

ATTACHMENTS UNDER SEPARATE
COVER

ORDINARY COUNCIL MEETING
9 APRIL 2024



PORT STEPHENS
C O U N C I L

INDEX

Item No	Attach. No	Attachment Title	Page No
2	1	DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.	4
2	2	RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.	102
2	3	FEES AND CHARGES 2024 TO 2025.	459



IP&R Framework

Delivery Program

2022 to 2026

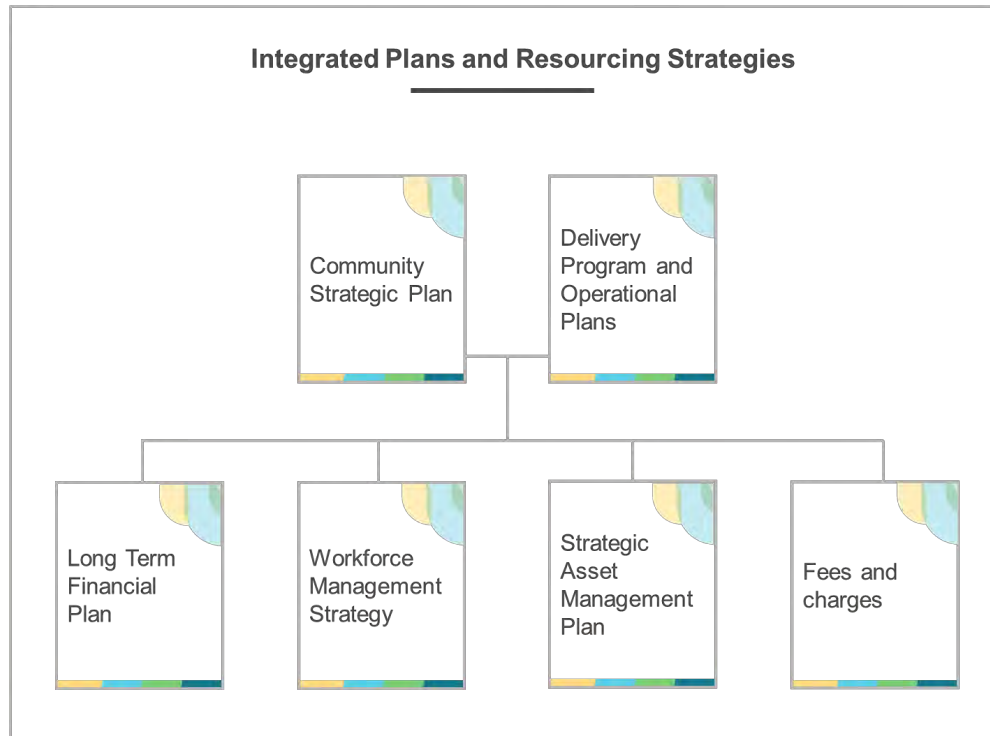
and Operational Plan

2024 to 2025

The Delivery Program sets out the Council's activities for the next 4 years to assist in achieving the Community Strategic Plan. The Operational Plan is an annual action plan to implement the Delivery Program.

ITEM 2 - ATTACHMENT 1

DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



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

Acknowledgement

We acknowledge the Worimi as the original Custodians and inhabitants of Port Stephens. May we walk the road to tomorrow with mutual respect and admiration as we care for the beautiful land and waterways together.

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Contents

Introduction	2	Plan on a page.....	22
Message from the General Manager.....	3	Key Priorities 2022 to 2026.....	24
What are the Integrated Plans?.....	4	How to read this document	39
What is the purpose of the Delivery Program and Operational Plan?.....	4	Our Community.....	41
How will we resource it?.....	5	Our Place.....	49
How will we know we have succeeded?.....	6	Our Environment.....	59
Reporting on performance.....	8	Our Council.....	65
Developing our Delivery Program & Operational Plan	9	Our Resourcing Strategy	77
Financial Sustainability.....	10	Long Term Financial Plan	78
Continuous improvement and Business excellence	15	Workforce Management Strategy	80
Our stakeholders	17	Strategic Asset Management Plan.....	81
Council's role and services.....	18	Appendices.....	82
Challenges	19	Appendix one: Key result measures	83
Our 4-year program & 1-year plan	20	Appendix two: Statement of revenue policy	85
		Appendix three: Statement of waste management	94

Introduction

SECTION 1

- 03 | Message from the General Manager
- 04 | What are the Integrated Plans
- 04 | What is the purpose of the Delivery Program and Operational Plans
- 05 | How will we resource it
- 06 | How will we know we have succeeded
- 08 | Reporting on performance



2 | Draft Delivery Program 2022 to 2026, Operational Plan 2024 to 2025

Message from the General Manager



Welcome to the third year of our 4-year Delivery Program and annual Operational Plan for 2024 to 2025. This draft document provides the framework for the delivery of Council services for the next two years – it sets out what we will do, the services we provide, who will provide them and the budget required to achieve it all.

We are committed to delivering for our community in the most sustainable way. We do this through our organisation's purpose, vision and plans outlined in our draft Operational Plan 2024 to 2025, Resourcing Strategy 2024 to 2034 (which includes the Long Term Financial

Plan 2024 to 2034, Strategic Asset Management Plan 2024 to 2034, Workforce Management Strategy 2022 to 2026) and Fees and Charges 2024 to 2025. This iteration of draft documents forms part of our normal annual review of our Integrated Planning and Reporting (IP&R) documents which include the most up to date information and data. The draft Operational Plan for 2024 to 2025 is based on our current levels of service.

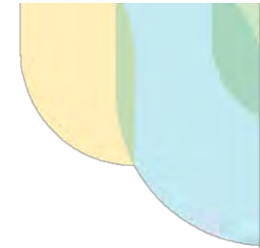
In Year 1 of our Delivery Program we had conversations with our community about striking a balance between the needs of our community and our funded future; in Year 2 we focused on securing our strong foundations with an ongoing commitment to long-term sustainability and financial stability. Now in Year 3, due to there only being 3 years for this Council term, we are in the final year of the plan. In this final year, we're continuing to focus our

efforts in balancing our budget, improving our productivity, streamlining services, containing our costs, diversifying revenue streams and using the additional funds from the Special Rate Variation towards repairing our roads and protecting the natural environment from the 2024 to 2025 financial year onwards. This year is where the 'rubber hits the road' so to speak. We're also continuing our learning cycle reviewing our Infrastructure Delivery and Land Use components via our service review program, delivering what we can within our available resources. In 2024 to 2025 we'll also welcome a new Council and undertake a comprehensive review of our IP&R suite of documents, including resetting our 10 year Community Strategic Plan and 4 year Delivery Program.

We continue to work closely with our Mayor and Councillors and I look forward to continuing to deliver outcomes valued by our community in the best possible way. Our draft IP&R documents are now available for viewing, with Council inviting community feedback on these draft documents during the public exhibition process. To have your say and find out more details about how to make a submission visit portstephens.nsw.gov.au.

Tim Crosdale

General Manager



What are the Integrated Plans?

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

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

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

Delivery Program (4 years)

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

At Port Stephens Council, the Community Strategic Plan, Delivery Program and Operational Plans are all founded on a basis of Quadruple Bottom Line (QBL) - social, economic, environmental and governance factors through 4 Focus Areas: 'Our Community, Our Place, Our Environment and Our Council'.

These Focus Areas provide a structure for all of the plans and highlight the key priorities, enabling Council to meet the **community's vision** of 'A great lifestyle in a treasured environment'.

To deliver on the community's vision, **organisationally our vision** is that 'We have a deep respect for the Port Stephens community and work to grow trust, confidence and pride in the outcomes we deliver. We foster an inclusive and supportive culture that encourages both

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

professional and personal growth. We know that each and every one of us is responsible for the sustainable management of our resources. Through a collective effort, we will create a thriving and vibrant place for generations to come.'

This aligns with the **overall purpose of our organisation** that 'We deliver outcomes valued by our community in the best possible way'.

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

Operational Plan (annual)

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

This draft Operational Plan is for 2024 to 2025.

How will we resource it?

Resourcing Strategy

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

The Resourcing Strategy consists of 3 inter-related documents, the Long Term Financial Plan, Asset Management Plan and the Workforce Management Strategy which provide more detail on the financial, workforce and asset matters that Council is responsible for.

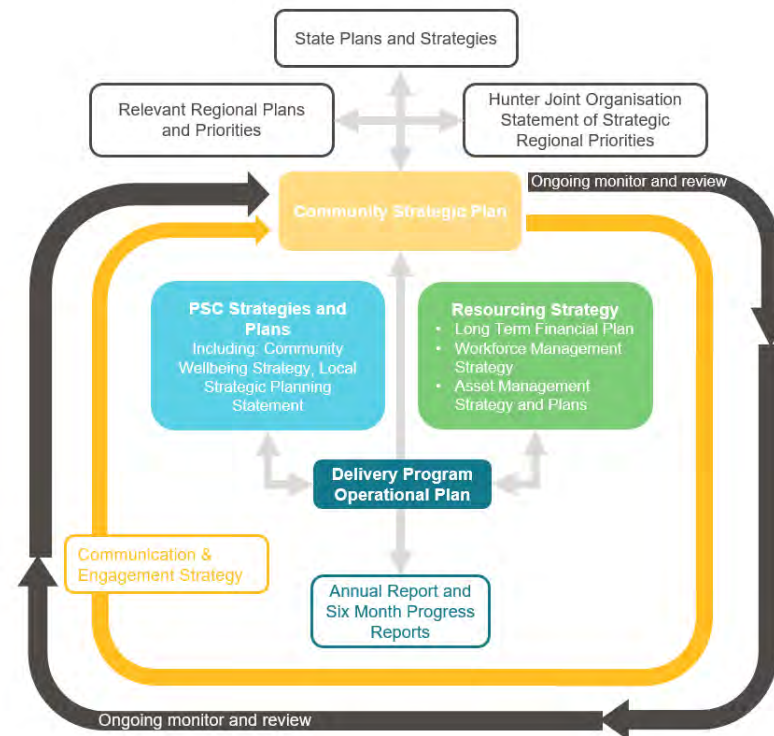


Diagram 1 – IP&R Framework

How will we know we have succeeded?

Monitoring performance

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

Community Indicators

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

Council Key Result Measures

Critical to underpinning everything that we do are 6 key result measures. Appendix 1 provides a further outline of these measures.



Diagram 2 – Key Result Measures

1. Service Delivery

Target: >95% Integrated Plans delivered on time

2. Community Satisfaction

Target: Better than baseline of 2.94 out of 5
(measured as at 2023 Community Satisfaction Survey)

3. Employee Wellbeing

Target: >80% employee engagement

4. Risk Management

Target: >85% risk management maturity score

5. Asset Management

Target: ≥ 100% asset maintenance ratio

6. Financial Sustainability

Target: underlying financial result better than budget

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

By balancing these 6 key result measures, Council ensures that:

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

Delivery Program measures

Which determine the effectiveness of each Delivery Program item. Read more under each Focus Area from pages 41 to 66.

Operational Plan Effectiveness Measures

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

These measures are reviewed each year in accordance with the Operational Plan actions and the relevant program of work to be delivered.

Efficiency Measures

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

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Reporting on performance

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

- Annual Report
- Six Month progress reports
- Quarterly Financial reports
- State of our City report (previously End of Term report)

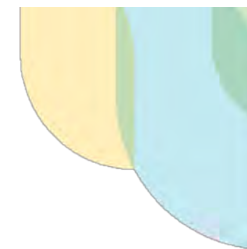


Developing our Delivery Program & Operational Plan

SECTION 2

- 10 | Financial Sustainability
- 15 | Continuous improvement and Business excellence
- 17 | Our stakeholders
- 18 | Council's role and services
- 19 | Challenges

We're committed to meeting the needs of our community in a cost effective, accountable and collaborative way. Key to doing this is maintaining financial sustainability, improving how we do things, engaging with our stakeholders, determining what services we can deliver within our available resources whilst continuing to review the challenges ahead of us.



Financial Sustainability

Financial sustainability has always been a priority of Council. It is critical that we manage our resources in a responsible and sustainable way so we can continue to deliver services, maintain our infrastructure and invest in our community.

We focus on doing more with less – we look for opportunities to optimize our income, minimize our expenditure and diversify our revenue streams.

Our Financial Sustainability Strategy provides a roadmap for the long term management of our financial resources. The strategy creates a framework for decision making and will ensure we continue to invest our resources in projects, services and activities that benefit our community now and into the future.

The success of this strategy is based on delivering 6 inter-related strategic objectives, actions and outcomes outlined below.

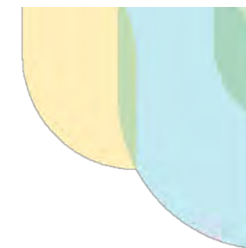


ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

	Objectives	Outcomes
1	Avoid shocks <ul style="list-style-type: none"> • Reserve management • Cash flow forecasting 	A financially strong and resilient Council
2	Attain underlying surplus <ul style="list-style-type: none"> • Operational efficiencies • Reinvestment 	A better than break even budget result annually, building to a 1% underlying target.
3	Funding significant infrastructure and projects <ul style="list-style-type: none"> • Resilience fund • Smart parking rollout • Dividend return from non-rate revenue sources 	Significant projects delivered that align to significant strategic objectives of Council.
4	Increase income <ul style="list-style-type: none"> • Statutory rates process • User fees and charges reviews • Non-rate revenue performance • Grants 	Service delivery and asset maintenance supported by sufficient and sustainable income.
5	Review and adjust services <ul style="list-style-type: none"> • Continue discipline on savings/operational efficiencies • Move to attainment of growth in value for community 	Services valued by the community delivered in the best possible way.
6	Advocacy and partnerships <ul style="list-style-type: none"> • Avoid, minimise and mitigate external impacts 	Relationships that achieve the best possible outcomes for the community.

ITEM 2 - ATTACHMENT 1

DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Special Rate Variation

Following IPART's announcement on 15 June 2023, the first year of the Special Rate Variation (SRV) was commenced during the 2023 to 2024 financial year.

The SRV supports the reduction of projected budget shortfalls and ensures that Council can retain services across our community. The increased revenue from the SRV will also allow Council to respond to community priorities. From the 2024 to 2025 financial year, we'll be using this additional funding for the delivery of road repairs.

For every \$1 in rates that we receive, we're currently returning \$2.50 in expenditure to the community. Below provides an outline of Enhanced Services to be funded by SRV funds, in addition to what is received to eliminate budget shortfalls. Council has established an Enhanced Services Reserve to direct these funds to the additional service areas identified by the community.

SRV – enhanced services



Did you know?

For every \$1 in rates we receive

We're currently returning \$2.50 back into our community



ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026
INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Fixing the budget, delivering planned services

\$99 million over ten years

Current levels of services to stay
Delivering planned services as outlined in the CSP

Below enhancements **gradual** as SRV funds builds up



Fixing our roads

\$7.1 million prioritised over three years

Targeting roads with a high number of reoccurring potholes



Protecting our natural environment

\$2.3 million over four year program

Dedicated recurrent works focused on protecting and enhancing our natural environment



Looking after our waterways and foreshores

\$2 million over four year program

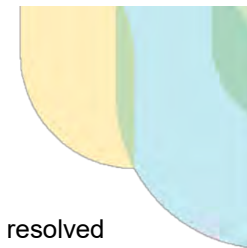
Dedicated recurrent maintenance works focused on proactively looking after our waterways and foreshores across Port Stephens



Looking after our public space

\$1.4 million over three year program

Fixing defects throughout our community buildings, and replacing lighting with more energy-efficient LED globes



Resilience Fund

Further to our continued focus on ensuring financial stability of the organisation to deliver for the community, Council has also resolved to establish a Resilience Fund Reserve. As a key project under our Financial Sustainability Strategy, the basic premise of the Resilience Fund is to ensure that a fund is available for Council to invest in significant strategic projects across the Local Government Area (LGA). This may include significant infrastructure, service or non-rate revenue investments, aligned to Council's strategic plans and priorities. In accordance with Council's resolution the Resilience Fund will be funded from surplus non-rate revenue sources of income which will include the dividend from the operations from Newcastle Airport expected to return to Council as 50% shareholder once the current international terminal construction is complete in 2025/2026.

Through the Resilience Fund Council is committed to ensuring ongoing value is provided to the community into the future through directing any surplus non-rate revenue to outcomes that will make a difference to our community.

Continuous improvement and Business excellence

Business Excellence is about doing the “right things in the best way”.

Our approach to continuous improvement is based on implementing the Australian Business Excellence Framework (ABEF) (categories, associated actions, guiding principles and methodologies) which ensures that we continually measure and improve how we deliver infrastructure and services that are truly valued by our community.

Our goal is to be recognised by our community as a leading council and a “best employer” organisation – we do this by following the philosophy of the ABEF.

The ABEF is based on a set of 9 universal principles that describe how to continuously improve our systems, processes and relationships, as well as measure our results to achieve sustainability by focusing on:

- having clear direction and knowing how we all contribute to the big picture
- understanding what our customers value
- sustainable performance
- implementing best practice
- doing our best every single day.

