

ATTACHMENTS UNDER SEPARATE COVER

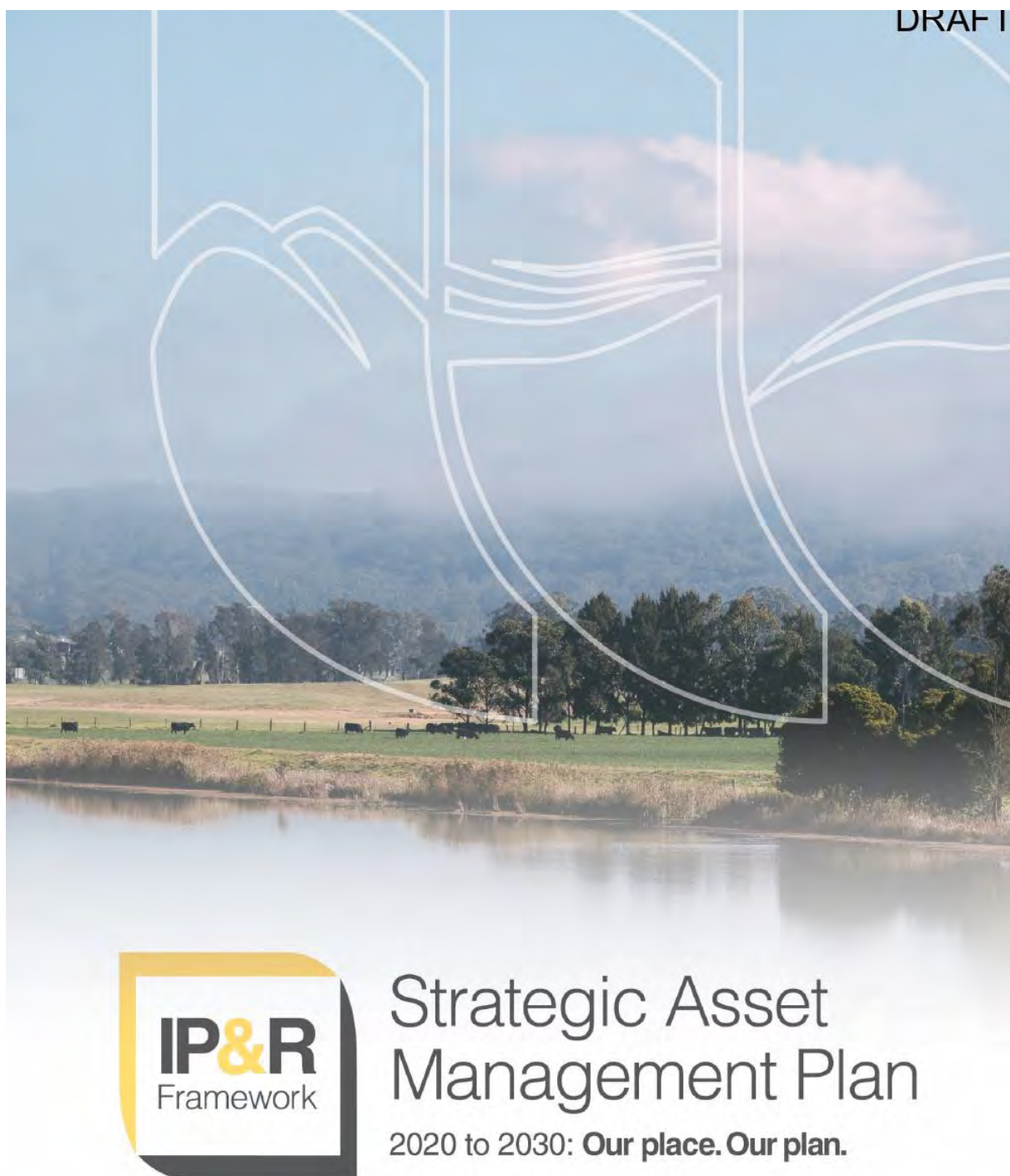
ITEM 5 – ATTACHMENT 3 - PART A

Draft Strategic Asset Management Plan 2020 to 2030

ORDINARY COUNCIL MEETING 14 APRIL 2020



PORT STEPHENS
C O U N C I L



ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.



ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Contents

This Strategic Asset Management Plan 2020-2030 forms part of Council's resource strategies.

.....	1
Index of Tables.....	5
Index of Figures.....	5
Abbreviations.....	6
Introduction.....	8
Purpose.....	8
Background.....	10
Objective.....	10
Legislation.....	10
Standards.....	10
Asset Management Guidelines.....	11
Asset Categories and Classes.....	12
Fit for the Future Program.....	13
Main findings from previous SAMPs and <i>Fit for the Future</i> analysis.....	14
Condition of Assets.....	14
Infrastructure gap and asset funding strategy.....	16
Aim of asset funding strategy.....	17
Sources of Funds.....	17
Program of Works.....	17
PSC2020.....	18
Asset Risk Management.....	19
Critical assets.....	23
Environmental sustainability.....	24
Knowledge capability gap analysis.....	24
Asset management practice elements.....	25
Asset management components.....	25
Exclusions.....	25
Lifecycle Management: Civil Assets.....	26
Ancillary Assets.....	27
Bridges.....	41
Drainage.....	46
Fleet.....	59
Pathways.....	63
Roads.....	70
Transport Facilities.....	79
Trees.....	89
Waste Services.....	94
Lifecycle Management: Community and Recreation Assets.....	100
Aquatic Centres.....	101
Aquatic Structures.....	108
Cemeteries.....	116
Community Buildings.....	123
Depots.....	130
Emergency Services.....	136
Libraries.....	140
Library Collection.....	147
Parks and Reserves.....	152
Playgrounds.....	158
Public Amenities.....	165
Skate Parks.....	172
Sports Facilities.....	179
Surf Lifesaving Facilities.....	190

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

Lifecycle Management: Commercial Assets	196
Administration Building.....	197
Investment Property Portfolio.....	201
Holiday Parks	206
Operational Lands.....	211
Visitor Information Centre	213
Lifecycle Management: Information Communication Technology Assets	217
Cabling	218
Desktop Assets	220
ICT Infrastructure	224
Attachment 1: Asset Management Policy.....	228
Attachment 2: Capital Works Program 2020-2030	232
Attachment 3: Capital Works Plan Plus.....	251

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Index of Tables

Table A: Asset Categories and Classes.....	12
Table B: Risk to Asset and Risk Controls.....	20

Index of Figures

Figure 1: Assets by Category – Percentage of Value - Current Replacement Cost (CRC).....	9
Figure 2: Assets Rating Distribution: Public Assets	14
Figure 3: Asset Rating Distribution (not Including Roads and Drains)	15
Figure 4: Condition Rating - Bus Shelters	28
Figure 5: Condition Rating - Carparks	30
Figure 6: Condition Rating - Kerbs and Guttering	35
Figure 7: Condition Rating - Parking Meters	37
Figure 8: Condition Rating - Retaining Walls	38
Figure 9: Condition Rating – Signs and Guideposts	40
Figure 10: Condition Rating – Bridges	42
Figure 11: Condition Rating - Drainage	48
Figure 12: Condition Rating - Pathways	64
Figure 13: Condition Rating – Roads	71
Figure 14 - Condition Rating: Waste Services	95
Figure 15: Condition Rating - Aquatic Centres	102
Figure 16: Condition Rating – Aquatic Structures	109
Figure 17: Condition Rating – Cemeteries	117
Figure 18: Condition Rating - Community Buildings	124
Figure 19: Condition Rating – Depots	131
Figure 20: Condition Rating – Emergency Services	137
Figure 21: Condition Rating - Libraries	141
Figure 22: Condition Rating – Library Collection	148
Figure 23: Condition Rating - Parks and Reserves	153
Figure 24: Condition Rating - Playgrounds	159
Figure 25: Condition Rating - Public Amenities	166
Figure 26: Condition Rating - Skate Parks	173
Figure 27: Condition Rating - Sports Facilities	180
Figure 28: Condition Rating - Surf Lifesaving Facilities	191
Figure 29: Condition Rating - Administration Building	198
Figure 30: Condition Rating - Investment Property Portfolio	202
Figure 31: Condition Rating - Visitor Information Centre	214
Figure 32: Lifecycle Management Plan - Desktop Assets	222
Figure 33: Lifecycle Management Plan - ICT Infrastructure	226

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Abbreviations

ABS	Australian Bureau of Statistics
AADT	Average Annual Daily Traffic
APZ	Asset Protection Zone
CCTV	Closed Circuit Television
CIV	Capital Investment Value
CRC	Current Replacement Cost
Council	Port Stephens Council
CPI	Consumer Price Index
CPTIGS	Country Passenger Transport Infrastructure Grants Scheme
CRM	Customer Request Management system
CSP	Community Strategic Plan
DA	Development Application
DCP	Development Control Plan
DP	Delivery Program
DSAPT	Disability Standards for Accessible Public Transport
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
IPM	Integrated Project Management
IRG	Industry Reference Group
IS	Information Services
IPWEA	Institute of Public Works Engineering Australasia
IP&R	Integrated Planning and Reporting
LEMC	Local Emergency Management Committee
LEMO	Local Emergency Management Officer
LEP	Local Environment Plan
LGA	Port Stephens Local Government Area
LCC	Life Cycle Cost
LTFP	Long Term Financial Plan 2019-2029
NAMS	National Asset Management Strategy
NAPL	Newcastle Airport Partnership Limited
PCI	Pavement Condition Index
PMS	Pavement Management System
PSC	Port Stephens Council
PFAS	Per- and poly- fluoroalkyl substances
REFLECT	Council's workflow software program
REMPLAN	Economic and demographic data and analytic company
RFS	Rural Fire Service
RMS	Roads and Maritime Services
SAMP 8	Strategic Asset Management Plan 2018-2028
SAMP 9	Strategic Asset Management Plan 2019-2029
SAMP 10	Strategic Asset Management Plan 2020-2030
SES	State Emergency Service
SLA	Service Level Agreement

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

SRV Special Rate Variation
VIC Visitor Information Centre
WHS Work Health and Safety

the Plus Plan Capital Works Plus Plan
the Program Capital Works 10 year Program

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Introduction

Port Stephens Council's Strategic Asset Management Plan 2020 – 2030 (SAMP10) provides a framework for the sustainable management of current and future Council assets so that appropriate services are effectively delivered to the community now and in the future. Legislation requires that the SAMP is for a minimum 10 year period and that it is reviewed and rolled over annually.

