix 3.

The previous versions of the SAMP included the individual Asset Management Plans (AMP) for each asset class which are now located on Council's website and shown in Appendix 4. The SAMP 12 is a summary of the information collated from the AMP.

Asset Management Plans (AMP)

The Asset Management Plan (AMP) details information for each of Council's asset classes in accordance with the documented framework in the Asset Management Policy. **(Table 1)**

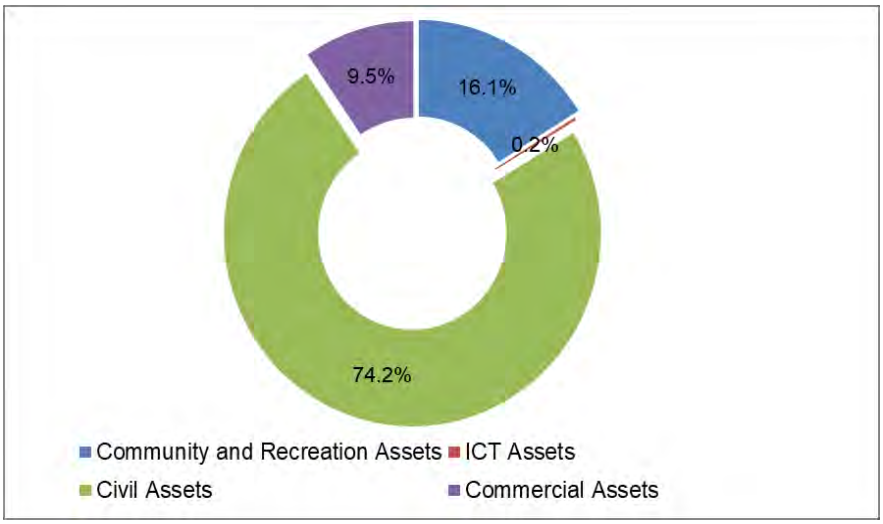
The asset accounting and modelling documented in the AMP is in accordance with the Australian Infrastructure Financial Management Guidelines and the IIMM which has been further expanded to include the recently introduced International Standards ISO 55,000.

State of our Assets

Table 1: Asset Categories and Classes

Asset Category	Asset Class	Asset
Civil	Ancillary Assets	Bus shelters, car parks, guardrails, heritage items, kerb and guttering, parking meters, retaining walls, signs and guideposts
	Bridges	Roads and Pedestrian
	Drainage	Pipes, pits, pump stations
	Fleet	Major, light, minor, passenger and sundry
	Pathways	Footpaths, shared paths, cycleways
	Roads	Local, regional, unsealed
	Transport Facilities	Public transport, commercial/industrial (freight), transport routes, tourism links
	Trees	Trees in road reserves, parks and property reserves.
	Waste Services	Buildings, weighbridges, waste landfills, boreholes
Community and Recreation	Aquatic Centres	Swimming pool/leisure centres
	Aquatic Structures	Wharves, boat ramps, sea walls, boardwalks
	Cemeteries	Operational and closed cemeteries
	Community Buildings	Multipurpose and single-use community buildings including child care centres
	Depots	
	Emergency Services	RFS stations, SES buildings
	Libraries	Library branches, mobile library vehicle, Tilligerry lounge
	Library Collection	Collection items including book stock and other resources
	Parks and Reserves	Parks, foreshores, bushland, wetlands, watercourses, cultural significance and community use
	Playgrounds	
	Public Amenities	Public toilets and showers

	Skate Parks	
	Sports Facilities	Sportsgrounds/fields, tennis courts, netball courts, amenity buildings, golf course, croquet courts
	Surf Lifesaving Facilities	Buildings and rescue equipment
Commercial	Administration Building	
	Investment Property Portfolio	
	Holiday Parks	
	Operational Lands	
	Visitor Information Centre	
Information Communication Technology	Cabling	
	Desktop Assets	Computers and laptops
	ICT Infrastructure	Servers, storage, network



Graph 1: Assets by category - Percentage of value - Current Replacement Cost (CRC)

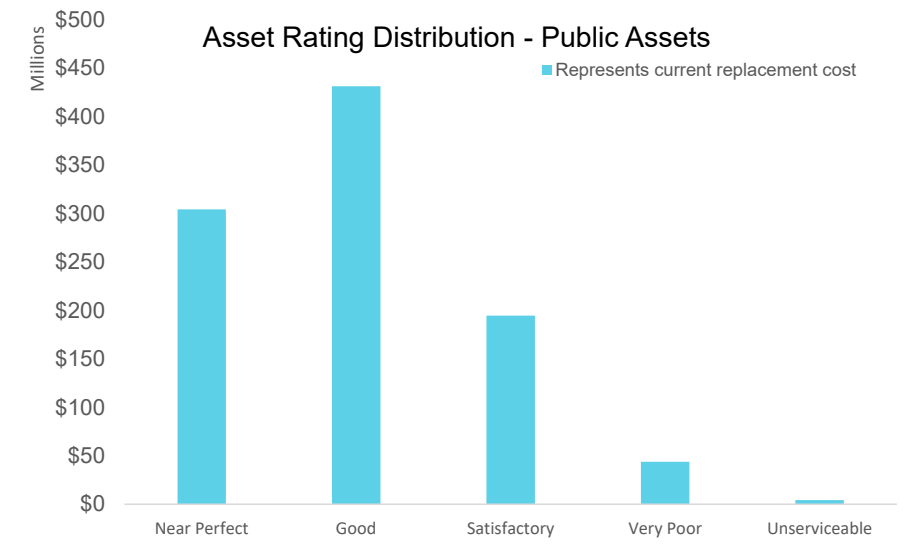
Condition of Assets

With many competing priorities across a Council, the asset management aim is to get the balance between having an asset that provides a satisfactory (or above) service to the community and an asset condition that is managed with financial and risk responsibility. Previous targets have aimed for a higher proportion of assets with condition ratings Near Perfect. Though to gain a Near Perfect asset condition is not financially responsible or possible in all cases.

Council's assets are rated in one of the following five asset condition-rating categories:

1. Near perfect
2. Good
3. Satisfactory
4. Very poor
5. Unserviceable

The data are graphically represented by plotting the summary of the asset's current replacement cost against each of the above condition rating categories. This information is compiled to provide a picture of Council's asset health against a conglomerated asset lifecycle. This in turn can be used to determine the level of asset management required for the sustainable administration of assets.



Graph 2: Assets Rating Distribution - Public Assets

The graph above shows the distribution of public assets skewed towards the Satisfactory (3) to Good (2) condition rating. The distribution skew in this graph is

highly influenced by the larger, more costly asset groups such as roads and drainage. Removing the road and drainage categories from this graph gives an appreciation of the remaining asset groups' condition.

It should be noted that:

- With the exception of playgrounds, all replacements have assumed a replacement of like for like and no upgrades were included as per the accounting standards. Playgrounds have included an upgrade to meet the current standards to mitigate Council's risks and legislative requirements.
- Assets that are still fit for purpose but have a low asset ranking have not been included in the infrastructure backlog.

Only costs to return the asset back to new condition have been used in the infrastructure backlog. Much earlier versions of the SAMP calculations assumed a full replacement. Previous figures inappropriately and materially increased the infrastructure backlog figure.

Graph 3: Asset Rating Distribution - excluding Roads and Drains

Removing roads and drainage from the above graph moves the distribution skew from Good (2) to Near Perfect (1). One reason for this healthy skew in both graphs is that the age of the asset infrastructure is still quite young compared to other councils and the amount of funds allocated towards maintaining existing assets.

Fit for future

The Independent Local Government Review Panel Report made recommendations to reform how local government operates so councils can sustainably manage their assets. Of the many recommendations, it was determined that councils should be assessed against a number of 'Fit for the Future criteria to determine their sustainability. The criteria that relate to effective infrastructure and service management include:

- Infrastructure Backlog Ratio of less than 2% average over three years or improving trends for this ratio.
- Asset Maintenance Ratio greater than 100%.

$$\text{Asset Maintenance Ratio} = \frac{\text{Actual Asset Maintenance}}{\text{Required Asset Maintenance}}$$

$$\text{Infrastructure Backlog Ratio} = \frac{\text{Estimated cost to bring an asset to a Satisfactory Condition Required Asset Maintenance}}{\text{Total Asset Value}}$$

It should be noted that asset maintenance in this context relates to the whole of life costs.

The 2021 audited figures have shown that the Infrastructure Backlog Ratio is 1.72% and Asset Maintenance Ratio is 97.09%.

Infrastructure gap and asset funding strategy

Despite Council's recent funding of our existing maintenance and renewal, there is still an infrastructure funding gap. To continue to reduce the infrastructure funding gap an asset funding strategy has been developed and is used in the Council's Long Term Financial Plan.

The asset funding strategy comprises three parts:

- asset funding strategy Intent
- sources of funds
- works programs
    - Capital Works Program
    - Capital Works Plus Plan

Council currently has an infrastructure backlog of just over $14.4 million (2020-2021). Over the last decade, Council has changed ways of funding the maintenance and renewal of existing assets to reduce this backlog. This change has and will continue to have an impact on the financial sustainability of the organisation and an increased ability to provide services to the community through assets.

Additional funding has resulted in earlier maintenance and renewal of assets than previously undertaken at Council. Early maintenance and renewal of an asset prevent the asset from deteriorating so much that it no longer provides the intended or an acceptable service to the community, or it becomes a hazard to the asset user and a risk to Council. Successfully maintaining an asset is a constant process.

Earlier maintenance and renewal is also a more cost-effective way to manage the asset over the life of the asset, thus reducing the future financial burden on the Council and on generations to come.

This change in focus has been achieved through:

- improving own funds at maturity through linking our financial and our asset position;
- shifting Council's capital works funds towards renewal instead of new assets
- increasing the amount of road reseals undertaken in any one year
- taking advantage of the State government initiatives such as the COVID stimulus packages
- borrowing money to renew assets to reduce asset lifecycle costs
- discussions with user groups and the community generally about asset services to closer align spending with expectations

- a better understanding of our assets' condition has been achieved with the centralisation of asset management through a previous organisation restructure
- improving internal Council efficiencies to free up funds for asset renewal through Council's Service Review program
- continuous improvement in the capital works and maintenance processes to drive efficiencies and reduce costs. This in turn resulted in savings made to return into the renewal of assets.

Though the rate of building cost is higher that rate of income/allowable funds. This is reducing Council's ability to maintain our infrastructure.

Aim of asset funding strategy

The aim of the asset funding strategy is to prioritise funds towards the renewal and maintenance of assets. This asset funding strategy is cognisant of the Council's duties and responsibilities outside of asset management and not all monies can be diverted to the funding of assets. There are also other documented policies, such as the Acquisition and Divestment of Land Policy that already allocate the sale of lands profits to other functions and services of Council.

Sources of Funds

The sources of funds included in the asset funding strategy are:

- sales of commercial or Council lands
- savings made from the commercial section of Council
- borrowings
- operational savings
- sustainability reviews savings
- government grants, in particular, recent COVID stimulus packages
- contributions from other organisations and committees
- continuing to shift funds in the Capital Works Program from new assets to renewal
- Section 7.11 contributions;
- Voluntary Planning Agreements (VPA) and Works In-Kind Agreements (WIKA).

These additional funds can be used as seed and matching monies to improve Council's position in gaining additional grants to further reduce Council’s infrastructure backlog. While the additional monies are not guaranteed, when funds are available they are to be prioritised towards the renewal and maintenance of existing assets.

Program of Works

Capital Works Program 2022-2032

Council's Capital Works Program 2022-2032 (the Works Program) continues to focus on asset rehabilitation rather than on newly built assets. The focus on asset renewal continues to reduce the organisation's infrastructure funding gap. The Works Program is in Appendix 2.

The Works Program is based on known funding sources.

The list of proposed works will increase with the introduction of any future grants, Sports Council or committee works that may be funded from external sources. Some grants do require matching funds, so if these grants become available the proposed Works Program may need to be adjusted to help fund these additional works.

The list of proposed projects does not include any works that have commenced or were postponed in the financial year 2020-2021 that may need to be carried over into the 2021-2022 financial year.

Capital Works Plus Plan

Council's Capital Works Plus Plan 2022-2032 (the Plus Plan) lists projects that will be undertaken, subject to the availability of funding. The Plus Plan is in Appendix 3.

When funds are realised and prioritised under the asset funding strategy, funds are allocated to the projects documented in the Plus Plan or to existing projects in future years that may be brought forward.

The Plus Plan includes:

- projects to reduce the infrastructure backlog
- major future projects to meet demand
- existing projects that require additional monies to further expand the scope of works.

It should be noted that the projects in the Plus Plan have not been scoped and the costs and timing are indicative only. Until such time that these projects are fully scoped, the estimate and the associated sources of funds have been assumed.

PSC2020 and COVID Stimulus Projects

Following the unsuccessful Special Rate Variation (SRV) application with a determination that Council has a positive financial status to proceed with some works, the elected body (Mayor and Councillors) adopted to progress a number of projects under the title of PSC2020. While the PSC2020 projects are less in value compared to the total SRV, the timeframe to deliver is substantially compressed.

It was initially thought that the PSC2020 will be a peak in capital works delivery that should return back to normal levels within the 12months. Though the COVID pandemic did result in a number of additional NSW Government stimulus packages becoming available increasing our capital works program. With successful grants already awarded and the potential for more to come, this growth in capital works is continuing for a number of years. Specialised projects delivered in a short time frame require particular skills with a mixture of contract and permanent staff.

Asset Risk Management

Council maintains a Risk Management Framework (RMF) that articulates how it ensures the comprehensive management of risks to support the delivery of the Community Strategic Plan. The RMF is informed by the Community Strategic, Operational and Delivery Plans and consists of the Risk Management Policy (RMP), Risk Appetite Statement (RAS) and Risk Management Strategy (RMS).

Asset risk management practices adopt the following core elements:

Figure 3: Asset Risk Management practices

Identified risks are then assessed using likelihood and consequence tables including a 5x5 matrix. Given the number of categories of risk and variety of assets for which Council is responsible, the risk assessment for Council's assets is detailed in each asset chapter. The following overarching risks are common across all asset classes.

Risk to Asset and Risk Controls

Table 2: Risk to Asset and Risk Controls

Risk class	Risk sub-class	Key risk management processes
Asset Management	Planning risk	The identification and management of this risk is supported by: • What do we do here for long-term planning • Community engagement / desire • Climate Change Adaptation Plan • Future needs/use planning
	Model risk	The identification and management of this risk is supported by: • Review accounting depreciation models: • Asset deterioration assessments and community service / use assessments. External professional review of asset models.
Asset Maintenance	Infrastructure failure risk	The identification and management of this risk is supported by: • Review community asset service level. • Identify asset maintenance needs by priority. • Asset Inspection Program. • Asset Works Program. • Review market options to shift risk. • Review funding risk exposures and determine asset risk strategy o *Accept risk* having understood implications, or o *Reduce risk* by obtaining required funding and action, or o *Avoid risk* by disposing or ceasing use of the asset. Document and monitor maintenance program for Council assets provided for lease or licence.
	Funding risk	The identification and management of this risk is supported by: • Identify asset maintenance needs by priority. • Identify confirmed asset maintenance budget. • Assess gap between prioritised maintenance needs and available budget. • Assess risk for any unfunded maintenance and determine asset risk strategy: Update Works Program to reflect determined asset risk strategy.
	Supplier risk	The identification and management of this risk is supported by: • Annual review of Service Level Agreement(s) – internal and external suppliers. • Service Level Agreement performance monitoring program (Works Program delivery – quality and timing).

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

Risk class	Risk sub-class	Key risk management processes
		Annual review of maintenance Works Program – agreed with suppliers and funded.
	Data risk	The identification and management of this risk is supported by: • Service Level Agreements with Asset Data Collection service providers. • Regular periodic Asset Data Collection inspections per Asset Inspection Program • Single asset data source – linked to corporate forward works planning, accounting and finance systems. Quality management systems established with suppliers to monitor service and be informed on asset status and/or needs.
Environment, Heritage, Culture		The identification and management of this risk is supported by: • Centralised environmental risk function. • Embedded environmental skills in asset program (construction and maintenance). • Environmental Management System (EMS) Incident management system
Compliance		The identification and management of this risk is supported by: • Recruitment and retention of staff with suitable qualifications. • Obligation management program – understand current and pending obligations and incorporate into operational practices. • Non-complying Assets Register – reviewed regularly and risk priority assessed. Audit program.
Safety – Customer / Community		The identification and management of this risk is supported by: • Works require Council approval through *Roads Act* application or *Works on Council Land* application. • Asset maintenance risk-based and incorporated into Works Program. • Safety practices applied in construction and maintenance programs. • Asset Inspection Program Incident management program

The risks to assets listed above are not exhaustive but provide an overview of the focus areas. Risks that are specific to each asset class are documented within the AMP.

Asset Best Practice Manuals and Guidelines

To complement Council's risk assessment, since SAMP7 Council adopts and implements Statewide Mutual's Best Practice manuals and guidance notes. These Best Practice documents state that it is Council's responsibility to undertake proactive inspections of asset conditions and undertake the necessary works to repair the defects within Council's resources. This in turn will maintain public safety and reduce Council's risk to litigation.

With the abolition of the non-feasance rule in the early 2000's, NSW Councils can no longer use the 'lack of having asset condition', or the excuse they 'didn't know' as a defence argument in a public liability legal claim. That is, Councils are responsible for proactively knowing and documenting the defect condition of Council's assets. Once a defect is found, Council is then required to undertake the maintenance, repairs or works (within Council's resources) on the asset in a prioritised manner within the organisation's resources. It should be noted that documenting the absence of asset defects through this assessment can also be used as evidence in a defence argument in a public liability legal claim.

The Statewide Mutual Best Practice manuals and guidance notes were previously adopted by Council for individual topics such as Roads, Cycleways, etc. As these were adopted as part of SAMP7, there was no longer a need to have these adopted as individual policies and hence these policies were revoked in December 2017.

This SAMP has adopted the following Statewide Mutual Best Practice manuals to be implemented in Council's assessment and management of assets:

- Bitumen and Asphalt Resurfacing
- Roads
- Playgrounds
- Signs as a Remote Supervision
- Trees and Tree Roots
- Footpaths
- Shared Paths
- BMX Tracks
- Skateboard Facilities
- Sporting Facilities
- Storm water Infrastructure.

The review of Council's existing practices against these manuals and guidance notes has occurred. An improvement plan was created, is being implemented and is continually being reviewed.

Critical assets

Assets are deemed critical if their impairment or failure would result in a detrimental effect on human safety or the services that enable social or economic transactions. Critical assets are inspected with a higher frequency and the risk appetite associated with their management is extremely low. Hence critical assets are maintained at a very high level and have an appropriate budget allocation. Individual critical assets are not identified in this SAMP, but they do include Council owned infrastructure such as bridges, large culverts, pump stations, some retaining walls and emergency evacuation centres. Council previously owned and managed a designated dam. Though in 2021 the Dam Safety Committee deregistered this dam as a high risk asset under their criteria.

Environmental sustainability

Council is committed to 'properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development as per the Local Government Act 1993 (The Act). The principles of ecologically sustainable development (ESD) are defined in The Act as the 'effective integration of economic and environmental considerations in decision-making processes.

Council is committed to effective implementation for the following principles of ESD as they relate to asset management decision making; the precautionary principle; intergenerational equity; conservation of biological diversity and ecological integrity; and improved valuation, pricing and incentive mechanisms.

Council's approach to environmental sustainability with an asset management context to date has focussed on achieving environmental and financial benefits through targeted energy and water efficiency projects at Council's largest energy and water consuming Council assets. This approach has been highly successful at delivering positive environmental and financial outcomes with minimal capital investment. These projects were implemented through Council's 10 year Capital Works Program and include lighting retrofits, HVAC upgrades, solar and gas hot water system installations, and building management systems amongst others. Low capital cost opportunities to invest in asset management projects that deliver environmental benefits remain, however, an ongoing environmental improvement program will likely involve greater investments of financial capital.

Council has developed an Environmental Management System (EMS), consistent with the most recent International Standard for EMSs (ISO 14001:2015). The EMS forms an integral component of Council's Integrated Risk Management Framework. ISO 14001:2015 builds upon the previous focus areas of legal compliance and prevention of pollution to provide clearer direction on resource efficiency, waste

management, climate change and degradation of ecosystems. Council's ongoing approach to asset management, from sustainable design through construction, to operation and ongoing maintenance, will be consistent with the EMS and with ISO 14001:2015; Council's Integrated Risk Management Policy, including Environmental Risks; and Council's Environment Policy.

In this SAMP the Environmental assets were not included in the review due to the complexity of analysing a natural resource in terms of asset management. Environmental assets will be included once the asset management industry has a reliable and consistent analysis method.

In 2019 external State Government Agencies have gained funding to examine how natural assets become part of the SAMP under the best practice guidelines. While natural assets can be reported on through other means, there is a desire for natural assets to be under the umbrella of the SAMP. Port Stephens Council are participating in this trial to make this work and have a consistent approach across the State. Though to date, there has not been an outcome that fits into the IIMM asset management framework.

PSC are adopting the circular economy to continually strive to reduce the environmental impacts of production and consumption, while supporting economic growth through more productive uses of natural resources. It effectively designs out waste by recovering materials that can be reused and mimics natures biological processes. The circular economy is a framework of three principles: **design out waste** and pollution, **keep products and materials in use** at their highest value for as long as possible and **regenerate natural systems**.

PSC would like to move away from the linear economy approach that takes a natural resource and creates a product that is eventually destined to become waste because of the way it has been designed and made. This process is often summarised by "**take, make, waste**".

By contrast, PSC would like to employ a reuse, sharing, repair, refurbishment, remanufacturing and recycling to create a closed-loop system, minimising the use of resource inputs and the creation of waste, pollution and carbon emissions to meet carbon neutrality by 2025.

Asset Management Maturity - knowledge capability gap analysis

This review provides a synopsis of Port Stephens Council's 'Capability' in undertaking asset management practices. Shortfalls incapability or the 'Capability Gaps', identified have been added to our asset management improvement program. Since 2011 this type of review has been labelled a 'maturity assessment'. This review was first conducted in 2008 and stimulated a number of changes that have progressed Asset Management in Port Stephens Council.

Capability Gap Analysis included staff undertaking an internal assessment using the Delphi method and the Capability Gap Matrix Tool for each asset category. The Capability Gap Matrix Tool assesses our ability to meet the requirements of the Asset Management Practice Elements and Asset Management Components. The Asset Management Practice Elements and Asset Management Components are described below:

Asset management practice elements

1. **Process and practices** used in the completion of lifecycle asset management activities.
2. **Information systems** required to support the process and practices, store and manipulate the data and knowledge.
3. **Data and knowledge** of the assets such as performance, accuracy and reliability of data.
4. **Commercial tactics** such as documented service level agreement to efficiently carry out works in the asset lifecycle.
5. **Organisational issues** document structure, roles and responsibilities relating to asset management.
6. **People issues** include such things as attitudes and skills involved in asset management.
7. **Asset management plans.**

Asset management components

1. Background Data
2. Planning
3. Creation/Acquisition
4. Financial/Risk Management
5. Operations and Maintenance

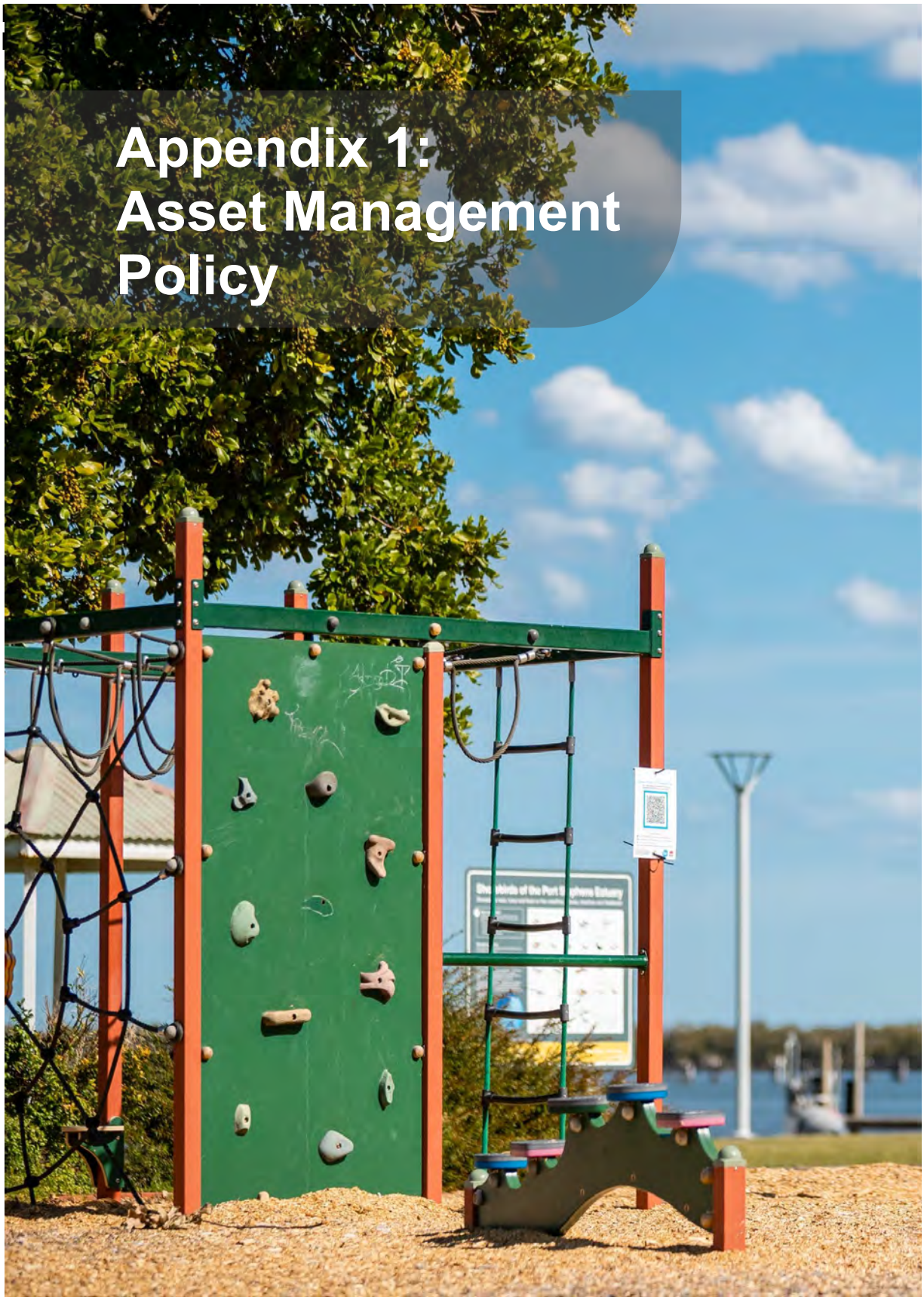
6. Condition and Performance Monitoring
7. Rehabilitation and Replacement
8. Consolidation/Rationalisation
9. Audit
10. Levels of Service and Sustainability Gap
11. Future Demand
12. Financial Management
13. Asset Management Practices
14. Plan Improvement, Monitoring and Reporting

Since the initial maturity assessments, Council has undergone a number of internal and external audits to review the organisations asset management maturity. The findings are positive, though there are always opportunities for improvements

Exclusions

Council does not provide utilities such as electricity, gas, telecommunication, water and sewerage services and hence these assets are not in the SAMP.

Newcastle Airport is partly owned by Newcastle City Council and is excluded from the SAMP. The Airport is its own legal entity and management of the asset is delegated to Newcastle Airport.



Appendix 1: Asset Management Policy

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,

Policy

PORT STEPHENS COUNCIL

FILE NO: PSC2005-3231

TITLE: ASSET MANAGEMENT POLICY

OWNER: ASSET SECTION MANAGER

1. PURPOSE:

1.1 The purpose of the policy is to articulate Port Stephens Council's commitment to sound asset management in an integrated, consistent, coordinated and financially sustainable manner.

1.2 The policy provides a clear direction by defining the key principles that underpin the management of assets.

2. CONTEXT/BACKGROUND:

2.1 Port Stephens Council is responsible for a large and diverse asset base. These assets include, but not limited to; parks, pools, wharves, jetties, foreshores, roads, bridges, footpaths, drains, library resources, childcare centres, community buildings, Rural Fire Service (RFS) and State Emergency Services (SES) emergency buildings, sporting facilities, fleet, transport infrastructure, land, commercial business assets and information communication technology-related assets. These assets are used to provide facilities and services to the community, visitors and persons undertaking business in our local government area.

2.2 The Local Government Act 1993, sections 8B(b) and 8B(c)(ii) 'Principles of Local Government' legislates Council's responsibility and the manner in which Council must conduct itself when providing services to the community. These principles include Council's asset management responsibility.

2.3 Essential Element 2.13 and 2.14 of the Local Government Guidelines sets out requirements for identification of critical assets, risk management strategies for these assets and specific actions.

2.4 Essential Element 2.12 of the Local Government Guidelines requires that The Asset Management Strategy must include an overarching council endorsed Asset Management Policy.

3. SCOPE:

3.1 To meet the 'Principles of Local Government', Council shall be the custodian of assets it has control of and manage them though their lifecycle. The

management of assets is documented in the Strategic Asset Management Plan and should ensure that issues addressed are prioritised in line with:

a. Organisational objectives.
b. Community's goals as detailed in the Community Strategic Plan.
c. As best as possible result in intergenerational equity.

3.2 The Strategic Asset Management Plan addresses Council's approach to asset lifecycle management processes such as:

a. background data
b. planning
c. creation/Acquisition/Augmentation Plan
d. financial/Risk Management Plan
e. operations and Maintenance Plan
f. condition and performance monitoring
g. rehabilitation/Renewal/Replacement Plan
h. consolidation/Rationalisation Plan
i. audit Plan/Review.

3.3 Key elements that drive the above asset lifecycle management processes include:

a. levels of service
b. future demand
c. lifecycle Management Plan
d. financial summary
e. asset Management Practices
f. plan improvement and monitoring.

3.4 Council will maintain and annually review the Strategic Asset Management Plan as required in Essential Element 2.18 of the Local Government Guidelines. Relevant staff and Councillors shall be trained in asset management.

4. DEFINITIONS:

4.1 An outline of the key definitions of terms included in the policy.

Asset	An item that has potential value to an organisation and is used to provide a service to community, customers or stakeholders.
Asset Lifecycle Management	The term used to describe the management of an asset through the stages of life from planning and creation to disposal.
Strategic Asset Management Plan	Plan that documents the assets activities and programs for each service area and resources applied to provide a defined level of service in the most cost effective way based on the services required.

Policy

PORT STEPHENS COUNCIL

5. STATEMENT:

5.1 Council is committed to undertake the management of assets in accordance with the scope of this policy.

6. RESPONSIBILITIES:

6.1 Asset Section Manager is responsible for the implementing, complying with, monitoring, evaluating, reviewing and providing advice on the policy.

6.2 Port Stephens Council asset owners including Asset Section Manager, Business Systems Support Section Manager, Community Services Section Manager, Emergency Management Coordinator and Property Services Section Manager are responsible for implementing the policy.

7. RELATED DOCUMENTS:

7.1 Local Government Act 1993 and Guidelines.
7.2 Strategic Asset Management Strategy.
7.3 Asset Management Guidelines.

CONTROLLED DOCUMENT INFORMATION:

This is a controlled document. Hardcopies of this document may not be the latest version. Before using this document, check it is the latest version; refer to Council's website: www.portstephens.nsw.gov.au .			
EDRMS container No.	PSC2005-3231	**EDRMS record No.**	22/75009
Audience	Mayor and Councillors, Council Staff and Community		
Process owner	Asset Section Manager		
Author	Asset Section Manager		
Review timeframe	3 years	**Next review date**	February 2025
Adoption date	20 December 2011		

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,

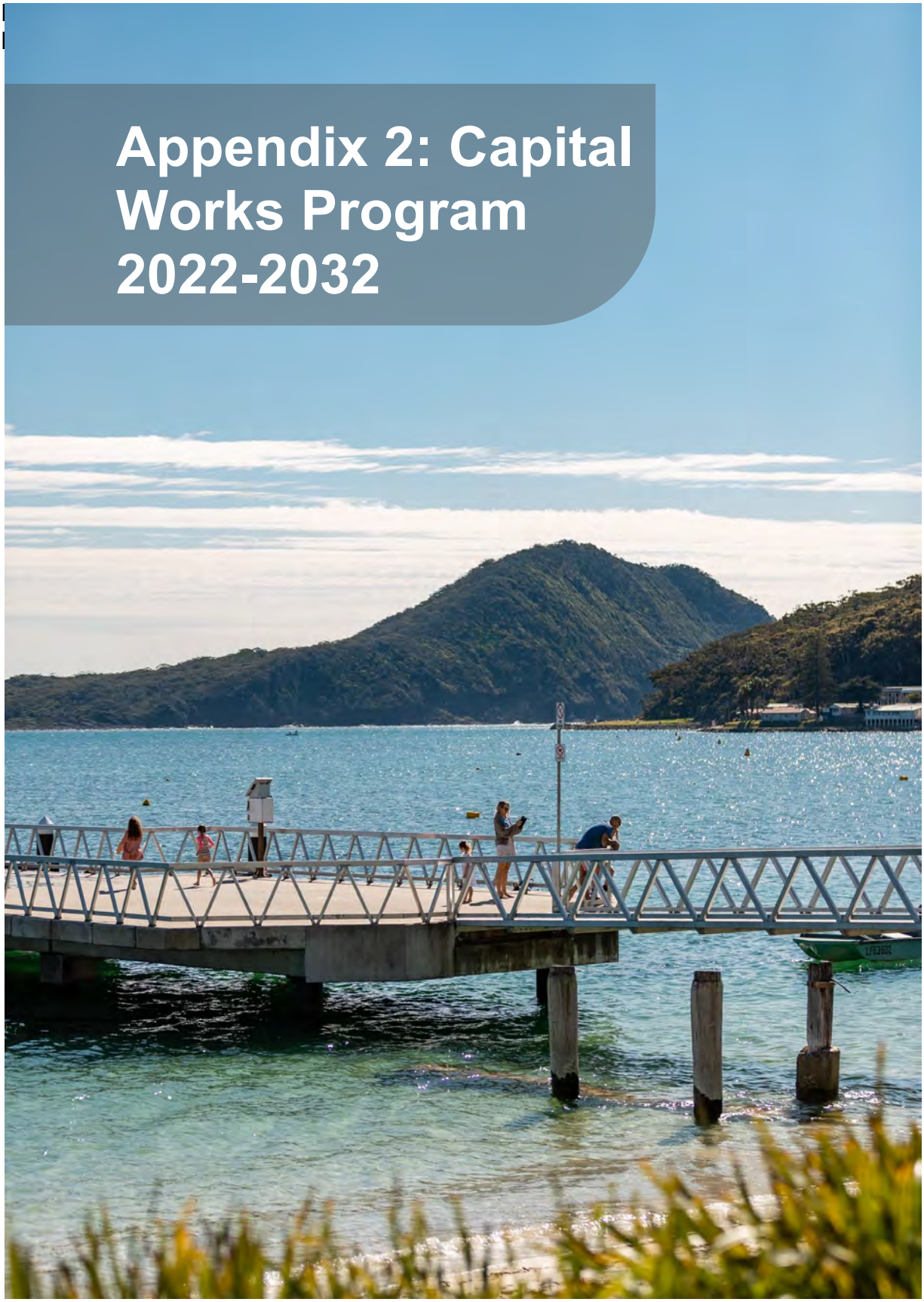
Policy

PORT STEPHENS COUNCIL

VERSION HISTORY:

Version	Date	Author	Details	Minute No.
1	20 Dec 2011	Group Manager Facilities and Services	Adoption	459
2	8 Mar 2011	Group Manager Facilities and Services	Minor Amendments	064
3	12 Dec 2017	Asset Section Manager	Align to new Council Policy format and inclusion in IPWEA "must haves" as an asset management policy.	323
4	11 Feb 2020	Assets Section Manager	Updated to new Corporate Policy Template and minor grammatical formatting. 2.1 Addition of Rural Fire Services and State Emergency Services.	016
5	8 Feb 2022	Assets Section Manager	Updated to new Corporate Policy Template. Reviewed by Author.	017

Appendix 2: Capital Works Program 2022-2032



ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

Capital Works Program 2022-2032

Year	Asset Category	Project Description	Estimate
2022/2023	Administration/ Property Assets	Property - Administration Building - Refurbishment Program – Stage 5	$250,000
2022/2023	Aquatic Centres	Aquatic Centre Assets - Tilligerry Aquatic Centre - Replace heat pumps	$80,000
2022/2023	Aquatic Centres	Aquatic Centre Assets - Tomaree Aquatic Centre - Replace heat pumps	$250,000
2022/2023	Aquatic Centres	Aquatic Centre Assets - Lakeside Leisure Centre - Playground and Shade Sail replacement	$160,000
2022/2023	Community Building	Community Building Assets - Fern Bay Community Centre - Fire Indicator Panel upgrades	$15,000
2022/2023	Community Building	Community Building Assets - Medowie Childcare Centre - Shade Shelter replacement	$40,000
2022/2023	Drainage Assets	Seabreeze Estate Drainage: Drainage improvement works in the Seabreeze Estate catchment and Dowling Street Area.	$850,000
2022/2023	Drainage Assets	John Parade, Lemon Tree Passage: Demolition of dwelling on Council owned land and earthwork / landscaping.	$100,000
2022/2023	Drainage Assets	Sturgeon Street, Raymond Terrace: Drainage improvement works in vicinity of Sturgeon St.	$150,000
2022/2023	Drainage Assets	LGA wide: Rehabilitation of KIP`s Various	$50,000
2022/2023	Drainage Assets	LGA wide: Future designs, planning and easements	$50,000
2022/2023	Fleet Assets	Fleet Replacement	$2,000,000
2022/2023	Holiday Parks	Holiday Parks Capital Improvements	$3,000,000
2022/2023	ICT Assets	ICT Capital Improvements	$1,500,000
2022/2023	Library Assets	Library Resource Agreement	$250,000
2022/2023	Library Assets	Library Assets - Tomaree Library - Fire Indicator Panel upgrades	$60,000

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC AS MANAGEMENT PLAN 2022 TO 2032.

Year	Asset Category	Project Description	Estimate
2022/2023	Parks and Reserves	Parks and Reserves Assets - Conroy Park - BBQ replacement	$20,000
2022/2023	Parks and Reserves	Parks and Reserves Assets - Henderson Park - Irrigation Upgrade	$10,000
2022/2023	Pavement Assets	Pavement Rehabilitation - Ferodale Rd - SEG 100 - Medowie Road - roundabout to Peppertree Road, Medowie	$189,000
2022/2023	Pavement Assets	Pavement Reconstruction - Avenue of the Allies- Tanilba Bay. Widening, drainage, K&G Poilus Pde to King Albert Ave STAGE 1	$1,480,527
2022/2023	Pavement Assets	Pavement Rehabilitation - Clarence Town Road - Road Widening & Alignment Correction - Mooghin Rd to Dixon St	$1,864,021
2022/2023	Pavement Assets	Pavement Rehabilitation - Clarence Town Road - Wattle Creek Bridge to Langlands Rd	$1,203,439
2022/2023	Pavement Assets	Pavement Rehabilitation. Kindlebark Drive SEG 10 - Medowie From Ferodale Road to Rosewood Drive	$118,860
2022/2023	Pavement Assets	Road Pavement network survey	$180,000
2022/2023	Pavement Assets	Traffic Committee road safety project	$60,000
2022/2023	Pavement Assets	Gravel Roads minor gravel road improvement program	$50,000
2022/2023	Pavement Assets	Pavement Rehabilitation. Lavis Lane, Williamtown. No.30 to end.	$600,000
2022/2023	Pavement Assets	Pavement Rehabilitation. 59 Soldiers Point Road retaining wall	$100,000
2022/2023	Pavement Assets	Pavement Rehabilitation Italia Road, Balickera 427 to 465 Italia Road. Seg 120.	$550,000
2022/2023	Pavement Assets	Pavement Rehabilitation. Regional Roads Repair Medowie Road seg 350 - Kindlebark Dr to Federation Dr	$492,280
2022/2023	Pavement Assets	Tarean Road - Road alignment survey, Karuah.	$50,000

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Year	Asset Category	Project Description	Estimate
2022/2023	Pavement Assets	Pavement Rehabilitation - Seaham Road - Intersection upgrade with Hinton Road, Nelsons Plains.	$959,574
2022/2023	Pavement Assets	Project Design and Investigation	$260,000
2022/2023	Pavement Assets	Marsh Road floodgates	$20,000
2022/2023	Pavement Assets	Stockton St large vision works - Smart Parking Infrastructure Program. Project investigation and design	$50,000
2022/2023	Pavement Assets	Pavement Rehabilitation Sturgeon Street, Raymond Terrace	$110,000
2022/2023	Pavement Reseals	Pavement Reseal	$1,805,000
2022/2023	Playgrounds	Playground Assets - Centennial Park - Replacements	$80,000
2022/2023	Playgrounds	Playground Assets - Memorial Park - Relocation to Aliceton Reserve	$150,000
2022/2023	Property Buildings	Property buildings capital improvements.	$1,000,000
2022/2023	Public Amenities	Public Amenities Assets - Memorial Park Amenities - Relocation to Aliceton Reserve	$180,000
2022/2023	Public Amenities	Public Amenities Assets - Fingal Bay North Amenities - Amenities Replacement	$250,000
2022/2023	Public Amenities	Public Amenities Assets - Victoria Pde Amenities - Renovation	$15,000
2022/2023	Sports Facilities	Sports Assets - King Park - Replace vehicle barriers and fencing	$100,000
2022/2023	Sports Facilities	Sports Assets - Salamander Sports Complex - Playing surface renovation	$230,000
2022/2023	Sports Facilities	Sports Assets - Brandon Park - Facility Upgrades	$831,100
2022/2023	Sports Facilities	Sports Assets - Yulong Oval - Amenities Replacement	$1,299,980
2022/2023	Waste	Salamander Transfer Station - New amenities building	$98,000
2023/2024	Administration/ Property Assets	Property - Administration Building - Refurbishment Program – Stage 6	$250,000

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Year	Asset Category	Project Description	Estimate
2023/2024	Aquatic Centres	Aquatic Centre Assets - Lakeside Leisure Centre - 50m Pool regrout and grid mesh	$140,000
2023/2024	Aquatic Centres	Aquatic Centre Assets - Tilligerry Aquatic Centre - Replace filter media	$30,000
2023/2024	Aquatic Centres	Aquatic Centre Assets - Tilligerry Aquatic Centre - Solar Controller replacement	$43,000
2023/2024	Aquatic Centres	Aquatic Centre Assets - Tomaree Aquatic Centre - DE Socks	$55,000
2023/2024	Cemeteries	Cemetery Assets - Anna Bay Lawn Cemetery - Replace irrigation pump enclosure	$15,000
2023/2024	Community Building	Community Building Assets - Raymond Terrace Early Education Centre - Replace switchboard	$15,000
2023/2024	Community Building	Community Building Assets - Seaham School of Arts - Upgrade driveway, disabled access and renovation	$60,000
2023/2024	Drainage Assets	LGA wide: Rehabilitation of KIP`s Various	$50,000
2023/2024	Drainage Assets	LGA wide: Future designs, planning and easements	$50,000
2023/2024	Fleet Assets	Fleet Replacement	$2,708,406
2023/2024	Holiday Parks	Fingal Bay – General Cabin Refurb	$115,000
2023/2024	Holiday Parks	Fingal Bay – Convert Holiday sites / camping	$1,000,000
2023/2024	Holiday Parks	Fingal Bay – Electrical Upgrade / Audit	$50,000
2023/2024	Holiday Parks	Fingal Bay – Water Mains / Sewer	$200,000
2023/2024	Holiday Parks	Halifax – Fire Hydrant Works	$100,000
2023/2024	Holiday Parks	Halifax – Air Conditioning	$15,000

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

Year	Asset Category	Project Description	Estimate
2023/2024	Holiday Parks	Halifax – Remediate Sites	$40,000
2023/2024	Holiday Parks	Halifax – Relocate grounds maintenance shed	$60,000
2023/2024	Holiday Parks	Shoal Bay – Fire Hydrant Works	$100,000
2023/2024	Holiday Parks	Shoal Bay – General Cabin Refurbishment	$56,000
2023/2024	Holiday Parks	Shoal Bay – Air Conditioning	$15,000
2023/2024	Holiday Parks	Thou Walla – General Cabin Refurbishment	$100,000
2023/2024	Holiday Parks	Koala Sanctuary – General room refurbishment	$450,000
2023/2024	ICT Assets	Desktop Infrastructure (PCs and Laptops) Rollover	$170,000
2023/2024	ICT Assets	Server and Storage Infrastructure Replacement	$120,000
2023/2024	ICT Assets	Structured Cabling Replacement	$40,000
2023/2024	ICT Assets	Telephony System	$30,000
2023/2024	Library Assets	Library Resource Agreement	$250,000
2023/2024	Parks and Reserves	Parks and Reserves Assets - Fingal Bay Foreshore Reserve - Park Furniture replacements	$45,000
2023/2024	Parks and Reserves	Parks and Reserves Assets - Fisherman's Bay Reserve - Park Furniture installations	$42,000
2023/2024	Parks and Reserves	Parks and Reserves Assets - Little Beach - Irrigation Upgrade	$50,000
2023/2024	Pavement Assets	Pavement Reconstruction - Avenue of the Allies- Tanilba Bay. Widening, drainage, K&G Poilus Pde to King Albert Ave STAGE 2	$1,053,527
2023/2024	Pavement Assets	Project Design and Investigation	$245,000
2023/2024	Pavement Assets	Carpark Construction - Worimi Park, Stockton St, Nelson Bay	$850,000

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Year	Asset Category	Project Description	Estimate
2023/2024	Pavement Assets	"Pavement Rehabilitation. Regional Roads Repair The Bucketts Way seg 20. From No.125 to 215 The Bucketts Way"	$557,000
2023/2024	Pavement Assets	Pavement Reconstruction - Sturgeon Street Seg 90, Glenelg to Jacaranda inc Jacaranda intersection, Raymond Terrace	$425,000
2023/2024	Pavement Reseals	Pavement Reseal	$1,600,000
2023/2024	Playgrounds	Playground Assets - Elkin Ave Reserve- Replacement	$80,000
2023/2024	Playgrounds	Playground Assets - Korora Oval - Replacement	$80,000
2023/2024	Public Amenities	Public Amenities Assets - Salt Ash Amenities - Replacement	$120,000
2023/2024	Public Amenities	Public Amenities Assets - Henderson Park - Replacement	$60,000
2023/2024	Public Facilities	Public Amenities Assets - Neil Carroll Park - Replacement	$180,000
2023/2024	Waste	Salamander Transfer Station - Upgrade of fire hydrant system	$285,000
2024/2025	Administration/ Property Assets	Property - Administration Building - Refurbishment Program – Stage 7	$250,000
2024/2025	Aquatic Centres	Aquatic Centre Assets - Lakeside Leisure Centre - Leisure Pool heat pump replacement	$93,000
2024/2025	Aquatic Centres	Aquatic Centre Assets - Tomaree Aquatic Centre - Amenities upgrade	$200,000
2024/2025	Drainage Assets	Boyd Boulevard, Medowie: Upgrade the drainage system from Boyd Boulevard to the north via 42 Boyd Boulevard	$300,000
2024/2025	Drainage Assets	Kula Rd, Medowie: Upgrade to localised table drain system near 4 Kula Road	$70,000
2024/2025	Drainage Assets	LGA wide: Rehabilitation of KIPs Various	$50,000
2024/2025	Drainage Assets	LGA wide: Future designs, planning and easements	$50,000
2024/2025	Fleet Assets	Fleet Replacement	$2,199,263

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Year	Asset Category	Project Description	Estimate
2024/2025	Holiday Parks	Fingal Bay – General Cabin Refurb	$115,000
2024/2025	Holiday Parks	Fingal Bay – Electrical Upgrade / Audit	$50,000
2024/2025	Holiday Parks	Fingal Bay – Water Mains / Sewer	$200,000
2024/2025	Holiday Parks	Halifax – New amenities / recreation centre	$1,000,000
2024/2025	Holiday Parks	Halifax – Fire Hydrant Works	$100,000
2024/2025	Holiday Parks	Halifax – Air Conditioning	$15,000
2024/2025	Holiday Parks	Halifax – Remediate Sites	$40,000
2024/2025	Holiday Parks	Halifax – Relocate grounds maintenance shed	$60,000
2024/2025	Holiday Parks	Shoal Bay – Fire Hydrant Works	$100,000
2024/2025	Holiday Parks	Shoal Bay – General Cabin Refurbishment	$56,000
2024/2025	Holiday Parks	Shoal Bay – Air Conditioning	$15,000
2024/2025	Holiday Parks	Thou Walla – General Cabin Refurbishment	$100,000
2024/2025	Holiday Parks	Koala Sanctuary – General room refurbishment	$450,000
2024/2025	ICT Assets	Desktop Infrastructure (PCs and Laptops) Rollover	$450,000
2024/2025	ICT Assets	Server and Storage Infrastructure Replacement	$500,000
2024/2025	ICT Assets	Structured Cabling Replacement	$40,000
2024/2025	ICT Assets	Telephony System	$150,000
2024/2025	Library Assets	Library Resource Agreement	$250,000

Year	Asset Category	Project Description	Estimate
2024/2025	Library Assets	Library Assets - Tomaree Library - AC replacement - Stage 1	$200,000
2024/2025	Pavement Assets	Pavement Rehabilitation - Duns Creek Road- SEG 50 – Duns Creek. Forest Road to 291 Duns Creek Road.	$805,000
2024/2025	Pavement Assets	Project Design and Investigation	$260,000
2024/2025	Pavement Assets	Pavement Reconstruction - Mustons Road, Karuah - Road widening and shared path construction - Franklin Street to Boronia Road	$905,527
2024/2025	Pavement Assets	Pavement Rehabilitation - The Bucketts Way - seg 70. plus culvert widening 4.7km Nth Pacific Highway north 250m towards boundary	$273,000
2024/2025	Pavement Assets	Road Rehabilitation Tarean Road, Karuah. 210 to 264 Tarean Road, Karuah. Seg 60 - 70.	$600,000
2024/2025	Pavement Assets	Traffic Committee road safety project	$160,000
2024/2025	Pavement Reseals	Pavement Reseal	$1,600,000
2024/2025	Public Amenities	Public Amenities Assets – Conroy Park Amenities- Replacement	$180,000
2024/2025	Public Amenities	Public Amenities Assets – Tanilba Park Amenities - Replacement	$145,000
2024/2025	Public Amenities	Public Amenities Assets - Shoal Bay East - Replacement	$140,000
2024/2025	Sports Facilities	Sports Assets - Shoal Bay Tennis - Fencing replacement	$42,000
2025/2026	Administration/ Property Assets	Property - Administration Building - Refurbishment Program – Stage 8	$250,000
2025/2026	Aquatic Centres	Aquatic Centre Assets - Lakeside Leisure Centre - Leisure Pool regrout, expansion joints, balance tank membrane and filter media	$125,000
2025/2026	Aquatic Centres	Aquatic Centre Assets - Tomaree Aquatic Centre - Windbrake replacements	$125,000

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Year	Asset Category	Project Description	Estimate
2025/2026	Community Building	Community Building Assets - Karuah Centre - Remove external asbestos and repaint	$50,000
2025/2026	Drainage Assets	Coolabah Road, Medowie: Construct a swale and lower the pathway between 15 & 17 Coolabah Road.	$430,000
2025/2026	Drainage Assets	Enterprise Drive, Tomago: Construction of a new drainage system from Enterprise Drive to the detention basin located within No 15 Enterprise Drive and augmentation to the existing detention basin	$500,000
2025/2026	Drainage Assets	Stanley Street, LTP: Upgrading the drainage system near No 9 Stanley Street	$350,000
2025/2026	Drainage Assets	LGA wide: Rehabilitation of KIPs Various	$50,000
2025/2026	Drainage Assets	LGA Wide: Future designs, planning and easements Tomaree, Tilligerry and Raymond Terrace	$50,000
2025/2026	Fleet Assets	Fleet Replacement	$1,327,472
2025/2026	Holiday Parks	Fingal Bay – General Cabin Refurb	$115,000
2025/2026	Holiday Parks	Fingal Bay – Electrical Upgrade / Audit	$50,000
2025/2026	Holiday Parks	Fingal Bay – Water Mains / Sewer	$200,000
2025/2026	Holiday Parks	Halifax – Fire Hydrant Works	$100,000
2025/2026	Holiday Parks	Halifax – Air Conditioning	$15,000
2025/2026	Holiday Parks	Halifax – Remediate Sites	$40,000
2025/2026	Holiday Parks	Halifax – Relocate grounds maintenance shed	$60,000
2025/2026	Holiday Parks	Shoal Bay – Fire Hydrant Works	$100,000

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Year	Asset Category	Project Description	Estimate
2025/2026	Holiday Parks	Shoal Bay – General Cabin Refurbishment	$56,000
2025/2026	Holiday Parks	Shoal Bay – Air Conditioning	$15,000
2025/2026	Holiday Parks	Thou Walla – General Cabin Refurbishment	$1,000,000
2025/2026	Holiday Parks	Koala Sanctuary – General room refurbishment	$450,000
2025/2026	ICT Assets	Desktop Infrastructure (PCs and Laptops) Rollover	$170,000
2025/2026	ICT Assets	Server and Storage Infrastructure Replacement	$550,000
2025/2026	ICT Assets	Structured Cabling Replacement	$40,000
2025/2026	ICT Assets	Telephony System	$30,000
2025/2026	Libraries	Library Assets - Tomaree Library - AC replacement - Stage 2	$200,000
2025/2026	Library Assets	Library Resource Agreement	$250,000
2025/2026	Parks and Reserves	Parks and Reserves Assets - Taylors Beach Foreshore Reserve - Park Furniture replacements	$40,000
2025/2026	Pavement Assets	Pavement Reconstruction - Rigney Street- Shoal Bay. Reconstruction from Fingal Street to Messines Street	$1,055,527
2025/2026	Pavement Assets	Project Design and Investigation	$260,000
2025/2026	Pavement Assets	"Pavement Rehabilitation. Paterson Road, Woodville- seg 70. No 895 to Iona Lane"	$600,000
2025/2026	Pavement Assets	Traffic Committee road safety project	$140,000
2025/2026	Pavement Assets	"Pavement Rehabilitation. Regional Roads Repair Medowie Road seg 200 and 220 - 529 Medowie Road to Blueberry Road"	$496,500
2025/2026	Pavement Reseals	Pavement Reseal	$1,600,000
2025/2026	Playgrounds	Playground Assets - Bob Cairns Reserve - Replacement	$125,000
2025/2026	Playgrounds	Playground Assets - Taylors Beach Foreshore Reserve – Replacement	$150,000

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Year	Asset Category	Project Description	Estimate
2025/2026	Public Amenities	Public Amenities Assets - One Mile Beach - Replacement	$180,000
2025/2026	Sports Facilities	Sports Assets - Fingal Bay Oval - Irrigation Controller upgrades	$5,000
2026/2027	Administratio n/ Property Assets	Property - Administration Building - Refurbishment Program – Stage 9	$250,000
2026/2027	Aquatic Centres	Aquatic Centre Assets - Lakeside Leisure Centre - Filter media replacement	$45,000
2026/2027	Aquatic Centres	Aquatic Centre Assets - Tilligerry Aquatic Centre - Children's play feature replacements	$135,000
2026/2027	Aquatic Structures	Aquatic Structure Assets - Karuah Wharf - Handrail and decking replacements	$40,000
2026/2027	Aquatic Structures	Aquatic Structure Assets - Salamander Wharf - Handrail and decking replacements	$40,000
2026/2027	Community Building	Community Building Assets - LTP Old School Centre - Amenities upgrade	$200,000
2026/2027	Drainage Assets	Waratah Ave, Soldiers Point: Upgrading the drainage system and constructing of a new drainage channel	$400,000
2026/2027	Drainage Assets	Kingston Pde, Raymond Terrace: Upgrading the drainage system from Kingston Pde to the floodplain via 5 Kingston Pde	$400,000
2026/2027	Drainage Assets	Rigney St, Shoal Bay - Construct a new drainage system and kerb and guttering in front from 55 Rigney Street to Fingal Street	$320,000
2026/2027	Drainage Assets	LGA wide: Rehabilitation of KIPs Various	$50,000
2026/2027	Drainage Assets	LGA wide: Future designs, planning and easements	$50,000
2026/2027	Fleet Assets	Fleet Replacement	$2,030,651
2026/2027	Parks and Reserves	Parks & Reserves Assets - Fly Point - Park furniture replacement	$40,000
2026/2027	Parks and Reserves	Parks & Reserves Assets - Nelson Bay Foreshore - Irrigation upgrade and Park furniture replacement	$65,000

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Year	Asset Category	Project Description	Estimate
2026/2027	Pavement Assets	Pavement Rehabilitation - Swan Bay Road - SEG 50 - 214 Swan Bay Road to 250 Swan Bay Road, Swan Bay	$200,000
2026/2027	Pavement Assets	Pavement Reconstruction. Tuna Crescent and Market Street, Fingal Bay	$725,000
2026/2027	Pavement Assets	Pavement Rehabilitation. Tomaree Road - Verona Road to Messines Street, Shoal Bay inc path construction	$870,527
2026/2027	Pavement Assets	Pavement Rehabilitation. Lemon Tree Passage Road seg 440. Blanch St to Industrial Cr	$473,000
2026/2027	Pavement Assets	Project Design and Investigation	$260,000
2026/2027	Pavement Reseals	Pavement Reseal	$1,600,000
2026/2027	Playgrounds	Playground Assets - Angophora Reserve - Replacement	$80,000
2026/2027	Playgrounds	Playground Assets – Boronia Gardens - Replacement	$80,000
2026/2027	Playgrounds	Playground Assets – Seaham Park - Replacement	$150,000
2026/2027	Sports Facilities	Sports Assets - Williamtown Park - Fencing and amenities upgrades	$125,000
2027/2028	Administration/ Property Assets	Property - Administration Building - Refurbishment Program – Stage 10	$250,000
2027/2028	Aquatic Centres	Aquatic Centre Assets - Tomaree Aquatic Centre - DE Socks	$50,000
2027/2028	Aquatic Centres	Aquatic Centre Assets - Tomaree Aquatic Centre - Program Pool Liner	$75,000
2027/2028	Community Building	Community Building Assets - Karuah Hall - Upgrade amenities and finish sewer connection	$220,000
2027/2028	Drainage Assets	Kent Gardens, Soldiers Point: Upgrading the existing drainage system	$200,000
2027/2028	Drainage Assets	Kindlebark Drive, Medowie: Upgrade pit and pipe capacities and lower the footpath for an overland flow path	$100,000

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Year	Asset Category	Project Description	Estimate
2027/2028	Drainage Assets	Brocklesby Road, Medowie: Upgrade drainage system down to Medowie Road	$200,000
2027/2028	Drainage Assets	President Wilson Walk, Tanilba Bay: Upgrading the drainage system from LTP road to Golf Course via President Wilson Walk	$300,000
2027/2028	Drainage Assets	Morpeth Road, Wallalong: Improvement to the existing detention basin outlet under High Street	$400,000
2027/2028	Drainage Assets	LGA wide: Rehabilitation of KIPs Various	$50,000
2027/2028	Drainage Assets	LGA wide: Future designs, planning and easements	$50,000
2027/2028	Fleet Assets	Fleet Replacement	$1,740,485
2027/2028	Parks and Reserve	Parks and Reserve Assets - Mungarra Reserve - Boardwalk upgrades	$150,000
2027/2028	Pavement Assets	Pavement Rehabilitation - Paterson Road - SEG 50 - 765 Paterson Road to 831 Paterson Road, Woodville	$375,000
2027/2028	Pavement Assets	Pavement Reconstruction - Sunset Blvd- Soldiers Point Ridgeway Ave to Brown Ave - Widening and K&G	$1,083,027
2027/2028	Pavement Assets	Project Design and Investigation	$260,000
2027/2028	Pavement Assets	Pavement Rehabilitation - Regional Roads	$500,000
2027/2028	Pavement Assets	Pavement Rehabilitation - Elizabeth Ave - SEG 20 - Raymond Terrace	$130,000
2027/2028	Pavement Assets	Shared path construction - Sandy Point Road. Foreshore Drive to Worimi Drive, Salamander Bay.	$355,000
2027/2028	Pavement Reseals	Pavement Reseal	$1,600,000
2027/2028	Playgrounds	Playground Assets - Kindlebark Oval - Replacement	$80,000
2027/2028	Playgrounds	Playground Assets - Garden Place Reserve - Replacement	$80,000
2027/2028	Playgrounds	Playground Assets – Longworth Park - Replacement	$150,000
2027/2028	Public Amenities	Public Amenities Assets - Fingal Bay Foreshore Amenities - Replacement	$150,000

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Year	Asset Category	Project Description	Estimate
2027/2028	Sports Facilities	Sports Assets - Tomaree Sports Complex - Netball BBQ Shelter replacement	$45,000
2028/2029	Administration/ Property Assets	Property - Administration Building - Refurbishment Program – Stage 11	$250,000
2028/2029	Aquatic Centres	Aquatic Centre Assets - Lakeside Leisure Centre - Wind brake replacement	$160,000
2028/2029	Community Building	Community Building Assets - Soldiers Point Hall - Renovation	$100,000
2028/2029	Drainage Assets	Abundance Road, Medowie: Construction of a new drainage system from Abundance Road to Campvale Drain	$600,000
2028/2029	Drainage Assets	Pennington Rd, Raymond Terrace: Upgrading the pit capacity and construct overland flowpath	$300,000
2028/2029	Drainage Assets	Sunset Boulevard, Soldiers Point: Construction of a new drainage system along the Street	$400,000
2028/2029	Drainage Assets	LGA wide: Future designs, planning and easements	$50,000
2028/2029	Drainage Assets	LGA wide: Rehabilitation of KIP`s Various	$50,000
2028/2029	Fleet Assets	Fleet Replacement	$3,145,837
2028/2029	Parks and Reserve	Parks & Reserves Assets - Boomerang Park - Irrigation upgrades	$55,000
2028/2029	Pavement Assets	Pavement Rehabilitation - Fairlands Road - SEG 20 – Medowie - From 5 Fairlands Road to 30 Fairlands Road	$1,665,527
2028/2029	Pavement Assets	Pavement Rehabilitation - Elizabeth Ave - Lemon Tree Passage. No 18 to John Parade.	$130,000
2028/2029	Pavement Assets	Project Design and Investigation	$260,000
2028/2029	Pavement Assets	Pavement Rehabilitation - Regional Roads	$500,000
2028/2029	Pavement Reseals	Pavement Reseal	$1,600,000
2028/2029	Playgrounds	Playground Assets - Creighton Drive Reserve - Replacement	$80,000

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Year	Asset Category	Project Description	Estimate
2028/2029	Playgrounds	Playground Assets - Dunmore Ave Reserve - Replacement	$80,000
2028/2029	Playgrounds	Playground Assets – Gula Reserve - Replacement	$80,000
2028/2029	Public Amenities	Public Amenities Assets - Tanilba Park Amenities - Replacement	$150,000
2028/2029	Public Amenities	Public Amenities Assets - Tomago Amenities - Replacement	$150,000
2028/2029	Sports Facilities	Sports Assets - Korora Oval - Irrigation upgrades	$45,000
2028/2029	Sports Facilities	Sports Assets - Salamander Sports Complex - Irrigation upgrades	$65,000
2028/2029	Sports Facilities	Sports Assets - Nelson Bay Tennis - Switchboard replacement	$5,000
2028/2029	Sports Facilities	Sports Assets - Tomaree Sports Complex - Bocce fence replacement	$15,000
2028/2029	Sports Facilities	Sports Assets - Tomaree Sports Complex - Irrigation Controller upgrades	$15,000
2029/2030	Administration/ Property Assets	Property - Administration Building - Refurbishment Program – Stage 12	$250,000
2029/2030	Aquatic Centres	Aquatic Centre Assets - Lakeside Leisure Centre - Renovation	$40,000
2029/2030	Aquatic Centres	Aquatic Centre Assets - Tilligerry Aquatic Centre - Renovation	$40,000
2029/2030	Aquatic Centres	Aquatic Centre Assets - Tomaree Aquatic Centre - Renovation	$40,000
2029/2030	Drainage Assets	Soldier Point Road, Soldiers Point: Upgrading the trunk drainage system at the intersection of Fleet St and Soldiers Point Rd	$300,000
2029/2030	Drainage Assets	Tanilba Road, Mallabula: Construct kerb and guttering and install pipe drainage system along Tanilba Road. Outlet via Alfred Lane	$300,000
2029/2030	Drainage Assets	Elizabeth Street, Raymond Terrace Construction of a new drainage system from Elizabeth Street to Phillip Street via Charles Street	$550,000
2029/2030	Drainage Assets	LGA wide: Rehabilitation of KIPs Various	$50,000