The Business Excellence philosophy underpins everything we do — it’s how we do things at Port Stephens Council. To support this, we have developed a Business Operating System (BOS) that showcases our implementation and allows us to achieve our Key Result Measures outlined on page 6.

We’re committed to continuous improvement and providing cost effective and efficient services through Council’s Service Review Program, Business Improvement Ideas and our Problem/Opportunity ‘Plan Do Study Act’ program.



ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.


Service Review Program

Our organisation has a history of providing quality services to our customers. We strive to do this using the principles of Best Value. Council's Service Review Program involves analysing our services so that we are clear about the services we offer and that we deliver them in the best possible way.

The purpose of our Service Reviews are to ensure that our services are a reflection of the local community's needs and expectations, both in terms of quality and cost whilst ensuring sustainability.

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

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



Our Service Review Program, which commenced in 2011, has a rolling schedule where all 60 service delivery business units (Units) receive a full-service review over a 4 year period with a condensed mid-point (progress review) completed 2 years following a service review. This allows all Units to be reviewed every 2 years. Over this time our Service Review Program has delivered \$7 million in operational savings and continues to ensure our level of service provides value for money to our community.

Our program over the next 2 years will involve reviewing a number of Units that are involved in the End to End process of Infrastructure Delivery and Land Use Delivery and other Units outlined on page 72 of the Operational Plan 2024 to 2025. Our schedule is reviewed and approved annually by the Executive Team, where amendments are made to meet any community hot topic or trends that are impacting service delivery.

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

Our stakeholders



We work with a diverse range of stakeholders in delivering projects and services for our community. Understanding why each stakeholder is important and our importance to them is vital in working together to shape our place.

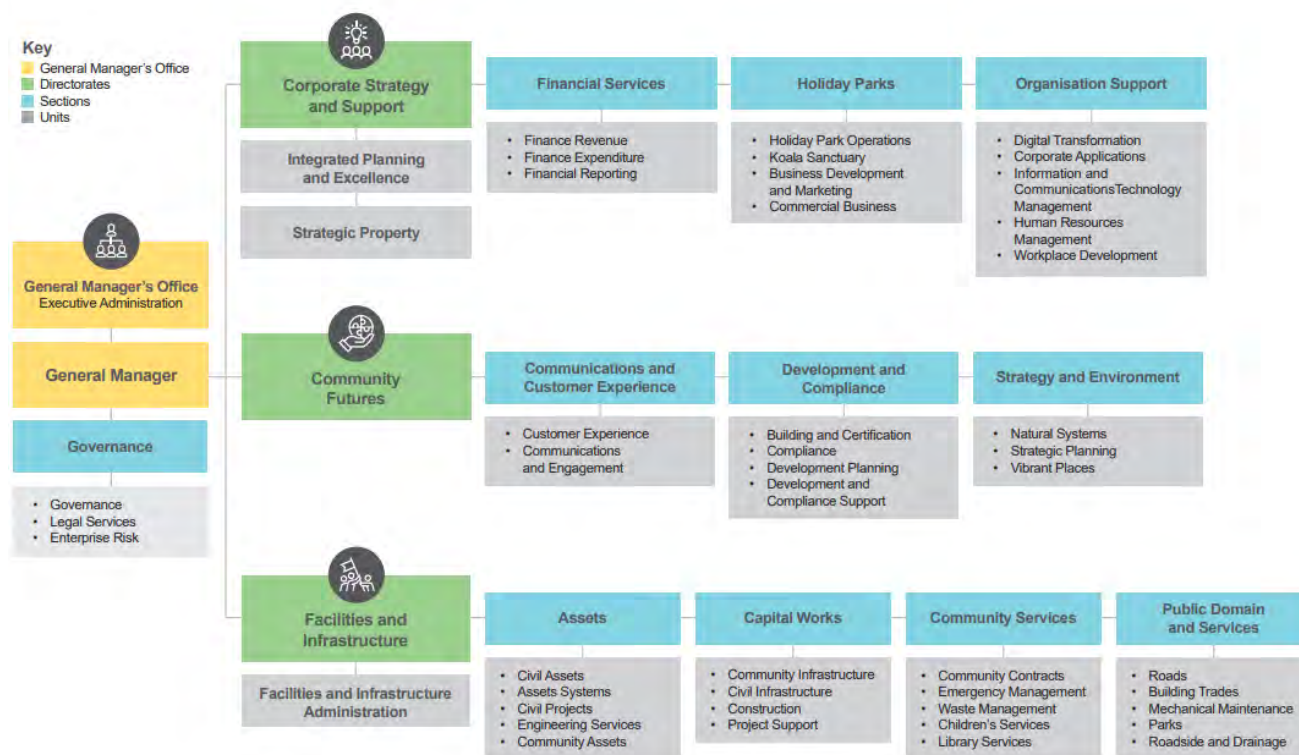
We use a range of methods to communicate and engage with our stakeholders. Methods differ across stakeholder groups depending on the level of influence they may have. This is outlined in our [Communication & Engagement Strategy](#).

ITEM 2 - ATTACHMENT 1

DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Council's role and services

We employ more than **580 full-time equivalent positions** and are responsible for providing **services and facilities to more than 76,000 people**.



Challenges

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

- continuing government reform agenda, increasing demands on Council and uncertainty of Federal and State Government spending (grants)
- economic development opportunities for the LGA
- balancing the natural and built environment
- reviewing the long term strategy for housing provision to identify and overcome barriers to housing supply and affordability
- external impacts and response required in terms of natural disasters and emergencies
- aligning services with community expectations whilst balancing our resources
- financial sustainability, including rate cap and fiscal constraints
- ageing infrastructure, asset management, renewals, repairs and maintenance
- consistent community engagement meeting community expectations
- skilled workers and employee wellbeing demand
- building succession and workforce capacity
- resource shortages and mandate to do more with less
- delivery of an expanded works program
- rapidly evolving technology affecting the way we deliver our services

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

Our 4-year program & 1-year plan

SECTION 3

22 | Plan on a page

24 | Key Priorities

39 | How to read this document

41 | Our Community

49 | Our Place

59 | Our Environment

65 | Our Council

20 | Draft Delivery Program 2022 to 2026, Operational Plan 2024 to 2025

ITEM 2 - ATTACHMENT 1

DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



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

ITEM 2 - ATTACHMENT 1

DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Our Community

An accessible and welcoming community respecting diversity, heritage and culture

Key Direction C1 Community Wellbeing

Improved wellbeing for our diverse community supported by services and facilities

Delivery Program 2022 to 2026 Activity	Operational Plan 2024 to 2025 Action
CSP Strategy – C1.1 Support wellbeing, inclusivity, accessibility and making all feel welcome	
C1.1.1 Develop and implement the Community Wellbeing Strategy (CWS) to provide services and support for a diverse community	C1.1.1.1 Implement the Community Wellbeing Strategy
C1.1.2 Implement and develop the Disability Inclusion Action Plan to encourage Port Stephens to be inclusive and access friendly	C1.1.2.1 Refer C1.1.1
CSP Strategy – C1.2 Provide facilities and learning options for children and families	
C1.2.1 Provide a program of education and care services for families and carers of children	C1.2.1.1 Deliver early education and care for children
CSP Strategy – C1.3 Provide equitable and safe access to sports, recreational, cultural and leisure activities	
C1.3.1 Provide a program of recreational, leisure and community services	C1.3.1.1 Initiate and manage contracts with recreational, leisure and community services
CSP Strategy - C1.4 Support volunteers to deliver appropriate community services	
Refer to C2.4.1 and E1.1.1	

Key Direction C2 Recognised traditions and lifestyle

Our community supports the richness of its heritage and culture

Delivery Program 2022 to 2026 Activity	Operational Plan 2024 to 2025 Action
CSP Strategy – C2.1 Recognise and support local Aboriginal and Torres Strait Islander People	
C2.1.1 Implement the Yabang Gumba-Gu Agreement to recognise and support local Aboriginal and Torres Strait Islander people	C2.1.1.1 Implement the Yabang Gumba-Gu Agreement
CSP Strategy – C2.2 Support and promote local cultural activities	
C2.2.1 Implement Our Incredible Place Strategy	C2.2.1.1 Implement actions of Our Incredible Place Strategy
CSP Strategy – C2.3 Recognise and support the heritage of Port Stephens	
C2.3.1 Support the preservation of Port Stephens heritage	C2.3.1.1 Provide support for the preservation of Port Stephens heritage
CSP Strategy – C2.4 Provide vibrant and inclusive community spaces to support lifelong learning	
C2.4.1 Provide a program for public libraries as contemporary, accessible, vibrant and welcoming community spaces	C2.4.1.1 Deliver public library services, programs and resources

Our Place

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

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

Our community has an adaptable, sustainable and diverse economy

Delivery Program 2022 to 2026 Activity	Operational Plan 2024 to 2025 Action
CSP Strategy – P1.1 Support sustainable local business development, visitation and events	
P1.1.1 Implement the Economic Development Strategy	P1.1.1.1 Deliver Economic Development Strategy actions
P1.1.2 Support Destination Port Stephens to attract sustainable visitation to Port Stephens	P1.1.2.1 Provide strategic and financial support to Destination Port Stephens

Key Direction P2 Infrastructure and facilities

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

Delivery Program 2022 to 2026 Activity	Operational Plan 2024 to 2025 Action
CSP Strategy – P2.1 Deliver and maintain sustainable community infrastructure	
P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2024 to 2034	P2.1.1.1 Provide, manage and maintain community asset in accordance with the SAMP 2024 to 2034
P2.1.2 Provide asset and engineering services to meet customer demand	P2.1.2.1 Provide asset and engineering services
P2.1.3 Deliver the 4 year Public Infrastructure Program	P2.1.3.1 Implement Council's adopted annual capital works program
P2.1.4 Deliver the program for maintenance of Council's assets	P2.1.4.1 Maintain Council's civil and community infrastructure
CSP Strategy – P2.2 Create useable links and connections within towns and centres	
Refer to P2.1.1 and P2.1.3	

Key Direction P3 Thriving and safe place to live

Our community supports a healthy, happy and safe place

Delivery Program 2022 to 2026 Activity	Operational Plan 2024 to 2025 Action
CSP Strategy – P3.1 Provide land use plans, tools and advice that sustainably support the community	
P3.1.1 Program to develop and implement Council's key planning documents	P3.1.1.1 Develop, implement and monitor land use plans and strategies
CSP Strategy – P3.2 Enhance public safety, health and liveability through the use of Council's regulatory controls and services	
P3.2.1 Deliver an annual program for Council to provide development services to enhance public safety, health and liveability	P3.2.1.1 Provide development services
	P3.2.1.2 Provide development compliance services
	P3.2.1.3 Provide ranger services
	P3.2.1.4 Provide environmental health services
CSP Strategy – P3.3 Create, advocate and support connected vibrant places	
P3.3.1 Develop a strategic program for Place Plans	P3.3.1.1 Coordinate delivery of endorsed place plan actions
P3.3.2 Provide the Community Financial Assistance Program	P3.3.2.1 Provide financial assistance for the community
CSP Strategy – P3.4 Support emergency services, community resilience and protection of community assets from natural disasters	
P3.4.1 Provide an emergency management framework that supports emergency services, other agencies and our community	P3.4.1.1 Deliver emergency management services, programs and resources

ITEM 2 - ATTACHMENT 1

DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Our Environment

Port Stephens environment is clean, green, protected and enhanced

Key Direction E1 Ecosystem function

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

Delivery Program 2022 to 2026 Activity	Operational Plan 2024 to 2025 Action
CSP Strategy – E1.1 Protect and enhance our local natural and built environment	
E1.1.1 Develop and deliver a program for Council to implement environmental strategies and policies	E1.1.1.1 Develop and monitor environmental policies and strategies
	E1.1.1.2 Provide environmental impact assessment services and a range of nature conservation, biosecurity and rehabilitation programs

CSP Strategy – E1.2 Provide environmental education programs about our local natural environment

Refer to E1.1.1

Key Direction E2 Environmental sustainability

Our community uses resources sustainably, efficiently and equitably

Delivery Program 2022 to 2026 Activity	Operational Plan 2024 to 2025 Action
CSP Strategy – E2.1 Support renewable energy and alternative fuel use	
E2.1.1 Develop and deliver a program for Council leading the way to a sustainable and climate positive future	E2.1.1.1 Adopt and implement a Carbon Neutral Action Plan
CSP Strategy – E2.2 Support resource recycling and reduction of waste	
E2.2.1 Provide a Waste program to support the reduction of community's environmental footprint	E2.2.1.1 Implement the Waste Management Strategy 2021-2031
CSP Strategy – E2.3 Support urban greening initiatives	
Refer to P2.1.4 and E1.1.1	

Key Direction E3 Environmental resilience

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

Delivery Program 2022 to 2026 Activity	Operational Plan 2024 to 2025 Action
CSP Strategy – E3.1 Support community resilience to climate change including coastal and waterway hazards	
E3.1.1 Develop and deliver a program for Council to mitigate environmental risks associated with climate change and natural hazards	E3.1.1.1 Staged implementation of the Port Stephens Coastal Management Program (CMP) incorporating climate change risks

Our Council

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

Key Direction L1 Governance

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

Delivery Program 2022 to 2026 Activity	Operational Plan 2024 to 2025 Action
CSP Strategy – L1.1 Develop and encourage the capabilities and aspirations of Council's workforce	
L1.1.1 Deliver the 4-year Workforce Management Strategy	L1.1.1.1 Implement the Workforce Management Strategy
CSP Strategy – L1.2 Provide strong leadership, advocacy role and government relations	
L1.2.1 Provide and implement strategic direction and governance of Council	L1.2.1.1 Coordinate and deliver Councillor and executive support services
	L1.2.1.2 Conduct citizenship ceremonies
	L1.2.1.3 Advocate for community priorities and work with other levels of government and stakeholders
	L1.2.1.4 Develop shareholder value through an effective partnership with Newcastle Airport
	L1.2.1.5 Work with Hunter Councils to enhance the Hunter Region
CSP Strategy – L1.3 Provide a strong ethical governance structure and systems for Council	
L1.3.1 Deliver governance services and internal audit program	L1.3.1.1 Deliver governance and legal services and enterprise risk management
	L1.3.1.2 Implement and coordinate the Audit Risk and Improvement Committee (ARIC) requirements and internal audit processes
L1.3.2 Deliver the Integrated Planning and Reporting program	L1.3.2.1 Undertake a community satisfaction survey
	L1.3.2.2 Implement the legislative requirements of the Integrated Planning and Reporting Framework
L1.3.3 Deliver the 4-year program for Service Reviews	L1.3.3.1 Implement the annual service review program
L1.3.4 Deliver the 4-year program for Corporate Systems and Data Management Strategy	L1.3.4.1 Implement annual actions of the Corporate Systems and Data Management Strategy
L1.3.5 Deliver the Business Excellence program of work	L1.3.5.1 Deliver the Business Excellence program of work

Key Direction L2 Financial Management

Our Council is financially sustainable to meet community needs

Delivery Program 2022 to 2026 Activity	Operational Plan 2024 to 2025 Action
CSP Strategy – L2.1 Maintain financial sustainability	
L2.1.1 Manage implementation of the Long Term Financial Plan 2024 to 2034	L2.1.1.1 Manage implementation of Council's Long Term Financial Plan 2024 to 2034, Annual Budget for 2024 to 2025 including Financial Sustainability Strategy and Roadmap
	L2.1.1.2 Provide statutory reporting to the community and other government organisations
	L2.1.1.3 Administer rates and charges in accordance with legislative requirements while also incorporating rates assistance provision for the community
L2.1.2 Manage the property portfolio in accordance with the Property Investment Strategy	L2.1.2.1 Manage the property portfolio in accordance with the Strategic Property program of work
L2.1.3 Implement the 2022 to 2025 Delivery Plans for Beachside Holiday Parks and Koala Sanctuary	L2.1.3.1 Implement the annual actions of the Beachside Holiday Parks and Koala Sanctuary Operational Plan

Key Direction L3 Communication and engagement

Our Council is committed to enabling an engaged and informed community

Delivery Program 2022 to 2026 Activity	Operational Plan 2024 to 2025 Action
CSP Strategy – L3.1 Provide a customer-first organisation	
L3.1.1 Deliver the 4-year Customer Experience Roadmap and action plan	L3.1.1.1 Develop, implement and monitor Council's Customer Experience Roadmap and Action Plan
CSP Strategy – L3.2 Engage with the community and key stakeholders	
L3.2.1 Deliver the 4-year program for the Communication and Engagement Strategy	L3.2.1.1 Implement Council's communications and community engagement strategy

Key Priorities 2022 to 2026

In 2022 we identified a number of broad Key Priorities for 2022 to 2026. These priorities are based on what we heard from the community following the Liveability Index Survey in 2020, as well as working closely with our newly elected Council, building on the previous Delivery Program whilst balancing this against our impacted resources.

Community Advocacy Priorities

One of the key roles of Council is to prepare our community for the future. The Community Strategic Plan sets this roadmap – it guides the delivery of Council services and actions, all of which are designed to improve the wellbeing and liveability of our community.

However, to bring these actions to life we need to work with all levels of government - our Community Advocacy Priorities highlights those projects directly aligned to our Community Strategic Plan. From health and housing to roads, public transport and education – we need to work together to deliver services and infrastructure to meet the needs of our people and our place for years to come.