The Strategic Asset Management Plan 2020 – 2030 (SAMP10), the tenth iteration, considers information about Council's assets, asset management processes and practices, and presents a plan to improve Council's asset provision and management capability. While the 10th edition still complies with what is considered best practice, this format will be reviewed in 2020 with the aim to simplify the SAMP for ease of use to both staff and the community.

Council is responsible for a large and broad asset portfolio, which totals \$930 million of noncurrent assets¹. Council's assets are acquired, held and maintained for delivering services to the community. The services required by and for the community are considerable, and the provision of these is often dependent on this portfolio.

Council's asset base includes traditional asset infrastructure such as roads, footpaths, buildings and drainage as well as assets, which are unique to coastal councils such as seawalls, surf clubs, lifeguard towers, wharves and jetties. Council has an ethical and legal obligation to effectively plan for, account for, and manage the public assets for which it is responsible. The successful delivery of Council's assets will enable the current and long term aspirations of the community to be met.

Purpose

Council has an adopted **Asset Management Policy (Attachment 1)** which articulates its commitment to sound asset management and integrated, responsive and financially sustainable asset provision. It provides a clear direction for asset management by defining the key principles that underpin it. At the time of writing this SAMP the policy was out on exhibition for public comment.

This 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; and
- a plan for improving Council's asset management maturity to a level both the community and Council are satisfied as outlined in the detailed **Capital Works Program 2020-2030 (the Program)** at **Attachment 2**.

Through the development and implementation of SAMP10, Council aims to:

- provide a specified level of service for assets;
- adopt a lifecycle approach to developing cost effective strategies for managing assets in the long term that meet the specified level of service;
- determine future demand to allow for the management of the appropriate investment levels (linked to the Long Term Financial Plan); and
- apply risk management including identification, assessment and appropriate control of risks.

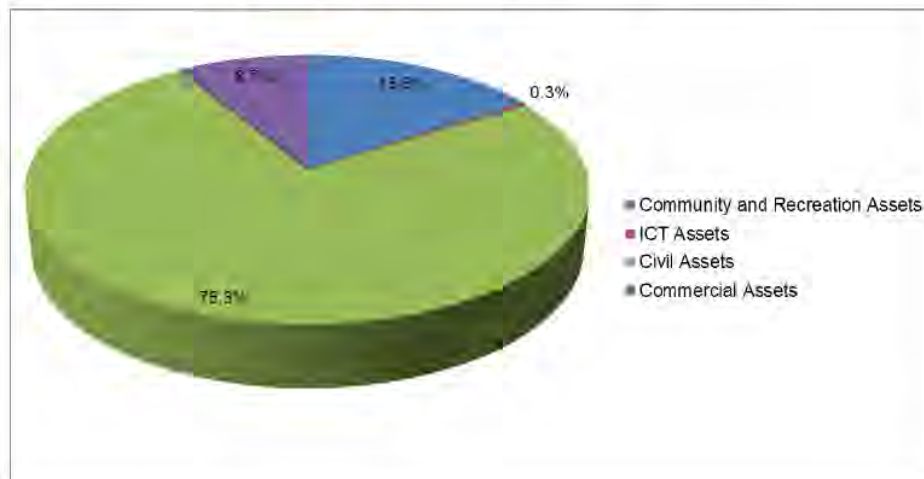
¹ Port Stephens Council Audited Financial Statements 2018-2019 (Volume 2)

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Infrastructure provision, condition and service levels are dependent on local community needs and expectations. Council currently has four main Asset Categories comprised of a range of asset classes:

- **Civil Assets** – comprising roads, footpaths and cycle ways, drainage, transport infrastructure, fleet and waste management facilities
- **Community and Recreation Assets** – comprising public halls, libraries, aquatic centres, depots, sports facilities, surf clubs, skate parks, playgrounds, cemeteries, child care centres and waterways infrastructure
- **Commercial Assets** – comprising investment property portfolio, holiday parks, operational land, the Administration Building and the Visitor Information Centre
- **Information Communication Technology (ICT) Assets** – comprising cabling, desktop assets and ICT infrastructure.

Figure 1: Assets by Category – Percentage of Value - Current Replacement Cost (CRC)



SAMP10 provides background to its development, asset management strategy details as well as individual asset plans by category and class.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Background

SAMP10 has been prepared in accordance with Section 403(2) the *Local Government Act* 1993. It has been reviewed and amended to reflect the best available information regarding Council's assets.

Condition ratings and values in SAMP10 are based on a mixture of 2014-2016 and 2016-2017 financial accounts and the recent *Fit for the Future* requirements and criteria. The mixture is a result of staggered asset evaluations over a number of adjacent years.

SAMP10 contains:

- Council's Asset Management Policy – substantially revised and adopted by Council 12th December 2017 (Min No:323) which can be found (Attachment 1);
- Council's strategy for managing its assets – life cycle management;
- Details of asset management in each of its asset categories;
- Capital Works Program 2020-2030 based on existing known funds (Attachment 2);
- Capital Works Plus Plan 2020-2030 which details proposed works that could be undertaken if funds became available (Attachment 3).

Objective

The objective of the SAMP10 is to establish a framework to guide the planning, creation, construction, maintenance and operation of the infrastructure for Council to provide services to the community.

Legislation

Section 8 of the *Local Government Act* 1993 provides guidance to enable councils to carry out their functions in a way that facilitates local communities that are strong, healthy and prosperous.

Integrated Planning and Reporting Framework

Under the Act, Council is also required to provide detailed plans and reporting for infrastructure as part of the Integrated Planning and Reporting Framework. The SAMP10 is used to achieve Council's community objectives documented in the Community Strategic Plan primarily under Focus Area Two:

Our Place – P2 Infrastructure and Facilities

Infrastructure and facilities are safe, convenient, reliable and environmentally sustainable.

Standards

Assets are managed in accordance with standards outlined in the International Infrastructure Maintenance Manual (IIMM), referenced in Council's Asset Management Policy. The asset accounting and modelling is in accordance with the Australian Infrastructure Financial Management Guidelines. The IIMM has been further expanded into the recently introduced International Standards ISO 55,000 suite of documents. These documents will be utilised as the basis in which future SAMPs will be developed.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.****Asset Management Guidelines**

Council's Asset Management Guidelines is based on the IMM Asset Lifecycle Management framework for the management of its assets. This framework is currently global best practice in asset management.

The asset management components of the framework are:

- Background data of the asset;
- Planning;
- Creation/acquisition/augmentation plan;
- Financial/risk management plan;
- Operations and maintenance plan;
- Condition and performance monitoring;
- Rehabilitation/renewal/replacement plan;
- Consolidation/rationalisation plan; and
- Audit plan/review.

Successful implementation of the Asset Management Guidelines requires extensive knowledge of the key drivers for the provision of the asset:

- Levels of service;
- Future demand;
- Lifecycle management plan;
- Financial summary;
- Asset management practices; and
- Plan improvement and monitoring.

The organisation's ability to implement asset management components is divided into asset management practice elements:

- Process and practices;
- Information systems;
- Data and knowledge;
- Commercial tactics;
- Organisational issues;
- People issues; and
- Asset Management Plans.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Asset Categories and Classes

Table A: 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 land fill, bore holes
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 significant 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

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Fit for the Future Program

The *Fit for the Future* program is a NSW State Government initiative to check that NSW local governments are 'Fit for the Future' and sustainable in scale and capacity. One component to this program is to check that local government infrastructure is sustainable and managed efficiently and effectively to provide services to the community. To efficiently and effectively manage our assets to provide facilities and services relies heavily on our asset focus, our income stream and where we allocate our resources.

The last seven years have seen a change in Port Stephens Council's focus to a greater emphasis on maintaining and renewing our existing assets instead of building new assets. This change in focus has also been the topic of State and Federal government reports on local government's ability to manage our assets and be financially sustainable in the future. These include:

- Local Government Infrastructure Audit, June 2013
- National State of the Assets, November 2013
- Independent Local Government Review Panel, April 2013

These reports have highlighted that NSW local governments have an infrastructure backlog with no apparent sustainable way to fund the backlog. These reports also note that councils need to be financially sustainable to reduce this backlog and to continue to provide facilities and services to the community.

- The Independent Local Government Review Panel Report has 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%.

Where:

- Asset Maintenance Ratio
= Actual Asset Maintenance/Required Asset Maintenance

and

- Infrastructure Backlog Ratio
= Estimated cost to bring asset to a Satisfactory Condition/Total Asset Value

It should be noted that asset maintenance in this context relates to whole of life costs.

These ratios were assessed independently in early 2015 and again through the end of year financial accounting. These ratios are documented in the Annual Report and show that the Infrastructure Backlog Ratio is 2.41% in 2015 and the Asset Maintenance Ratio is 92%. In SAMP6 it was noted that both of these ratios will meet the desired criteria within three years. One year on and the Infrastructure Backlog Ratio is 2.15% in 2016 and the Asset Maintenance Ratio is 142%. The 2019 audited figures have shown that Infrastructure Backlog Ratio is 1.80% and Asset Maintenance Ratio is 99.05%.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Main findings from previous SAMPs and *Fit for the Future* analysis

Main findings in the SAMP10 are based on the asset condition ratings as part of the *Fit for the Future* program and from a number of financial year accounts. The data shows that injection of funds that has reduced Council's infrastructure backlog. Funding included schemes implemented over the last few years such as the NSW Local Renewal Infrastructure Scheme, State and Local Government election promises delivered on asset renewal and the Council's use of its financial surplus. The calendar year 2020 will see a re-evaluation of our large asset class.