Year	Asset Category	Project Description	Estimate
2029/2030	Drainage Assets	LGA wide: Future designs, planning and easements	$50,000
2029/2030	Fleet Assets	Fleet Replacement	$1,026,858
2029/2030	Library Assets	Library Resource Agreement	$250,000
2029/2030	Parks and Reserve	Parks & Reserves Assets - Apex Park - Irrigation upgrades	$25,000
2029/2030	Parks and Reserve	Parks & Reserves Assets - Riverside Park - Park furniture replacement	$95,000
2029/2030	Pavement Assets	Pavement Rehabilitation - Tomaree Road - Verona Road to Messines Street, Shoal Bay inc path construction	$660,000
2029/2030	Pavement Assets	Pavement Rehabilitation - Tumut Street - SEG 10 - Raymond Terrace	$90,000
2029/2030	Pavement Assets	Pavement Rehabilitation - Mount Hall Rd - SEG 30 - 24 Mount Hall Rd to 44 Mount Hall Road, Raymond Terrace	$300,527
2029/2030	Pavement Assets	Pavement Rehabilitation - Marsh Road - SEG 20 - Bobs Farm From Nelson Bay Road north 400m	$195,000
2029/2030	Pavement Assets	Pavement Rehabilitation - Benjamin Lee Drive - SEG 50 - Raymond Terrace From 83 Benjamin Lee Drive to 92 Benjamin Lee Drive	$180,000
2029/2030	Pavement Assets	Project Design and Investigation	$260,000
2029/2030	Pavement Assets	Pavement Rehabilitation - Regional Roads	$400,000
2029/2030	Pavement Assets	Traffic Committee road safety project	$150,000
2029/2030	Pavement Assets	Pavement Rehabilitation - Waropara Rd - SEG 40 - 12 Waropara Rd to Kula Road, Medowie	$125,000
2029/2030	Pavement Assets	Pavement Rehabilitation - Cherry Tree Close - SEG 10 & 20 - Medowie	$145,000
2029/2030	Pavement Reseals	Pavement Reseal	$1,600,000
2029/2030	Playgrounds	Playground Assets - Kittyhawk Park - Replacement	$80,000
2029/2030	Playgrounds	Playground Assets – Dutchmans Beach - Replacement	$80,000

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Year	Asset Category	Project Description	Estimate
2029/2030	Playgrounds	Playground Assets – Feeney Park - Replacement	$150,000
2029/2030	Public Amenities	Public Amenities Assets – Pearson Park Amenities – Replacement	$180,000
2029/2030	Public Amenities	Public Amenities Assets - Henderson Park Amenities - Replacement	$180,000
2029/2030	Sports Facilities	Sports Assets - Bill Strong Oval - Irrigation upgrades	$50,000
2029/2030	Sports Facilities	Sports Assets - Tomaree Sports Complex - Matchfield Irrigation pump	$40,000
2030/2031	Administration/ Property Assets	Property - Administration Building - Refurbishment Program – Stage 13	$250,000
2030/2031	Community Building	Community Building Assets - Hinton School of Arts - Renovation	$40,000
2030/2031	Drainage Assets	Tregenna St, Raymond Terrace: Upgrading the drainage system at the intersection of Tregenna St and Adelaide St	$650,000
2030/2031	Drainage Assets	Hart Ave, Mallabulla: Extend existing dish drain downstream along the southern side of Hart Ave to the existing culvert under Bay St	$300,000
2030/2031	Drainage Assets	Cookes Parade. LTP: Construction of a secondary drainage outlet from Cookes Pde reserve to the boat ramp.	$100,000
2030/2031	Drainage Assets	LGA wide: Rehabilitation of KIPs Various	$50,000
2030/2031	Drainage Assets	LGA wide: Future designs, planning and easements	$50,000
2030/2031	Fleet Assets	Fleet Replacement	$2,030,651
2030/2031	Parks and Reserve	Parks & Reserves Assets - Park Infrastructure replacements	$150,000
2030/2031	Pavement Assets	Pavement Rehabilitation - Diemars Road - SEG 30 - Soldiers Point Road west 250m, Salamander Bay	$250,000
2030/2031	Pavement Assets	Pavement Rehabilitation - Wade Cl - SEG 10 & 20 - Medowie	$75,000
2030/2031	Pavement Assets	Pavement Rehabilitation - Swan Bay Road - SEG 60 - 250 Swan Bay Road to 299 Swan Bay Road, Swan Bay	$260,000

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Year	Asset Category	Project Description	Estimate
2030/2031	Pavement Assets	Pavement Reconstruction - Wychewood Ave- Mallabula. widening and K&G from Strathmore Rd to Eagle Lane,	$830,527
2030/2031	Pavement Assets	Pavement Rehabilitation - Oyster Cove Road - SEG 50 - Oyster Cove From 139 Oyster Cove Rd to 139 Oyster Cove Rd	$135,000
2030/2031	Pavement Assets	Pavement Rehabilitation - Oyster Cove Rd - SEG 10 - Oyster Cove From Lemon Tree Passage Rd to 1 Oyster Cove Rd	$175,000
2030/2031	Pavement Assets	Project Design and Investigation	$250,000
2030/2031	Pavement Assets	Pavement Rehabilitation - Regional Roads	$400,000
2030/2031	Pavement Assets	Pavement Rehabilitation Rookes Road - Salt Ash	$500,000
2030/2031	Pavement Assets	Traffic Committee road safety project	$150,000
2030/2031	Pavement Reseals	Pavement Reseal	$1,600,000
2030/2031	Playgrounds	Playground Assets - Bowthorne Park - Replacement	$80,000
2030/2031	Playgrounds	Playground Assets - Fingal Bay Foreshore - Replacement	$150,000
2030/2031	Playgrounds	Playground Assets - Medowie Park - Replacement	$80,000
2030/2031	Playgrounds	Playground Assets - Nelson Bay Foreshore - Replacement	$250,000
2030/2031	Public Amenities	Public Amenities Assets - Henderson Park Amenities - Replacement	$150,000
2030/2031	Sports Facilities	Sports Assets - Jack Johnson Trotting Club - Renovation	$100,000
2031/2032	Drainage Assets	Nelson Bay Road, Anna Bay: Widening of Fern Tree Drain (600m) - subcatchment 2, 3, 10 near Nelson Bay road.	$800,000

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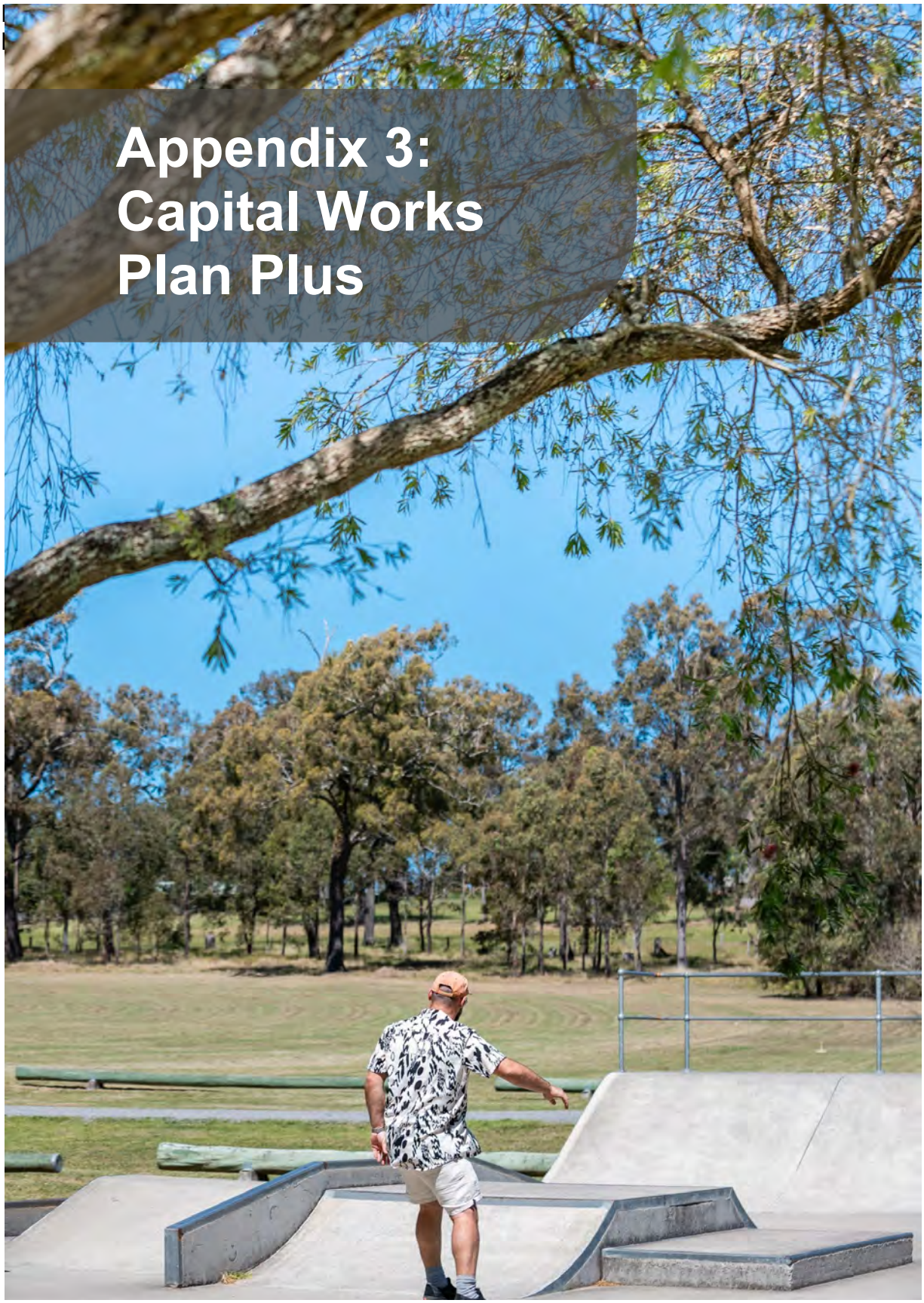
Year	Asset Category	Project Description	Estimate
2031/2032	Drainage Assets	Soldier Point Road, Soldiers Point: Pit upgrading and overflow pipe drainage system along Soldiers Point Road (from 211 Soldiers Point Road to Council's reserve between 225 & 227 Soldiers Point road)	$250,000
2031/2032	Drainage Assets	Adelaide Street, Raymond Terrace: Upgrading the drainage system along Adelaide Street between Kio-Ora Street and Coonanbarra Street	$300,000
2031/2032	Drainage Assets	LGA wide: Rehabilitation of KIPs Various	$50,000
2031/2032	Drainage Assets	LGA wide: Future designs, planning and easements	$50,000
2031/2032	Fleet Assets	Fleet Replacement	$2,550,000
2031/2032	Pavement Assets	Pavement Rehabilitation. Morton Street - SEG 10 - Raymond Terrace Cambridge Avenue to Watt Street	$130,000
2031/2032	Pavement Assets	Kent Gardens- Soldiers Point, Widening inc K&G	$1,203,728
2031/2032	Pavement Assets	Project Design and Investigation	$290,000
2031/2032	Pavement Assets	Pavement Rehabilitation. Regional Roads	$500,000
2031/2032	Pavement Assets	Traffic Committee road safety project	$140,000
2031/2032	Pavement Assets	Pavement Rehabilitation. Dawson Road - Holwell Circuit to Woodlands Place- Raymond Terrace	$186,000
2031/2032	Pavement Assets	Pavement Rehabilitation. Taylors Beach Road - SEG 40 - Taylors Beach. Port Stephens Drive to 450m West,	$213,000
2031/2032	Pavement Assets	Pavement Rehabilitation. Tea Tree Drive - SEG 20 - Medowie No.4 to No.32 Tea Tree Drive.	$106,000
2031/2032	Pavement Assets	Pavement Reseal	$1,600,000
2031/2032	Aquatic Centres	Aquatic Centre Assets - Pool Blanket Replacement	$250,000

Year	Asset Category	Project Description	Estimate
2031/2032	Playgrounds	Playground Assets - Hartree Park - Replacement	$150,000
2031/2032	Playgrounds	Playground Assets - Conroy Park – Replacement	$150,000
2031/2032	Public Amenities	Public Amenities Assets - Riverside Park Amenities - Replacement	$200,000
2031/2032	Administration/ Property Assets	Property - Administration Building - Refurbishment Program – Stage 14	$250,000
2031/2032	Sports Facilities	Sports Assets - Korora Oval - Field Lighting Replacement	$250,000

Appendix 3: Capital Works Plan Plus



Appendix 3: Capital Works Plan Plus

Asset Category	Project Description	Estimate
Ancillary Assets	Bus Shelters – Lemon Tree Passage Road at Blanch Street Lemon Tree Passage	$20,000
Ancillary Assets	Bus Shelters- Nelson Bay Road at Steel Street, Williamtown	$20,000
Ancillary Assets	Bus Shelters- Elizabeth Avenue at Bareena Street, Raymond Terrace	$20,000
Ancillary Assets	Bus Shelters- Rees James Road Near SES, Raymond Terrace	$20,000
Ancillary Assets	Bus Shelters- Fitzroy Street at Campbell Avenue, AB; Admiralty Drive at Caswell Crescent ,Tanilba Bay	$40,000
Ancillary Assets	Bus Shelters- Tarean Road at Golf course, Karuah; Donald Street Nelson Bay	$40,000
Ancillary Assets	Bus Shelters - Fern Bay relocate, replace, upgrade or remove 11 existing bus shelters and provide pedestrian refuge on Nelson Bay Road for access	$515,000
Ancillary Assets	Retaining Walls - Government Rd and Frost Rd	$140,000
Ancillary Assets	Bus Shelters - L.T.P RD at Blanch St LTP	$20,000
Ancillary Assets	Retaining Walls - Maintenance and Myan Cl - Study	$140,000
Ancillary Assets	Guardrail- Anna Bay - Port Stephens Dr Sth Holiday park west side	$30,000
Ancillary Assets	Retaining Walls - Myan Cl - Stage 1	$610,000
Ancillary Assets	Bridges - Revetment Replacement Program	$100,000
Ancillary Assets	Retaining Walls - Myan Cl - Stage 2	$510,000
Ancillary Assets	Bus Shelters- Elizabeth Ave at Bareena Street, Raymond Terrace	$20,000

Asset Category	Project Description	Estimate
Ancillary Assets	Guardrail- Shoal Bay - Cnr Marine Dr and Tomaree Rd.	$40,000
Ancillary Assets	Guardrail- Shoal Bay -Cnr Government Rd and Marine Dr	$30,000
Ancillary Assets	Guardrail- Medowie - Ferodale Road at Campvale Drain crossing	$30,000
Ancillary Assets	Guardrail- Newline Rd	$50,000
Ancillary Assets	Guardrail- Fullerton Cove - Coxs Lane under Nelson Bay Rd	$50,000
Ancillary Assets	Guardrail - Masonite Rd west of waterboard crossover; Adelaide St north of Rees James Rd	$100,000
Ancillary Assets	Guardrail - Culvert Six Mile Road	$60,000
Aquatic Centres	Sports Assets – Tomaree Aquatic Centre – Indoor heated program pool	$15,000,000
Aquatic Centres	Sports Assets – Tomaree Aquatic Centre – Hydrotherapy pool	$15,000,000
Aquatic Structures	Waterways Assets - Conroy Pk/Sandy Pt - Revetment works	$8,000,000
Aquatic Structures	Waterways Assets - Kangaroo Pt - Revetment works	$200,000
Aquatic Structures	Waterways Assets - Little Beach Boat Ramp – Facility and Carpark Upgrade	$1,500,000
Aquatic Structures	Waterways Assets – Tanilba Bay Boat Ramp area improvement.	$300,000
Bridges	Bridges - Replace Windeyers Creek Cycleway Bridge	$100,000
Bridges	Bridges - Old Punt Rd major culvert upgrades	$600,000
Carparking	69 Victoria Parade (AKA Victoria Parade Reserve) - Design and Construct at grade parking	$850,000
Carparking	48A Stockton St and surrounding road verge. (AKA Worimi Park) - Design and Construct at grade parking	$770,000

Asset Category	Project Description	Estimate
Carparking	Park and Ride – Investigation, design and construction, incl coach parking facilities.	$500,000
Carparking	Parking Meter expansion	$350,000
Carparking	Sensors, apps and signage for parking management	$140,000
Carparking	Grahamstown Sailing Club Carpark Carpark resurfacing	$244,000
Carparking	Shoal Bay Rd Parking - Anzac Park	$90,000
Carparking	Carpark - Longworth Park Karuah. Carpark upgrade, incl. kerb and gutter, drainage and driveways upgrade	$200,000
Community Building	Community Hall Assets – Anna Bay Multi-purpose Community and Recreation Facility - Construction	$1,500,000
Community Building	Port Stephens Youth Centre Facility	$3,000,000
Depots	Replacement/Relocation of Nelson Bay Depot	$15,000,000
Drainage Assets	Gan Gan Rd between Morna Pt Rd and McKinley Swamp, Anna Bay	$3,765,000
Drainage Assets	Tregenna St, R/T-- Upgrading the drainage system at the intersection of Tregenna St and Adelaide St	$650,000
Drainage Assets	Elizabeth Street, Raymond Terrace Construction of a new drainage system from Elizabeth Street to Phillip Street via Charles Street	$550,000
Drainage Assets	Kingston Pde, Raymond Terrace: Upgrading the drainage system from Kingston Pde to the floodplain via 5 Kingston Pde	$300,000
Drainage Assets	Richardson Road/Halloran Way, Raymond Terrace: Detention Basin with pretreatment	$850,000
Drainage Assets	Enterprise Drive, Tomago: Upgrade Drainage System at Enterprise Drive and through the drainage easement between No 3 & 5 Enterprise Drive	$350,000

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Asset Category	Project Description	Estimate
Drainage Assets	Abundance Road, Medowie: Construction of a new drainage system from Abundance road to Campvale Drain	$600,000
Drainage Assets	George Street, Karuah: Construct a new drainage system	$200,000
Drainage Assets	James Road, Medowie: Enlarge 200m of existing drain between 102 and 104 James Road, creation of trunk drainage system and easement etc.	$900,000
Drainage Assets	Waratah Ave, Soldiers Point - Upgrading the drainage system and construction of a new drainage channel	$400,000
Drainage Assets	Magnus Street, Nelson Bay: Investigation on an overflow pipe drainage system from Magnus Street to Victoria Pde via the reserve. Construct the overflow pipe drainage system	$800,000
Drainage Assets	Soldier Point Road: Upgrading the trunk drainage system at the intersection of Fleet St and Soldiers Point Rd	$300,000
Drainage Assets	Nelson Bay Road, Anna Bay: Widening of Fern Tree Drain (600m)- subcatchment 2, 3, 10 near Nelson Bay road.	$800,000
Drainage Assets	Stockton Street, Nelson Bay: Extending and upgrading the drainage system in front of Cinema complex to Donald Street drainage system	$300,000
Drainage Assets	Meredith Avenue, LTP: Upgrade the existing drainage system	$500,000
Drainage Assets	Purchase of properties on Abundance Rd, Medowie	$2,000,000
Drainage Assets	Culvert upgrade – The Buckets Way, Twelve Mile	$150,000
Drainage Assets	Bourke Street, R/T: Construction of a New Drainage System through Raymond Terrace Oval from Adelaide Street to the shopping centre and upgrading the Carmichael Street drainage	$2,000,000

Asset Category	Project Description	Estimate
Drainage Assets	Bourke Street, R/T : Construction of a new stormwater pumping system at the end of Bourke Street and rising main to the Hunter River	$1,500,000
Drainage Assets	Bourke Street, R/T : Construction of a new stormwater pumping system, installation of pumps and rising main from Carmichael Street to the Hunter River at the end of Bourke Street and rising main to the Hunter River	$2,500,000
Drainage Assets	Glenelg St, Raymond Terrace: Drainage works along Glenelg St from the Hunter River to Port Stephens Street.	$1,200,000
Drainage Assets	Glenelg St, Raymond Terrace: Drainage works along Glenelg St from Port Stephens Street to Sturgeon Street	$1,500,000
Drainage Assets	Glenelg St, Raymond Terrace: Drainage works along Glenelg St from Sturgeon Street to Adelaide Street.	$1,500,000
Drainage Assets	Glenelg St, Raymond Terrace: Drainage works along Glenelg St from Adelaide Street.to Irrawang Street	$800,000
Drainage Assets	Ballat Close, Medowie: Upgrade Ballat Close catchment's drainage- detention basin, culvert upgrading, easement acquisition, channel improvement etc.	$1,500,000
Drainage Assets	Ryan Road, Kula Road: Upgrade culverts and upstream and downstream channel improvements.	$1,500,000
Drainage Assets	Wellard/Wilga Road: Upgrade culverts, upstream and downstream channel improvements, easement acquisition.	$2,000,000
Drainage Assets	CDIA Area: Hydraulic improvement to Campvale Drain, Upgrade Ferodale Road culvert and upstream channel, Construction of a new drain from Abundance Road to Campvale Drain, upgrade Lisadell Road culvert and easement acquisition	$4,400,000

Asset Category	Project Description	Estimate
Drainage Assets	Catchment wide, Shoal Bay: Improvements to the street drainage system with kerb and guttering.	$3,000,000
Drainage Assets	Horace Street, Shoal Bay: Major augmentation of trunk drainage system from Rigney Street to Shoal Bay Beach outlet and improvement to Bullecourt drainage system.	$6,500,000
Drainage Assets	Cabbage Tree Rd, Williamtown: Investigate capacity of culverts conveying flows under Cabbage Tree Rd, and upgrade as required to align with recommendations from State Government agencies.	$1,000,000
Drainage Assets	Catchment Wide, Williamtown: Acquisition of easement for drain widening and access road.	$1,100,000
Drainage Assets	Halloran Way, R/T: Acquisition of land and construction of a detention basin at Benjamin Lee Drive/Richardson Road intersection.	$2,500,000
Drainage Assets	Halloran Way R/T: Improvements to the drainage system along Halloran Way, at the intersection of Benjamin Lee Drive and Richardson Road	$1,000,000
Drainage Assets	Nelson Bay Road, Williamtown: Improvement to Nelson Bay Road trunk drainage system.	$800,000
Drainage Assets	Cromarty Lane, Bobs Farm: Improvement to the existing drain, acquisition of easement, environmental assessment, augmentation to the existing outlet.	$600,000
Drainage Assets	Anna Bay CBD, Gan Gan Road: Upgrading the existing drainage system between Morna Point Road and McKinley Swamp and then to north to Fern Tree drain (Anna Bay flood Study)	$4,705,000
Drainage Assets	Clark Street & Gan Gan Road, Anna Bay: Construction of a new drainage system from Gan Gan Road to Anna Bay Main Drain via Clark Street (Anna Bay flood Study)	$13,065,000
Drainage Assets	Blanch Street & Gan Gan Road, Boat Harbour: Upgrading the drainage outlet from the reserve to the north (Anna Bay flood Study)	$2,990,000

Asset Category	Project Description	Estimate
Drainage Assets	Tanilba Bay Urban Area: Upgrade the drainage system within Tanilba Bay Urban Area(Anna Bay flood Study)	$2,268,000
Drainage Assets	LTP Urban Area: Upgrade the drainage system within LTP Urban Area (Anna Bay flood Study)	$1,027,000
Drainage Assets	Evans Rd, Medowie: Investigation and potential construction of detention basin to reduce flooding impact.	$700,000
Drainage Assets	Galoola Drive, Nelson Bay: Improve road drainage from Galoola Drive low point to footpath located in Bullawai Ave	$700,000
Emergency Services	Corlette - Expand current Corlette SES building by three vehicle bays and convert existing vehicle bay to training room	$300,000
Emergency Services	Seaham - Enclose existing carport to provide a training room and kitchen facilities at Seaham RFS	$80,000
Emergency Services	Lemon Tree Passage – Marine Rescue Building Co-Funding	$150,000
Libraries	Library Assets - Medowie Library - Construction of a new library facility	$1,800,000
Libraries	Library Assets - Tomaree Library - Upgrade of existing facility	$400,000
Libraries	Library Assets – Raymond Terrace Library - Upgrade of existing facility to include multi-purpose cultural/art space	$1,600,000
Libraries	Library Assets - Tomaree Library - Upgrade of garden and irrigation system	$50,000
Libraries	Library Assets - Tomaree Library – Outdoor seating and BBQ Area including water bubbler at entry to building	$40,000
Libraries	Library Assets - Tomaree Library – Pathway to Waratah room entry at Southern side of building	$50,000
Parks and Reserves	Parks and Reserves Assets - Apex Park - Implementation of the master plan	$1,200,000

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Asset Category	Project Description	Estimate
Parks and Reserves	Parks and Reserves Assets - Boomerang Park - Implementation of the master plan	$1,500,000
Parks and Reserves	Parks and Reserves Assets - Shoal Bay Foreshore - Implementation of the master plan	$2,500,000
Parks and Reserves	Parks and Reserves Assets - Birubi Point Aboriginal Place – Implementation of the master plan	$10,000,000
Parks and Reserves	Parks and Reserves Assets - Nelson Bay Foreshore - Implementation of the master plan	$2,500,000
Parks and Reserves	Parks and Reserves Assets – Shoal Bay West Accessible Beach Ramp	$200,000
Parks and Reserves	Parks and Reserves Assets – Little Beach Accessible Beach Ramp	$200,000
Parks and Reserves	Parks and Reserves Assets – Tilligerry Peninsula - Fenced off-leash dog exercise area and facilities	$50,000
Parks and Reserves	Parks and Reserves Assets – Karuah Foreshore Beautification Works	$75,000
Parks and Reserves	Parks and Reserves Assets – Tomaree - Fenced off-leash dog exercise area and facilities	$50,000
Parks and Reserves	Parks and Reserves Assets – Fisherman's Bay - Fenced off-leash dog exercise area and facilities	$50,000
Parks and Reserves	Parks and Reserves Assets – Medowie Town Centre – Acquisition and establishment of town square	$2,500,000
Parks and Reserves	Parks and Reserves Assets – McCann Park Lemon Tree Passage – Develop master plan	$30,000
Parks and Reserves	Parks and Reserves Assets – LGA Wide Drinking Stations along popular walking tracks	$150,000
Pathway	Stockton St and Yacaaba Street - Complete missing footpath connections and improve pedestrian crossing amenities at Tomaree intersection;	$642,000
Pathway	Raymond Terrace to Lakeside missing link. Construction of a new shared pathway	$350,000

Asset Category	Project Description	Estimate
Pathway	King Park waterfront missing link. Construction of a new shared pathway	$450,000
Pathway	Fingal Bay to Shoal Bay missing link - Government Road	$625,000
Pathway	Shared paths on eastern side of Nelson Bay Road between Braid Road and Bayway Village	$579,000
Pathway	Shared path between Seaside Boulevarde and Popplewell Road –Off road, Fern Bay	$725,000
Pathway	Shared Path - Engel Avenue, Karuah. From Wattle Street to Karuah MPC.	$40,000
Pathway	Shared Path - Mustons Road, Karuah. From Mustons Gully to Tarean Road.	$133,000
Pathway	Shared Path - Mustons Road, Karuah. From Boronia Road to Mustons Gully.	$65,000
Pathway	Footpath - Tarean Road, Karuah. From Bundabah Street to Longworth Park.	$28,000
Pathway	Shared Path - Medowie Road, Medowie. From Silver Wattle Drive to Ferodale Road.	$143,000
Pathway	Shared Path - Medowie Road, Medowie. From Ferodale Road to Brocklesby Road.	$581,000
Pathway	Shared Path - Kirrang Drive, Medowie. From Yulong Oval to Ferodale Road.	$100,000
Pathway	Footpath - Silver Wattle Drive, Medowie. From Medowie Road to Bottle Brush Avenue.	$20,000
Pathway	Footpath - Brush Box Avenue, Medowie. From Medowie Road to Bottle Brush Avenue.	$17,000
Pathway	Shared Path - Cook Parade, Lemon Tree Passage. From Morton Avenue to Meredith Avenue.	$339,000
Pathway	Shared Path - Kawarren Street, Lemon Tree Passage. From Blanch Street to Kenneth Parade.	$171,000
Pathway	Shared Path - President Wilson Walk, Tanilba Bay. From Diggers Drive to King Albert Avenue.	$69,000

Asset Category	Project Description	Estimate
Pathway	Shared Path - President Wilson Walk, Tanilba Bay. From Pershing Place to Diggers Drive.	$107,000
Pathway	Footpath - President Wilson Walk, Tanilba Bay. From Lemon Tree Passage Road to Lloyd George Grove.	$20,000
Pathway	Shared Path - Campbell Avenue, Anna Bay. From Gan Gan Road to Robinson Street.	$220,000
Pathway	Shared Path - Robinson Street, Anna Bay. From Campbell Avenue to Robinson Reserve.	$165,000
Pathway	Shared Path - Sandy Point Road, Corlette. From Roy Wood Reserve to Foreshore.	$19,000
Pathway	Shared Path - Bagnall Beach Road, Corlette. From Crossing point to Maruway Street.	$50,000
Pathway	Shared Path - Bagnall Beach Road, Corlette. From Marlin Street to Crossing point.	$19,000
Pathway	Shared Path - Foreshore Drive, Corlette. From Cook Street to Sandy Point Road.	$931,000
Pathway	Shared Path - Bagnall Beach Road, Corlette. From King Fisher Reserve to Detention basin.	$103,000
Pathway	Shared Path - Bagnall Beach Road, Corlette. From Marlin Street to End of existing.	$25,000
Pathway	Shared Path - Marine Drive, Fingal Bay. From Boulder Bay Road to Barry Park.	$300,000
Pathway	Shared Path - Beach Road, Nelson Bay. From Gowrie Avenue to Harwood Avenue.	$220,000
Pathway	Shared Path - Beach Road, Nelson Bay. From Victoria Parade to Boat ramp.	$86,000
Pathway	Shared Path - Beach Road, Nelson Bay. From Boat ramp to Gowrie Avenue.	$46,000
Pathway	Shared Path - Victoria Parade, Nelson Bay. From Fly Point to Beach Road.	$248,000
Pathway	Footpath - Donald Street, Nelson Bay. From Magnus Street to Victoria Parade Reserve.	$8,000
Pathway	Shared Path - Victoria Parade, Nelson Bay. From Magnus Street to Yacaaba Street.	$166,000

Asset Category	Project Description	Estimate
Pathway	Shared Path - Salamander Way, Salamander Bay. From Port Stephens Drive to Community Close.	$905,000
Pathway	Shared Path - Beach Road, Shoal Bay. From Harwood Avenue to Shoal Bay Road.	$162,000
Pathway	Shared Path - Government Road, Shoal Bay. From Messines Street to Peterie Street.	$242,000
Pathway	Shared Path - Government Road, Shoal Bay. From Peterie Street to Sylvia Street.	$160,000
Pathway	Shared Path - Shoal Bay Road, Shoal Bay. From Beach Road to End of existing.	$156,000
Pathway	Shared Path - Sylvia Street, Shoal Bay. From Government Road to Horace Street.	$37,000
Pathway	Shared Path - Kingston Parade, Heatherbrae. From Kingston Parade to Pacific Highway.	$29,000
Pathway	Shared Path - Pacific Highway, Heatherbrae. From Kingston Parade to Hunter River HS.	$109,000
Pathway	Shared Path - Paterson Road, Hinton. From High Street to Swan Street.	$250,000
Pathway	Footpath - Swan Street, Hinton. From Hinton Road to Stuart Park.	$86,000
Pathway	Shared Path - Lakeside No.2 Reserve, Raymond Terrace. From Halloran Way to Luskin Close.	$49,000
Pathway	Shared Path - Wattle Street, Raymond Terrace. From Tarean Road to Engel Avenue.	$46,000
Pathway	Shared Path - King Park Reserve, Raymond Terrace. From Newline Road to Fitzgerald Bridge.	$316,000
Pathway	Shared Path - Beaton Avenue, Raymond Terrace. From Kanwary Close to King Park.	$220,000
Pathway	Shared Path - Adelaide Street, Raymond Terrace. From Richardson Road to Roslyn Park.	$280,000
Pathway	Shared Path - Mount Hall Road, Raymond Terrace. From Clyde Circuit to Hwy underpass.	$82,000

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Asset Category	Project Description	Estimate
Pathway	Shared Path - Glenelg Street, Raymond Terrace. From Adelaide Street to Golf course.	$400,000
Pathway	Shared Path - Hunter Street, Raymond Terrace. From William Street to Barnier Lane.	$74,000
Pathway	Shared Path - Newbury Park Reserve, Raymond Terrace. From Adelaide Street to Mount Hall Road.	$90,000
Pathway	Shared Path - Pacific Highway, Raymond Terrace. From Martens Avenue to Rosemount Drive.	$92,000
Pathway	Footpath - Kangaroo Street, Raymond Terrace. From Port Stephens Street to Carmichael Street.	$17,000
Pathway	Shared Path - Adelaide Street, Raymond Terrace. From Pacific Highway to Elkin Avenue.	$46,000
Pathway	Shared Path - Adelaide Street, Raymond Terrace. From Kangaroo Street to Sturgeon Street.	$49,000
Pathway	Shared Path - Rees James Road, Raymond Terrace. From Bellevue Street to end.	$675,000
Pathway	Shared Path - Adelaide Street, Raymond Terrace. From Rees James Road to Richardson Road.	$111,000
Pathway	Shared Path - Adelaide Street, Raymond Terrace. From Rees James Road to Bellevue Street.	$312,000
Pathway	Footpath - Kangaroo Street, Raymond Terrace. From Carmichael Street to Super Cheap.	$7,000
Pathway	Footpath - Kangaroo Street, Raymond Terrace. From Sturgeon Street to median.	$3,000
Pathway	Shared Path - Warren Street, Seaham. From School crossing to Community hall.	$71,000
Pathway	Medowie Road, Medowie Road to Cherry Tree Close, Off-road Shared Path	$50,000
Pathway	Medowie Road, Silver Wattle Drive to Ferodale Road, Off-road Shared Path	$205,000

Asset Category	Project Description	Estimate
Pathway	Off Wilga Road, Wilga Road/Yulong Oval to Town Centre, Off-road Shared Path	$360,000
Pathway	Kirrang Drive, Ferodale Road to Medowie Road, Off-road Shared Path	$870,000
Pathway	Ferodale Rd, Kirrang Dr to Coachwood Dr, Off-road Shared Path	$1,080,000
Pathway	Brocklesby Road, Medowie Road to Ferodale Road, Off-road Shared Path	$975,000
Pathway	Ford Avenue, Medowie. Ford Avenue to Sylvan Avenue. Complete off-road shared path within cadastral corridor	$50,000
Pathway	Medowie Road – Pedestrian and cycleway – Ferodale Road to 500m south – off-road shared path west side	$500,000
Pathway	Shared Path - Nelson Bay Rd - Salamander Roundabout to Frost Rd	$300,000
Pathway	Shared Path Construction- Boat ramp to Barry Park, Fingal Bay	$600,000
Pathway	Footpaths - Cnr Tomaree St and Yacaaba St Nelson Bay; Ped ramp compliance	$100,000
Pathway	Shared Path - Fly Point, NB. Separation and enhancement of pedestrian path	$200,000
Pathway	Paths- paths including footpaths, shared paths and cycleways as per the Pathways Plan (excl Tomaree PAMP work)	$10,000,000
Pathway	Paths- High Priority Projects - PAMP Tomaree Planning District	$8,157,000
Pathway	Paths- Medium Priority Projects - PAMP Tomaree Planning District	$12,944,000
Pathway	Paths- Low Priority Projects - PAMP Tomaree Planning District	$2,462,000
Pathway	Foot/Shared Paths- Soldiers Pt Rd- Gilchrist to George Rd (Sth), Salamander Bay	$350,000
Pathway	Shared Path - RAAF to Medowie.	$1,750,000
Pathway	Shared Path - Salamander Way to Frost Rd.	$750,000

Asset Category	Project Description	Estimate
Pathway	Shared Paths - Nelson Bay Rd shared path Frost Rd to Salamander Way	$400,000
Pathway	Shared Paths - Salamander Way - Town Centre Cct to existing Compass Cl connection	$400,000
Pathway	Shared Paths - Rosemount Dr to Joseph Sheen Dr under Pacific Hwy	$400,000
Pathway	Shared Path - Brandy Hill Drive from Seaham Road to Clarencetown Road.	$2,500,000
Pavement Assets	Magnus Street Village Precinct - Large Vision Concept	$4,381,000
Pavement Assets	Stockton Street - PDP Large Vision	$2,383,000
Pavement Assets	Intersection Upgrade - Church Street with Donald Street	$1,750,000
Pavement Assets	Signalise Shoal Bay Road / Trafalgar Street.	$1,600,000
Pavement Assets	Upgrade Donald Street public transport interchange/intermodal	$1,000,000
Pavement Assets	Town Centre Bypass work - Dowling St Reduction in crest height near Golf Club entry and Improve road markings and formation	$750,000
Pavement Assets	Convert existing Stockton Street traffic signals to allow pedestrian scramble and widen crossing;	$40,000
Pavement Assets	Richardson Road, Grahamstown Road - Intersection upgrade to roundabout	$2,000,000
Pavement Assets	Ferodale Road – at Peppertree road – signalised intersection to replace existing T intersection	$1,600,000
Pavement Assets	Dowling St/Fingal St signalised intersection - parking action	$1,600,000
Pavement Assets	Donald St/Stockton St signalised intersection - parking action	$1,600,000
Pavement Assets	Lakeside Sports Complex 2, Raymond Terrace	$1,476,000
Pavement Assets	Tomaree Sports Complex 2, Nelson Bay	$1,274,000

Asset Category	Project Description	Estimate
Pavement Assets	Six Mile Road, Eagleton - Winston Rd to 401 Six Mile Rd	$1,246,000
Pavement Assets	Ferodale Road- Campvale drain bridge upgrade	$1,200,000
Pavement Assets	East Seaham Rd, East Seaham - 806 East Seaham Rd To 1042 East Seaham Rd	$1,122,000
Pavement Assets	King Park Sports Complex 1, Raymond Terrace	$960,000
Pavement Assets	Kuranga Avenue/Dawson Road, Raymond Terrace: Upgrade intersection to Roundabout treatment	$950,000
Pavement Assets	Lakeside Sports Complex 1, Raymond Terrace	$796,000
Pavement Assets	Rees James Road, Raymond Terrace - Bellevue St to Kuranga St	$769,000
Pavement Assets	Dowling St bypass work - parking action	$750,000
Pavement Assets	Raymond Terrace Central Carpark, Raymond Terrace	$730,000
Pavement Assets	Rees James Road, Raymond Terrace - 50 Rees James Rd to End	$667,000
Pavement Assets	Tomaree Road, Shoal Bay - 86 Tomaree Rd to 136 Tomaree Rd	$666,000
Pavement Assets	Avenue Of The Allies, Tanilba Bay - Diggers Dr to Lemon Tree Passage Rd	$665,000
Pavement Assets	Six Mile Rd, Eagleton - 6 Six Mile Rd To 149 Six Mile Rd	$611,000
Pavement Assets	Tanilba Road, Mallabula - Fairlands Rd to Mallabula Rd	$607,000
Pavement Assets	Yulong Park, Medowie	$585,000
Pavement Assets	Six Mile Road, Eagleton - 401 Six Mile Rd to 431 Six Mile Rd	$571,000
Pavement Assets	Tomaree Road, Shoal Bay - 42 Tomaree Rd to 86 Tomaree Rd	$523,000

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Asset Category	Project Description	Estimate
Pavement Assets	East Seaham Road, East Seaham - 348 East Seaham Rd to 407 East Seaham Rd	$482,000
Pavement Assets	Church Street, Nelson Bay - Government Rd to Dowling St	$480,000
Pavement Assets	Rees James Road, Raymond Terrace - Kuranga St to 40 Rees James Rd	$428,000
Pavement Assets	Foreshore Drive, Corlette - 45 Foreshore Dr to 83 Foreshore Dr	$419,000
Pavement Assets	Foreshore Drive, Corlette – Culvert Replacement	$1,600,000
Pavement Assets	Ferodale Road, Medowie - 51 Ferodale Rd to 85 Ferodale Rd	$360,000
Pavement Assets	Dowling Stre—et, Nelson Bay - Fingal St to 29 Dowling St	$360,000
Pavement Assets	Six Mile Road, Eagleton - 149 Six Mile Rd to Winston Rd	$355,000
Pavement Assets	Rees James Road, Raymond Terrace - 42 Rees James Rd to 50 Rees James Rd	$355,000
Pavement Assets	Clarencetown Road (Reg), Glen Oak - 1598 Clarencetown Rd to 1676 Clarencetown Rd	$347,000
Pavement Assets	East Seaham Road, East Seaham - 318 East Seaham Rd to 348 East Seaham Rd	$338,000
Pavement Assets	Ferodale Road, Medowie –21 Laverick Ave	$334,000
Pavement Assets	Gowrie Avenue, Nelson Bay - Shoal Bay Rd to Kerrigan St	$309,000
Pavement Assets	Duns Creek Rd, Duns Creek - 201 Duns Creek Rd To 238 Duns Creek Rd	$297,000
Pavement Assets	Tomaree Road, Shoal Bay - Messines St to 42 Tomaree Rd	$295,000
Pavement Assets	Tarean Road, Karuah - 446 Tarean Rd to 443 Tarean Rd	$276,000
Pavement Assets	Tarean Road, Karuah - 264 Tarean Rd to 233 Tarean Rd	$276,000

Asset Category	Project Description	Estimate
Pavement Assets	Tarean Road, Karuah - 370 Tarean Rd to 264 Tarean Rd	$276,000
Pavement Assets	The Bucketts Way, Twelve Mile Creek - 451 The Buckets Way to Boundary	$273,000
Pavement Assets	Boomerang Park 2, Raymond Terrace	$272,000
Pavement Assets	Adelaide Street, Raymond Terrace - 249a Adelaide St to 251 Adelaide St	$269,000
Pavement Assets	The Bucketts Way, Twelve Mile Creek - 309 The Buckets Way to 309 The Buckets Way	$236,000
Pavement Assets	Richardson Road/Halloran Way, Raymond Terrace: Roundabout extension	$200,000
Pavement Assets	Ferodale Road, Medowie – Roundabout to 38 Ferodale Rd	$188,000
Pavement Assets	Tarean Road, Karuah - 443 Tarean Rd to 423 Tarean Rd	$174,000
Pavement Assets	Glenelg Street, Raymond Terrace - 12 Glenelg St to Adelaide St	$166,000
Pavement Assets	East Seaham Road, East Seaham - 248 East Seaham Rd to 318 East Seaham Rd	$164,000
Pavement Assets	Ferodale Road, Medowie - 38 Ferodale Rd to 44 Ferodale Rd	$158,000
Pavement Assets	East Seaham Road, East Seaham - 248 East Seaham Rd to 248 East Seaham Rd	$150,000
Pavement Assets	Giggins Road, Heatherbrae - Hank St to End	$110,000
Pavement Assets	Paterson Street, Hinton – Bridge to 3 Paterson St	$109,000
Pavement Assets	Medowie Road, Campvale - 276 Medowie Rd to Start Of Island	$109,000
Pavement Assets	Medowie Road, North of Boundary Road, Gateway Treatment at Entrance to Medowie	$33,000
Pavement Assets	Medowie Road, Between Boundary Road and Kirrang Drive, Horizontal Displacement Mid-block Treatment	$50,000

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

Asset Category	Project Description	Estimate
Pavement Assets	Medowie Road, North of Kindlebark Drive, Gateway Treatment and Change in Speed Zone	$33,000
Pavement Assets	Medowie Road, At Kindlebark Drive, Roundabout Intersection	$820,000
Pavement Assets	Medowie Road, South of Ferodale Road, Gateway Treatment and Change in Speed Zone	$33,000
Pavement Assets	Medowie Road, At Brocklesby Road, Roundabout Intersection	$2,050,000
Pavement Assets	Medowie Road, At Blueberry Road, Improve Channelisation of Existing Intersection	$176,000
Pavement Assets	Medowie Road, South of South Street, Gateway Treatment at Entry to Medowie	$33,000
Pavement Assets	Medowie Rd, At Intersections with Ferodale Rd and South St and access to Kingston Site, Improve Roundabout Approaches	$3,000,000
Pavement Assets	Lisadell Road and Abundance Road, Fairlands Road to Industrial Road pavement Widening Investigation	$2,050,000
Pavement Assets	Lisadell Road, At Fairlands Road, Roundabout intersection Widen Road Shoulder for Left Turn into Fairlands Road.	$802,000
Pavement Assets	Lisadell Road, At Abundance Road, Investigate Road Realignment	$615,000
Pavement Assets	Abundance Road, South of Industrial Road, Gateway Treatment.	$33,000
Pavement Assets	Abundance Road, At Ferodale Road, Roundabout Intersection	$902,000
Pavement Assets	Ferodale Road, Kirrang Drive, Existing Roundabout Upgrade	$820,000
Pavement Assets	Ferodale Road, Main Access to Commercial Land, Roundabout Intersection	$820,000
Pavement Assets	Various roads, On-road Routes Signage and Line Markings	$17,000

Asset Category	Project Description	Estimate
Pavement Assets	Various roads, On-road Routes within Rural Residential Signage and Line Markings - Medowie Traffic and Transport	$17,000
Pavement Assets	Medowie Road, South of Kindlebark Drive, Upgrade Pedestrian Refuge	$25,000
Pavement Assets	Medowie Road, At Silver Wattle Drive, Install Pedestrian Refuge Island	$25,000
Pavement Assets	Silver Wattle Drive, At Medowie Road, Install Pedestrian Refuge Island	$25,000
Pavement Assets	Medowie Road At Ferodale Road, Upgrade Pedestrian Refuge Island	$25,000
Pavement Assets	Medowie Road, South of Ferodale Road, Install Pedestrian Refuge Island	$50,000
Pavement Assets	Medowie Road, At Blueberry Road, Install Pedestrian Refuge Island	$25,000
Pavement Assets	Kirrang Drive, At Ferodale Road, Install Pedestrian Refuge Island	$25,000
Pavement Assets	Brocklesby Road, At Ferodale Road, Install Pedestrian Refuge Island	$25,000
Pavement Assets	Ferodale Road West of Medowie Road, Upgrade Pedestrian Refuge Island	$25,000
Pavement Assets	Various Intersection Upgrades - kerb and gutter and ramps at Ferodale Road intersection with Waropara, Bottle Brush Avenue and Kirrang Drive.	$158,000
Pavement Assets	Install Bicycle Parking Facilities - Medowie traffic and transport	$50,000
Pavement Assets	Road Sealing - Wighton Street, Seaham. Widening and sealing from seal change at No50 to Grape Street inc acquisition and service relocations	$1,544,000
Pavement Assets	Nelson St- Nelson Bay. Rehabilitation inc K&G from Sproule St to Moorooba Cr	$480,000
Pavement Assets	Road Construction - Duns Creek Road north of Forest Road 500m	$700,000

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Asset Category	Project Description	Estimate
Pavement Assets	Guardrail- Kula Rd - near Karwin Road, Medowie.	$100,000
Pavement Assets	Pavement Rehabilitation. Tea Tree Dr - SEG 20 - Medowie	$350,000
Pavement Assets	Pavement Rehabilitation. Swan Bay Rd - SEG 100 - Swan Bay From 455 Swan Bay Rd to 513 Swan Bay Rd	$350,000
Pavement Assets	Pavement Rehabilitation. Bagnall Beach Road - SEG 170 - Corlette From Sergeant Baker Dr to 40 Bagnall Beach Road	$50,000
Pavement Assets	Pavement Rehabilitation. Oyster Cove Rd - SEG 50 - Oyster Cove From 139 Oyster Cove Rd to 139 Oyster Cove Rd	$100,000
Pavement Assets	Morna Point Rd- Anna Bay. Reconstruction nth Ocean Ave	$850,000
Pavement Assets	Pavement Rehabilitation. Italia Rd - SEG 60 & 70- Balickera	$790,000
Pavement Assets	Pavement Rehabilitation. Grey Gum St - SEG 10 - Medowie From 370 to end 620	$350,000
Pavement Assets	Pavement Rehabilitation. Paterson Rd - SEG 50 - Woodville	$600,000
Pavement Assets	Pavement Rehabilitation. Paterson Rd - SEG 70 - Woodville	$800,000
Pavement Assets	Pavement Rehabilitation. Hunter St - SEG 40 - Hinton	$180,000
Pavement Assets	Pavement Rehabilitation. Diemars Rd - SEG 30 - Salamander Bay	$500,000
Pavement Assets	Pavement Rehabilitation. Corrie Pde - SEG 10 - Corlette	$50,000
Pavement Assets	Pavement Rehabilitation. Drungall Ave - SEG 10 - Corlette	$50,000

Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Watt St - SEG 30 - Raymond Terrace	$250,000
Pavement Assets	Taylor Rd- Fern Bay. Widening inc K&G and Drainage. Nelson Bay Rd to Popplewell Rd	$200,000
Pavement Assets	CBD Improvements Williams St, Raymond Terrace	$26,000,000
Pavement Assets	CBD Improvements Shoal Bay Road, Shoal Bay.	$2,000,000
Pavement Assets	Pavement Rehabilitation. Mount Hall Rd - SEG 30 - Raymond Terrace	$50,000
Pavement Assets	Pavement Rehabilitation. Tumut St - SEG 10 - Raymond Terrace	$30,000
Pavement Assets	Pavement Rehabilitation. James Rd - SEG 20 - Medowie	$400,000
Pavement Assets	Pavement Rehabilitation. Waropara Rd - SEG 30&40 - Medowie	$400,000
Pavement Assets	Pavement Rehabilitation. Kingsley Dr- Noamunga St to no63 - Boat Harbour	$420,000
Pavement Assets	Pavement Rehabilitation. Nobles Road - Seg 10 to 40 widen and seal	$352,000
Pavement Assets	Pavement Rehabilitation. Dawson Rd - SEG 30 - Raymond Terrace	$400,000
Pavement Assets	Pavement Reconstruction Sunset blvd- Soldiers Point Ridgeway Ave to Brown Ave - Widening and K&G	$854,000
Pavement Assets	Guardrail - Gan Gan Rd north Anna Bay	$100,000
Pavement Assets	Pavement Reconstruction. Avenue of the Allies- Tanilba Bay. Widening, drainage, K&G Poilus Pde to King Albert Ave STAGE 1	$1,200,000
Pavement Assets	Pavement Rehabilitation. Hinton Rd - SEG 10 - Hinton	$300,000

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Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Newline Rd Seg 220 Eagleton	$550,000
Pavement Assets	Pavement Rehabilitation. Dawson Rd - Holwell Cct to Woodlands Pl-Raymond Terrace	$350,000
Pavement Assets	Pavement Rehabilitation. Gloucester St - SEG 20 - Corlette	$200,000
Pavement Assets	Pavement Rehabilitation. Mount Hall Rd - SEG 40 - Raymond Terrace	$230,000
Pavement Assets	Roundabout Construction - Haig Hexagon, Tanilba Bay	$1,140,000
Pavement Assets	Road Reseals	$ 2,000,000
Pavement Assets	Pavement Reconstruction. Avenue of the Allies- Tanilba Bay. Widening, drainage, K&G Poilus Pde to King Albert Ave STAGE 2	$1,200,000
Pavement Assets	Pavement Rehabilitation. Ferodale - & 80m of Kindlebark Dr SEG 140 - Medowie From 93 Ferodale Road to 131 Ferodale Road	$150,000
Pavement Assets	Pavement Rehabilitation. Newline Road seg 280 -290 East Seaham	$850,000
Pavement Assets	Pavement Reconstruction Brown Ave- Soldiers Point. Reconstruction inc K&G	$550,000
Pavement Assets	Sealed Road Construction. Swan Bay Rd - SEG 170 - 879 Swan Bay Road, Swan Bay	$2,500,000
Pavement Assets	Pavement Reconstruction Fitzroy St & Pacific Ave Intersection- Anna Bay. Reconstruction inc K&G, widening and drainage.	$700,000
Pavement Assets	Pavement Reconstruction. Rocky Point Rd- Fingal Bay. Widening inc K&G construction from Surf Cl to Lentara St	$700,000

Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Marsh Road - SEG 20 - Bobs Farm From Marsh Road to Marsh Road	$450,000
Pavement Assets	Pavement Rehabilitation. Benjamin Lee Dr - SEG 50 - Raymond Terrace From 83 Benjamin Lee Dr to 92 Benjamin Lee Dr	$350,000
Pavement Assets	Pavement Reconstruction Riverside Pl - Carlsile Cr to Riverside Dr, Karuah	$360,000
Pavement Assets	Nelson Bay Town Centre - Upgrades	$7,000,000
Pavement Assets	Nelson Bay Town Centre - Expand 40km/hr area	$440,000
Pavement Assets	King Albert Ave- Tanilba Bay. Reconstruction from Ave of the Allies to School	$654,000
Pavement Assets	Pavement Rehabilitation. Soldiers Point Road - SEG 20 - Soldiers Point. Brown Avenue to 59 Soldiers Point Road.	$450,000
Pavement Assets	Pavement Rehabilitation. Scott Cl - SEG 10. Raymond Terrace.	$300,000
Pavement Assets	Pavement Rehabilitation. Swan Bay Rd - SEG 60 - Swan Bay	$450,000
Pavement Assets	Pavement Rehabilitation. Myan Cl - Corlette	$226,000
Pavement Assets	Pavement Reconstruction Wychewood Ave- Mallabula. widening and K&G from Strathmore Rd to Eagle Lane,	$500,000
Pavement Assets	Pavement Reconstruction Mustons Rd, Karuah - Road widening and shared path construction - Franklin St to Boronia Rd	$300,000
Pavement Assets	Pavement Rehabilitation. Morten Rd - Swan Bay	$300,000
Pavement Assets	Pavement Rehabilitation. Old Punt Road - Tomago Tomago Road to Pacific Highway	$3,100,000

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Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Laverick Ave - SEG 40 - Tomago	$100,000
Pavement Assets	Pavement Rehabilitation. Tomaree Road - Shoal Bay From Verona Road to Messines Road	$1,000,000
Pavement Assets	Johnson Pde- LTP - Widening and K&G	$350,000
Pavement Assets	Pavement Rehabilitation. Hospital Hill Court- Raymond Terrace	$190,000
Pavement Assets	Pavement Sealing Ralstons Road - Seaham Rd to end, Nelsons Plains.	$3,500,000
Pavement Assets	Pavement Sealing East Seaham Rd, East Seaham.	$3,000,000
Pavement Assets	Pavement Rehabilitation East Seaham Rd, East Seaham. From Italia Rd north 1.3km	$1,000,000
Pavement Assets	Pavement Sealing Clarence St - Seg 10 - Wallalong	$570,000
Pavement Assets	Dean Parade - LTP. Widening and K&G construction	$500,000
Pavement Assets	Pavement Reconstruction Christmas Bush Ave, Nelson Bay	$554,000
Pavement Assets	Pavement Reconstruction Montevideo Pde - Nelson Bay - widening and K&G	$900,000
Pavement Assets	Pavement Reconstruction Gowrie Ave - Nelson Bay- widening and K&G	$700,000
Pavement Assets	Pavement Rehabilitation. Columbia Cl - Nelson Bay	$100,000
Pavement Assets	President Poincare Parade- Tanilba Bay. Reconstruction inc widening and K&G. King Albert to Peace Parade	$600,000
Pavement Assets	Pavement Rehabilitation. Argyle Cl- Anna Bay Seg 30	$150,000

Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Popplewell Rd - Vardon to Braid Rd - Seg 10 - Fern Bay	$430,000
Pavement Assets	Pavement Rehabilitation. Gan Gan Rd - Seg 70 - Anna Bay	$400,000
Pavement Assets	Pavement Rehabilitation. Blueberry Rd- Medowie	$200,000
Pavement Assets	Kent Gardens- Soldiers Point, Widening inc K&G 0 to 0.5	$600,000
Pavement Assets	Pavement Reconstruction Rankin Rd- Fern Bay. Widening inc K&G and Drainage. Nelson Bay Rd to Popplewell Rd	$675,000
Pavement Assets	Pavement Rehabilitation Rookes Road - Salt Ash	$300,000
Playgrounds	Playground Assets – Tomaree – Accessible Recreation Space	$850,000
Playgrounds	Playground Assets – Tomaree – Regional Playground	$3,000,000
Playgrounds	Playground Assets – Raymond Terrace – Accessible Recreation Space	$850,000
Playgrounds	Playground Assets – Raymond Terrace – Regional Playground	$3,000,000
Playgrounds	Playground Assets - Anna Bay Recreation/Birubi Lane Reserve	$200,000
Playgrounds	Playground Assets – Shoal Bay – Exercise Gym/Equipment	$50,000
Playgrounds	Playground Assets – Lemon Tree Passage – Exercise Gym/Equipment	$50,000
Playgrounds	Eastern Foreshore - Upgrade and expand existing playground, provide shade canopies, and connecting footpaths	$ 828,000
Playgrounds	Playground Assets – Anna Bay – Robinson Reserve Shade Sail	$174,000
Property Assets	Solar Farm land acquisition investigation, scoping and estimate.	Unknown

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Asset Category	Project Description	Estimate
Property Assets	Administration Building – Solar Panel System	$120,000
Property Assets	Fingal Bay Holiday Park – Solar Panel System	$120,000
Public Amenities	Public Amenities Assets - Birubi Lane Reserve - Installation	$130,000
Public Amenities	Public Amenities Assets – Hinton Foreshore Reserve	$250,000
Public Amenities	Public Amenities Assets – Medowie Town Centre	$200,000
Public Amenities	Public Amenities Assets – Lakeside Reserve No. 2	$160,000
Public Amenities	Eastern Foreshore - new public domain furniture including picnic tables, litter bins and water station	$621,000
Public Amenities	Nelson Bay Wayfinding Signage Strategy	$500,000
Public Amenities	Remove Stockton Street Stage	$160,000
Public Amenities	Overflow parking - Tom Dwyer Memorial Oval	$150,000
Public Amenities	Improve signage and lighting to assist visitor wayfinding	$120,000
Public Amenities	Eastern Foreshore - Implement wayfinding and interpretative signage;	$24,000
Skate Parks	Skate Park Assets – Nelson Bay Regional Skate Park Upgrade	$600,000
Skate Parks	Skate Park Assets – Raymond Terrace Regional Skate Park Upgrade	$600,000
Sports Facilities	Sports Assets - Brandon Park - Field Lighting Upgrades	$200,000
Sports Facilities	Sports Assets - Ferodale Oval - Implementation of masterplan	$3,000,000
Sports Facilities	Sports Assets - King Park - Field Lighting Upgrades	$200,000

Asset Category	Project Description	Estimate
Sports Facilities	Sports Assets - Lakeside Sporting Complex - Implementation of master plan	$2,000,000
Sports Facilities	Sports Assets - Mallabula Sporting Complex - Field Lighting Upgrades	$400,000
Sports Facilities	Sports Assets - Stuart Park - Field Lighting Upgrades	$200,000
Sports Facilities	Sports Assets - Tomaree Sporting Complex - Implementation of master plan	$5,000,000
Sports Facilities	Sports Assets – Port Stephens Yacht Club – Soldiers Point - Accessibility and fire safety upgrades	$420,000
Sports Facilities	Sports Assets – Raymond Terrace – Indoor Sports Facility	$35,000,000
Town Centre Improvements	Utilities in Nelson Bay for events. Electricity, marquee anchor points, etc scoping, investigation and works	Unknown
Town Centre Improvements	Nelson Bay Stage area analysis and needs assessment and works	$350,000
Town Centre Improvements	Nelson Bay car parking improvements scoping, investigation and works	Unknown
Town Centre Improvements	Nelson Bay multi-storey car park	$5,445,000
Town Centre Improvements	Donald St and Stockton St consideration for traffic lights, Nelson Bay	$1,500,000
Town Centre Improvements	CBD Improvements, Shoal Bay	$2,000,000
Town Centre Improvements	CBD Improvements Williams St, Raymond Terrace	$25,000,000
Town Centre Improvements	CBD Raymond Terrace Car Parking	Unknown
Town Centre Improvements	CBD Improvements Nelson Bay	$15,000,000
Town Centre Improvements	CBD Improvements Anna Bay	Unknown

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Asset Category	Project Description	Estimate
Town Centre Improvements	Town Entrance Signage replacement program	$750,000
Town Centre Improvements	Smart Cities scoping, concepts, estimates, construction/installation	Unknown
Town Centre Improvements	Arts and Cultural Centre – investigation and scoping	Unknown
Town Centre Improvements	King Street Raymond Terrace Revitalisation – scoping, investigation and works	Unknown
Town Centre Improvements	Roadside Beautifications - entrance corridors	$1,000,000
Transport	Transport Interchange - Medowie	Unknown
Transport	Transport Interchange – Anna Bay	Unknown
Transport	Transport Interchange – Nelson Bay	Unknown

Appendix 4: Asset Management Plans

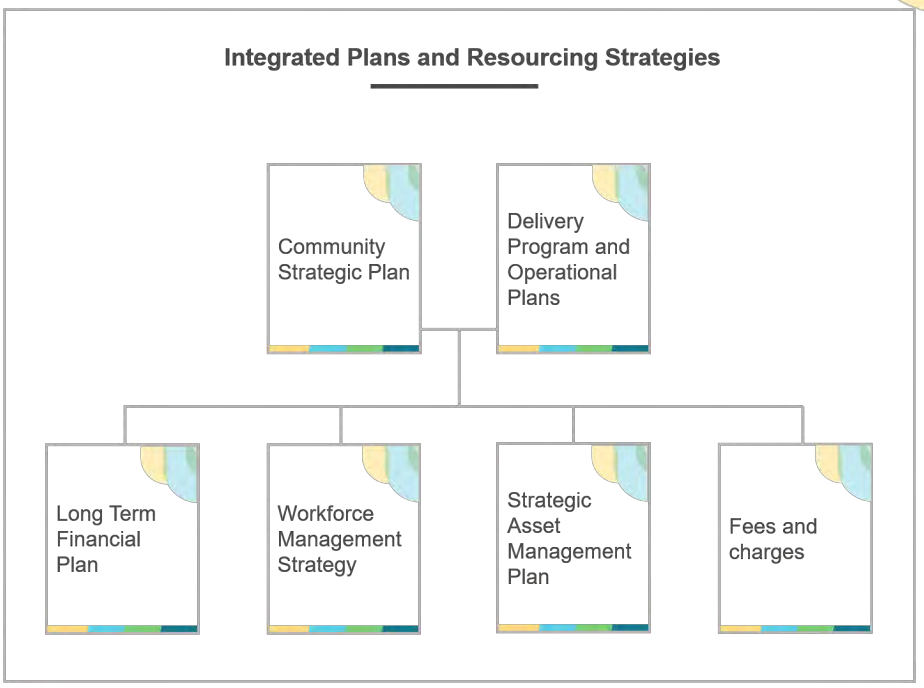
ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET

IP&R Framework

PORT STEPHENS COUNCIL

Asset Management Plan

2022 to 2032



Port Stephens Council has prepared this plan on behalf of the Port Stephens community and would like to thank the residents, community groups, business and government representatives who provided input into the plan.

The Strategic Asset Management Plan has been prepared in accordance with Section 403 of the Local Government Act 1993.

Acknowledgement
We acknowledge the Worimi as the original Custodians and inhabitants of Port Stephens.

May we walk the road to tomorrow with mutual respect and admiration as we care for the beautiful land and waterways together.

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ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

Abbreviations

ABS	Australian Bureau of Statistics
CIV	Capital Investment Value
CRC	Current Replacement Cost
Council	Port Stephens Council
CPI	Consumer Price Index
CRM	Customer Request Management system
CSP	Community Strategic Plan
DCP	Development Control Plan
EMS	Environmental Management System
EPA	Environment Protection Authority
GIS	Geographic Information Systems
ICT	Information and Communications Technology
IIMM	International Infrastructure Management Manual
IP&R	Integrated Planning and Reporting
IPART	Independent Pricing and Regulatory Tribunal
IPWEA	Institute of Public Works Engineering Australasia
IP&R	Integrated Planning and Reporting
LEP	Local Environment Plan
LGA	Local Government Area
LCC	Life Cycle Cost
LTFP	Long Term Financial Plan 2019-2029
NAMS	National Asset Management Strategy
NAPL	Newcastle Airport Partnership Limited
PSC	Port Stephens Council
PFAS	Per- and poly- fluoroalkyl substances
REFLECT	Council's workflow software program
REMPLAN	Economic and demographic data and analytic company
SAMP 8	Strategic Asset Management Plan 2018-2028
SAMP 9	Strategic Asset Management Plan 2019-2029
SAMP 10	Strategic Asset Management Plan 2020-2030
SAMP 11	Strategic Asset Management Plan 2021-2031
SAMP 12	Strategic Asset Management Plan 2022-2032
SES	State Emergency Service
SLA	Service Level Agreement
SRV	Special Rate Variation
TfNSW	Transport for NSW
VIC	Visitor Information Centre
WHS	Work Health and Safety
the Plus Plan	Capital Works Plus Plan
the Program	Capital Works 10 year Program

Overview

Port Stephens Council has prepared this Asset Management Plan (AMP) in accordance with the State Government's Integrated Planning and Reporting Framework requirements. The AMP is part of the suite of asset management documents under the Strategic Asset Management Plan (SAMP) and Council's adopted Asset Management Policy.