For more detail read our website:

portstephens.nsw.gov.au/council/our-performance2/community-advocacy-priorities



Road repairs, rehabilitation and upgrades



Housing supply and diversity



Investment in health services



Tourism, sport and recreation infrastructure



Creating liveable cities



The environment



Protection of Koalas

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

Delivery Program – L1.2.1 Provide and implement strategic direction and governance of Council.

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.**Birubi Point Aboriginal Place Tourism
Transport Interchange**

In consultation with the Worimi Local Aboriginal Land Council, Crown Lands, Worimi Conservation Lands and NSW National Parks, Council have lodged a Development Application (DA) modification to the Birubi Point Aboriginal Place Tourism Transport Interchange.

The original plan for the facility required the removal of a large amount of sand from the site to enable the build. In 2023, new opportunities arose allowing Council to work in partnership with the Worimi Local Aboriginal Land Council to retain the sand to create a vegetated dune boundary on adjoining land owned by the Worimi Local Aboriginal Land Council.

This approach will ensure greater long-term protection of the development site by reducing the impacts of windblown sand. This will in turn, reduce maintenance costs of the facility and more importantly, maintain the cultural integrity of this site by keeping remnant soils and materials on Worimi Country.

A joint, vegetated sand dune stabilisation program also provides added protection to otherwise exposed, cultural materials within the Birubi Point Aboriginal Place.

The changes to the DA have impacted time lines and funding sources for this project. Council is currently looking at alternative funding sources to enable the revised project to be delivered – this will delay delivery.

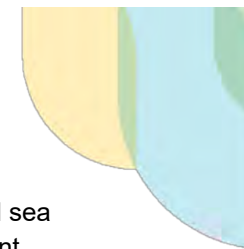
Once complete, the Birubi Point Aboriginal Place Tourism Transport Interchange will provide a gateway to the very popular Worimi Conservation Lands, help to improve the visitor experience and reduce the impacts of increasing traffic on the Birubi Point Aboriginal Place.

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

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

ITEM 2 - ATTACHMENT 1

DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Carbon Neutrality

Climate change is a significant global challenge that directly affects the Port Stephens community. Impacts such as increased sea level rise, intensity and frequency of storms, bushfire and rainfall patterns are challenging the way we manage our environment.

Council has committed to being carbon neutral for Council operations by 2025.

We continue to plan and implement initiatives to reduce our carbon footprint to achieve this goal through the development of our Carbon Neutral Action Plan. Carbon footprints that we've calculated for the 2020-2021 and 2021-2022 financial years have seen a drop in emissions of nearly 40%. The drop is largely due to a Power Purchasing Agreement signed in January 2021 for 100% renewable electricity, along with a number of other initiatives.

The Carbon Neutral Action Plan will define the necessary initiatives and changes to Council's operations over the short, medium, and long-term as we look to achieve both our 2025 goal and any requirements under the State and Federal Government commitments to be Net Zero by 2050.

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

Delivery Program - E2.1.1 Develop and deliver a program for Council leading the way to a sustainable and climate positive future.

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.**Coastal Management Program**

In collaboration with the Department of Climate Change, Energy, the Environment Water, Council is currently developing 2 Coastal Management Programs (CMPs). These programs identify risks to our coast and set long-term strategies for managing these risks into the future.

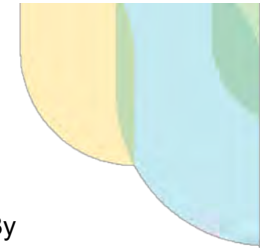
The Port Stephens CMP includes the open coast area from Stockton to Tomaree Head, the outer port area from Shoal Bay to Soldiers Point and the inner port area from Soldiers Point to Karuah and the upper reaches of the Tilligerry. This CMP is in Stage 4 of 5, which includes the preparation of the CMP document, public exhibition, finalisation, certification and adoption. During Stage 2, we completed hazard mapping and modelling, identifying coastal erosion, coastal inundation and wind-blown sand as the key coastal hazards along the coast and estuary. We recently completed Stage 3 of the CMP with the assistance of coastal experts, to develop a comprehensive list of management options. The proposed management options underwent a detailed assessment, which included a feasibility, viability, and acceptability assessment. Extensive consultation was undertaken during Stage 3 with the community and stakeholders to help us make decisions.

The Hunter Estuary CMP is being developed by the Hunter Estuary Alliance (HEAL), led by Maitland City Council and includes partner Councils and key organisations. The project is in Stage 2 of 5, which will investigate the key risks, vulnerabilities and opportunities within the Hunter Estuary. Studies currently underway include inundation mapping, habitat and erosion mapping and impacts to water quality.



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

Delivery Program – E3.1.1 Develop and deliver a program for Council to mitigate environmental risks associated with climate change and natural hazards.

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Community Engagement

We know that effective communication and engagement are directly linked to the liveability and wellbeing of our community. By listening to our community, respecting their values and providing genuine opportunities for engagement, we can create a greater sense of community ownership and ultimately, improve the delivery of Council services to become aligned to community needs.

Our [Communication and Engagement Strategy](#) (adopted in December 2022) provides the framework for the delivery of transparent and timely communication and meaningful engagement that builds trust and community participation in decision making for our place. This strategy guides a genuinely integrated and inclusive approach to engagement and communication. A key priority of the [Strategy](#) is embedding the IAP2 principles into the organisational culture. Embedding the community engagement process earlier in a project cycle which is now more formalised with Communications and Engagement Plans required before capital works can commence a project.

Our Communication and Engagement Advisory Group formed in mid-2023 continues to provide input into how we engage with stakeholders for major projects such as the coastal management program, local housing strategy review and smart parking.

CSP Key Strategy – L3.2 Engage with the community and key stakeholders.

Delivery Program – L3.2.1 Deliver the 4-year program for the Communication and Engagement Strategy.

Community Wellbeing

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

Our draft Wellbeing Strategy (endorsed by Council in December 2023 for public exhibition) is designed to align the goals of social planning with the principles of liveability, providing a roadmap for implementing measures that will improve the overall wellbeing of the community. By bringing together directions from a number of existing strategies and policies, the Strategy recognises the complexity and interconnectedness of elements that collectively contribute to the wellbeing of the community. It draws on actions from the Ageing Strategy, the Port Stephens Crime Prevention Plan the Port Stephens Disability Inclusion Access Plan (DIAP) and, the Port Stephens Multicultural Policy to deliver an integrated approach to wellbeing. Establishing the principles and framework for Council and the community to work in partnership to create a place where individuals, regardless of their age, background or ability can lead healthy, happy and connected lives.

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Following endorsement of the new Strategy, Council will begin implementation of key actions to support community wellbeing including:

- Continued support for our Community Funding Program
- Coordination of the Homelessness Stakeholder Advocacy Group
- Delivery of the targeted early intervention program supporting our community sector
- Delivery of a number of youth initiatives including Youth Week activities
- Community liveability survey
- Disability Inclusion Action Plan initiatives.

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

Delivery Program – C1.1.1 Develop and implement the Community Wellbeing Strategy (CWS) to provide services and support for a diverse community.



ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Eastern Groyne, Nelson Bay Precinct

Early project planning has commenced for the redevelopment of the Eastern Groyne (located in the heart of Nelson Bay), including the existing kiosk and berths, with a view to creating an enhanced visitor experience by providing improved facilities and amenities.

Redevelopment of the Eastern Groyne is dependent on funding for a Business Plan, which has not been secured to date.

CSP Key Strategy – L2.1 Maintain financial sustainability.

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



ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.**Financial Sustainability**

Through strategic fiscal planning and prudent resource management, the council has not only weathered economic uncertainties but also delivered a range of essential services and infrastructure to the community. With the assistance of the Special Rate Variation, approved in June 2023, together with a range of financial strategies, the budgeted deficits forecasted through the Long Term Financial Plan have decreased.

Council is committed to managing our resources in a responsible way and will continue to optimise our income and expenditure, diversify our revenue streams and reduce our reliance on less sustainable sources.

This proactive approach will strengthen council's financial foundation but also allow for continued investment in crucial community services and infrastructure projects expected by our community now and into the future.

Refer page 10 and 12 for more information on our Financial Sustainability and Special Rate Variation.

CSP Key Strategy – L2.1 Maintain financial sustainability. Delivery Program – L2.1.1 Manage implementation of the Long Term Financial Plan 2024 to 2034.

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.**Natural environment**

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

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

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

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

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



ITEM 2 - ATTACHMENT 1

DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Pathways and connections

We're reviewing our [Pathways Plan](#), to guide the proposed location of future footpaths and cycleways. The review will consider works already completed and respond to additional demand since the original adoption of this plan. We will also introduce a framework to guide the prioritisation of our pathways and support grant funding applications.

These pathways provide a link between the residential areas to the recreation and other services areas such as shopping. Pathways not only provide a way to get from point A to B, but also promote exercise for a healthy lifestyle and reduce reliance on vehicles.

As the volume of missing links and additional pathways needed is in excess of \$80M, Council continues to search for additional income sources to fund these projects.

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

Delivery Program – P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2024-2034.

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

ITEM 2 - ATTACHMENT 1**DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.****Place planning**

Place Plans are plans that put people and places first. Place Plans are guided by strategic documents - we put a local filter on all of our Council's existing strategies to make one easy-to-read, action-oriented plan. They also include an analysis of potential opportunities for a place in line with the community's vision, values and priorities.

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

The status of our Place Plan program is as follows:

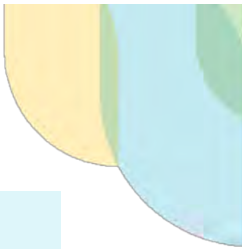
- Karuah and surrounds - adopted March 2022 and in the implementation phase.
- Medowie and surrounds - adopted April 2023 and in the implementation phase.
- Hinterland - adopted November 2023 and in the implementation phase.
- Draft Shoal Bay Place Plan - close of Public Exhibition February 2024.
- Tilligerry Place Plan - in development.

Both Shoal Bay and Tilligerry Place Plans are expected to be considered by Council in 2024.

Anna Bay Place Plan is currently on hold pending the finalisation of a number of studies and feasibility.

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

Delivery Program – P3.3.1 Develop a strategic program for Place Plans.



Place Plans start with our community – your values and priorities for your place. Together, we identify the unique local character of a place and the ways our community can shape, enhance or protect these aspects.

ITEM 2 - ATTACHMENT 1

DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Smart Parking rollout

Smart Parking in Port Stephens was designed with a focus on improving safety, accessibility, and increasing parking turnover. Importantly, it also generates revenue to help fund improvements in and around our town centres. Since we installed the meters in Nelson Bay, revenue from Smart Parking has helped fund a range of projects, including upgrades to the carpark at Donald Street East, the conversion of Yaccaba Street and Stockton Street to a one way flow, the addition of new parking spaces, the removal of the Victoria Parade overhead bridge and place activation programs.

In consultation with the community, we have extended Smart Parking to Little Beach and Shoal Bay and will be investigating further extensions to Fingal Bay and Anna Bay over the next year.

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

Delivery Program – P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2024 to 2034.

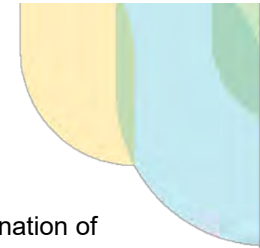
Raymond Terrace Depot project

This project was completed in 2023, with the new Depot now operational.

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

Delivery Program – P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2024 to 2034.

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

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.**Roads**

Infrastructure planning and renewal commencing in the 2024-2025 financial year, with a program mostly funded from a combination of funding sources that include State and Federal Government grants programs such as Natural Disaster, Black Spot, Road 2 Recovery, Regional Road Repair Program to name a few and also Council's own funding sources.

Recovery works and claims associated with the natural disaster in March 2021, February 2022 and July 2022 are ongoing with a combination of repairs and upgrades to reduce this being damaged by future storms.

Key road projects

While many other roads projects will be introduced as funds become available, our planning is focused on:

- Main Road 90, Bucketts Way from No.125 to 215 - road pavement rehabilitation – construction 2024-2025.
- Mustons Road, Karuah - culvert replacement and road widening – construction 2024-2025.
- Brandy Hill shared pathway – completion 2024-2025.

The following road projects previously listed as a key priority will be completed in 2023-2024:

- Avenue of the Allies - numerous stages.
- Sturgeon Street Raymond Terrace – pavement reconstruction from Glenelg Street to Jacaranda Avenue.
- Fly Point - shared pathway upgrade.
- Nelson Bay High Pedestrian Activity Area extension.

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

Delivery Program – P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2024 to 2034.

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

Delivery Program – P2.1.4 Deliver the program for maintenance of Council's assets.

Maintaining local roads

As the level of government closest to the community, we continue to provide support where our community needs us most. Council will continue to repair road surfaces and maintain the local road network on a risk based priority basis - utilising the most effective materials for all conditions, efficient responses and available funding. Road repairs are prioritised using the Statewide Mutual Best Practice Manual, whereby priority is based on, but not limited to speed zone, local or state road, location of the defect in relation to the drive path of the vehicle and size of the defect. Funding of \$10M from the NSW Government will assist with local road repairs planned to be delivered over the 2024-2025 and 2025-2026 financial years.

From the 2024-2025 financial year we'll continue repairing our roads with the assistance of SRV funds.

To answer some key frequently asked questions about our roads we have a [series of educational videos](#) available.

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.**Waste Management Strategy implementation**

The Waste Management Strategy 2021-2031 was adopted in October 2021 with the third bin system (Garden Organics) implemented in 2023.

The Waste Management team will be focusing efforts over the next four years on the continuation of:

- Circular Economy initiatives, involving the Hunter Joint Organisation and the journey to carbon neutrality.
- Trialling and monitoring smart devices across the Council area including bin monitoring sensors in Nelson Bay during holiday seasons on Public litter bins.

These smart devices will be used to monitor and collect data for future decision-making and implementation of these devices into the future. The data will also monitor litter trends and volumes in these areas, for the use of delivering better services in the future.

Ongoing education will also be a key component of the smart devices implementation, the road to the implementation of Food Organics Garden Organics (FOGO), circular economy and processing versus landfilling and movement toward waste to energy.

All of the above initiatives will help to contribute to improving Port Stephens Council's diversion to landfill, in order to meet the new NSW Governments target of an 80% reduction in waste by 2030.

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

Delivery Program – E2.2.1 Provide a Waste program to support the reduction of the community's environmental footprint.

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Williamtown PFAS management area

Council continues to monitor the implementation of the Department of Defence PFAS contamination remediation program and will continue to liaise with relevant agencies, community groups and residents as appropriate.

In June 2023, Council resolved to continue the rate reduction for properties in the Williamtown Management Area for the 2023 to 2024 financial year. A special subcategory of rates applies for residents in the primary zone, secondary zone and broader zone.

In this draft document, Appendix Two proposes that Council will continue with this subcategorisation.

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

Delivery Program – L1.2.1 Provide and implement strategic direction and governance of Council.

Williamtown & Tomago Masterplanning

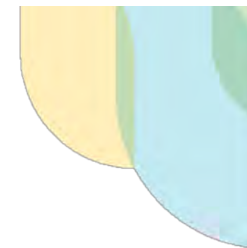
The Williamtown SAP project is no longer proceeding.

We continue to work closely with the NSW Government, Department of Defence and Newcastle Council around alternate planning solutions for the Williamtown Precinct and support the delivery for Astra Aerolab and the expansion of Newcastle Airport.

We also continue our advocacy about the value of the Williamtown and Tomago areas, seeking solutions to allow growth and support delivery of new opportunities to the region.

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

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



ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

How to read this document

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

1. Focus area - DP and OP is broken up into 4 simple themes shown as Focus Areas with a corresponding statement. These Focus Areas provide a structure to categorise the Goals and Strategies of the Plan and interconnect to deliver on the community's vision of a great lifestyle in a treasured environment.

2. Community Strategic Plan (CSP) Directions/Goal - are the community's long term goals and priorities to achieve the vision.

3. CSP Strategies - are the Strategies/ approach that Council and its partners will work together on to achieve Key Directions/ Goals.

4. Delivery Program activities - sets out Council's commitment and activities that it will undertake over the 4 year period to assist in meeting the CSP Key Directions/ Goals and Strategies.