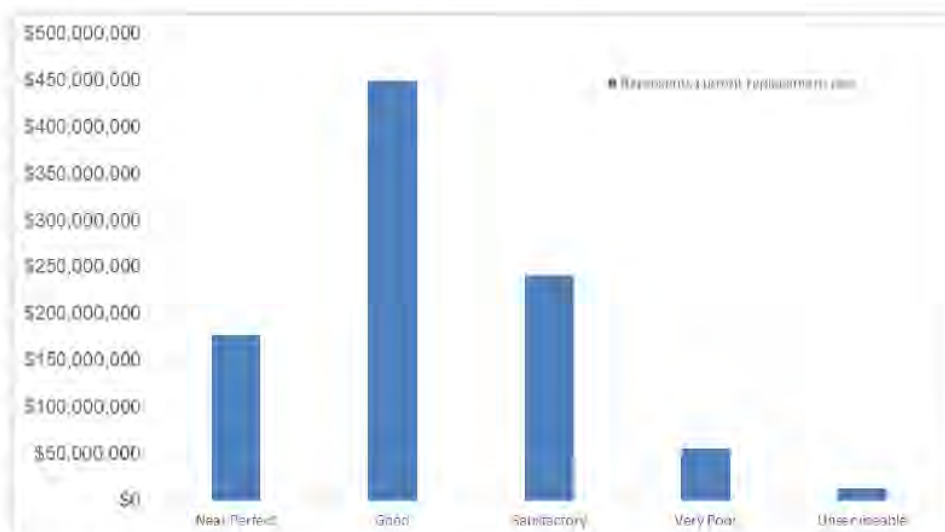
Condition of Assets

The aim is to get a 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. To gain a Near Perfect asset condition is not financially responsible in all cases.

For the purposes of SAMP10, Council's assets are rated in one of following five asset condition-rating categories:

1. Near perfect
2. Good
3. Satisfactory
4. Very poor
5. Unserviceable

Figure 2: Assets Rating Distribution: Public Assets



The data are graphically represented by plotting the summary of the asset's 2015 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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

This in turn can be used to determine the level of asset management required for the sustainable administration of assets.

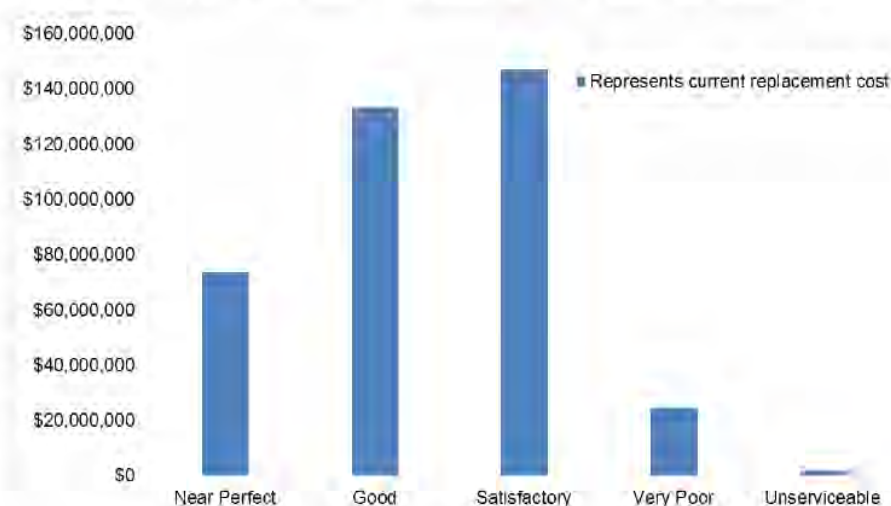
The graph above shows the distribution of public assets skewed towards the Satisfactory (3) to Good (2) condition rating. The distribution skew in this graph is highly influenced by the larger, more costly asset groups such as roads and drainage. Removing the road and drainage categories from this graph gives an appreciation of the remaining asset groups' condition.

These figures reported in the SAMP5 were based on the 2010 End of Year Fair Value accounting review with annual updates for new assets only as per the accounting standards. These figures shown are based on the 2015 Fair Value accounting review and the Fit for the Future evaluation. The mixture asset values are a result of staggered asset evaluations over a number of adjacent years. The differences between SAMP5 and SAMP6 (and now SAMP10) figures are:

- Current Replacement Costs have been updated for most assets classes, so the total asset value has increased.
- 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. Previous infrastructure backlog calculations shown in SAMP4 in other asset classes included upgrades.
- Assets that are still fit for purpose but have a low asset ranking have not been included in the infrastructure backlog. These are mostly small road networks that are good to the road driver but poor to the asset conditions that the asset practitioner would use, that is the asset is fit for purpose.

Only costs that will be used to return the asset back to new condition have been used in the infrastructure backlog. SAMP calculations in the past have assumed a full replacement when the backlog should be the cost of works that can be used to bring an asset back to new condition. Previous figures materially increased the infrastructure backlog figure.

Figure 3: Asset Rating Distribution (not Including Roads and Drains)



DRAFT SAMP 10

Page 15 of 272

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

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.

Infrastructure gap and asset funding strategy

Despite Council's recent funding of our existing maintenance and renewal, there is still an infrastructure backlog. To continue to reduce the infrastructure backlog 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 \$14.1 million (2018-2019). Over the last several years, 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 prevents 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, and thus reducing the future financial burden on the Council and on generations to come.

This change in focus has been achieved through:

- improving Council's maturity through linking our financial and our asset position;
- shifting Council's capital works funds towards renewal instead of new assets especially the recent years;
- increasing the amount of road reseals undertaken in any one year;
- taking advantage of the State government initiatives such as the Local Infrastructure Renewal Scheme;
- borrowing money to renew assets to reduce asset lifecycle costs;
- improving internal Council efficiencies to free up funds for asset renewal;
- understanding the condition of our assets and prioritising our spending;
- 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; and
- the 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.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.****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 allocates 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;
- 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 (WIKAs).

These additional funds can be used as seed and matching monies to improve Council's position in gaining additional grants to further reduce Council 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 2020-2030**

Council's Capital Works Program 2020-2030 (the Program) continues to focus on asset rehabilitation rather than on new built assets. The focus on asset renewal continues to reduce the organisation's infrastructure backlog. The Program is at Attachment 2.

The Works Program is based on known funding sources including knowledge that Council has funds to spend on these projects.

For the current year, 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 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 2019-2020 that may need to be carried over into the 2020-2021 financial year.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.****Capital Works Plus Plan**

Council's Capital Works Plus Plan 2020-2030 (the Plus Plan) lists projects that will be undertaken, subject to the availability of funding. The Plus Plan is at Attachment 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; and
- existing projects that require additional monies to further expand the scope of works.

The major future works projects are documented in the Asset Creation/Acquisition section of each asset plan in this SAMP10. The projects also show the proposed sources of funds and when the source of funds may be available.

It should be noted that the future major projects 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.

A plan has been compiled and described in the Asset Creation/Acquisition section of each asset category. It should be noted that these works only go ahead if future funding is obtained. These works are in addition to the Works Program.

PSC2020

Following the unsuccessful Special Rate Variation application, the elected body adopted another program called PSC2020 to aid in the delivery of a smaller number of projects

Following the unsuccessful 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.

The PSC2020 works were adopted by Council on the 27th August 2019 and refined on 24th September 2019. The projects are not listed in the Capital Works Plan however a full list can be found in the Delivery Program and Operational Plans.

It should be noted that the PSC2020 will be a peak in capital works delivery that should return back to normal levels in the next 12months. Also PSC2020 is considered a set of major projects in their own right. Specialised projects delivered in a short time frame require particular skills with a mixture of contract and permanent staff.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.****Asset Risk Management**

Council's Corporate Risk Management system integrates all risks, including safety, environmental risks and business risks (financial, property, security, commercial, etc), into its decision making, business planning and reporting. This approach aligns with ISO31000:2009 Risk Management and provides a consistent, holistic approach to risk management that strengthens Council's ability to deliver more efficient and effective facilities and services to our community and stakeholders.

The following general categories of risk are used by Council to help focus the identification of risk and prevent risks from being overlooked:

- Assets
- Governance
- Financial
- Knowledge
- Resilience
- Environment
- Reputation
- Compliance
- People
- Technology
- Legal
- Business Systems and Procedures

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. To provide a summary of the risk assessments undertaken for assets, the following overarching risks are common across all asset classes:

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.
Table B: Risk to Asset and Risk Controls

Category of Risk and Risk Control to Mitigate Risk		Residual Risk
ASSET		
There is a risk that failure to adequately maintain assets may affect Council's objective to provide a safe environment for people to enjoy their lifestyle leading to increased costs, injury and litigation.	<ul style="list-style-type: none"> Document Service Level agreements with maintenance service providers. Complete the regular periodic maintenance inspections as per the Asset Inspection program. Undertake maintenance as per the agreed timeframes for each asset class. Review market options to shift risk. Review the maintenance schedule for critical infrastructure with funding limits and organisations appetite for risk. Review community service level expectations. Complete the documentation of leases and license of service in assets to ensure maintenance is undertaken. 	High
There is a risk that lack of, or inconsistent asset management data may affect Council's objective to manage assets in accordance with best practice asset lifecycle practices.	<ul style="list-style-type: none"> Document Service Level agreements with Asset Data Collection service providers. Complete the regular periodic Asset Data Collection inspections as per the Asset Inspection program. Create a single point of truth for asset data, which is linked to the corporate forward works planning, accounting and end of year finance systems. 	High
There is a risk that an asset may fail/collapse and affect Council's objective to provide a safe environment for people to enjoy their lifestyle leading to personal injury and property damage.	<ul style="list-style-type: none"> Utilise asset data to make informed decisions for asset maintenance and renewal. Complete the regular periodic asset inspection for aging and critical assets as per the Asset Inspection program. 	High
There is a risk that works will be undertaken on an asset may without Council's knowledge/approval and affect Council's objective to provide a safe environment for people to enjoy their lifestyle leading to personal injury and property damage.	<ul style="list-style-type: none"> Obtain Council's approval through Roads Act application or Works on Council Land application. 	High