The SAMP and Asset Management Policy sets out the framework and documents the sustainable management of current and future Council assets so that appropriate services are effectively delivered to the community now and for future demand. The AMP provides more detail for each of Council's asset classes.

The asset accounting and modelling documented in the AMP is in accordance with the Australian Infrastructure Financial Management Guidelines and the IIMM which has been further expanded to include the recently introduced International Standards ISO 55,000.

Included in the AMP is the newly created Community Asset Dashboards that provide a snapshot of asset in terms of the asset's:

- Condition
- Functionality
- Capacity

These Dashboards are a simple way of presenting a simplified status of the asset class that can be used for communication and understanding of the levels of service they provide. It should be noted that this is the first year that these Dashboards have been introduced and future generations of the Dashboards will see a refinement of the data that is shown in them. They have been created in accordance with the NSW Institute of Public Works Engineering Australasia (IPWEA) Guidelines.

Lifecycle Management: Civil Assets

Civil Assets categories are listed in Table A.

Ancillary Assets

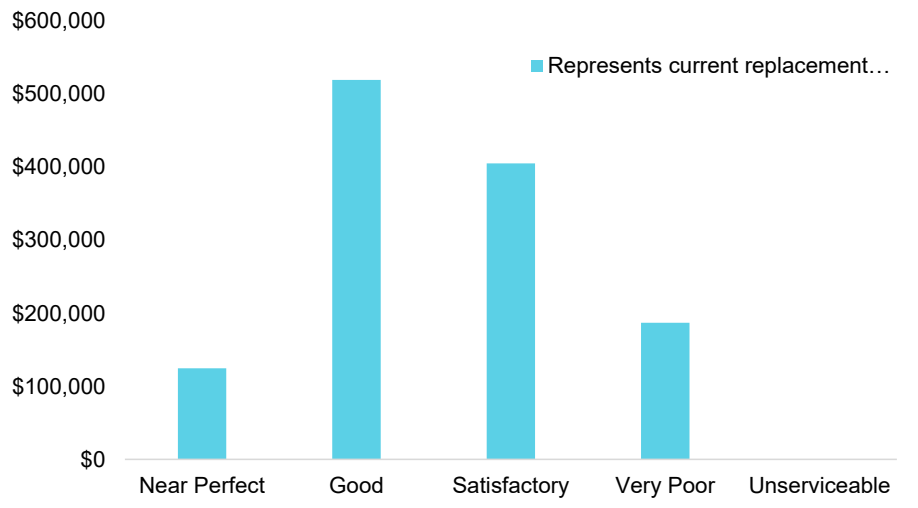
Ancillary assets are those that have a material financial value and are simple structures, though are usually ancillary to another asset that the community uses and values. In previous versions of the SAMP these minor assets were presented in individual plans. These have now been consolidated into this plan to provide the required information to effectively manage the assets. Classes within this category are listed in Table A.

Bus Shelters

Asset Holdings	Number of bus shelters: 119			
Desired Level of Service Statement	• To provide a safer, comfortable, attractive and accessible bus shelters for public transport passengers and operators. • Transport stops complaint with the Disability Standards for Accessible Public Transport 2002 (DSAPT)			
Available Data	Asset data stored in end of year financial Fair Value asset database. Asset Data: location, type, condition rating, and Fair Value calculations.			
Last Condition Survey	A condition inspection was undertaken in 2020.			
General Assessment of Condition	**Condition Rating**		**% Assets (based on number of shelters)**	**$CRC**
	1	Near Perfect	10%	$124,690.59
	2	Good	42%	$519,544.12
	3	Satisfactory	33%	$405,244.41
	4	Very Poor	15%	$187,035.88
	5	Unserviceable	0%	$0.00
		Total	**100**	**$1,236,515**
Main Findings	• A visual condition assessment was undertaken in 2020.			

	• Most new shelters are provided by new development or through grant funding programs. • Assets are repaired when damage occurs which creates a potential hazard for road users or members of the travelling public.
Future Actions	• Seek future funding grant opportunities to upgrade and improve bus shelters.

Figure 4: Condition Rating - Bus Shelters

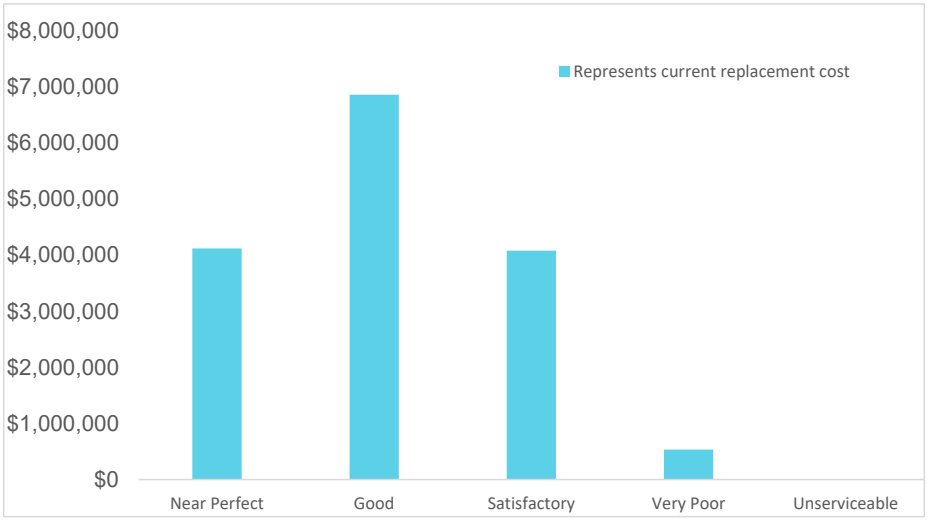


Carparks

Asset Holdings	Carparks: 119
Desired Level of Service Statement	• Parking spaces are maintained for the purpose of parking, are clean, line marked and surface safe.
Available Data	• Asset data stored in end of year financial Fair Value asset database. • Asset Data: pavement type, ancillary items, condition rating, and Fair Value calculations.
Last Condition Survey	Condition inspection undertaken in 2020.

General Assessment of Condition	Condition Rating		% Assets (based on number of components)	$CRC
	1	Near Perfect	31	$4,120,630
	2	Good	41	$6,864,690
	3	Satisfactory	24	$4,081,710
	4	Very Poor	4	$535,640
	5	Unserviceable	0	$0
		Total	**100**	**$15,602,670**
Main Findings	• On street Car parks are currently evaluated as a road pavement with low traffic. Deterioration is predominately based on environmental variables. • Carparks managed across various teams have been consolidated and are now managed by Council's Civil Asset Team. • Components within carparks have all been inventoried and condition assessed individually. • % Assets based on quantity of components in each condition state. • $CRC actual replacement value of components in that condition state.			
Future Actions	• Continue to maintain the existing assets. • Develop desired level of service for each hierarchy of carpark.			

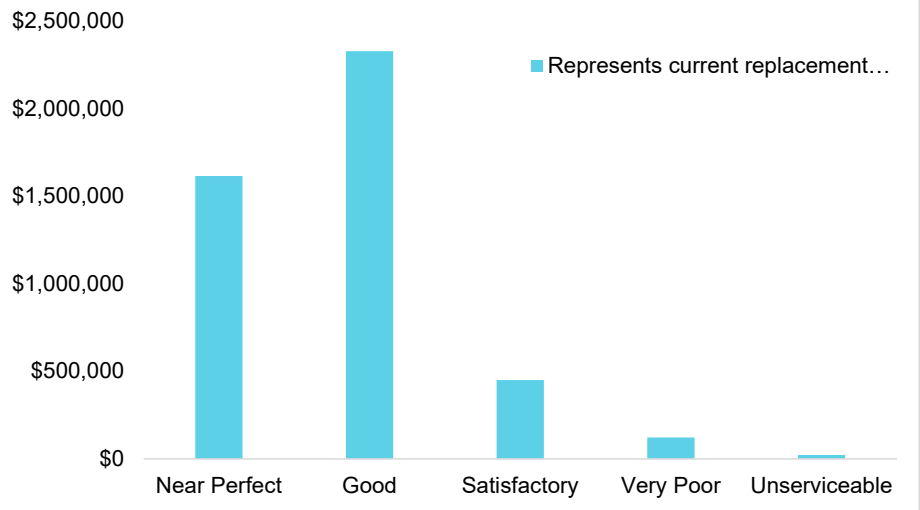
Figure 5: Condition Rating – Carparks



Guard Rails

Asset Holdings	Guardrail: 18,448m			
Available Data	• Asset data stored in end of year financial Fair Value asset database. • Asset Data: location, length and member type, terminal type, speed zone, distance from road centre line, condition rating, and Fair Value calculations.			
Last Condition Survey	Last condition inspection undertaken in 2019.			
General Assessment of Condition	**Condition Rating**		**% Assets (based on m)**	**$CRC**
	1	Near Perfect	37	$1,614,550
	2	Good	50	$2,326,926
	3	Satisfactory	10	$449,823
	4	Very Poor	3	$122,502
	5	Unserviceable	0	$22,566
		Total	**100**	**$4,536,367**
Main Findings	• While the existing guardrails are considered satisfactory, most of the guardrails were installed prior to the release of the current Australian Standard. • Guardrails will be repaired while parts are still legally available, otherwise full replacement to the current standard shall occur. • % Assets based on length of asset in each condition state. • $CRC actual replacement value of asset in that condition state.			
Future Actions	• Continue to maintain the existing assets.			

Figure 6: Condition Rating – Guardrails



Heritage items

Heritage items include:

- Summer House Bus Shelter - Tanilba Bay
- Tanilba Gates – Entrance
- Tanilba Gates – Inner
- Tanilba Pillar – East
- Tanilba Pillar – West
- Knitting Circle, Seaham
- Adam Place Canary Island Date Palm planting along Port Stephens St, Raymond Terrace
- Jacaranda Plantings along Jacaranda Ave, Raymond Terrace

These assets are inspected periodically and maintained so as to ensure the safety of the community and the continued structural integrity of the asset.

These items are not valued and as such are not rated for condition due to their age.

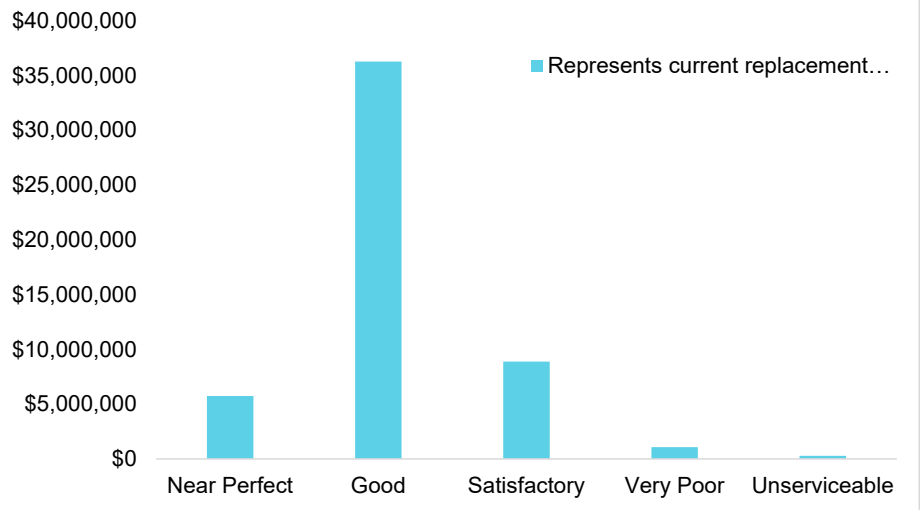
Kerb and Guttering

Asset Holdings	Kerb and Gutter: 708 km
Desired Level of Service Statement	Water is conveyed from the pavement to the nearest drainage system such as pipes or open drains.

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

Available Data	Asset data stored in end of year financial Fair Value asset database. Asset Data: location, length, type, condition rating, and Fair Value calculations.			
Last Condition Survey	The last condition inspection was undertaken in 2019.			
General Assessment of Condition	**Condition Rating**		**% Assets (based on m)**	**$CRC**
	1	Near Perfect	9	$5,749,018
	2	Good	71	$36,270,884
	3	Satisfactory	17	$8,883,395
	4	Very Poor	2	$1,075,306
	5	Unserviceable	1	$287,533
		Total	**100.00**	**$52,266,136**
Main Findings	• The visual condition assessment was undertaken in 2019. • Most acquisitions are through subdivision release or as part of Council's roads assets capital works program. • This asset is repaired when the damaged. Unrepaired kerb and gutter results in deterioration of the adjacent road pavement. • % Assets based on quantity of asset in each condition state. • $CRC actual replacement value of asset in that condition state.			
Future Actions	• Continue to maintain the asset in a functioning manner based on prioritisation across all assets.			

Figure 7: Condition Rating - Kerbs and Guttering



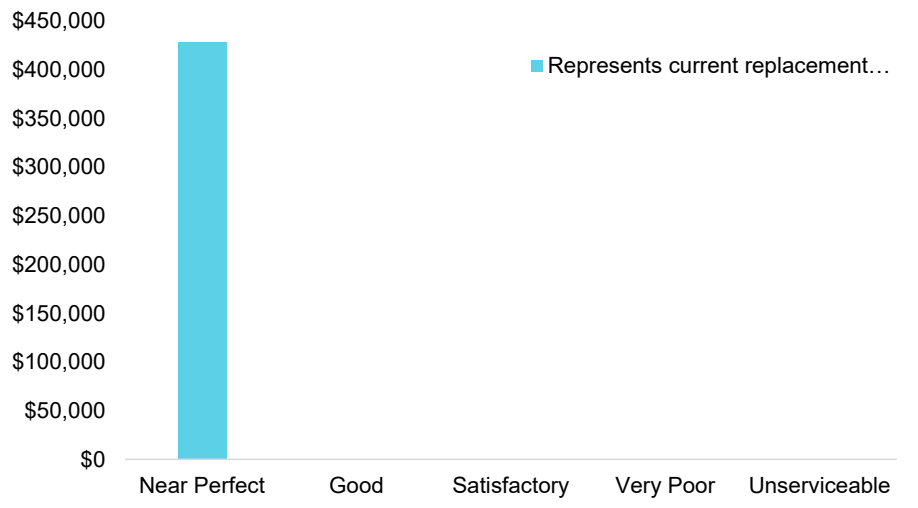
Parking Meters

Asset Holdings	Parking meters: 65 In-ground sensors:955
Desired Level of Service Statement	Minimum 90% of meters functioning at one time.
Available Data	• Asset data stored in end of year financial Fair Value asset database. • Asset data: location, acquired date, condition rating, and Fair Value calculations.
Last Condition Survey	2022
General Assessment of Condition	

	Condition Rating	% Assets ($ weighted)	$CRC
1	Near Perfect	100	$428,012
2	Good	0	$0
3	Satisfactory	0	$0

	4	Very Poor	0	$0
	5	Unserviceable	0	$0
		Total	**100.00**	**$428,012**
Main Findings	• The purpose of the meters is to promote turnover of parking throughout the metered precinct. • The income gained from parking meters is used for infrastructure improvement on Crown Land and the vicinity of the Nelson Bay foreshore. • A significant proportion of revenue is derived from cash transactions. • One meter removed due to damage – to be replaced in future with additional smart parking changes.			
Future Actions	• Continue to maintain the meters. • Review the service level agreement with supplier of the meters to improve the maintenance lead times and the reliability of the machines. • Investigate and implement cashless transaction technology, and other smart parking opportunities • Continue investigations for the expansion of the Nelson Bay smart parking scheme to include the town centre. • Investigate the expansion of the smart parking for Birubi and Shoal Bay precincts.			

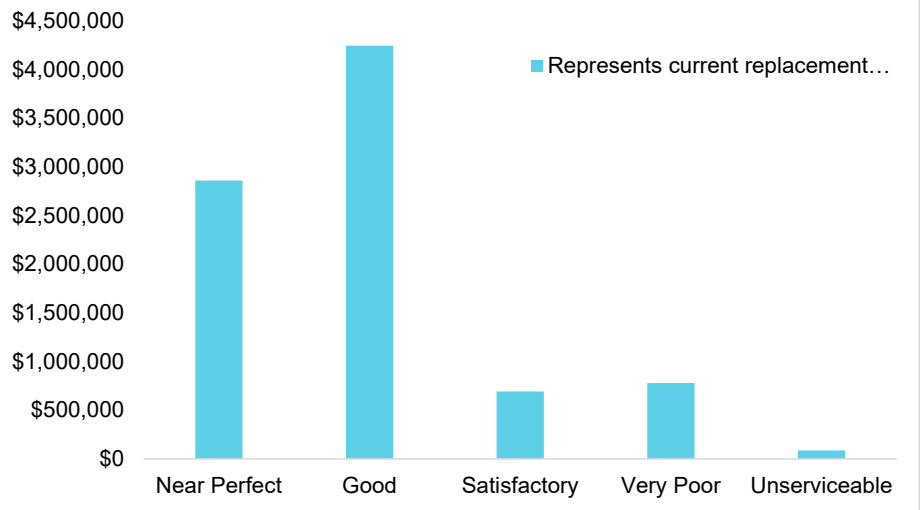
Figure 8: Condition Rating - Parking Meters



Retaining Walls

Asset Holdings	Retaining Walls: 6,901 m.			
Available Data	• Asset data stored in end of year financial Fair Value asset database. • Asset Data: location, acquired date (where known), wall type and material, footing type, length, height; condition rating, and Fair Value calculations.			
Last Condition Survey	Condition inspection undertaken in 2019.			
General Assessment of Condition	**Condition Rating**		**% Assets (based on m)**	**$CRC**
	1	Near Perfect	33%	$2,858,720.37
	2	Good	49%	$4,244,766.61
	3	Satisfactory	8%	$693,023.12
	4	Very Poor	9%	$779,651.01
	5	Unserviceable	1%	$86,627.89
		Total	**100.00**	**$8,662,789.00**
Main Findings	• Myan Close Retaining Wall is on our critical asset list and is inspected monthly and surveyed annually to ensure it is not moving. • All retaining walls are treated on a risk basis, high risk has regular frequent inspections and low risk walls are inspected less frequent.			

Figure 8: Condition Rating - Retaining Walls

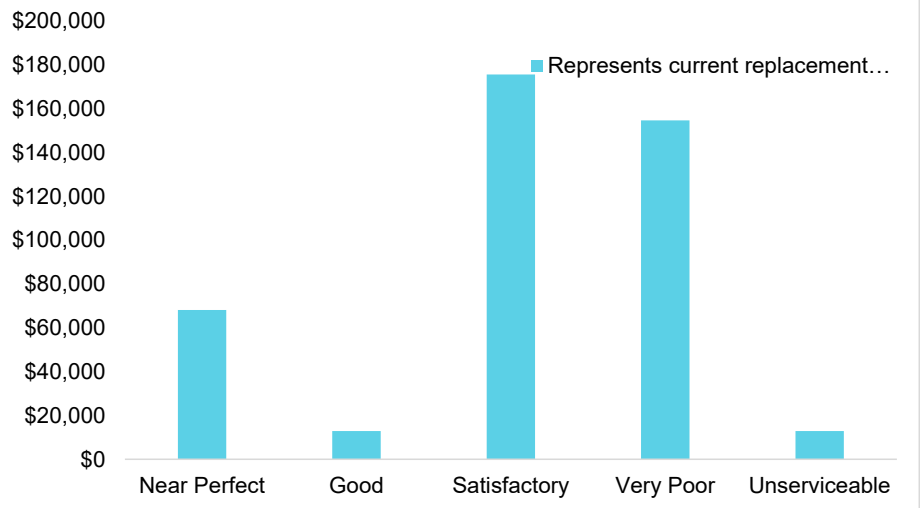


Signs and Guideposts

Asset Holdings	Gateway Signs: 6 Suburb Signs: 78			
Desired Level of Service Statement	• Signs are clear, functioning and present.			
Available Data	• Asset data stored in end of year financial Fair Value asset database. • Asset Data: number, condition rating and Fair Value calculations.			
Last Condition Survey	A condition inspection was undertaken in 2019.			
General Assessment of Condition	**Condition Rating**		**% Assets (based on qty)**	**$CRC**
	1	Near Perfect	7	$68,167
	2	Good	4	$12,879
	3	Satisfactory	46	$175,650

	4	Very Poor	39	$154,670
	5	Unserviceable	4	$12,879
		Total	**100.0**	**$411,245 ($424,245)**
Main Findings	• Anecdotal evidence indicates that maintenance has kept up to demand. • When maintenance is undertaken on these assets it often ends up being replacement and the data collected throughout this process is limited.			
Future Actions	• Continue to maintenance the existing assets. • Works are undertaken within the allowable budget, noting that while there is a back log of works, the allowable budget has maintained a stable backlog.			

Figure 10: Condition Rating – Signs and Guideposts

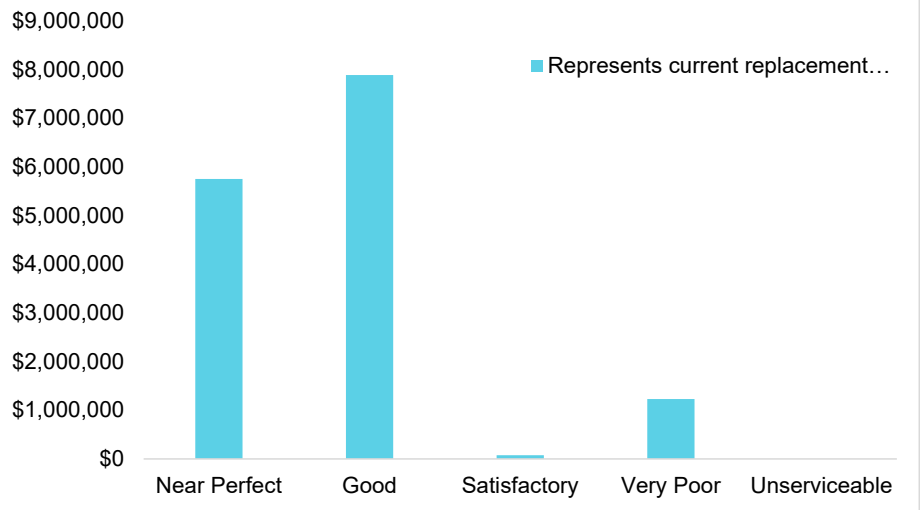


Bridges

Asset Holdings	Concrete: 13, Timber: 0, Steel: 3.
Desired Level of	All bridges (Road and Pedestrian) would ideally meet current design standards for width, load capacity, provision for

<table>
<tr><td>Service Statement</td><td colspan="4">pedestrians and cyclists, disabled access, flood immunity and adequacy of bridge barriers.</td></tr>
<tr><td>Available Data</td><td colspan="4">• Asset data stored in end of year financial Fair Value asset database.
• Asset Data: location, acquired date, loading type, material (structural and span), size (width and length), condition rating, and Fair Value calculations.</td></tr>
<tr><td>Last Condition Survey</td><td colspan="4">Each bridge and major culvert has a routine maintenance inspection annually or after any major storm/flood event.</td></tr>
<tr><td>General Assessment of Condition</td><td colspan="2">Condition Rating</td><td>% Assets (based $ weighted)</td><td>$CRC</td></tr>
<tr><td></td><td>1</td><td>Near Perfect</td><td>63</td><td>$5,749,900</td></tr>
<tr><td></td><td>2</td><td>Good</td><td>25</td><td>$7,886,000</td></tr>
<tr><td></td><td>3</td><td>Satisfactory</td><td>6</td><td>$75,200</td></tr>
<tr><td></td><td>4</td><td>Very Poor</td><td>6</td><td>$1,230,000</td></tr>
<tr><td></td><td>5</td><td>Unserviceable</td><td>0</td><td>$0</td></tr>
<tr><td></td><td></td><td>Total</td><td>100.00</td><td>$14,941,100</td></tr>
<tr><td>Main Findings</td><td colspan="4">• Notts Creek Bridge has been listed for upgrade in the Capital Works Plan and has successfully obtained grant funding.
• Victoria Parade pedestrian bridge requires further testing.</td></tr>
<tr><td>Future Actions</td><td colspan="4">• Predominantly, preventative maintenance on the existing bridges is the main action.
• Victoria Parade pedestrian bridge will have major investigation works completed to supplement the previous condition inspection.</td></tr>
</table>

Figure 11: Condition Rating – Bridges



LEVEL OF SERVICE

Customer Research and Expectations:

Research

The current inspection and maintenance process provides a level of service equal to or higher than the community would expect. This assumption is demonstrated by minimal customer requests/complaints and insurance claims.

The service level cannot sensibly go higher and any reduction would increase the risk to Council and the road user.

Legislative Requirements

There are no specific legislative requirements for the provision of bridges by Council. However, it is Council's duty of care that bridges are built in accordance with relevant Australian Standards and are maintained in safe and serviceable condition for pedestrians and vehicles.

Current Level of Service

Bridges are considered to be in a satisfactory condition if maintenance is carried out as soon as any structural member is thought to be unserviceable or having a risk of failure. Works to repair or renew with similar materials are undertaken following annual inspections.

All bridges are inspected annually. If their level of service/condition is lower than near perfect, then maintenance and repairs are scheduled in the annual maintenance or works program. This program may include short and long-term works. In the event that works cannot be undertaken immediately then access to the bridge will be

limited via a load rating which is applied to keep all users of the bridge safe until works can be completed.

Desired Level of Service
All bridges would ideally meet current design standards for width, load capacity, provision for pedestrians and cyclists, disabled access, freedom from closure due to flooding and adequacy of bridge barriers.

FUTURE DEMAND

Demand Forecast

The key drivers influencing demand for the bridge infrastructure are:

- Population growth;
- Residential and industrial development and access to major highways, eg North Raymond Terrace access onto Pacific Highway;
- Higher load limits for trucks;
- Strategic extensions to the road, footpath and shared path networks.

Roads and bridges need to be able to carry increasing traffic volumes and to have adequate factors of safety built in given the increasing loads of heavy vehicles using these bridges. Because the list of existing bridge infrastructure is relatively small and much of it has a relatively long remaining service life, demands for improved services are likely to be met with little change to the existing infrastructure in the foreseeable future.

Demand Management Plan

All bridges are regularly inspected and insurance policies and valuations are kept up-to-date.

Load limits would be considered and applied if inspections reveal any structural deficiency with any of Council's bridges.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan
New structures may be created through subdivision release or ownership transferred to Council from Transport for New South Wales (TfNSW).

Operations/Maintenance Plan
The intention is to maintain all bridges in a satisfactory or better condition at all times. This is achieved when maintenance is carried out to repair or renew any structural or safety member with similar materials as soon as it is considered unserviceable or a hazard to the user.

Maintenance is carried out following scheduled and unscheduled inspections (such as in the event of flooding) or complaints. Any bridge noted to be in poor condition is inspected more regularly until appropriate repairs can be carried out.

Condition and Performance Monitoring

Most of Council's bridges are still in the early stages of their asset lifecycle and hence an annual inspection is considered sufficient.

Guardrails and safety fences associated with each bridge are covered under the Guardrail section of this document.

Works Program	Scope	Timeframe
Inspection	Load inspections of all bridges and critical culverts	2020-2021

Rehabilitation/Renewal/Replacement Plan

Rehabilitation of existing bridges is made through the individual bridge asset management plan.

Consolidation/Disposal Plan

The last of Council's full-timber bridges was replaced in 2007 with a drainage culvert.

Risk Plan

A bridge that is unsafe, failing or not fit for purpose may have catastrophic results such as collapse causing severe injury or death to users. This level of hazard is unacceptable and hence the risk is managed through continual condition monitoring and hazard identification. Risks are minimised by undertaking required works as soon as practicable to bring a bridge to a satisfactory condition.

Bridges are insured through Council's Industrial Special Risks Insurance policy. Risk is managed through the annual inspection process. In addition, public or other observations or complaints are actioned through Council's CRM process with issues examined and on-site assessments and corrective action taken as warranted. Bridges are an essential component of the transport network and so any risks associated with failure cannot be tolerated.

A risk treatment plan associated with people jumping or diving from some bridges has resulted in the reinforcement of signposting and handrail installations.

Risk Controls - Bridges		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that a bridge may fail leading to personal injury or death.	• Undertake Asset Inspection program for condition assessment and required works. • Immediately rectify any works required as per the inspection program.	Medium

Financial/Budget Summary

At present the desired levels of expenditure and the actual levels of expenditure are the same. Future works are listed and funded through Council's works plan. The next bridge project is to upgrade the lighting facilities along Jimmy Scott Bridge at Seaham. Pre-work has commenced and the upgrading of the lighting facilities will be due for completion during the 2020-2021 financial year. At the time of writing this SAMP the installation works were in progress.

Intensive structural investigations are planned for the Victoria Street pedestrian bridge that will confirm the future upgrade or disposal of this asset.

Transport for NSW has developed funding programs including Freight, Fixing Country Roads and Bridges to the Bush programs to support councils to fund these large infrastructure items.

The Australian Government Bridges Renewal Program provides opportunities for Councils to apply for funding to upgrade and replace bridges.

Plan Improvement and Monitoring

Council continues to monitor and assess its Bridges Asset Management Plan.

Summary

Council's bridges are mostly new and any associated risks are rated very low. The consequence of an asset failing is catastrophic hence maintenance works are undertaken as soon as practically possible to ensure a high level of service.

Drainage

Asset Holdings	Pipe: 319 kms, Box culvert: 6.8 kms, Open drain: 122 kms; Pits: 10,905; Headwalls: 2,396; Pump stations: 7; Detention Ponds 143; Gross Pollutant Traps: 42; Infiltration Systems 3036m.
Desired Level of Service Statement	The drainage network system is operating without flow restrictions and meets major/minor storm event design and operational criteria with regards to safety, capacity and maintenance.

	Drainage inspections and maintenance are conducted in a proactive, scheduled manner.
Available Data	• Asset data stored in Council's Asset Management System. • Asset Data: location, type, material, size (length, area, diameter, depth), year acquired (where known), pumps (motor, housing, electrical, telemetry), condition rating and fair value. • Calculations for fair value and depreciation has been completed in Asset Valuer Pro (APV).
Last Condition Survey	Condition visual and camera inspections were undertaken from 2017 to 2020.

General Assessment of Condition

	Condition Rating	% (based on CRC)	$CRC
1	Near Perfect	24	$56,111,915
2	Good	73	$171,460,643
3	Satisfactory	2	$6,105,494
4	Very Poor	1	$1,588,800
5	Unserviceable	0	$229,660
	Total	**100.00**	**$235,496,512**

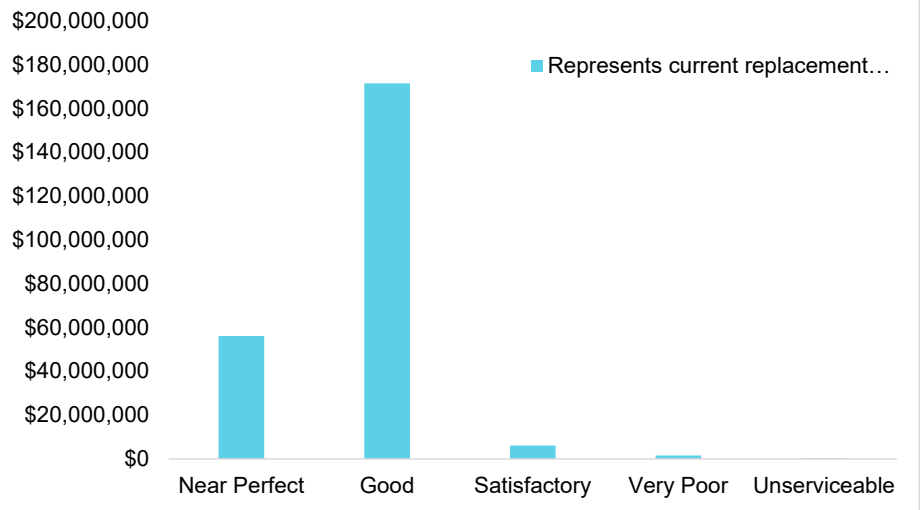
Note: The asset condition rating may not be directly related to the desired level of service provided by the asset. For example, a pipe may be in good condition but it may be hydraulically undersized and be the cause drainage/flooding issues.

Main Findings	• Since the last review the pipe condition rating is based on a stationary high zoom and resolution camera to see as much of the pipe as possible from the pit. Council has inspected approximately 10% of network and has found that the previous visual assessments align with the camera inspections.
Future Actions	Proposed works per catchment area • Anna Bay: Development of a Flood Risk Management Study and Plan for the entire catchment area to allow further developments and drainage mitigation works to improve the local flooding situation.

	• Bobs Farm: Opening of Cromarty Lane drainage outlet to improve flow condition and reduce nuisance stormwater inundation and flooding on the properties. • Heatherbrae: Investigation on the suitability of an infiltration system and its usage for storm water disposal. • Karuah: Investigation and carrying out a drainage study to identify the stormwater inundation and flooding problems in select local catchments and determine the improvement strategy to reduce flooding impacts. • Lemon Tree Passage: Investigate and upgrade the drainage system as required within select areas of the Lemon Tree Passage Urban Area to reduce stormwater inundation and flooding impacts. • Little Beach: Investigation and carrying out a drainage study to identify the flooding problems in the catchment and determine the improvement strategy to reduce stormwater inundation and flooding impacts within the catchment. • Medowie: Investigation and carrying out a drainage study to identify alternate solutions along with detention basin design to minimise the flooding problems around Ballat Close basin catchment and surrounding areas. • Medowie: Investigation and carrying out a drainage study to identify alternate solutions to minimise the stormwater inundation and flooding problems in select local catchments. • Medowie/Campvale: Flood and drainage mitigation works together with designated flow path. • Nelson Bay: drainage improvements within select areas to reduce stormwater inundation and flooding impacts. • Raymond Terrace: Drainage improvements in the Bourke Street catchment and Glenelg Street catchment to reduce stormwater inundation and flooding impacts and to allow more development in these catchments. • Shoal Bay: Update the drainage study to account for recently constructed drainage improvements and identify further drainage network upgrades to reduce the stormwater inundation and flooding impacts on private properties. • Soldiers Point: Investigate and upgrade the drainage system as required within select areas of the Soldiers Point Urban Area to reduce stormwater inundation and flooding impacts. • Soldiers Point: Investigation and carrying out a drainage study to identify flooding problems in George Reserve Catchment and determine the improvement Strategy to reduce

	stormwater inundation and flooding impacts within the catchment. • Tanilba Bay: Investigate and upgrade the drainage system as required within select areas of the Tanilba Bay Urban Area to reduce stormwater inundation and flooding impacts. • Tomago: Drainage improvements in the Enterprise Drive catchment. • Wallalong South: Drainage upgrades to improve flow conditions and reduce nuisance stormwater inundation and flooding on properties and across roads. • Williamtown: Investigate the open drainage system and culverts, aligning with recommendations from State Government agencies, and upgrade as required to reduce stormwater inundation and flooding impacts to enable further industrial and airport based development around Newcastle Airport. • LGA wide: Investigate the groundwater impact on the existing and future drainage system in particular on the infiltration system. Catchments requiring investigation Seabreeze estate, Clark Street Anna Bay, Heatherbrae area (Kinross and surrounding) **Overall** • Continue to extract newly provided flood and drainage modelling data to centralised mapping layers. • Continue to progress development of the Lower Hunter River Cumulative Development Impact Study and Plan in conjunction with Maitland City Council, Newcastle City Council and NSW Government stakeholders.

Figure 12: Condition Rating - Drainage



LEVEL OF SERVICE

Customer Research and Expectations:

The Community Satisfaction Surveys and community workshops consistently place drainage (together with roads) high on the community's importance scale.

The message from the community through the Community Satisfaction survey over the last 10 years has been an improved customer satisfaction from 46% in 2012 up to 80% in 2018. In 2020 this percentage has reduced to 76%.

In the past there had been no direct community consultation undertaken for the overall network and anecdotal evidence shows that the community expects the drainage network to function when required. Following community workshops conducted in late 2011, the community highlighted its requirement for better service of the open drains and confirmed the previous anecdotal evidence. It should be noted that the definition of a functioning drain has varied in the past depending on those having an environmental or a traditional engineering perspective.

Legislative Requirements:

There are no direct legislative requirements for the management of the drainage assets.

Current Level of Service:

Most maintenance of pipelines are reactionary though the majority of maintenance for other drainage assets such as pump stations, drainage reserves, open drains, detention basins, infiltration systems, pit and gross pollutant traps are programmed for maintenance with the purpose of ensuring that the asset is fit for purpose. However, current service levels are impacted by and dependent upon available funding.

Desired Level of Service:
The desired level of service is that all of the drainage network system is operating without flow restrictions; it is fit for purpose; and it has capacity. Drainage inspections and maintenance are conducted in a proactive, scheduled manner.

Standards:
A condition assessment and data inventory validation of Council's hard drainage network such as pipes, pits, etc, were completed at the end of 2007-2008. The remaining drainage network such as open drains and detention basins were reviewed in 2009-2010. Additional data verification and desktop updates have since occurred with closed circuit television (CCTV) inspections in accordance with the Drainage Practice Notes as defined by the National Asset Management Strategy (NAMS). The CCTV inspections are undertaken annually.

FUTURE DEMAND

Key Drivers
The key drivers influencing demand for the drainage infrastructure are:

- change in storm intensity and climate change;
- change in guidelines and standards;
- population growth;
- community expectation;
- business and residential development resulting in a change of natural flow paths and greater percentage of impervious areas;
- strategic extensions to the network.

Changes in demand will directly impact the remaining capacity of the drainage network. Increase in population reduces the time before the drainage network has reached capacity. Areas with growth and a drainage network that has already reached capacity will have an increased frequency of drainage problems such as localised water retention or flooding.

Future State:
Areas of significant increased demand in the next 24 months include Anna Bay, Lemon Tree Passage, Medowie, Raymond Terrace, Heatherbrae, Nelson Bay, Shoal Bay, Soldiers Point and Williamtown. Studies have commenced to review existing network functions and to propose solutions for the existing and future capacity issues.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan
By far the largest contributor to new acquisitions is through subdivision development being released to Council. Secondary acquisitions occur through Council's Works

Plan. Augmentations are also made from reactive maintenance or minor project planned works.

Any increase in the drainage network should also attract an increase in the allocated budget to maintain the asset. This has not occurred in the past.

Works Plus Plan project list - Drainage			
Project	**Estimate**	**Source of Funds**	**Trigger**
Medowie			
Ballot Close, Medowie: Upgrade Ballot Close catchments drainage includes construction of a detention basin, culvert upgrading, easement acquisition, channel improvement, etc.	$1.5m	Currently unfunded	Correct scoping including localised drainage study, REF, detailed design and pricing of the proposed works through the capital works program.
Evans Rd, Medowie: Investigation and potential construction of detention basin to reduce flooding impact.	$0.7m	Currently unfunded	Correct scoping including localised drainage study, REF, detailed design and pricing of the proposed works through the capital works program.
Ryan Road, Kula Road: Upgrade culverts and upstream and downstream channel improvements.	$1.5m	Currently unfunded	Correct scoping including REF, detailed design and pricing of the proposed works through the capital works program.
Wellard/Wilga Road: Upgrade culverts, upstream and downstream channel improvements, easement acquisition.	$2.0m	Currently unfunded	Correct scoping including REF, detailed design and pricing of the proposed works through the capital works program.
Shoal Bay			
Horace Street: Major augmentation of trunk drainage system from Rigney Street to Shoal Bay Beach outlet.	$6.5m	Currently unfunded	Completion of the drainage report, correct scoping, regulatory consultation, detailed design, environmental assessment and

Works Plus Plan project list - Drainage			
Project	**Estimate**	**Source of Funds**	**Trigger**
			pricing of the proposed works through the capital works allocation.
Catchment wide: Improvements to the street drainage system with construction of a detention basin within Pozieres Park, infiltration systems and kerb and guttering. Some drainage works have commenced to alleviate localised issues. Large scale works still needed.	$3.0m	Currently unfunded	Completion of the drainage report, correct scoping, regulatory consultation, detailed design, environmental assessment and pricing of the proposed works through the capital works allocation.
Williamtown			
Nelson Bay Road: Improvement to Nelson Bay Road trunk drainage system to improve stormwater discharge from the airport catchment.	$1.5m	Currently unfunded	Correct scoping, REF, drainage design, detailed design and pricing of the proposed works through the capital works allocation.
Catchment Wide: Acquisition of easement for drain widening and access road. Historical and legal review on ownership has commenced.	$1.1m	Currently unfunded	Correct scoping, land valuation, negotiation with property owners, Council approval and pricing of the proposed works through the capital works allocation.
Raymond Terrace			
Bourke Street: Construction of a new drainage system around Raymond Terrace Oval from Adelaide Street to the shopping centre and	$6.0m	Some Developer contribution, drainage reserve	Further development of a concept design including REF, geotechnical assessment, detailed design and pricing of

Works Plus Plan project list - Drainage			
Project	**Estimate**	**Source of Funds**	**Trigger**
upgrade the Carmichael Street drainage. Construction of a new stormwater pumping system at the end of Bourke Street and rising main to the Hunter River. Installation of pumps and rising main from Carmichael Street to the Hunter River at the end of Bourke Street and rising main to the Hunter River			the proposed works through the capital works allocation.
Halloran Way: Acquisition of land and construction of a detention basin at Benjamin Lee Drive/Richardson Road intersection.	$2.5m	Currently unfunded	Correct scoping, review of drainage study, land acquisition, negotiation with land owners, detailed design and pricing of the proposed works through the capital works allocation.
Halloran Way: Improvements to the drainage system at the intersection of Benjamin Lee Drive and Richardson Road	$1.0m	Currently unfunded	Correct scoping, review of drainage study, detailed design and pricing of the proposed works through the capital works allocation.
Glenelg St, Raymond Terrace: Drainage works along Glenelg St from the Hunter River to Irrawang Street.	$8.0m	Currently unfunded	Correct scoping, review of drainage study, negotiation with relevant stakeholders, detailed design and pricing of the proposed works through the capital works allocation
Bobs Farm			
Cromarty Lane: Improvement to the existing	$0.6m	Currently unfunded	Finalisation of the Bobs Farm desktop study,

Works Plus Plan project list - Drainage			
Project	**Estimate**	**Source of Funds**	**Trigger**
drain, acquisition of easement, environmental assessment, augmentation to the existing outlet.			consultation with Marine Park Authority, NSW Fisheries and DPIE, environmental assessment, negotiation with the property owners and pricing of the proposed works through the capital works allocation.
Anna Bay			
Anna Bay CBD, Gan Gan Road: Upgrading the existing drainage system between Morna Point Road and McKinley Swamp and then to north to Fern Tree drain.	$4.7m	Currently unfunded	Further development of a concept design through Floodplain Risk Management Study and Plan, including REF, geotechnical assessment, detailed design and pricing of the proposed works through the capital works allocation.
Clark Street and Gan Gan Road, Anna Bay: Construction of a new drainage system from Gan Gan Road to Anna Bay Main Drain via Clark Street.	$13.1m	Currently unfunded	Further development of a concept design through Floodplain Risk Management Study and Plan, including REF, geotechnical assessment, detailed design and pricing of the proposed works through the capital works allocation.
Tanilba Bay			
Tanilba Bay Urban Area: Upgrade the drainage system within Tanilba Bay Urban Area	$2.3m	Currently unfunded	Further development of a concept design through Floodplain Risk Management

Works Plus Plan project list - Drainage			
Project	**Estimate**	**Source of Funds**	**Trigger**
			Study and Plan, including REF, geotechnical assessment, detailed design and pricing of the proposed works through the capital works allocation.
Lemon Tree Passage			
LTP Urban Area: Upgrade the drainage system within Lemon Tree Passage Urban Area	$1.1m	Currently unfunded	Further development of a concept design through Floodplain Risk Management Study and Plan, including REF, geotechnical assessment, detailed design and pricing of the proposed works through the capital works allocation.

Operations/Maintenance Plan

Proactive inspection maintenance is conducted on the pump stations, gross pollutant traps, open drains, pit, gross pollutant traps and critical drains within the network. The frequency of these inspections varies across the network depending on criticality. The programmed work schedules are assessed and reprioritised against findings from these inspections.

Each pump station has a manual that details the operations and maintenance required. The pump stations are critical in the drainage network so any works required are undertaken immediately.

Condition and Performance Monitoring

To determine the performance of the drainage network investigation studies are undertaken on each catchment. These studies highlight areas that require modifications or upgrades to account for current or future loadings on the system. Upgrades are not included in the estimated backlog costs.

Areas of focus for drainage / flood studies include:

1) Anna Bay: Continue to progress the Floodplain Risk Management Study and Plan.
2) Heatherbrae: Investigation on the suitability of an infiltration system and its usage for storm water disposal.
3) Karuah: Drainage study to identify extent of flooding problems in select catchments and determine the improvement strategy.
4) Little Beach: Drainage study to identify extent of flooding problems in select catchments and determine the improvement strategy.
5) Medowie: Drainage study of the Ballat Close basin catchment to identify extent of flooding problems in select catchments and determine the improvement strategy.
6) Medowie: Drainage study of the Coolabah Road catchment to identify extent of flooding problems in select catchments and determine the improvement strategy.
7) Medowie/Campvale: HWC / Council are collaboratively investigating and modelling drainage improvements and working on the development of a proposed concept in consultation with the community. Further investigations will need to be undertaken to confirm the scope of works and better estimate the costs once a preferred concept has been agreed upon.
8) Shoal Bay: Update the drainage study to account for recently constructed drainage improvements and identify further drainage network upgrades to reduce the flooding impacts on private properties.
9) Soldiers Point: Drainage study to identify extent of flooding problems in George Reserve Catchment and determine the improvement strategy.
10) Overall: continue to progress development of the Lower Hunter River Cumulative Development Impact Study and Plan.

Some historically poor workmanship and/or old-fashioned practices have resulted in the replacement of drainage assets before the end of their lifespan. However, the frequency of this happening compared to the number of assets is not an accounting material figure that would require the depreciation rates to be adjusted.

Rehabilitation/Renewal/Replacement Plan

As per the proposed Capital Works Program as documented in Appendix 2 of this document.

Consolidation/Disposal Plan

There are currently no plans to consolidate or dispose of the drainage network.

Risk Plan

Procedures are in place to monitor some assets against asset failure. These assets include large culverts, critical drains, and the Bagnalls Beach detention basin (dam). These procedures are in accordance with the RMS Culvert Inspection procedure and ANCOLD Guidelines on Dam Safety Management. This dam is no longer considered a Declared Dam.

Risk Controls - Drainage		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that critical drainage assets do not function leading to flooding.	• Complete the Asset Inspection program. Note critical assets have a greater inspection frequency. • Non-functioning assets to be rectified immediately.	High
There is a risk that storm events may exceed the existing drainage network capacity leading to localised flooding of land and property.	• Undertake investigation studies to determine the short, medium and long term solutions to reduce localised flooding. • Upgrade the drainage network in a prioritised order through the capital works program or through minor maintenance works.	High
There is a risk that the old butt joint pipe network will fail by pipes moving; this could cause asset or property damage surrounding the pipeline.	• Undertake an inspection program of all the butt jointed pipe networks and develop a repair program from the identified risk priorities.	High
There is a risk that the Bagnall Beach detention basin may fail leading to property damage and personal injury.	• A maintenance and inspection regime has been adopted commensurate with the Low consequence category of the dam. • Undertake any required remedial works as necessary.	Low
There is a risk that open drains and detention basins do not have adequate safety provisions such as fencing, vegetation, signage etc leading to personal injury.	• Utilise the Statewide Mutual Best Practice manuals for open drains/detention basins as a guide to create the works program.	High

Risk Controls - Drainage		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that the Council owned open drains in the Williamtown PFAS Management area are maintained in a way that could lead to spreading of PFAS.	• Maintenance works are undertaken in accordance with agreed maintenance approvals, protocols, notifications and community communications. • At the time of writing this SAMP it was proposed that Council follow NSW Office of Environmental and Heritage "Fullerton Cove Waste Management Plan – Mechanical Weed Removal" process.	High

Financial/Budget Summary

The following are major points or assumptions made in formulating the long-term future financial asset forecast.

- Capital

Capital works are funded from the drainage levy and grants gained as part of road upgrades.

- Recurrent/Operational

Operations costs for the pump stations are included in the maintenance figures.

It should be noted that with Council moving to a continuing surplus budget as well as other potential new sources of income, a portion of these monies would be used to fund the infrastructure backlog and decrease the annual infrastructure gap.

Plan Improvement and Monitoring

Council will continue with the program of drainage catchment investigations to compile the prioritised works program.

Summary

The drainage network has been built over some 80 years to suit the design and catchment requirements of the time. Overtime development has utilised the drainage capacity. In some catchments the drainage network capacity is less than the storms that have been experienced.

Through investigations and studies, the solutions to increase the drainage capacity can be prioritised and funded through the capital works program.

Fleet

Asset Holdings	Council hold 756 fleet assets comprising 51 major plant, 94 light trucks and utilities (utes), 335 sundry plant items, 4 passenger/ pool vehicles, 149 RFS plant items and 123 IVMS items.
Desired Level of Service Statement	Council operate and maintain the optimum number and combination of fleet assets to enable efficient and safe service delivery.
Available Data	• Market assessments and industry benchmarking. • Asset data is stored in the Council centralised assets and accounting system called Authority. • Assets and maintenance history is stored in the fleet management database.
Last Condition Survey	2020
General Assessment of Condition	

	Condition Rating	% (based on CRC)	$CRC
1	Near Perfect	6	$1,043,297
2	Good	82	$13,759,440
3	Satisfactory	0	$0
4	Very Poor	12	$2,000,676
5	Unserviceable	0	$0
	Total	**100.00**	**$16,803,413**

Main Findings	During 2020 – 2022 Council has employed austerity measures that has resulted in plant replacement intervals being adjusted outside of optimum lifecycle replacement range.
Future Actions	Return replacement program to optimum lifecycle model; analysis to ensure the most appropriate item is sourced and managed within its life cycle.

LEVEL OF SERVICE

Customer Research and Expectations

Plant and equipment are required to meet various service levels, the majority of which are categorised as internal demands of the individual service providers.

An analysis via a consultative approach with customers prior to acquisition of plant is adopted to ensure appropriate plant is adequate for the allotted task. All operators

require an induction onto the item of plant to ensure the longevity of the item as well as safe operation.

Legislative Requirements
Heavy Vehicle National Law NSW Jan 2021
Road Transport Act 2013
Work Health and Safety Act 2011
Work Health and Safety Regulation 2017

Current Level of Service
Levels of service have been established through Service Level Agreements (SLA) with the Assets, Capital Works and Public Domain and Services Sections for all Fleet Assets. As a result of the motor vehicle review undertaken in 2013-2014, all passenger vehicles were removed from Council purchase/owned to staff sourcing with remuneration through a motor vehicle allowance.

All other plant will be maintained by Council's Mechanical Workshop and replaced according to operational requirements.

Desired Level of Service
The Fleet is currently administered to the desired level of service via adherence to the individual SLA in conjunction with the consultative approach to the acquisition of the item. Plant so sourced is maintained to the specifications of the manufacturer's service regimes.

FUTURE DEMAND

Key Drivers
Demand for all types of fleet assets is expected to remain at approximately existing levels unless there is a change in staff levels; increased contracted external work for Capital Works; advancements in fleet asset technology; or in the unlikely event that the LGA expands geographically to an extent that would require additional plant.

Future State
Fuel costs and the demand for energy efficiency/lower emissions will continue to affect the profile of the fleet assets, especially the light trucks and utilities.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan
There are currently no plans to create additional fleet assets or acquire/augment the current fleet profile. Opportunistic purchases and optimum fleet asset make up may be considered within the tolerances of existing policies and procedures.

Operations/Maintenance Plan

The fleet assets are maintained internally at the workshops and depots designed for that purpose. Fleet assets are warehoused at the depots and signed out on demand for scheduled operations works programs.

Condition and Performance Monitoring

All fleet assets are subject to maintenance and servicing on a regular basis, with small trucks and ute's serviced according to the manufacturers' specifications. Other categories of fleet assets are also routinely inspected as part of Council's workplace safety system.

Consolidation/Disposal Plan

Best practice disposal is currently provided via independent auctioneers, vehicle dealership quotation and tenders and is dependent on the particular fleet asset item and market conditions at the time of intended disposal.

Risk Plan

All Council fleet assets are insured through Council's general insurance.

Risk Controls - Fleet		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that the procurement of an unsuitable replacement plant item may result in a sub-optimal outcome	• Minimise risk by following a tendering and specification process that involves other stakeholders such as workshop and actual operator	Low
There is a risk that non procurement of these items of plant may result in increased maintenance costs due to the age of the trucks.	• Minimise risk by procuring new items of plant within the optimum change over period.	Medium

Financial/Budget Summary

Council's fleet service package is based on a full cost recovery model, including Fleet Management, Mechanical Maintenance Workshop, and Capital Fleet Purchases. This is achieved by a combination of direct and indirect charges to customers, both internal and external. The indirect charges are prepaid in the form of an annual allocation from the general fund. The cost recovery includes provisions for overheads, depreciation, repairs, insurance, fuel, registration, and running costs.

Plan Improvement and Monitoring

Fleet assets and fleet management services associated with the assets recently undertook a Sustainability Review as well as the Morrison and Low report and the recently completed a Lawler Partners asset audit. All recommendations from these reports are outlined below and will be incorporated into Fleet's processes to ensure better alignment to corporate results measures.

- Major Plant Replacement Schedule – Initiating process reviews two years ahead of scheduled replacement of all Major items to avoid replacement delays and exposure to uneconomic repair costs. These savings are significant but currently unquantifiable as an annual ongoing saving.
- Plant and Equipment Purchases – Continue the practice of procuring plant and equipment through Local Government Procurement, or similar state/panel contracts, for transparency and efficiency.
- Integration of fleet management software and Authority – Would considerably reduce administration costs.
- Develop a Green Fleet Strategy for Operational Plant – Would reduce emitted CO^2 assisting Council to meet environmental targets.
- Vehicle monitoring and tracking solutions – Has improved item allocation, utilisation and other running parameters for enhanced fleet asset management.
- Investigation into the Emergency Management framework for fleet assets – To ensure that gaps and duplication of tasks are eliminated in the areas of fleet asset ownership, insurance, replacement and maintenance.
- Consolidation of Council owned Fleet Assets and equipment – A review of Council owned equipment allocated to work teams, and community organisations, that have not been captured within the centralised asset inventory.

Summary

Adherence to current procurement practices coupled with preventative maintenance currently conducted to manufacturers' service regimes will ensure whole of life costs match the expected retention period. The adoption of additional efficiency technology will ensure that the likelihood of increased maintenance costs and requirement for additional recurrent funds is reduced. Consultation with customers ensures that new innovations and additions provide multi-faceted functions as opposed to traditional, single purpose roles.

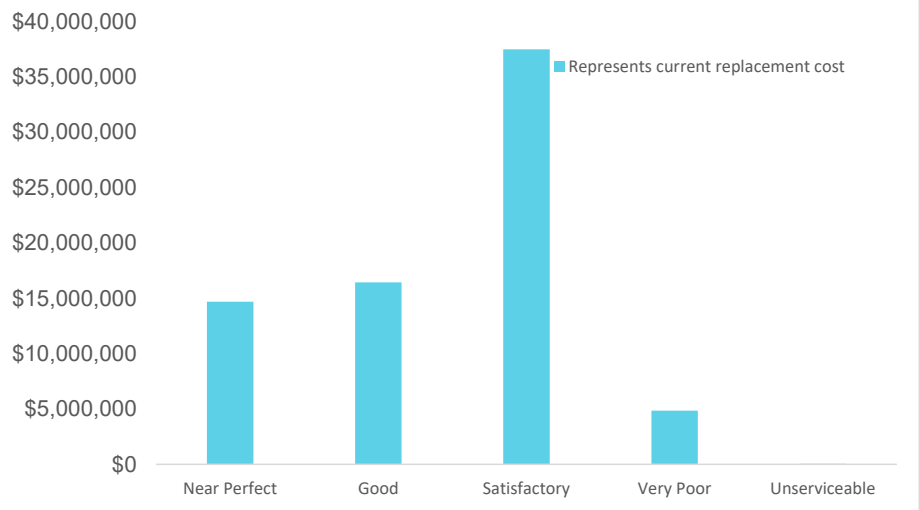
Pathways

Pathways include footpaths, shared paths and cycle ways.

Asset Holdings	Council has approximately 219kms of pathways located within the road reserve across the Local Government Area (LGA). These include approximately 140kms of traditional footpaths and 79kms of shared paths.			
Desired Level of Service Statement	• all pathways being maintained in a satisfactory, or better, condition; • all of the missing links documented in the PSC Pathway Plan Maps to be constructed in a prioritised order; • pathway gradients (slope) meet Disability Access standards; • improved accessibility at all buildings, parks, and facilities; • the inclusion of additional way-finding signage; • increased pathway width for the use of scooters for the aged.			
Available Data	Asset data are stored in the Council centralised assets and accounting system called Authority and are mapped in Council's GIS. Asset Data: Area, material type, condition rating and fair value. Calculations for fair value and depreciation has been completed in Asset Valuer Pro (APV).			
Last Condition Survey	The data gained from the risk mitigation inspection undertaken in February 2019 was used for asset condition.			
General Assessment of Condition	**Condition Rating**		**% Pathway (based on lineal metres)**	**$CRC**
	1	Near Perfect	16	$14,693,597
	2	Good	19	$16,446,961
	3	Satisfactory	57	$37,500,712
	4	Very Poor	7	$4,848,217
	5	Unserviceable	0	$50,220
		Total	**100**	**$73,539,707**
Main Findings	• Risk inspection, undertaken in accordance with the Council's Assessment and Maintenance of Footpath and Cycleway Policy based on Statewide Mutual Best Practice Guidelines, is used to determine the condition rating. • The PSC Pathways Strategy Maps will guide future pathway construction locations. • Construction of new paths is dependent on grant funding and Council allocated funding.			

	• The existing shared path network is mostly underutilised and has capacity, though the network is missing connections as mapped in the PSC Pathways Plan Maps.
Future Actions	• Continue to seek funding and fund the proposed works as documented in PSC Pathways Plan Maps. • Proposed works in the Raymond Terrace and Heatherbrae Strategy including CBD paver replacement will reduce future maintenance repair costs. • A major revision to the Pathways Plan is scheduled in the upcoming year.

Figure 13: Condition Rating - Pathways



LEVEL OF SERVICE

Customer Research and Expectations:

Council's CRM system, written communication from the community and surveys are used to determine the community's expectations for level of service. Also shared paths were part of the general Community Satisfaction Survey of Council's assets, which is conducted annually. In the 2020 survey, 73% of respondents were satisfied with the management of footpaths; and 80% were satisfied with cycle ways and walking tracks, which shows a slight decrease from the previous year. Council undertook a Place Score survey in 2020 which identified that the community desires more pathways to improve connectivity throughout the LGA.

Legislative Requirements

There are no specific legislative requirements for the provision of pathways by Council. However Council has a duty of care to ensure that pathways are built in accordance with relevant Australian Standards and are maintained in safe and serviceable condition for pedestrians and cyclists.

Current Level of Service:

The existing network maintenance is managed in accordance with the Council's adopted assessment and maintenance of the Footpath and Cycleway Policy described in the risk section of this plan. To fulfil the requirements of this Policy, the network is inspected in accordance with the Footpath and Cycleway Policy and any defects are assessed against a set of criteria. This assessment provides a risk score for each defect. Prioritising the risk score creates the maintenance program which is funded within the allocated budget.

Desired Level of Service

Optimal levels of service are to be based on:

- all pathways being safe and hazard free;
- all of the missing links documented in the PSC Pathway Plan Maps to be constructed in a priority order;
- pathway gradients (slope) are to meet disability access standards;
- improved accessibility at all buildings, parks, and facilities;
- the inclusion of additional way-finding signage;
- increased pathway width for the use of scooters for the aged.

Pathway Plan Maps have been compiled using the criteria:

- Create and maintain pathway connections linking town and village centres to residential areas and public transport interchanges;
- Complete the missing links in the pathways network;
- Promote the benefits of walking and cycling;
- Improving safety and security for the Port Stephens community.

Standards

Standards applicable to the provision of footpaths and shared paths include Disability Standards for Accessible Public Transport 2002 (DSAPT); Australian Standard AS1428.1 – 2009 – Design for Access and Mobility; and the Statewide Mutual Best Practice Footpath Manual.

Hierarchy

A hierarchy of Regional, District and Local facilities has been established by Council which will guide the future provision of pathway infrastructure by determining appropriate priorities and levels of service.

- Regional

Regional pathways are the major routes that link regions such as the Coastline Cycleway Route which was envisaged to cover the east coast of NSW, linking Nelson Bay to Newcastle and beyond.

- District

District facilities are the shared pathways linking between town centres and localities. Examples include the shared path between Raymond Terrace and Medowie or between Fingal Bay and Shoal Bay.

- Local

Local facilities provide for local residents and include the pathways network within residential and town centre areas.

Hierarchy - Pathways				
Hierarchy	**Description**	**Environmental factors**	**Facilities provided**	**Future facilities**
Regional	High quality, high priority routes allowing quick, unhindered travel between major centres	• Connectivity to the main road network • High usage • Higher speed environment	• Quality construction to permit higher travel speeds • Separation provided from high speed traffic • End-of-trip facilities	• Nelson Bay Road – Frost Road to Salamander Way – off road shared path
District	High quality routes connecting residential streets and trip generating locations to regional routes and providing circulation within the locality	• Connectivity to the main road network • Lower speed environment to cater for a mix of user categories	• Maximum width off-road shared path • Connection to existing facilities where possible • Directional signage	• Medowie Road • Foreshore Drive • Kirrang Drive • Gan Gan Road • Boomerang Park
Local	Providing accessible connection for all categories of	• Local population	• Full width footpath in commercial areas	• Refer to Pathways Plan Maps

Hierarchy - Pathways				
Hierarchy	**Description**	**Environmental factors**	**Facilities provided**	**Future facilities**
	user to local residences and trip destinations	• Public transport connections • Commercial areas	• Accessible facilities at bus stops • Footpath connections to pedestrian traffic generators – schools, parks, beaches, sports fields	

FUTURE DEMAND

Key Drivers

The key drivers for the provision of pathways within the Port Stephens LGA are:

- population growth;
- residential development;
- demographic changes;
- demand for increased services through ageing of population;
- strategic additions to the network (construction of missing links);
- Inclusion of people with a disability.

Future State

Council aims to construct additional paths as identified in the Pathways Plan Maps. However, many of these proposals require significant planning, investigation and prioritisation to ensure that Council is in a position to commence construction when funding becomes available. Construction of new paths is dependent on grant funding and Council funding allocations through the 10 year Works Program.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

The largest contributor to pathway network acquisitions is through works associated with development. The second contributor is through Council's Capital Works Program. The Capital Works Program has mostly been funded through external grants or an ancillary to road reconstructions and bus shelter augmentation.

The Pathway Plan for Council has been adopted in May 2016 is a series of maps that show existing footpaths and shared paths throughout the Local Government

Area, as well as identifying locations for future pathways construction when funding becomes available.

Operations/Maintenance Plan

Proactive inspections are undertaken to assess the condition of the pathway. Any defects found are given a risk rating based on the criteria set by the Council's adopted Assessment and Maintenance of Footpath and Cycleway Policy based on the Statewide Mutual Best Practice Manual. This risk rating is used to prioritise the maintenance works which are carried out within Council's resources.

Condition and Performance Monitoring

The pathway network has been itemised into definable physical segments and is easily assessed individually. The condition rating of the total pathways network is based on the percentage of the network that has a defect rating identified through the risk mitigation inspections.

Large sections of the network are highly under-utilised and hence the network has not reached its capacity. Minimal usage rates have been observed during routine asset condition inspections. No computer or statistical analysis to calculate future capacity requirements is warranted given current low usage rates and predicted populations.

Rehabilitation/Renewal/Replacement Plan

The maintenance plan drives renewal and replacement and hence there is no need for a specific rehabilitation plan. In most cases, the maintenance of a footpath involves the replacement of sections of the network. Some sections of footpaths are replaced during reconstruction of the road network or during bus stop augmentation.

Consolidation/Disposal Plan

There is no current or anticipated disposal plan proposed for the existing pathway network.