5. Delivery outcomes - are assessment methods to determine the effectiveness of the Delivery Program.

6. Responsibility - indicates which area of Council is responsible for implementing the Delivery Program.



1 Focus area | Our Community

An accessible and welcoming community respecting diversity, heritage and culture

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

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

Delivery Program 2022 to 2026

Community Strategic Plan	Delivery Program 2022 to 2026 Activity 4	How will we measure our performance? 5 Delivery outcomes	Responsibility Group 6
2 C1 Community wellbeing	Improved wellbeing for our diverse community supported by services and facilities		
3 C1.1 Support wellbeing, inclusivity, accessibility and making all feel welcome	C1.1.1 Develop and implement the Community Wellbeing Strategy (CWS) to provide services and support for a diverse community	<p>Actions implemented from the Disability Inclusion Action Plan</p> <p>Actions implemented from the Youth Strategy</p> <p>Endorsed CWS</p>	Development Services Group

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

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

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

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

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

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

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

Operational Plan 2024 to 2025						
Delivery Program Activity	Operational Plan 2024 to 2025 Action 7	What we deliver 8	Effectiveness measures 9	EM Baseline 2020 - 2021 10	Responsibility 11	
					Section	Service Package
2	C1 Community wellbeing - Improved wellbeing for our diverse community supported by services and facilities					
4	C1.1.1 Develop and implement the Community Wellbeing Strategy to provide services and support for a diverse community	C1.1.1 Develop and commence implementation of the Community Wellbeing Strategy	Implement actions from the Targeted Early Intervention Schedule Implement actions from the Youth Strategy Implement actions from the Disability Inclusion Action Plan Coordinate Homeless Stakeholder Advocacy Group Implement actions from the Community Wellbeing Strategy	Targeted early intervention actions completed Actions implemented from the Youth Strategy Actions implemented from the Disability Inclusion Action Plan	Compliant New New	Strategy & Environment Vibrant Places

This document should be read in conjunction with the Community Strategic Plan and the Resourcing Strategy. The Community Strategic Plan and Resourcing Strategy are set out in companion documents to this volume. Council's Fees and Charges 2024 to 2025 also forms part of the annual budget and is set out in a separate document. These draft documents are available on our website – portstephens.nsw.gov.au/integrated-plans.

ITEM 2 - ATTACHMENT 1

DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Focus area | Our Community

An accessible and welcoming community respecting diversity, heritage and culture

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

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

Delivery Program 2022 to 2026



\$41 million projected spend on our community

Over four year delivery program

Community Strategic Plan Strategy	Delivery Program 2022 to 2026 Activity	How will we measure our performance? Delivery outcomes	Responsibility Directorate
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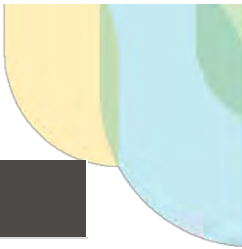
C1 Community wellbeing

Improved wellbeing for our diverse community supported by services and facilities

C1.1 Support wellbeing, inclusivity, accessibility and making all feel welcome	C1.1.1 Develop and implement the Community Wellbeing Strategy (CWS) to provide services and support for a diverse community	Progress in implementing the Community Wellbeing Strategy	Community Futures Directorate
	C1.1.2 Implement and develop the Disability Inclusion Action Plan to encourage Port Stephens to be inclusive and access friendly	Refer C1.1.1	Community Futures Directorate

ITEM 2 - ATTACHMENT 1

DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



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

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

PSC supporting strategies and plans:

- Wellbeing Strategy (including the Disability Inclusion Action Plan)
- Aboriginal Strategic Committee – Yabang Gumba-Gu Road to Tomorrow agreement
- Our Incredible Place Strategy
- Economic Development Strategy



ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



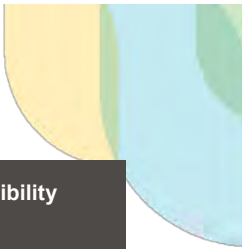
Operational Plan 2024 to 2025

Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2022 – 2023	Section	Units
C1 Community Wellbeing – Improved wellbeing for our diverse community supported by services and facilities						
C1.1.1 Develop and implement the Community Wellbeing Strategy (CWS) to provide services and support for a diverse community	C1.1.1.1 Implement the Community Wellbeing Strategy	<ul style="list-style-type: none"> Implement Actions from the Community Wellbeing Strategy 	Progress implementing scheduled actions of the Community Wellbeing Strategy Target: Completed as scheduled	New	Communications & Customer Experience	Vibrant Places
			Progress implementing scheduled actions of the Youth Strategy Target: Completed as scheduled	Completed as scheduled		
			Progress implementing actions of the Disability Inclusion Action Plan Target: Completed as scheduled	Completed as scheduled		
C1.1.2 Implement and develop the Disability Inclusion Action Plan to encourage Port Stephens to be inclusive and access friendly	Refer C1.1.1					

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2022 – 2023	Section	Units
C1.2.1 Provide a program of education and care services for families and carers of children	C1.2.1.1 Deliver early education and care for children	Provide the following services in compliance with the Education and Care Services National Regulations and the National Quality Standards:	Customer satisfaction with Thrive Kids Target: ≥ 90%	95.3% (September 2023)	Community Services	Children's Services
		<ul style="list-style-type: none">Family daycare servicesMobile preschool serviceOutside school hours care services	Annual accreditation Target: Compliant	Compliant		
C1.3.1 Provide a program of recreational, leisure and community services	C1.3.1.1 Initiate and manage contracts with recreational, leisure and community services	Manage:	Community satisfaction score with Council Pools Target: Better than the Baseline	68% satisfaction 3.56 out of 5 (2023 CSS)	Community Services	Community Contracts
		<ul style="list-style-type: none">Aquatic Centre Management ContractSurf Life Saving Life Guard ContractLeases and licences for the community, not for profit and commercial operators on public landCommunity facilities managementVolunteer management services	Maintain a score above NSW 3 year average in the Royal Life Safety Assessment Audit Target: > 3 year average	88%		
Recognised traditions and lifestyle – Our community supports the richness of its heritage and culture						
C2.1.1 Implement the Yabang Gumba-Gu Agreement to recognise and support local Aboriginal and Torres Strait Islander people	C2.1.1.1 Implement the Yabang Gumba-Gu Agreement	Implement actions from the Yabang Gumba-Gu agreement	Progress implementing scheduled actions of the Yabang Gumba-Gu agreement Target: Completed as scheduled	New	Communications & Customer Experience	Vibrant Places
			Award grants within the budgeted Aboriginal projects fund	\$29,712 awarded		

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2022 – 2023	Section	Units
C2.2.1 Implement Our Incredible Place Strategy	C2.2.1.1 Implement actions of Our Incredible Place Strategy	Implement actions from Our Incredible Place Strategy	Target: Award Grant within budget		Communications & Customer Experience	Vibrant Places
			Endorsed reviewed Yabung Gumba Gu agreement for 2024 – 2026 Target: Endorsed	New		
			Progress implementing scheduled actions of Our Incredible Place Strategy Target: Completed as scheduled	72%		
			Reconnecting Regional events major event held Target: Event Held	Event Held		
			Major event sponsorship program delivered Target: Delivered	Delivered		
			Australia Day and NAIDOC community events delivered Target: Delivered	Delivered		
			Community funding program delivered Target: Delivered	Delivered		

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2022 – 2023	Section	Units
C2.3.1 Support the preservation of Port Stephens heritage	C2.3.1.1 Provide support for the preservation of Port Stephens heritage	Support the delivery of Heritage Advisory Group meetings	Deliver the Heritage Advisory Group Target: Meeting Terms of Reference	New	Strategy & Environment	Strategic Planning
C2.4.1 Provide a program for public libraries as contemporary, accessible, vibrant and welcoming community spaces	C2.4.1.1 Deliver public library services, programs and resources	Provide the following to implement projects identified in the Annual Library Strategic Plan: <ul style="list-style-type: none"> • A range of programs, activities and events to meet lifelong learning needs of all ages • Services, resources and programs to bridge the digital divide including connectivity for the public via the Internet and Wi-Fi • Active community spaces • Outreach and Home Delivery Services • Mobile Library and branch facilities • Current and relevant Library collection with a diverse and balanced range of resources (digital and hard copy) 	Library satisfaction score Target: ≥ 90%	91% satisfaction 4.4 out of 5 (2023 CSS)	Community Services	Library Services
			Number of customer visits Target: ≥ 155,000	170,142		
			Internet and Wi-Fi usage at Raymond Terrace and Tomaree Library branches Target: ≥ 20,500	22,177		
			Attendance at programs, activities and events Target: ≥ 5,500	9,265		
			Use of library resources (collection items borrowed) Target: ≥ 245,000	296,365		

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.





Focus area | Our Place

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

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

Delivery Program 2022 to 2026



\$216 million projected spend on our place

Over four year delivery program

Community Strategic Plan Strategy	Delivery Program 2022 to 2026 Activity	How will we measure our performance? Delivery outcomes	Responsibility Directorate
P1 Strong economy, vibrant local businesses, active investment – Our community has an adaptable, sustainable and diverse economy			
P1.1 Support sustainable local business development, visitation and events	P1.1.1 Implement the Economic Development Strategy	Progress in implementing the Economic Development Strategy	Community Futures Directorate
	P1.1.2 Support Destination Port Stephens to attract sustainable visitation to Port Stephens	Total visitor expenditure	Community Futures Directorate
P2 Infrastructure and facilities – Our community's infrastructure and facilities are safe, convenient, reliable and environmentally sustainable			
P2.1 Deliver and maintain sustainable community infrastructure	P2.1.1 Provide, manage and maintain community assets in accordance with the SAMP 2024-2034	Progress in implementing the asset inspection programs (condition, compliance, risk)	Facilities and Infrastructure Directorate
	P2.1.2 Provide asset and engineering services to meet customer demand	Meeting Service Level Agreement Standards	Facilities and Infrastructure Directorate
	P2.1.3 Deliver the 4 year Public Infrastructure Program	Progress in implementing the Public Infrastructure program	Facilities and Infrastructure Directorate

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Community Strategic Plan Strategy	Delivery Program 2022 to 2026 Activity	How will we measure our performance? Delivery outcomes	Responsibility Directorate
	P2.1.4 Deliver the program for maintenance of Council's assets	Number of defects completed within the budgetary constraints and defect completion rate	Facilities and Infrastructure Directorate
P2.2 Create Useable links and connections within towns and centres	Refer to P2.1.1 and P2.1.3		
P3 Thriving and safe place to live - Our community supports a healthy, happy and safe place			
P3.1 Provide land use plans, tools and advice that sustainably support the community	P3.1.1 Program to develop and implement Council's key planning documents	Progress in implementing the LSPS and LHS	Community Futures Directorate
		Progress in implementing the Town Centre Strategies	
P3.2 Enhance public safety, health and liveability through the use of Council's regulatory controls and services	P3.2.1 Deliver an annual program for Council to provide development services to enhance public safety, health and liveability	Number of applications processed in the period	Community Futures Directorate
		Value of DA applications processed in the period	
P3.3 Create, advocate and support connected vibrant places	P3.3.1 Develop a strategic program for Place Plans	Progress for implementation of Place Plans	Community Futures Directorate
	P3.3.2 Provide the Community Financial Assistance Program	Maintain a community financial assistance program	Community Futures Directorate, General Managers Office
P3.4 Support emergency services, community resilience and protection of community assets from natural disasters	P3.4.1 Provide an emergency management framework that supports emergency services, other agencies and our community	Progress in implementing the annual actions of PSC Emergency Management Strategic Objectives	Facilities and Infrastructure Directorate

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.**PSC supporting strategies and plans:**

- Economic Development Strategy
- Place Plans (Karuah, Medowie, Hinterland & Shoal Bay)
- Our Incredible Place Strategy
- Strategic Asset Management Plan 2024-2034 and other Strategies/Policies/Plans included in the SAMP
- Local Strategic Planning Statement
- Local Environmental Plan
- Local Housing Strategy – LIVE Port Stephens
- Local Area Planning Strategies (Nelson Bay, Medowie, Raymond Terrace and Heatherbrae)
- Development Control Plan
- Local Infrastructure Contributions Plans
- Hunter-Central Coast Regional Emergency Management Plan
- Port Stephens Local Emergency Management Plan
- Lower Hunter Bushfire Risk Management Plan

ITEM 2 - ATTACHMENT 1

DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



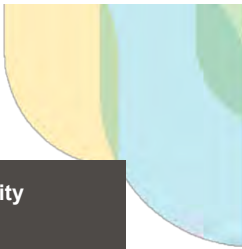
Operational Plan 2024 to 2025

Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2022 – 2023	Section	Units
P1 Strong economy, vibrant local businesses, active investment - Our community has an adaptable, sustainable and diverse economy						
P1.1.1 Implement the Economic Development Strategy	P1.1.1.1 Deliver Economic Development Strategy actions ◆◆	Implement the actions of the Economic Development Strategy	Progress implementing scheduled actions of the Economic Development Strategy Target: Completed as scheduled	Completed as scheduled	Communications & Customer Experience	Vibrant Places
P1.1.2 Support Destination Port Stephens to attract sustainable visitation to Port Stephens	P1.1.2.1 Provide strategic and financial support to Destination Port Stephens ◆◆	Provide financial and strategic direction to Destination Port Stephens	Delivered requirements of strategic funding agreement Target: Delivered	Delivered	Communications and Customer Experience	Vibrant Places
P2 Infrastructure and facilities – Our community's infrastructure and facilities are safe, convenient, reliable and environmentally sustainable						
P2.1.1 Provide, manage and maintain community assets in accordance with	P2.1.1.1 Provide, manage and maintain community assets in accordance with	<ul style="list-style-type: none"> Review the SAMP for 2025-2035 Develop and initiate Capital Works Program - Community assets (Civil & Community assets) 	Progress completion of civil, community and corporate asset program inspections Target: >90%	82.5%	Assets	Civil Assets, Community Assets, Civil Projects

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.


Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2022 – 2023	Section	Units
the SAMP 2024-2034	the SAMP 2024-2034	<ul style="list-style-type: none"> Manage, model and report on Council's Community assets (Civil & Community assets) Plan and develop maintenance programs 				
P2.1.2 Provide asset and engineering services to meet customer demand	P2.1.2.1 Provide asset and engineering services	<ul style="list-style-type: none"> Provide corporate data management and systems to support asset modelling and long term financial forecasts Provide specialist technical assessment, investigation and planning services: <ul style="list-style-type: none"> in drainage and flooding in traffic engineering and road safety and certification in development engineering Provide fleet asset management services. 	Engineering development, flooding and drainage development application referrals are completed to the agreed service standards Target: ≥ 90%	93.5%	Assets	Asset Systems, Engineering Services, Civil Assets (Fleet)
P2.1.3 Deliver the 4 year Public Infrastructure Program	P2.1.3.1 Implement Council's adopted annual	Provide the following to implement projects identified in the annual capital works program:	Projects completed on time and within budget Target: > 95%	100%	Capital Works	Construction, Community Infrastructure,

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

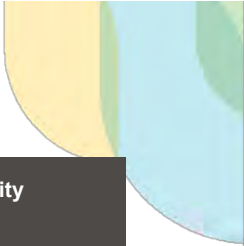


Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2022 – 2023	Section	Units
	capital works program	<ul style="list-style-type: none"> Project management, survey, design and construction services for internally delivered civil infrastructure Project management, contract management and architectural services for externally delivered community infrastructure Project estimation and quality control Civil infrastructure including roads, bridges, stormwater drainage, public transport and pedestrian / shared path facilities Community Infrastructure including playgrounds and park furniture, public amenities, boat ramps and wharfs, sport and recreation facilities, public space improvements and community buildings 	Maintain average Transport for NSW contractor performance grading Target: Good	Good		Civil Infrastructure, Project Support
P2.1.4 Deliver the program for maintenance of Council's assets	P2.1.4.1 Maintain Council's civil and community infrastructure	<ul style="list-style-type: none"> Maintain Council controlled: <ul style="list-style-type: none"> roads and road reserves drains, buildings and associated infrastructure parks, reserves, foreshores, cemeteries and other Council assets Prepare sites for events Provide mechanical & fabrication services 	High priority road defects fixed on time Target: 100%	95%	Public Domain & Services	Roads, Roadside & Drainage, Parks, Building Trades, Mechanical Maintenance and Cleaning
			High priority roadside drainage and maintenance defects fixed on time Target: 100%	80%		

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2022 – 2023	Section	Units
		<ul style="list-style-type: none">Provide regular cleaning services for the Administration Building and Depots	High priority open spaces and foreshore maintenance defects fixed on time Target: 100%	95%		
			High priority actions for Building Trades fixed within the required time frame Target: 100%	95%		
			Mechanical services carried out in line with the manufacturer's specifications Target: 100%	100%		
P3 Thriving and safe place to live – Our community supports a healthy, happy and safe place						
P3.1.1 Program to develop and implement Council's key planning documents	P3.1.1.1 Develop, implement and monitor land use plans and strategies 	<ul style="list-style-type: none">Local Strategic Planning Statement 2025 (LSPS)Local Housing Strategy 2024 (LHS)Raymond Terrace Sub-precincts MasterplanRaymond Terrace Strategy ReviewLocal Infrastructure Contributions (LIC) review	Revised LSPS on Public Exhibition Target: Public Exhibition commenced	New	Strategy & Environment	Strategic Planning
			Implement the actions for the LHS Target: Commence implementation	New		

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

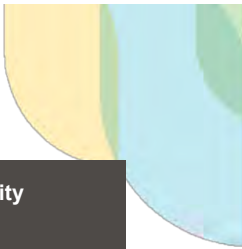


Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2022 – 2023	Section	Units
		<ul style="list-style-type: none"> Planning and administrative functions including: <ul style="list-style-type: none"> Planning certificates LIC referrals DCAT 	Planning Proposals assessed within timeframes as per DPE LEP Making Guideline (Sept 2022) Target: 100% Compliant	Compliant		
			Commence review of the LIC Target: Commenced	New		
			No more than 10% overdue planning certificates Target: Certificates issued within 7 days	3% overdue		
			LIC referrals completed within the agreed timeframe Target: 90%	New		
			DCAT meetings Target : 6 annually	New		
P3.2.1 Deliver an annual program for Council to provide development	P3.2.1.1 Provide development services	<ul style="list-style-type: none"> Development application assessments Information and advice relating to development applications and development proposals 	Median net determination time for Development Applications Target: ≤ 40 days	22	Development & Compliance	Development Planning, Building & Certification Services