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

Category of Risk and Risk Control to Mitigate Risk		Residual Risk
FINANCIAL		
There is a risk that inadequate budget allocation to assets may affect Council's objective to reduce infrastructure backlog.	<ul style="list-style-type: none"> Document annual and future asset funding gaps. Document the Works program based on funding levels. Review the risks of not undertaking asset maintenance and renewal works due to funding levels. Accept the risk or change the Works program. 	High
There is a risk that the asset accounting depreciation models do not reflect the true asset deterioration leading to an inaccurate organisation financial position.	<ul style="list-style-type: none"> Review the accounting depreciation models through the Fit of the Future program and the Fair Value asset re-evaluation program. Align the depreciation models with true actual asset deterioration and the levels of service to the community. Engage external auditors to review the models. 	High
COMPLIANCE		
<p>There is a risk that failure to conduct asset inspections (condition, testing and compliance) may affect Council's objective to manage assets in accordance with best practice asset lifecycle practices leading to increased litigation, fines and penalties, and not knowing the asset condition.</p> <p>These include, but are not limited to, fire safety statements, periodic verification of electrical installations, hazardous materials, and backflow and tempering valves.</p>	<ul style="list-style-type: none"> Document Service Level agreements with inspection service providers. Complete the regular periodic inspections as per the Asset Inspection program. Document and utilise collected data to undertake maintenance OR and Works programs. This will inform our Long Term Financial plan. 	High

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Category of Risk and Risk Control to Mitigate Risk		Residual Risk
There is a risk that failure of assets to comply with current standards may affect Council's objective to manage assets leading to asset failure litigation, fines and penalties.	<ul style="list-style-type: none"> Document register of non-complying assets. Create works program prioritised on the risk and place in Council's Works program. Upgrade the asset to meet current standards when the asset is renewed as per the prioritised list. 	High
ENVIRONMENT		
There is a risk that sea level rise and extreme weather events may affect Council's objective to manage assets leading to damage to assets, repair costs and reputational loss.	<ul style="list-style-type: none"> Identify assets potentially affected by sea level rise and extreme weather events. Implement planning controls for future works on these assets. Consider sea level rise and extreme weather events effects over the asset life when undertaking renewals. 	Medium
There is a risk that the environment is not considered in the asset management decision making process leading to lost opportunities to improve our impact on the environment.	<ul style="list-style-type: none"> Undertake capital works that reduce our greenhouse gas emissions. 	Medium

The four-tier risk rating is Extreme, High, Medium and Low.

In summary, these asset risks revolve around:

- understanding what assets we have;
- knowing the condition they are in;
- understanding the community's expectation;
- maintaining the assets;
- creating a works program for compliance and asset renewal;
- developing a financial plan to fund compliance and future renewal works.

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 SAMP10. These controls are being implemented throughout the organisation.

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 that relate directly to assets. These Best Practice documents note that it is Council's responsibility to undertake proactive inspections of asset conditions and undertake the necessary works to repair the defects within

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

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 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 have previously been adopted by Council for only three assets being:

- Road;
- Signs as a Remote Supervision;
- Footpath/Cycleway.
-

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.

While other assets have only been partially or not at all implemented, SAMP10 has adopted that 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;
- Stormwater Infrastructure.

The review of Council's existing practices against these manuals and guidance notes has occurred. An improvement plan has been created and is being implemented.

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, designated dams and some retaining walls and emergency evacuation centres.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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), which is currently being deployed throughout the organisation. 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 eco-systems. 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 the SAMP9 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. It should be noted that through the SAMP8 and 9 community consultation there were a number of submissions requesting that this approach be reconsidered. The environmental assets do need to part of Council's SAMP and will be incorporated in future editions in the very near future.

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, though 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.

Knowledge capability gap analysis

This review provides a synopsis of Port Stephens Council's 'Capability' in undertaking asset management practices. Shortfalls in capability or the 'Capability Gaps', identified have been

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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 has 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

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 part owned with 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.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

Lifecycle Management: Civil Assets

Civil Assets categories are listed in Table A.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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

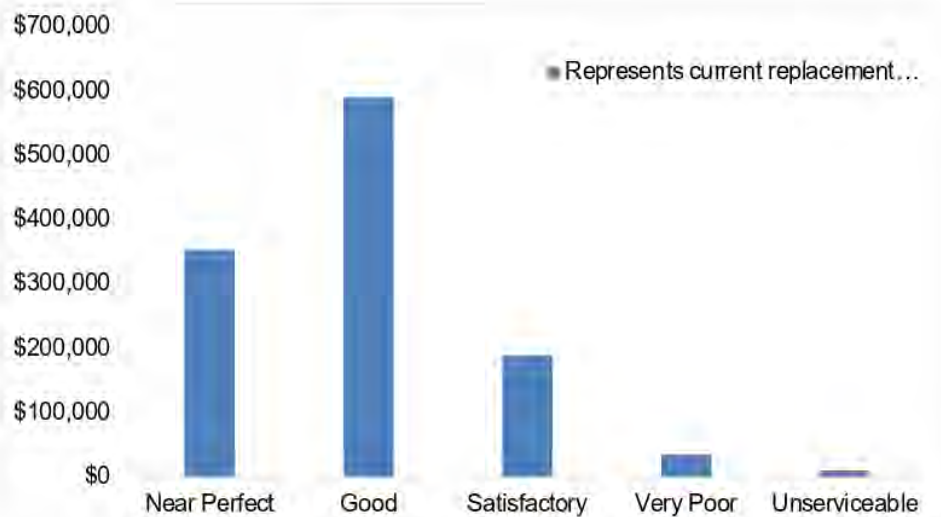
Asset Holdings	Number of bus shelters: 115		
Desired Level of Service Statement	<ul style="list-style-type: none"> To provide a safer, comfortable, attractive and accessible bus shelters for public transport passengers and operators. 100% of transport stops are to comply with the Disability Standards for Accessible Public Transport 2002 (DSAPT) by 31/12/2022. 		
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 2010 and was reviewed in 2015 as part of the audit for the Country Passenger Transport Infrastructure Grants Scheme (CPTIGS) funding application.		
General Assessment of Condition	Condition Rating	% Assets (based on number of shelters)	\$CRC
	1 Near Perfect	30	\$353,898
	2 Good	50	\$589,830
	3 Satisfactory	16	\$188,746
	4 Very Poor	3	\$35,390
	5 Unserviceable	1	\$11,796
	Total	100	\$1,179,660
Main Findings	<ul style="list-style-type: none"> A visual condition assessment was undertaken in 2010 with an update in 2015. A further visual condition assessment was completed in 2020, and will be reported in the SAMP11. 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. 		

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Future Actions

- Seek future funding grant opportunities to upgrade and improve bus shelters.

Figure 4: Condition Rating - Bus Shelters



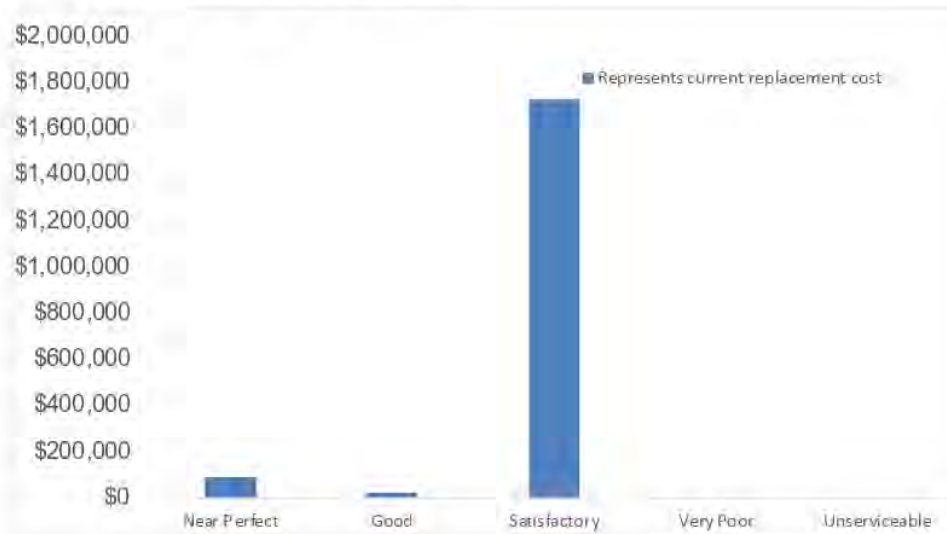
ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Carparks

Asset Holdings	Carparks: 7			
Desired Level of Service Statement	<ul style="list-style-type: none"> Parking spaces are maintained for the purpose of parking, are clean, line marked and surface safe. 			
Available Data	<ul style="list-style-type: none"> 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 2018.			
General Assessment of Condition	Condition Rating		% Assets (\$ weighted)	\$CRC
	1	Near Perfect	5	\$91,985
	2	Good	1	\$18,397
	3	Satisfactory	94	\$1,729,315
	4	Very Poor	0	\$0
	5	Unserviceable	0	\$0
	Total		100	\$1,839,697
Main Findings	<ul style="list-style-type: none"> Onstreet Car parks are currently evaluated as a road pavement with low traffic. Deterioration is predominately based on environmental variables. The current carpark holding relate to a small number of standalone carpark facilities. The multideck carpark at Donald St (E) Nelson Bay is not currently included within these asset holdings. 			
Future Actions	<ul style="list-style-type: none"> Continue to maintain the existing assets. Previously many other car parks were managed by other teams across Council. These other car parks will now be consolidated and managed by Council's Civil Asset Team and will be inventoried, assessed for condition and valued collectively with road assets in 2020/21 			

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.