Risk Plan

The network is periodically inspected to gain data for managing the risks associated with pathways. The establishment, identification, analysis, evaluation, and monitoring of risks are documented in accordance with the Statewide Mutual Best Practice Manual for Risk Mitigation on Footpaths.

The assessment calculates a risk rating at each location with defects such as unevenness, slipperiness, vertical displacement, cracking, slip resistance, lighting, etc. Once a defect is found and assessed, Council is then required to undertake the maintenance, repairs or works on the asset in a prioritised manner within the organisation's resources.

Risk Controls - Pathways		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that footpath conditions may change leading to trip hazards and personal injury.	• Undertake inspection program as per the Statewide Mutual Best Practice Manual. • Prioritise and undertake maintenance works as per the Statewide Mutual Best Practice Manual risk rating.	Low
There is a risk that Nelson Bay CBD pavers may become slippery leading to personal injury.	• Undertake annual inspection of the co-efficient of friction (slipperiness) of the pavers. • Any pavers that do not meet the Australian Standards are to be treated in accordance with the adopted Council policy on the Statewide Mutual Best Practice Manual be treated.	Medium
There is a risk that Raymond Terrace CBD pavers may significantly move causing trip hazards and additional maintenance costs to Council.	• Undertake inspection program as per the Statewide Mutual Best Practice Manual. • Review and add replacement works to the Capital Works Program in line with the Public Domain plan produced for the Raymond Terrace and Heatherbrae Strategy.	Low

Financial/Budget Summary

The following are major points or assumptions made in formulating the long-term financial asset forecast:

- Capital

Desired expenditure for the upgrade to satisfactory condition is to be spread over the next 10 years.

- Recurrent/Operational

Current maintenance is based on historical expenditures. The overall pathway network condition is considered satisfactory and has been managed under this maintenance allocation. There is no operational component for pathways.

Plan Improvement and Monitoring

- Use technology to improve inspections and data transfer durations;
- Assess/review the effectiveness of risk management against the condition of the asset and the number of litigation claims.

Summary

The ongoing improvements to the Port Stephens pathway network will provide the community with safe and equitable access. The adoption of the Pathways Plan Maps will prioritise the construction of new paths and missing links to meet community expectations.

Roads

Asset Holdings	Located within the LGA, Council has approximately: - Sealed Local Road Pavement: 616 km - Sealed Regional Road Pavement: 57 km - Unsealed Local Road Pavement: 55.1 km Roads included in this documentation are Local roads and Regional roads. Roads that are owned privately, by TfNSW or Crown are not included.
Desired Level of Service Statement	Council's roads are safe with increasing community satisfaction and are maintained in accordance with the corresponding condition rating. On average: • Gravel roads are re-sheeted every 8 years ie 12.5% of the network annually; • Resealing of sealed roads is completed every 15 years ie 6.7% of the network annually; • No more than 20% of the road pavement is heavy patched every 30 years ie 0.67% of the network annually; • Road pavement is rehabilitated every 50 years ie 2.0% of the network annually. This condition-based level of service is taken from road benchmarking industry standards and the recent works undertaken through the *Fit for the Future* calculations. Indicators that the actual level of service is reaching the desired level are: • Reduction in the number of public liability incidents or claims; • Reduction in the difference between Council's intervention levels compared with a benchmark; • Reduction in complaints from the community regarding road condition; • Increase in available funding for reseal and road maintenance.

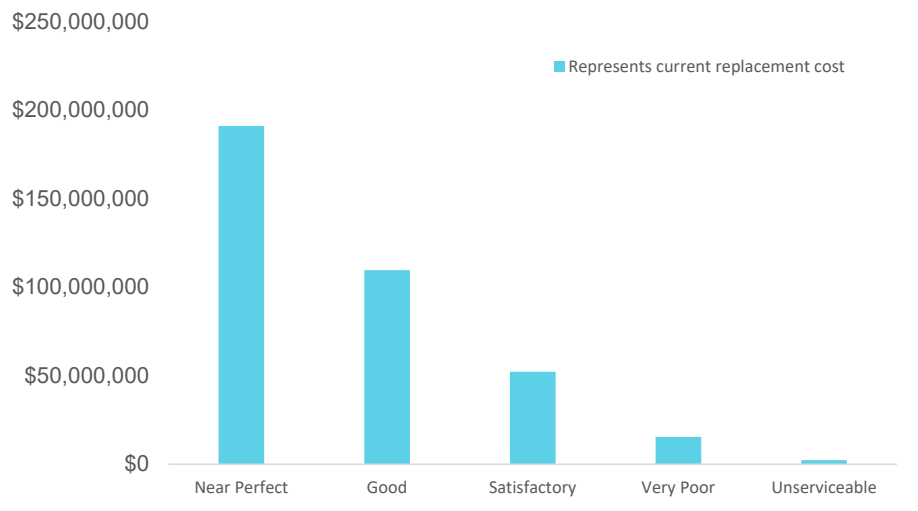
<table>
<tr><td>Available Data</td><td>Asset data is stored in the Council centralised assets and accounting system called Authority and is mapped in Council's GIS.
Asset data includes: location, year acquired (where known), length, width, pavement type and seal, road hierarchy, Average Annual Daily Traffic (AADT), condition rating (rutting, roughness, cracking, pothole, ravelling) and Fair Value. Calculations for fair value and depreciation has been completed in Asset Valuer Pro (APV).</td></tr>
<tr><td>Last Condition Survey</td><td>A road network condition survey was undertaken in 2019 by a suitability experienced and qualified consultant. Valuation calculations and the deterioration model was reviewed by a consultant prior to adopting the figures in 2019. Since this time the data have been updated to reflect the pavement rehabilitation works that have been undertaken through Council's Capital Works Program and Works Plus Plan.</td></tr>
<tr><td>General Assessment of Condition</td><td>
<table>
<tr><th colspan="2">Condition Rating</th><th>% Roads (m2)</th><th>$CRC</th></tr>
<tr><td>1</td><td>Near Perfect</td><td>49</td><td>$191,002,923</td></tr>
<tr><td>2</td><td>Good</td><td>31</td><td>$109,602,993</td></tr>
<tr><td>3</td><td>Satisfactory</td><td>15</td><td>$52,194,513</td></tr>
<tr><td>4</td><td>Very Poor</td><td>4</td><td>$15,470,189</td></tr>
<tr><td>5</td><td>Unserviceable</td><td>1</td><td>$2,303,932</td></tr>
<tr><td></td><td>Total</td><td>100</td><td>$370,574,550</td></tr>
</table>
</td></tr>
<tr><td>Main Findings</td><td>

The pavement condition verification done in 2019 confirms that 81% of the sealed network is considered to be in a satisfactory condition.
The Special Schedule 7 calculations show a current backlog of works to bring assets to a satisfactory condition is calculated at $10.5 million with an annual maintenance gap of $16 thousand.
The road network condition is currently based on the data collected in 2019 for roughness, rutting, and cracking. Unsealed roads were visually inspected. The condition shown combines all components of both sealed and unsealed roads in the scores above.
Roads condition data are reported using % of CRC to reflect Annual Reporting Special Schedule 7 requirements.

</td></tr>
</table>

Future Actions	• A full sealed road network survey and assessment will be completed in the 2022/2023 financial year to update condition data. • Council will continue to seek funding to fund the proposed works as documented in the Capital Works Program. • Council will renew an agreed level of service with the community. • Council will continue to undertake yearly network visual condition surveys to collect relevant pavement performance data to allow for future network planning and management.

Figure 14: Condition Rating – Roads



LEVEL OF SERVICE

Customer Research and Expectations:
Feedback from Council's Community Satisfaction Survey and community workshops held in 2010, 2012, 2013, 2015 to 2018 placed roads high on the community's importance scale. Like most other councils' communities, the Port Stephens community expects that the road pavement could always be better.

The Community Satisfaction Survey shows customer satisfaction of 45% in 2021. The community wants 'better road surfaces' and 'better grading of gravel roads'. This reduction in satisfaction was impacted by the natural disaster which occurred in March 2021.

Legislative Requirements
While the Roads Act 1993 is used for the administration management of the road infrastructure, there is no specific act that details the operational aspects of maintaining the road pavement.

Current Level of Service:
The level of service for pavement maintenance and rehabilitation is currently determined by the physical deterioration, risk mitigation inspection process, industry standards for intervention levels and community requests. The annual funding allocation determines the quantum of work that can be completed in any one year.

The prioritisation of maintenance works is managed through the Council's defect management system. This system is based on Council's underwriter Statewide Mutual's Roads Best Practice Manual. This is detailed in the risk section of the Roads.

The organisation financial surplus has allowed greater funding to be allocated to pavement infrastructure backlog and pavement maintenance backlog. This was achieved by allocating monies to the reseal program. This increase will have a higher capital cost but a lower overall lifecycle cost, providing a more sustainable financial model to fund the roads assets.

Desired Level of Service
Optimal levels of service are to be based on the objectives that our roads are safe with increasing community satisfaction; and they are maintained in accordance with the corresponding condition rating. On average a desired maintenance is where the intervention levels or frequency of works is not greater than the life of each component of the road, which is:

- Gravel roads are re-sheeted every eight years ie 12.5% of the network annually;
- Resealing of sealed roads is completed every 15 years ie 6.7% of the network annually;
- No more than 20% of the road pavement is heavy patched every 30 years ie 0.67% of the network annually;
- Road pavement is rehabilitated every 50 years ie 2% of the network annually.

Previous desired service levels were set higher than the actual levels of service. If this desired level of service was set correctly, the road pavement would be deteriorating annually. This was not the case and the overall asset condition was the same indicating that the documented desired level of service was too high. The desired intervention levels have now been changed through the Fit for the Future review to better reflect reality. The chosen intervention levels were taken from road benchmarking industry standards such as AAS27 documentation, data from external consultants and recent works undertaken through the Fit for the Future calculations.

Indicators that the actual level of service is reaching the desired level are:

- Reduction in the number of public liability incidents or claims;
- Reduction in the difference between our intervention levels compared with a benchmark;
- Reduction in complaints from the community regarding road condition;

- Increase in Customer Satisfaction Survey results.

Standards

Standards and specifications such as materials and methods for works to meet required levels of service are contained in the specification document Aus-Spec. Industry Standards and Guidelines are from Standards Australia and the Australian Road Research Board.

Hierarchy

The Road Hierarchy is structured in a tiered system to define the primary purpose of each element; its relationship between the road system and the land uses it serves; how it is proposed to be managed; and its design requirements. The tiers relate to Purpose, Function, Management and Design of each roadway type and are defined as follows:

- Purpose – describes the primary purpose of the roadway type, whether to carry through-traffic or to provide property access;
- Function – describes the main characteristics of each class of road/street within the hierarchy;
- Management - relates to the policies that need to be in place to achieve the desired role of each roadway type, such as defining how roadway types should connect in the network and the access management techniques that apply;
- Design – outlines the detailed design characteristics that need to be followed to achieve the Purpose, Function, and Management objectives of each element.

The road hierarchy is detailed in Council's Infrastructure Specification.

Customer Research and Expectations:

Feedback from Council's Community Satisfaction Survey and community workshops held in 2010, 2012, 2013, 2015 to 2021 placed roads high on the community's importance scale. Like most other councils' communities, the Port Stephens community expects that the road pavement could always be better.

The Community Satisfaction Survey shows customer satisfaction for maintaining local roads of 45% in 2021. The community wants 'better road surfaces' and 'better grading of gravel roads'.

Legislative Requirements

While the Roads Act 1993 is used for the administration management of the road infrastructure, there is no specific act that details the operational aspects of maintaining the road pavement.

Current Level of Service:

The level of service for pavement maintenance and rehabilitation is currently determined by the physical deterioration, risk mitigation inspection process, industry standards for intervention levels and community requests. The annual funding allocation determines the quantum of work that can be completed in any one year.

The prioritisation of maintenance works is managed through the Council's defect management system. This system is based on Council's underwriter Statewide Mutual's Roads Best Practice Manual. This is detailed in the risk section of the Roads.

The organisation financial surplus has allowed greater funding to be allocated to pavement infrastructure backlog and pavement maintenance backlog. This was achieved by allocating monies to the reseal program. This increase will have a higher capital cost but a lower overall lifecycle cost, providing a more sustainable financial model to fund the roads assets.

Desired Level of Service

Optimal levels of service are to be based on the objectives that our roads are safe with increasing community satisfaction; and they are maintained in accordance with the corresponding condition rating. On average a desired maintenance is where the intervention levels or frequency of works is not greater than the life of each component of the road, which is:

- Gravel roads are re-sheeted every eight years ie 12.5% of the network annually;
- Resealing of sealed roads is completed every 15 years ie 6.7% of the network annually;
- No more than 20% of the road pavement is heavy patched every 30 years ie 0.67% of the network annually;
- Road pavement is rehabilitated every 50 years ie 2% of the network annually.

Previous desired service levels were set higher than the actual levels of service. If this desired level of service was set correctly, the road pavement would be deteriorating annually. This was not the case and the overall asset condition was the same indicating that the documented desired level of service was too high. The desired intervention levels have now been changed through the Fit for the Future review to better reflect reality. The chosen intervention levels were taken from road benchmarking industry standards such as AAS27 documentation, data from external consultants and recent works undertaken through the Fit for the Future calculations.

Indicators that the actual level of service is reaching the desired level are:

- Reduction in the number of public liability incidents or claims;
- Reduction in the difference between our intervention levels compared with a benchmark;
- Reduction in complaints from the community regarding road condition;
- Increase in Customer Satisfaction Survey results.

Standards

Standards and specifications such as materials and methods for works to meet required levels of service are contained in the specification document *Aus-Spec*.

Industry Standards and Guidelines are from Standards Australia and the Australian Road Research Board.

Hierarchy

The Road Hierarchy is structured in a tiered system to define the primary purpose of each element; its relationship between the road system and the land uses it serves; how it is proposed to be managed; and its design requirements. The tiers relate to Purpose, Function, Management and Design of each roadway type and are defined as follows:

- Purpose – describes the primary purpose of the roadway type, whether to carry through-traffic or to provide property access;
- Function – describes the main characteristics of each class of road/street within the hierarchy;
- Management - relates to the policies that need to be in place to achieve the desired role of each roadway type, such as defining how roadway types should connect in the network and the access management techniques that apply;
- Design – outlines the detailed design characteristics that need to be followed to achieve the Purpose, Function, and Management objectives of each element.

Port Stephens Road Hierarchy Objectives			
Tier 1: Purpose			
Roads To carry through-traffic		**Streets** To provide local property access To collect local traffic	
Tier 2: Function			
Arterial Roads	**Local Sub Arterial Roads**	**Collector Streets**	**Local Streets**
• Through-traffic movements between settled areas • Line haul public transport task • Longer distance traffic movements within settled areas • Primary freight and dangerous goods routes • Regional/district cycle movements	• Connections between local areas and arterial roads • Connections for through-traffic between arterial roads • Access to public transport • Through movement of public transport • Regional/district/local cycle movements • Pedestrian movements • Access to developments	• Carry traffic having an end trip within a local neighbourhood or district area • Direct access to properties • Access to public transport • Pedestrian movements • District/local cycle movements	• Direct access to properties • Pedestrian movements • Local cycle movements

Tier 3: Management						
Arterial Roads	**Local Sub-arterial**	**Main Street**	**Major Collector (Distributor)**	**Neighbourhood Collector**	**Local Street**	**Access Place**
The aim of management policies for these categories will be to facilitate:						
• Longer distance traffic movements • Main connection between suburbs and employment /shopping centres	• Connection of local areas to arterial roads • Access to major developments • Access to properties (some existing cases)	• Connection of local areas to arterial roads • Access to commercial properties • Preservation of aspects of local amenity in balance with traffic operations	• Connection of residential streets with traffic carrying roads • Access to grouped properties	• Connection of residential streets with traffic carrying roads • Access to individual adjacent properties	• Access to individual adjacent properties • Access to local area	• ·Access to individual adjacent properties
Tier 4: Design						
Refer to Table D.1.5 Characteristics of Roads from Council's Infrastructure Specification's.						

FUTURE DEMAND

Key Drivers

The key drivers influencing demand for the road pavements are:

- population growth increasing traffic volumes;
- business and residential development increasing the size of the Council-owned network;
- increase of heavy vehicles through the TfNSW Higher Mass Limits program reducing the lifespan of the asset;
- increase in rain, predicted with climate change in the Hunter region increasing the rate of deterioration.

Future State

The implementation of the Pavement Management System (PMS) will optimise the intervention levels for pavement maintenance and rehabilitation. This will also result i a more sustainable financial model to fund the roads assets.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

The largest contributor to new road acquisitions is through subdivision development with ownership being released to Council. To a much lesser extent, Council gains roads through the transfer of ownership from other government agencies such as NSW Crown Lands, and TfNSW. Minor parcels of land are also acquired for road widening.

Augmentation or upgrading of existing roads is made through the Council's Capital Works Program where roads are upgraded to meet current and future standards. Most upgrades are undertaken when the road pavement is being rehabilitated.

Proposed unfunded works include the Fingal Bay Link Road which has been detailed in the Transport Plan.

Operations/Maintenance Plan

Proactive and reactive maintenance works are created and prioritised from visual risk rating inspections undertaken as per Council's defect management system. The aim of these inspections is to maintain road user safety by assessing typical hazards on the road reserve and ranking the associated risks. Any maintenance works required under this program are conducted in priority of risk ranking.

Road pavement engineering assessments are conducted every two years to formulate the reseal and rehabilitation programs that are documented in Council's Capital Works Program. Alternate year desktop assessments are conducted to fine tune the Capital Works Program from year to year.

Council has implemented a PMS which will be used to monitor and predict pavement lifecycle costs and help determine a more efficient recurrent/capital program. The PMS will also be used to predict future funding requirements. It is proposed that the PMS will provide modelling results in the year 2022-2023.

Condition and Performance Monitoring

Until the PMS is fully implemented, the health of the pavement or the Pavement Condition Index (PCI) is based on the 'roughness count' of the pavement. An external consultant has inspected all road segments to verify the roughness counts collected in the last cycle. The roughness is converted into a PCI and in turn, the PCI is converted into a remaining life for the road pavement segments. Combining the remaining life for all of the segments provides the overall condition of the network.

A full pavement condition rating is conducted every five to seven years to assess the performance of previous maintenance practices.

Rehabilitation/Renewal/Replacement Plan

Renewal/replacement is listed in Council's Capital Works Program with works undertaken in priority order and/or when budget allocations and grants are made available as noted in the financial section.

Consolidation/Disposal Plan

There are no consolidation or disposal plans proposed for the existing road pavement network.

Risk Plan

To ensure the road pavement is safe for road users, Council's risk is mitigated and the road pavement is prolonged, the road network is periodically inspected for pavement defects. The process of identification, analysis, evaluation, and monitoring of these pavement defects is carried out within Council defect management system. This system refers directly to Council's underwriter Statewide Mutual's Best Practice Roads Manual.

Adopting this system and the manual results in Council:

- undertaking a rolling inspection program on the road assets to identify any defects;
- calculating the defect risk rating using the Roads Best Practice Manual criteria;
- completing works in a prioritised order based on the defect risk rating.

The recurrent road maintenance works include pothole patching, heavy patching, kerb and gutter repair, line marking and road verge repair.

Data collection is undertaken in Council's system, *Reflect*. While the assessment is risk orientated, the inspection criteria are closely linked to the indicators used in pavement performance. Hence, the risk plan is used to inform the maintenance program.

Risk Controls - Roads		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that road pavement conditions and ancillary facilities can change rapidly leading to asset failure, road user vehicle damage or personal injury.	• Undertake inspection program as per the Statewide Mutual's Best Practice Manual. • Prioritise and undertake maintenance works as per Council's defect management system and the Statewide Mutual's Best Practice Manual risk rating.	Medium

Financial/Budget Summary

It is anticipated that existing funding sources shall continue to fund road asset management activities. Funding sources include:

- Council revenue;
- Section 7.11: Heavy Haulage;
- Transport for NSW;
- State and Federal government grants such as Block Grants, Roads to Recovery.

While less likely but still possible is the NSW Local Infrastructure Renewal Scheme. As the organisation has a low debt ratio there is also the opportunity to borrow funds outside of the NSW Local Infrastructure Renewal Scheme.

Future sources of income may be from Council land sales.

- Capital

Proposed capital works are documented in the Capital Works Program attached at the end of this document.

- Recurrent/Operational:

Current maintenance budget allocation is based on the desired pavement condition. This figure has also been comparing against historical expenditures and the pavement condition that resulted from the expenditure. The overall road network condition is considered satisfactory but had a shortfall in the maintenance funding for resealing. This was addressed by moving the reseal program into the Capital Works Program which allows additional funds to be allocated to this program, hence bridging the maintenance gap.

Plan Improvement and Monitoring

- Renew an agreed level of service with the community;
- Use technology to improve inspections and data transfer;
- Assess/review the effectiveness of risk management against the condition of the asset and the number of litigation claims;
- Asset capacity/performance modelling to be conducted;
- Conduct future expenditure modelling using the PMS.

Summary

The additional funds to reduce the maintenance funding gap will result in a more efficient management of pavements. This will result in a reduction in expenditure over the life of the asset.

Continual assessment of the condition of the asset will help to determine the best method of maintaining a safe pavement for road users.

Transport Facilities

Asset Holdings	Transport Facilities focuses on • public transport; • commercial/industrial (freight) transport routes; and • tourism links. Many of these transport facilities relate to assets that are owned and managed by many operators and government agencies, not necessarily owned by Council. These assets include road links, bus stops, taxi ranks, Newcastle Airport, park and ride locations and public transport. The physical asset called Pathways includes footpaths and shared paths and is covered separately. Currently Council has 614 identified transport stops located within the road reserve across the Local Government Area (LGA). These include 612 bus stops (not including school bus stops) and two taxi ranks. Of the 612 bus stops, shelters and seats are provided at 115 locations. There are currently no dedicated/formal park and ride locations.

<table>
<tr><td>Desired Level of Service Statement</td><td colspan="4">• To provide safe, comfortable, attractive and accessible transport facilities and environment for public transport passengers and operators;
• To collaborate with public transport providers to improve connection to communities and between destinations;
• To promote and facilitate public transport as an alternative to private vehicle use;
• 100% of transport stops are to comply with the Disability Standards for Accessible Public Transport 2002 (DSAPT) by 31 December 2022.
• To enable improved transport facilities for tourism;
• To provide infrastructure for commercial/industrial (freight) transport.</td></tr>
<tr><td>Available Data</td><td colspan="4">Council's asset register and GIS, Capital Works Program, Community Planning Survey 2011.</td></tr>
<tr><td>Last Condition Survey</td><td colspan="4">Bus stop survey for the Country Passenger Transport Infrastructure Grants Scheme (CPTIGS) application 2014-15.</td></tr>
<tr><td rowspan="5">General Assessment of Condition of Council Assets</td><td colspan="2">Condition Rating</td><td>No. of transport stops</td><td>% Assets</td></tr>
<tr><td>1</td><td>Fully DSAPT compliant (Boarding points)</td><td>224</td><td>36%</td></tr>
<tr><td>2</td><td>Partially DSAPT compliant</td><td>39</td><td>6%</td></tr>
<tr><td>3</td><td>Non DSAPT compliant</td><td>351</td><td>57%</td></tr>
<tr><td></td><td>Total</td><td>614</td><td>100%</td></tr>
<tr><td>Main Findings</td><td colspan="4">• The majority of transport stops require some level of upgrading to meet DSAPT requirements.
• Improvements to boarding point compliance with DSAPT has largely been externally funded through the CPTIGS program. Current submissions for the next round of CPTIGS funding includes upgrades to a further 13 shelters.</td></tr>
</table>

LEVEL OF SERVICE

Customer Research and Expectations:

The Community Planning Survey 2011 indicated that there is much work to be done in the provision of public transport services to the LGA. Twenty-three percent of respondents to the survey rated a lack of public transport as the aspect they liked least about their suburb; 56% of respondents said that improvements to public transport would be required for them to use transport other than a private car. When asked whether access to public transport had improved compared to the last four years, 11% of respondents said it was better or much better, while 7% said it was worse and 60% said it was about the same.

Legislative Requirements

Roads in LGA are owned by local, State and Federal governments. With the exception of the Pacific Highway, Council is the owner of the road reserve and provides support infrastructure for public transport, such as concrete slabs, shelters and seats and maintains the local road network and pavement infrastructure for designated bus routes. The provision of infrastructure at transport stops is a discretionary matter for Council. However, if facilities are provided, they must comply with the DSAPT. Transport routes are largely determined between Transport for NSW and the bus operator. Requirements for taxi ranks are the same as for bus stops.

The DSAPT and the Accessible Transport Action Plan for NSW establish requirements with regard to acceptable levels of accessibility and target dates by which these must be achieved. The requirements are:

- 55% of infrastructure at transport stops to be DSAPT compliant by 31 December 2012;
- 90% of infrastructure at transport stops to be DSAPT compliant by 31 December 2017;
- 100% of infrastructure at transport stops to be DSAPT compliant by 31 December 2022.

Acceptable levels of accessibility include the provision of minimum-dimension hard-stand areas, connecting paths, signage and tactile ground surface indicators. Council is able to apply for an extension of the DSAPT compliance deadline if financial hardship prevents compliance by the deadline dates.

Current Level of Service for Council owned assets

- Bus Stops

Council's level of compliance under the DSAPT is continually being updated as construction work is carried out with funding from the CPTIGS. The current estimate is that approximately 28% of bus stops infrastructure is DSAPT compliant. The CPTIGS was established to enable councils in regional areas to have an opportunity to apply for funding in order to meet the requirements of the DSAPT. Not meeting the target is very common amongst NSW councils due to also requiring funding to upgrade the bus stops and the associated infrastructure.

- Road Linkages

The heavy industrial, freight and commercial transport businesses refer to the section of road way at the beginning and end of the transport route as the 'Last Mile'. The 'Last Mile' is usually owned and managed by councils and more often than not are incapable of handling the weight or the size of the transport vehicles.

The existing Port Stephens routes for heavy industry, freight and commercial transport include access points in Tomago, Heatherbrae and Regional Road 90 called The Buckets Way. While the existing road network and infrastructure is suitable for vehicular size in width and length, some of Council's drainage culverts under roads are not structurally sound for the weight of loads carried by these vehicles. These culverts were assessed through funding gained under the NSW government Fixing Country Roads Program.

The NSW government has allocated $188 million for the planning, scoping and construction of the Fingal Bay Link Road. This section of proposed road way will link Shoal Bay/Fingal Bay to Nelson Bay Road near Gan Gan Road. This link will provide:

- Alternative access for the community and emergency services during natural disaster events;
- Improved access to Tomaree National Park for fire control/fire break maintenance;
- Bypass Nelson Bay town centre and remove bottlenecks;
- Divert holiday traffic away from town and waterfront roads;
- Reduce accidents;
- Reduce the number of heavy/large vehicles on local roads;
- Reduce travel time for residents of Fingal Bay/Shoal Bay and emergency services;
- Provide a cycleway link.

Continuation of the project will require the acquisition of land. Discussions with the land owners have recommenced. This project is now under the management of Transport for NSW.

- Park and Ride

Park and ride facilities are public transport interchanges with connections to car parks that allow commuters and other people headed to main centres to leave their vehicles and transfer to public transport or carpool for the remainder of the journey. Park and ride facilities are generally at intersections of major roads. This reduces the number of vehicles on the road and reducing vehicle emissions as well as enhancing social interaction. While several informal park and ride locations in LGA road reserves, these are currently not formalised.

- Desired Level of Service

The NSW Long Term Transport Master Plan and the Hunter Regional Transport Plan are the primary strategic documents for planning the future transport needs of NSW and the Hunter region. Specific actions identified in the Hunter Regional Transport Plan and which directly affect Port Stephens are to:

- ensure freight moves efficiently, will consider extending the M1 Pacific Motorway to Raymond Terrace;
- work with community groups, regional transport coordinators, local councils and local bus operators to continue to enhance the public transport system;
- increase public transport service levels and coverage as new residential areas and associated demand develop;
- work with Council on parking at and transport services to and from Newcastle Airport to support the increase in the Airport's capacity;
- support ongoing access to Newcastle Airport by the 145 and 210 bus services.

In addition to these desired levels of service noted in the NSW Long Term Transport Master Plan and the Hunter Regional Transport Plan, Council aims to:

- provide a safer and more comfortable environment for public transport passengers and operators;
- collaborate with public transport providers to improve connection to communities and between destinations;
- promote and facilitate public transport as an alternative to private vehicle use;
- make public transport more attractive and accessible for all potential users;
- identify and promote park and ride locations including at Anna Bay Oval and at Salt Ash Interchange;
- develop a tourist bus/coach interchange at Anna Bay;
- improve critical freight routes covering the 'Last Mile' including The Bucketts Way, Old Punt Road and other freight routes especially in industrial areas;
- meet the legislative obligation of full compliance of infrastructure at public transport stops.

Standards

Benchmarking the provision of DSAPT infrastructure at transport stops is difficult as other councils do not have, or are not willing to share this information. Anecdotal evidence shows that most NSW councils are not meeting the DSAPT requirements. Demographic distribution and community expectations on what is acceptable also differ from one community to another.

Hierarchy

Transport services have been divided into a hierarchy to prioritise future facility upgrades. The hierarchy is based upon the type of transport route, the number of services using a particular stop, and the demand for transport services and community support.

- Regional

Regional facilities are situated on the major transport routes that link regions such as the Pacific Highway and Nelson Bay Road, linking Nelson Bay and Raymond Terrace to Newcastle and beyond. Newcastle Airport is a major regional transport hub providing interchange between bus, taxi and airport facilities.

- District

District facilities are those transport stops along the routes between town centres and localities and those facilities that are used by multiple route services. Examples include the major interchanges at Donald Street, Nelson Bay and at Sturgeon Street, Raymond Terrace, as well as Hunter Valley Buses Route 145 linking Raymond Terrace to East Maitland, Medowie and Newcastle Airport or Port Stephens Coaches Route 130 linking Nelson Bay to Salamander Bay, Anna Bay and Newcastle. Opportunity exists for the provision of park and ride facilities at the main district transport interchanges, including at Salt Ash and Anna Bay to service the Tilligerry and Tomaree Peninsulas.

- Local

Local facilities provide for lower frequency services and for school bus services' they include those areas to the west of Raymond Terrace that do not have regular public bus services.

Hierarchy - Transport Facilities				
Hierarchy	**Description**	**Environmental factors**	**Facilities provided**	**Future facilities**
Regional	High priority routes allowing quick, unhindered travel between major centres	• Connectivity to the main road network • High usage at specific times of the day	• Bus shelters large enough to cater for anticipated demand • Footpath connections • Proximity to off-street parking • Information signage	• Anna Bay bus and coach interchange • Park and ride facilities at the regional interchanges • Fingal Bay Link Road

Hierarchy - Transport Facilities				
Hierarchy	**Description**	**Environmental factors**	**Facilities provided**	**Future facilities**
District	Main routes connecting community centres via high frequency bus routes	• Connectivity to the main road network • Commercial areas • Frequent stopping to provide maximum coverage	• Bus shelters at major bus (pick-up) stops • Hard-stand areas at other locations • Off-road car parking areas • Connection to existing facilities • Information signage	• Tilligerry Peninsula bus stops upgrade project • Park and ride facilities at the main district interchanges
Local	Providing for all categories of user for local trip destinations	Bus shelters large enough to cater for anticipated demand	• Hard-stand areas where funding permits • Widened shoulders in rural areas • Footpath connections where appropriate	• On an as-required basis – generally in conjunction with planned road works

FUTURE DEMAND

Key Drivers

The key drivers for the provision of transport facilities and infrastructure within the Port Stephens Local Government Area are linked to the desired level of service. These are:

- Legislative requirements to meet DSAPT;
- Community desire to
  - improve connections between destinations;
  - provide a safer and more comfortable environment for public transport passengers;
  - have more attractive and accessible transport for all potential users;
- Reduced traffic on the road network;

- Reduce vehicle emissions;
- Desire of heavy industrial, freight and commercial transport businesses to use the road network for Higher Mass Limits (HML) and Performance Based Standards (PBS) access to local roads for the efficient movement of freight.

Future State

Facilities are managed by utilising asset condition and demand to establish asset replacement reserves to fund future replacement. Construction of new facilities is dependent on Council's ability to obtain grant funding due to the large number of assets required and the large costs involved.

The CPTIGS provides support funding to enhance the accessibility, comfort and amenity of public passenger bus and coach stops and major taxi stands in designated rural, regional and remote communities of NSW. Council continues to receive funding for the installation of a number of bus facilities, though the dollar values have decreased with the changing amount being available for each location and asset type. Planning is currently underway for new shelters, seating, lighting and safety features which will improve the experience of public transport patrons.

The Hunter Regional Transport Plan provides a commitment from NSW government that as part of the introduction of light rail to Newcastle CBD, investigation of how light rail can be extended in future will be undertaken. Key destinations identified include Newcastle Airport. It is anticipated that this future state is not in the near or foreseeable future.

The provision of park and ride facilities may require acquisition of suitable areas adjacent to the main transport interchanges. Potential areas are the intersection of Port Stephens Drive and Nelson Bay Road and at Salt Ash adjacent to Nelson Bay Road, between Richardson Road and Lemon Tree Passage Road.

To facilitate the desired level of service and the future state the following works would be required.

Works Plus Plan project list – Transport Facilities			
Project	**Estimate**	**Source of Funds**	**Trigger**
Public Transport			
Bus/taxi interchange – Donald Street, Nelson Bay	$250,000	Concept completed though no allocated funding.	Once this option is part of the Regional Transport Plan.
Light and domestic rail between Airport	Unknown	Investigation required.	Once this option is part of the Regional Transport Plan.

Works Plus Plan project list – Transport Facilities			
Project	**Estimate**	**Source of Funds**	**Trigger**
and Newcastle CBD			
Formal park and ride facilities at: – intersection of Port Stephens Drive and Nelson Bay Road, Salt Ash – adjacent to Nelson Bay Road, between Richardson Road and Lemon Tree Passage Road	Unknown	Investigation required.	Once this option is part of the Regional Transport Plan.
Fingal Bay Link Road	$188million	NSW State government allocation of $188million	Works now owned and managed by NSW Government
Commercial/Industrial routes			
Culvert load testing/upgrading – The Buckets Way, Old Punt Road, Tomago Road, Clarence Town Road.	Investigation testing has commenced with allocated grant monies.	Assessment funded through NSW Fixing Country Roads Program.	Awaiting notification of grants.
Tourism			
Interchange Anna Bay/Gan Gan Road.	$6 million	Concept completed with some funding allocated. Development Application approved through Joint Regional Planning Panel.	Currently undertaking next stage of detail design and estimate.

LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan relates only to Council's owned assets such as bus shelters.

Transport Facility Upgrade Plan
DSAPT sets out the required standards for accessibility to transport facilities. Council has been upgrading transport facilities as funding becomes available to meet legislative obligations.

It is a requirement of the legislation that any new transport stops meet minimum accessibility standards. Because of this, Council is reluctant to allow new bus stops or bus route changes due to the substantial costs involved. Council will be focussing efforts on making existing bus stops DSAPT compliant for the foreseeable future.

Operations/Maintenance Plan
A programmed maintenance schedule is in place for Council's bus shelters. When a fault or damage occurs with an asset, reactive maintenance is performed, to allow the asset to perform its intended function.

Condition and Performance Monitoring
A triennial Condition Assessment audit is scheduled to be completed in 2020-2021 financial year. The condition audit checks the condition of bus shelters and stops, usability, safety, and compliance with relevant legislation and standards. The results from these inspections are used to create maintenance and capital works plans.

Rehabilitation/Renewal/Replacement Plan
Proposed rehabilitation and renewal works are identified in condition reports which also inform the timing and implementation of the Bus Shelter Management Program.

Upgrading of transport stops in recent years has concentrated on the more heavily used bus routes with most works being undertaken in the main population centres of Raymond Terrace, Nelson Bay and Medowie.

Council has a desired level of service of meeting the legislative obligation of full compliance of infrastructure at public transport stops. This applies to public passenger routes and does not include school bus routes except where these share the same facilities. The changing nature of school bus routes makes it difficult to provide adequate facilities without allocating substantial funding to an asset that may be redundant within a short time.

Risk Plan

Like most assets, compliance with the current Australian Standards will mitigate risk. Until such time as all transport stops are compliant with Disability Standards for Accessible Public Transport 2002, works will be required according to priority.

Risk Controls - Transport Facilities		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that non-compliant transport stops are in service leading to potential litigation from disadvantaged people in the community.	• Continue to apply for CPTIGS funding to upgrade bus stops • Fund a transport stops upgrade plan over a number of years. • Develop a priority listing for bus stop upgrades • Consult with special needs groups on required facilities	Low
There is a risk that the condition of transport stops will change rapidly with use or abuse or extreme weather events leading to failure of the asset and/or injury to the user.	• Undertake inspections as per the current maintenance schedule. • Any hazards identified will be prioritised and remedial work undertaken as either Urgent Maintenance or listed and undertaken as Programmed Maintenance. • Have a communications plan in place for such events. • Undertake urgent works immediately resources are available.	Low
There is a risk that Council will fail to meet the legal obligation imposed by the Disability Discrimination Act.	• Continue to apply for CPTIGS funding to upgrade bus stops. • Fund a transport stops upgrade plan over a number of years. • Develop a priority listing for bus stop upgrades. • Document rationale on partial compliance and funding restrictions.	Medium

Risk Controls - Transport Facilities		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that higher mass freight movements will impact on the structural integrity of Council assets including culverts and bridges leading to additional cost burdens on Council and inconvenience to other road users.	• Ensure that Council assets are inspected and assessed regularly. • Continue to apply for funding to upgrade structural assets as required. • Ensure that freight movements contribute to costs via S7.11 heavy haulage contributions.	Medium

Financial/Budget Summary

- Capital

The most recent capital works included the construction of a new transport interchange at The Hub, Raymond Terrace which provided a new taxi facility as well as a community transport option in the heart of Raymond Terrace. Council has been very successful in recent years at obtaining grant funding under the CPTIGS which has allowed significant progress to be made on Council's legislative obligations. Council will continue to apply for CPTIGS funding as well as funding through the State Attorney General's Department and the Safer Suburbs Taxi Scheme.

- Recurrent/Operational

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services Section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are determined through Council's asset inspections and the customer request system; and through level of service discussions with the community.

Plan Improvement and Monitoring

To ensure that the desired levels of service are aligned with the Hunter Transport Plan and NSW Transport Plan. This will need to be undertaken at the next review of the Hunter Transport Plan. There is not date set for this review.

Summary

Council has made significant progress in meeting the legislative requirements imposed under the Disability Discrimination Act 1992. There is however much work still to be done and it is clear that significantly increased levels of funding will be required from both State and Federal governments if the deadline is to be met.

Increasing demand for higher mass freight movements and access for increasingly larger and longer vehicles to Council's roads will also place demands on local government for improved transport facilities.

To meet the desired levels of service additional transport facilities are required. These additional facilities require an aligned multi government agency approach to provide this future level of service.

Trees

Asset Holdings	Trees in road reserves, parks and property reserves.				
Desired Level of Service Statement	From an asset management / risk mitigation perspective, the desired level of service is that persons and property are safe from injury/damage resulting from the lifecycle of tree.				
Available Data	Reactive inspections and Council's CRM system.				
Last Condition Survey	- Reactive – ongoing. - Proactive – no cyclic program in place.				
General Assessment of Condition	**Condition Rating**		**No. of Assets**	**% Assets**	**$CRC**
	1	Near Perfect	Unknown		Unknown
	2	Good	Unknown		Unknown
	3	Satisfactory	Unknown		Unknown
	4	Very Poor	Unknown		Unknown
	5	Unserviceable	Unknown		Unknown
		Total	Unknown		Unknown
Main Findings	• Process and response to reactive inspections is well documented and implemented. • A trial of proactive inspections for the Raymond Terrace and Nelson Bay town centres has improved the documentation and processes.				
Future Actions	• Investigate expansion of the proactive inspection program to high risk locations/trees. • Investigate the inclusion of additional sub chapters catering for natural assets/bushland.				

Condition Rating – Trees
Data for town centres is not statistically significant to report across all asset holding.

LEVEL OF SERVICE

Customer Research and Expectations:
Customer research is obtained through the Council's overall customer service survey and anecdotal evidence through verbal communication and written correspondence. The community expectation is polarised depending on the scenario, the location of the tree and the impact that the tree has on real or perceived injury/damage to persons/property.

Legislative Requirements

The Council's management of trees is required to comply with the following legislation to ensure the safety of those who use them:

- Port Stephens Council Local Environmental Plan 2013
- Local Government Act 1993
- Tree (Disputes between Neighbours) Act 2006
- Threatened Species Conservation Act 2005
- Rural Fires Act 1979
- Environmental Planning and Assessment Act 1979
- Roads Act 1993
- Biodiversity Conservation Act 2016

Current Level of Service:
The current level of service is based on inspecting trees following a reactive notification from the community or staff. The 2020 Community Satisfaction Survey resulted in 81% satisfaction with Council's management of street trees.

Desired Level of Service:
At present the proactive risk mitigation as denoted in the Statewide Mutual Best Practice Manuals and Guidelines has not been fully implemented at Council. This gap was also highlighted in a recent risk internal audit against Statewide Mutual Best Practice self - check. To address this gap the Strategic Asset Management Plan8 makes a commitment to implement the Statewide Mutual Best Practice Manuals for tree management. With this in mind the desired level of service is that to implement the proactive tree inspection program as per the intent of the Trees Statewide Mutual Best Practice Manuals and Guidelines in addition to the reactive tree inspection process.

Standards

In addition to the above noted legislation:

- Statewide Mutual Best Practice Manuals and Guidelines
- Council's Development Control Plan
- Aust Std 4373 and 4970
- Council's Technical Specifications
- ISA Basic Tree Risk Assessment

Hierarchy

While there is no tree hierarchy, there is a hierarchy of proactive inspections as noted in the Asset Lifecycle below.

FUTURE DEMAND

There are no known future demand implications for the management of trees from an asset perspective.

Key Drivers

This section is intentionally left blank for now.

Supply versus Standards

This section is intentionally left blank for now. Refer to trial program for Nelson Bay and Raymond Terrace as below.

Current Supply versus Provision Standard

This section is intentionally left blank for now.

Future State

That trees are placed and maintained in correct locations to minimise the injury/damage to persons and property – acknowledging the organisation risk appetite.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

The creation, acquisition and augmentation of tree assets is mostly undertaken through subdivision, community members, 355c committees and Council's staff. Irrespective of the interface between Council, "the planter" and the tree; the species of tree and location is chosen as part of Council's Tree Technical Specification.

Operations/Maintenance Plan

The maintenance of existing trees including the practice of inspection, assessment and hence action in a prioritised manner is documented. Trees are inspected,

prioritised and provided a risk assessment priority (as noted just below). Only trees that have gained a risk category priority of 1 and 2 are able to have works undertaken given the available funding.

Condition and Performance Monitoring

Tree conditions are assessed through the Council Tree Hazard Assessment Process for reactive inspections. Trees are prioritised into 4 risk categories:

1 - Works undertaken within 2 weeks.
2 - Works undertaken within 12 months.
3 - Would like to undertake works in the future pending funds aiming for 1 to 2 years.
4 - Would like to undertake works in the future pending funds.

Trees that are prioritised are re-inspected within 12 months for any change in condition.

Refer to the Risk Plan below for proactive tree inspection program.

Rehabilitation/Renewal/Replacement Plan

There is a formula to determine how many trees need to replace each tree removed. This number depends on the ecological value of the tree removed. This assessment is undertaken by natural resources section of Council.

Consolidation/Disposal Plan

There is an intent raised on the floor of Council to reduce the number of trees that can injury/damage to people or property AND also replace these trees with a suitable species in suitable locations.

Risk Plan

At present the proactive risk mitigation as denoted in the Statewide Mutual Best Practice Manuals and Guidelines has not been fully implemented at Council. This gap was also highlighted in a recent risk internal audit against Statewide Mutual's Best Practice self check. To address this gap, SAMP7 made a commitment to implement the Statewide Mutual Best Practice Manuals for tree management. This section in SAMP11 is the commencement of the implementation of the pro-active program.

Risk Controls – Trees		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that a tree will fail causing injury/damage to persons or property.	• Implement a proactive inspection program to assess and review the risk of trees causing a hazard to persons or property. • Ensure funding remains available for maintenance.	Medium
There is a risk that tree roots may result in trip hazards causing damage persons.	• Implement a proactive inspection program to assess and review the risk of trees causing a hazard to persons or property. • Ensure funding remains available for maintenance.	Medium
There is a risk that trees are located in locations leading to damage to infrastructure or property.	• Commence the proactive inspection program to undertake inspections for high hazard locations such as travel paths as noted below. • Ensure funding remains available for maintenance.	Medium

The proactive inspection program will focus on travel paths:

- between schools and bus stops
- CBD and urban centres
- playgrounds and proximity
- car parks
- foreshores (areas of high occupancies and not the whole foreshore)
- areas of high occupancies
- critical infrastructure

The level of detail that the trees will be inspected will be dependent on the trial inspection program to be conducted in Raymond Terrace. This trial inspection is critical to implement the program across the whole Council area.

Financial/Budget Summary

- Capital

No capital allocation is required at present.

- Recurrent:

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised using Council's risk matrix and Statewide Mutual Best Practice Manual.

Plan Improvement and Monitoring

Once the trial program is completed the following will be able to be implement the program across all other "travel paths":

- the level of assessment;
- mobile computing for data collection;
- determine the organisations risk appetite; and
- set an appropriate funding allocation.

Summary

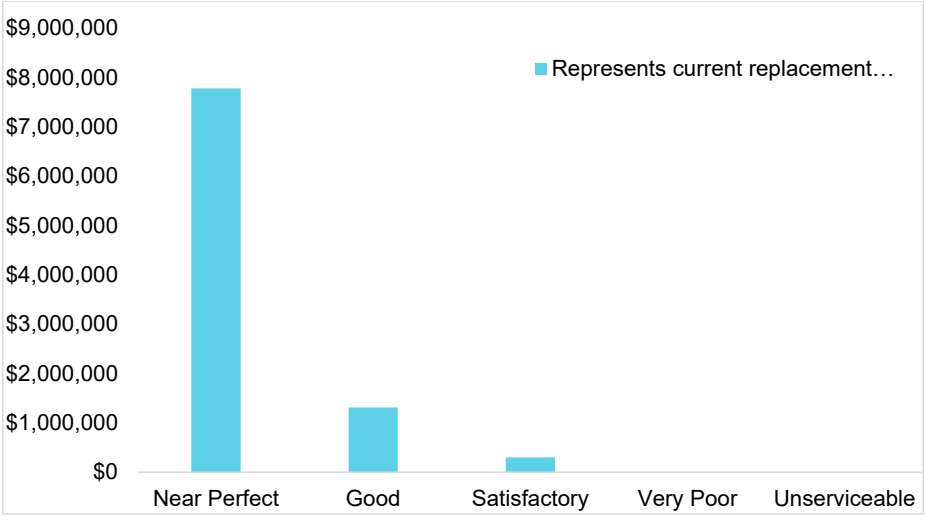
The reactive management of trees is well document and delivered. The proactive management is being implemented and this section is being used as the catalyst for these works.

Waste Services

Asset Holdings	• Buildings – 8 • Weighbridges – 3 • Waste landfill capping systems – 178,200 sq. metres • Ground water bore holes – 25 • Landfill leachate ponds – 2 • Roads (sealed) – 5,820 sq. metres • Hardstand areas (sealed) – 10,470 sq. metres			
Desired Level of Service Statement	To provide a convenient, safe and affordable service to the residents and businesses of Port Stephens at Salamander Bay Waste Transfer Station. To monitor and maintain decommissioned landfill sites			
Available Data	• Asset data stored in end of year financial Fair Value asset database. • Asset data: location, floor area, height, year installed, original cost, current replacement value, condition rating.			
Last Condition Survey	February 2010			
General Assessment of Condition	**Condition Rating**		**% Assets (based on number of asset groups)**	**$CRC**
	1	Near Perfect	36	$7,780,000

	2	Good	54	$1,313,600
	3	Satisfactory	10	$300,000.00
	4	Very Poor	0	$0
	5	Unserviceable	0	$0
		Total	**100.00**	**$9,393,600**
Main Findings	• Landfill capping systems and ground water bore holes are assumed to be in near perfect condition given that a physical inspection cannot be undertaken and ground water quality is not showing increased landfill leachate generation. Investigations are continuing with 10% now downgraded to satisfactory • Waste Transfer Station buildings and roads are in very good condition. • Road surfaces and hardstand areas that were previously on a downward trajectory from satisfactory to poor condition have been renewed and are at a good condition.			

Figure 15: Condition Rating: Waste Services



LEVEL OF SERVICE

Customer Expectations:
Residents and businesses using the Salamander Bay Waste Transfer Station expect quality customer service and reasonable fees. In addition to this they expect a facility

that is clean and organised to allow easy access to services. Council's 2021 Customer Satisfaction Survey showed an aggregated satisfaction score of 93% for waste for access to waste facilities and 96% for garbage collection services. This shows that the community is generally satisfied with the current number of services and level of service provided at the Salamander Bay Waste Transfer Station.

Legislative Requirements

The Salamander Bay Waste Transfer Station is operated under NSW Environment Protection Authority (EPA) license number 13267. This license outlines all of the legislative requirements for the facility.

In addition to this the former landfills at Salamander Bay and Lemon Tree Passage both have EPA surrender notices that outline the ongoing requirements such as ground water monitoring and management of the sites.

Also all waste operations need to be conducted in accordance with the Pollution of the Environment Operations Act 1997.

The closure of all previous landfills was performed in accordance with environmental legislation; and the risk profiles determined the condition of the landfill capping systems and ground water bore holes.

Current Level of Service:

The assets currently provide a waste management disposal and resource recovery facility for the Tomaree Peninsula as well as landfill rehabilitation and environmental monitoring services at Lemon Tree Passage, Raymond Terrace, King Park and Salamander Bay.

The Salamander Bay Waste Transfer Station operates six days per week and handles approximately 11,000 tonnes of waste and 41,000 customer transactions per year. All waste from Salamander Bay Waste Transfer Station leaves the site as either unprocessed material or recycled product. Wind-blown litter does not leave the site, however the ability to manage tipping in an outdoor environment is problematic and hence in 2021/22 an enclosed area will be investigated to prevent litter freely moving in the wind.

The landfill capping systems provide a protection layer over old waste landfills to current standards required by the EPA.

Desired Level of Service:

The desired level of service for the Salamander Bay Waste Transfer Station is to continue to manage the through-put of waste handled in response to population growth over time. Full tipping within a cordoned off area is also desirable in order to remove the environmental risk of wind-blown litter escaping the site.

The condition of the landfill capping systems must remain at the highest quality possible in order to reduce long-term offsite environmental effects of landfill gases and leachate.

The capacity of the leachate pond at Salamander Bay landfill site will need to be increased to cater for extreme high rainfall events into the future.

The reduction in the need for ground water monitoring bore holes is desirable as old landfills stabilise and the need for continued monitoring ceases.

Standards

Benchmarking the waste services provided in Port Stephens shows that Council's waste service charges are comparable with other surrounding councils. However, the waste services provided by Council are wider in variety and frequency than most other councils.

FUTURE DEMAND

The demand forecast is based on population statistics recently revised by the NSW Department of Planning.

Factors influencing future demand on Waste Transfer Stations are:

- Population growth;
- Residential development;
- Types of households (detached dwellings, multi-unit dwellings).

There will be no user demand on landfill sites as all landfill sites owned by Council have been decommissioned. All waste destined for landfill, which is handled by Council is sent to the Port Stephens Waste Management Group landfill site at Newline Road, Raymond Terrace.

The residual demand on landfill sites will undergo mandatory monitoring of ground water quality and potential offsite effects from landfill gases and leachate. It is expected that in the future there will be an increase in environmental legislation that regulates decommissioned landfills. This may result in future upgrades of capping systems and water quality monitoring regimes in order to stay abreast of current environmental management Standards. Over the next two years PSC will be continuing investigations into the condition of decommissioned landfill sites within the Council area.

It is anticipated that customer expectations will remain focused on whether the asset provides a safe and clean site to dispose of waste. It is also presumed that customers will expect more resource recovery and environmental improvements from the waste facilities.

Changes in demand will increase the ability of Salamander Bay Waste Transfer Station to reach its full potential and fulfil the expectations of the customer. That is the easy, accessible, affordable, and safe disposal of waste materials.

Technological advances in mixed waste separation, the loading of trucks, weighbridge software and CCTV will aid in reducing running costs by improving product quality, productivity, and after hours surveillance.

Key Drivers

The provision of the Salamander Bay Waste Transfer Station is seen as vital as it offers a convenient waste service to the residents and businesses of the Tomaree Peninsula. This is due to the only other facility in the Council area being the waste facility in Raymond Terrace being more than an hour away to travel both directions, therefore the Salamander Bay facility is vital to the Tomaree Peninsula. There is also a large number of businesses, mainly in the hospitality area servicing a large population base that dramatically increases during holiday periods with high waste generation occurring.

The proper capping of decommissioned landfills and management of waste facilities in line with environmental legislation is vital as it ensure Council is not contributing to any environmental damage.

Supply verses Standards

The percentage of waste diverted from landfill in Port Stephens (35% 2020/21) is below state average. This result is due to the EPA revoking the Mixed Waste Organic Output (MWOO) Exemption in October 2018. It will take Council a number of years to change to an alternative system, and the development of a Council waste strategy. Therefore this result will be lower than expected for the next couple of years.

The NSW Waste and Sustainable Materials Strategy 2041 requires an increase in diversion rates from landfill by 2030 for municipal solid waste to 80% and mandates Food Organics and Green Organics (FOGO) for all NSW Councils by 2030.

The Salamander Bay Waste Transfer Station has operated within all requirements of its EPA license and has never been served with any form of breach notice.

The environmental monitoring data from the decommissioned landfills show that they are not having a detrimental effect on the surrounding environment.

Future State

As the awareness of environmental damage caused by waste generation and disposal becomes more widespread within the general population, Council will be expected to deliver services that further increase the diversion of waste from landfill and the betterment of the environment. It is anticipated that with the development of new waste processing technology and to align with the NSW Government mandates, the manner in which Council delivers waste services will change over the coming decade.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

In 2012, a second weighbridge and realignment of the entrance to Salamander Bay Waste Transfer Station was constructed. This allowed greater accuracy of weighing and payments, and ensures that Council delivers a user's pay systems that is capable of sending pricing signal to users of the facility in line with the intended resource recovery rates.

Operations/Maintenance Plan

Maintenance inspections are carried out weekly as part of routine operations. Maintenance criteria are based on Workplace Health and Safety legislation, as well as aesthetic and environmental management issues. The severity of the issue and the urgency of its rectification are moderated by available funding.

Maintenance issues are documented in monthly facility management meetings with expenditure data captured in the Council's general ledger.

Condition and Performance Monitoring

All waste assets are condition-rated annually against the following criteria:

Condition and performance monitoring criteria - Waste Services	
Rating Description	**Rating**
Near Perfect	1
Good	2
Satisfactory	3
Very Poor	4
Unserviceable	5

Rehabilitation/Renewal/Replacement Plan

Waste services will be prioritised for renewal based on their risk of failure against their role in providing the overall service. Safety, aesthetics and environmental

management are the primary outcomes for the services. In 2018/2019, major road re-surfaces was undertaken over the site for a majority of the road network. Proposed works for 2021/2022 include investigations into decommissioned landfill at Salamander Bay and repairs to the leachate dam irrigation systems.

The facility has also outgrown the amenities onsite and investigations into extending the current amenities are continuing.

Consolidation/Disposal Plan

There is no need to dispose of or consolidate Salamander Bay Waste Transfer Station. The demand for ground water monitoring bore holes is reviewed every five years. Ground water quality data over time determine the licence and or duty of care requirements to continue environmental monitoring from each bore hole.

Risk Plan

The process of establishment, identification, analysis, evaluation, and monitoring of hazards/risks is documented in the Waste Transfer Station's Risk Treatment Plan. This document analyses the community public liability risks and not the risk to the asset itself. Council's risk management database is used to store and monitor safety risks associated with waste assets.

Risk Controls - Waste Services		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that failure of the capping system could damage the surrounding environment	• EPA approved capping plans of management • Quarterly monitoring of all decommissioned landfills • Annual review of data to check for trends	Medium
There is a risk that fire or explosion could damage infrastructure, which could close the site	• All switchboards are vented and conduits leading into switch boards are capped • All dangerous goods are stored correctly • Staff have appropriate dangerous goods training • No smoking on site	Low

Financial/Budget Summary

- Capital

There is some renewal and rehabilitation capital expenditure planned for 2022/2023 for the buildings at Salamander Bay Waste Transfer Station. This work is subject to

the results of annual condition assessments. Waste staff working in consultation with the finance section will develop a ten year capital works programme in 2022/2023.

- Recurrent/Operational

Recurrent maintenance budget for waste sites is approximately $40,000 per annum. This is funded through domestic and non-domestic waste management charges and delivered through an internal service.

The operating budget for 2020/2021 is $2.1 million. This is the total budget for the operation of the Waste Transfer Station business.

Plan Improvement and Monitoring

- The asset management plan for waste sites is reviewed annually.
- An opportunity for improvement is the detailing of individual asset assessment criteria instead of overall site assessment.

Summary

Salamander Bay Waste Transfer Station provides a convenient service to residents and businesses of the Tomaree Peninsula. While the facility is generally well utilised and in reasonable condition there are some short term projects to be completed to maintain service levels.

Lifecycle Management: Community and Recreation Assets

Community and Recreation Assets categories are listed in Table A.

Aquatic Centres

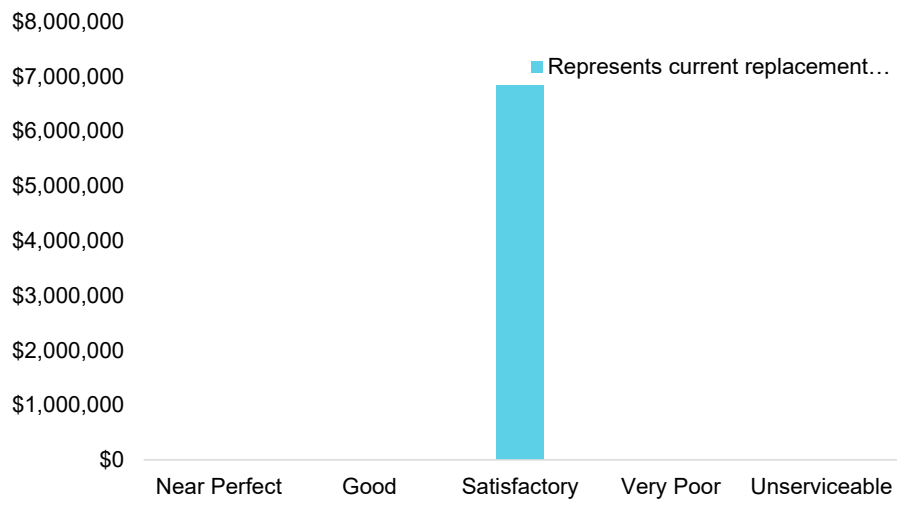
Asset Holdings	Three (3) swimming pools/leisure centres. **Building components:** • Exterior Works – Retaining walls, fencing, signage, landscaping. • Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. • Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings. • Services – Hydraulic, mechanical, fire, electrical, security. **Other components/assets:** • Swimming pools, shade structures, pool plants, pool based equipment including blankets, winches etc., BBQs, park furniture, playground equipment, car parking.
Desired Level of Service Statement	One aquatic facility for every 36,000 people.
Available Data	Fair Value as at 30 June 2018, condition inspection reports (internal and external contractors), asset management plans/reports.
Last Condition Survey	2019
General Assessment of Condition	

	Condition Rating	% Assets	$CRC
1	Near Perfect	0	$0
2	Good	0	$0
3	Satisfactory	100	$6,838,000
4	Very Poor	0	$0
5	Unserviceable	0	$0
	Total	**100.00**	**$6,838,000**

Main Findings	• The current condition of swimming pool assets has been assessed as satisfactory.

	• There is no requirement for building replacement or acquisition in the next 10 years.
Future Actions	• Lakeside Leisure Centre's playground and shade shelter replacement in 2022-2023. • Tomaree and Tilligerry Aquatic Centre's heat pump replacements in 2022-2023. • Lakeside Leisure Centre's 50m pool regrout and grid mesh replacement in 2023-2024. • Tomaree Aquatic Centre's grid mesh replacement in 2023-2024. • Installation of Solar PV across all centres.

Figure 46: Condition Rating - Aquatic Centres



LEVEL OF SERVICE

Customer Research and Expectations:

Port Stephens residents swim all year round in heated water; however, the majority of the pools are outdoors. Market trends and community expectations indicate that there is a desire to be able to better utilise the assets and extend the comfortable enjoyment of the pools through the winter period by more enclosed facilities being available.

Legislative Requirements

The Council's Aquatic Centres are required to comply with the following legislation to ensure the safety of those who use them:

- Section 8: Local Government Act 1993;
- NSW Department of Health, Public Swimming Pool and Spa Advisory Document 2013;
- Division of Local Government Practice Note 15 – Water Safety 2012;
- Royal Life Saving Society and Standards Australia;
- National Construction Codes and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific.

Current Level of Service

Council provides three leisure centres being the Lakeside Leisure Centre, Tomaree Aquatic Centre and Tilligerry Aquatic Centre. The centres provide year round swimming in outdoor heated water with one indoor swimming facility being the program and leisure pool at Lakeside Leisure Centre. The 2021 Community Satisfaction Survey resulted in 88% satisfaction score.

Lakeside Leisure Centre Lakeside Leisure Centre was constructed in February 2000 and is part of a broader sporting complex situated on Leisure Way, Raymond Terrace which includes sporting fields and two supporting amenities buildings. The centre contains the only heated indoor Council owned pool.	
Facilities provided:	– Indoor program and leisure heated pool – Outdoor eight lane 50m heated pool – Lifeguard station, first aid room, reception area/office – Kiosk/café – Change rooms (male, female and accessible) – Playground – Car parking
Tomaree Aquatic Centre Tomaree Aquatic Centre was constructed in 1988 and is part of a broader sporting complex situated on Aquatic Close, Salamander Bay which includes sporting fields, tennis courts, netball courts and four supporting amenities buildings.	
Facilities provided	– Outdoor eight lane 50m heated pool – Outdoor program and toddler heated pool – Water slide – First aid room, reception area/office – Kiosk/café

	– Change rooms (male, female and accessible) – Car parking
Tilligerry Aquatic Centre Tilligerry Aquatic Centre was constructed in 1997 and is part of a broader sporting complex situated on Lemon Tree Passage Road, Mallabula which includes sporting fields, tennis courts and two supporting amenities buildings.	
Facilities provided	– Outdoor eight lane 25m heated pool – Splash pad including water fountains, water jets and sprays – First aid room, reception area/office – Kiosk/café – Change rooms (male, female and accessible) – Playground – Car parking

Desired Level of Service:
Council has a desired provision of one aquatic centre for every 36,000 people.

Standards
Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking – Aquatic Centres		
Council	**Provision**	**Year**
Port Stephens Council	One aquatic centre for every 36,000 people.	2018
MidCoast Council	One aquatic centre for every 30,101 people.	2019
Maitland City Council	One aquatic centre for every 38,652 people.	2019

FUTURE DEMAND

Council provides three leisure centres being the Lakeside Leisure Centre, Tomaree Aquatic Centre and Tilligerry Aquatic Centre. The centres provide year round swimming in heated water however the only indoor swimming facility is the program and leisure pool at Lakeside Leisure Centre.

Key Drivers
The design and development of aquatic and leisure facilities has undertaken several major changes over the past two decades. The primary focus is now on expanding the facility mix to introduce multiple attractors for the community, including a

combination of 'wet' and 'dry' options. The composition of facilities is concentrating on those elements that encourage year round access, longer stays and higher returns.

Across the aquatics industry, operators have been confronted by ageing facilities, increasing annual maintenance costs and falling attendances. In part, some of these trends can be attributed to the pool design supporting shorter seasonal access and greater commitment to club and lap swimming activities (e.g. traditional 50m pool). This results in reduced opportunities for flexibility and a diverse range of contemporary aquatic activities and programs to be conducted at many of these ageing venues.

There is a noticeable trend in Australian aquatic facility design and operation towards the integration of a wider range of expanded leisure facility services, such as cafés, merchandising/retail, health and fitness centres, multi-purpose program spaces, and increased emphasis on 'leisure water' and multi-purpose indoor sports courts.

The combination of facilities into one integrated venue provides synergies in use and the potential for cross marketing between activities, while also providing a major focus as a leisure destination for the community. This can result in increased throughput and activity at the venue as well as improved financial performance.

Supply versus Standard

Using the provision of one facility for every 36,000 there will be a marginal surplus even in 2036 however, the dispersed settlement pattern makes it more important to have strategically positioned facilities across the LGA.