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2022 – 2023	Section	Units
services to enhance public safety, health and liveability		<ul style="list-style-type: none"> Building certification Fire safety program 	Maintain certification market share Target: 40%	43%		
			Number of statements received ≥70% of registered premises Target: ≥70%	New		
	P3.2.1.2 Provide development compliance services	<ul style="list-style-type: none"> Investigate and resolve unauthorised developments Swimming pool safety program 	Development compliance customer requests closed as a proportion of number received Target: ≥ 95%	100%	Development & Compliance	Compliance
	P3.2.1.3 Provide ranger services	<ul style="list-style-type: none"> Provide ranger services including parking surveillance, animal management, waste compliance and environmental regulation 	Ranger customer requests closed as a proportion of the number received Target: ≥ 95%	99%	Development & Compliance	Compliance
			Rangers Programs completed Target: 95%	New		
	P3.2.1.4 Provide environmental health services	<ul style="list-style-type: none"> Inspections and audits Environmental regulation Food, commercial premises and public health surveillance Onsite Sewage Management Program 	Environmental health customer requests closed as a proportion of the number received Target: ≥ 95%	100%	Development & Compliance	Compliance
			Environmental Health Programs completed Target: 95%	New		

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Baseline 2022 – 2023	Section	Units
P3.3.1 Develop a strategic program for Place Plans	P3.3.1.1 Coordinate delivery of endorsed Place Plan actions	<ul style="list-style-type: none"> Deliver the actions of the endorsed Place Plans 	Progress implementing scheduled actions in our Place Plans Target: Completed as scheduled	Completed as scheduled	Communications & Customer Experience	Vibrant Places
P3.3.2 Provide the Community Financial Assistance Program	P3.3.2.1 Provide financial assistance for the community	Administer: <ul style="list-style-type: none"> Mayoral Funds Wards Funds Community Funding Program Other sponsorship programs 	Provide an annual community financial assistance program Target: Provided	Program continued	Office of the General Manager, Communications and Customer Experience	Executive Administration, Vibrant Places
P3.4.1 Provide an emergency management framework that supports emergency services, other agencies and our community	P3.4.1.1 Deliver emergency management services, programs and resources	<ul style="list-style-type: none"> A coordinated response to emergencies Scheduled maintenance of asset protection zones (APZ) and fire trails on council land Development, implementation and review of emergency management plans and strategies for Council and the community 	APZ Contractor's performance against the agreed program Target: Compliant	100%	Community Services	Emergency Management
			Completion of annual objectives identified in the Emergency Management Strategic Objectives Target: 100%	100%		



Focus area | Our Environment

Port Stephens environment is clean, green, protected and enhanced

Port Stephens community aspires to neighbourhoods that feature **unique natural elements**, views, landscapes or vegetation. Our Council and residents must **protect and maintain the connection to nature** offered by the area by promoting sustainable **behaviours in the community**.

Delivery Program 2022 to 2026



\$94 million projected spend on our environment

Over four year delivery program

Community Strategic Plan Strategy	Delivery Program Activity	How will we measure our performance? Delivery outcomes	Responsibility Directorate
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E1 Ecosystem function

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

E1.1 Protect and enhance our local natural and built environment	E1.1.1 Develop and deliver a program for Council to implement environmental strategies and policies	Progress of the program	Community Futures Directorate
E1.2 Provide environmental education programs about our local natural environment	Refer to E1.1.1		


E2 Environmental sustainability

Our community uses resources sustainably, efficiently and equitably

E2.1 Support renewable energy and alternative fuel use	E2.1.1 Develop and deliver a program for Council leading the way to a sustainable and climate positive future	Progress the Carbon Neutral Action Plan	Community Futures Directorate
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ITEM 2 - ATTACHMENT 1

DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Community Strategic Plan Strategy	Delivery Program Activity	How will we measure our performance? Delivery outcomes	Responsibility Directorate
E2.2 Support resource recycling and reduction of waste	E2.2.1 Provide a Waste program to support the reduction of the community's environmental footprint	Progress in implementing the annual actions of the Waste Management Strategy 2021-2031	Facilities and Infrastructure Directorate
E2.3 Support urban greening initiatives	Refer to P2.1.4 and E1.1.1		
E3 Environmental resilience Our community is resilient to environmental risks, natural hazards and climate change			
E3.1 Support community resilience to climate change including coastal and waterway hazards	E3.1.1 Develop and deliver a program for Council to mitigate environmental risks associated with climate change and natural hazards	Implement the Port Stephens Coastal Management Program	Facilities and Infrastructure Directorate


PSC supporting strategies and plans:

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

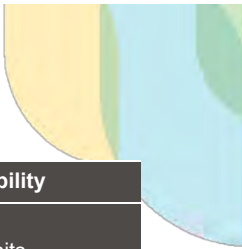
ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Operational Plan 2024 to 2025

Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Action	What we deliver	Effectiveness Measures (EM)	EM Baseline 2022 - 2023	Section	Units
E1 Ecosystem function – Our community has healthy and dynamic environmental systems that support biodiversity conservation						
E1.1.1 Develop and deliver a program for Council to implement environmental strategies and policies	E1.1.1.1 Develop and monitor environmental policies and strategies 	<ul style="list-style-type: none"> Commence a Strategy to deal with environmental matters Revise koala habitat mapping 	Completed stage 2 of revised koala habitat mapping (vegetation mapping) Target: Stage 2 complete	New	Strategy & Environment	Natural Systems
			Commence Strategy to deal with environmental matters Target: Commenced	New		
	E1.1.1.2 Provide environmental impact assessment services and a range of nature conservation, biosecurity and rehabilitation programs	<ul style="list-style-type: none"> Provide ecological and planning advice Ecological and environmental Planning referrals for development applications, Planning Proposals and REF's Tree Assessments Develop Environmental Volunteer Action Plans Deliver Biosecurity and Rehabilitation Program 	Ecological and environmental Planning referrals completed within 21 days Target: ≥ 75%	New	Strategy & Environment	Natural Systems
			Median determination time for tree assessment Target: ≤ 15 days	New		
			Environmental Volunteer Action Plans: <ul style="list-style-type: none"> Sunset Park 	New		

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.




Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Action	What we deliver	Effectiveness Measures (EM)	EM Baseline 2022 - 2023	Section	Units
			<ul style="list-style-type: none"> Mambo Wanda Raymond Terrace Shoal Bay Nelson Bay West Corlette Target: Completed			
			Commenced Environmental Volunteer Action Plans: <ul style="list-style-type: none"> Fingal Bay Anna Bay Fly Point Boat Harbour Lemon Tree Passage Target: Commenced	New		
			Natural Assets at Category 1 to 3 (Satisfactory Level) Target: >75%	New		
			<ul style="list-style-type: none"> Sites inspected in accordance with DPI MoU Biosecurity customer requests closed as a proportion of number received Weed treatments Target: 1847 Target: ≥ 95% Target: 1041 hours	New		

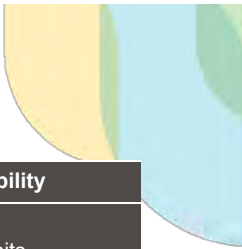
ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.


Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Action	What we deliver	Effectiveness Measures (EM)	EM Baseline 2022 - 2023	Section	Units

E2 Environmental sustainability - Our community uses resources sustainably, efficiently and equitably

E2.1.1 Develop and deliver a program for Council leading the way to a sustainable and climate positive future	E2.1.1.1 Adopt and implement a Carbon Neutral Action Plan 	Carbon Neutral Action Plan (CNAP) actions	Commenced short term CNAP actions Target: Commenced	New	Strategy & Environment	Natural Systems
E2.2.1 Provide a Waste program to support the reduction of the community's environmental footprint	E2.2.1.1 Implement the Waste Management Strategy 2021-2031	<ul style="list-style-type: none"> Provide a range of waste collection, recycling and disposal services Operate the Salamander Bay Waste Transfer Station Provide waste education programs Provide public place cleaning to the CBD areas of Council 	Community satisfaction : <ul style="list-style-type: none"> Domestic waste and recycling collection Target: Better than Baseline Access to waste transfer stations & depots Target: Better than Baseline Waste diverted from landfill Target: ≥ 40%	81% satisfaction 3.96 out of 5 67% satisfaction 3.71 out of 5 (2023 CSS) 21%	Community Services	Waste Management
			Community satisfaction with <ul style="list-style-type: none"> Maintenance & cleaning of town centres Target: Better than Baseline 	66% satisfaction 3.48 out of 5 61% satisfaction		

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Action	What we deliver	Effectiveness Measures (EM)	EM Baseline 2022 - 2023	Section	Units
			<ul style="list-style-type: none"> Clean & safe public spaces Target: Better than Baseline	3.38 out of 5		
E3 Environmental resilience - Our community is resilient to environmental risks, natural hazards and climate change						
E3.1.1 Develop and deliver a program for Council to mitigate environmental risks associated with climate change and natural hazards	E3.1.1.1 Staged implementation of the Port Stephens Coastal Management Program (CMP) incorporating climate change risks 	Port Stephens CMP actions	Endorsed by Council and submission to the Department of Climate Change, Energy, the Environment and Water Target: Endorsed by Council	New	Strategy & Environment	Natural Systems
			Port Stephens CMP year 1 actions implemented Target: Year 1 actions implemented	New	Assets	Civil Assets, Community Assets, Civil Projects



Focus area | Our Council

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

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

Delivery Program 2022 to 2026




\$200 million projected spend on our council

Over four year delivery program

Community Strategic Plan Strategy	Delivery Program Activity	How will we measure our performance? Delivery outcomes	Responsibility Directorate
L1 Governance			
Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)			
L1.1 Develop and encourage the capabilities and aspirations of Council's workforce	L1.1.1 Deliver the 4-year Workforce Management Strategy	Progress in implementing the Workforce Management Strategy	Corporate Strategy and Support Directorate
L1.2 Provide strong leadership, advocacy role and government relations	L1.2.1 Provide and implement strategic direction and governance of Council	Participation in consultation / advocacy activities with other levels of government or agencies	General Managers Office
L1.3 Provide a strong ethical governance structure and systems for Council	L1.3.1 Deliver governance services and internal audit program	Maintain Risk maturity score at 85% or above	General Managers Office
	L1.3.2 Deliver the Integrated Planning and Reporting program	Progress in implementing the Integrated Planning and Reporting program	Corporate Strategy and Support Directorate
	L1.3.3 Deliver the 4-year program for Service Reviews	Progress in implementing the service review program	Corporate Strategy and Support Directorate

ITEM 2 - ATTACHMENT 1

DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Community Strategic Plan Strategy	Delivery Program Activity	How will we measure our performance? Delivery outcomes	Responsibility Directorate
	L1.3.4 Deliver the 4-year program for Corporate Systems and Data Management Strategy	Progress in implementing the Corporate Systems and Data Management Strategy program	Corporate Strategy and Support Directorate
	L1.3.5 Deliver the Business Excellence program	Progress in implementing the Business Excellence program	Corporate Strategy and Support Directorate

L2 Financial Management

Our Council is financially sustainable to meet community needs

L2.1 Maintain financial sustainability	L2.1.1 Manage implementation of the Long Term Financial Plan 2024 to 2034	Underlying financial result is better than budget	Corporate Strategy and Support Directorate
	L2.1.2 Manage the property portfolio in accordance with the Property Investment Strategy	Maintain rent in compliance with the Property Investment Strategy	Corporate Strategy and Support Directorate
	L2.1.3 Implement the 2022 to 2025 Delivery Plans for Beachside Holiday Parks and Koala Sanctuary	Progress in implementing the Beachside Holiday Parks and Koala Sanctuary Delivery Plans	Corporate Strategy and Support Directorate

L3 Communication and engagement

Our Council is committed to enabling an engaged and informed community

L3.1 Provide a customer-first organisation	L3.1.1 Deliver the 4-year Customer Experience Roadmap and action plan	Progress in implementing the Customer Experience Roadmap and action plan	Community Futures Directorate
L3.2 Engage with the community and key stakeholders	L3.2.1 Deliver the 4-year program for the Communication and Engagement Strategy	Progress in implementing the Communications and Engagement Strategy	Community Futures Directorate

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

PSC supporting strategies and plans:

- Community Strategic Plan 2022 to 2032
- Workforce Management Strategy 2022 to 2026
- Delivery Program 2022 to 2026 and Operational Plan 2024 to 2025
- Long Term Financial Plan 2024 to 2034
- Fees and Charges 2024 to 2025
- Annual Revenue Policy 2024 to 2025
- Enterprise Risk Management Framework
- Property Investment Strategy
- Communication & Engagement Strategy
- Corporate Systems and Data Management Strategy



ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.




Operational Plan 2024 to 2025

Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2022 - 2023	Section	Units
L1 Governance – Our Council's leadership is based on trust and values of Respect, Integrity, Teamwork, Excellence and Safety (RITES)						
L1.1.1 Deliver the 4-year Workforce Management Strategy	L1.1.1.1 Implement the Workforce Management Strategy	Deliver the Workforce Management Strategy strategic objectives: <ul style="list-style-type: none"> Recruit: Promote Port Stephens Council as a Best Employer to attract top talent Retain: Support our people to be healthy, resilient and engaged Develop: Empower our people to grow and develop through lifelong learning Inspire: Inspire a culture of excellence through continuous improvement and healthy relationships 	Progress implementing scheduled actions of the Workforce Management Strategy Target: Completed as scheduled	Completed as scheduled	Organisation Support	Human Resources, Workplace Development
L1.2.1 Provide and implement strategic direction and governance of Council	L1.2.1.1 Coordinate and deliver Councillor and executive support services	<ul style="list-style-type: none"> Support the Mayor, Councillors and General Manager 	Delivering Councillor Business Papers on time Target: Delivered on time	Delivered on time	Office of the GM	Executive Administration

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2022 - 2023	Section	Units
	L1.2.1.2 Conduct citizenship ceremonies	<ul style="list-style-type: none"> Host citizenship ceremonies 	Citizens conferred Target: Citizens Conferred	150 citizens	Office of the GM	Executive Administration
	L1.2.1.3 Advocate for community priorities and work with other levels of government and stakeholders	<ul style="list-style-type: none"> Liaise with Federal, State and local governments and other government agencies on regulatory and governance matters and other community issues Support the community through advocacy at relevant forums 	Participation in consultation/ advocacy activities with other levels of government or agencies Target: Maintain participation	Maintained	Office of the GM	Office of the GM
	L1.2.1.4 Develop shareholder value through an effective partnership with Newcastle Airport	Support commercial aviation business through participation in the boards of: <ul style="list-style-type: none"> Newcastle Airport Pty Ltd (NAPL) Newcastle Airport Partnership; Greater Newcastle Aerotropolis Pty Ltd (GNAPL); Greater Newcastle Aerotropolis Partnership 	Participation in NAPL/GNAPL Board meetings. Target: Maintain participation	Maintained	Office of the GM	Office of the GM

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.




Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2022 - 2023	Section	Units
	L1.2.1.5 Work with Hunter Councils to enhance the Hunter Region	Manage strategic and operational matters for: <ul style="list-style-type: none"> Hunter Joint Organisation Arrow Collaborative Services Ltd Local Government Legal Services Ltd 	Participation in Hunter Joint Organisation meetings Target: Maintain participation	Maintained	Office of the GM	Office of the GM
L1.3.1 Deliver governance services and internal audit program	L1.3.1.1 Deliver governance and legal services and enterprise risk management	Conduct Risk Maturity Score and provide: <ul style="list-style-type: none"> Enterprise Risk Management System Incident Management and Business Continuity Management of Council's insurance portfolio Environmental Auditing Environmental Management System Environmental Performance Environmental Regulatory Licenses, Permits and Certificates Incident Management Corporate Wellness Injury Management Work Health and Safety Management System Governance, legislative and policy advice Governance Health Check Internal legal advice and advocacy Legal services Access to information and privacy processes 	Governance Health Check Target: >95%	98%	Governance	Office of Section Manager Governance, Legal Services, Enterprise Risk Management
			Risk Maturity Score Target: ≥ 85%	86%		
			Variation from peer group Workers Compensation Premium Rate Target: < peer cohort Premium Rate, as reported by the insurer	New		

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2022 - 2023	Section	Units
	L1.3.1.2 Implement and coordinate the Audit Risk and Improvement Committee (ARIC) requirements and internal audit processes	Coordinate the internal audit program and ARIC meeting and reporting obligations	Percentage of Audit-identified issues resolved within the expected timeframe Target: 100%	100%	Governance	Office of Section Manager, Legal Services
L1.3.2 Deliver the Integrated Planning and Reporting program	L1.3.2.1 Undertake a community satisfaction survey	Undertake a community satisfaction survey of Council's services and facilities	Community Satisfaction Survey undertaken Target: Survey completed	Survey completed	Office of the Corporate Strategy and Support Director	Integrated Planning and Reporting
	L1.3.2.2 Implement the legislative requirements of the Integrated Planning and Reporting Framework	<ul style="list-style-type: none"> State of City Report 2021 to 2024 Annual Report 2023 to 2024 Deliver and report on the Delivery Program 2022 to 2026 and Operational Plan 2023 to 2024 and 2024 to 2025 via Six Monthly Reports Report on Council achievements and awards Review of the Community Strategic Plan 2025 to 2035; the Delivery Program 2025 to 2029 and Operational Plan 2025 to 2026 	Integrated Plans delivered on time Target: ≥ 95%	93.5%	Office of the Corporate Strategy and Support Director	Integrated Planning and Reporting

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2022 - 2023	Section	Units
L1.3.3 Deliver the 4-year program for Service Reviews	L1.3.3.1 Implement the annual service review program	<ul style="list-style-type: none"> Provide specialist advice, information and support for Service Reviews Facilitate the Service Reviews Program: <ul style="list-style-type: none"> - End to End infrastructure - Organisation Support - Capital Works - Communications and Customer Experience - Strategy & Environment - Corporate Strategy & Support (Office of the Director) - End to End – Land Use Delivery - Development & Compliance - Holiday Parks 	Commencement of service reviews as per our annual program Target: Commenced	New	Organisation Support	Business Excellence
L1.3.4 Deliver the 4-year program for Corporate Systems and Data Management Strategy	L1.3.4.1 Implement annual actions of the Corporate Systems and Data Management Strategy	Deliver the Corporate Systems and Data Management Strategy strategic objectives: <ul style="list-style-type: none"> Be a data-driven organisation Embrace digital transformation 	Maintain system uptime Target: 99.99%	100%	Organisation Support	Digital Transformation, Corporate Systems & Data Project Management, Corporate Applications, ICT Maintenance & Support


ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2022 - 2023	Section	Units
		<ul style="list-style-type: none"> Consolidate and integrate corporate systems Maintain a resilient and agile ICT infrastructure Stay cyber safe				
L1.3.5 Deliver the Business Excellence program	L1.3.5.1 Deliver the Business Excellence program of work	<ul style="list-style-type: none"> Business Excellence approach maturity Business Excellence governance Business Excellence process improvement Business Excellence innovation support Business Excellence awareness and training Corporate directive support 	Progress implementing scheduled actions of the Business Excellence program of work Target: Completed as scheduled	New	Organisation Support	Business Excellence

L2 Financial Management – Our Council is financially sustainable to meet community needs

L2.1.1 Manage implementation of the Long Term Financial Plan 2024 to 2034	L2.1.1.1 Manage implementation of Council's Long Term Financial Plan 2024 to 2034 and Annual Budget for 2024 to 2025 including Financial Sustainability Strategy and Roadmap	Implement: <ul style="list-style-type: none"> Long Term Financial Plan (2024 to 2034) Fees and Charges (2024 to 2025) Develop: <ul style="list-style-type: none"> Long Term Financial Plan (2025 to 2035) Cash & Investments Policy Procurement Policy 	Underlying financial result is better than the budget Target: Underlying financial result is better than the budget	\$1.078 million	Finance	Finance Revenue, Finance Expenditure, Finance Reporting
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ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2022 - 2023	Section	Units
	L2.1.1.2 Provide statutory reporting to the community and other government organisations	Report on: <ul style="list-style-type: none"> Cash & Investments reports Quarterly Budget Reviews Annual Financial Statements 2023 to 2024 	Statutory Reporting Target: 100% on time	100%	Finance	Finance Revenue, Finance Expenditure, Finance Reporting
			Annual Financial Statements Target: Unqualified	Unqualified		
	L2.1.1.3 Administer rates and charges in accordance with legislative requirements while also incorporating rates assistance provision for the community	Implement: <ul style="list-style-type: none"> The 2024 to 2025 Statement of Revenue Policy Hardship Policy Develop: <ul style="list-style-type: none"> The 2025 to 2026 Statement of Revenue Policy 	Rates and annual charges outstanding Target: <10%	1.72%	Finance	Finance Revenue, Finance Expenditure, Finance Reporting
L2.1.2 Manage the property portfolio in accordance with the Property Investment Strategy	L2.1.2.1 Manage the property portfolio in accordance with the Strategic Property program of work	Manage the commercial investment portfolio, land acquisitions, development projects and biodiversity sites	Maintain property vacancy rate Target: < the Newcastle industry standards	In accordance with Newcastle industry standards	Office of the Corporate Strategy & Support Director	Strategic Property
			Maintain yield on the commercial investment portfolio Target: ≥ the Australian All Property Index (AAPI)	In accordance with AAPI		

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2022 - 2023	Section	Units
			Progress implementing scheduled projects in accordance with the Property Investment Strategy Target: Completed as scheduled	Completed as scheduled		
L2.1.3 Implement the 2022 to 2025 Delivery Plans for Beachside Holiday Parks and Koala Sanctuary	L2.1.3.1 Implement the annual actions of the Beachside Holiday Parks and Koala Sanctuary Operational Plan	<ul style="list-style-type: none"> Implement Plans of Management for Crown Beachside Holiday Parks Develop and implement Beachside Holiday Park's and Koala Sanctuary capital works programs (refer to SAMP 2024 to 2034) Provide a range of quality accommodation and tourist experiences across Council's owned and managed holiday parks Provide marketing and promotion services for Council's Holiday Parks and Koala Sanctuary 	Maintain Net Promoter Score (NPS) for Council's Beachside Holiday and Koala Sanctuary at a minimum of 65% Target: ≥ 65%	73.89% Beachside Holiday Parks 91.75% Koala Sanctuary	Holiday Parks	Holiday Parks, Koala Sanctuary, Business Development and Marketing, Commercial Business
			Progress of implementing scheduled actions under the Beachside Holiday Parks and Koala Sanctuary Operational Plan Target: Completed as scheduled	Completed as scheduled		

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Delivery Program Activity	Operational Plan 2024 to 2025				Delivery Responsibility	
	Actions	What we Deliver	Effectiveness Measures (EM)	EM Baseline 2022 - 2023	Section	Units
L3 Communication and engagement - Our Council is committed to enabling an engaged and informed community						
L3.1.1 Deliver the 4-year Customer Experience Roadmap and action plan	L3.1.1.1 Develop, implement and monitor Council's Customer Experience Roadmap and Action Plan	Implement the Customer Experience Road Map and Action Plan	Progress implementing scheduled actions of the Customer Experience Road Map and Action Plan Target: Completed as scheduled	New	Communications and Customer Experience	Customer Experience
L3.2.1 Deliver the 4-year program for the Communication and Engagement Strategy	L3.2.1.1 Manage Council's communications and community engagement activities	Implement the Communication and Engagement Strategy	Progress implementing scheduled actions from the Communications & Engagement Strategy Target: Completed as scheduled	New	Communications and Customer Experience	Communications & Engagement

ITEM 2 - ATTACHMENT 1
2025.

DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO

Our Resourcing Strategy

SECTION 4

78 | Long Term Financial Plan

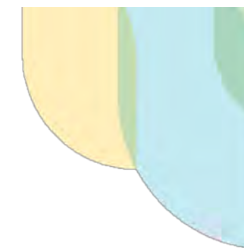
80 | Workforce Management
Strategy

81 | Strategic Asset Management
Plan

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

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

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



Long Term Financial Plan

The Long Term Financial Plan (LTFP) is a critical part of Council's future planning. It is a ten-year rolling plan that informs decision-making and demonstrates Council's resourcing and funding of the Integrated Planning and Reporting Suite of documents. It is a tool used by Council to guide future action and aid priority setting and problem solving. The LTFP contains a set of ten-year financial projections based on a set of assumptions, it is then reviewed and rolled over annually.

Grounded in the principles of sound financial management as outlined in Section 8B of the Local Government Act 1993, the LTFP has its own financial objectives for the organisation in addition to acting as a resource plan.

LTFP Objectives

Annual operating surplus

Strong budget management and governance that achieves a positive operating result before capital grants and contributions build to an underlying 1% surplus over the life of the LTFP

Cash backed reserves

Shockproof cash position to meet unknown impacts as they arise

Sustainable ability to maintain assets and undertake capital works projects

Safeguard funding allocations to prioritise renewal of existing assets and identify sources of funding for new infrastructure that accounts for full-life asset management and depreciation

Sustainable ability to recruit, retain, develop and inspire talent

Support a balanced approach to workforce planning to ensure a high-performing organisation

Overall financial sustainability

Legacy decisions that promote intergenerational equity and achieve community aspirations through consistent prudent and responsible financial management including the Resilience Fund

SRV Enhanced Services

Through an established cash reserve Council will expend SRV funding on enhanced services important to the community

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Income	Assumptions
Special Rate Variation	9.5% 2025 & 2026 2.5% 2027 onwards
New rates assessment	200
User fees and charges	3.5% 2025 3.0% 2026 2.5% 2027 onwards
Operating grants and contributions	3.0% 2025 & 2026 2.5% 2027 onwards
Cash investment income	3.5% 2025 3.0% 2026 onwards
Rental income	3.5% 2025 3.0% 2026 onwards

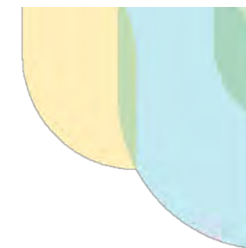
Council resolved to redirect the airport dividend from daily operations into the Resilience Fund to fund significant projects and initiatives.

Expenses	Assumptions
Materials & services	3.5% 2025 3.25% 2026 3.0% 2027 onwards
Other expenses	3% 2025 onwards
Employee costs	3.75% As per EA

Forecasting over a ten-year period has its challenges and some assumptions are outside of Council's control. The LTFP is based on a number of assumptions with the key assumptions detailed in the table.

Council's underlying result as modelled in the LTFP is summarised below.

Financial Year	Underlying Result \$'000
2024-2025	845
2025-2026	523
2026-2027	1,396
2027-2028	1,596
2028-2029	1,703
2029-2030	1,990
2030-2031	1,931
2031-2032	1,484
2032-2033	1,140
2033-2034	565



Workforce Management Strategy

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

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

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



Strategic Asset Management Plan

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

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

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

Council is the custodian of infrastructure totalling over \$1.29 Billion of noncurrent assets such as roads, footpaths, buildings, drainage, seawalls, surf clubs, jetties fleet, holiday parks and information technology and so on.

The SAMP 2024 to 2034 will be used to achieve Council's community objectives documented in the Community Strategic Plan primarily under Focus Area – Our Place.

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



Appendices

SECTION 5

83 | Key result measures

85 | Statement of revenue policy

94 | Statement of waste management

82 | Draft Delivery Program 2022 to 2026, Operational Plan 2024 to 2025

Appendix one: Key result measures

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

1. Service delivery

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

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

For Council to be successful in this measure:

Target: >95% integrated plans delivered on time

(which includes delivery of the actions set out in the annual Operational Plan).

2. Community satisfaction

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

For Council to be successful in this measure:

Target: Better than baseline of 2.94 out of 5

(measured as at 2023 Community Satisfaction Survey)

3. Employee wellbeing

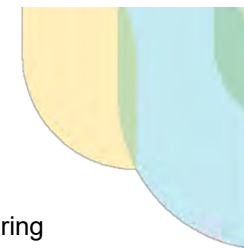
Council's annual employee engagement survey measures an employee's energy and passion, their level of connection to the organisation and their willingness to apply discretionary effort to improve individual and business performance.

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

For Council to be successful in this measure:

Target: >80% employee engagement.

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



4. Risk management maturity score

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

For Council to be successful in this measure:

Target: >85% risk management maturity score.

5. Financial sustainability

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

For Council to be successful in this measure:

Target: underlying financial result better than budget.

6. Asset management

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

For Council to be successful in this measure:

Target: ≥100% asset maintenance ratio.

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

Appendix two: Statement of revenue policy

2024-2025 is the second year of a three year special rate variation (SRV) to ordinary rates in Port Stephens approved by the Independent Pricing and Regulatory Tribunal (IPART) in June 2023. Ordinary rates will increase by 9.5% in 2024-2025. The 9.5% SRV increase includes the 4.8% rate peg increase to ordinary rates.

The following rates are proposed for 2024-2025, and key elements of Council's proposed rating policy are:

- Use 1 July 2022 base date land values for rating purposes;
- Increase Ordinary rates 9.5% under the SRV;
- Retain sub-categories in the residential and farmland categories aligned with the Williamstown Management Area;
- Continue to make the farmland rate the same as the residential rate;
- Retain 35% base amounts in the main residential rate category and business rate category

ITEM 2 - ATTACHMENT 1**DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.****Rating of strata lots**

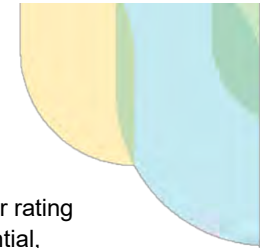
Each lot in a strata plan is rated separately but Council will include lots in identical ownership on one rate notice where one lot consists of either a residential unit or residential unit and garage and the other lots consist of either a garage or utility room. A maximum of three (3) separate strata lots can be included on one rate notice where only one lot must contain a residential unit. All lots must be within the same strata plan (or strata complex at Council's discretion). Council will not allow aggregation in any other circumstances including multiple residential units, multiple garages, multiple industrial bays, multiple retail premises and multiple marina berths. Council will allow aggregation of land values where new land values are received and amalgamation or consolidation of parcels owned by the same ratepayer is to occur, and the Valuer-General has confirmed that amalgamation will be approved. Council will also allow aggregation of land values with other land in identical names where land is subject to a license or enclosure permit and the Valuer-General has confirmed that amalgamation will be approved. The date of effect of aggregation approval is the date the application was received by Council. The date of effect may be backdated at Council's discretion to the start of the current financial year, if there are exceptional circumstances that prevented the ratepayer from making an earlier application. Aggregation will not be backdated for prior years.

Categorisation of land

All land is placed within one of four mandatory categories for rating purposes according to the dominant use of the land: residential, farmland, business and mining. A fifth land category of environmental land has recently been included in the Local Government Act 1993. This land category has not yet commenced and is awaiting proclamation. The land category is printed on the rate notice. Ratepayers may apply for their land category to be reviewed and applications are determined within 40 days. Where a ratepayer applies for their land category to be reviewed and this is approved, the date of effect for rating purposes is the date the application was received by Council. The date of effect may be backdated at Council's discretion, if there are exceptional circumstances that prevented the ratepayer from making an earlier application. Where Council initiates the review of a land category the date of effect shall be no earlier than the date the declaration is posted to the ratepayer.

Exemption from rates

All land is rateable unless it is exempt under section 555 or section 556 of the Local Government Act 1993. Eligible organisations (generally public charities) may apply for their land to be made exempt if they believe it to be exempt. Where a ratepayer applies for their land to be made exempt and this is approved, the date of effect for rating purposes is the date the application was received by Council. The date of effect may be backdated, at Council's discretion, if there are exceptional circumstances that prevented the ratepayer from making an earlier application.



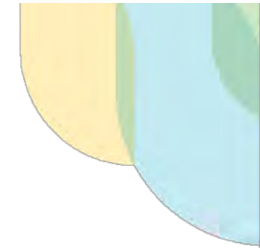
ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.**Exemption from or adjustment to charges**

Where a ratepayer applies for annual charges to be reviewed and this is approved, the date of effect for charging purposes is the date the application was received by Council. The date of effect may be backdated at Council's discretion to the start of the current financial year, if there are exceptional circumstances that prevented the ratepayer from making an earlier application. As Council uses contractors for waste collection it is not possible to backdate waste service annual charge removal for prior years where a service was not received or utilised as the contractor costs have already been expended. Where Council initiates the application of annual charges the date of effect shall be no earlier than the date an occupation certificate was issued, or bins delivered, or if the property was omitted from being charged in prior years, the start of the current financial year.