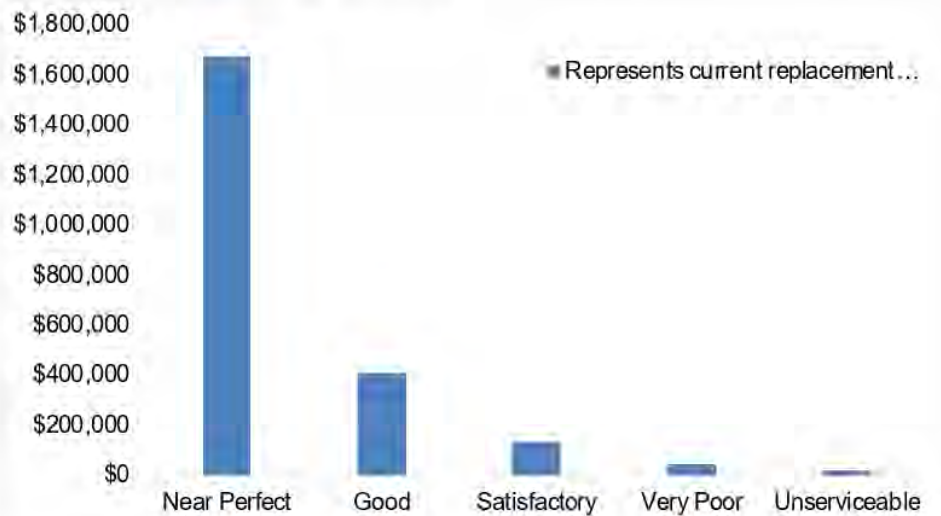
Figure 5: Condition Rating – Carparks



ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.

Guard Rails

Asset Holdings	Guardrail: 14,102m		
Available Data	<ul style="list-style-type: none"> 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 2014.		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	73	\$1,673,327
	2 Good	18	\$412,601
	3 Satisfactory	6	\$137,534
	4 Very Poor	2	\$45,845
	5 Unserviceable	1	\$22,922
	Total	100	\$2,292,229
Main Findings	<ul style="list-style-type: none"> The 2009-2010 condition assessment found 335m of guardrail required full or partial replacement. 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. 		
Future Actions	<ul style="list-style-type: none"> Guard rail inventory and condition assessment is scheduled to be completed and reported with the 2020/21 revaluation. 		

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.****Figure 6: Condition Rating – Guardrails**

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.****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.

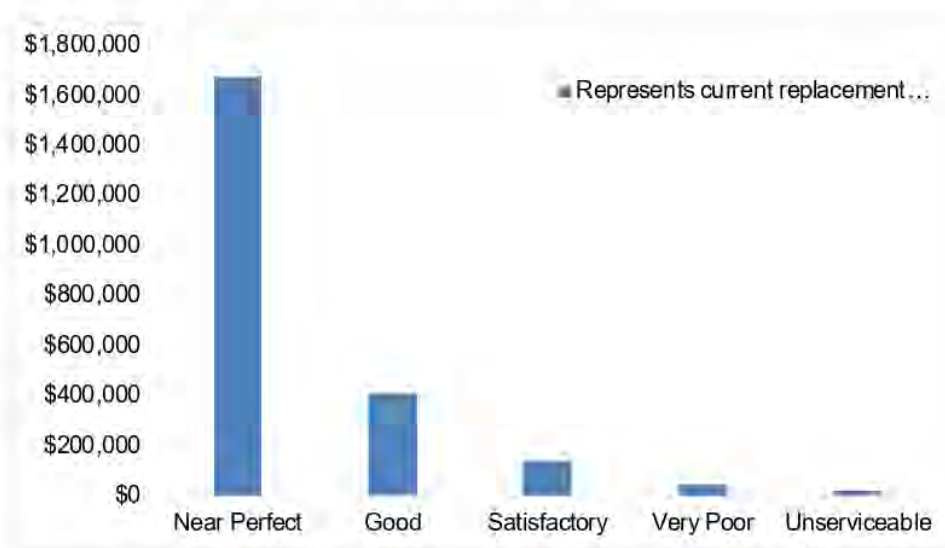
ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Kerb and Guttering

Asset Holdings	Kerb and Gutter: 630 km		
Desired Level of Service Statement	Water is conveyed from the pavement to the nearest drainage system such as pipes or open drains.		
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	A condition inspection was undertaken in 2010 and was reviewed in 2015.		
General Assessment of Condition	Condition Rating	% Assets (based on m)	\$CRC
	1 Near Perfect	10	\$3,594,902
	2 Good	7	\$2,516,431
	3 Satisfactory	82	\$29,478,191
	4 Very Poor	1	\$359,490
	5 Unserviceable	0	\$0
	Total	100.00	\$35,949,014
Main Findings	<ul style="list-style-type: none"> The visual condition assessment was undertaken in 2010 with a desktop update in 2015. 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. 		
Future Actions	<ul style="list-style-type: none"> Continue to maintain the asset in a functioning manner based on prioritisation across all assets. inventory and condition assessment is scheduled to be completed and reported with the 2020/21 revaluation. 		

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.

Figure 6: Condition Rating - Kerbs and Guttering



ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Parking Meters

Asset Holdings	Parking meters: 25			
Desired Level of Service Statement	Minimum 90% of meters functioning at one time.			
Available Data	<ul style="list-style-type: none"> 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	2019			
General Assessment of Condition				
	Condition Rating		% Assets (\$ weighted)	\$CRC
	1	Near Perfect	100	\$198,000
	2	Good	0	\$0
	3	Satisfactory	0	\$0
	4	Very Poor	0	\$0
	5	Unserviceable	0	\$0
	Total		100.00	\$198,000
Main Findings	<ul style="list-style-type: none"> 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. 			
Future Actions	<ul style="list-style-type: none"> 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. 			

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.

- Investigate the expansion of the smart parking for Birubi and Shoal Bay precincts.

Figure 7: Condition Rating - Parking Meters

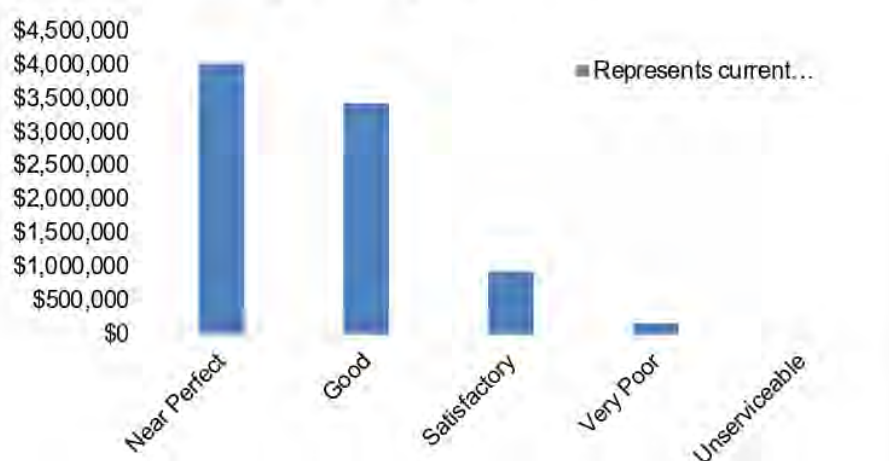


ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Retaining Walls

Asset Holdings	Retaining Walls: 5,799 m.		
Available Data	<ul style="list-style-type: none"> 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 July 2010 with desktop updates undertaken in 2014.		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	47	\$4,030,976
	2 Good	40	\$3,430,618
	3 Satisfactory	11	\$943,420
	4 Very Poor	2	\$171,531
	5 Unserviceable	0	\$0
	Total	100.00	\$8,576,545
Main Findings	<ul style="list-style-type: none"> 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



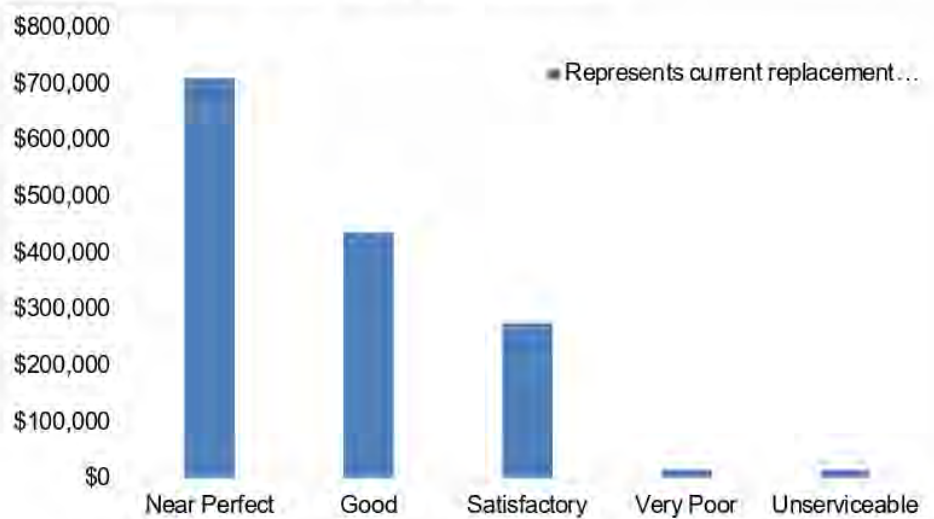
ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Signs and Guideposts

Asset Holdings	Signs: 5,501 Guideposts: 5,662		
Desired Level of Service Statement	<ul style="list-style-type: none"> Guideposts and signs are clear, functioning and present. 		
Available Data	<ul style="list-style-type: none"> 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 July 2001, with additional spot audits and desktop updates.		
General Assessment of Condition	Condition Rating	% Assets (\$ Weighted)	\$CRC
	1 Near Perfect	49	\$711,851
	2 Good	30	\$435,827
	3 Satisfactory	19	\$276,024
	4 Very Poor	1	\$14,528
	5 Unserviceable	1	\$14,528
	Total	100.0	\$1,452,758
Main Findings	<ul style="list-style-type: none"> 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 collect throughout this process is limited. 		
Future Actions	<ul style="list-style-type: none"> Continue to maintenance the existing assets. With the upcoming digital road survey, investigate obtaining inventory and/or condition data on signs and guideposts 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. 		