Current Supply vs Provision Standard - Aquatic Centres					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	1.9	2.1	2.2	2.2	2.4
Existing Supply	3.0	3.0	3.0	3.0	3.0
Surplus/Shortage	1.1	0.9	0.8	0.8	0.6

Future State

As the population grows and ages it is likely that there will be increasing demand for contemporary aquatic facilities. Modern aquatic centres contain a variety of 'wet' and 'dry' spaces, provide more reasons to visit, more often, and enable improved patronage and viability. Design elements may comprise such things as heated water spaces that respond to different motivations for use e.g. lap swimming, aquatic programs/learn to swim, adventure water, leisure water with play elements and beach entry, health and fitness/wellness services, multi-purpose program spaces and multi-purpose indoor sports courts.

Of the three aquatic centres only one (Lakeside Leisure Centre) would be described as a contemporary aquatic facility offering a number of the elements described above. The fact that this pool records the highest patronage numbers of the three facilities is evidence of patron preferences for contemporary facilities.

With the expected increase in competition regionally, it is important for Council to ensure that it continues to invest in upgrading the infrastructure at its aquatic centres to ensure they are economically viable and the ratepayer subsidy stays at an acceptable level.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

Council has master plans for its aquatic centres which provide the future investment areas for each of the aquatic centres. The aim of these documents is to clearly develop the facilities in a manner that:

- enhances the facilities to provide greater opportunities to both the local community and the tourists who frequent the sites;
- reduces the current subsidy that Council invests in the centres, so that it can redistribute the financial investment into other community services; and
- redevelops any land within each facility that could offer complementary services and reduce the subsidy levels.

The master plans show the following developments:

- Lakeside Leisure Centre – the addition of a four court indoor sports centre to complement the existing facilities, a 25m indoor pool and a leisure water space such as splash pad; and
- Tomaree Aquatic Centre – the addition of a fully enclosed program pool which will enable year round learn to swim programs without the impact of winter weather conditions.

Works Plus Plan project list - Aquatic Centres			
Project	**Estimate**	**Source of Funds**	**Trigger**
Lakeside Leisure Centre	$15,000,000	Developer contributions and grant funding	Funding
Tomaree Aquatic Centre	$14,000,000	Developer contributions and grant funding	Funding

Operations/Maintenance Plan

Asset maintenance is performed reactively when issues arise, in addition to the regular planned pool plant preventative maintenance schedules. The building structures, fixed plant and equipment all have 10-year life cycle costs.

Condition and Performance Monitoring

Condition inspections on the buildings are undertaken every two years and are used to assess the management of these assets. An annual condition report for fixed plant equipment, amusement devices and pool structures is also undertaken.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewal works are identified in condition reports which also inform the timing and implementation of the Aquatic Centre Management Program. The proposed works are listed in the Capital Works Program.

Consolidation/Disposal Plan

This is no plan to consolidate or dispose of these assets.

Risk Plan

The contracted operator of the aquatic centres conducts daily risk inspections of areas frequented by the public and staff. Council has developed a risk inspection checklist in line with the Royal Life Saving Society guidelines. Checklists are submitted to Council every month as part of contractual requirements.

Council staff undertake audits every quarter to ensure statements written by the contractor in their risk inspection checklists are compliant.

Risk Controls - Aquatic Centres		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc.	• Identify the gaps to bring the buildings up to standard. • Cost the works. • Prioritise works based on risk.	High
There is a risk that the building does not comply with working at	• Install working at heights systems on buildings that require known frequent working at heights for the purpose of	Medium

Risk Controls - Aquatic Centres		
Risk	**Control to Mitigate Risk**	**Residual Risk**
heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	accessing utilities such as AC units, box gutters, etc. • Create a program to install and fund working at heights systems on these buildings. • For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. • Undertake annual certification of installed anchor points.	
There is a risk that pool plant is ageing leading to inefficient resource consumption such as power and gas when compared to a renewed asset.	• Utilise the pool plant condition report and create asset works program. • Fund the renewal/replacement of pool plant and equipment to reduce power consumption and expenditure over the life of the asset. • Implement energy efficiency and improvements such as solar PV	Low

Financial/Budget Summary

- Capital

The most recent capital upgrades include café upgrades at Tomaree and Lakeside Centre's, 25m pool fibreglass liner replacement at Tilligerry Aquatic Centre and Lakeside Leisure Centre's 50m pool heat pump replacement. Proposed future capital works are scheduled through condition inspections.

- Recurrent

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised on Council's risk matrix. The reactive and programmed maintenance works are prioritised through Council asset inspections and the customer request system.

The average recurrent expenditure budget over the last five years has been approximately $260,000 per annum. Some years have sustained higher expenditures when urgent reactive repairs were required beyond the allowable budget.

- Operational

Council has a contract for the operation of Lakeside Leisure Centre, Tomaree Aquatic Centre and Tilligerry Aquatic Centre being valued at $1,041,257 and indexed for CPI annually.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecasts.

Summary

The current aquatic centres, complemented by the tidal pools and beaches are sufficient to cater for the needs of the existing and future population. The focus for these assets is to continue to embellish the existing facilities to ensure they remain economically viable while meeting the needs of the users.

Aquatic Structures

Asset Holdings	• 19 Wharfs • 19 Boat ramps • 20 Sea Walls			
Desired Level of Service Statement	Council has a desired provision of one boat ramp per 6,000 people and one wharf/jetty for every 6,000 people.			
Available Data	Fair Value as at 30 June 2020, condition inspection reports and asset management plans/reports.			
Last Condition Survey	2020			
General Assessment of Condition	**Condition Rating**		**% Assets**	**$CRC**
	1	Near Perfect	15	$1,981,050
	2	Good	45	$5,943,150
	3	Satisfactory	26	$3,433,820
	4	Very Poor	12	$1,584,840

	5	Unserviceable	2	$264,140
		Total	100.00	$13,207,000
Main Findings	• The majority of assets are in the good to satisfactory condition. • Mallabula Boat Launching Facility and Nelson Bay Public Wharf were deemed very poor. • Sandy Point, Swan Bay and Koala Reserve Sea Walls were deemed very poor.			
Future Actions	• Short term – Continue to manage foreshore erosion through the movement of sand to the areas of need throughout Port Stephens. • Short term – Undertake a LGA wide Aquatic Structure Strategy. • Medium term – Identify funding priorities with Transport for NSW for boating projects. • Medium term - Develop funding strategy for Sandy Point Sea Wall • Long term – Removal of Koala Reserve Sea Wall.			

Figure 17: Condition Rating – Aquatic Structures

LEVEL OF SERVICE

Customer Expectations:

The NSW Marine Infrastructure Plan 2019 – 2024 identifies that across NSW recreational boating numbers are increasing and coastal tourism is growing, placing increasing pressure on coastal environments and supporting aquatic infrastructure. Port Stephens is recognised as a popular boating destination which will require investment in modern boat ramp facilities and break water structures to make water use more accessible and enjoyable. The challenge for Council will be to provide functional aquatic facilities suitable for local use while also being of a capacity adequate for the seasonal tourist market.

Legislative Requirements

Efforts are made to continually maintain assets according to the relevant legislative requirements and to balance this against the available budget provisions.

Key Legislation, Acts, Standards, Guidelines and Regulations include:

- Section 8 of the Local Government Act 1993;
- AS 4997 – 2005 Guidelines for the design of maritime structures;
- Design Guidelines for Wharves and Jetties – NSW Public Works 1990. Advice is provided for the planning, investigation, assessment, design, construction and maintenance of public wharves and jetties. Guidance is given on pile design and calculating berthing forces;
- Marina Guidelines – NSW Public Works 1987 Guidance is given on approval processes, site investigation, design loads, planning, design, materials, safety aspects, services, boat launching ramps and maintenance of marinas;
- NSW Boat Ramp Facility Guidelines – Transport for NSW is provided for the design and construction of trailer-boat launching facilities. Guidance is given on planning, geometry, materials and design of boat ramps;
- British Standard Code of Practice for Maritime Structures – BS6349 Advice and guidance are given on the planning;
- NSW Disability Access legislation.

Current Level of Service

The current provision of boat ramps and wharves/jetties in Port Stephens is generally appropriate. Port Stephens currently has 19 boat ramps and 19 wharves or jetties located across the LGA. This current provision in Port Stephens is high when compared to councils with similar geographical attributes such as being located on a large port, river or lake, and in a coastal location. However, considering the high level of boat ownership and tourism in Port Stephens this high supply is not considered to be a concern. Seawall provision is in line with the Port Stephens Foreshore Management Plan.

Desired Level of Service:
Council has a desired provision of one boat ramp per 6,000 people and one wharf/jetty for every 6,000 people. Seawalls will continue to be provided as required.

Standards
Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking – Aquatic Structures		
Council	**Provision**	**Year**
Boat Ramps		
Port Stephens Council	One boat ramp for every 6,000 people	2018
Lake Macquarie City Council	One boat ramp for every 6,479 people	2019
MidCoast Council	One boat ramp for every 2,656 people	2019
Wharfs/Jetties		
Port Stephens Council	One wharf/jetty for every 6,000 people	2018
Lake Macquarie City Council	One wharf/jetty for every 5,907 people	2019
MidCoast Council	One wharf/jetty for every 1,038 people	2019

Hierarchy
A hierarchy of Regional, District and Local facilities has been established for boat ramps which will guide the development of each site. This will allow a minimum level of service to be defined and supporting infrastructure to be determined for each facility. The minimum standard of each facility forms the basis of what level of facility provision can be expected when utilising a facility. It has been created to establish a hierarchy of options for the community to gain fair and equitable access to waterways. This will allow the community to have access to a range of facilities to meet their individual boating needs.

- Regional

Regional facilities are a main location for boating and recreation activity. The user catchment for these facilities extends to a region and they anticipate high and continual use.

- District

District facilities provide a location for minor boating and recreation activity. The user catchments for these facilities are generally limited to the surrounding area, however

they may act as an overflow for when demand at Regional facilities exceeds capacity.

- Local

Local facilities provide for local water activities and access. The user catchments for these activities are limited. Usage patterns are low or sporadic and should anticipate casual usage.

Hierarchy - Aquatic Structures				
Hierarchy	**Description**	**Environmental factors**	**Facilities provided**	**Proposed facilities**
Regional	Regional facilities are a main location for boating and recreation activity. The user catchment for these facilities extends to a region and they are experience high and continual use.	• Sufficient water access • Connectivity to main road network • High population catchment/Town Centre • High and continual usage • Located in key tourism areas	• Multiple boat ramps (>3) • Pontoon/Jetty access • Soft retrieval area • 25-30 car parking spaces per ramp on site • Fish cleaning facilities • Toilets • Lighting • Signage • Managed open space • Access to ancillary features	• Little Beach • Henderson Park • Soldiers Point
District	District facilities provide a location for minor boating and recreation activity. The user catchments for these facilities are	• Sufficient water access • Connectivity to local road network • Smaller population	• Less than 3 boat ramps • Pontoon/Jetty access • Soft retrieval area • 10-15 car parking spaces per ramp on site (where possible)	• Shoal Bay • Fitzgerald Bridge • Seaham • Tomago • Karuah

Hierarchy - Aquatic Structures				
Hierarchy	**Description**	**Environmental factors**	**Facilities provided**	**Proposed facilities**
	generally limited to the surrounding area; however they may act as an overflow when demand for Regional facilities exceeds capacity.		• Local on street overflow parking • Fish cleaning facilities • Toilets • Lighting • Signage • Managed open space	
Local	Local facilities provide for local water activities and access. The user catchments for these activities are limited. Usage patterns are low or sporadic and should anticipate casual usage.	• Sufficient water access • Strong environmental constraints • Local population catchment • Low or casual use	• One boat ramp (gravel or concrete) • Soft retrieval area • 5-10 car parking spaces per ramp (where possible) • Local on street overflow parking • Signage	• Fingal Bay • Salt Ash • Lilli Pilli • Foster Park • Salamander • Shelly Beach • Peace Park • Mallabula • Taylors Beach

FUTURE DEMAND

Council has provided a wide range of facilities for recreational boating, including boat ramps and jetties. Ancillary structures such as fish cleaning tables, trailer parking, lighting and pontoons have also been provided in some locations.

The provision of facilities has generally been based on the historical usage in the surrounding region as well as request rates. The current facilities cater for a wide range of boat types, including powered recreational craft, non-motorised/hobby craft and commercial operations.

Key Drivers

- Tourism

The LGA has an active tourism industry which results in a large influx of visiting population for peak periods, such as school holidays and long weekends. Tourism numbers have had steady growth rates in the past, with an increase in overnight trips to the region. The majority of tourists come from regional NSW and Sydney.

Recent investigations of tourist activities in the Port Stephens region by Tourism Research Australia indicate that a large portion of visitors to Port Stephens access water related activities and fishing. Although not definitive of recreational boating numbers by visitors to the area, the survey has been used to estimate the number of visitors who may access waterways through recreational boating. Tourism numbers are expected to increase in the Port Stephens area in future years. Studies carried out by Tourism Research Australia indicate regional NSW tourism numbers will grow 8% by 2020.

The increase of tourism numbers has seen an increase in the demand for boating infrastructure in key tourism areas such as Nelson Bay, Soldiers Point and Shoal Bay. This has resulted in several facilities exceeding their usable capacity during peak tourism season. Tourism operators also place additional demand on facilities. Operators such as ferry services, boat hire and sightseeing tours require access to supporting infrastructure such as pontoons and jetties.

Future Boating Forecasts

A study carried out by NSW Maritime predicts that boat ownership for the larger region (Hunter Inland NSW) will increase as a linear projection based on historical boat ownership rates (NSW Boat Ownership and Storage: Growth Forecasts to 2026).

Boat ownership figures for the larger region (Hunter and Inland NSW) indicate high boat ownership figures, with on average 56 boats per 1,000 people (aged 16+). This will result in Hunter and Inland NSW growing from 53,705 boats in 2009 to 92,140 in 2026. Though the report does not provide a breakdown of smaller areas within the Hunter and Inland NSW region in the study, it is assumed that the Port Stephens area will match the anticipated growth rates of boat ownership.

- Better Boating Program

The Maritime Management Centre, within Transport for NSW, completed a state-wide study of existing boating facilities and safety measures in 2014.

This study and feedback from consultations informed the development of 11 Regional Boating Plans covering each of the major waterways across NSW, including the Port Stephens- Hunter Regional Boating Plan.

Council has made numerous funding applications and will continue to work with Transport for NSW on funding priorities for 2022 onwards.

Supply versus Standards

Using the provision of one boat ramp per 6,000 people and one wharf/jetty for every 6,000 people as the standard there will continue to be a surplus in 2036 in both boat ramp and wharves/jetties. However due to the large network of waterways within the Port Stephens LGA and the high level of tourism the LGA experiences this is not considered to be an issue.

Current Supply versus Provision Standard

Current Supply vs Provision Standard – Aquatic Structures					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	11.6/11.6	12.4/12.4	12.9/12.9	13.4/13.4	14.2/14.2
Existing Supply	19.0/19.0	19.0/19.0	19.0/19.0	19.0/19.0	19.0/19.0
Surplus/Shortage	7.4/7.4	6.6/6.6	6.1/6.1	5.6/5.6	4.8/4.8

Future State

Port Stephens is a desirable tourist destination close to major cities and experiences significantly increased population in peak seasons. When combined with increases in boat ownership in the Hunter and Inland region of NSW, demand for Aquatic Structures will continue to rise.

There are a total of 19 boat ramps and 19 wharves/jetties provided by Council across the LGA of varying size and condition. These facilities are required to satisfy demand in the Port Stephens area. Sites have been classified based on the potential user catchment, carrying capacity, and facilities provided.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

The creation/acquisition/augmentation of facilities will be in line with the NSW Maritime Regional Boating Plan for Port Stephens and the Port Stephens Foreshore Management Plan.

Operations/Maintenance Plan

A programmed maintenance schedule is in place for Council's assets. When a fault or breakdown occurs with an asset, reactive maintenance is performed, to allow the asset to perform its intended function. The building structures, fixed plant and equipment all have a 10-year lifecycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of Aquatic Structures. The assessment informs what is required for the assets to be managed in the most cost effective and sustainable manner.

Rehabilitation/Renewal/Replacement Plan

Rehabilitation and renewals are identified in condition reports and are a part of the 10-year lifecycle plan which also informs the timing and implementation of the Aquatic Structures Management Program. Proposed funded works are identified in the Capital Work Program.

Consolidation/Disposal Plan

This is no plan to consolidate or dispose of any boating infrastructure assets. Koala Reserve Sea Wall, will be removed once asset becomes unserviceable and returned to a natural foreshore area.

Risk Plan

Aquatic Structures are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the assets undertaken annually by staff.

Risk Controls - Aquatic Structures		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that components of the facilities do not meet the current guidelines for the design of marine structures and relevant Australian Standards – backflow testing.	• Identify the gaps to bring the buildings up to standard. • Cost the works. • Prioritise works based on risk.	High

Risk Controls - Aquatic Structures		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that works may be carried out foreshores without Council's knowledge leading to damage to the reserve and/or exposing the reserve users to unknown risks.	• Determine guidelines for approved foreshore structures. • Increased frequency of foreshore inspections.	Medium
There is a risk that the erosion of foreshores will lead to the loss of community assets and amenity.	• Complete foreshore process studies so the correct type of mitigation works can be implemented with the environmental approvals in place.	Medium

Financial/Budget Summary

- Capital

The most recent capital works include Little Beach Boating Facility upgrades. Proposed future capital works are scheduled through biennial condition inspections.

- Recurrent/Operational

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council. The reactive and programmed maintenance works are determined through Council's asset inspection process and the customer request system. Works are prioritised based on Council's risk matrix.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

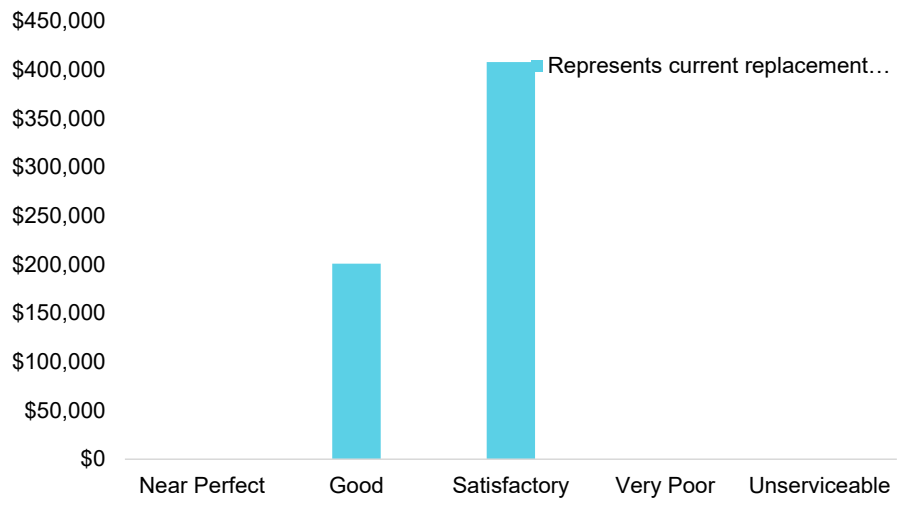
The provision of Aquatic Structures is important to the Port Stephens lifestyle and tourism industry. The model of providing regional and district level facilities that are located in areas with the correct attributes such as water depth, access to open ocean and tourist accommodation is appropriate and will be able to meet the needs for future growth. Transport for NSW's Better Boating Program provides a large proportion of the funding for boating infrastructure upgrades and the priorities for 2022 onwards will need to be identified in consultation with Transport NSW.

Cemeteries

Asset Holdings	Nine cemeteries – five operational, four closed (no further burials) **No building components.** **Other components/assets:** • four pergolas - foundations, footings with painted timber and lattice walls and iron roof; • eleven brick columbarium walls; • two terrazzo columbarium walls; • sixty three concrete beams - foundations, footings, concrete beam for headstone installation; • seven gardens - landscaped and numbered for ash installations; • two gardens - landscaped and numbered for planting of memorial trees; • Irrigation systems, landscaping, fences, seats, signs. **Cemeteries are:** • Land used for cemetery purposes; • Built assets on cemetery land (walls, gazebos, concrete beams, fencing, landscaping); • Cemetery infrastructure (memorialisation, headstones, sections, rows, plots).			
Desired Level of Service Statement	One active cemetery for every 14,000 people and one niche wall for every 5,000 people.			
Available Data	Fair Value as at 30 June 2019, condition inspection reports and asset management plans/reports.			
Last Condition Survey	2021			
General Assessment of Condition	**Condition Rating**		**% Assets**	**$CRC**
	1	Near Perfect	0	$0
	2	Good	33	$200,880
	3	Satisfactory	67	$407,848
	4	Very Poor	0	$0
	5	Unserviceable	0	$0

		Total	**100.00**	**$608,728**
Main Findings	• Assets are in a good to satisfactory condition. • Continue with approvals process for the expansion of the Anna Bay Cemetery.			
Future Actions	• Assessment of historic cemeteries to determine maintenance strategy to preserve ageing grave sites.			

Figure 18: Condition Rating – Cemeteries



LEVEL OF SERVICE

Customer expectations:
Customers expect the provision of adequate and appropriate places for interment, grieving and quiet remembrance. Providing open, accessible and operational cemeteries is a valued community service. Cemeteries are an important part of the community's social and cultural heritage and many of the sites are important places of local historical significance.

Council's 2021 Customer Satisfaction Survey showed an aggregated satisfaction score of 90% for operational cemeteries. This suggests that the community is generally satisfied with the current number and level of service provided for cemeteries.

Legislative Requirements

The Council's cemeteries are required to be managed in accordance with the following legislation:

- Public Health Act 1991
- Public Health (Disposal of Bodies) Regulation 2002
- Heritage Act 1977
- Conversion of Cemeteries Act 1974
- Crown Lands Act 1989
- Local Government Act 1993
- Births Deaths and Marriages Registration Act 1995

Current Level of Service

Council has a total of nine cemeteries and 16 niche walls within its Public Reserve System. Five of the cemeteries are open for interment and four are historical and no longer available for burials. Cemeteries within Port Stephens comprise traditional burial land and niche walls which are especially designed walls where ashes are placed.

Historical cemeteries are popular conservation places for family tree and historical investigations. Seven cemeteries within the LGA are of local historical significance as gazetted in the Port Stephens Local Environmental Plan 2013. These cemeteries include Birubi Point Cemetery, Hinton Anglican Cemetery (Church of England Trustees), Hinton Pioneer Cemetery, Karuah Cemetery, Nelson Bay Cemetery, Raymond Terrace Pioneer Hill Cemetery and Seaham Cemetery.

While the majority of the public cemeteries are owned by Crown Lands (with the exception of Raymond Terrace Cemetery which is owned by Port Stephens Council), operations are managed by Council as the trustee.

Desired Level of Service

Council has a desired provision of one active cemetery for every 14,000 people and one niche wall for every 5,000 people.

Benchmarking

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Cemeteries		
Council	**Current Provision**	**Year**
Port Stephens Council	1 active cemetery per 14,000 people 1 niche wall for every 5,000 people	2018
Muswellbrook Shire Council	1 active cemetery per 5,362 people 1 niche wall for every 8,043 people	2019
Singleton Council	1 active cemetery per 11,493 people 1 niche wall for every 4,597 people	2019

Using this provision as the benchmark, Council currently has a surplus of 0.9 niche walls and adequate cemeteries. As the population grows, the demand for cemetery plots and niche walls will increase which may result in a future shortage in supply.

Categories

There are three categories of cemeteries currently in Port Stephens: monumental (7), lawn (1) and niche walls (12). The tables below outline the minimum level of infrastructure required for each facility. The minimum standard of each facility forms the basis of what the community can expect when they utilise a facility.

Category Description - Cemeteries				
Category	**Description**	**Factors**	**Facilities Provided**	**Examples**
Monumental	Traditional style of cemetery that has monuments that cover the entire grave.	• Designated for the interment of human remains including burial and memorialization of the dead.	• Adjacent car parking • Signage • Fencing • Managed open space	• Nelson Bay Cemetery • Karuah Cemetery • Historical cemeteries
Lawn	Features grassed lawns with graves marked with recumbent type headstones or plaques and no monuments	• Designated for the interment of human remains including burial and memorialization of the dead. • To ensure the look of the lawn cemetery	• Onsite car parking • Signage • Fencing • Managed open space	• Anna Bay Cemetery

Category Description - Cemeteries				
Category	**Description**	**Factors**	**Facilities Provided**	**Examples**
	over the grave site.	remains consistent, trees, pot plants and fences are not allowed on or near graves.		
Niche Walls	Specially designed walls where ashes are placed and covered with a memorial plaque with inscription.	• For cremation only.	• Adjacent car parking • Signage • Fencing • Managed open space	• Carumbah Memorial Gardens • Also located in other cemeteries

FUTURE DEMAND

Port Stephens Council's cemeteries range from quiet rural settings to more traditional urban surroundings. The cemeteries offer burial plots and niches in Columbarium Walls/Gardens.

The Council understands the importance of adequate and appropriate places for interment, grieving and quiet remembrance. Providing open, accessible and operational cemeteries is a valued community service.

The NSW Government passed new legislation in 2013, Cemeteries and Crematoria Bill 2013 to regulate cemetery and crematorium operations across all sectors of the interment industry. Its primary purpose is to ensure there is sufficient land to meet current and future burial needs in NSW and that people continue to have equitable access to cemetery and crematoria services.

The Council aims to source alternative avenues of funding, such as grants and donations, when capital works are scheduled to ensure that cemetery fees are kept to a minimum. Current alternate sources of assistance include community volunteer groups who help with the maintenance and appearance of cemetery sites.

The population and percentage of aged persons in Port Stephens are increasing at a high rate. Council is home to an estimated 69,556 people in 2016 (ABS Data). The population continues to increase and is predicted to reach 84,899 people by the year 2036 (Source: Review of Department of Planning and Infrastructure Population Projections). The major growth is predicted to occur in the over 55 year age bracket and is attributed to the natural ageing of the existing population and the continuing influx of retirees from other areas in Australia.

Key Drivers

The population continues to increase with major growth predicted to occur in the over 55 year age bracket. With both an ageing and growing population, the cumulative impact will see a long term increase in demand on Council's current cemeteries.

One key factor the Council needs to consider is the changing nature of religious affiliation. In the 2011 ABS census, 22% of Australians stated that they had no religious affiliations. This is an increase of 6.8% from 2001 census data. As religious affiliations decline, there is a real possibility the demand for non-denominational interment options will increase.

An ABS report (2010) on South Australian burial and crematorium trends found that while the number of deaths is steadily increasing, cremations are increasing and the proportion of burials is decreasing. In 2010, burials equated to about 34% of South Australian interments. While a formal local study has not been conducted, this trend could impact the number of future traditional interments in Port Stephens.

The NSW Government has recently released the *Cemeteries and Crematoria Act 2013* and a new agency, Cemeteries and Crematoria NSW, has been developed to inform cemetery operations and make strategic decisions to ensure adequate and affordable interment options are available to the public. The new bill outlines interment rights and re-use of interment sites and the new agency has yet to release information on procedures and benchmarks.

Supply versus Standards

Based on benchmarked figures, it is recommended that Council provide one active cemetery per 14,000 people and one niche wall per 5,000 people as its benchmark. An active cemetery has an average of 3,500 burial plots.

Current Supply versus Provision Standard: Cemetery Plot

Current Supply vs Provision Standard – Cemetery Plots					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	5.0	5.3	5.5	5.7	6.1
Existing/Future Supply	5.0	5.0	5.0	5.0	5.0
Surplus/Shortage of cemeteries	0.0	-0.3	-0.5	-0.7	-1.1

Source: AEC Group Report, August 2013 "Review of Standards Guiding the Provision of Council's Community and Recreation Facilities"

Current Supply versus Provision Standards - Niche Wall

Current Supply vs Provision Standards - Niche Walls					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	13.9	14.9	15.5	16	17
Existing/Future Supply	16.0	16.0	16.0	16.0	16.0
Surplus/Shortage of cemeteries	2.1	1.1	0.5	0	-1

Source: AEC Group Report, January 2013

Future State

One of the major issues impacting on the management and operation of cemeteries throughout Australia is the potential shortage of burial space. Additionally, as cemeteries reach interment capacity, income from fees and charges is no longer obtained and there are no longer direct funds to be reinvested into the cemetery. This can affect the levels of maintenance and asset renewal. Both these issues are relevant to Council. Council will in future face the challenge of lack of interment sites and maintaining closed sites with lack of direct income. Already the closed historical cemeteries require repairs and will continue to deteriorate without actions of conservation. Conservation methods and funding will require investigation to ensure the heritage value of the area is retained.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

There have been no additional cemeteries acquired during the last year. Anna Bay Lawn Cemetery has been recently expanded to provide an additional 560 burial spaces.

Operations/Maintenance Plan

Asset maintenance is performed reactively. The building structures on the cemeteries all have 10 year life cycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of cemetery assets.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports which also inform the timing and implementation of the Cemeteries Management Program. Funded works are listed in the Capital Works Program.

Consolidation/Disposal Plan

There are no plans for disposal, and consolidation is not relevant.

Risk Plan

Cemeteries are insured under Council's public liability insurance policy. Risk is managed through a detailed biannual condition inspection by staff. Contractors also undertake inspections when carrying out maintenance on any site, with an agreement to identify issues that may present a risk.

Risk Controls - Cemeteries		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that monuments may not be constructed to Councils specifications leading to potential hazard to users.	• Ensure only Council approved stonemasons complete monumental works in the cemeteries. • Provide monument specification to all contractors on an annual basis.	Low
There is a risk that historical cemeteries will deteriorate into an unserviceable condition	• Develop a maintenance strategy for historic cemeteries	Medium

Financial/Budget Summary

- Capital

Most recent capital works include irrigation system upgrades at Anna Bay Lawn Cemetery. Proposed future capital works are based on findings through biannual condition inspections with future programmed works formulated from the condition inspections.

- Recurrent

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised on Council's risk matrix. The reactive and programmed maintenance works are done through Council asset inspections and the customer request system.

- Operational

The average operational expenditure budget over the last five years has been approximately $145,000 per annum.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecasts.

Summary

The provision of active cemeteries and niche walls is a valued service for the people of Port Stephens. The expansion of Anna Bay Cemetery will allow for needs in the foreseeable future.

Community Buildings

Asset Holdings	Multipurpose Community Facilities have been grouped according to their current key functionality. These include: • 24 Multipurpose Community Facilities • 18 Single Use Community Buildings (includes Amphitheatre Men's Sheds, Cruise Terminal and childcare facilities) **Building components:** • Exterior Works – Retaining walls, fencing, signage, landscaping. • Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. • Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings • Services – Hydraulic, mechanical, fire, electrical, security. **Other components/assets:** • Playground equipment, shade structures, car parking, landscaping.

Desired Level of Service Statement	One multipurpose community facility for every 5,000 people.			
Available Data	Fair Value as at 30 June 2018, condition inspection reports, asset management plans/reports.			
Last Condition Survey	2019			
	Condition Rating		**% Assets**	**$CRC**
	1	Near Perfect	5	$2,354,557
	2	Good	19	$8,947,317
	3	Satisfactory	67	$31,551,067
	4	Very Poor	9	$4,238,205
	5	Unserviceable	0	$0
		Total	**100.00**	**$47,091,146**
Main Findings	• The majority of facilities are in satisfactory or good condition. • Bobs Farm Community Hall, Soldiers Point Community Hall and Raymond Terrace Early Family Education Centre were the only facilities deemed to be in very poor condition.			
Future Actions	• Short term – Upgrades to occur at Medowie Childcare Centre, Raymond Terrace Early Education Centre, Fern Bay Community Centre and Seaham School of Arts. Total: $130,000 • Short term – Complete a strategic assessment of Council's multipurpose community facilities to determine the long term viability of the facilities in the current locations. • Medium term – Upgrades to occur at Karuah Centre, Karuah Hall, Soldiers Point Community Hall Lemon Tree Passage Old School Centre and Hinton School of Arts. • Long term – Remove the Birubi Community Hall and consolidate into the Anna Bay Recreation Area development.			

Figure 19: Condition Rating - Community Buildings

LEVEL OF SERVICE

Customer Research and Expectations

Residents and users groups expect clean, presentable facilities that are in convenient locations. Council's 2021 Customer Satisfaction Survey showed an aggregated satisfaction score of 90% for community halls. This shows that the community is generally satisfied with the current number and level of service provided for community halls.

Legislative Requirements

The Council's multipurpose community facilities are required to be designed in accordance with the following:

- Local Government Act 1993.
- Australian Standards.
- National Construction Code and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific.
- Council Charter - Section 8 of the Local Government Act 1993.

Current Level of Service

Current levels of service across the LGA equate to 24 halls/centres. The majority of the centres are in a satisfactory working condition. Community volunteers belong to Council's 355c committees and manage the day-to-day operations such as bookings and fees, requests and cleaning.

All centres charge different hiring fees and are available for public use at various days/times according to each individual centre's capacity and amenity.

Desired Level of Service:
Council currently aims to provide one multipurpose community facility for every 5,000 people.

Provision
Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Multipurpose Community Facilities		
Council	**Provision**	**Year**
Port Stephens Council	One multipurpose community facility for every 5,000 people	2018
Maitland City Council	One community multipurpose centre for every 5,154 people	2019
Cessnock City Council	One community multipurpose centre for every 3,268 people	2019

Based on the above benchmarking, a standard of one multipurpose community facility for every 5,000 people is considered appropriate for Port Stephens Council.

Hierarchy
Facility provision across Port Stephens is based on a hierarchical model. This model is for multipurpose community facilities and is designed to service different catchment levels of population based on the type of the community building and level of service provision. The hierarchy of facilities includes:

- District

These are larger community facilities offering a wide range of programs and services. They may be co-located with other urban centre functions. For example, a district multipurpose community centre (500-600m2), children's centre, vacation care, before and after school care, youth centre, senior citizens centre and community art/cultural centre. Examples include Nelson Bay Community Hall, Medowie Community Centre and Fern Bay Community Hall.

- Local

These are small community facilities that generally cater to residents living in the immediate area or nearby suburbs. For example, a local multipurpose community

centre (300-400m2), community hall, children's centre and youth centre. Examples include Corlette Hall and Salt Ash Community Hall.

FUTURE DEMAND

Council currently provides a network of 24 multipurpose community facilities and 18 single use community buildings throughout the LGA for the benefit of the community. Community facilities make a fundamental contribution to our communities in the following key areas:

- They provide a space for groups to interact which supports the building of community connections, participation and ownership;
- They provide suitable spaces to deliver services, programs and activities to meet the social needs of the community and build community capacity. This includes a range of educational, lifelong learning, recreational, leisure, cultural, skills development and social activities and programs for residents of all ages and backgrounds.

The category of community buildings includes community halls, community centres, youth centres, senior citizen centres, child care centres, Men Sheds, cruise terminal and scout and guide halls.

Key Drivers

Community facilities are provided to benefit the community and contribute to residents' quality of life and wellbeing. Council often assumes a facilitator role in creating partnerships with government and non-government agencies and community organisations to:

- Target local needs: Facilities will address the social needs and interests of the surrounding community and desired social outcomes by offering a range of relevant programs, services and activities;
- Build community cohesion: Programs, activities and events will be designed to encourage social interaction between and involvement of different people and groups in the community to generate social capital;
- Creation of community hubs: Facilities can be co-located to provide a focal point for community. This can be through a connection to other community facilities such as schools, shopping centres, recreation and sporting facilities. This enhances accessibility and connectivity of uses and provides a destination and one-stop-shop approach for users.

Supply versus Standards

Using the provision of one multipurpose community facility for every 5,000 people there will continue to be a surplus in 2032. With this in mind Council has commenced

a strategic assessment of Council's multipurpose community facilities to determine the long term viability of the facilities in the current locations.

Current Supply versus Provision Standard

Current Supply vs Provision Standard - Multipurpose Community Facilities	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	13.9	14.9	15.5	16	17
Existing Supply	24.0	24.0	24.0	24.0	24.0
Surplus/Shortage of Community Buildings	10.1	9.1	8.5	8	7

Future State

NSW Department of Planning's revised figures have the LGA's population size increasing to approximately 95,617 persons by the year 2032. The most populous age group will be 60 years and over, a change from 2006 when it was 10 – 14 years. This change may result in greater utilisation of the halls to hold activities traditionally associated with this age group.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

The newly Constructed Medowie Sports and Community Centre was officially opened in 2021.

Operations/Maintenance Plan

Asset maintenance is performed reactively. The building structures, fixed plant and equipment all have 10 year life cycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of assets. Data on utilisation of the centres by user groups is gathered to determine usage rates.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports which also inform the timing and implementation of the Community Buildings Management Program.

Consolidation/Disposal Plan

Community Buildings that are deemed as excess to the standards and demand will be treated as surplus property. At present there are no plans to dispose of any of these assets.

Risk Plan

Community halls/centres are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the buildings and is undertaken annually by staff and management committees. Inspections are also undertaken by trades' staff when carrying out maintenance on any site, with an agreement to identify any issues that may present a risk.

Risk Controls - Multipurpose Community Facilities		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc.	• Identify the gaps to bring the buildings up to standard. • Cost the works. • Prioritise works based on risk.	High
There is a risk that a building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	• Install working at heights systems on buildings that require known frequent working at heights for the purpose of accessing utilities such as AC units, box gutters, etc. • Create a program to install and fund working at heights systems on these buildings. • For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. • Undertake annual certification of installed anchor points.	Medium
There is a risk that material containing asbestos is present in the buildings leading to	• Document the buildings with potential material containing asbestos. Test these buildings for asbestos containing material and residual asbestos.	Medium

Risk Controls - Multipurpose Community Facilities		
Risk	**Control to Mitigate Risk**	**Residual Risk**
potential exposure of users.	Remove or isolate the asbestos containing material. • Monitor the condition of the building for the presence of material containing asbestos. • Educate hall users and workers about the presence and management of material containing asbestos in buildings. • Develop site-specific management plans.	

Financial/Budget Summary

- Capital

The most recent capital works include the facility upgrades at Corlette Community Hall, Raymond Terrace Activity Van and Fly Point Amphitheatre. Proposed future capital works have been identified in the Community Buildings Management Program.

- Recurrent

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are implemented through Council's asset inspections and the customer request system.

The average recurrent expenditure budget over the last five years has been approximately $120,000 per annum. Some years have sustained higher expenditures when urgent reactive repairs were required beyond the allowable budget.

- Operational

The average operational expenditure budget over the last five years has been approximately $190,000 per annum to pay for usage charges such as water and electricity.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

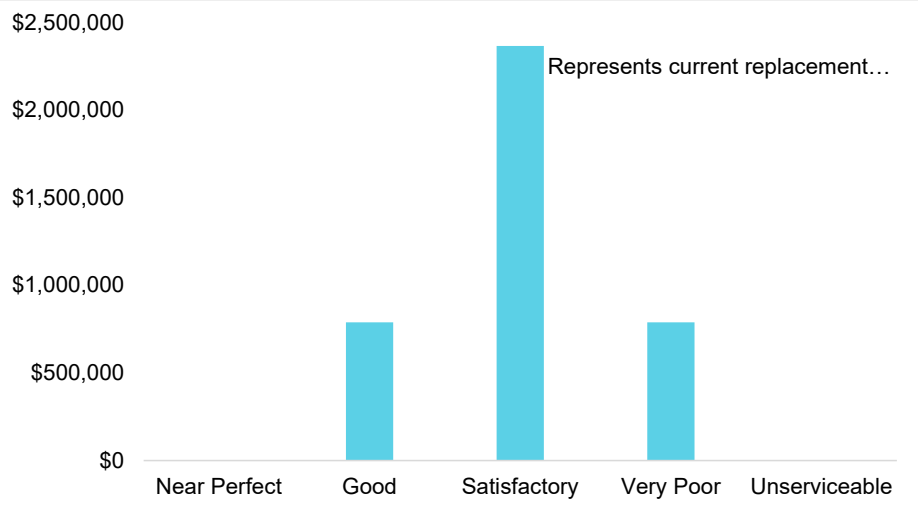
Summary
The standards clearly indicate that there is a surplus of facilities as far as numbers goes to meet the current and future demand. To ensure Council is providing suitably located and maintained facilities for the future, a strategic assessment of Council's Community Buildings to determine the long term viability of the facilities in the current locations is being undertaken.

Depots

Asset Holdings	Raymond Terrace, Heatherbrae, Mallabula, Medowie and Nelson Bay depots.			
Desired Level of Service Statement	That the depots are safe, meet the needs of the users and Council's environmental obligations.			
Available Data	Fair Value as at 30 June 2018, condition inspection reports, asset management plans/reports.			
Last Condition Survey	2020			
General Assessment of Condition	**Condition Rating**		**%**	**$CRC**
	1	Near Perfect	0	$0
	2	Good	20	$788,420
	3	Satisfactory	60	$2,365,260
	4	Very Poor	20	$788,420
	5	Unserviceable	0	$0
		Total	**100.00**	**$3,942,100**
Main Findings	• The Heatherbrae Depot is deemed to be in very poor condition. • The Mallabula, Medowie and Nelson Bay Depots are in satisfactory or good condition.			
Future Actions	• Short Term - Continue with the depot redevelopment of the Raymond Terrace depot			

	• Short Term – Heatherbrae Depot operations will be relocated to within the Raymond Terrace Depot redevelopment. • Long Term - Relocation of the Nelson Bay depot to surrender the Crown Lands parcel.

Figure 20: Condition Rating – Depots



LEVEL OF SERVICE

Customer Research and Expectations

The depots are required to meet various service levels, the majority of which are categorised as internal demands. For example, the depots are strategically located to provide geographic availability of stockpiled materials, personnel and plant and machinery required for road works and other building or trade operations.

The ability to effectively service and maintain machinery and plant and the requirement to have on hand large quantities of signage and other materials and to adequately and securely house those stocks are paramount in being able to effectively meet services demand.

Legislative Requirements

- Protection of the Environment Act 1997
- Environmental Planning and Assessment Act, 1979
- Threatened Species Conservation Act 1995
- Noxious Weeds Act 1993

- Hunter Water Corporation Act 1991
- National Construction Code and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific.

Current Level of Service

Council currently operates two main depots located in Raymond Terrace and Nelson Bay as well as three satellite depots in Heatherbrae, Medowie and Mallabula.

Raymond Terrace Depot

This depot, located on Kangaroo Street in Raymond Terrace has been vacated and currently under redevelopment.

Nelson Bay Depot

This depot, located on Nelson Bay Road, is used by a number of Council services including Fleet, Roadside and Drainage, Parks and Gardens and the Store. The site contains a small office building, demountable office, a large shed for the workshop, Parks and Gardens shed and a number of containers for storage.

Heatherbrae Depot

This depot, located in Jura Street, Heatherbrae (on Council owned operational land) and is used by the Parks and Gardens team to service the western areas of the LGA with a majority of their work in Raymond Terrace.

Medowie Depot

This depot is located next to Ferodale Oval (on Council owned operational land) with access from Ferodale Road. It is used by the Parks and Gardens team to service the Medowie area.

Mallabula Depot

This depot, located next to the Tilligerry Aquatic Centre on Lemon Tree Passage Road, is used by the Parks and Gardens team to service the Tilligerry Peninsula. This site is Crown Land that is reserved for recreational purposes.

Desired Level of Service

The depots are operated in a safe, secure and effective manner that meets the needs of the users and Council's environmental obligations and Council addresses the deficiencies noted in the above current levels of service.

FUTURE DEMAND

Key Drivers

The key drivers influencing demand for the depot's redevelopment are:

- An appropriate size that will meet the needs of the users and increase productivity through an effective design;
- Assurance that the facility provides secure premises for both the users and plant;
- Meets the needs of future growth of the area to undertake capital projects;
- Adherence to all environmental compliance parameters.

Future State

Due to the circumstances regarding the Raymond Terrace and Nelson Bay Depots, a review of possible alternative sites or redevelopment was undertaken to explore all possible options for the future.

Raymond Terrace Depot

A review of potential sites for Council's main Depot a number of options were identified and explored in detail in 2015. This project was on hold during the local government merger proposals and has now re-commenced. The options included:

1) The redevelopment of the current site;
2) Relocating the depot to Council owned land at Boomerang Park, Medowie or Newline Road;
3) Purchase land in the industrial area in Heatherbrae or Tomago and relocating the depot.

Each of these options was investigated to develop an understanding of both the positive and negative aspects of each option. Following this review, a final decision was made to redevelop the existing site and also include the Parks operations currently being held at Heatherbrae.

Nelson Bay Depot

A depot is required on the Tomaree Peninsula to allow outdoor crews to service this area effectively and efficiently. However, cost efficiencies could be gained by having one workshop at the new main depot site and upgrading the current mobile truck that performs onsite servicing to maintain ongoing maintenance and service levels to machinery located on the Tomaree Peninsula with all major servicing requiring a hoist performed at the main depot.

The relocation of the Nelson Bay depot has also been under consideration for a number of years as it is located on Crown Land and Council is under instruction that we need to remove the depot and return its use to recreation purposes. The future use of this land is outlined within Council's Master Plan as being for more sporting fields to accommodate future growth in the area.

It is proposed to relocate Nelson Bay depot to Salamander Bay Waste Transfer Station in accordance with concept plans and preliminary costings. The existing

Nelson Bay depot is currently situated on NSW Crown land which is not suitable for this location. Similar to the Raymond Terrace depot, combining Council facilities at a more centrally located area reduces the overall Council facility footprint and improves the Council's overall staffing and services function, hence reducing administration waste and rework.

The positives and negatives for each option examined was documented in SAMP8.

Heatherbrae Depot
This depot would be vacated to become an asset that could be sold or rented.

Medowie Depot
This depot would remain in use for the Parks and Gardens team to service Medowie and surrounding area.

Mallabula Depot
This depot would remain in use for the Parks and Gardens team to service the Tilligerry Peninsula.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan
Raymond Terrace Depot redevelopment is currently underway with a scheduled completion date of March 2023.

Storage shed improvements at the Nelson Bay Depot have recently been completed to ensure a safe and productive work environment.

Operations/Maintenance Plan
Asset maintenance is performed reactively. The building structures, fixed plant and equipment all have 10 year life cycle costs.

Condition and Performance Monitoring
Condition inspections are undertaken every two years and are used to assess the management of assets.

Rehabilitation/Renewal/Replacement Plan
Proposed rehabilitation and renewals works are identified in condition rating reports which also inform the timing and implementation of the Depot Management Program.

Consolidation/Disposal Plan
The consolidation of Heatherbrae and Raymond Terrace Depots will see the disposal of the existing Heatherbrae site.

Risk Plan

Depots are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the buildings and is undertaken annually by staff and management committees. Inspections are also undertaken by trades' staff when carrying out maintenance on any site, with an agreement to identify any issues that may present a risk.

Risk Controls - Depots		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that the Raymond Terrace Depot has passed its economic life leading to operational inefficiencies and non-conformance to current standards.	• Undertake a Raymond Terrace Depot redevelopment plan and cost works. • Develop a Council wide depot strategy. • Review funding options for the above potential works.	Medium
There is a risk that the delay of the relocation or redevelopment of the Raymond Terrace Depot will increase operational inefficiencies and non-conformance to current standards.	• Adhere to the current redevelopment roadmap and project management plan.	Medium

Financial/Budget Summary

- Capital:

Major capital works to the depots are funded through the completion of a quarterly budget review, accessing funds from the depot restricted fund or alternate funding sources.

- Recurrent/Operational:

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are implemented through Council's asset inspections and the customer request system.

The average recurrent expenditure budget over the last five years has been approximately $250,000 per annum. Some years have sustained higher

expenditures when urgent reactive repairs were required beyond the allowable budget.
Current maintenance is based on historical expenditures and sourced from general revenue.

Plan Improvement and Monitoring
New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

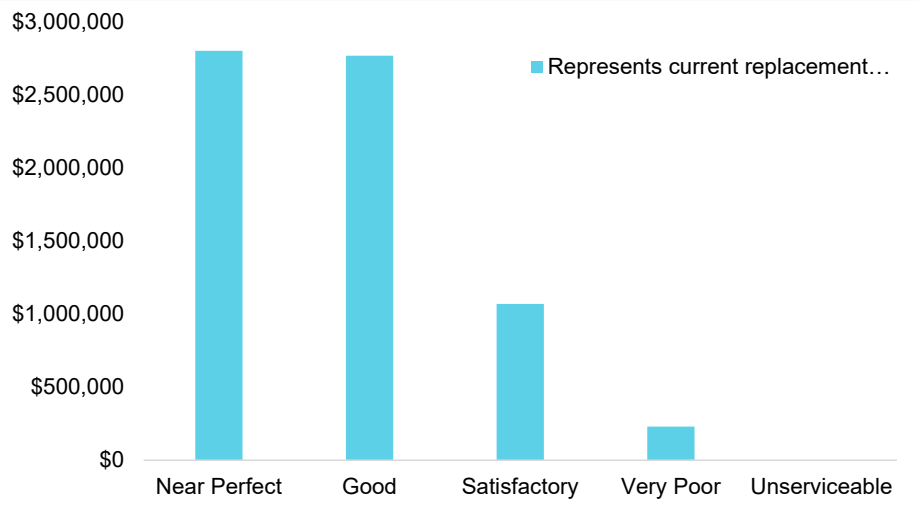
Summary
The redevelopment of the Raymond Terrace Depot, preventative maintenance currently conducted on these facilities, coupled with the adoption of additional energy efficiency technology will ensure that the likelihood of increased maintenance costs and requirement for additional recurrent funds are reduced.

Emergency Services

<table>
<tr><td>Asset Holdings</td><td colspan="4">15 Buildings. Including, 12 Rural Fire Service (RFS) Stations, 2 State Emergency Services (SES) Buildings and one communication hut.
Building components:
• Exterior Works – Retaining walls, fencing, signage, landscaping.
• Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors.
• Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings
• Services – Hydraulic, mechanical, fire, electrical, security.
Other components/assets:
• Car parking
• Communications hut.</td></tr>
<tr><td>Available Data</td><td colspan="4">Fair Value as at 30 June 2018, condition inspection reports, asset management plans/reports.</td></tr>
<tr><td>Last Condition Survey</td><td colspan="4">2020</td></tr>
<tr><td rowspan="3">General Assessment of Condition</td><td>Condition Rating</td><td colspan="2">% Assets</td><td>$CRC</td></tr>
<tr><td>1</td><td>Near Perfect</td><td colspan="2">21</td><td>$2,802,955</td></tr>
<tr><td>2</td><td>Good</td><td colspan="2">36</td><td>$2,770,000</td></tr>
</table>

	3	Satisfactory	36	$1,070,000
	4	Very Poor	7	$230,000
	5	Unserviceable	0	$0
		Total	**100**	**$6,872,955**
Main Findings	• Soldiers Point Rural Fire Station have been assessed to be in poor condition. • Most recent works include the opening of the newly constructed Karuah RFS in 2020. • Facility upgrades required at Tomaree SES Headquarters.			

Figure 21: Condition Rating – Emergency Services



LEVEL OF SERVICE

Customer Expectations

The customers expect Emergency Services facilities that provide adequate shelter, storage, training and meeting areas, which are safe for staff, suppliers and stakeholders.

Current Level of Service

The current levels of service across Emergency Services facilities are variable. Most facilities are in good condition. The shortfalls are generally related to buildings having inadequate facilities for meetings or training.

Desired Level of Service

Current level of service is reliant on reactive response to facilities maintenance. The development level of service 'steps' or minimum standards over time will allow facilities to be progressively improved in a systematic and affordable manner. Items identified for improvement are added to the works plan for completion when funding becomes available. This has been the basis for the recent and future capital works in replacing stations.

Standards and Legislative Requirements

- Principles of Local Government – Local Government Act 1993
- State Emergency and Rescue Management Act 1989
- NSW Rural Fire Service Standards of Fire Cover
- National Construction Codes and relevant Australian Standards

FUTURE DEMAND

The demand forecast is based on the updated population profile, the NSW Rural Fire Service Standards of Fire Cover and the *State Emergency and Rescue Management Act 1989*.

The key drivers influencing demand for the facilities are:

- population growth;
- emergency risk management mitigation demand;
- demand for improved standard of facility;
- increased volunteer participation in these emergency combat agencies.

Another factor that needs consideration in assessing future demand is climate change. Weather implications such as an increase in temperature, erratic rainfall, drought, etc will have an impact on what facilities the wider population may require.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

At this stage, Rural Fire Service and State Emergency Service are reviewing the need for additional facilities based on the potential urban growth centres such as King Hill. This work is very preliminary.

Works Plus Plan project list – Emergency Services			
Project	**Estimate**	**Source of Funds**	**Trigger**
Kings Hill Rural Fire Station.	$850 000	Rural Fire Service	Development
Seaham RFS	$80,000	Rural Fire Service	Source of funds
Corlette SES	TBD ($300,000)	Council / Grants	Source of funds
Soldiers Point RFS	$250,000	Rural Fire Service	Source of funds

Operations/Maintenance Plan

Asset maintenance is performed reactively. The building structures, fixed plant and equipment all have 10 year life cycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of assets. Data on utilisation of the centres by user groups is gathered to determine usage rates.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports which also inform the timing and implementation of the Emergency Services Management Program. Funded works are listed in the Capital Works Program.

Consolidation/Disposal Plan

When it is determined that a facility is no longer required, a disposal plan for the facility is to be created. There are currently no disposal plans for the existing buildings without the site being replaced/upgraded.

Risk Plan

Based on historical evidence, emergency facilities pose a low liability risk for Council. Both the Rural Fire Service and State Emergency Service organisations have their own insurances in place, while Council removes any identified risks during maintenance.

Financial/Budget Summary

- Capital

Emergency response in New South Wales is performed by a number of combat agencies subject to jurisdictional review from time to time. The reviews in the Port Stephens LGA relate to the increased role of the New South Wales Fire Brigade as urban development continues. As a consequence, the number of NSW RFS Brigades may potentially decrease over the next 25 years, rendering a number of RFS facilities redundant over this period.

Plan Improvement and Monitoring

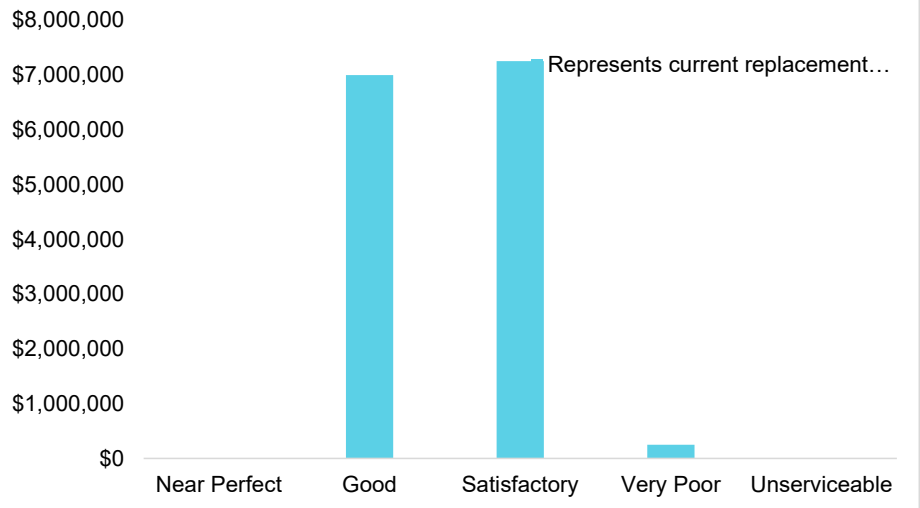
Council is continuously monitoring legislation and having discussions with combat agency staff and volunteers so that facility improvements can be planned. As a result, renewal/modifications to facilities are placed into Council's Works Plan.

Libraries

Asset Holdings	Two branch libraries (Raymond Terrace and Tomaree) and two library lounges (Tilligerry and Mobile Library). **Building components:** • Exterior Works – Retaining walls, fencing, signage, landscaping. • Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. • Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings • Services – Hydraulic, mechanical, fire, electrical, security. **Other components/assets:** Mobile library vehicle			
Desired Level of Service Statement	Council has a desired provision of one branch library for every 30,000 people and one library lounge for every 10,000 people.			
Available Data	Fair Value as at 30 June 2018, condition inspection reports, asset management plans/reports, NSW Living Learning Libraries Standards.			
Last Condition Survey	2020			
General Assessment of Condition	**Condition Rating**		**% Assets**	**$CRC**
	1	Near Perfect	0	$0
	2	Good	33	$7,000,000
	3	Satisfactory	33	$7,255,000
	4	Very Poor	33	$250,000

	5	Unserviceable	0	$0
		Total	**100.00**	**$14,505,000**
Main Findings	• The Tilligerry Library was found to be in a very poor condition due to the age of the building, general wear and tear and a high level of asbestos found within the fabric of the building. • Tilligerry Library has recently undergone a renovation of main library entrance / foyer area.			
Future Actions	• Medium Term – Air Conditioning replacements at Tomaree Library. • Long Term – Look at location and design of new library service in Medowie.			

Figure 22: Condition Rating – Libraries



LEVEL OF SERVICE

Customer Expectations:
An annual Customer Satisfaction Survey, the Council CRM system, customer comment forms, and direct consultation and feedback are used to determine community expectations for quality, cost of services and specific service levels. Other methods include information gathering, use of the NSW Living Learning

Libraries Standards, benchmarking and market research on comparable Library facilities and services.
Council's 2021 Customer Satisfaction Survey showed an aggregated satisfaction score of 88% for libraries. This shows that the community is generally satisfied with the current numbers and levels of service provided by libraries.

Legislative Requirements
Efforts are made to continually maintain assets according to the relevant legislative requirements and to balance this against the available budget provisions.

Key Legislation, Acts, Standards, Guidelines and Regulations include:

- NSW Local Government Act 1993
- NSW Library Act 1939
- NSW Library Regulation 2018
- National Construction Codes and Standards
- People Places: A Guide for Public Library Buildings in New South Wales, Library Council of NSW 2021
- Living Learning Libraries: Standards and guidelines for NSW Public Libraries, Library Council of NSW 2020
- Beyond a Quality Service: Strengthening the Social Fabric. Standards and Guidelines for Australian Public Libraries, Australian Library and Information Association, Second Edition 2012
- WHS Legislation, Standards and Regulations

Current Level of Service:
The current provision of libraries in Port Stephens is generally appropriate. Port Stephens Council's library network comprises of two branch libraries (Raymond Terrace which services the western area of the LGA and Tomaree which services the eastern area of the LGA) and two library lounges (Mobile Library which visits 14 locations throughout the LGA and Tilligerry Library which is a volunteer run community library).

Port Stephens currently forms part of a Regional Library Group, which consists of three partnering councils – Newcastle, Dungog and Port Stephens. Membership of this co-operative is based on a supportive relationship between the participating councils who believe that this delivery model provides a benefit to the community that is far greater than that which delivering services alone could achieve.

Desired Level of Service:
Council has a desired provision of one branch library for every 30,000 people and one library lounge for every 10,000 people.

The recommended standards of provision for branch libraries and library lounges are not considered to be independent. For example, a region with three branch libraries and two library lounges would be considered to have sufficient provision for a population of 80,000 [(2 x 30,000) + (2 x 10,000)] rather than requiring four branch libraries as well as eight library lounges. As such, a mix of branch libraries and library lounges considered appropriate for servicing the population.

Standards

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Libraries		
Council	**Provision**	**Year**
Branch Library		
Port Stephens Council	One branch library for every 30,000 people	2018
Cessnock City Council	One branch library for every 27,780 people	2019
Singleton Council	One branch library for every 22,987 people	2009
Library Lounge		
Port Stephens Council	1 library lounge for every 10,000 people	2018
Lake Macquarie City Council	One library lounge for every 10,000 people	2011
Southeast Queensland (Department of Infrastructure)	One library lounge for every 15,000 – 30,000 people	2007

FUTURE DEMAND

Public libraries support the information, education, cultural and recreational needs of local communities. The branches provide a focal point for community activity. They are welcoming spaces, offering opportunities for social interaction and connection. A diverse range of programs to inform, educate and entertain is available, encouraging community participation and creativity. Equitable, unbiased access to information, leisure and technology resources are provided, facilitating independent decision-making, lifelong learning and information literacy.

Key Drivers

Population growth and new development will place additional pressure on library services. Remote populations will continue to be a characteristic of the LGA, which,

combined with the ageing of the population will require alternative forms of delivery including mobile and special needs services. This could include the expansion of housebound services and services to residents of aged care and nursing homes, and the provision of electronic services.

Supply versus Standards

Using the provision of one branch library for every 30,000 people and one library lounge for every 10,000 people there will eventually be a shortfall in 2022. Until that time the benchmark indicates an adequate supply; however, the high capital cost and amount of planning involved in the construction of a new library facility means that planning should begin for the construction of new facilities in the medium term to ensure Council continues to meet its provision standards.

Current Supply versus Provision Standard

Current Supply vs Provision Standard - Libraries					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	2.0/2.0	2.0/2.2	2.0/2.6	2.0/3.0	2.0/3.6
Existing Supply	2.0/2.0	2.0/2.0	2.0/2.0	2.0/2.0	2.0/2.0
Surplus/Shortage	0.0/0.0	0.0/-0.2	0.0/-0.6	0.0/-1.0	0.0/-1.6

Future State

Annual Library Customer Satisfaction Surveys and Annual Council Customer Surveys continue to show that the community places a high value on library services. The library is seen as providing an essential service, a safe and neutral space in the community and libraries are viewed as central community hubs. Comments also stress the importance of the library as playing a key role in the development of informed, learning and empowered communities; providing access to education; and access to information and recreation opportunities. The value of the library in bringing people together, particularly through outreach activities was also highlighted.

It is widely acknowledged within the library industry that public libraries throughout the western world face similar challenges: tight budgets; rapid technological change; ageing populations; shortage of qualified staff; and increasingly expensive collection and building maintenance. All this, coupled with high community demand means doing more with less. The challenge for Port Stephens Library Service will be to continue operating an efficient and effective service that is highly valued by the community, within existing resources, and while trying to meet at least the baseline minimum target as set out in the National Public Library Standards.

In order to remain current and relevant, reflecting the requirements and aspirations of our community, Port Stephens Library must continue to:

- Provide a cultural hub and focal point for the community;
- Be functional and multipurpose, accommodating a range of activities and uses;
- Enable access to the latest in technology in a user-friendly manner;
- Attract a wide range of users providing areas for relaxation, research, leisure and learning;
- Remain efficient and effective in the delivery of services;
- Maintain and further develop the co-operative approach between all stakeholders to ensure that the changing needs of the community are met.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

Demographic analysis indicates that a service point should be provided in Medowie within the next 10 years, preferably in close proximity or in co-location with the existing Community Centre. The community lounge room model would provide the most suitable form of delivery, whereby services are provided on a demonstrated needs basis, with a strong focus on social interaction and access to technology.

The other major issue to be addressed is the future of the Mobile Library. Due to the expansive nature of the LGA there is a need to retain a Mobile Library service; however the delivery model may need to be adapted, with an increased focus on meeting special needs in the community. These include services for the aged, persons with a disability, residents of aged care and retirement homes as well as residents in remote areas in the LGA. The Mobile Library is scheduled for replacement in 2023. At that time Council will investigate options for either refurbishing the existing truck in order to extend its useful life, or replacing it with two smaller fixed cabin vehicles to facilitate delivery to special needs, aged and remote customers.

Operations/Maintenance Plan

A programmed maintenance schedule is in place for Council's assets. When a fault or breakdown occurs with an asset, reactive maintenance is performed, to allow the asset to perform its intended function. The building structures, fixed plant and equipment all have 10 year lifecycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of Library assets. The assessment informs what is required for the assets to be managed in the most cost effective and sustainable manner.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports which also inform the timing and implementation of the Libraries Management Program.

Mobile Library

The Mobile Library was replaced in 2009 and continues to provide an outreach service to residents in 14 remote locations across the Port Stephens LGA. The delivery model has been adapted within the past three years with an increased focus on meeting special needs in the community. These include services for the aged, persons with a disability, residents of aged care and retirement homes. The existing Mobile Library has an estimated lifespan of approximately 15 years and is expected to be retained for this period without major capital replacement.

An outreach delivery van was acquired in December 2010 to provide access to locations that the existing articulated vehicle cannot navigate. The delivery van facilitates delivery to special needs clients, and residents of aged care and retirement homes as well as residents of rural and remote areas in the LGA.

Note: Both the Mobile Library and Outreach Delivery van form part of Council's Fleet Assets.

Consolidation/Disposal Plan

This is no plan to consolidate or dispose of these assets in this section. The Mobile Library, while considered a library branch, is managed through fleet assets.

Risk Plan

The Library's buildings are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the buildings undertaken annually by staff.