Hunter Local Land Services

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

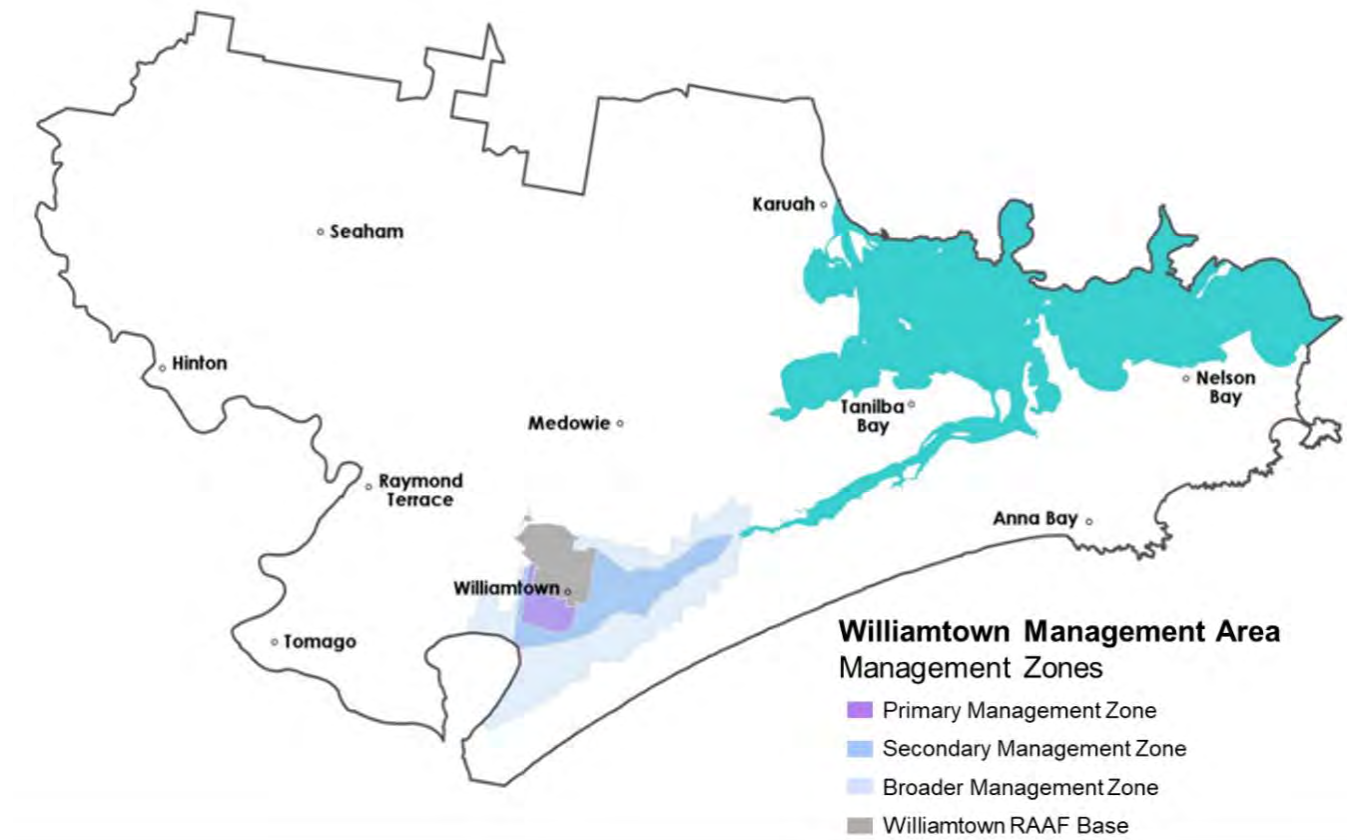
ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Category	Sub-Category	Ad Valorem Rate in \$	Base Amount \$	Base Amount Yield %	Estimated Rate Yield '000s
Residential	n/a	0.1865	482	35	\$44,777
Residential	Williamstown Primary Zone	0.1244	322	36	\$21
Residential	Williamstown Secondary Zone	0.1398	362	39	\$147
Residential	Williamstown Broader Zone	0.1679	434	38	\$283
Farmland	n/a	0.1865	482	19	\$1,120
Farmland	Williamstown Primary Zone	0.1244	322	27	\$11
Farmland	Williamstown Secondary Zone	0.1398	362	26	\$24
Farmland	Williamstown Broader Zone	0.1679	434	26	\$27
Business	n/a	0.5113	2,061	35	\$11,517
Mining	n/a	0.5113	0	n/a	Nil
Total					\$57,927

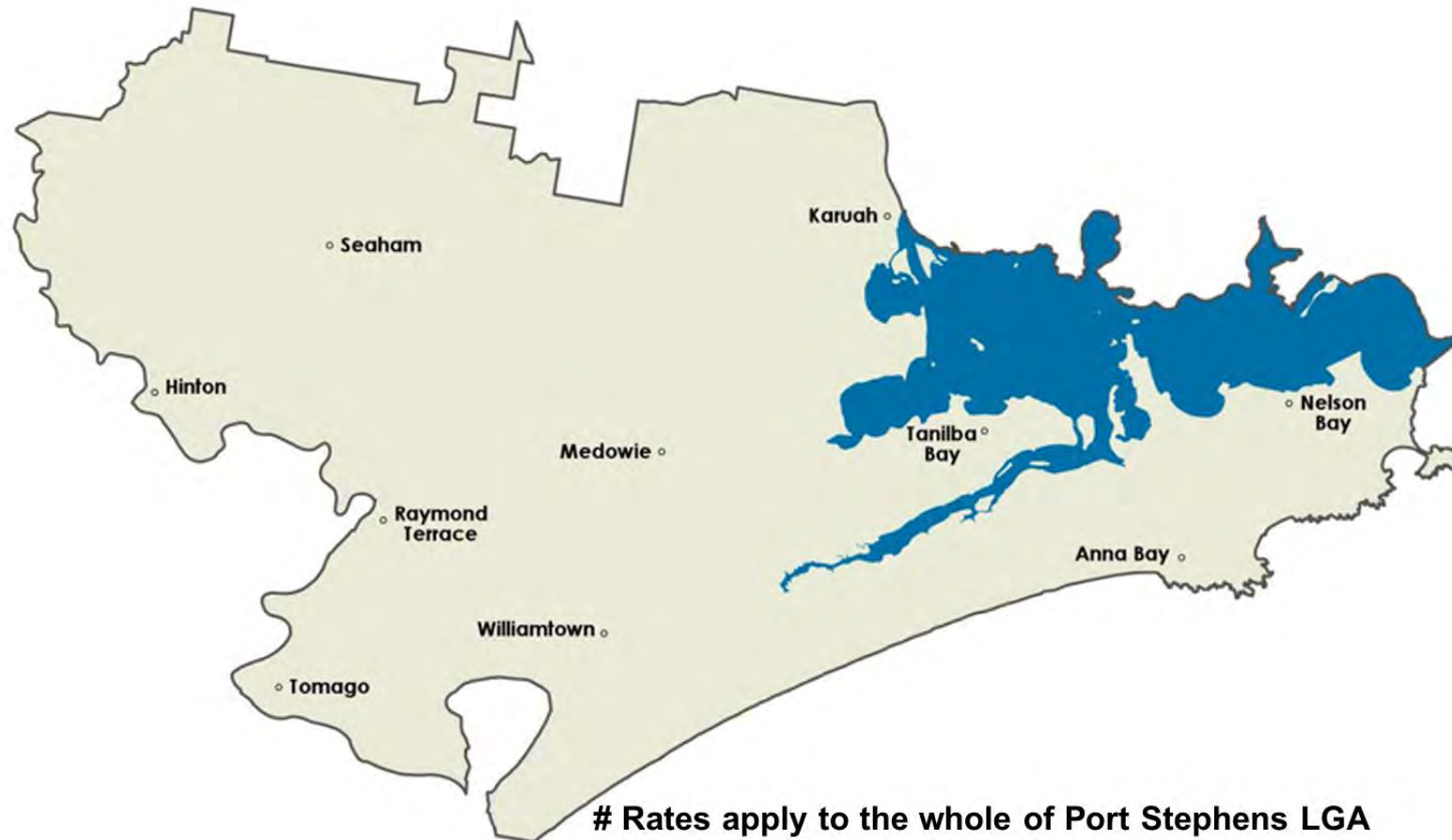
ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Ordinary rate sub-categories: Williamstown management area



ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

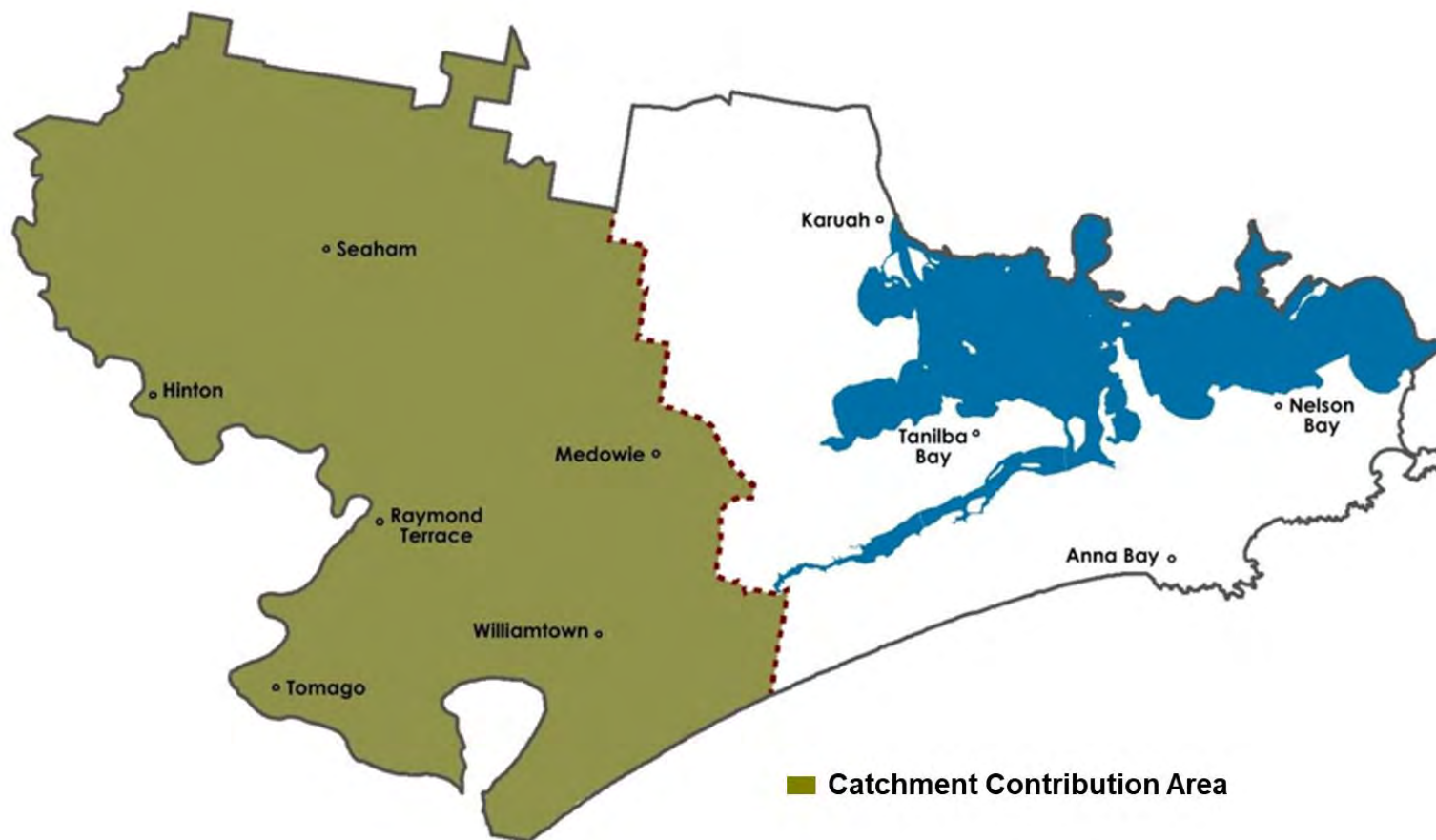
Residential, farmland, business and mining rates#



ITEM 2 - ATTACHMENT 1

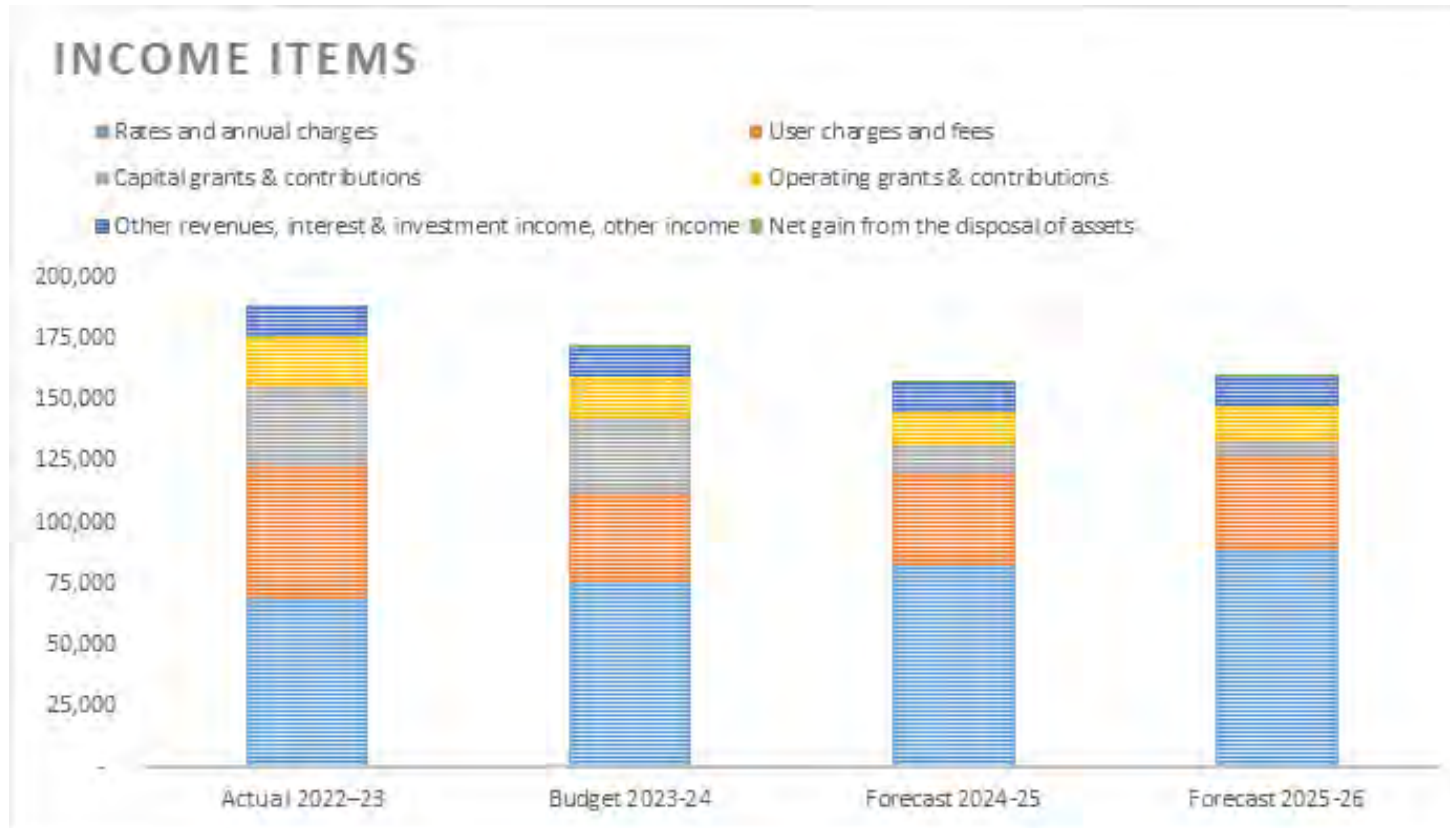
DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

Hunter Local Land Services

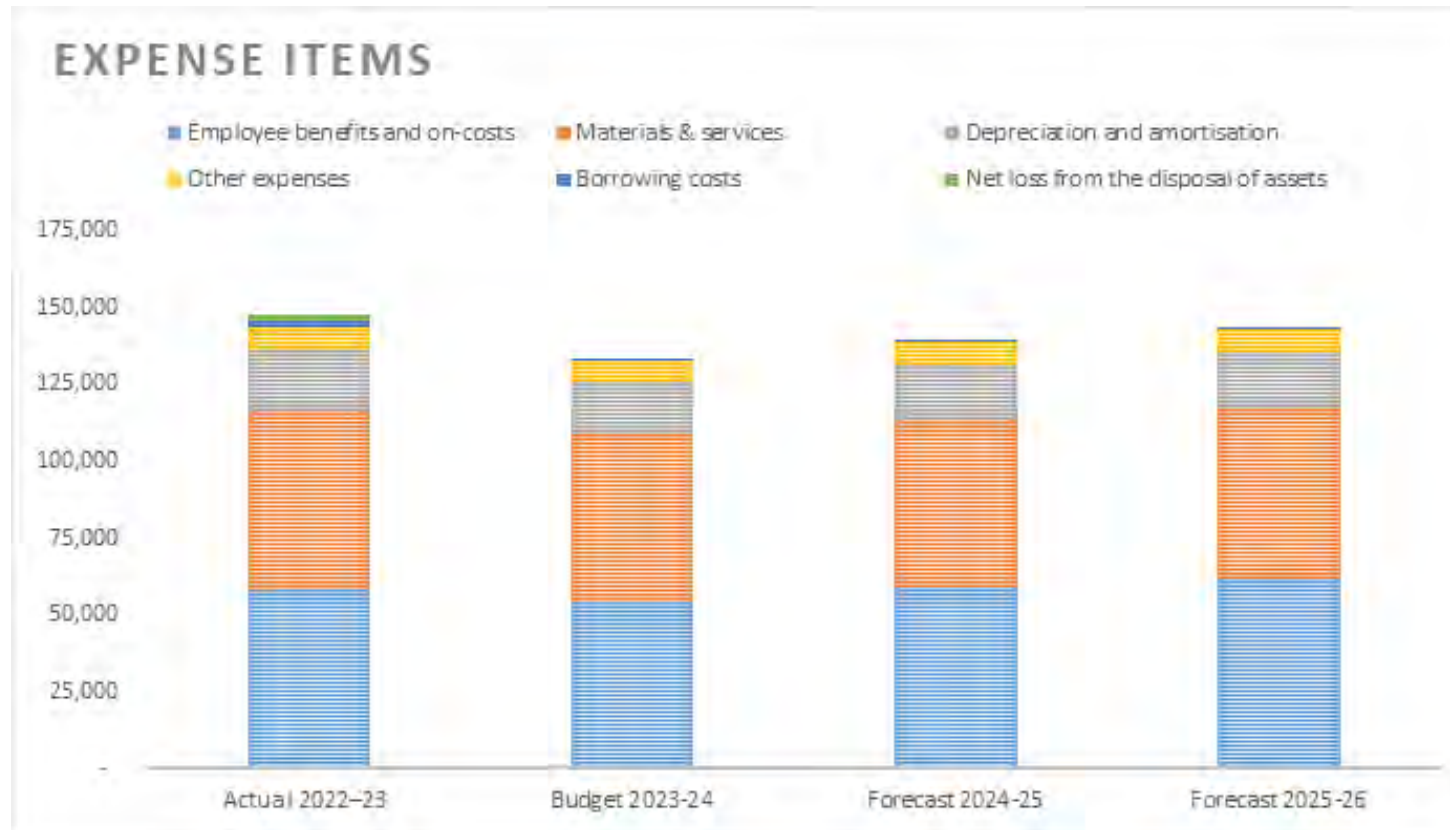


ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

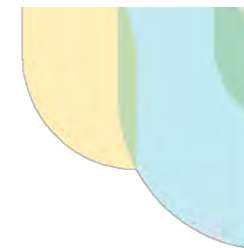
Budget Summary – 4 year Budget Forecast



ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



Council's Fees and Charges are set out in a separate document and follows Council's Pricing Policy for its pricing methodology. Further details on fees and charges as well as proposed borrowings can be found in Council's Long Term Financial Plan.