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.

Figure 9: Condition Rating – Signs and Guideposts



ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Bridges

Asset Holdings	Concrete: 11, Timber: 1, Steel: 3.		
Desired Level of Service Statement	All bridges (Road and Pedestrian) would ideally meet current design standards for width, load capacity, provision for pedestrians and cyclists, disabled access, flood immunity and adequacy of bridge barriers.		
Available Data	<ul style="list-style-type: none"> 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. 		
Last Condition Survey	Each bridge and major culvert has a routine maintenance inspection annually or after any major storm/flood event.		
General Assessment of Condition	Condition Rating	% Assets (based \$ weighted)	\$CRC
	1 Near Perfect	21	\$2,400,817
	2 Good	79	\$9,031,643
	3 Satisfactory	0	\$0
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100.00	\$11,432,460
Main Findings	<ul style="list-style-type: none"> Knots Creek bridge temporary works have been completed based upon findings in a proactive condition inspection. This bridge has been listed for upgrade in the Capital Works Plan. 		
Future Actions	<ul style="list-style-type: none"> Predominantly, preventative maintenance on the existing bridges is the main action. Victoria Street pedestrian bridge will have major investigation works completed to supplement the previous condition inspection. All bridge holdings will be condition assessed as part of, and reported with, the 2020/21 roads revaluation 		

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Figure 10: 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 annually inspected. 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 is applied to keep all users of the bridge safe until works can be completed.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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 NSW Roads and Maritime Services (RMS).

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	2019-2020

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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.	<ul style="list-style-type: none"> 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 2019-2030 financial year. At the time of writing this SAMP the design works were completed and in construction planning stage.

Intensive structural investigations are planned for the Victoria Street pedestrian bridge that will confirm the future upgrade or disposal of this asset. The future of the bridge is also pending the adoption of the Nelson Bay public domain plan.

Transport 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.

Plan Improvement and Monitoring

Council continues to monitor and assess its Bridges Asset Management Plan.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Drainage

Asset Holdings	Pipe: 312 kms, Box culvert: 6.6 kms, Open drain: 110 kms; Pits: 10,481; Headwalls: 2,352; Pump stations: 7; Detention Ponds 133; Gross Pollutant Traps: 38; Infiltration Chambers 18.		
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	<ul style="list-style-type: none"> 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. 		
Last Condition Survey	Condition visual and camera inspections were undertaken from 2014 to 2017.		
General Assessment of Condition	2015 update		
	Condition Rating	% (based on CRC)	\$CRC
	1 Near Perfect	25	\$49,681,000
	2 Good	73	\$145,068,520
	3 Satisfactory	1	\$1,987,240
	4 Very Poor	1	\$1,987,240
	5 Unserviceable	0	\$0
	Total	100.00	\$198,724,000

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	<ul style="list-style-type: none"> 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. Ballot Close: Voluntary purchase of one property which is located on high hazard floodway. Funds sourced by Council and NSW Government following the Medowie Flood Risk Management Study.
----------------------	---

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

<p>Future Actions</p>	<p>Proposed works per catchment area</p> <ul style="list-style-type: none"> • Medowie/Campvale: Flood and drainage mitigation works together with designated flow path. • Shoal Bay: Upgrading the drainage networks to reduce the flooding impacts on private properties and to allow more developments in this catchment. • Bobs Farm: Opening of Cromarty Lane drainage outlet to improve flow condition and reduce nuisance flooding on the properties. • Williamtown: Opening up Dawson Drain outlet to improve property inundation and allow more industrial and airport base development around Newcastle Airport. • Heatherbrae: Thorough investigation on the suitability of an infiltration system and its usage for storm water disposal. • 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. • Wallalong South: Drainage upgrades to improve flow conditions and reduce nuisance flooding on properties and across roads. • Raymond Terrace: Drainage improvements in the Bourke Street catchment, Glenelg Street catchment and Halloran Way catchment to reduce flooding impacts and to allow more development in these catchments. • Tanilba Bay: Upgrade the drainage system within the Tanilba Bay Urban Area to reduce flooding impacts. • Lemon Tree Passage: Upgrade the drainage system within the Lemon Tree Passage Urban Area to reduce 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 flooding impacts within the catchment. • Soldiers Point: Investigation and carrying out a drainage study to identify flooding problems in George Reserve Catchment and determine the improvement Strategy to reduce flooding impacts within the catchment. • Medowie – Coolabah Road catchment - Investigation and carrying out a drainage study to identify alternate solutions to minimise the flooding problems around Coolabah Road and surrounding areas. <p>Overall</p> <ul style="list-style-type: none"> • Urban Storm water and Rural Water Quality Plan: Review the plan to improve quality of storm water discharges into the watercourses, rivers, creeks and beaches. • Continue to extract newly provided flood and drainage modelling data to centralised mapping layers.
------------------------------	--

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Figure 11: 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 68.7% in 2015. In 2019 this percentage has risen to 79%.

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.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**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 DEMANDKey Drivers

The key drivers influencing demand for the drainage infrastructure are:

- change in storm intensity and climate change;
- change in guidelines and standards – ARR 2019
- population growth;
- 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 Medowie, Williamtown, Anna Bay, Raymond Terrace and Shoal Bay. Studies have commenced to review existing network functions and to propose solutions for the existing and future capacity issues.

LIFECYCLE MANAGEMENT PLANCreation/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.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

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 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.
Campvale Drain Inundation Area: Hydraulic improvement to Campvale Drain, Construction of a new drain from Abundance Road to Campvale Drain, upgrade Lisadell Road culvert and easement acquisition.	\$4.4m	Currently unfunded	Following approval of the flood report: detailed survey, regulatory consultations (including HWC and OEH), detailed design (including acid sulphate soil management plan and environmental assessment), construction through the capital works program. Also awaiting HWC scoping study to determine what capacity is in the system.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Works Plus Plan project list - Drainage			
Project	Estimate	Source of Funds	Trigger
Shoal Bay			
Horace Street: Major augmentation of trunk drainage system from Rigney Street to Shoal Bay Beach outlet and improvement to Bullecourt drainage system. The Bullecourt drainage works have been completed in association with the traffic light works on Government Road intersection.	\$6.5m	Currently unfunded	Completion of the drainage report and the correct scoping and pricing of the proposed works through the capital works allocation.
Catchment wide: Improvements to the street drainage system with construction of a detention basin with 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 and the correct scoping and pricing of the proposed works through the capital works allocation.
Williamstown			
Dawson Drain: A new drainage outlet from Dawson Drain to Fullerton Cove including floodgates.	\$0.9m	Currently unfunded	Correct scoping works, environmental assessment, geotechnical assessment, OEH and planning department approval, survey and detailed design and pricing of the proposed works through the capital works allocation. Also the PFAS issue needs to be resolved before works can commence.
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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Works Plus Plan project list - Drainage			
Project	Estimate	Source of Funds	Trigger
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 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. 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	\$6.0m	Some Developer contribution, drainage reserve	Further development of a concept design including REF, geotechnical assessment, detailed design and pricing of 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/ Section 7.11	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. S94 plan to be finalised to gain income sources.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Works Plus Plan project list - Drainage			
Project	Estimate	Source of Funds	Trigger
Halloran Way: Improvements to the drainage system at the intersection of Benjamin Lee Drive and Richardson Road	\$1.0m	Currently unfunded/ Section 7.11	Correct scoping, review of drainage study, detailed design and pricing of the proposed works through the capital works allocation. S7.11 plan to be finalised to gain income sources.
Glenelg St, Raymond Terrace: Drainage works along Glenelg St from the Hunter River to Irawang 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 drain, acquisition of easement, environmental assessment, augmentation to the existing outlet.	\$0.6m	Currently unfunded	Finalisation of the Bobs Farm desktop study, consultation with Marine Park Authority, NSW Fisheries and OEH, environmental assessment, Negotiation with the property owners and pricing of the proposed works through the capital works allocation.
Wallalong South Catchment			
Morpeth Road: Improvements to the drainage system and existing detention basin	\$0.6m	Currently unfunded	Finalisation of the drainage study, detailed design and pricing of the proposed works through the capital works allocation.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Works Plus Plan project list - Drainage			
Project	Estimate	Source of Funds	Trigger
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 Study and Plan, including REF, geotechnical assessment, detailed design and pricing of the proposed works through the capital works allocation.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Works Plus Plan project list - Drainage			
Project	Estimate	Source of Funds	Trigger
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 include:

- 1) Medowie/Campvale: Flood and drainage mitigations works together with designated flow path.
- 2) Medowie: Ballot Close: Voluntary purchase of one property which is located on major flow path. The purchase has been completed.
- 3) Shoal Bay: Upgrading the drainage networks to reduce the flooding impacts on private properties and to allow more development in this catchment.
- 4) Bobs Farm: Opening of Cromarty Lane drainage outlet to improve flow condition and reduce nuisance flooding on the properties.
- 5) Williamtown: Opening up Dawson Drain outlet to improve property inundation and allow more industrial and airport base development around Newcastle Airport.
- 6) Heatherbrae: Thorough investigation on the suitability of an infiltration system and its usage for storm water disposal.
- 7) 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.
- 8) Wallalong South: Drainage upgrades to improve flow conditions and reduce nuisance flooding on properties and across roads.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

- 9) Raymond Terrace: Drainage improvements in the Bourke Street catchment, Glenelg Street catchment and Halloran Way catchment to reduce flooding impacts and to allow more development in these catchments.
- 10) Tanilba Bay: Upgrade the drainage system within the Tanilba Bay Urban Area to reduce flooding impacts.
- 11) Lemon Tree Passage: Upgrade the drainage system within the Lemon Tree Passage Urban Area to reduce flooding impacts.
- 12) Little Beach catchment drainage study and improvement strategy to reduce the flooding issues.
- 13) Urban Storm water and Rural Water Quality Plan: Review the plan to improve storm water discharges into the watercourses, rivers, creeks and beaches.
- 14) Continual improvement to our mapping layers through the inclusion of newly provided flood and drainage modelling data.