Risk Controls - Libraries		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, height safety equipment, electrical systems, switchboard rooms, etc.	• Identify the gaps to bring the buildings up to standard. • Cost the works. • Prioritise works based on risk.	High

Risk Controls - Libraries		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that Tomaree Library will experience air conditioning failures leading to increased operational costs and reputation damage due to ageing air conditioning plant.	• Programmed replacement in the Works Program 2019-2029. • Programmed maintenance schedule.	Medium
There is a risk that material containing asbestos may be present in Tilligerry Library that could lead to potential exposure by users.	• Monitor the condition of the building for the presence of material containing asbestos. • Educate users, volunteers and workers about the presence and management of material containing asbestos in buildings. • Develop site-specific management plans.	Medium

Financial/Budget Summary

- Capital

The most recent capital works include the new Raymond Terrace library which was constructed in 2013 and the Tomaree Library and Community Centre received a lighting retrofit and solar photovoltaic system in 2015 and internal painting in 2017.

- Recurrent/Operational

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised on Council's risk matrix. The reactive and programmed maintenance works are programmed through Council asset inspections and the customer request system.

The average recurrent expenditure budget over the last five years has been approximately $60,000 per annum. Some years have sustained higher expenditures when urgent reactive repairs were required beyond the allowable budget.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

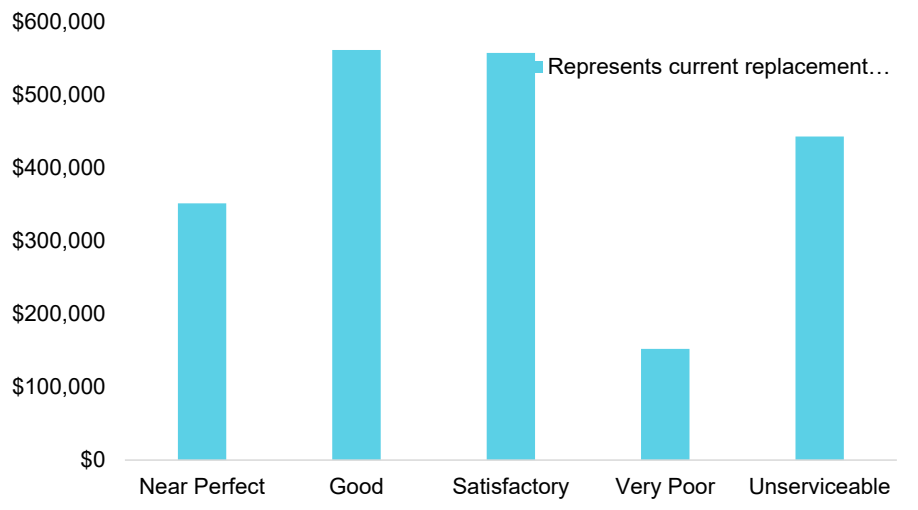
The current model of strategically placed branch libraries at the east and west of the LGA, supported by the Mobile Library, Tilligerry Community Library and membership of the Regional Library Group is robust and will be able to meet the needs for future growth. Due to the spatial spread of population and growth in particular areas, the suburb of Medowie will be in need of a facility such as a library lounge by 2030.

Library Collection

Asset Holdings	91,565 collection items – including book stock and other Library resources.			
Available Data	• Stocktake records, assessment against NSW Living Learning Libraries Standards 2018/2019, Library Collection Development Policy and collection data held in the 'Symphony' Library Management system. • Asset Data: existing collections held at Raymond Terrace, Tomaree and the Mobile Library, collection information stored in the 'Polaris' Library Management system and benchmarking against Living Learning Libraries: Standards and Guidelines for NSW Public Libraries 2020, Australian Library and Information Association: Standards, Guidelines and Outcome Measures for Australian Public Libraries, 2016.			
Last Condition Survey	A stocktake of the Port Stephens Library collection was undertaken in November 2018 and an assessment against the NSW Living Learning Library Standards and Guidelines in 2018/2019.			
General Assessment of Condition	**Condition Rating**		**% Assets**	**$CRC**
	1	Near Perfect	17	$351,531
	2	Good	27	$561,570
	3	Satisfactory	28	$557,530
	4	Very Poor	7	$152.357
	5	Unserviceable	21	$443,018
		Total	**100.00**	**$2,066,006**
Main Findings	The existing Library Collection totals 91,565 items of which 71% are in satisfactory to near perfect condition. However, a 2018/2019 assessment against the Library Standards indicates that while there has been some improvement, Port Stephens			

	Library still falls below the Baseline Standard in four of the six collection categories. While existing items are presently in good condition, an annual capital budget allocation is required to ensure the ongoing quality, relevance and sustainability of the collection.

Figure 23: Condition Rating – Library Collection



LEVELS OF SERVICE

Customer Research and Expectations:

The Library uses numerous methods to determine community expectations in regard to its collection including – the Collection Development Policy, annual customer satisfaction survey, customer purchase recommendations, the electronic library management system and direct consultation and feedback. Other methods include the use of the NSW Living Learning Libraries Standards and Guidelines, 'Beyond a Quality Service: Strengthening the Social Fabric, Standards and Guidelines for Australian Public Libraries, 2012 (ALIA) and benchmarking against comparable Library collections.

As a primary tool, the Collection Development Policy outlines the procedures, rationale and processes in relation to the selection, development and management of the Port Stephens Library Collection. The document is reviewed every two years, as customer needs change, as the collection develops and as new technologies and formats evolve.

The objective of the policy is to facilitate better planning, to communicate collection development processes both internally and externally, to define priorities for collecting areas and to provide a management tool for Library staff.

Current Level of Service:
Level of service relates to the Library Collection and the condition in which it is maintained. Library Services seek to provide the community with a balanced Library Collection, while responding to a broad range of customer needs. In developing its Collection, the Library complies with the NSW Library Act 1939 and the Local Government Act 1993.

The Collection is evaluated on an ongoing basis and branch librarians monitor the condition, relevance and coverage of library stock. The Library undertakes an ongoing de-selection program to ensure that the Collection is up-to-date, reflects the changing needs of the community, is adequately housed and in good condition.

Desired Level of Service:
The desired level of service is to provide a range of Library services, including an adequate collection that meets the minimum outlined in the NSW Living Learning Libraries: Standards and Guidelines for NSW Public Libraries.

Living Learning Libraries provides information that enables councils and public libraries to compare current performance within a meaningful framework and to ascertain whether Library services are capable of meeting the needs of their communities. In order to achieve this it is necessary to examine the gap between the current level of service delivery and desired level of service delivery, and availability of funding.

Standards and Legislative Requirements:
Efforts are made to continually maintain the Library collection according to the relevant legislative requirements and to balance this against available budget provisions.

Key Legislation, Acts, Standards, Guidelines and Regulations include:

- NSW Local Government Act 1993
- NSW Library Act 1939
- NSW Library Regulation 2018
- Living Learning Libraries: Standards and Guidelines for NSW Public Libraries, Library Council of NSW 2020
- 'Beyond a Quality Service: Strengthening the Social Fabric. Standards and Guidelines for Australian Public Libraries, 2012. Australian Library and Information Association

- People Places: A Guide for Public Library Buildings in New South Wales, Library Council of NSW 3rd edition 2021

FUTURE DEMAND

Demand Forecast:
The key drivers influencing demand for the Library Collection are:

- population growth;
- residential development;
- demographic changes;
- market demand for libraries and community passive indoor/office space;
- government policy and legislative changes; and
- technological change and development.

The key areas of population growth, residential development and demographic changes will influence the demand for library services into the future. Library services will continue to conduct customer satisfaction surveys to assess changes in utilisation of assets and customer expectations.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan
The total number of Collection items across all library branches is 95,121. This can be broken into individual branch collections of:

- Mobile Library – 21,088
- Raymond Terrace Library – 36,476
- Tomaree Library – 34,001

Stock from all three Library branches forms the Tilligerry Community Library Collection and is rotated between libraries on a bi-monthly basis.

The Libraries Acquisition plan forms part of the existing Collection Development policy, which outlines the process for selection and de-selection of stock. As a member of Newcastle Libraries, Port Stephens has access to consortium arrangements with various publishers that enable participation in group discounts of up to 30% including the purchase of 'shelf ready' items.

Continued acquisition and improvement of the Collection relies heavily on participation in the Cooperative Library Agreement with Newcastle Libraries and the ongoing availability of a capital budget to facilitate Collection expansion.

Library Services has kept pace with technological advances, in particular the expansion of Radio Frequency Identification (RFID), which as a result of $112,050 in Library Infrastructure Grant Funding was installed at Raymond Terrace and Tomaree Library in mid-2018. In addition, we implemented a Print Management System in 2020 whereby customers can send documents to print from anywhere at any time from any device – mobile phone, laptop, tablet or PC. 2022 has seen the introduction of Virtual Reality Technology.

Operations/Maintenance Plan

Collection assessment, stocktaking and de-selection form the operations and maintenance plan for the Library Collection. These processes ensure the Collection is accessible and relevant. They certify that the Library catalogue reflects the actual 'on shelf' collection. An accurate stocktake ensures that items are labelled correctly and housed in the appropriate Collection, which assists accessibility. Undertaking a stocktake at least once every three years allows staff to check each item and rate its current condition.

Condition and Performance Monitoring

A condition assessment and collection stocktake was undertaken in November 2018 in order to appraise the collection regarding number of items, quality and condition. As a result of the impact of Covid an assessment was not able to be undertaken in 2021. A full stocktake is on the agenda for 2022. The assessment gives support to what is required for the collection to be managed in the most cost effective and sustainable manner.

In addition, as a member of the Regional Cooperative, Council can request stock reports from Newcastle Libraries, which provides relevant and up-to-date information on the total number of collection items, age of items, total number of loans and other data as required. This information helps to assess the condition and standard of the collection and provides an indication of usage, which assists in the selection and de-selection process.

Rehabilitation/Renewal/Replacement Plan

The ABS average price of books is cited in Enriching communities: The value of public libraries in New South Wales, 2008 as $25.00.

Rehabilitation, renewal and replacement of stock at the exiting level require the on-going allocation of a capital budget. An injection of additional funds would result in the move towards reaching the Baseline Standard, but the ability to do so is also dependant on having adequate space to house a collection.

Consolidation/Disposal Plan

Last copies of material still in good physical condition are offered to other libraries within the Region. Other materials are offered for sale by Port Stephens Library

branches via the second-hand book sale or at the annual Library book sale held by Newcastle Libraries. Those materials in poor condition are recycled.

Risk Plan

Council has an adequate Business Recovery plan in place to address disaster recovery.

Financial/Budget Summary

- Capital:

Port Stephens Library Services has spent an average of $246,000 per annum over the past five years on the acquisition of resources for the libraries. At this stage, we project a minor growth (approximately 3%) per annum for the next 10 years. There may be changes to this if the libraries are able to access specific external grants that would add to the resources budget.

- Recurrent:

Nil

- Operational:

Nil

Plan Improvement and Monitoring

As part of the Service Review process in 2018, Council undertook community research to assess the level of need and expectation in relation to existing Library assets including the Collection. In addition, Collection assessment, stocktaking and de-selection will continue in line with the Collection Development policy.

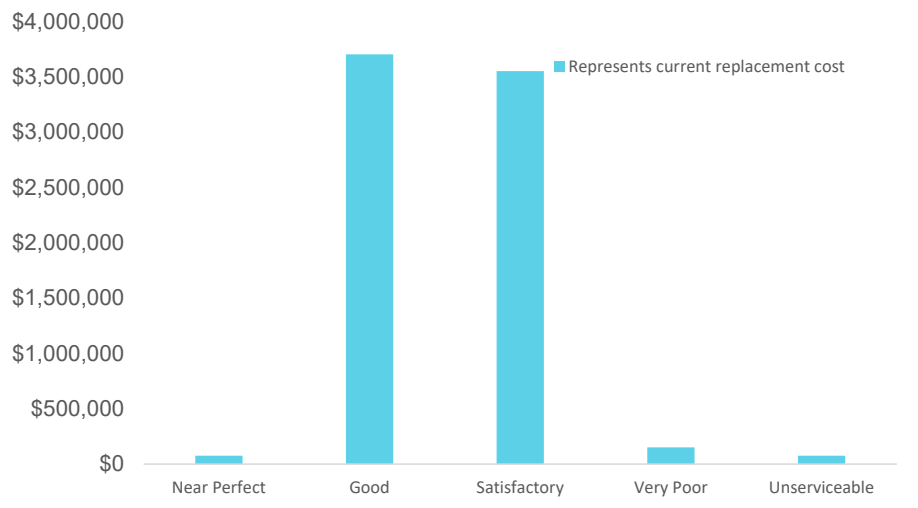
The gap between the current and desired Collection was identified by assessment against the NSW Public Library Standards. An ongoing capital budget allocation would result in continued alignment with achieving the enhanced and exemplary categories.

Parks and Reserves

Asset Holdings	Parks x 81 (107.1 hectares), Foreshores x 86 (200.4 hectares), Bushland x 79 (329.8 hectares), Wetlands x 21 (3.4 hectares), Watercourse x 21 (298.1 hectares), Cultural Significance x 10 (27.8 hectares) General Community Use x 133 (94.7 hectares).			
Desired Level of Service Statement	Council has a desired provision of 2.5 hectares of parks and reserves for every 1,000 people.			
Available Data	Fair Value as at June 30 2019, condition inspection reports, asset management plans/reports, Recreation Strategy, Open Space Maintenance Specification.			
Last Condition Survey	2019			
General Assessment of Condition	**Condition Rating**		**% Assets**	**$CRC**
	1	Near Perfect	1	$75,554
	2	Good	49	$3,702,162
	3	Satisfactory	48	$3,551,055
	4	Very Poor	2	$151,108
	5	Unserviceable	1	$75,554
		Total	**100**	**$7,555,433**
Main Findings	• The majority of facilities are in a good to satisfactory condition. • Boat Harbour North Headland, Kittyhawk Park, Centennial Park, Carlisle Cr Reserve, Mungarra Reserve and Old Wharf Park were deemed to be in a very poor condition.			
Future Actions	• Short Term – Infrastructure upgrades at Conroy Park, Henderson Park, Aliceton Reserve and Centennial Park. Total: $260,000. • Short Term – Update Community Land and Crown Managed Reserve Plans of Management • Medium Term – Infrastructure upgrades at Fingal Bay Foreshore, Fisherman's Bay Reserve, Taylors Beach Foreshore, Fly Point Park, Mungarra Reserve Boardwalk and Nelson Bay Foreshore. • Medium Term – Investigate a large-scale centrally located park in Medowie.			

	• Long Term - Infrastructure upgrades at Apex Park and Riverside Park

Figure 24: Condition Rating - Parks and Reserves



LEVEL OF SERVICE

Customer Expectations:
2021 Council's Customer Satisfaction Surveys show an aggregated satisfaction score of 88% for parks and gardens. This shows that the community is generally satisfied with the current number and level of service provided for parks, gardens and other open spaces and reserves.

Legislative Requirements
The Council's parks and reserves are required to be designed in accordance with the following:

- Section 8 (Council Charter) Local Government Act 1993;
- Legislation, Regulations, Environmental Standards and Industry and Australian Standards that impact on the way assets are managed;
- Design Standards and Codes of Practice;
- Australian Design Standards also provide the minimum design parameters for infrastructure delivery.

Current Level of Service

Current Levels of Service Parks and Reserves				
Planning District	Population (2016)	Total Hectares	Proportion of the total open space area	Provision (hectares) per 1,000 residents
1. Raymond Terrace	13,654	240.784	18%	20.00
2. Rural West	5,293	61.222	4.5%	11.57
3. Medowie	9,684	60.495	4.5%	6.25
4. Tilligerry Peninsula	6,767	173.252	13%	25.60
5. Tomaree	26,737	717.297	55%	26.83
6. Rural East	2,296	46.770	3.5%	20.37
7. Fern Bay	3,330	0.941	0.5%	0.28
8. Karuah/Swan Bay	1,776	12.559	1%	7.07

Desired Level of Service

Council has a desired provision of 2.5 hectares of parks and reserves for every 1,000 people.

Benchmarking

Benchmarking of provision in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking – Parks and Reserves		
Council	Provision	Year
Port Stephens Council	2.5 hectares for every 1,000 people	2018
Maitland City Council	1.7 hectares for every 1,000 people	2019
Cessnock City Council	4.57 hectares for every 1,000 people	2019

Hierarchy

- Local Parks

Local parks are typically 0.5+ hectares in size and generally cater for people within the local area within one or two suburbs. These parks will cater for local activities including relaxation, walking or play. Examples include Bettles Park, Edstein Park and Iluka Close Reserve.

- District Parks

District parks cover an area of 1+ hectares and typically have the capacity to draw people from more than one Planning District area. These parks have the capacity to

cater for a number of visitors/users and activities, including community events. Examples include Fly Point Park, Wattle Street Park and Fern Bay Reserve.

- Regional Parks

A regional park has the capacity to attract people from the wider Port Stephens area and beyond. These parks are provide a high recreational value and the potential for major recreation or visitor focus, including through community events. Examples include Boomerang Park and Nelson Bay Foreshore.

FUTURE DEMAND

Council is committed to the provision of quality leisure and recreation opportunities, and recognises the value of accessibility and participation to enhance the quality of life for the individual and the community.

Key Drivers

Parks and reserves contribute to the wider environment in many ways, including:

- Defining the local landscape character and identity;
- Enhancing the physical character of an area, shaping existing and future development and infrastructure;
- Supporting habitats and local wildlife;
- Promoting and protecting biodiversity and habitat creation;
- Helping to achieve a softer interface between urban and rural environments;
- Providing places for children and young people's play and recreation;
- Providing cultural, social, recreational, sporting and community facilities;
- Mitigating climate change and flood risk;
- Promoting and improving links between open spaces;
- Boosting the economic potential of tourism, leisure and cultural activities;
- Protecting and promoting the understanding of historical, cultural and archaeological value of places.

Supply versus Standards

Using the provision of 2.5 hectares of parks and reserves for every 1,000 people there will continue to be a surplus in 2036. This is a total of parks and reserves of 430 hectares which include the parks, foreshores, culturally significant and general community use classifications. This shows that there is a large surplus of land dedicated to parks and reserves in Port Stephens.

Current Supply versus Provision Standard

Current Supply versus Provision Standard - Parks and Reserves					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	173.9	185.8	193.3	200.1	212.3
Existing Supply	430.0	430.0	430.0	430.0	430.0
Surplus/Shortage	256.1	244.2	236.7	229.9	217.7

Future State

As shown there is a surplus of parks and reserves which will require a review of open space to determine areas where acquisition or disposal is required to continue to meet the needs of the population into the future.

Port Stephens is a desirable tourist destination close to major cities which makes it an attractive area to host events. It is important that Council has areas of parks and reserves that can continue to cater for events into the future.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

The location and development of future open space land as a result of growth will be identified through future new release planning work in line with the Recreation Strategy (previously known as the Open Space Strategy). The implementation of the Apex Park, Boomerang Park, Nelson Bay and Shoal Bay Foreshore Master Plans will ensure that these areas of significance continue to be upgraded and utilised into the future.

Operations/Maintenance Plan

Currently the Public Domain and Services section at Council provides maintenance services to all parks and reserves. The Recreation Strategy provides a maintenance specification and hierarchy system for all open space areas.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and used to assess the management of parks and reserves assets.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition reports, and are part of the Works Program in **Appendix 2**.

Consolidation/Disposal Plan

As shown there is a surplus of parks and reserves which will require a review of open space to determine areas where acquisition or disposal is required to continue to meet the needs of the population into the future. A number of local parks and reserves are underutilised. These parks will be retained in public ownership however park embellishments and infrastructure will be reduced to ensure routine maintenance tasks can be catered for at higher use locations. At present only a portion of Boomerang Park, Raymond Terrace is proposed to be disposed of as detailed in the Boomerang Park Master Plan.

Risk Plan

Parks and reserves (building structures and grounds) are insured under Council's public liability insurance policy. Risk is managed through inspections undertaken by Council's Parks Maintenance staff when carrying out maintenance on any site.

Risk	Control to Mitigate Risk	Residual Risk
There is a risk that • Components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc. • Ground surfaces are unsafe	• Identify the gaps to bring the buildings and grounds up to standard. • Cost the works. • Prioritise works based on risk.	High

Financial/Budget Summary

- Capital

The most recent capital works include the new facilities within George Reserve, Boomerang Park, Little Beach Foreshore, Forster Park and Spencer Park. Proposed future capital works are scheduled through biannual condition inspections and with consideration of requests made by community user groups.

- Recurrent/Operational

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council. The reactive and programmed maintenance works are determined through Council's asset inspections and the customer request system. Works are prioritised based on Council's risk matrix.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

The standards clearly indicate that there is a surplus of land available as parks and reserves as far as numbers go to meet the current and future demand. To ensure Council is providing suitably located and maintained facilities for the future, the adopted Recreation Strategy is to be implemented to allow for these facilities to be strategically managed for the future population.

Playgrounds

Asset Holdings	Currently Council has 57 playgrounds within its public reserve system.			
Desired Level of Service Statement	One playground for every 1700 people.			
Available Data	Fair Value as at June 30 2019, condition inspection reports, Recreation Strategy, Open Space Maintenance Specification.			
Last Condition Survey	2021			
General Assessment of Condition	**Condition Rating**		**% Assets**	**$CRC**
	1	Near Perfect	13	$805,249
	2	Good	62	$3,840,422
	3	Satisfactory	25	$1,548,559
	4	Very Poor	0	$0
	5	Unserviceable	0	$0
		Total	**100**	**$6,194,230**
Main Findings	• The condition of most playgrounds is good. • Old Wharf Park (Salt Ash) playground was deemed unserviceable.			
Future Actions	• Short term – Replacement of playgrounds at Centennial Park (Tanilba Bay) and removal/relocation of playground at Memorial Park (Karuah) to Aliceton Reserve (Karuah). Total: $230,000			

	• Short term – Removal of playgrounds at Old Wharf Park (Salt Ash). • Short Term - Develop a playground program with consideration to current and future provision, financial sustainability and recreational trends. • Medium term – Replacement of playgrounds at Elkin Ave (Heatherbrae), Korora Oval (Salamander Bay), Bob Cairns Reserve (Salamander Bay). • Long term – Removal/relocation of playground at Dunmore Reserve (Anna Bay) to the Anna Bay Recreation Area.

Figure 25: Condition Rating - Playgrounds

LEVEL OF SERVICE

Customer Research and Expectations:
Council's 2021 Customer Satisfaction Survey showed an aggregated satisfaction score of 86% for playgrounds. This shows that the community is generally satisfied with the current number and level of service provided for playgrounds.

The Port Stephens LGA has an active tourism industry which results in a large increase in population during peak periods. High visitor numbers have resulted in an increase in the demand for playgrounds in key tourism areas.

Legislative Requirements

The Council's playgrounds are required to be designed, developed and managed in accordance with the following Australian Standards:

- AS 4422: 2016, Impact attenuating Playground Surfacing
- AS/NZS 4486.1: 1997, Playground Equipment - Installation, inspection, maintenance and operation
- AS 4685.0 - 2017, Risk management strategies for injury prevention
- AS 4685.1 – 2021, General safety requirements and test methods
- AS 4685.2 – 2021, Safety requirements and test methods for Swings
- AS 4685.3 – 2021, Safety requirements and test methods for Slides
- AS 4685.4 – 2021, Safety requirements and test methods for Runways
- AS 4685.5 – 2021, Safety requirements and test methods for Carousels
- AS 4685.6 – 2021, Safety requirements and test methods for Rocking Equipment
- AS 4685.11 – 2014, Safety requirements and test methods for Spatial networks
- AS 1428.1 – 2009, Design for access and mobility

Current Level of Service

Port Stephens Council's Development Control Plan 2007 required a park with a playground be located within 400m walking distance of each residential lot. This level of service encouraged a large spread of minimalist style facilities in an attempt to meet this need. The revised Development Control Plan 2013 has reduced this requirement to allow better planning for the provision of playgrounds. The Recreation Strategy has moved Council's provision away from a quantity and even spread model; with the new focus being on the quality of park provision in line with Council's maintenance capacity.

Desired Level of Service

Port Stephens Council has a desired provision of one playground per 1700 people.

Standards

Benchmarking of provision in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Playgrounds		
Council	**Provision**	**Year**
Port Stephens Council	One playground per 1700 people	2018
Lake Macquarie Council	One playground per 1674 people	2019
MidCoast Council	One playground for every 172 children	2019

Hierarchy

A hierarchy of Regional, District and Local facilities has been established which will guide the development of each site. This will allow a minimum level of service to be defined and supporting infrastructure to be determined for each facility. The minimum standard of each facility forms the basis of what the community can expect when they utilise a facility. This hierarchy also allows for the impact of tourism on provision of facilities, in that a larger number of regional or district facilities can be provided in the tourism areas to cater for this increased demand during peak periods.

Hierarchy - Playgrounds		
Hierarchy	Definition	Potential Activity Level
Regional	Regional open space has the capacity to attract people from the wider Port Stephens area and beyond.	- A regional sports facility has the capacity to cater for a number of sporting codes, higher grade sport teams, state or national competitions and may also attract community events. - A regional park or foreshore reserve has a high recreational value and the potential for major recreation or visitor focus, including through community events.
District	District open spaces typically have the capacity to draw people from more than one Planning District area.	- A district sports facility may have the capacity to cater for a number a number of sporting codes and be a potential venue for regional competitions and events. - A district park or foreshore reserve has the capacity to cater for a number of visitors/users and activities, including community events.
Local	Local open spaces will generally cater for people within the local area within one or two suburbs.	- Generally local sports facilities will typically cater for local sporting competition and/or team training. - Local parks and foreshore reserves will cater for local activities including relaxation, walking or play.

FUTURE DEMAND

There are 57 playgrounds within Council's Public Reserve System. The type of play equipment ranges from a set of swings to large sets of equipment.

The Council understands the importance of play and is committed to ensuring children have sufficient, safe and suitable play opportunities. Council believes that playgrounds should be in a convenient location and accessible for everyday play opportunities.

Play develops emotional and social skills, improves motor skills and enhances creativity and imagination. Community playgrounds encourage outdoor activity and provide children with access to play opportunities which may not be available in their homes. Playgrounds are an integral part of a community's health and well-being, and encourage community cohesion through providing a place for members of the community to socially engage.

Key Drivers

Whilst the population continues to increase, the 0-14 year age group is predicted to grow only slightly. In the 2016 census there was 12,516 0-14 year olds and this is predicted to increase to only 13,800 by 2036 (Source: Department of Planning and Infrastructure Population Projections). The major growth is predicted to occur in the over 55 year age bracket in line with national trends.

High visitor rates have seen an increase in the demand for playground infrastructure in key tourism areas such as Nelson Bay, Soldiers Point and Fingal Bay. Playgrounds in these areas are reaching and sometimes exceeding their usable capacity during peak tourism season and are an attraction to families visiting the area.

Supply versus Standard

Using this provision as the benchmark, Council has a surplus of 13.3 playgrounds in 2021, however this figure needs to be considered in the context of each location including the improvement in the quality of facilities that are replaced or consolidated with other nearby parks.

	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	40.9	43.7	45.5	47.1	49.9
Existing Supply	57	57	56	56	56
Surplus/Shortage of playgrounds	16.1	13.3	10.5	8.9	6.1

Source: ABS and Department of Planning and Infrastructure Population Projections

Future State

As shown in the 2021 playground audit a number of playgrounds across the LGA are approaching the end of their lifecycle. The life span for individual playground equipment and soft fall is an average of 15 years.

With this in mind the locations of the playgrounds have been strategically assessed in line with the key drivers to determine if they are still relevant for the current and future needs of the surrounding community. Following this assessment recommendations have been made to show where playgrounds can be removed or relocated and have minimal impact on community access to these facilities.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

Due to the increase in population or the expected land reclassifications and rezoning's in some areas a number of new locations have been identified requiring the provision of playgrounds in the future.

Further acquisitions may take place depending on the timing of developments. For example when a new land release area is proposed a new playground may be required as part of this development. The timing of these acquisitions is largely dependent on the developer and the sale of lots within the development so exact timing cannot be attributed to these types of playgrounds.

Operations/Maintenance Plan

A programmed maintenance schedule is in place for Council's assets. When a fault or breakdown occurs with an asset, reactive maintenance is performed, to allow the asset to perform its intended function. The playground structures and equipment all have 15-year lifecycle costs.

Condition and Performance Monitoring

A triannual Condition Assessment audit was undertaken in 2020/21 financial year. The condition audit checks the playground's condition, usability, safety, and compliance with relevant Australian Standards. The results from these inspections are used to create maintenance and capital works plans.

Operational inspections are undertaken quarterly on playgrounds to provide the community with safe, convenient, reliable, and affordable facilities and services.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewal works are identified in condition reports which also inform the timing and implementation of the Playground Management Program.

The Playground Management Program indicates the list of all playgrounds, condition rating, and the proposed timing of replacement or rationalisation in the asset lifecycle. These priorities are reviewed annually and respond to the adopted standard, condition rating reports, funding and external factors such as acquisition of new facilities.

Consolidation/Disposal Plan

Refer to the Playground Management Program above.

Risk Plan

Risk Controls - Playgrounds		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that non-compliant playgrounds are in service leading to injury of users.	• Fund the playground rehabilitation and replacement plan over a number of years. • Continue regular maintenance inspections as per the Asset Inspection program to check for changes in condition. • Remove unserviceable playground components.	Medium
There is a risk that the condition of playgrounds will change rapidly with use or abuse leading to failure of the asset or injury to the user.	• Undertake inspections as per the Condition and Performance Monitoring detailed above. • Any hazards identified will be prioritised and undertaken as either Urgent Maintenance or listed and undertaken as Programmed Maintenance. • Undertake urgent works immediately as soon as resources are available.	Low
There is a risk that poor quality playgrounds will impact on Port Stephens' tourism reputation leading to decreased tourist numbers in the future.	• Undertake inspections as per the Condition and Performance Monitoring detailed above. • Develop a Playground Management Program to ensure Council is providing strategically located and appropriate facilities.	Low
There is a risk that a lack of planning for playgrounds could result in duplication or gaps in provision leading to lower customer satisfaction.	• Develop a Playground Management Program to ensure Council is providing strategically located and appropriate facilities.	Low

Financial/Budget Summary

- Capital

The most recent capital works include the construction of new playgrounds at Mallabula Sports Complex, Bettles Park (Raymond Terrace) Kittyhawk Park (Raymond Terrace). Council budgets to replace a minimum of two playgrounds per financial year. Proposed future capital works have been identified in the Playground Management Program.

- Recurrent/Operational

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services Section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are determined through Council's asset inspection regime and the customer request system.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecasts.

Summary

The standards indicate sufficient supply of playgrounds for the future; however the lifecycle of a playground is quite short when compared to other assets such as roads. Also the dispersed settlement pattern, changes in population as well as the tourism benefits will need to be considered to ensure the facilities are suitably located. The Playground Management Program will be reviewed annually to provide clear direction for the type and placement of facilities to meet the needs of a changing community.

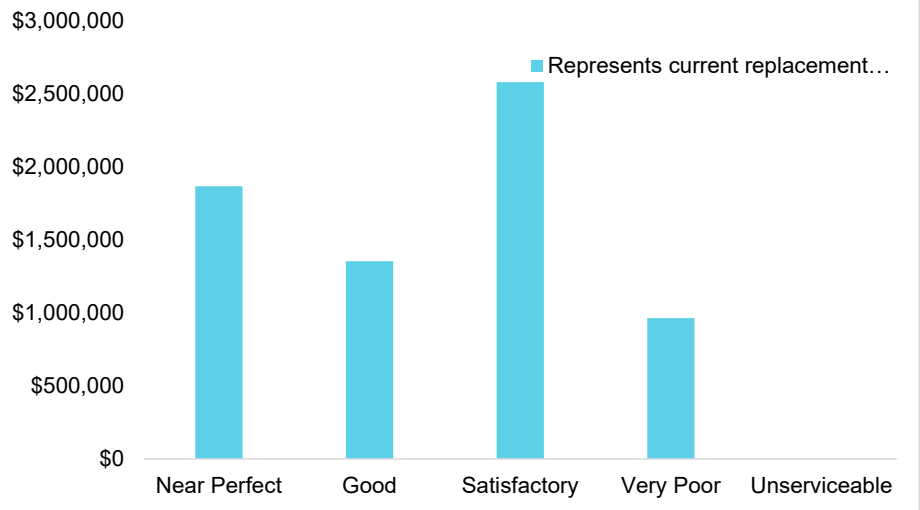
Public Amenities

Asset Holdings	47 Public Amenities. **Building components:** • Exterior Works – Retaining walls, fencing, signage, landscaping. • Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. • Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings • Services – Hydraulic, mechanical, fire, electrical, security.
Desired Level of	One Public Amenity for every 2,000 people.

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC AS MANAGEMENT PLAN 2022 TO 2032.

Service Statement				
Available Data	Fair Value as at 30 June 2018, condition inspection reports, asset management plans/reports, Recreation Strategy.			
Last Condition Survey	2021			
General Assessment of Condition	**Condition Rating**		**% Assets**	**$CRC**
	1	Near Perfect	22	$1,866,542
	2	Good	18	$1,353,375
	3	Satisfactory	40	$2,580,000
	4	Very Poor	20	$964,000
	5	Unserviceable	0	$0
		Total	**100.00**	**$6,763,917**
Main Findings	• The condition of most public amenities is good to satisfactory. • Public amenities that have materials containing asbestos materials have been managed through isolation of the materials or removal. • Tomago Foreshore, Little Beach, Salt Ash, Pearson Park, Conroy Park, Neil Carroll Park, Shoal Bay East and Fingal Bay North amenities were deemed very poor.			
Future Actions	• Short Term – Upgrades to amenities at Victoria Parade (Nelson Bay), replacement of amenities at Little Beach (Nelson Bay), replacement of Fingal Bay North Amenities and relocation of Memorial Park amenities to Aliceton Reserve (Karuah). Total: $625,000 • Medium Term – Undertake a public amenities needs assessment • Medium – Replacement of amenities at Neil Carroll Park (Nelson Bay), Salt Ash, Tanilba Park, Shoal Bay East and Conroy Park (Corlette). Total: $1,030,000. • Long – Removal of public amenities at Iluka Reserve (Boat Harbour).			

Figure 26: Condition Rating - Public Amenities



LEVEL OF SERVICE

Customer Expectations:

Residents and tourists expect clean, presentable amenities that are in convenient locations. Council's 2021 Customer Satisfaction Survey showed an aggregated satisfaction score of 76% for public amenities. These levels could be improved though show that the community is generally satisfied with the current number and level of service provided for public amenities, in contrast to previous years where the satisfaction levels were quite low.

Legislative Requirements

The Council's public amenities are required to be designed in accordance with the following:

- Local Government Act 1993;
- National Construction Codes and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific;
- Council Charter - Section 8 of the Local Government Act 1993.

Current Level of Service:

The current provision of public toilets in Port Stephens is generally appropriate, with most public toilets being located in open space areas and aligned with other attractors such as beaches, foreshores, playgrounds or boat ramps. The demand for public toilets in these locations is expected to continue or increase and it is important that good quality and fit for purpose public toilets are provided in these locations.

Desired Level of Service:
Council has a desired provision of one public amenity for every 2,000 people.

Provision
Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Public Amenities		
Council	**Provision**	**Year**
Port Stephens Council	One public amenity for every 2,000 people	2018
Cessnock City Council	One public toilet for every 2,058 people	2019
Singleton Council	One public toilet for every 3,241 people	2019

Hierarchy
A hierarchy of Regional, District and Local facilities has been established and will guide the development of each site. This will allow a minimum level of service to be defined and supporting infrastructure to be determined for each facility. The minimum standard of each facility forms the basis of what level of facility provision can be expected when utilising a facility.

- Regional

Regional facilities are in a major location for residents and visitors. The user catchment for these facilities extends to a region and they anticipate high and continual use.

- District

District facilities provide a location for minor recreation activity. The user catchments for these facilities are generally limited to the surrounding area, however they may act as an overflow for when demand for Regional facilities exceed capacity.

- Local

Local facilities provide for local use. The user catchments for these activities are limited. Usage patterns are low or sporadic and target casual usage.

Hierarchy - Public Amenities			
Hierarchy	**Description**	**Facilities provided**	**Proposed facilities**
Regional	Regional facilities are located in a main	• Minimum of six unisex toilets	• As shown in the Public Amenities

Hierarchy - Public Amenities			
Hierarchy	**Description**	**Facilities provided**	**Proposed facilities**
	location for residents' and tourists' activity. The user catchment for these facilities extends to a region and they anticipate high and continual use.	• Accessible facilities • May provide male and female facilities • Minimum of four showers if required	Management Program
District	District facilities are provided at a location for minor resident and tourist activity. The user catchments for these facilities are generally limited to the surrounding area, however they may act as an overflow for when demand at Regional facilities exceeds capacity.	• Minimum of three unisex toilets • Accessible facilities • Minimum of two showers if required	• As shown in the Public Amenities Management Program
Local	Local facilities provide for local water activities and access. The user catchments for these activities are limited. Usage patterns are low or sporadic and should anticipate casual usage.	• Minimum of one unisex toilet • Accessible facilities • Minimum of two showers if required	• As shown in the Public Amenities Management Program

FUTURE DEMAND

Public toilets within the Council area provide convenience for our diverse community that includes residents and visitors of all ages and abilities. A lack of public toilets is most acutely felt by groups with specific needs - older people, people living with disabilities or health problems, and families with young children. For these groups, a lack of convenient and accessible toilets may impact negatively on their quality of life, mobility, or dignity by restricting freedom of travel to and within the Council area.

Key Drivers

Tourism numbers are expected to increase in the Port Stephens area in future years. The Tomaree Peninsula experiences high tourist numbers in the peak seasons and this places additional demand on public amenities facilities in this area. For this reason, 28 of Council's public amenities are located on the Tomaree Peninsula.

The provision of public amenities at parks and open space areas optimises the benefits of open space for a range of recreational pursuits including children's play. Public toilets attract more families to use parks and encourage longer visits. In contrast, parks without public toilets attract fewer family visitors and visits are shorter.

Supply versus Standards

Using the provision of one public toilet for every 2,000 people there is a surplus still in 2036; however, the dispersed settlement pattern and the high number of tourists visiting the area would indicate that there is a strong demand. Although the number is high against the benchmark the quality of the facility becomes the more critical issue. There are a large number of amenity buildings but the number of water closets/cubicles or ratio of male/female/accessible is not always sufficient.

Current Supply versus Provision Standard

Current Supply vs Provision Standard - Public Amenities					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	34.8	37.2	38.7	40	42.5
Existing Supply	45.0	47.0	47.0	47.0	47.0
Surplus/Shortage	10.2	9.8	8.3	7	4.5

Future State

Port Stephens is a desirable tourist destination close to major cities and this significantly increases the population in peak seasons. When combined with increases in population generally, and an ageing population, demand for convenient, clean public amenities will increase substantially.

There is no statutory requirement upon any Council to provide public amenities, however it is generally accepted that Council has a role in providing public amenities to support active participation in community life. There is 47 public amenities provided by Council across the LGA of varying size and condition. These facilities are required to satisfy demand for the Port Stephens area. Sites have been classified based on the potential user catchment, carrying capacity, and facilities provided.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

Due to the increase in population or the expected intensification of activities in some areas, four new locations have been identified requiring the provision of amenities in the future. These are recommended for Bowthorne Park (Wallalong), Lakeside Reserve 2 (Raymond Terrace), Seaham Boat Ramp Reserve (Seaham) and the commercial area of Medowie.

Memorial Park Amenities (Karuah) is proposed to be relocated along with the playground to Aliceton Reserve (Karuah). This will provide amenities adjacent the existing skatepark and popular open space area.

Operations/Maintenance Plan

Asset maintenance is performed reactively. The building structures, fixed plant and equipment all have 10-year lifecycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of Public Amenities assets.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports which also inform the timing and implementation of the Public Amenities Management Program.
Funded works are listed in the Capital works Program.

Consolidation/Disposal Plan

It is proposed that Iluka Reserve (Boat Harbour) amenities building be disposed of. As shown in the public amenities mapping this facility is closely located to other public amenities which can service the demand in this area.

Risk Plan

Amenities are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the buildings undertaken annually by staff. There is a high frequency of maintenance issues reported by the community.

Cleaning staff also undertake periodic inspections when they are carrying out duties on site, with an agreement to identify any issues that may present a risk.

Risk Controls - Public Amenities		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc.	• Identify the gaps to bring the buildings up to standard. • Cost the works. • Prioritise works based on risk.	High
There is a risk that material containing asbestos is present in the buildings leading to potential exposure by users.	• Document the buildings with potential asbestos-containing material. Test these buildings for asbestos-containing material and residual asbestos. Remove or isolate any material containing asbestos from the building. • Monitor the condition of the building for the presence of asbestos. • Educate workers about the presence and management of material containing asbestos. • Site specific management plans.	Medium
There is a risk that the building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	• Install working at heights systems on buildings that require known frequent working at heights for the purpose of accessing utilities such as AC units, box gutters, etc. • Create a program to install and fund working at heights systems on these buildings. • For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. • Undertake annual certification of installed anchor points.	Medium

Financial/Budget Summary

- Capital

The most recent capital works include the construction of new public amenities at Mallabula Skatepark, The Bower (Medowie), Medowie CBD and Bettles Park (Raymond Terrace). Proposed future capital works are scheduled through biannual condition inspections.

- Recurrent/Operational

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are determined through Council's asset inspection and the customer request systems.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

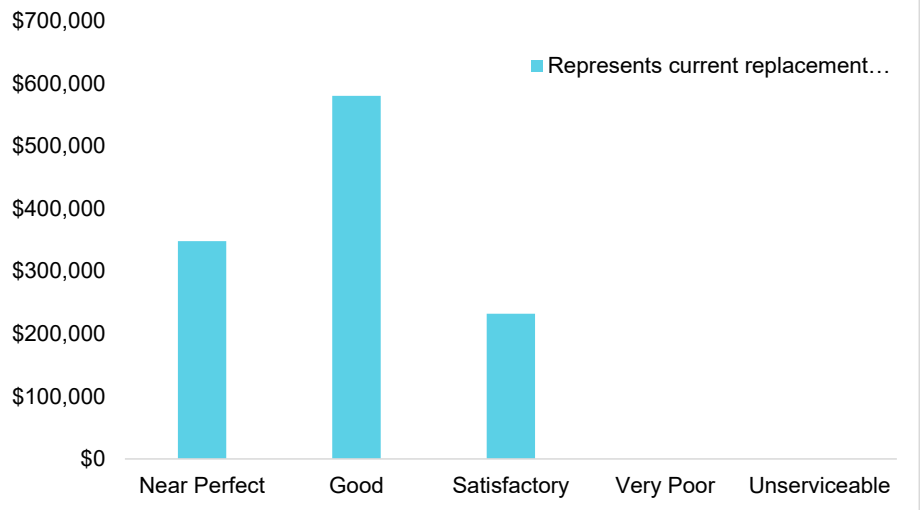
Summary

The provision of suitable public amenities has a significant impact as a support function to the enjoyment of the benefits of other facilities within the area. In the short term a standard design guide for public amenities has been developed to ensure facilities are suitable for both the community and large visitor population.

Skate Parks

Asset Holdings	Nine (9) skate parks. **Skate Park components include:** • Concrete slab • Modules • Handrails			
Desired Level of Service Statement	One Public Amenity for every 4,000 5-24 year olds.			
Available Data	Fair Value as at 30 June 2019, condition inspection reports, asset management plans/reports, Recreation Strategy.			
Last Condition Survey	2021			
General Assessment of Condition	**Condition Rating**		**% Assets**	**$CRC**
	1	Near Perfect	30	$348,000
	2	Good	50	$580,000
	3	Satisfactory	20	$232,000
	4	Very Poor	0	$0
	5	Unserviceable	0	$0
		Total	**100.00**	**$1,160,000**
Main Findings	• The condition of most skate parks is good.			
Future Actions	Short Term – Focus on increasing skate park quality and improving basic amenities and support facilities such as seating, shade and water taps/bubblers.			

Figure 27: Condition Rating - Skate Parks



LEVEL OF SERVICE

Customer Research and Expectations:
Council conducted a comprehensive community consultation in 2013 to ascertain local skate park user needs to inform the provision of skate park facilities. From this consultation and a benchmarking exercise it was found that the provision of skate parks across the LGA was high when compared with benchmarks set by similar councils and the building of further skate parks in additional towns is not a priority. The key recommendation from this study was the construction of regional scale skate park facilities at West and East locations of the LGA. The capacity of Raymond Terrace and Nelson Bay skate parks is exceeded at peak times. Tomaree has the largest population of persons aged 5-24yrs. The area also has a thriving tourism industry, which adds to its importance. Raymond Terrace has the second largest population of persons aged 5-24yrs and additionally caters for surrounding towns.

Legislative Requirements
The Council's skate parks are required to comply with the following legislation to ensure the safety of those who use them:

- Local Government Act 1993;
- National Construction Codes and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific.

Current Level of Service:
Council has nine skate parks within its Local Government Area. The skate parks are located at Anna Bay, Karuah, Mallabula, Medowie, Nelson Bay, Raymond Terrace (2), Seaham and Wallalong.

Desired Level of Service:
Council has a desired provision of one skate park for every 4,000 5-24 year olds.

Provision
Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Multipurpose Skate Parks		
Council	**Provision**	**Year**
Port Stephens Council	One skate park for every 4,000 5-24 year olds	2018
Maitland City Council	One skate park for every 2,984 5-24 year olds	2019
Cessnock City Council	One skate park for every 3,620 5-24 year olds	2019

Hierarchy
A hierarchy of Suburb and Regional Skate Park facilities has been established which will guide the development of each site. This will allow a minimum level of service to be defined and supporting infrastructure to be determined for each facility. The minimum standard of each facility forms the basis of what level of facility provision can be expected when utilising a facility.

Hierarchy - Skate Parks				
Hierarchy	**Description**	**Factors**	**Facilities Provided**	**Comments**
Regional	Regional skate parks are a destination for LGA residents and tourists. The user catchment for these facilities is the regional area and at the	• A destination experience • A high quality, large skate park with a capacity of 50 participants • Caters for beginners through to advanced	• Onsite car parking • Toilets • Lighting • Shade • Signage • Managed open space • Seating	Nelson Bay and Raymond Terrace have been identified as locations requiring

Hierarchy - Skate Parks				
Hierarchy	**Description**	**Factors**	**Facilities Provided**	**Comments**
	facilities anticipates high and continual use.	• Connectivity to a main road and parking • High population catchment/Town Centre • High and continual usage • Located in key tourism areas		regional skate parks
District	District skate park user catchments are generally limited to the surrounding area. They may see increased demand during school holidays.	• A medium sized skate park with a minimum of capacity of 10 participants • District population catchment	• Walking distance to residences • Signage • Seating • Local on street overflow parking • Managed open space	All skate parks are currently at District status

FUTURE DEMAND

Skateboarding, scooters, rollerblading and BMX riding are popular recreational sports for young people. Local government bodies throughout Australia are experiencing increasing pressure to provide skate park facilities in order to meet the growth in skateboarding popularity and to solve conflict issues, which arise between skate park users, business and property owners, and the general community.

Skate parks aim to improve community well-being through encouraging families and youth to engage in an active, outdoor recreation different to mainstream activities. Skate parks can foster the building of social and interpersonal skills as users interact and become involved with their community. Providing skate facilities encourages skaters to move off roads, footpaths and shopping areas, where they present a danger to themselves and the general public.

Key Drivers

The majority of skate park users are in the 5-24 year age group. Whilst the population continues to increase, predicted growth in the 5-24 year age group is low. In the 2012 there was 17,283 5-24 year olds. This is predicted to increase to only 19,626 by 2032 (Source: REMPLAN and AEC Group).

This slight predicted population increase will generate a focus on skate park quality and appropriate site locations rather than an increase in skate park numbers.

High visitor rates have seen an increase in the demand for community infrastructure in key tourism areas, especially on the Tomaree Peninsula. Tomaree skate parks in peak tourism season are an attraction for families visiting the area.

Skateboard, scooter, BMX and rollerblade participation trends will drive future skate park use and demand. According to an ABS survey conducted in 2012, children's participation in active recreational activities had increased since 2009. The proportion of children skateboarding, rollerblading or riding a scooter has risen from 49% in 2009 to 54% in 2012.

This information demonstrates that skateboard, scooter, BMX and rollerblade participation rates are increasing and user demand for skate park facilities will continue.

Supply versus Standards

Using the provision of one facility for every 4,000 young people, there will continue to be a surplus even in 2032; however, the dispersed settlement pattern makes it more important to have strategically positioned facilities across the area.

Current Supply versus Provision Standard

Current Supply vs Provision Standard – Skate Parks					
	2015	2017	2022	2027	2032
Projected Population of 5 to 24 Years	15,767	17,467	17,986	18,764	19,626
Benchmark Demand	3.9	4.1	4.5	4.7	4.9
Supply	8	9	9	9	9
Surplus/shortage of skate parks	4.1	4.9	4.5	4.3	4.1

This benchmark standard was selected as a base number but should be considered in the context of the dispersed settlement pattern and limited access to public transport and/or their own private vehicle for the targeted age group. Although applying the standard indicates a significant surplus a greater number of facilities

would be required to achieve equitable access for the community. It should also be noted that there is no facility in the Fern Bay/Fullerton Cove catchment, however developer contributions are collected for skate parks and provided to Newcastle Council which has a facility at Stockton.

Future State

The age and quality of skate parks vary across the LGA. As the skate parks move through the asset lifecycle, strategic decisions on renovations, replacements and consolidations will need to be made. The locations of the skate parks will be assessed in line with the key drivers to determine if they are still relevant for the current and future needs of the surrounding community.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

Council's adopted standards for community and recreation facilities have been used to establish criteria for the creation or acquisition of skate parks. As there is an ongoing surplus of facilities in accordance with the standards there is no need for any future acquisitions. It has been identified that two skate parks will need to be upgraded to regional facilities into the future.

Operations/Maintenance Plan

Asset maintenance is performed reactively when issues arise as well as being determined by the regular, planned maintenance process. These structures and equipment all have 10-year lifecycle costs.

Condition and Performance Monitoring

Condition inspections on the structures are undertaken every two years and are used to assess the management of these assets. These facilities are designed to be robust and to require limited maintenance.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewal works are identified in condition reports, which also inform the timing and implementation of the Skate Park Management Program.

Funded works are listed in the Capital Works Program.

Consolidation/Disposal Plan

There is no plan to consolidate or dispose of these assets.

Risk Plan

Skate parks are ensured under Council's Public Liability Insurance policy. Risk is managed through a detailed inspection of all facilities undertaken biannually by staff.

Inspections are also undertaken by staff carrying out maintenance in the parks or when a customer request is received.

Risk Controls - Skate Parks		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that non-compliant skate parks are in service leading to injury of users.	• Continue regular inspections for condition rating. • Ensure funding remains available for maintenance.	Low
There is a risk that the condition of skate parks will change rapidly with abuse leading to failure of the asset or injury to the user.	• Continue to undertake inspections for condition rating. • Any hazards will be prioritised and undertaken either as Priority Maintenance or listed and undertaken as Programmed Maintenance. • Undertake urgent works immediately as soon as resources are available.	Low

Financial/Budget Summary

- Capital

The most recent capital upgrades include the stage 2 of the Anna Bay Skate Park as part of the Robinson Reserve development and replacement of the Tilligerry Skate Park. Proposed future capital works are scheduled through condition inspections.

- Recurrent:

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised using Council's risk matrix. The reactive and programmed maintenance works are determined through Council asset inspections and the customer request system.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

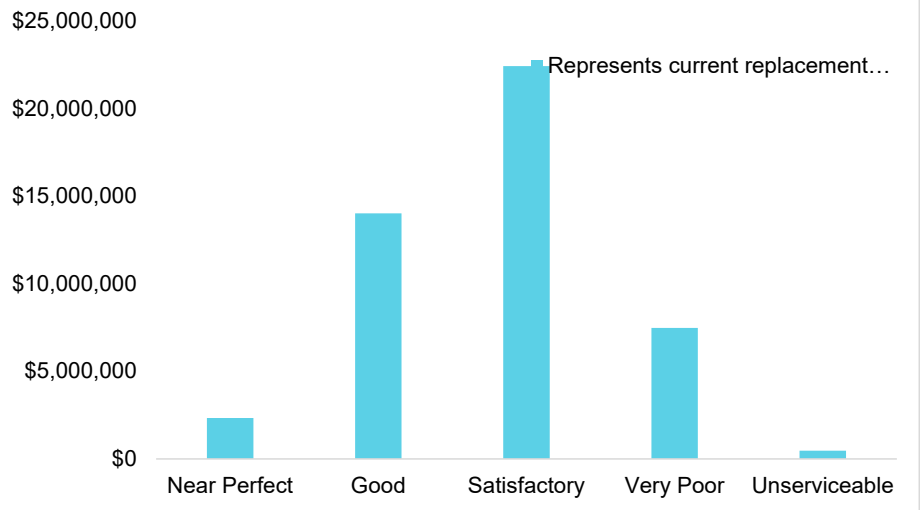
Based on the benchmark study, Port Stephen Council currently has an adequate number of skate parks, now and into the future. Due to adequate provisioning of skate parks, Council will focus on increasing skate park quality and improving basic amenities and support facilities such as seating, shade and water taps/bubblers.

Sports Facilities

Asset Holdings	45 sportsground/fields (183.2 hectares), 51 tennis courts, 26 netball courts, 3 croquet courts, 67 amenities buildings and one golf course (63.7 hectares). **Building components:** • Exterior Works – Retaining walls, fencing, signage, landscaping. • Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. • Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings • Services – Hydraulic, mechanical, fire, electrical, security. **Open Space components:** • Sports grounds/fields; • Tennis courts, netball courts; • Crickets nets; • Storages; • Shelters; • Croquet, bocce, softball, BMX tracks, grandstands, light towers, fences, car parking, subsurface drainage and irrigation.			
Desired Level of Service Statement	Council has a desired provision of 1.55 hectares of sports facilities for every 1,000 people. For court sports facilities the desired levels of service are: • Netball Court – 1:3,000 • Tennis Court – 1:1,800 • Croquet Court – 1:40,000			
Available Data	Fair Value as at 30 June 2018 (Buildings Assets), Fair Value as at 30 June 2019 (Open Space Assets), condition inspection reports, asset management plans/reports, Recreation Strategy.			
Last Condition Survey	2020			
General Assessment of Condition	**Condition Rating**		**% Assets**	**$CRC**
	1	Near Perfect	5	$2,335,155
	2	Good	30	$14,010,934
	3	Satisfactory	49	$22,417,497

	4	Very Poor	16	$7,472,498
	5	Unserviceable	1	$467,031
		Total	**100.00**	**$46,703,115**
Main Findings	• The overall condition of facilities is good to satisfactory. • Anna Bay Tennis Courts were deemed unserviceable and closed to the public. • Boomerang Park Amenities, Brandon Park Amenities, Jack Johnson Trotting Stables, Karuah Tennis Amenities, Korora Oval Amenities, Medowie Tennis Clubhouse, Soldiers Point Yacht Squadron, Soldiers Point Tennis, Tanilba Bay Sailing Club amenities, Williamtown Oval Amenities and Williamtown Tennis Amenities were deemed in very poor condition.			
Future Actions	• Short term – Infrastructure renewals at King Park Sports Complex (Raymond Terrace), Salamander Sports Complex, Brandon Park (Seaham) and Yulong Oval (Medowie). • Medium – Infrastructure renewals at Fingal Bay Oval and Williamtown Park. • Medium – Development of an indoor sports strategic plan. • Long Term - Infrastructure renewals at Korora Oval (Salamander Bay), Tomaree Sports Complex, and Bill Strong Oval (Nelson Bay) and Jack Johnson Trotting Club (Raymond Terrace). • Long term – Implementation of the Ferodale Sports Complex, King Park Sports Complex and Tomaree Sports Complex master plans. • Long term – Determine funding strategy for Anna Bay Recreation Area through agreement with planned developments.			

Figure 28: Condition Rating - Sports Facilities



LEVEL OF SERVICE

Customer Expectations

Council's 2021 Customer Satisfaction Survey showed an aggregated satisfaction score of 89% for sport and recreation facilities. This shows that the community is generally satisfied with the current number and level of service provided for sport facilities.

Legislative Requirements

The Council's sporting facilities are required to be designed in accordance with the following:

- Local Government Act 1993
- Australian Standards
- National Construction Codes and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific

Current Level of Service

Council administers a very successful structure of Sports Councils within the LGA. There are four local Sports Councils made up of representatives from local sport clubs, schools, special interest groups, elected Councillors and community representatives. Sports Councils are the formal consultation link between Council, various government departments and the sporting community. They assist with the coordination of a range of needs such as facility planning and development, resource allocation and facility use.

As well as providing the broader community with a range of opportunities to be involved in the decision-making processes within Council, Sports Councils:

- assist with strategic planning;
- provide education and training to members;
- provide a mechanism for community consultation/advice;
- promote sport and recreation;
- organise Sports Development Levy setting and facility bookings;
- plan facility development; and
- prioritise and fund improvements.

Council and its four Sports Councils have for some time had the approach of providing large scale multi-use facilities that are centrally located to service the entire population. Examples include the development of facilities such as King Park Sports Complex, Ferodale Sports Complex, Mallabula Sports Complex and Tomaree Sports Complex. These facilities all provide for multiple users and are large enough to accommodate large sporting events.

Desired Level of Service

Council has a desired provision of 1.55 hectares of sports facilities for every 1,000 people.

For court sports facilities the desired levels of service are:

- Netball Court – 1:3,000
- Tennis Court – 1:1,800
- Croquet Court – 1:40,000

Provision

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Sports Facilities		
Council	**Provision**	**Year**
Sports Facilities		
Port Stephens Council	1.55 hectares for every 1,000 people	2018
Lake Macquarie City Council	1.4 hectares for every 1,000 people	2019
Maitland City Council	1.46 hectares for every 1,000 people	2019
Netball Court		

Benchmarking - Sports Facilities		
Council	**Provision**	**Year**
Port Stephens Council	One netball court for every 3,000 people	2018
Lake Macquarie City Council	One netball court for every 2,049 people	2019
NSW Department of Planning	One netball court for every 3,000 people	2009
Tennis Court		
Port Stephens Council	One tennis court for every 1,800 people	2018
Lake Macquarie City Council	One tennis court for every 2,071 people	2019
Tennis NSW	One tennis court for every 1,500 people	2010
Croquet Court		
Port Stephens Council	One croquet court for every 40,000 people	2015
Coffs Harbour Council	One croquet court for every 45,000 people	2011
Port Macquarie Hastings Council	One croquet court for every 35,000 people	2011

Hierarchy

A hierarchy of Regional, District and Local facilities has been established which will guide the development of each site. This will allow a minimum level of service to be defined and supporting infrastructure to be determined for each facility. The minimum standard of each facility forms the basis of what level of facility provision can be expected when utilising a facility.

- Regional

Regional facilities are a major location for residents and visitors. The user catchment for these facilities extends to a region, requires multi-use, and aims to attract large state or national events to the region.

- District

District facilities provide a location for minor recreation activity. The user catchments for these facilities are generally limited to the surrounding area, however they may act as an overflow when demand for Regional facilities exceeds capacity.

- Local

Local facilities provide for local use. The user catchments for these activities are limited and specific.

Hierarchy - Sports Facilities			
Hierarchy	**Description**	**Facilities provided**	**Proposed facilities**
Regional	Regional facilities are a main location for residents and tourist activity. The user catchment for these facilities extends to a region and they anticipate high and continual use.	• Cater for multiple sports • Amenities building with a minimum of four change rooms or multiple amenities buildings at a complex • Tiered seating or raised spectator areas. • Sealed car parking with capacity for over 100 cars	• As shown in the Sports Facilities Management Program
District	District facilities are provided at a location for minor resident and tourist activity. The user catchments for these facilities are generally limited to the surrounding area. However they may act as an overflow when demand at Regional facilities exceeds capacity.	• Cater for multiple sports • Amenities building with a minimum of four change rooms or multiple amenities buildings at a complex • Sealed car parking with capacity for over 50 cars	• As shown in the Sports Facilities Management Program
Local	Local facilities provide for local activities and access. The user catchments for these activities are limited and specific.	• Cater for specific sports • Amenities building • Car parking	• As shown in the Sports Facilities Management Program

Facility Component	Regional	District	Local
Buildings and Amenities	• Large quality clubhouse	• Clubhouse building	• Small clubhouse building including

	building including changing rooms, showers, toilets, referees room, kitchen and kiosk, social/ community room, storage areas administration area • Accessible public toilets	including changing rooms, showers, toilets, referees room, kitchen and kiosk, social/ community room, storage areas administration area • Accessible public toilets	changing rooms, showers, toilets, referees room, and administration area • Accessible public toilets
Other Recreational Facilities	• Playground with shade structure where appropriate • Exercise equipment • Skate park or BMX • Bike and scooter circuits or paths • Other facilities e.g. tennis hit up wall, half courts, parkour	• Playground with shade structure where appropriate • Exercise equipment • Skate park or BMX • Bike and scooter circuits or paths • Other facilities e.g. tennis hit up wall, half courts, parkour	• Exercise equipment • Skate park or BMX • Bike and scooter circuits or paths
Pathways and Connections	• 3m wide shared pathways	• Walking paths (minimum 2m)	• May not include pathways
Supporting Infrastructure	• Scoreboard • Spectator seating • Seating, tables, shelters and BBQs • Bins	• Scoreboard • Spectator seating • Seating, tables and shelters • Bins	• Seating • Bins

	• Water drinking fountain • Bike racks • Car parking • Reserve fencing	• Water drinking fountain • Bike racks • Car parking	
Landscape	• Shade trees • High quality fields with markings and excellent drainage	• Shade trees • High-medium quality fields with markings and good drainage	• Shade trees
Signage	• Interpretive, regulatory and way finding signage • Site specific art work or features	• May not be included and merit based approach • Interpretive, regulatory and way finding signage	• May not be included and merit based approach • Interpretive, regulatory and way finding signage

FUTURE DEMAND

Council is committed to the provision of quality leisure and recreation opportunities, and recognises the value of accessibility and participation to enhance quality of life for the individual and the community.

Key Drivers

Sport and recreation activities attract investment; support local sport and recreation businesses; and provide spaces for major events, attracting tourists and visitors to boost local economies.

Participation rates: The participation trends in sport generally indicate an increase. Along with population growth, it is expected that demands on facilities will continue to increase. Participation increases are expressed in a number of ways:

- More casual and unstructured participation with numbers of participants increasing at a greater rate than members of clubs/competitions;
- Evidence that non-organised participation is higher than organised, with participation in organised/structured sport being higher for males than females;
- The number of females participating in sports that have been primarily male dominated is increasing as shown by the development of sports such as league tag.

Supply versus Standard

Using the provision of 1.55 hectare of sports facilities for every 1,000 people there will continue to be a surplus in 2032. This only means that Council has sufficient land dedicated to this function although there may need to be improvements or construction of new fields at the existing facilities to continue to be able to cater for the expanding population. Of the court specific sports catered for only netball and tennis show a shortage in 2022 and 2032 respectively.

Current Supply versus Provision Standard

Current Supply vs Provision Standard - Sporting Facilities					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	107.8	115.2	119.8	124	131.6
Existing Supply	183.2	183.2	183.2	183.2	183.2
Surplus/Shortage	75.4	68	63.4	59.2	51.6

Current Supply vs Provision Standard - Netball Courts					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	23.2	24.8	25.8	26.7	28.3
Existing Supply	28.0	26.0	26.0	26.0	26.0
Surplus/Shortage	4.8	1.2	-0.2	-0.7	-2.3

Current Supply vs Provision Standard - Tennis Courts					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	38.6	41.3	43	44.5	47.2
Existing Supply	51.0	51.0	52.0	52.0	52.0
Surplus/Shortage	12.4	9.7	9	7.5	4.8

Current Supply vs Provision Standard - Croquet Courts					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	1.7	1.9	1.9	2	2.1
Existing Supply	2.0	3.0	3.0	3.0	3.0
Surplus/Shortage	0.3	1.1	1.1	1	0.9

Future State

As the population grows and ages it is likely to place further pressure on the existing facilities. As noted previously there is sufficient supply of open space dedicated for

sporting purposes although there will need to be expansion of fields as well as upgrades to existing surfaces to cater for this increased population.

Port Stephens is a desirable tourist destination close to major cities which makes it an attractive area to host sporting events. It is important that Council's regional sporting facilities can continue to cater for sporting events, particularly mass participation events, to ensure Port Stephens remains an attractive sporting event destination

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan
There are currently no plans for the acquisition of further land for sporting facilities.

Master Plans for the Tomaree Sports Complex, Ferodale Sports Complex and King Park Sports Complex will also guide the expansion of these facilities into the future.