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 Attachment 1 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 Dam Safety Committee requirements and RMS Culvert Inspection procedure. This dam is being assessed as part of major inspections every five years. The dam is also being modified as part of the adjacent Landcom residential development.

Risk Controls - Drainage		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that critical drainage assets do not function leading to flooding.	<ul style="list-style-type: none"> Complete the Asset Inspection program. Note critical assets have a greater inspection frequency. Non-functioning assets to be rectified immediately. 	High

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Risk Controls - Drainage		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that storm events may exceed the existing drainage network capacity leading to localised flooding of land and property.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Complete the condition inspections as per the Dam Safety Inspection schedule for this dam. Undertake any required remedial works immediately. 	High
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.	<ul style="list-style-type: none"> Utilise the Statewide Mutual Best Practice manuals for open drains/detention basins as a guide to create the works program. 	High
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.	<ul style="list-style-type: none"> 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.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

- 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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Fleet

Asset Holdings	Council hold 721 fleet assets comprising 46 major plant, 89 light trucks and utilities (utes), 336 sundry plant items, 4 passenger/ pool vehicles, 121 RFS plant items and 125 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	<ul style="list-style-type: none"> 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	2019		
General Assessment of Condition			
	Condition Rating		% (based on CRC)
	1	Near Perfect	6
	2	Good	90
	3	Satisfactory	0
	4	Very Poor	4
	5	Unserviceable	0
	Total		100.00
Main Findings	Fleet assets are generally replaced within their optimum replacement period in their life cycle through a rolling ten year horizon replacement program.		
Future Actions	Continuation of the replacement program under its current model; analysis to ensure the most appropriate item is sourced and managed within its life cycle.		

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.****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 Act 2012

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 Fleet Services 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 DEMANDKey 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 will continue to affect the profile of the fleet assets, especially the light trucks and utilities.

LIFECYCLE MANAGEMENT PLANCreation/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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Condition and Performance Monitoring

All fleet assets are subject to maintenance and servicing on a regular basis, with small trucks and utes 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. At times if the above valuations fall short of expectation we can sell via portals such as trucksales to improve the value.

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	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Minimise risk by procuring new items of plant within allocated life cycles. 	Medium

Financial/Budget Summary

Council's fleet management function 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 depreciation, repairs, insurance, 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.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

- 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 Fleetmex or alternative and Authority – Would considerably reduce administration costs.
- Develop a Green Fleet Strategy for Operational Plant – Would reduce emitted CO² assisting Council to meet environmental targets.
- Implement vehicle monitoring and tracking solutions – Would improve 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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Pathways

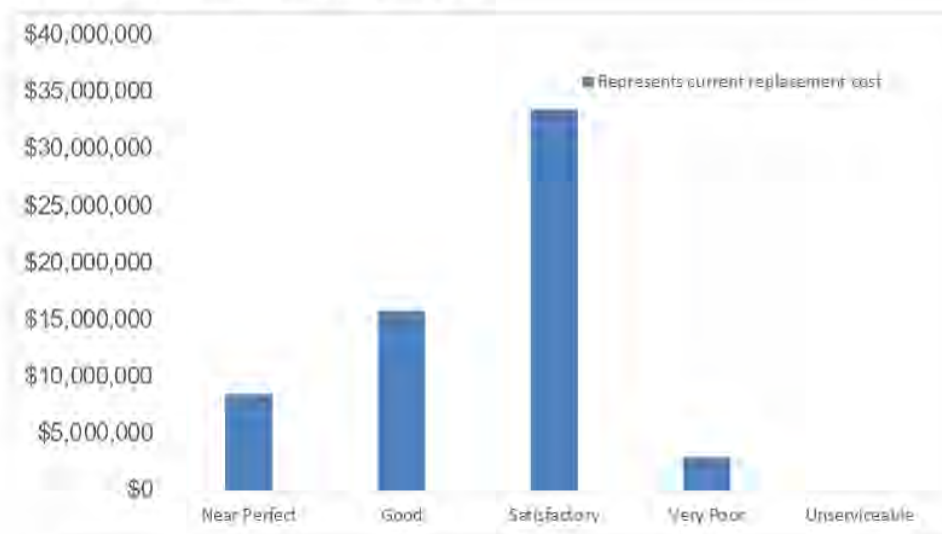
Pathways include footpaths, shared paths and cycle ways.

Asset Holdings	Council has approximately 204kms of pathways located within the road reserve across the Local Government Area (LGA). These include approximately 133kms of traditional footpaths and 71kms of shared paths.		
Desired Level of Service Statement	<ul style="list-style-type: none"> 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.		
Last Condition Survey	The data gained from the risk mitigation inspection undertaken in June 2015 was used for asset condition.		
General Assessment of Condition	Condition Rating	% Pathway (based on lineal metres)	\$CRC
	1 Near Perfect	14	\$8,540,655
	2 Good	26	\$15,861,216
	3 Satisfactory	55	\$33,552,572
	4 Very Poor	5	\$3,050,234
	5 Unserviceable	0	\$0
	Total	100	\$61,004,677
Main Findings	<ul style="list-style-type: none"> 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. 		

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Future Actions	<ul style="list-style-type: none"> 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 12: 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, conducted in 2002, 2007-2015 and the results have been increasing. In the 2018 survey, 76.98% of respondents were satisfied with the management of footpaths; and 83.77% were satisfied with cycle ways and walking tracks.

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

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

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.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

Hierarchy - Pathways				
Hierarchy	Description	Environmental factors	Facilities provided	Future facilities
Regional	High quality, high priority routes allowing quick, unhindered travel between major centres	<ul style="list-style-type: none"> Connectivity to the main road network High usage Higher speed environment 	<ul style="list-style-type: none"> Quality construction to permit higher travel speeds Separation provided from high speed traffic End-of-trip facilities 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Connectivity to the main road network Lower speed environment to cater for a mix of user categories 	<ul style="list-style-type: none"> Maximum width off-road shared path Connection to existing facilities where possible Directional signage 	<ul style="list-style-type: none"> Medowie Road Foreshore Drive Kirrang Drive Gan Gan Road Boomerang Park
Local	Providing accessible connection for all categories of user to local residences and trip destinations	<ul style="list-style-type: none"> Local population Public transport connections Commercial areas 	<ul style="list-style-type: none"> Full width footpath in commercial areas Accessible facilities at bus stops Footpath connections to pedestrian traffic generators – schools, parks, beaches, sports fields 	<ul style="list-style-type: none"> Refer to Pathways Plan Maps

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.****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 PLANCreation/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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Undertake annual inspection of the coefficient 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.	<ul style="list-style-type: none"> 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.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

- **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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

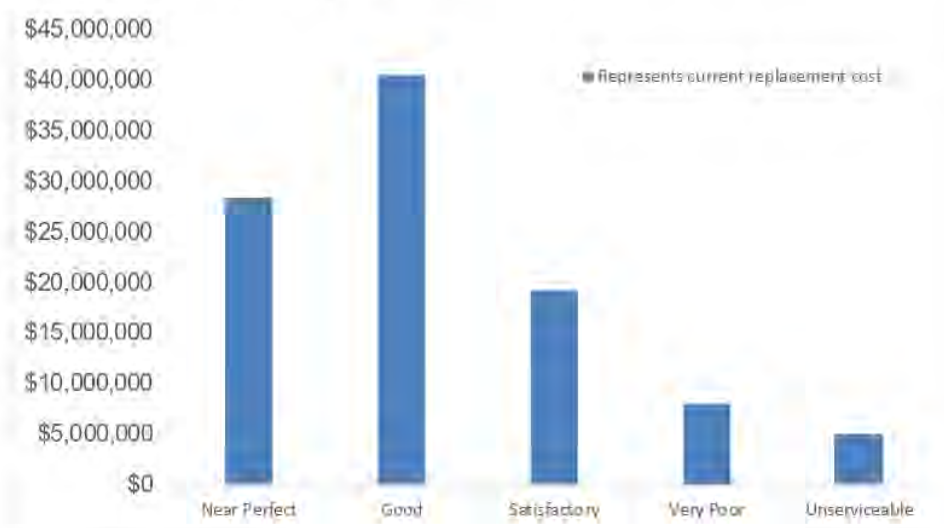
Roads

Asset Holdings	<p>Located within the LGA, Council has approximately:</p> <ul style="list-style-type: none"> - Sealed Local Road Pavement: 608 km - Sealed Regional Road Pavement: 57 km - Unsealed Local Road Pavement: 55.5 km <p>Roads included in this documentation are Local roads and Regional roads. Roads that are owned privately, by RMS or Crown are not included.</p>		
Desired Level of Service Statement	<p>Council's roads are safe with increasing community satisfaction and are maintained in accordance with the corresponding condition rating. On average:</p> <ul style="list-style-type: none"> • 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. <p>This condition-based level of service is taken from road benchmarking industry standards and the recent works undertaken through the <i>Fit for the Future</i> calculations.</p> <p>Indicators that the actual level of service is reaching the desired level are:</p> <ul style="list-style-type: none"> • 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. 		
Available Data	<p>Asset data is stored in the Council centralised assets and accounting system called Authority and is mapped in Council's GIS.</p> <p>Asset data include: 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.</p>		
Last Condition Survey	<p>A consultant reviewed our deterioration model and inspected the road network to verify our figures for condition, roughness, rutting and cracking in 2013. 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.</p>		
	Condition Rating	% Roads (m2)	\$CRC
	1 Near Perfect	28	\$28,424,714

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

General Assessment of Condition	2	Good	40	\$40,606,734
	3	Satisfactory	19	\$19,288,198
	4	Very Poor	8	\$8,121,347
	5	Unserviceable	5	\$5,075,842
		Total	100	\$101,516,835
Main Findings	<ul style="list-style-type: none"> The pavement condition verification done in 2013 confirms that 87% of the sealed network is considered to be in a satisfactory condition. The Fit for the Future calculations show a current backlog of works to bring assets to a satisfactory condition is calculated at \$12.5 million with an annual maintenance gap of \$1 million. The road network condition is currently based on the roughness count and visual assessment only and combines both sealed and unsealed roads in the conditions scores above. Roads condition data are reported using % of CRC to reflect Annual Reporting Special Schedule 7 requirements. 			
Future Actions	<ul style="list-style-type: none"> A full sealed road network survey and assessment has been completed and will be reported with the 2020/21 revaluation. 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 condition surveys to collect relevant pavement performance data to allow for future network planning and management. 			