Operations/Maintenance Plan
Asset maintenance is performed reactively. The building structures, sports surfaces and equipment all have 10 year life cycle costs.

Condition and Performance Monitoring
Condition inspections are undertaken every two years and are used to inform the management of Sports Facilities assets.

Rehabilitation/Renewal/Replacement Plan
Proposed rehabilitation and renewals works are identified in condition rating reports, which also inform the timing and implementation of the Sports Facilities Management Program.

Proposed funded works are listed in the Capital Works Program.

Consolidation/Disposal Plan
Sport facilities land that is deemed as excess to the standards and demand will be treated as surplus property. At present there are no plans to dispose of any of these land assets.

Risk Plan
Amenities are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the buildings undertaken annually by staff. There is a high frequency of maintenance issues reported by the community which are prioritised and scheduled for maintenance.
Cleaning staff also undertake periodic inspections when they are carrying out duties on site, with an agreement to identify any issues that may present a risk.

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

Risk Controls - Sports Facilities		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc leading to public safety risk to users.	• Identify the gaps to bring the buildings up to standard. • Cost the works. • Prioritise works based on risk.	High
There is a risk that material containing asbestos is present in the buildings leading to potential exposure by users.	• Document the buildings potentially containing asbestos material. Test these buildings for asbestos and residual asbestos. Remove or isolate the asbestos from the building. • Monitor the condition of the building for the presence of asbestos. • Educate users and workers about the presence and management of asbestos-containing material. • Develop site specific management plans.	Medium
There is a risk that the building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	• Install working at heights systems on buildings that require known frequent working at heights for the purpose of accessing utilities such as AC units, box gutters, etc. • Create a program to install and fund working at heights systems on these buildings. • For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. • Undertake annual certification of installed anchor points.	Medium

Risk Controls - Sports Facilities		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that works may be carried out on the building without Council's knowledge leading to damage to the building and or exposing the users to unknown risks.	• Review licensing agreements with the tenants to ensure that all understand that Council must be notified and consent to any proposed works.	Low
There is a risk that the field lighting does not meet required illumination (lux) standards for intended usage leading to personal injury.	• Inspect the lighting to determine the gaps in illumination. • Create a prioritised works program based on risk.	Low

Financial/Budget Summary

- Capital

The most recent capital works included the new amenities buildings at Tomaree Sports Complex (Bruce Scott Pavilion), Boyd Oval (Medowie), Stuart Park (Hinton) and upgrades at Lakeside Sports Complex No.2 Building (Raymond Terrace). Proposed future capital works are scheduled through biennial condition inspections.

- Recurrent/Operational

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are determined through Council's asset inspection and the customer request systems.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

The standards indicate sufficient supply of land dedicated to sporting facilities for the future; however, improvements to the existing facilities will need to be closely monitored to ensure that they can handle the increased load that higher populations will bring. Development of facilities such as Ferodale Sports Complex and Tomaree Sports Complex that have additional available land to allow expansion should be

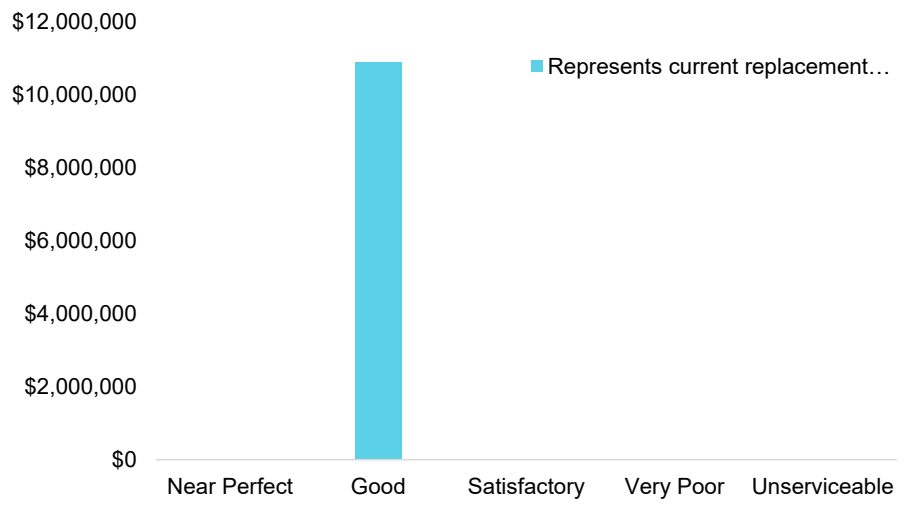
planned for and scoped to allow the facilities to be available and funded when required by the increased population.

Surf Lifesaving Facilities

Asset Holdings	Five buildings including Birubi Surf Club, Birubi Café/Residence, One Mile Lifeguard Facility, Fingal Bay Surf Club and Fingal Bay Café/Residence. **Building components:** • Exterior Works – Retaining walls, fencing, signage, landscaping. • Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. • Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings • Services – Hydraulic, mechanical, fire, electrical, security. **Other components/assets:** • Rescue equipment ie. rescue tubes, boards, flags, poles, and signage.			
Desired Level of Service Statement	One lifesaving club for every 30,000 people			
Available Data	Fair Value as at 30 June 2018, condition inspection reports, asset management plans/reports, Australian Surf Lifesaving's Port Stephens Beach Audit.			
Last Condition Survey	2018			
General Assessment of Condition	**Condition Rating**		**% Assets**	**$CRC**
	1	Near Perfect	0	$0
	2	Good	100	$10,895,000
	3	Satisfactory	0	$0
	4	Very Poor	0	$0
	5	Unserviceable	0	$0
		Total	**100.00**	**$10,895,000**

Main Findings	• The Surf Lifesaving Facilities are all in Good condition.
Future Actions	• There is no requirement for building replacement or acquisition in the next 10 years.

Figure 29: Condition Rating - Surf Lifesaving Facilities



LEVEL OF SERVICE

Customer Expectations

Customers (both visitors and residents) expect facilities that provide surf lifesaving services for beach goers to prevent drowning, as well as to promote and educate the public on water safety. There is also an expectation for these facilities to provide amenities, food and beverage outlets as well as spaces for functions or events. These additional facilities assist in creating sustainable surf clubs over the long term.

Legislative Requirements

The Council's Surf Lifesaving Facilities are required to comply with the following legislation to ensure safely of those who use the beaches:

- National Construction Codes and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific.
- Australian Standards as recommended by Australian Surf Lifesaving's Port Stephens Beach Audit.

Current Level of Service:
Council provides three surf lifesaving facilities being the Birubi Surf Lifesaving Club, Fingal Bay Surf Lifesaving Club and the One Mile Beach Surf Lifeguard Facility. They all provide facilities for professional lifeguarding during the summer months while the facilities at Birubi and Fingal Bay also cater for Surf Club activities, public amenities and café/restaurants.

Birubi Surf Lifesaving Club Birubi Surf Lifesaving Club was constructed in 2013 and is the home of the Birubi Point SLSC. The club was formed in 1993 to protect swimmers at Birubi Point.	
Facilities provided	• Volunteer and Professional lifeguard services available during summer season (October – April) • Amenities • Kiosk/café • Caretaker facilities • Lifeguard tower • Car parking
Fingal Bay Surf Lifesaving Club Fingal Bay Surf Lifesaving Club was constructed in 2012 and is the home of the Fingal Beach SLSC.	
Facilities provided	• Volunteer and Professional lifeguard services available during summer season (October – April) • Amenities • Kiosk/café • Restaurant • Caretaker facilities • Lifeguard tower • Car parking
One Mile Beach Lifeguard Facility One Mile Beach Lifeguard Facility was constructed in 2017 and provides storage and amenities for the professional lifeguard service at One Mile Beach.	
Facilities provided	• Volunteer and Professional lifeguard services available during summer season (October – April) • Lifeguard amenities

Desired Level of Service:
Council has a desired provision of one lifesaving club for every 30,000 people.

Provision
Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. The PSC benchmark standard was selected in consideration of the topography of the beaches to be serviced and their capacity to

be utilised by users of the beach. Benchmarking standards are shown in the table below:

Benchmarking - Surf Lifesaving Facilities		
Council	**Provision**	**Year**
Port Stephens Council	One surf lifesaving facility for every 30,000 people	2018
Lake Macquarie City Council	One surf lifesaving facility for every 50,212 people	2019
MidCoast Council	One surf lifesaving facility for every 12,900 people	2019

FUTURE DEMAND

The Council area is expected to continue to grow as a tourist destination and the provision of water safety to allow visitors and residents the opportunity to swim at a patrolled beach is a large part of the attraction for visitors. All surf lifesaving facilities are in great condition.

Key Drivers

Tourism numbers are expected to increase in the Port Stephens area in future years. Recent investigations of tourist activities in the Port Stephens region by Tourism Research Australia indicate a large portion of visitor's access water related activities.

The water forms a large part of the Port Stephens culture with the tag line of the area being a "blue water wonderland". Being involved in surf lifesaving gives members an opportunity to develop skills and knowledge in a variety of different areas. The core intent of members is 'saving lives in the water' and this is predominately a lifesaving focus. The skills and knowledge developed as a lifesaver are not only for use within Surf Life Saving, they are transferable to all aspects of everyday life.

Supply versus Standards

Using the provision of one facility for every 30,000 people indicates there is adequate supply still in 2036. This numerical standard should only be considered as a guide, but all open beaches are generally covered. It then becomes important that the type of facility provided should be of a standard to respond to additional beach users.

Current Supply versus Provision Standard

Current Supply vs Provision Standard - Surf Lifesaving Facilities					
	2016	**2021**	**2026**	**2031**	**2036**
Projected Population	69,556	74,324	77,310	80,018	84,899

Benchmark Demand	2.3	2.5	2.6	2.7	2.8
Existing Supply	3.0	3.0	3.0	3.0	3.0
Surplus/Shortage	0.7	0.5	0.4	0.3	0.2

Future State

The Birubi, Fingal Bay and One Mile facilities are all in good condition and there will be no need for additional facilities. However, after 2032 close monitoring will need to occur regarding capacity of support facilities such as public amenities.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

Council's adopted standards have been used to establish a base understanding as to the appropriateness of the facilities provided. No additional facilities are required.

Operations/Maintenance Plan

Although these structures are new the environment in which they are located is very harsh which requires a timely response to address any faults to ensure sound lifecycle management. As a result a programmed maintenance schedule is in place for Council's assets.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of Surf Lifesaving assets.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewal works are identified in condition reports which also inform the timing and implementation of the Surf Lifesaving Facilities Management Program.

Proposed funded works are listed in the Capital Works Program.

Consolidation/Disposal Plan

There are no plans to consolidate or dispose of surf clubs.

Risk Plan

Surf clubs/amenities are insured under Council's Public Liability Insurance policy. Risk is managed through a detailed risk inspection of all aspects of the buildings undertaken annually by staff and management committees. Inspections are also undertaken by trades' staff when carrying out maintenance on any site.

Risk Controls - Surf Lifesaving Facilities		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc.	• Identify the gaps to bring the buildings up to standard. • Cost the works. • Prioritise works based on risk.	High
There is a risk that the building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	• Install working at heights systems on buildings that require known frequent working at heights for the purpose of accessing utilities such as AC units, box gutters, etc. • Create a program to install and fund working at heights systems on these buildings. • For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. • Undertake annual certification of installed anchor points.	Medium
There is a risk that works may be carried out on the building without Council's knowledge leading to damage to the building and or exposing the users to unknown risks.	• Review licensing agreements with the tenant to ensure that everyone understands that Council must be notified and approved about any proposed works.	Low

Financial/Budget Summary

- Capital

The most recent capital works include the replacement of the One Mile Beach Lifeguard Facility wastewater disposal system in 2021. Proposed future capital works are scheduled through biannual condition inspections.

- Recurrent

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are determined through Council's asset inspection and the customer request systems.

- Operational

Council has a professional lifeguard contract for the provision of services, currently valued at $476,500 and indexed for CPI annually.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

Recent years has seen substantial investment in this asset class. All facilities are in great condition into the future.

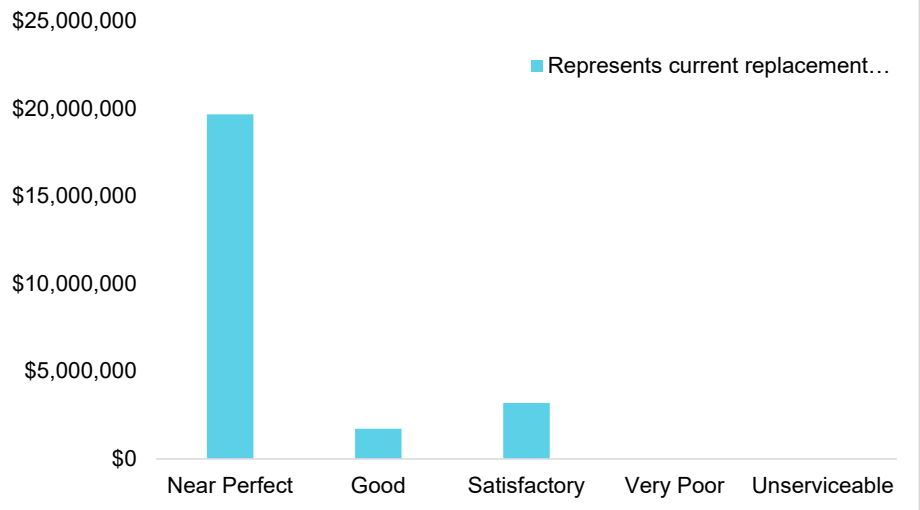
Lifecycle Management: Commercial Assets

Commercial Assets categories are listed in Table A.

Administration Building

Asset Holdings	A large two storey municipal building in Raymond Terrace which comprises a total Net Lettable area of approximately 4,119 m². The building is constructed upon a parcel of land which is part of a larger lot of commercially zoned land that will be developed for commercial interests into the medium term.			
Desired Level of Service Statement	To provide an ancillary facility for the housing of Council's Administration operations and as a Civic building utilised by visitors.			
Available Data	Asset register, full condition report, a 20-year Lifecycle Cost plan, sustainability opportunities report, and space planning analysis.			
Last Condition Survey	September 2014			
General Assessment of Condition	**Condition Rating**		**% Asset**	**$CRC**
	1	Near Perfect	80	$19,663,200
	2	Good	7	$1,720,530
	3	Satisfactory	13	$3,195,270
	4	Very Poor	0	$0
	5	Unserviceable	0	$0
		Total	**100**	**$24,579,000**
Main Findings	• A well maintained building however some major assets are reaching the end of their usable life. • Management of the building moved from Property Services to Community Assets in December 2020. New systems and updating data systems currently underway.			
Future Actions	• Internal refurbishment to coincide with the proposed Raymond Terrace depot relocation/refurbishment.			

Figure 30: Condition Rating - Administration Building



LEVEL OF SERVICE

Customer Research and Expectations

Expectations relating to management of the Administration Building include funding capacity, public perception, operational functionality and staff growth, organisational regulation and legislation.

Legislative Requirements

The Council's Administration Building is required to be designed, managed and maintained in accordance with the following Australian Standards:

- Local Government Act 1993
- National Construction Codes and Standards
- Work Health and Safety Act 2011
- Work Health and Safety Regulation 2011

Current Level of Service

This building is an operational asset and is managed with a primary focus on compliance, public amenity, and cost effectiveness to ensure a safe working environment for staff and the public. The asset generally continues to provide an acceptable level of performance in regards to meeting current service requirements. However, as staffing levels have increased through 2019, it is clear that the current layout does not present an efficient operational layout As a result, options for upgrades are currently being investigated and costed so that Council and the budget

process can be fully informed before commencing any work. Building refurbishment investigations are progressing.

Desired Level of Service
Council has a desire to continue to provide quality municipal accommodation and facilities at the Administration Building. Works are currently under way to find more effective and functional methods of utilising the current space and to better provide these services.

FUTURE DEMAND

The highest impact item that influences demand on this asset is the availability of accommodation. The Administration Building accommodates 52% of Council's total permanent staff (279 employees) as at 31 December 2019.

Key Drivers
The drivers for the provision of accommodation at this site are staffing numbers and public space requirements.

Future State
Staff numbers are expected to hold into the future and new technological advances and research into better use of existing space will provide flexibility to improve the municipal function and amenity of the asset.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan
The Administration Building is currently facilitating the requirements of staff and visitors. There is no proposed need for acquisition of additional administration facilities in the short to medium term. The building occupies part of a site legally identified as Lot 1 in DP 81992 which is approximately 16,349 m², however, the balance of the site is likely to be utilised for future subdivision and redevelopment at some time into the future.

Operations/Maintenance Plan
A programmed maintenance schedule is in place for Council's assets. When a fault or breakdown occurs with an asset, reactive maintenance is performed, to allow the asset to perform its intended function. The building structures, fixed plant and equipment all have 10 year lifecycle costs.

Condition and Performance Monitoring
With the recent move to Community Assets, condition inspections are proposed to be undertaken every two years and used to assess the management of Corporate

Assets. The assessment informs what is required for the assets to be managed in the most cost effective and sustainable manner.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports, which also inform the timing and implementation of the Management Program.

Consolidation/Disposal Plan

There is no proposed consolidation or disposal plan in place for the Administration Building as the building is deemed fit for purpose and continues to fulfil requirements.

Risk Plan

Risk Controls - Administration Building		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that non-compliant services within the building could lead to breaches in legislative provisions.	• Regular compliance programs are in place to ensure compliance. • Continue regular maintenance inspections as per the Asset Inspection program to check for changes in condition.	Medium
There is a risk that poor space management will lead to functional obsolescence of some areas of the accommodation.	• Continue to proactively manage the space design in accordance with best practice and current trends.	Low
There is a risk that Contractors or others within the building could be injured as a result of non-compliance with WHS legislation.	• Continue to ensure vigilance in management of onsite contractors and others while performing works within the asset.	Low

Financial/Budget Summary

- Capital

The most recent capital works include the carpet replacement, essential fire and lift services upgrades.

- Recurrent/Operational

Funding for reactive maintenance has been reallocated to the Public Domain and Services Section. Maintenance activities are directed to the Public Domain and Services Section and prioritised on Council's risk matrix. The reactive and programmed maintenance works are programmed through Council asset inspections and the customer request system.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

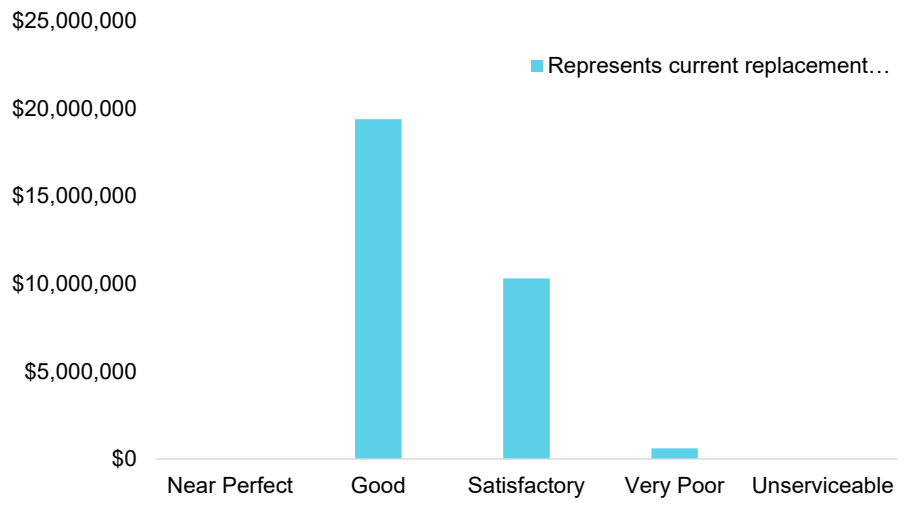
The Administration Building is serviced and managed in accordance with this plan and will continue to serve well as a civic asset and headquarters for the operations of Council.

Investment Property Portfolio

Asset Holdings	Currently Council has four investment properties: 1. 49 William Street, Raymond Terrace NSW 2324 2. 113 Beaumont Street, Hamilton NSW 2303 3. 437 Hunter Street, Newcastle NSW 2300 4. 528 Hunter Street, Newcastle NSW 2300			
Desired Level of Service Statement	To maintain the properties' profitability in order to be able to attract and retain suitable and sustainable tenants. It is considered that the assets meet the current required Level of Service, which is tied directly to the commercial lease agreements in place or under negotiation.			
Available Data	Condition reports, title description and property history.			
Last Condition Survey	2020			
General Assessment of Condition	**Condition Rating**		**% Assets**	**$CRC**
	1	Near Perfect	0	$0
	2	Good	64	$19,392,000
	3	Satisfactory	34	$10,302,000
	4	Very Poor	2	$606,000
	5	Unserviceable	0	$0
		Total	**100.00**	**$30,300,000**

Main Findings	The majority of the assets (98%) are rated at Good or Satisfactory. Notwithstanding this rating there is a significant proportion which will require upgrade or replacement over the short to medium term.

Figure 31: Condition Rating - Investment Property Portfolio



LEVEL OF SERVICE

Customer Research and Expectations:
Currently the portfolio meets the objectives of each of its customers. Regular feedback is gained in consultation with tenants and or respective property managers.

Legislative Requirements
The management of the portfolio is subject to a number of legislative requirements, the most relevant of which are:

- The Conveyancing Act 1919
- The Retail Leases Act 1994
- The Real Property Act 1900
- Building Code of Australia
- Environmental Planning and Assessment Act 1979

Current Level of Service
In general terms, the assets meet or exceed the expectations of the existing customers. Implementation of significant upgrades in recent years has lifted the level

of service of the two Hunter Street, Newcastle properties enabling Council to secure further long term commitments from the existing tenants.

Desired Level of Service

Further upgrades have been planned as detailed under Investment Property Portfolio – Management Plan below and these will continue to ensure that the capital value of the assets continues to grow.

It is imperative for the portfolio returns to continue so that Council can attract and retain core commercial tenants.

Standards

Commercial leasing is a dynamic market driven by competing offerings, technological change, the effective management of the level of investment in the market, which in broad terms governs supply and demand. Standards and benchmarking in the industry relate primarily to the quality of the offerings and the vacancy rate.

Council's portfolio is fully occupied: the office accommodation and premises can generally be described as B+.

In general terms, in an expanding market such as Newcastle a B grade space can be expected to secure a significant share of the available market as and when new space comes on line and some of the B grade market moves into newer A grade space where practicable.

FUTURE DEMAND

Key Drivers

There are many drivers around the level of future demand for office accommodation in the Newcastle CBD. There have been significant additions to the availability and the quality of available stock over the last four to six years, particularly with respect to the redevelopment of the Honeysuckle and the Wickham interchange.

Potential for increase in value of the Hunter Street properties remains over the shorter to medium term due to low interest rate environment and availability of credit.

A Grade office stock remains popular with strong demand, B, C, and D grade office stock are continuing to see elevated vacancy rates due to a strong pipeline of new A Grade stock coming to market and the consolidation of State Government offices. In additional the full impacts of working from home as a result of the pandemic have not yet been seen in Office vacancy rates.

Future State

Strategically, the asset management initiatives for the portfolio have recognised the need for a balance between infrastructure renewal and the projected uplift in values and the need to be able to take advantage of potential divestment opportunities as and when they arise.

All asset maintenance is funded by the income stream generated and there is also a need to protect that income from being eroded. Notwithstanding this, in general terms infrastructure upgrades will add value.

As detailed under 2020 Condition Rating – Property Investment Portfolio 2% of the assets is rated as Very Poor and will require funding to the order of $606,000 to rehabilitate.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

There are currently no plans regarding creation or acquisition in respect to additions to the Property Portfolio. However, Council will remain diligent in respect of the markets to enable it to take advantage of potential opportunities for growth as they arise.

Operations/Maintenance Plan

A programmed maintenance schedule is in place for Council's assets. Currently the asset hierarchy is being established in the Asset Infrastructure Module, which is a key component being brought online to manage Council’s asset base more efficiently.

Condition and Performance Monitoring

Annual monitoring of the condition and performance together with Work Health and Safety risks is now in place for the portfolio.

The condition audit checks the asset condition, usability, safety, and compliance with relevant Australian Standards and Legislation. The results from these inspections are used to inform the update of maintenance works and capital works plans.

Rehabilitation/Renewal/Replacement Plan

Rehabilitation work is identified in condition reports which also inform the timing and implementation of the Investment Property Portfolio Management Plan. Funded works are listed in the Capital Works Program.

Consolidation/Disposal Plan

There are currently no plans for disposal however strategic divestment and acquisition decisions are constantly reviewed in terms of the prevailing market conditions and the other factors affecting the assets.

Risk Plan

Management assesses financial risk on an ongoing basis while insurance risk is catered for under Council's industrial special risk and public liability policies while the tenant attends to the daily WHS responsibilities. Matters arising, which are the responsibility of the landlord are addressed as a matter of highest priority and where necessary in negotiation with the tenant.

In relation to the Investment Property Portfolio, a number of risks have been identified which are common to all assets under the Strategic Property portfolio. These are being monitored and addressed in accordance with the availability of resources and the wider organisational program of works.

Risk Controls - Investment Property Portfolio		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that material containing asbestos is present in the buildings leading to the potential exposure of users.	• Document the buildings with potential asbestos-containing material. Test these buildings for asbestos and residual asbestos. Remove or isolate the asbestos material from the building. • Monitor the condition of the building(s) for the presence of asbestos. • Educate users and workers about the presence and management of asbestos-containing material. • Develop site-specific management plans.	Medium
There is a risk that tenants occupying either single holdings or large floor plates of leased premises, will vacate and find a more competitive space, leading to the long-term vacancy of some premises.	• Ensure that infrastructure is upgraded or replaced as it reaches the end of its functional life.	Medium

Risk Controls - Investment Property Portfolio		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that the buildings do not comply with working at heights systems such as anchor points and walkways, leading to the potential injury of workers while undertaking work at heights.	• Working at heights systems installed on buildings where required for the purpose of accessing utilities such as AC units, box gutters, etc. • Implement compliance matrix for all buildings in the portfolio. • Undertake annual certification of installed anchor points.	Medium

Financial/Budget Summary

- Capital

Significant works were undertaken at 437 Hunter Street in 2019 to address the ageing infrastructure in respect of some of the assets and these works are as outlined in the Investment Property Portfolio - Management Plan above.

- Recurrent/Operational

An annualised budget for operational costs is allocated and reviewed on a quarterly basis in accordance with Council's finance practices and guidelines.

The rehabilitation of the assets is funded by the Property Reserve Restricted Fund. Currently the portfolio provides a net income stream to Council in the order of $2.0 million annually.

Plan Improvement and Monitoring

Asset Management Planning processes across Council have been reviewed and gaps identified over the last three years. The gap analysis has provided a way forward and currently multiple projects are being undertaken to address the issues. On completion this work will provide much benefit for Council in managing its assets; these initiatives include a comprehensive, integrated asset management software reporting system.

Summary

The Investment Property Portfolio is held to derive an alternate income stream thereby reducing the call on rates income. Commercial leases are in place in respect of each of the properties and accordingly the objectives of each of the parties are met through the obligations set specifically to each case.

Holiday Parks

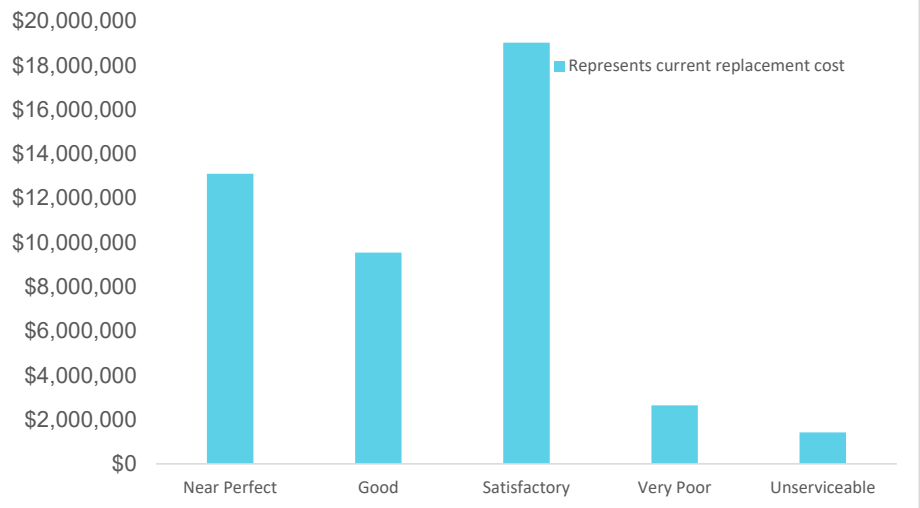
Asset Holdings	The 3 Holiday Parks assets being Fingal Bay Holiday Park, Halifax Holiday Park and 35% of Shoal Bay Holiday Park are managed by Port Stephens Council on behalf of the Crown through the Crown Reserve Trust. Port Stephens Koala Sanctuary, previously Treescape Holiday Park is lease from the Crown by Port Stephens Council under a commercial lease agreement. Thou Walla Sunset Retreat at Soldiers Point is a Council owned Park which is currently operated by Port Stephens Council. Broadly the current assets can be broken down as follows: • reception and residence buildings; • amenities, laundries and camp kitchens; • recreation centres and games rooms; • playgrounds, outdoor recreation areas, shade structures and pools; • tennis courts; • kiosk at Halifax Park; • relocatable cabin and villa accommodation buildings; • work and storage sheds; • roads and car parks; • block paving; • boardwalks; • footpaths; • concrete slabs – van sites and driveways; • boom gates; • street lighting; • BBQ facilities; • electrical power heads; • signs;

	• boundary/internal fencing and landscaping.
Desired Level of Service Statement	Asset maintenance and capital projects delivery are planned and executed in response to demand levels which are informed by tourism and leisure markets. Council's Holiday Parks are highly regarded as high quality accommodation destinations both within the market and amongst competitors.
Available Data	Condition inspection reports, asset management plans/reports.
Last Condition Survey	2018

General Assessment of Condition

	Condition Rating	% Assets	$CRC
1	Near Perfect	29	$13,103,393
2	Good	21	$9,542,174
3	Satisfactory	42	$19,027,629
4	Very Poor	5	$2,640,982
5	Unserviceable	3	$1,423,043
	Total	**100.00**	**$45,737,221**

Figure 32: Condition Rating – Holiday Parks



LEVEL OF SERVICE

Customer Research and Expectations:
Research includes tourism industry trend data from government agencies and peak bodies together with customer satisfaction survey results.

The Holiday Parks enjoy the benefit of occupying an enviable position amongst their peers on the Tomaree Peninsula. Customer survey results confirm that the Parks are being operated in an efficient manner while providing a level of facilities which is comparable or superior to the balance of the market.

Legislative Requirements
Like any other commercial venture Council's businesses are to be managed in accordance with various pieces of legislation; in the case of the Holiday Parks the key legislative instruments are:

- Crown Lands Management Act 2018
- Local Government Act 1993

Current Level of Service
The current level of service delivers accommodation and guest services that represent holiday experiences that meet or exceed guest expectations of quality and value for money.
In addition group and conference facilities represent a value proposition that will attract this type of business. The indicators for these service performance standards are:

- Repeat guest visitation;
- New visitor attraction;
- Group and small conference market attraction;
- Occupancy levels above industry best practice;

Desired Level of Service
Although enjoying an enviable role in the local market as being market leaders, it is imperative that the businesses continue to look at alternate segments in addition to consolidating their already strong market position. Quality assets enhance market attractiveness.

This is particularly true of the Holiday Park assets which exist in an increasingly competitive market place. For Council's assets to maintain their market share, they will need to improve the operational level of performance and customer experience. This will be delivered through a targeted capital works plan over the coming years.

FUTURE DEMAND

It is expected that with appropriate marketing, promotion and business attraction, the occupancy levels will increase to a targeted sustainable level of 50 – 55% annual average. Council's tourism accommodation properties experience, and will continue to experience seasonal variations which means this overall target is well exceeded in the peak tourism season (>90%). This has been experienced during the recent pandemic which has resulted in large variations in occupancy rates.

Planned asset management will be a key contributing component in ensuring that the operational objectives of the businesses are met.

Key Drivers

The key drivers influencing demand for this type of tourist accommodation infrastructure are:

- The tourism attractiveness of Port Stephens;
- Diverse and flexible facilities and services;
- Available market competition;
- Customer satisfaction (value for money, quality and presentation);
- Pandemic.

Future State

Note that at the time of writing this SAMP a number of capital projects are now complete.

A number of capital renewal projects have been completed across the Parks based on the data previously outlined in the Holiday Parks Management Plan. The current plans are nearing the end of their serviceable period and reviews have been completed awaiting approval. A number of these reviews has been completed and submitted, though the implementation is taking some due to the recent changes to the Crown Land Management Act 2018.

It is envisaged that there will continue to be a demand for increased services and improvements to infrastructure across all Holiday Parks in the next 3 – 5 years.

It is critical that profitability is maintained at required levels in order to fund this program of works; however some works are also done in order to generate additional or higher income streams.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

The creation and acquisition of assets are business decisions based on commercial and financial capabilities in line with the relevant strategic development plans, plans of management and business plans.

Operations/Maintenance Plan

Maintenance planning is programmed through the Holiday Parks Asset Management Plans, staff inspections and Park management. Minor matters raised by housekeeping staff or guest feedback are inspected and attended to immediately or prioritised and completed when resources are programmed.

Condition and Performance Monitoring

Monitoring of condition and performance is carried out by internal and external programs and authorities. These may include but not limited to regular safety audits, a program of safety observations and annually through condition inspections.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewal works are identified in condition reports which also inform the timing and implementation of the Holiday Parks Management Plan.

Proposed schedules for rehabilitation, renewal and replacement of tourist accommodation assets are detailed within the plans of management and supporting business plans.

The Holiday Parks –Management Plan below indicates the proposed works approved and the proposed timing of replacement in the asset lifecycle. These priorities are reviewed according to changes in demand and other market and/or safety factors.

Consolidation/Disposal Plan

The consolidation and disposal of assets are business decisions based on commercial performance and financial capabilities in line with the relevant strategic development plans, plans of management and business plans. There are currently no plans for consolidation or disposal.

Risk Plan

Risk Controls - Holiday Parks		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that capital projects will be delayed due to weather or unplanned variations in the project scope.	Capital projects are now identified by the Holiday Parks Section Manager in liaison with the Parks Management Team with scope and site delivery by the project managers.	Medium
There is a risk that project costs will exceed budget estimates.	During Project Execution stage costs are monitored and reported to senior management monthly.	Low

Financial/Budget Summary

- Capital

Capital expenditure provisions are as detailed under Holiday Parks Management Program.

- Recurrent/Operational

Recurrent expenses are planned and budgeted for under the Council's budgetary process while capital projects in the Crown Reserve Parks are funded by agreement with the Crown Reserve Trust and in line with the published Plans of Management.

Plan Improvement and Monitoring

The SAMP is reviewed and updated annually. New assets are recorded and allocated asset numbers in the Corporate Asset Register. The performance of existing assets is monitored throughout the year via regular inspections. Reports are prepared and priorities determined for improvements in preparation for the annual budget process.

Summary

The current status of the asset maintenance program across the Council holiday parks indicates that further strategic planning is required to meet the desired level of service and expected market need.

Operational Lands

Asset Holdings	Currently Council has 157 lots classified Operational Land including: • those held as properties designated for potential future development; and • those improved with buildings under the care and control of Council's Facilities and Services Group. Of these 157 lots, 38 are under the management of the Strategic Property Team with 24 considered as 'Active' development lots (currently under some form of development/consent activity). The remaining 14 are considered as 'Inactive' development sites (no current or planned development/consent activity).
Desired Level of Service Statement	Not applicable as the Active parcels form part of the Strategic Property development land bank.
Available Data	Operational Property Register.
Last Condition Survey	Not applicable as the improved Active parcels (namely the library and Administration buildings in Raymond Terrace maintained by the Facilities and Services Group) are free of major improvements.
Active Sites	**Karuah** • 210 -262 Tarean Road – 7 lots **Medowie** • 795 Medowie Road – 1 lot • 3 Industrial Road – 1 lot **Raymond Terrace** • 112 Adelaide Street – 1 lot • 50 William Street – 1 lot • 7A Bourke Street – 1 lot • 18A Sturgeon Street – 1 partial lot • 116 Adelaide Street – 1 partial lot **Salamander Bay** • 155 Salamander Way – 1 lot **Soldiers Point**

	• 2 Bagnall Avenue – 1 lot **Williamtown** • 178 Cabbage Tree Road – 1 lot • 282-282B and 398 Cabbage Tree Road – 4 lots
Main Findings	• None of the Operational Lands have above ground or major improvements which limits the need for SAMP actions; • More isolated Operational Lands, due to their unfenced nature, are at a higher risk of illegal dumping or other unacceptable activity; • The risks to Council from these Operational Lands are low in comparison to those of the improved sites; • Fencing is uneconomical but signage and increased Ranger visibility can act as a cost-efficient deterrent.

CHARACTERISITCS

The active parcels can be characterised by one or more of the following:

- Zoned for commercial, industrial or residential development, or identified for rezoning;
- Within reasonable proximity to existing commercial/industrial/residential centres;
- Most but not all are flood free;
- Services are readily available;
- Demonstrated demand for the end development.

The inactive parcels can be characterised by a variety of the following:

- Low lying and/or flood prone;
- Small sites not capable of individual development;
- Heavily vegetated;
- Services may not be readily available;
- Unusually shaped, making development problematic;
- Community considers land is "open space" or "parkland".

LEVEL OF SERVICE

Legislative Requirements

Apart from the general provisions of the Local Government Act 1993, there is no legislative requirement in relation to these Operational Lands.

FUTURE DEMAND

Development of these Operational Lands is typically demand-driven. When the market is indicating upcoming demand for the likely end land use, the Property Services section of Council commences a process to rezone and or secure development consent for the end land use. Once consent conditions are available, Property Services can review market conditions and development costs to determine the feasibility of proceeding with the development of individual sites. Council resolution to proceed with the development including the provision of funding necessary to complete the development proposal is required. Sale of the end product pays for the development costs of the project with surpluses accruing in the Property Reserve Fund to continue to alleviate the call on rates revenue and assist with future development projects.

The Council is a relatively small player in the development industry however has a commercial advantage over private developers that must secure sites, incur holding costs, bring developments to the market and sell the completed project, all within a timeframe that enables a profit to be made. Council as the landowner has less holding costs and therefore can "land bank" its sites until market conditions are appropriate.

LIFECYCLE MANAGEMENT PLAN

Life cycle management plan provisions are not relevant to vacant land.

Visitor Information Centre

Asset Holdings	Visitor Information Centre, Nelson Bay			
Desired Level of Service Statement	To provide a modern attractive tourism facility for the visitors to Port Stephens.			
Available Data	Fair Value as at 30 June 2018, condition inspection report			
Last Condition Survey	2021			
	Condition Rating		**% Assets**	**$CRC**
	1	Near Perfect	0	$0

General Assessment of Condition	**2**	Good	100	$2,214,000
	3	Satisfactory	0	$0
	4	Very Poor	0	$0
	5	Unserviceable	0	$0
		Total	**100.00**	**$2,214,000**
Main Findings	• Management of the building moved from Property Services to Community Assets in December 2020.			
Future Actions	• Undertake a detailed electrical audit to develop 10 lifecycle costings and management plan.			

Figure 32: Condition Rating - Visitor Information Centre

LEVEL OF SERVICE

Legislative Requirements

- National Construction Codes and Standards
- Work Health and Safety Act 2011
- Work Health and Safety Regulations

Current Level of Service:

The VIC provides an attractive modern facility which currently caters well to its use. The VIC is a purpose built facility located within an attractive focal point adjacent to the Nelson Bay CBD.

Desired Level of Service

Into the future there may be the requirement to provide significant capital upgrades in order to adequately service the increased tourism numbers within Nelson Bay and Port Stephens generally.

FUTURE DEMAND

Key Drivers

The key driver in respect of this asset will remain tourism and tourism related industry and visitation.

Future State

It is anticipated that increasing tourism numbers and the increasing popularity of Port Stephens generally will increase demand for the level of service provided by the facility.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

There are currently no plans for creation or augmentation at this time.

Operations/Maintenance Plan

A programmed maintenance schedule is in place for Council's assets. When a fault or breakdown occurs with an asset, reactive maintenance is performed, to allow the asset to perform its intended function.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of the asset. The assessment informs what is required for the assets to be managed in the most cost effective and sustainable manner.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewal works are identified in condition reports which also inform the timing and implementation of the Visitor Information Centre Management Program.

Consolidation/Disposal Plan

There is no proposed consolidation or disposal plan in place for the Visitor Information Centre as the building is deemed fit for purpose and continues to fulfil requirements.

Risk Plan

Risk Controls - Visitor Information Centre		
Risk	**Control to Mitigate Risk**	**Residual Risk**
There is a risk that non-compliant services within the building could lead to breaches in legislative provisions.	• Regular compliance programs are in place to ensure compliance. • Continue regular maintenance inspections as per the Asset Inspection program to check for changes in condition.	Medium
There is a risk that the building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	• Install working at heights systems on buildings that require known frequent working at heights for accessing utilities such as AC units, box gutters, etc. • Create a program to install and fund working at heights systems on these buildings. • For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. • Undertake annual certification of installed anchor points.	Medium

Financial/Budget Summary

- Capital

The most recent capital works include the carpet and vinyl flooring replacement. Proposed future capital works are scheduled through biennial condition inspections.

- Recurrent/Operational

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are implemented through Council's asset inspections and the customer request system.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

Summary
The VIC remains an asset well suited to its current purpose. However it is anticipated that into the future increases in tourism numbers and the popularity of Port Stephens as a preferred holiday destination servicing both local and overseas markets will dictate that significant capital upgrades are undertaken.

Lifecycle Management: Information Communication Technology Assets

Information Communication Technology (ICT) Assets categories are listed in Table A.

Cabling

Asset Holdings	Structured Data Cabling			
Available Data	Limited			
Last Condition Survey	2022			
General Assessment of Condition	**Condition Rating**		**% Assets**	**$CRC**
	1	Near Perfect	15	$100,000
	2	Good	55	$280,000
	3	Satisfactory	25	$155,000
	4	Very Poor	5	$10,000
	5	Unserviceable	0	$0
		Total	**100.00**	**$545,000**
Main Findings	Some of the structured cabling across Council buildings is of an obsolete standard, leading to intermittent and poor performance. Council is implementing a program of works to remediate its ICT infrastructure to industry standard. Where existing structured cabling is non-compliant to category 5e Standards (ratified in 1999), the cabling will be replaced. Where the existing structured cabling is of category 5e or greater, it will be certified to ensure the Standard is met. New cabling installations will be compliant to the category 6a standard (ratified in 2008). The structured cabling at most Council buildings has been undertaken over the last 3 years.			

LEVEL OF SERVICE

Customer Expectations

Internal customers expect that the structured cabling at their place of work is reliable and is capable of operating at a speed that enables the delivery of corporate applications, data and telecommunications services; and that there are adequate "ends" that cater for organisational growth.

Current Level of Service
The existing structured cabling at some buildings is of an obsolete standard or does not comply with current structured cabling standards.

FUTURE DEMAND

Demand is a factor of the growth of Council's built assets (none currently planned) and increases in staff levels, which are documented in the Workforce Plan 2018-2021.

Other Factors
World metal prices (notably copper) can affect the cost of cabling and hence the costs of replacement.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan
Not applicable for this asset type.

Operations/Maintenance Plan
Maintenance is conducted on an as-required basis where faults are detected.

Condition and Performance Monitoring
Cabling is regularly monitored to anticipate failures given the condition of the asset stated above.

Rehabilitation/Renewal/Replacement Plan
Renewal and replacement is being undertaken as part of an on-going ICT infrastructure remediation program of works and all procurement activities are being undertaken in line with Council's procurement guidelines.

Consolidation/Disposal Plan
Cabling removed from buildings is sent to recyclers. Proceeds are re-invested in the asset.

Risk Plan
Building cabling is covered in the Enterprise Risk Management Plan.

Financial/Budget Summary

- Recurrent and Operational

Annually from 2018-2019 minor maintenance only: includes additions and moves to the value of $20,000 p.a.

Plan Improvement and Monitoring

Plans for management of structured cabling are reviewed annually as part of the review of all Council's assets.

Desktop Assets

SUMMARY

Asset Holdings	Desktop computers, laptop computers and tablets installed throughout Council facilities.			
Available Data	ICT Desktop Assets			
Last Condition Survey	2022			
General Assessment of Condition	**Condition Rating**		**% Assets**	**$CRC**
	1	Near Perfect	85	$850,000
	2	Good	10	$200,000
	3	Satisfactory	4	$40,000
	4	Very Poor	1	$10,000
	5	Unserviceable	0	$0
		Total	**100.00**	**$1,100,000**
Main Findings	Existing Desktop Assets are in fully operational condition. These assets do not degrade in appearance, functionality or performance over time. However as operating systems and applications develop, or become obsolete, the machines on which they run, may require replacement.			

LEVEL OF SERVICE

As the Desktop Assets are critical to Council's operations, suppliers and customers, the assets are required to be fully functional during Council and remote site business hours.

Desktop Assets must provide appropriate functionality at fixed locations for desktop systems, or provide flexibility and remote connectivity if a laptop or tablet is used.

It is in the best interest of Council to maintain equipment with manufacturers' warranty and sufficient support provisions. This applies to both hardware and software.

Council and associated business units such as holiday parks, libraries and the VIC expect to be able to access the entire suite of ICT applications and systems during business hours and from time to time outside normal business hours.

In addition to time-based access, users also demand flexible and mobile access from outside the Council network. Desktop Assets underpin almost every function of Council. The assets themselves offer no return on investment. However, by providing reliable and efficient ICT services, the individual systems improve efficiencies and enhance and support cost effective Council operations.

As a collection of Council assets, the devices themselves do not directly link to strategies, plans or objectives, other than interfacing with the systems that underpin council operations and community activities.

FUTURE DEMAND

As Council's systems continue to develop with increasing mobility and flexibility, in line with CIVID-19 isolation requirements, there has been a corresponding move to laptops and tablets.

Desktop PCs will still have a place for permanently deskbound roles; however any functions performed could easily be performed by a current laptop machine.

While there is no foreseeable reduction in numbers of systems, they will differ in format, moving from fixed Desktop machines to Laptops and Tablets/Hybrid devices

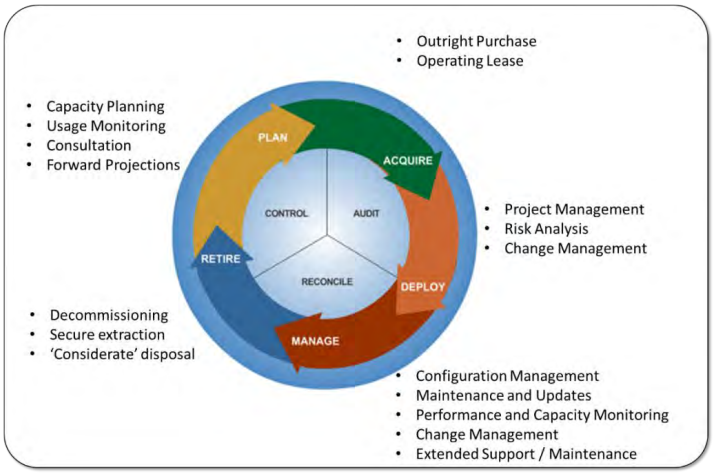
Other Factors
Fluctuating world commodity prices may also have a significant impact on the ongoing availability and replacement of desktop systems.

LIFECYCLE MANAGEMENT PLAN

Desktop Assets require little or no traditional maintenance or servicing.
From time to time, software, firmware or operating systems require updates, which are applied during regularly scheduled system outages, timed to minimise any impact to Council and remote site operations.

Physical failures, which are infrequent, are resolved by manufacturer representatives under factory warranty.

Figure 33: Lifecycle Management Plan - Desktop Assets



Creation/Acquisition/Augmentation Plan
Not applicable for this asset type.

Operations/Maintenance Plan
Other than regular updates of software or firmware, Desktop assets do not require anything other than a very basic asset management framework.

Older assets become more expensive to maintain as they approach the end of the 'supported life' by the manufacturer, at which point support is no longer provided.

After a period; usually three to five years it is more cost effective to procure new equipment which carries warranty and support as part of the initial purchase price.

Condition and Performance Monitoring
Continuous real-time monitoring provides immediate alerts should any assets suffer a physical failure, be operating in a degraded state, or do not have the capacity to perform their main functions.

Individual computers 'check-in' with the Service Desk, which builds a database of all configuration and installed software information.

Rehabilitation/Renewal/Replacement Plan
Renewal and replacement is being undertaken as part of an on-going ICT infrastructure remediation programme of works, which for desktop and laptop computers, depending on operating system versions, is between three and five years. Tablets have an active service life of between two and four years. All

procurement activities are being undertaken in line with Council's procurement guidelines.

Consolidation/Disposal Plan
At end-of-life, systems are disposed of in line with the asset disposal management directive.

Risk Plan
ICT Infrastructure is covered in the Enterprise Risk Management Plan.

Financial/Budget Summary
Depending on Council's financial position and procurement strategies at the time, ICT Desktop Assets can either be procured through outright purchase, or operating leases.

All future purchases will include support and maintenance provisions for the entire projected life of the asset, eliminating increased operating costs as the assets age.

The financial forecasts are made with the following assumptions:

- Capacity of newer equipment increases, while purchase costs decrease;
- A combination of Council's financial data, combined with experience at other organisations provides the basis for any financial estimates or projections;
- Upcoming operating system or applications updates may force a change in hardware.

Plan Improvement and Monitoring
This plan must be reviewed annually due to the continually evolving ICT landscape and the different classes of ICT Desktop Assets

ICT Infrastructure

SUMMARY

Asset Holdings	Servers, Storage Nodes, Backup Systems and the connectivity infrastructure covering the Raymond Terrace Administration Building Datacentre, the Disaster Recovery Datacentre at the Raymond Terrace Depot and the network infrastructure across Council's remote sites and Holiday Parks
Available Data	ICT Desktop Assets

Last Condition Survey	2022
General Assessment of Condition	The condition of ICT Infrastructure does not degrade over time or from over-use.

	Condition Rating	**% Assets**	**$CRC**
1	Near Perfect	70	$720,000
2	Good	0	$0
3	Satisfactory	3	$80,000
4	Very Poor	0	$0
5	Unserviceable	0	$0
	Total	**100.00**	**$800,000**

Main Findings	All existing ICT Infrastructure is in fully operational condition. These assets do not degrade in appearance, functionality or performance over time; however the cost of ownership dramatically increases over time with escalating support and maintenance costs usually exceeding the cost of replacement within five years.

LEVEL OF SERVICE

As ICT infrastructure is critical to Council's operations, suppliers and customers, the assets are required to be fully functional during Council and remote site business hours.

ICT Infrastructure must provide sufficient computing power, data storage as well as backup and recovery to support the needs of Council now and into the future.

It is in the best interest of Council to maintain equipment with manufacturers' warranty and sufficient support provisions.
Council and associated business units such as such as holiday parks, libraries and the VIC expect to be able to access the entire suite of ICT applications and systems during business hours and from time to time outside normal business hours.

In addition to time-based access, users also demand flexible and mobile access from outside the Council's network.

Residents, developers and prospective visitors expect to be able to interact electronically with Council, again over a variety of methods outside normal business hours.

ICT Infrastructure underpins almost every function of Council. The assets themselves offer no Return on Investment, however by providing reliable and efficient ICT services, the individual systems improve efficiencies, and enhance and support cost effective Council operations.

As a collection of Council assets, the devices themselves do not directly link to strategies, plans or objectives, other than hosting the systems which underpin council operations and community activities.

FUTURE DEMAND

There are many factors which may either increase or decrease future demand of the ICT Infrastructure. With this in mind, all systems are developed with scalability in-built.

May cause an increase in demand

- Business improvements such as electronic Development Application lodgement and tracking will increase data storage and backup requirements;
- 3D drawings and plans will increase data storage and backup requirements;
- Increased capabilities in the Spatial Services area will increase data storage and backup requirements;
- Increasing use of mobile devices uploading into Council systems;
- Records Management legislation may increase data storage and backup requirements.

May cause a decrease in demands

- Increased use of Cloud Applications;
- Improvements in internal systems (De-Duplication etc…);
- Improved compression for storage and backup solutions;
- Structured off-line archiving of electronic records.

Other Factors

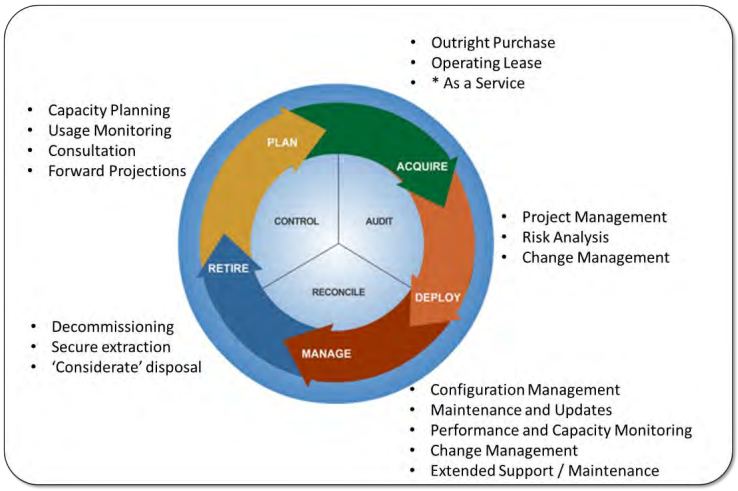
Emerging technologies may increase or decrease projected costs, as well as developments of Cloud Solutions, improved connectivity such as NBN or Wireless point to point connectivity.

World commodity prices may also have a significant impact.

LIFECYCLE MANAGEMENT PLAN

ICT Infrastructure requires little or no traditional maintenance or servicing.
From time to time, software, firmware or operating systems require updates, which are applied during regularly scheduled system outages, timed to minimise any impact to Council and remote site operations.

Figure 34: Lifecycle Management Plan - ICT Infrastructure



Creation/Acquisition/Augmentation Plan
Not applicable for this asset type.

Operations/Maintenance Plan
Other than regular updates of software or firmware, ICT Infrastructure assets do not require anything other than a very basic asset management framework.

Older assets become more expensive to maintain as they approach the end of the 'supported life' by the manufacturer, at which time support is no longer provided.

At this point it is more cost effective to procure new equipment which carries warranty and support as part of the initial purchase price.

Condition and Performance Monitoring
Continuous real-time monitoring provides immediate alerts should any assets suffer a physical failure, be operating in a degraded state, or does not have the capacity to perform its main functions.
The data is real-time with a database for historical reporting, trend analysis and capacity planning

Rehabilitation/Renewal/Replacement Plan

Renewal and replacement is being undertaken as part of an on-going ICT infrastructure scheduled programme of works.

All procurement activities are being undertaken in line with Council's procurement guidelines.

Consolidation/Disposal Plan

Assets that are decommissioned have no commercial value. At the time of replacement, some items may be returned to the manufacturer. Remaining assets will be disposed of as per Council's Asset disposal management directives and relevant guidelines.

Risk Plan

ICT Infrastructure is covered in the Enterprise Risk Management Plan.

Financial/Budget Summary

Depending on Council's financial position and procurement strategies at the time, ICT Infrastructure assets can either be procured through outright purchase, or operating leases.

All future purchases of ICT Infrastructure assets will include Support and Maintenance provisions for the entire projected life of the asset, eliminating increased operating costs as the assets age.

The financial forecasts are made with the following assumptions:

- Capacity of newer equipment increases, while purchase cost decrease;
- Combined with Council's financial data, experience at other organisations provides the basis for any financial estimates or projections;
- Growth in capacity is estimated considering requirements over the past two years and looking forward to strategic initiatives and projects.

Plan Improvement and Monitoring

This plan must be reviewed annually due to the continually evolving ICT landscape and the different classes of ICT Infrastructure Assets.

ITEM 3 - ATTACHMENT 3 DRAFT RESOURCING STRATEGY 2022 TO 2023 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2022 TO 2032 AND STRATEGIC ASSET MANAGEMENT PLAN 2022 TO 2032.