Figure 13: Condition Rating – Roads



**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.****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 71% in 2019. The community still wants 'better road surface' 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 Road Assessment and Maintenance Policy. This policy 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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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 Development Control Plan. It should be noted that at the time of writing the SAMP, the hierarchy is being reviewed to align with the NSW IPWEA proposed state road hierarchy.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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	Sub Arterial Roads	Collector Streets	Local Streets
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Direct access to properties• Pedestrian movements• Local cycle movements
Tier 3: Management			

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Arterial Roads	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:						
<ul style="list-style-type: none"> Longer distance traffic movements Main connection between suburbs and employment /shopping centres 	<ul style="list-style-type: none"> Connection of local areas to arterial roads Access to major developments Access to properties (some existing cases) 	<ul style="list-style-type: none"> Connection of local areas to arterial roads Access to commercial properties Preservation of aspects of local amenity in balance with traffic operations 	<ul style="list-style-type: none"> Connection of residential streets with traffic carrying roads Access to grouped properties 	<ul style="list-style-type: none"> Connection of residential streets with traffic carrying roads Access to individual adjacent properties 	<ul style="list-style-type: none"> Access to individual adjacent properties Access to local area 	<ul style="list-style-type: none"> Access to individual adjacent properties
Tier 4: Design						
Refer to Table 4.1 for the design characteristics for the various elements of the Road Hierarchy.						

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.****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 RMS 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 in a more sustainable financial model to fund the roads assets. A dedicated resources have now been employed and contracted for the implementation and running of the PMS.

LIFECYCLE MANAGEMENT PLANCreation/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 RMS. 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 Road Assessment and Maintenance Policy. 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. These were last completed at the end of 2013. Alternate year desktop assessments are conducted to fine tune the Capital Works Program from year to year.

Council is currently implementing 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 2019-2020.

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

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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 in accordance with the Council's Roads Assessment and Maintenance policy. This policy refers directly to Council's underwriter Statewide Mutual's Best Practice Roads Manual.

Adopting this policy 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.	<ul style="list-style-type: none"> • Undertake inspection program as per Council's Road Assessment and Maintenance Policy and the Statewide Mutual 's Best Practice Manual. • Prioritise and undertake maintenance works as per Council's Road Assessment and Maintenance Policy and the Statewide Mutual's Best Practice Manual risk rating. 	Medium

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**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;
- Roads and Maritime Services;
- 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.

It should be noted that with Council having moved into a surplus budget as well as identifying 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.

- Capital
Proposed capital works are document 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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Transport Facilities

Asset Holdings	<p>Transport Facilities focuses on</p> <ul style="list-style-type: none"> • public transport; • commercial/industrial (freight) transport routes; and • tourism links. <p>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.</p> <p>The physical asset called Pathways includes footpaths and shared paths and is covered separately.</p> <p>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.</p>		
Desired Level of Service Statement	<ul style="list-style-type: none"> • 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 <i>Disability Standards for Accessible Public Transport 2002 (DSAPT)</i> by 31 December 2022. • To enable improved transport facilities for tourism; • To provide infrastructure for commercial/industrial (freight) transport. 		
Available Data	Council's asset register and GIS, Capital Works Program, Community Planning Survey 2011.		
Last Condition Survey	Bus stop survey for the Country Passenger Transport Infrastructure Grants Scheme (CPTIGS) application 2014-15.		
General Assessment of Condition of Council Assets	Condition Rating	No. of transport stops	% Assets
	1 Fully DSAPT compliant (Boarding points)	224	36%

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

	2	Partially DSAPT compliant	39	6%
	3	Non DSAPT compliant	351	57%
		Total	614	100%
Main Findings	<ul style="list-style-type: none"> 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. 			

LEVEL OF SERVICECustomer 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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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 NSW formally known as Roads and Maritime Services (RMS).

• 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:

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

- 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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

- 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	<ul style="list-style-type: none"> Connectivity to the main road network High usage at specific times of the day 	<ul style="list-style-type: none"> Bus shelters large enough to cater for anticipated demand Footpath connections Proximity to off-street parking Information signage 	<ul style="list-style-type: none"> Anna Bay bus and coach interchange Park and ride facilities at the regional interchanges Fingal Bay Link Road
District	Main routes connecting community centres via high frequency bus routes	<ul style="list-style-type: none"> Connectivity to the main road network Commercial areas Frequent stopping to provide maximum coverage 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Hard-stand areas where funding permits Widened shoulders in rural areas Footpath connections where appropriate 	<ul style="list-style-type: none"> On an as-required basis – generally in conjunction with planned road works

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.****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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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 and Newcastle CBD	Unknown	Investigation required.	Once this option is part of the Regional Transport Plan.
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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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	<ul style="list-style-type: none"> Continue to apply for CPTIGS funding to upgrade bus stops Fund a transport stops upgrade plan over a number of years. 	Low

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Risk Controls - Transport Facilities		
Risk	Control to Mitigate Risk	Residual Risk
disadvantaged people in the community.	<ul style="list-style-type: none"> Develop a priority listing for bus stop upgrades Consult with special needs groups on required facilities 	
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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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
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.	<ul style="list-style-type: none"> 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.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

- **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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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
	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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Investigate expansion of the proactive inspection program to high risk locations/trees. Investigate the inclusion of additional sub chapters catering for natural assets/bushland. 			

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**Condition Rating – Trees

Data for town centres is not statistically significant to report across all asset holding.

LEVEL OF SERVICECustomer 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 2018 Community Satisfaction Survey resulted in 87.73% 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.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.****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 PLANCreation/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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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 SAMP10 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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:

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

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.

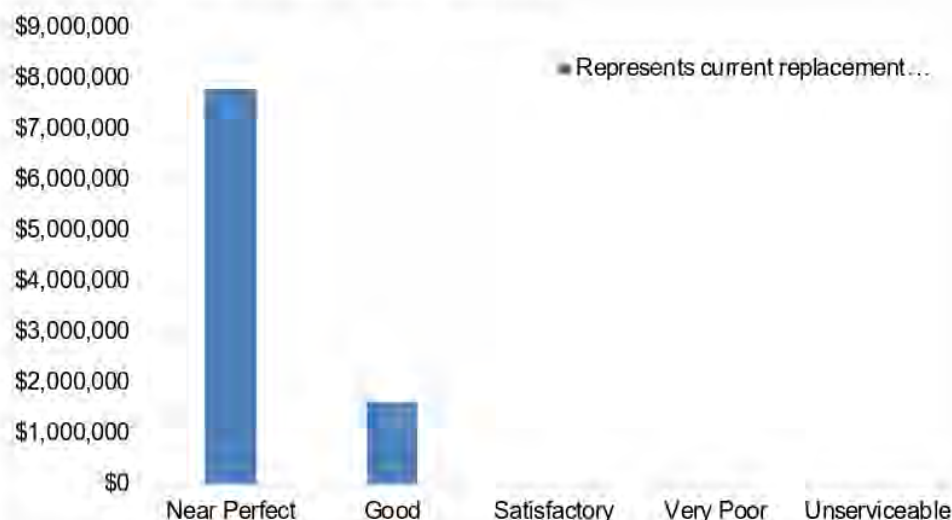
ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Waste Services

Asset Holdings	<ul style="list-style-type: none"> 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.		
Available Data	<ul style="list-style-type: none"> 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)
	1	Near Perfect	36.00
	2	Good	64.00
	3	Satisfactory	0
	4	Very Poor	0
	5	Unserviceable	0
		Total	100.00
Main Findings	<ul style="list-style-type: none"> 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. 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. 		

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

Figure 14 - 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 2018 Customer Satisfaction Survey showed an aggregated satisfaction score of 88% for waste for access to waste facilities and 95% 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.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

The Salamander Bay Waste Transfer Station operates six days per week and handles approximately 11,500 tonnes of waste and 39,000 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 2020/21 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 building 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 needs to be increased to cater for extreme high rainfall events.

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. The combination of waste services offered by Council produces a level of waste diversion from landfill that sees Council ranked in the top portion of the State and the best among Hunter 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.

**ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN
2020 TO 2030.**

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 because the next closest waste facility is in Raymond Terrace and more than an hour for a round trip, so the Salamander Bay facility is vital to the Tomaree area. This is also because there is has a large number of businesses mainly in the hospitality area and a reasonable sized base population that dramatically increases during holiday periods that have high waste generation habits.

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 (33% 2018/19) is below state average. This result is due to the EPA revoking the Mixed Waste Organic is Output (MWO) Exemption in October 2018. It will take Council a couple of years to change to an alternative system following the development of a Council waste strategy so this result will be low for a couple of years.

The NSW Waste Avoidance and Resource Recovery Strategy 2014–2021 requires an increase in diversion rates from landfill by 2022 for municipal solid waste from 66% to 70%, commercial and industrial waste to 70% and construction/demolition waste to 80%.

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 the manner in which Council delivers waste services will change in future decades.

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.

DRAFT SAMP 10

Page 97 of 272

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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 and the leachate dam irrigation systems require repair in 20/21.

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.

ITEM 5 - ATTACHMENT 3 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 TO 2030.

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 2021/2022 for the buildings at Salamander Bay Waste Transfer Station. This work is subject to the results of annual condition assessments.

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.