Appendix A – Dashboards

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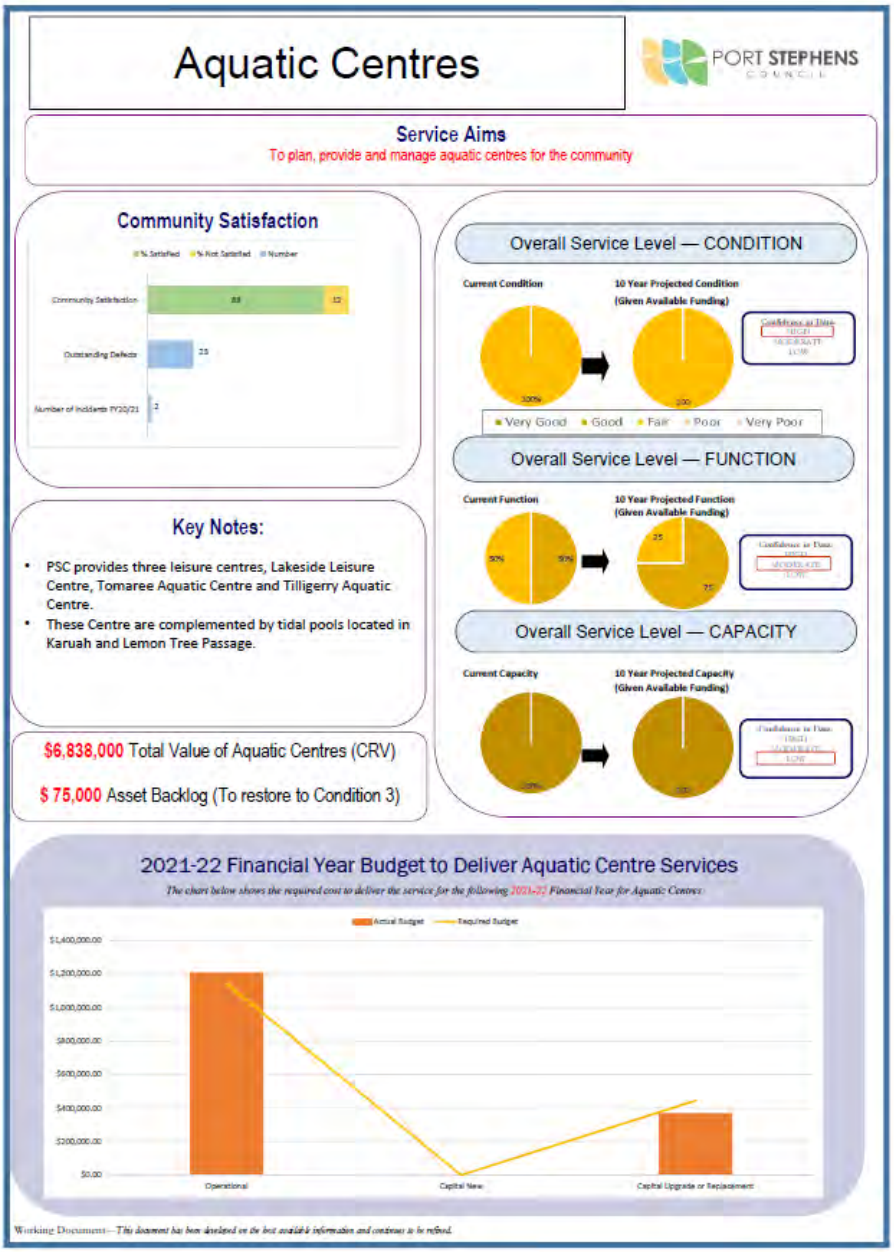

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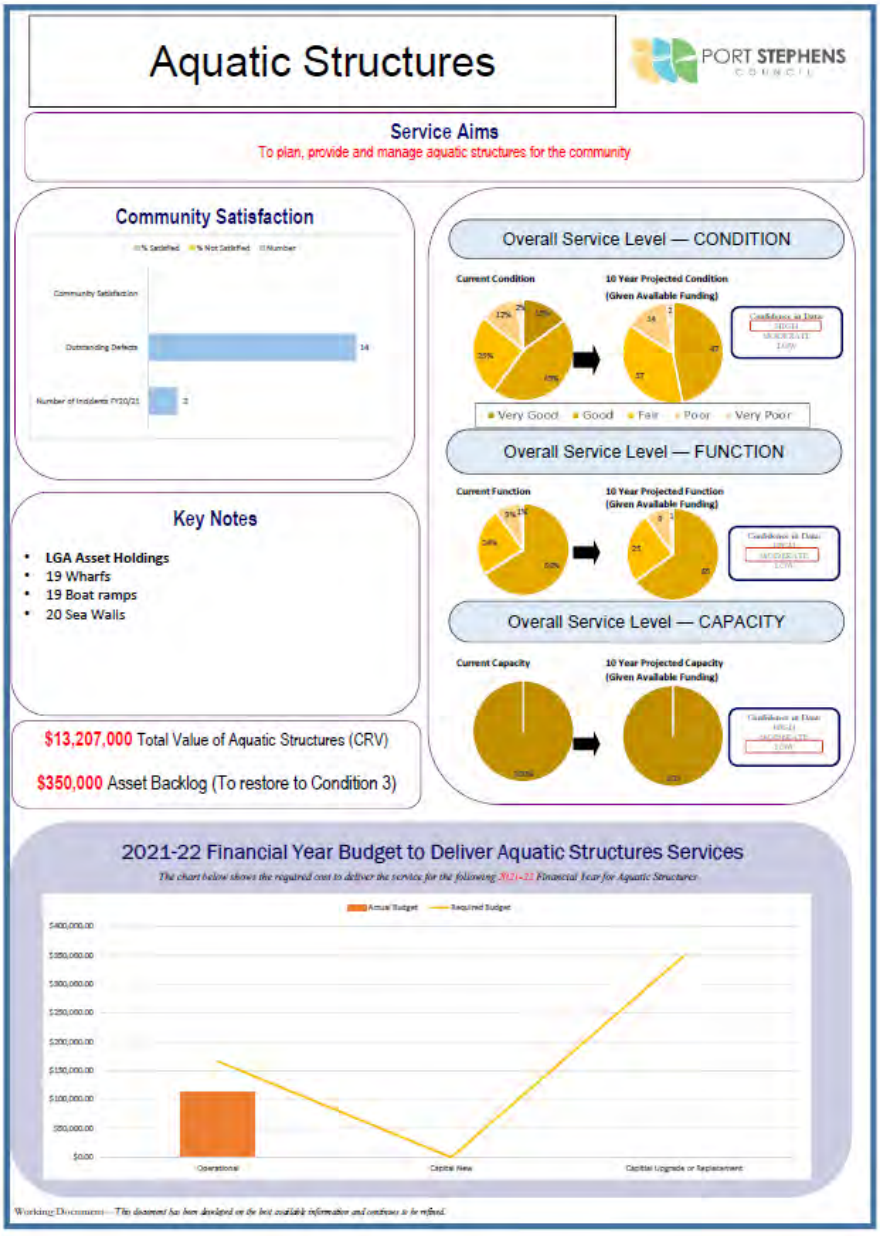

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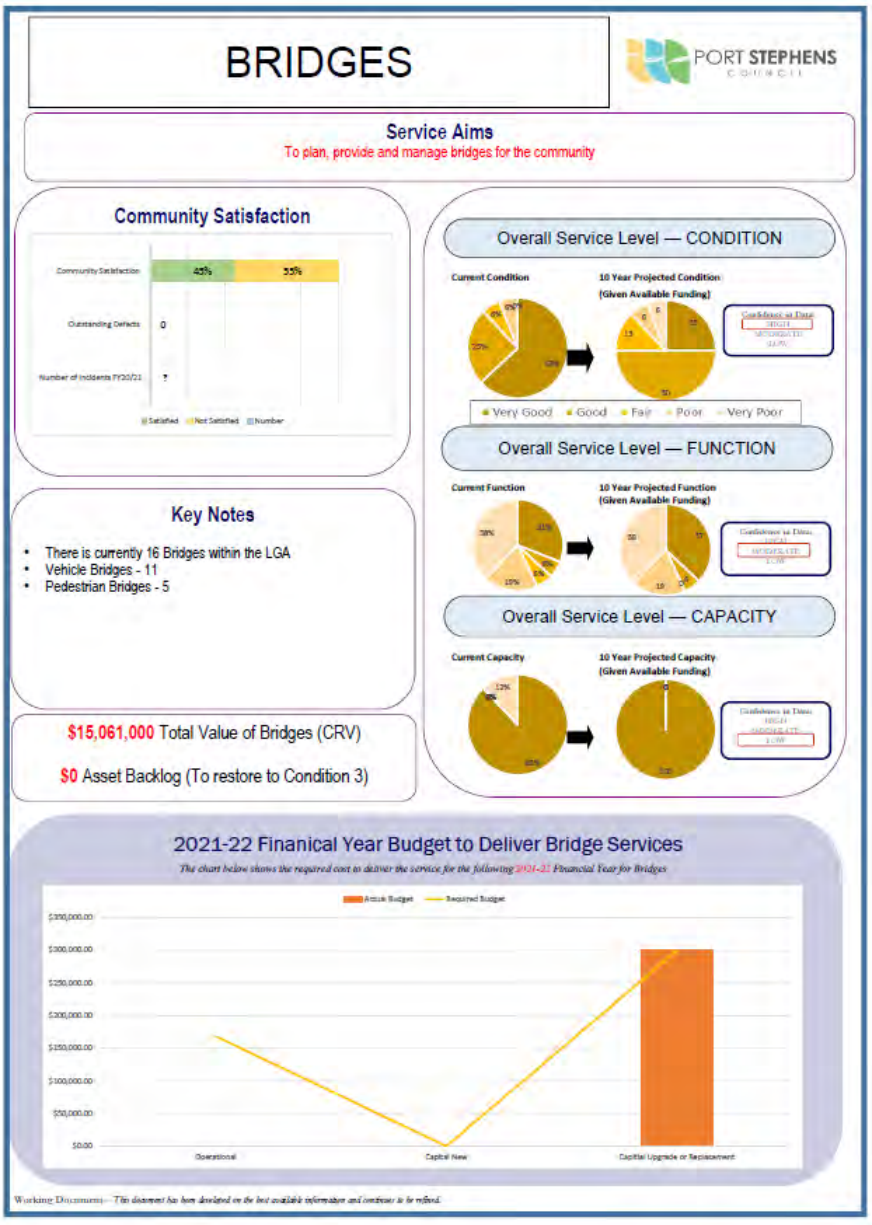

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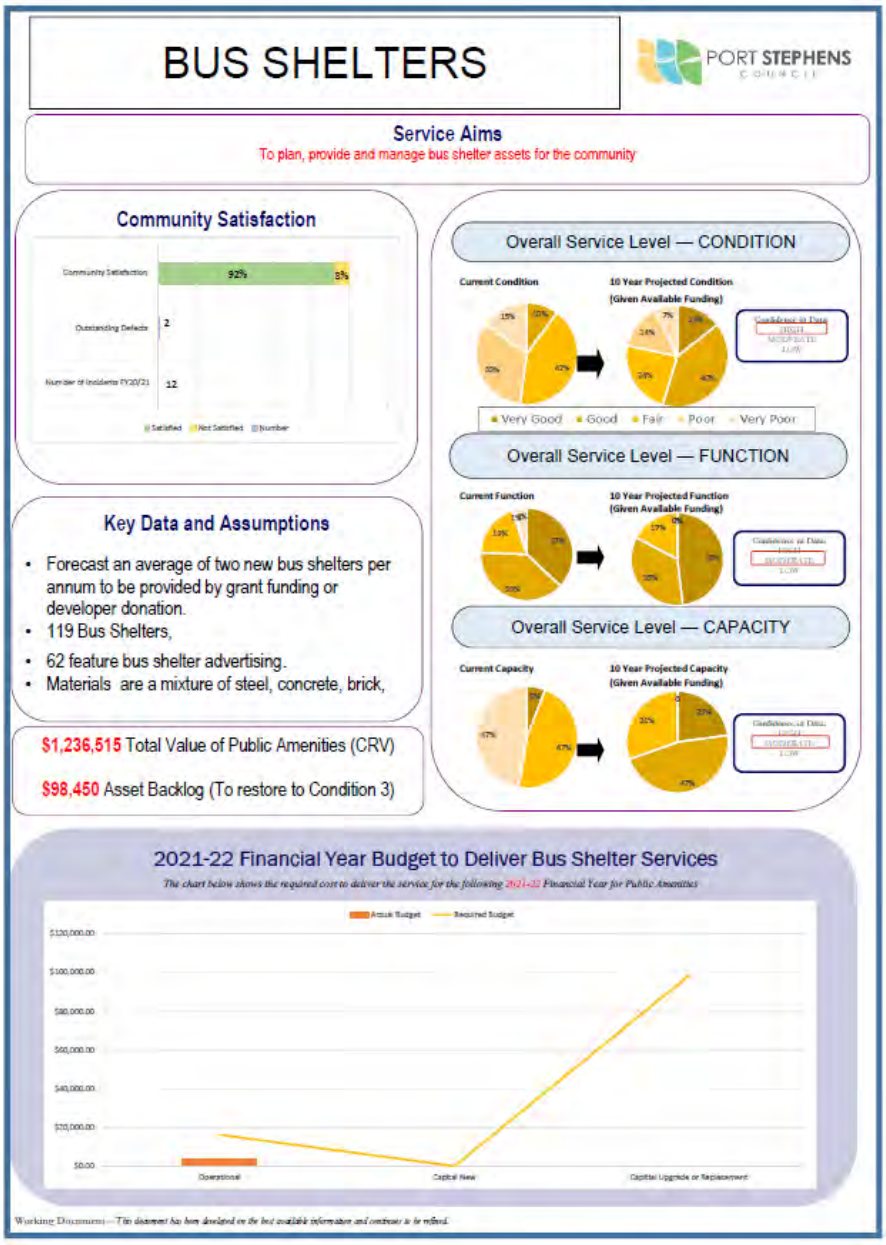

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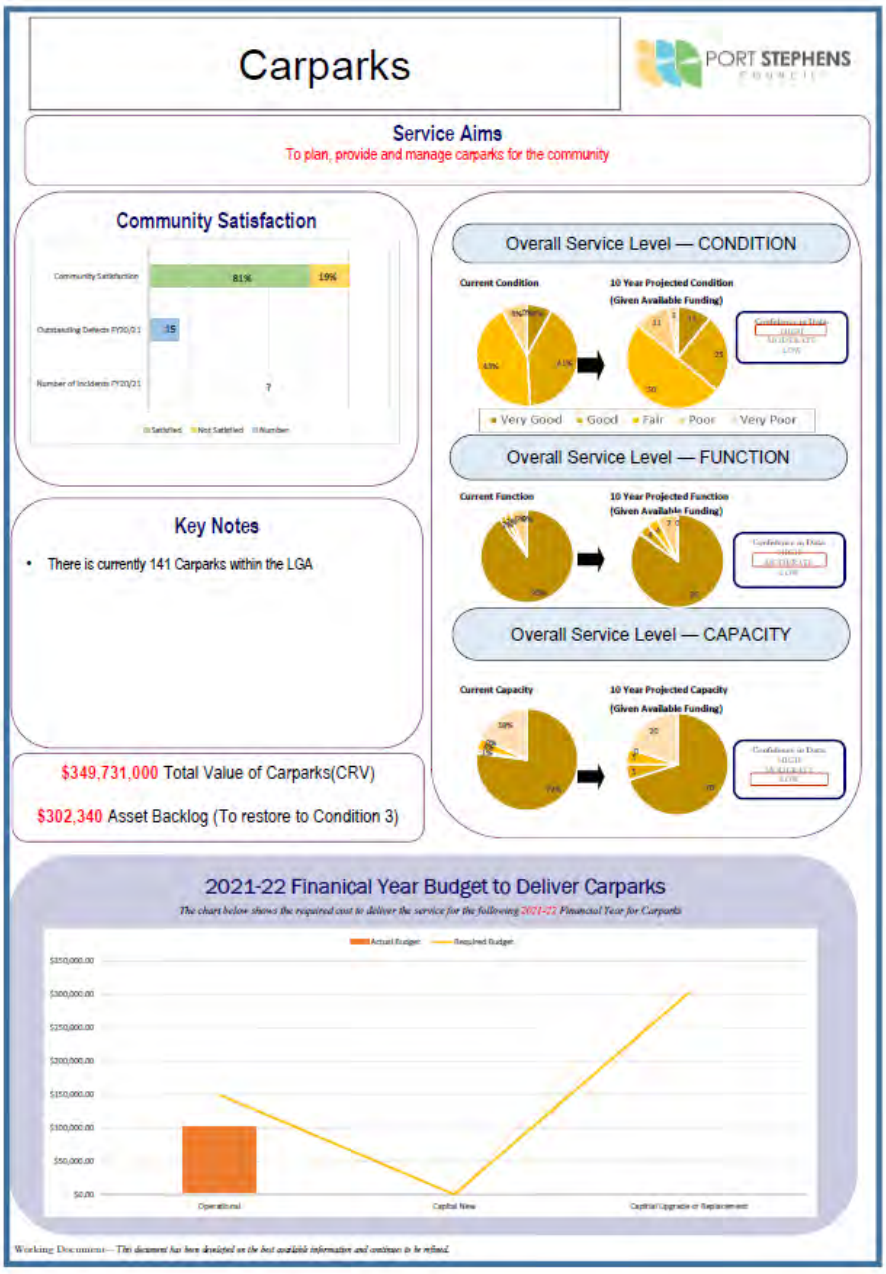

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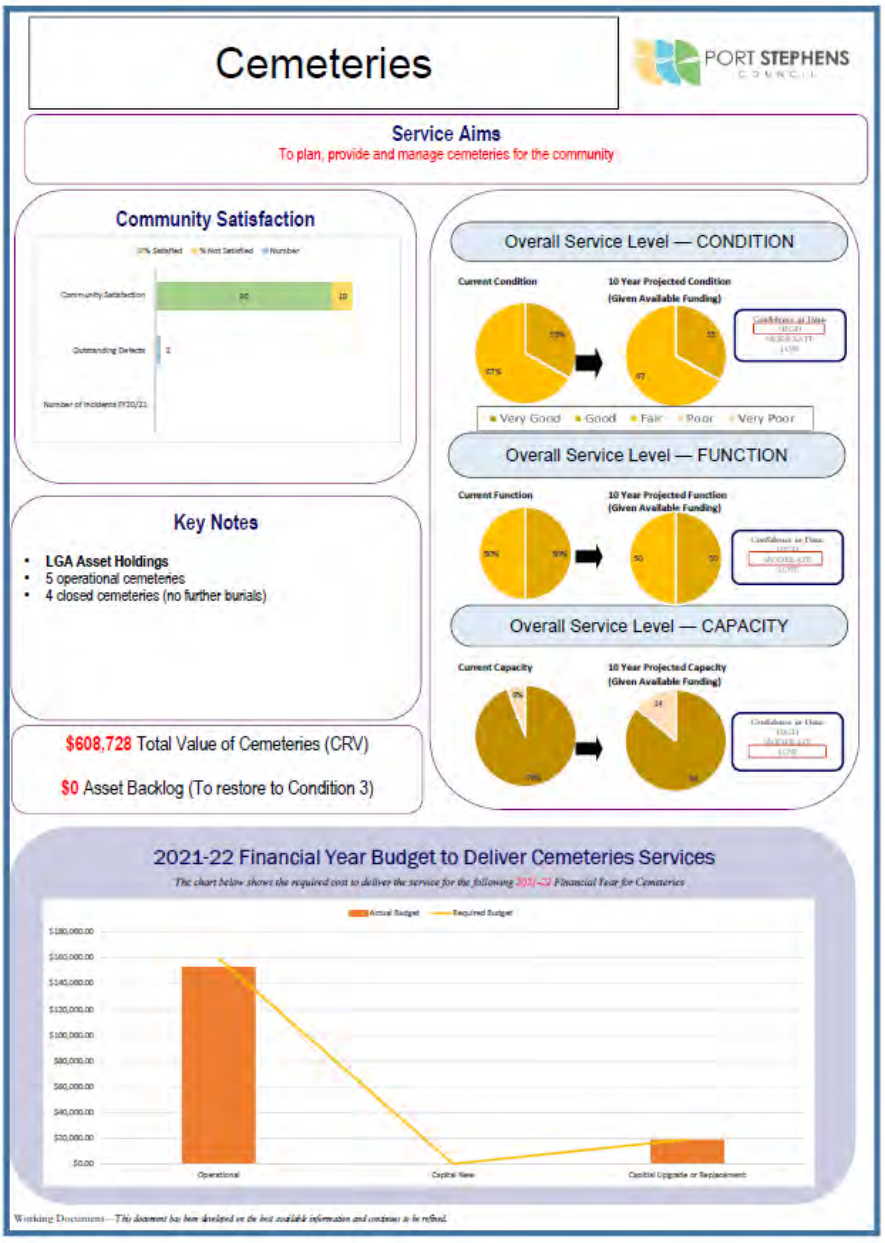

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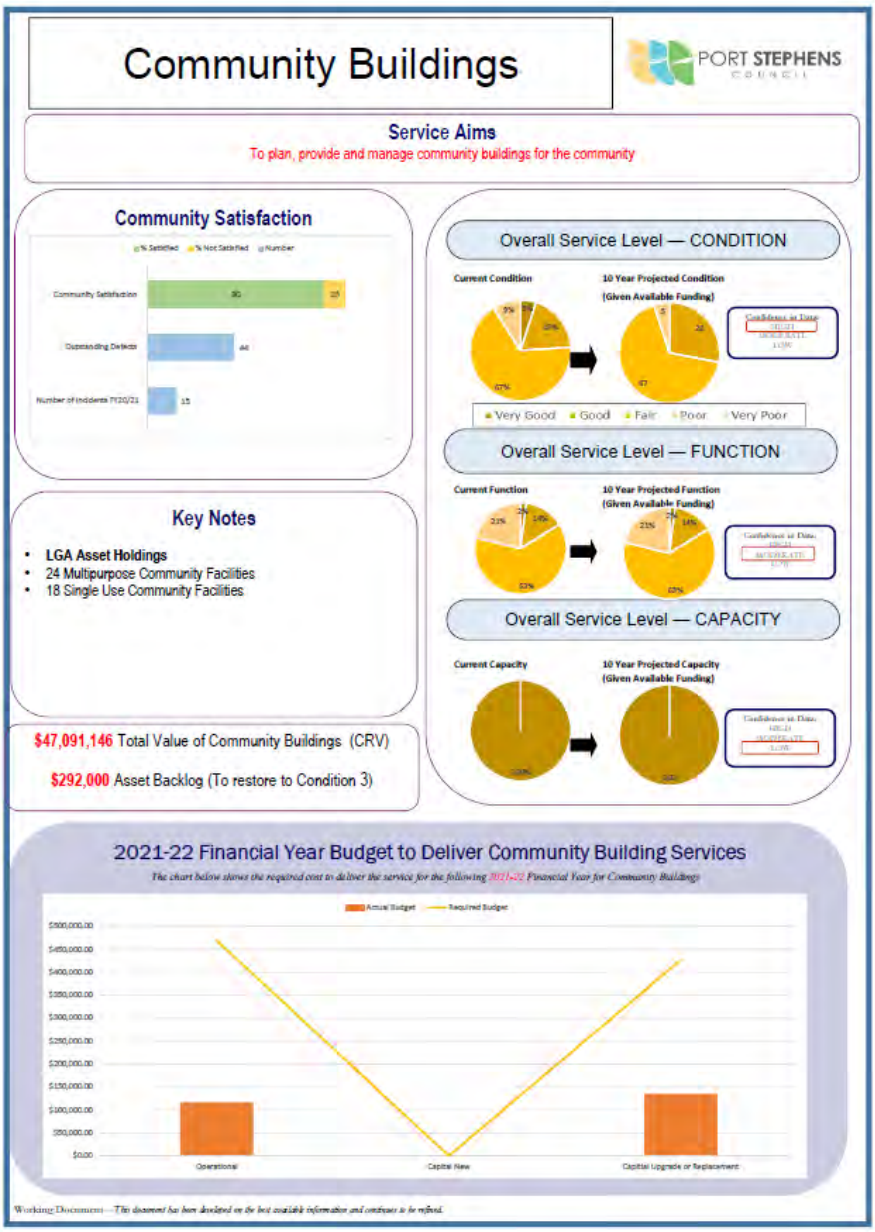

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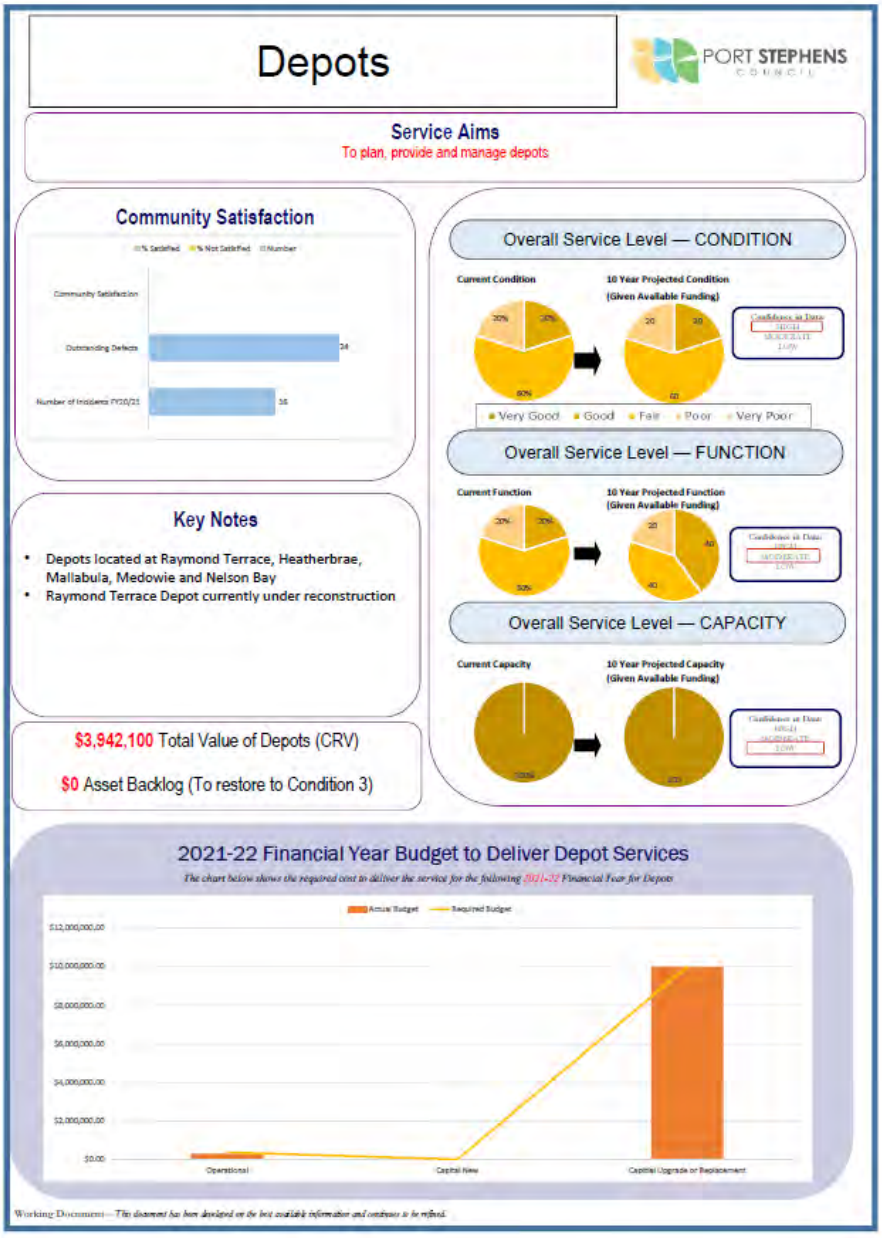

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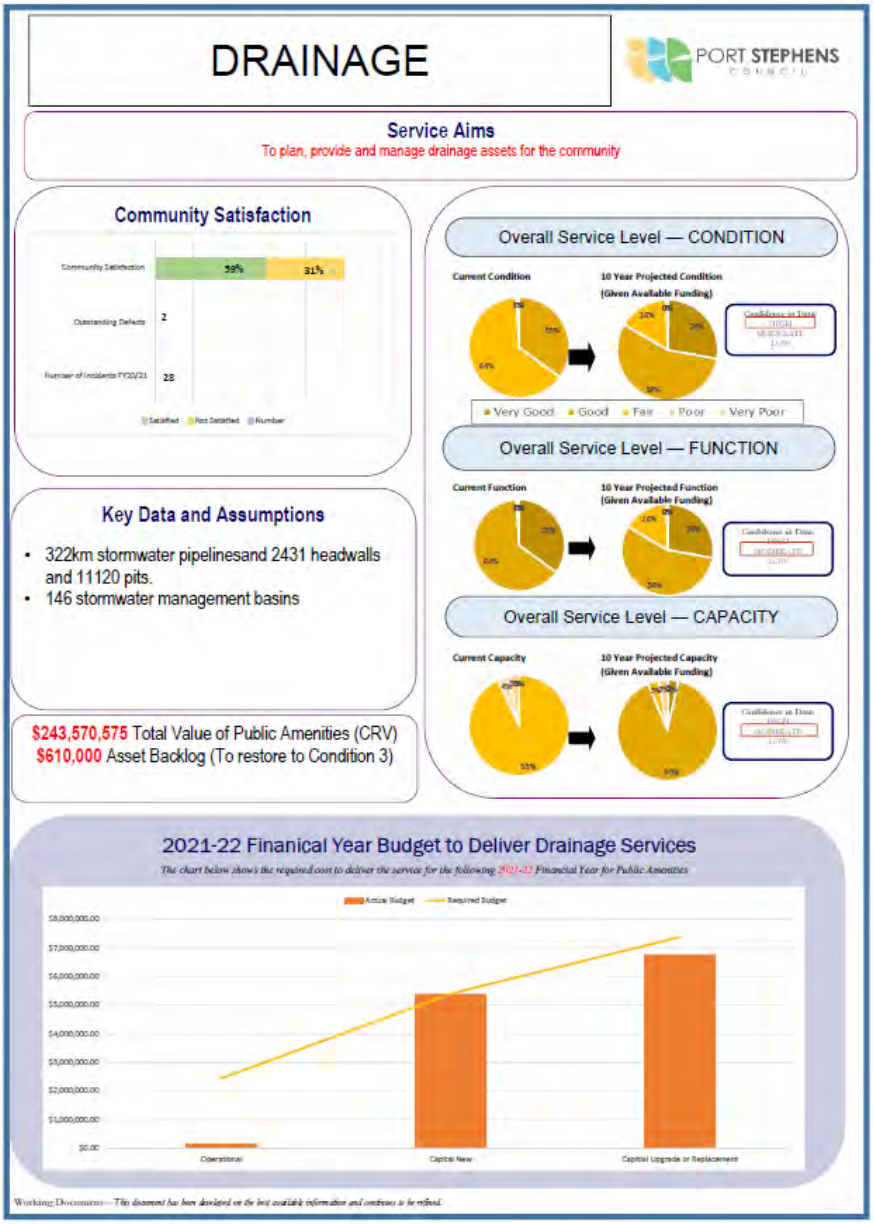

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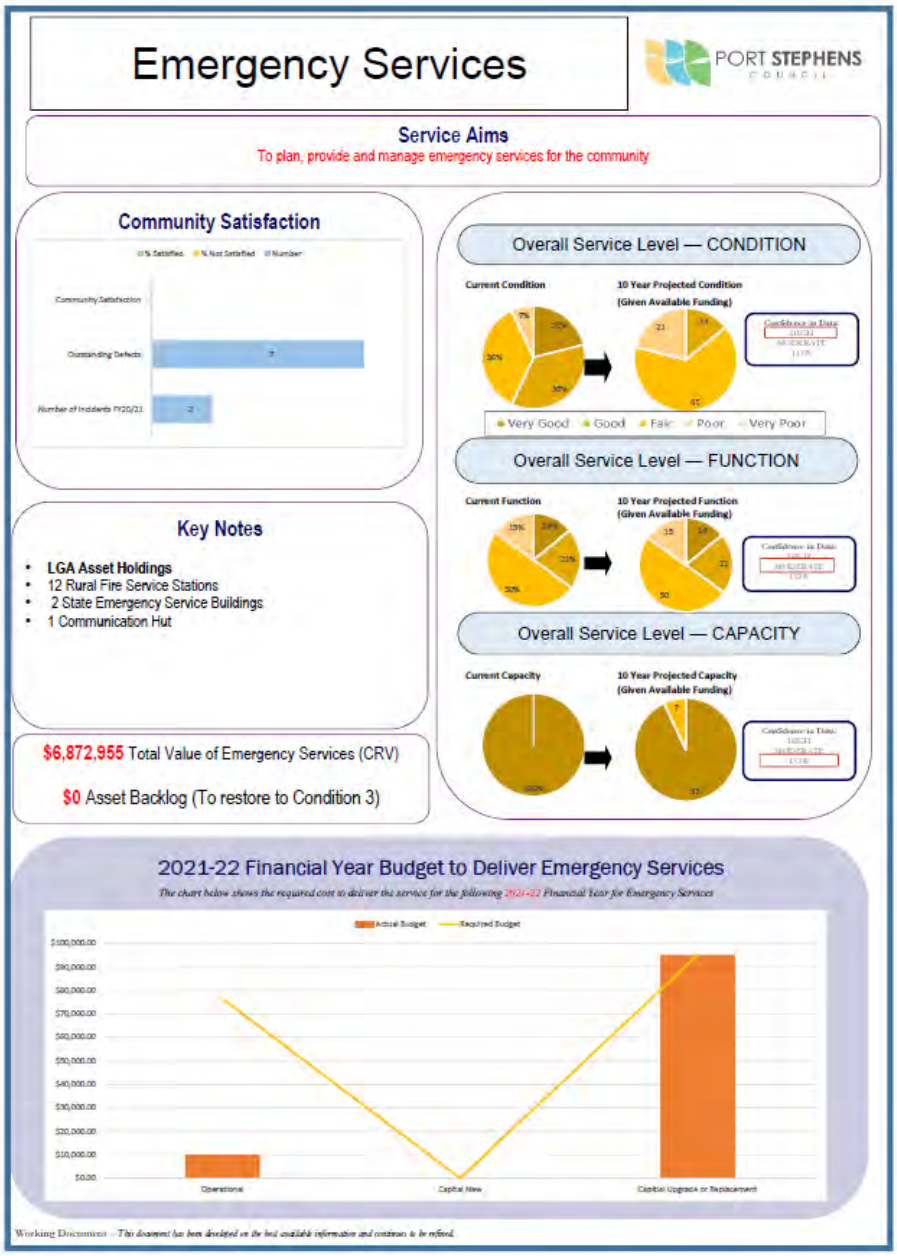

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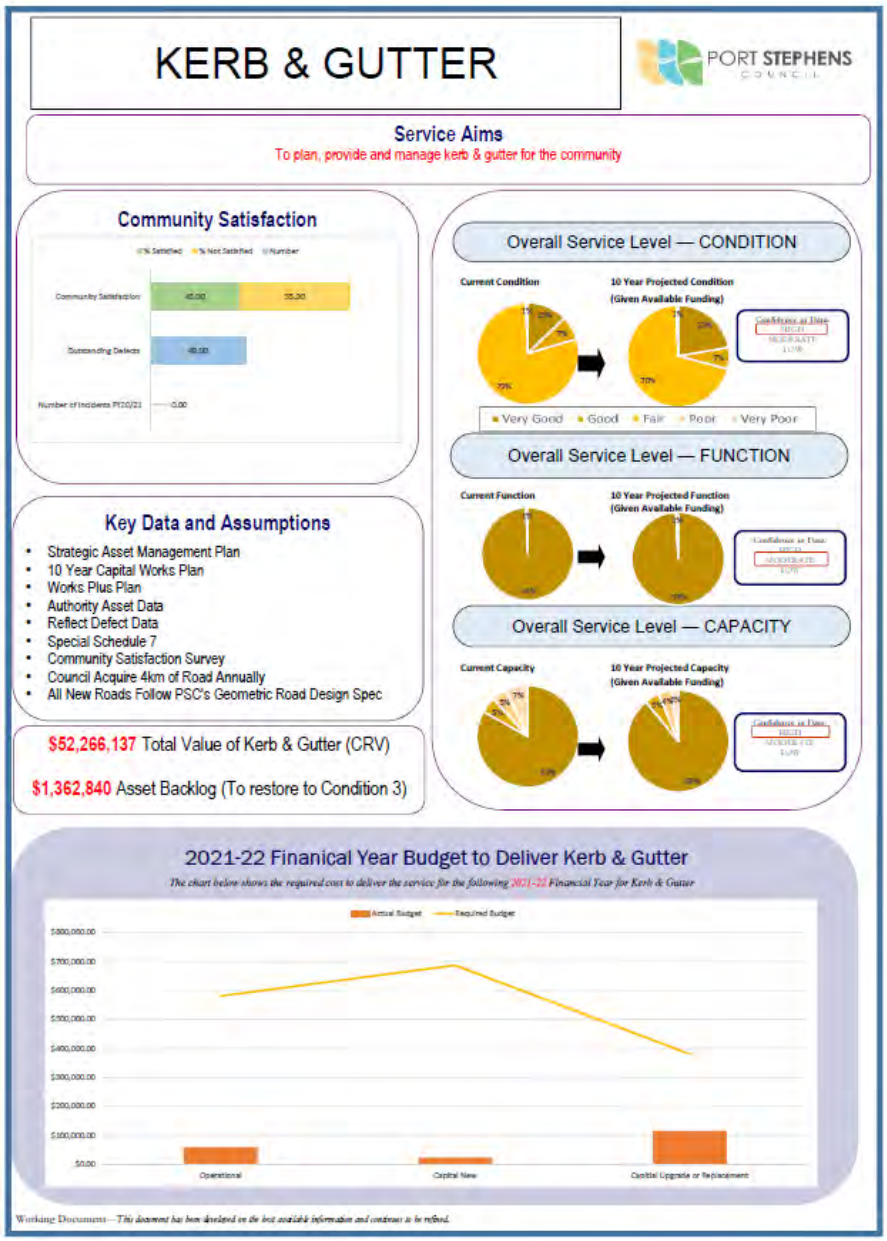

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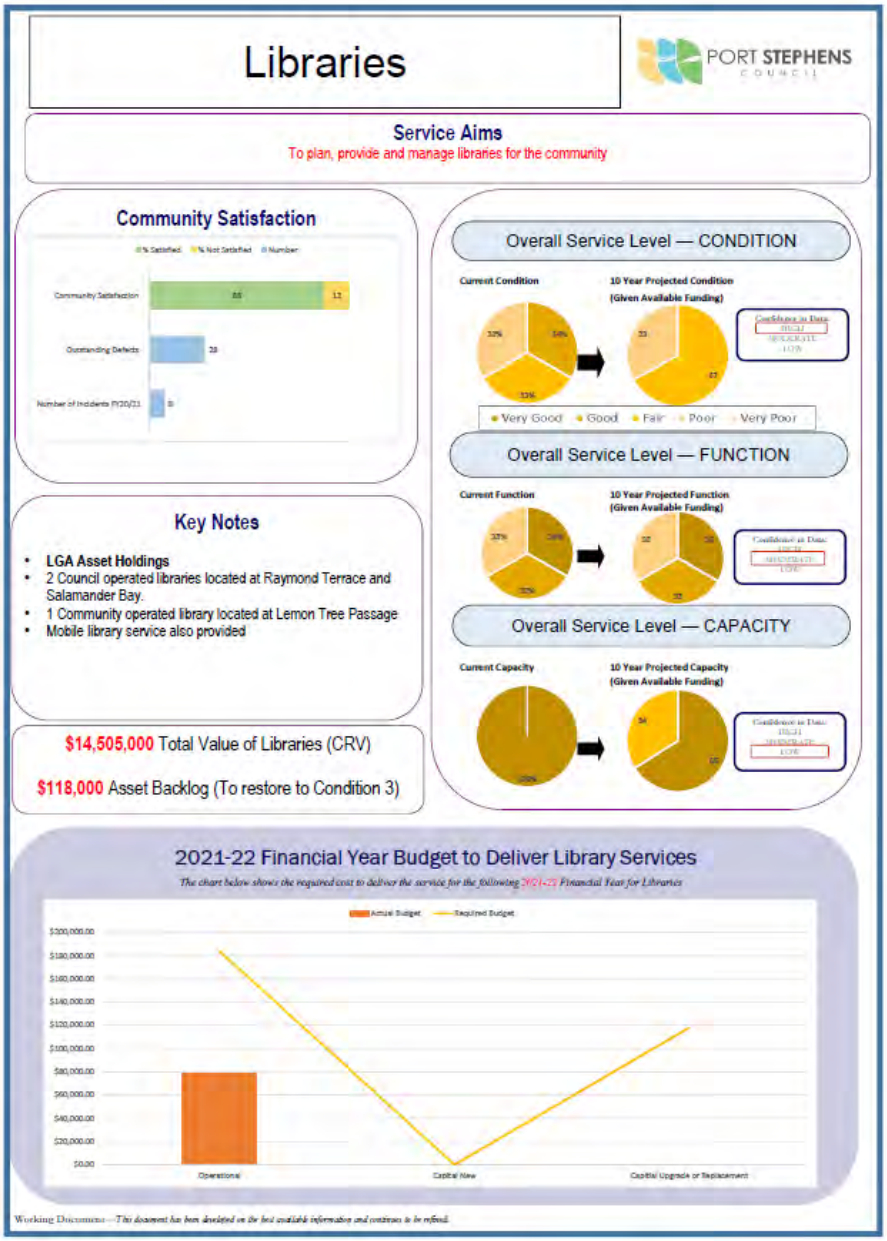

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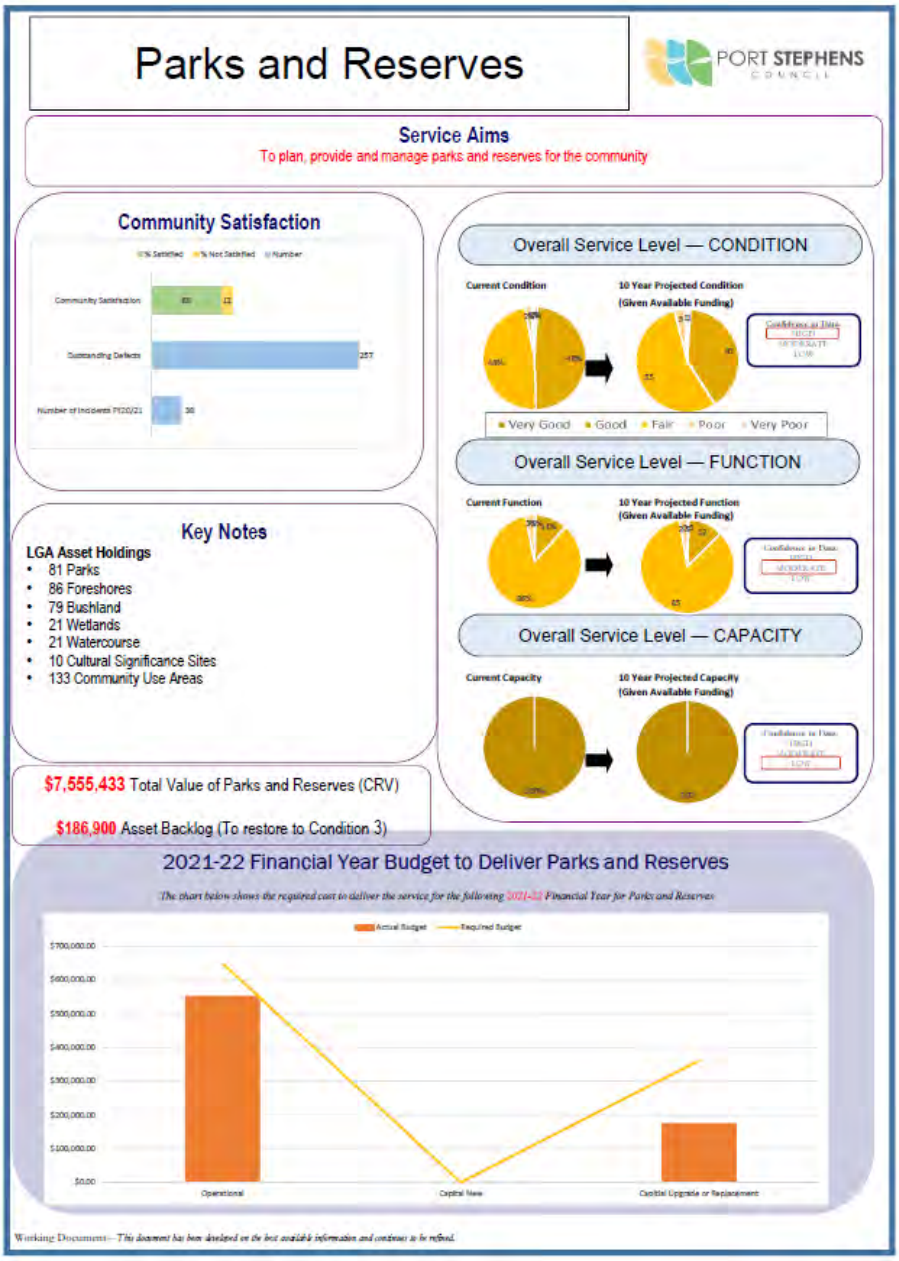

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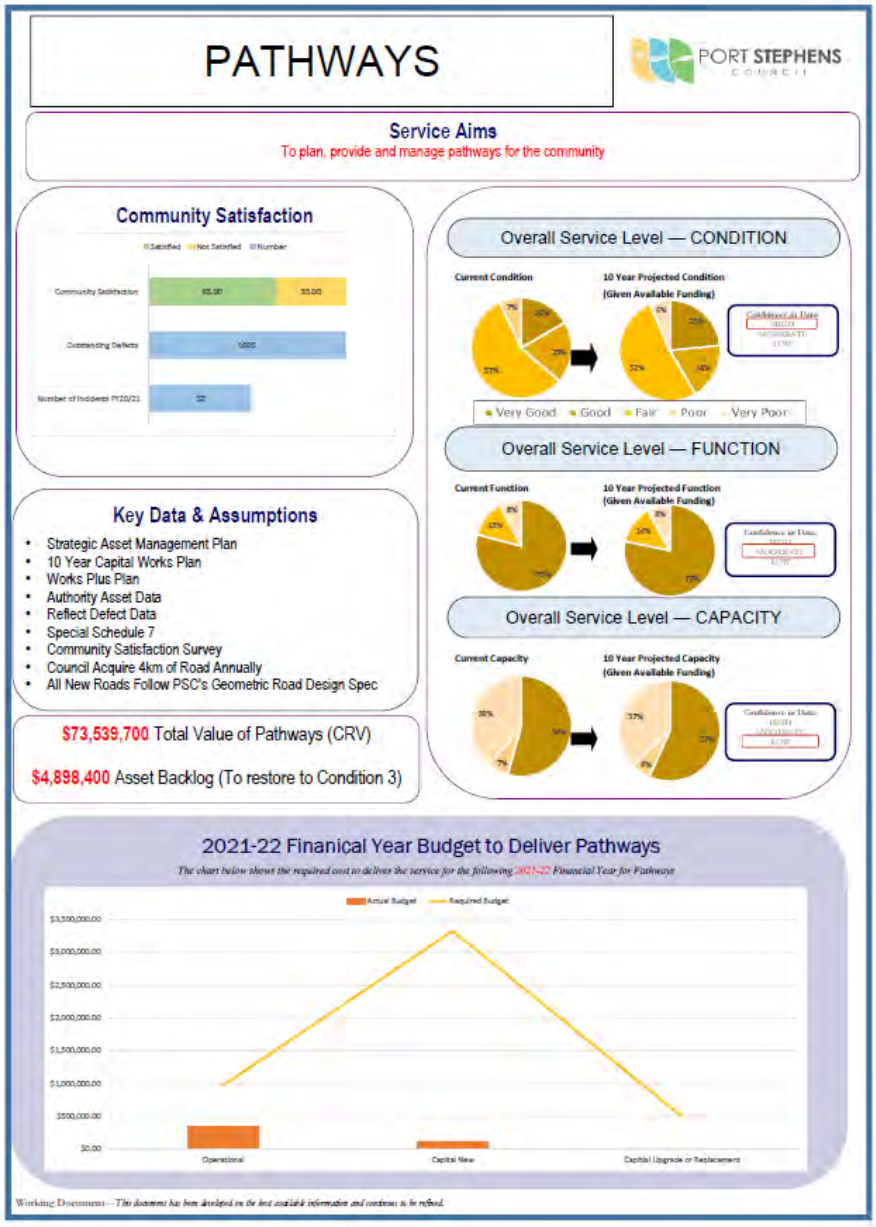

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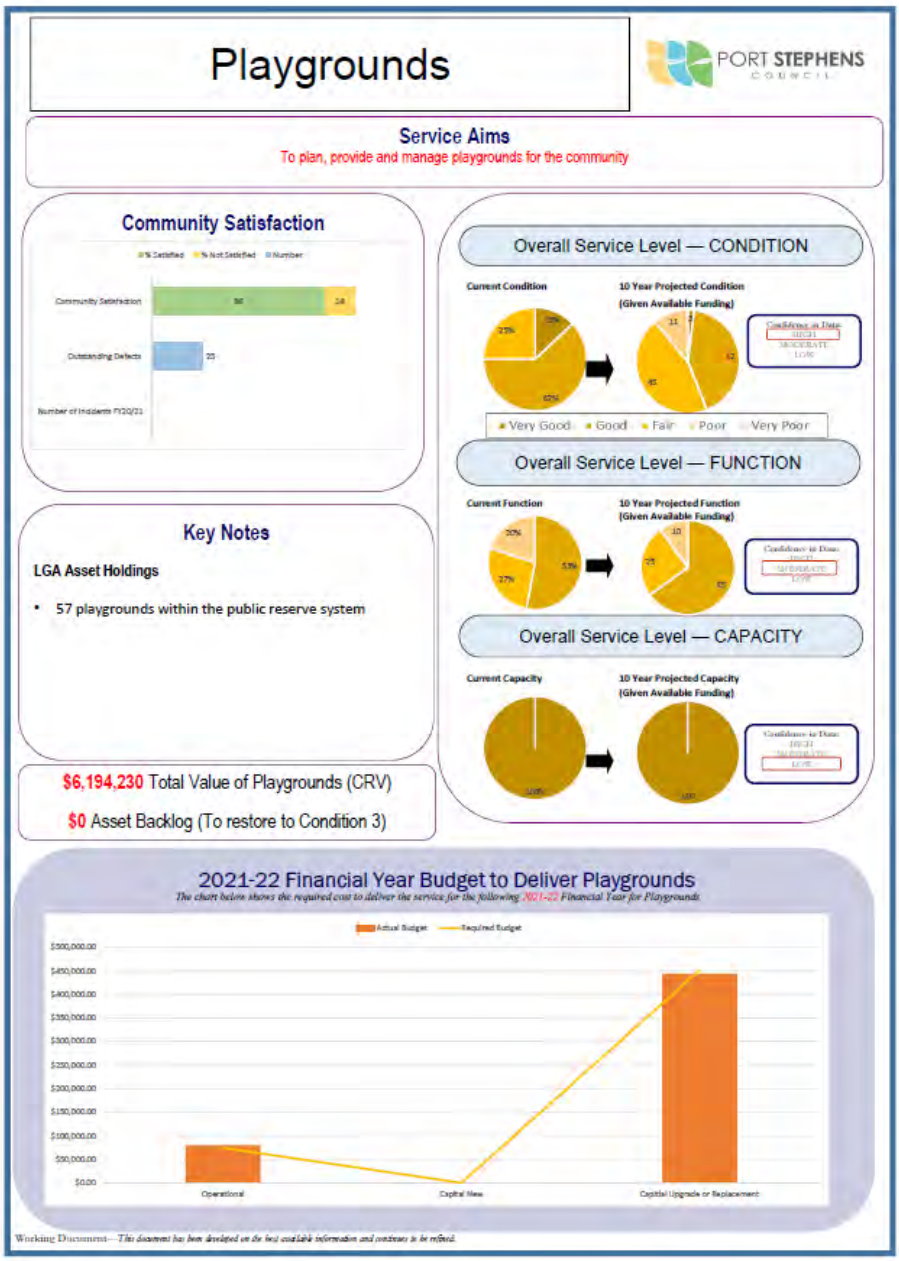

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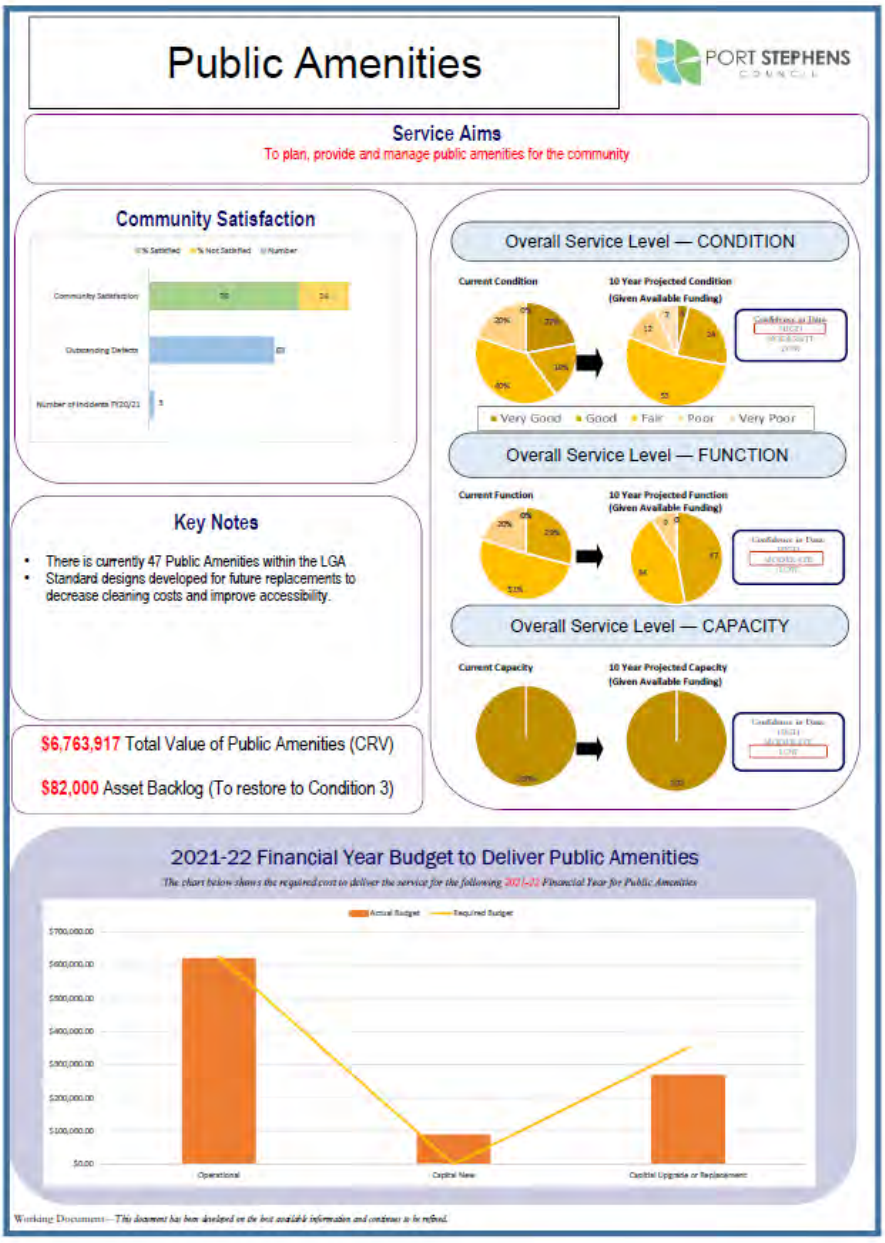

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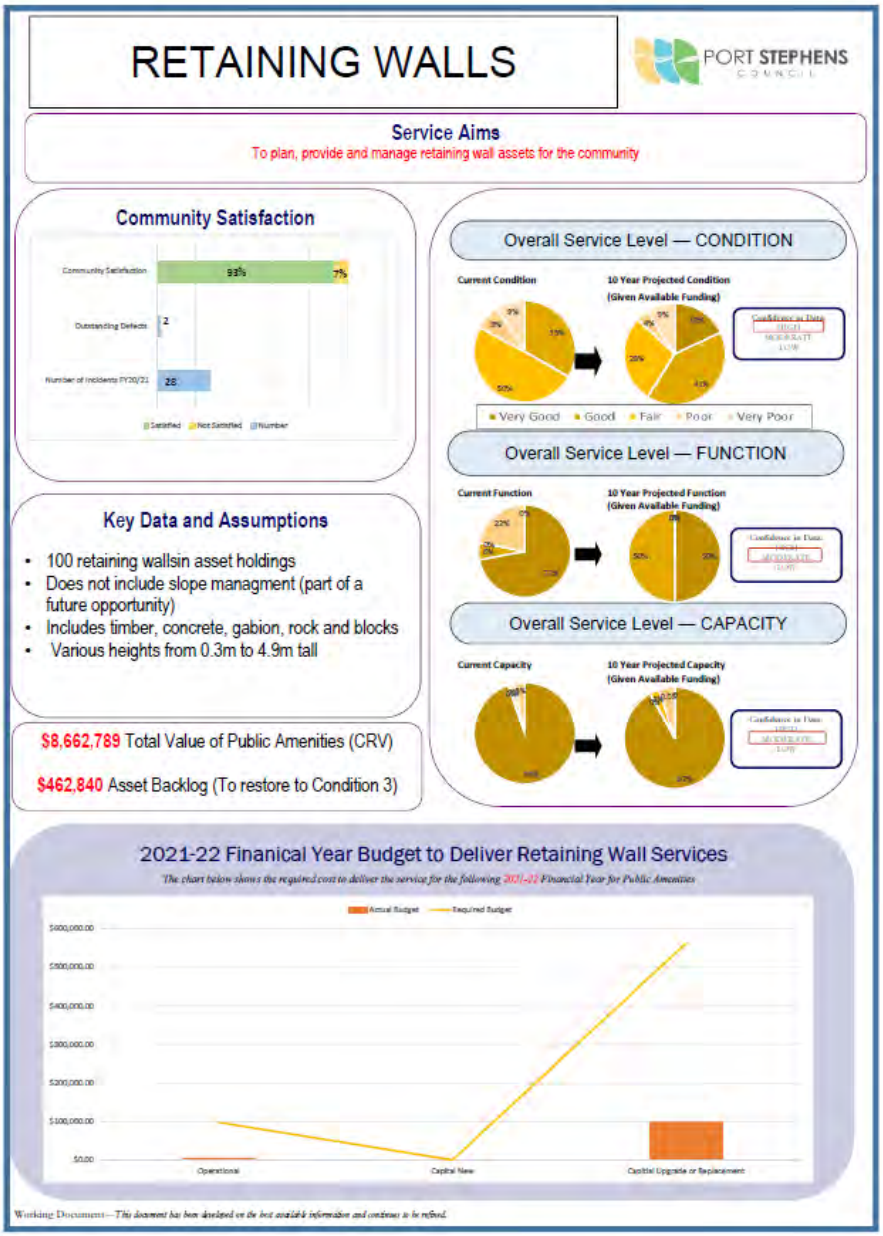

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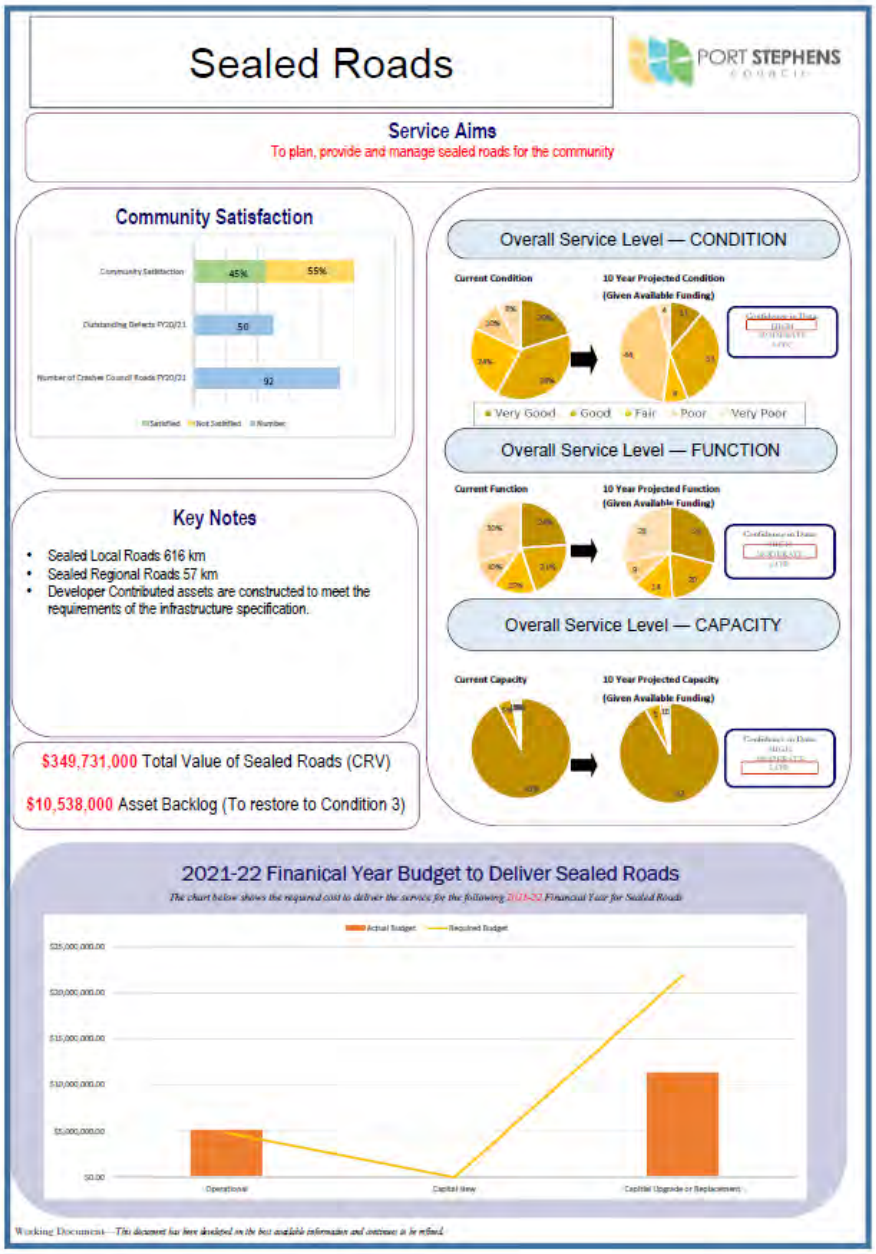

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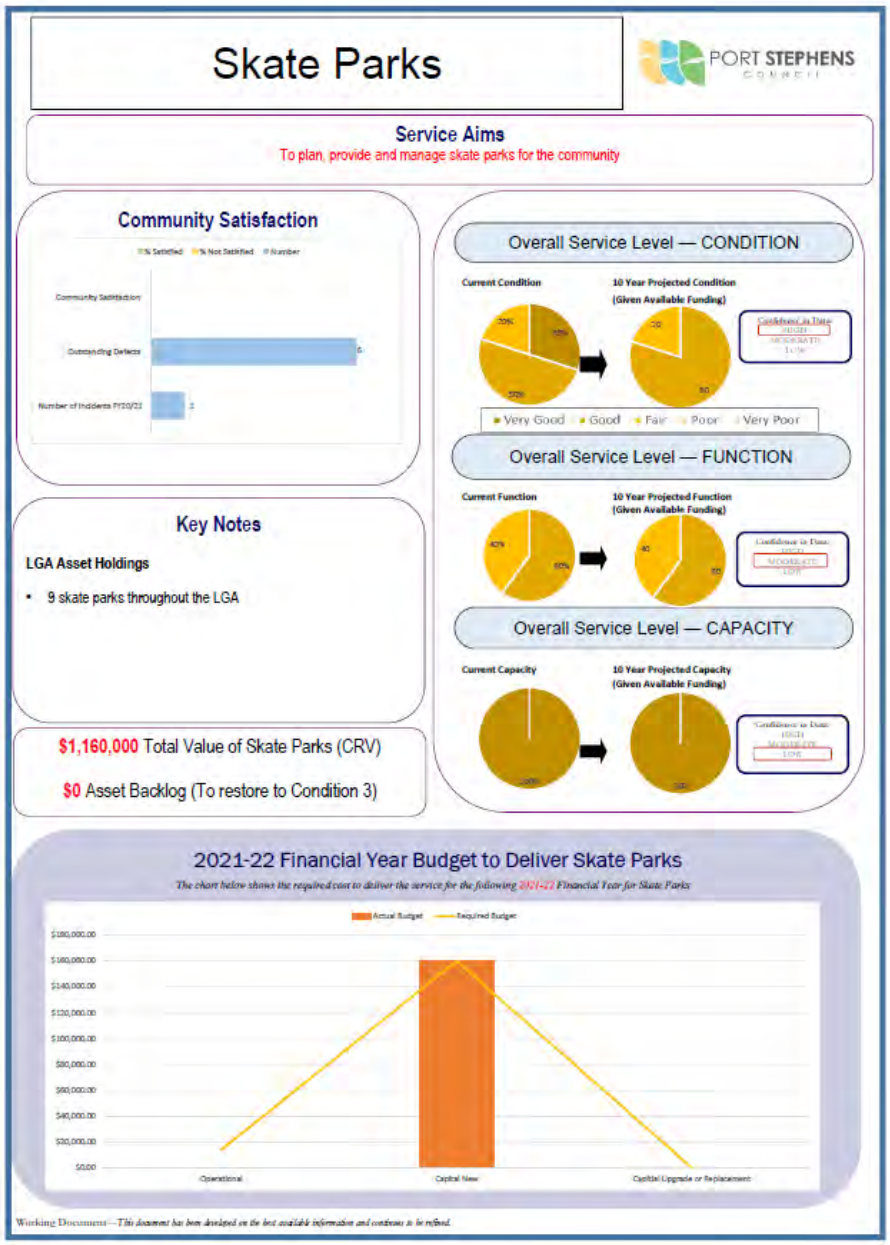

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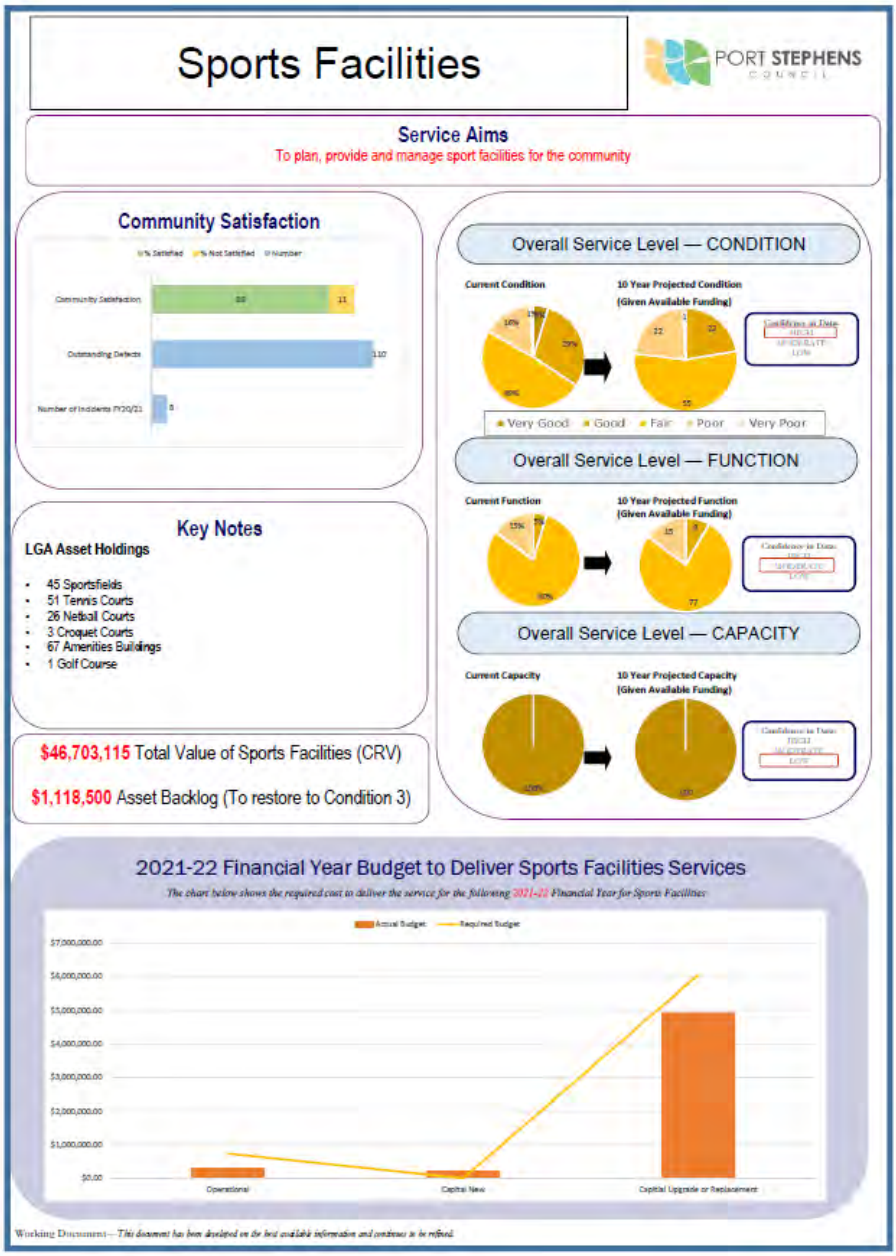

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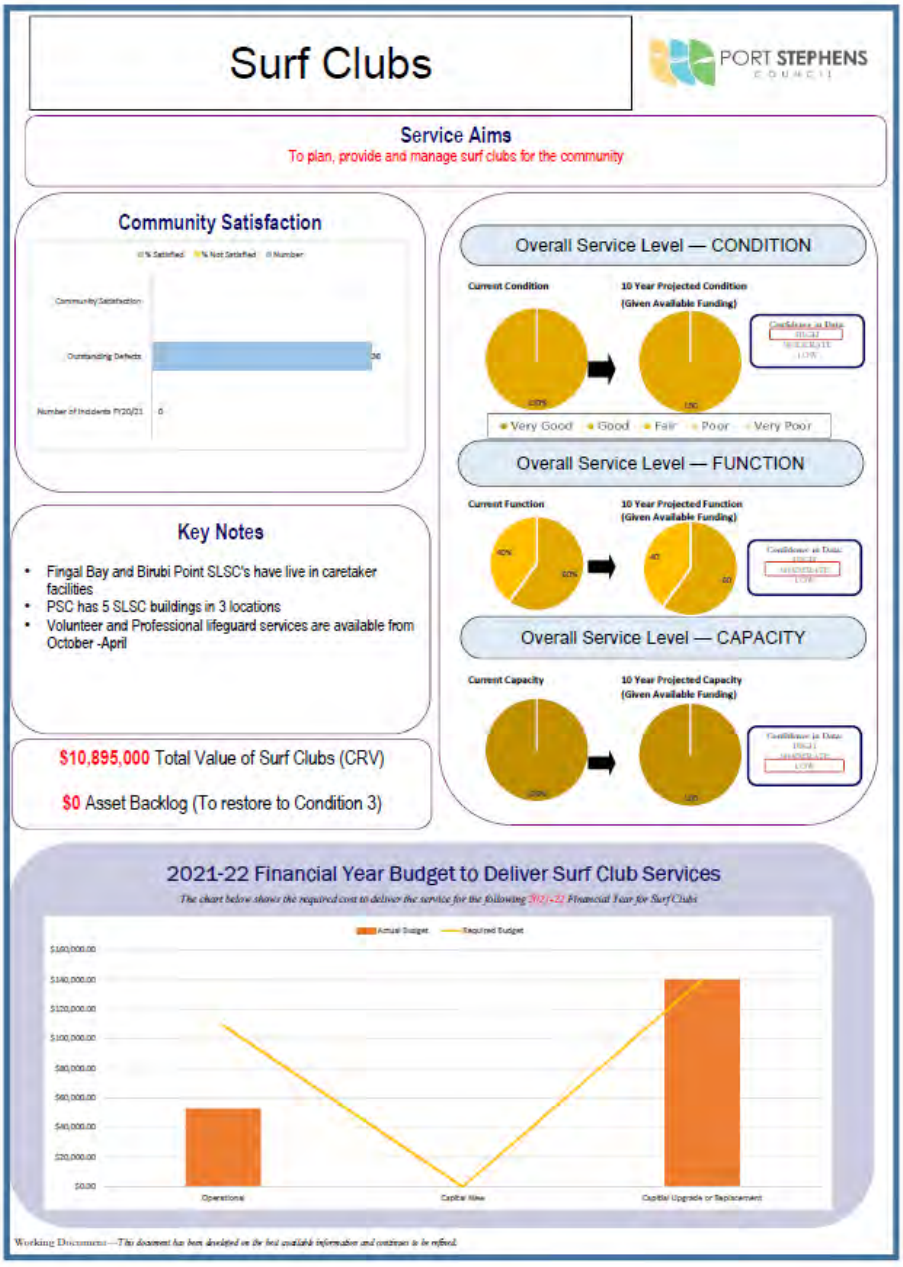

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