Appendix three: Statement of waste management

In accordance with our 4-year Delivery Program, Council proposes a two level waste charge. This charge is reviewed annually in accordance with the Operational Plan. The Previous, Proposed and Forecasted charges are shown in the table below.

For 2024 to 2025:

Waste Management Charge

A base waste management charge of \$121 will be applied to all rateable properties as authorised by section 501 of the Local Government Act 1993. This charge contributes toward the management of waste services not delivered to the kerbside such as the waste transfer station, the rehabilitation and environmental monitoring of decommissioned landfill sites and the provision of ancillary waste services including scheduled garden waste, electronic waste, household chemicals, mattress, dry recycling and tyre drop off events as well as the management of other public place waste services. In the case of properties categorised as farmland, if there is more than one property in the same ownership and run as a single undertaking then the full base charge will be applied to the first property plus a \$1 base charge against each subsequent property.

Waste Service Charge

As required by section 496 of the Local Government Act 1993, a domestic waste service charge of \$549 will be applied to all developed residential properties, whether occupied or

unoccupied, including land categorised as 'residential' and 'farmland'.

This charge will entitle the ratepayer to the weekly collection of residual waste using a 240-litre wheelie bin (red bin), fortnightly collection of material for recycling using a 240-litre wheelie bin (yellow bin), fortnightly collection of material for green waste using a 240-litre wheelie bin (green bin) and two on-call bulky/garden waste clean-up services.

A non-domestic waste service charge of \$549 will be applied to each commercial and business property, whether occupied or unoccupied, as authorised by section 501 of the Local Government Act 1993. This charge will entitle the ratepayer to the weekly collection of residual waste using a 240-litre wheelie bin (red bin) and fortnightly collection of materials for recycling using a 240-litre wheelie bin (yellow bin).

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.

To apply a domestic or non-domestic waste service charge and/or waste management charge, 'property' means any residence, business premises or commercial premises used or capable of being used as a separate premise whether or not situated on the same or separate rateable parcels of land, and whether occupied or unoccupied. The Forecasted waste charges are shown in the table below. However, new contract costs and state government levies are outside of Council's control so these figures are subject to change.

	2022-2023	2023-24	2024-25	2025-26
	Previous Year	Previous Year	Proposed Year	Forecasted
Waste Management Charge	\$110.00	\$115.00	\$121.00	\$127.00
Waste Service Charge	\$500.00	\$520.00	\$549.00	\$573.00

ITEM 2 - ATTACHMENT 1 DELIVERY PROGRAM 2022 TO 2026 INCORPORATING THE OPERATIONAL PLAN 2024 TO 2025.



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ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034

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IP&R Framework

Resourcing Strategy

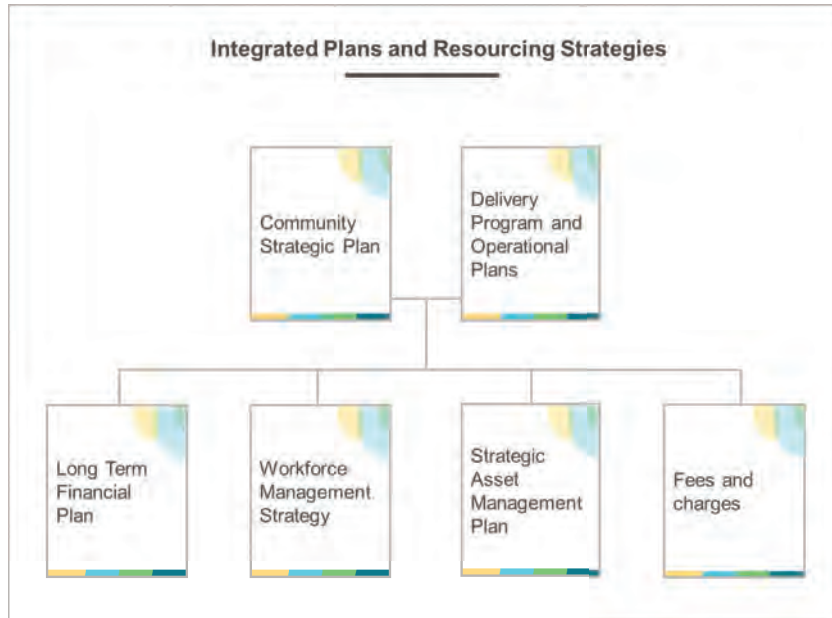
2024 to 2034



The Resourcing strategy outlines how Council will resource (with people, assets and finances) the community's long-term vision and aspirations (Community Strategic Plan).



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



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

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

Acknowledgement

We acknowledge the Worimi as the original Custodians and inhabitants of Port Stephens. May we walk the road to tomorrow with mutual respect and admiration as we care for the beautiful land and waterways together.

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ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.

Contents

Message from the General Manager.....4
Resourcing Strategy Attachments.....5
Attachment A – Workforce Management Strategy.....5
Attachment B – Long Term Financial Plan.....27
Attachment C – Strategic Asset Management Plan.....55

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



Message from the General Manager

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

In formulating the 2022 to 2026 Delivery Program and 2024 to 2025 Operational Plan, Council has assessed what is realistic and affordable. The past few years of natural disasters and COVID-19 significantly impacted our resources, with extra works needed to rehabilitate our assets and running our budgets tight with revenue down and costs up.

We've been reassessing what we can reasonably deliver given the events of the past determining our current position. Our long term planning goes beyond the Council term. The decisions we make at this critical time will have long-lasting implications and will safeguard our future.

As part of our annual review of the suite of Integrated Planning and Reporting (IP&R) documents, we've reviewed our Resourcing Strategy 2024 to 2034 (which includes the Long Term Financial Plan 2024 to 2034, Workforce Management Strategy 2022 to 2026 and Strategic Asset Management Plan 2024 to 2034). These documents are based on our current levels of service.

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

Tim Crosdale

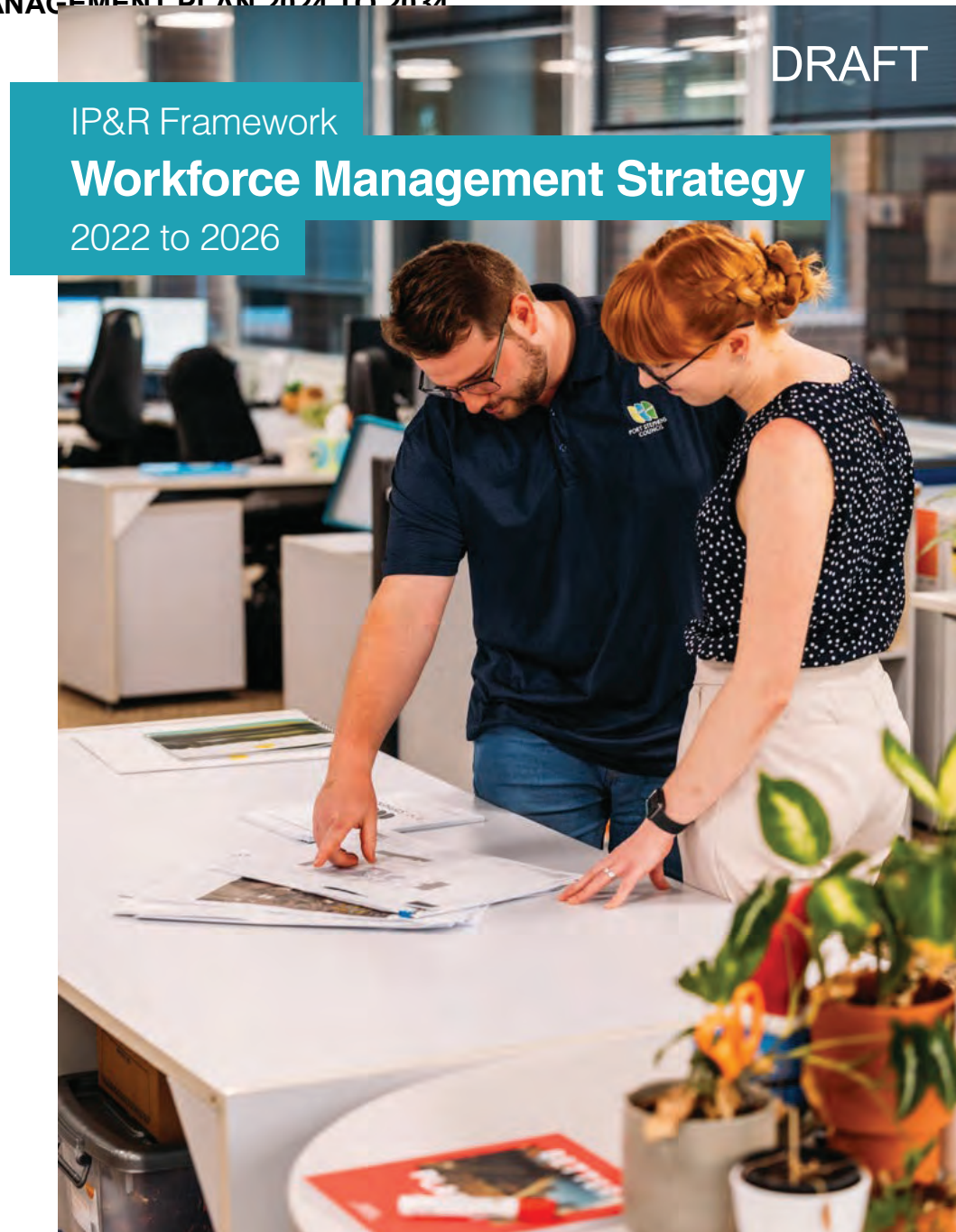
Tim Crosdale, General Manager

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Resourcing Strategy Attachments

Attachment A - Workforce Management Strategy

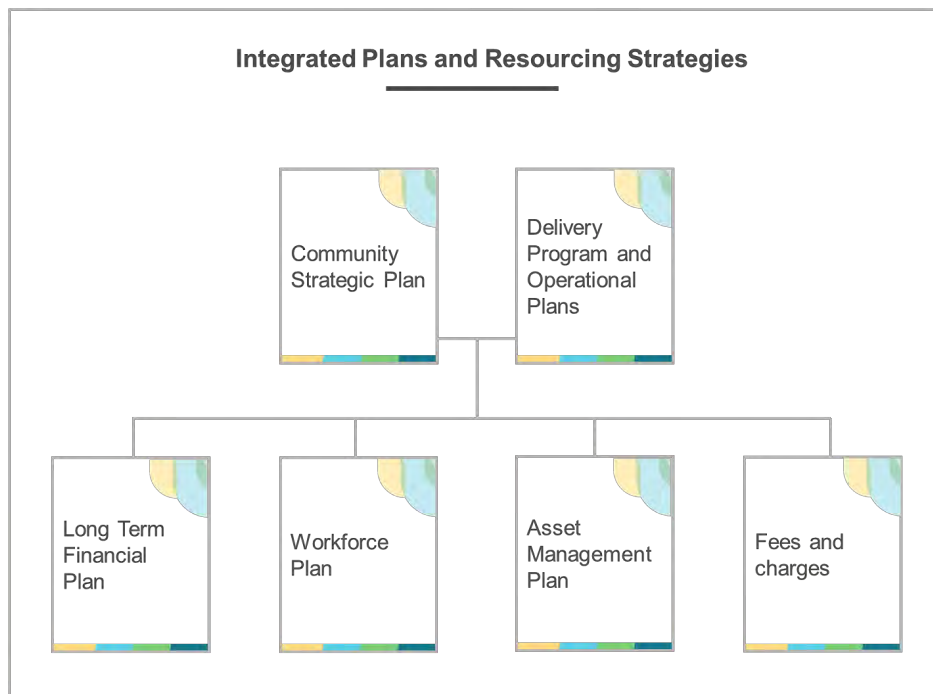
ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034



The Workforce Management Strategy is a component of the Resourcing Strategy, which outlines how Council will resource its workforce.



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



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

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

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

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**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Contents

Introduction	9
1. Working at Port Stephens Council.....	10
1.1 Snapshot of current workforce	10
1.2 Organisation structure	14
1.3 Vision, Purpose and Values.....	15
1.4 Employer Value Proposition	16
1.5 Financial sustainability.....	17
2. Consultation	18
3. Strategic direction.....	19
4. Measuring and monitoring.....	25
5.Port Stephens Council's supporting documents	26

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Introduction

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

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



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

1. Working at Port Stephens Council

1.1 Snapshot of current workforce

The structure comprises of 581.26 full-time equivalents (FTE) positions (as at 30 June 2023) across three Directorates and the General Manager's Office with a focus on ensuring we have the right people in the right places with the right skills doing the right jobs. In addition, we have volunteers across a variety of Council services who complement our workforce.

49% of the staff who work at PSC reside in the Port Stephens LGA.

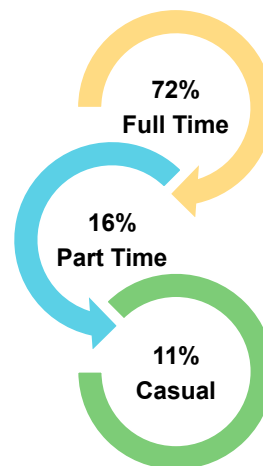
The number of Generation Y (aged 26 – 41) employees surpasses our Generation X (aged 42 – 57) employees. Together these two generations make up the majority of our workforce at 73.30%. The increase in the younger workforce demographic is slightly higher than the local government average, generally showing a positive trend.

Council's voluntary turnover sits at 12.36%, which is lower than the Local Government NSW average of 15.04%. Council's voluntary turnover is within a healthy range.

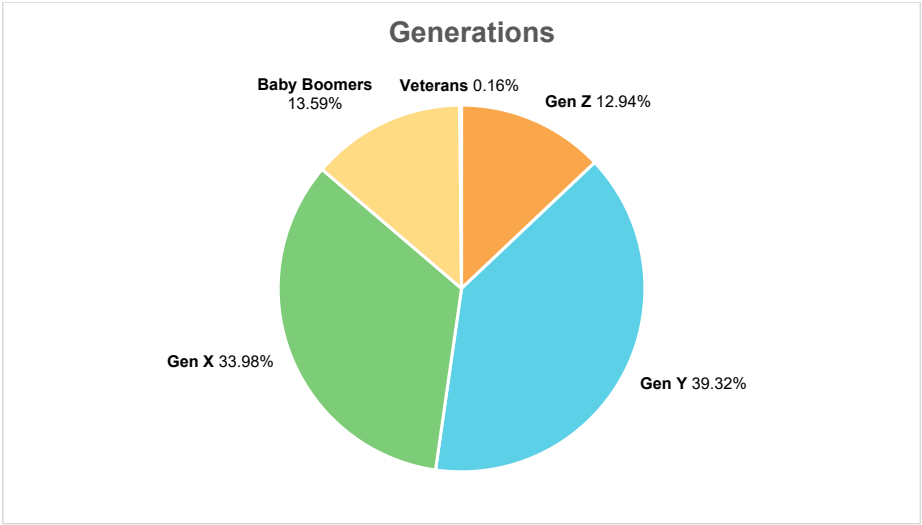
Exit interviews are offered to all staff with the three most common reasons employees have left Council in the past 12 months being:

- Career growth/progression.
- Retirement.
- To secure permanent employment.

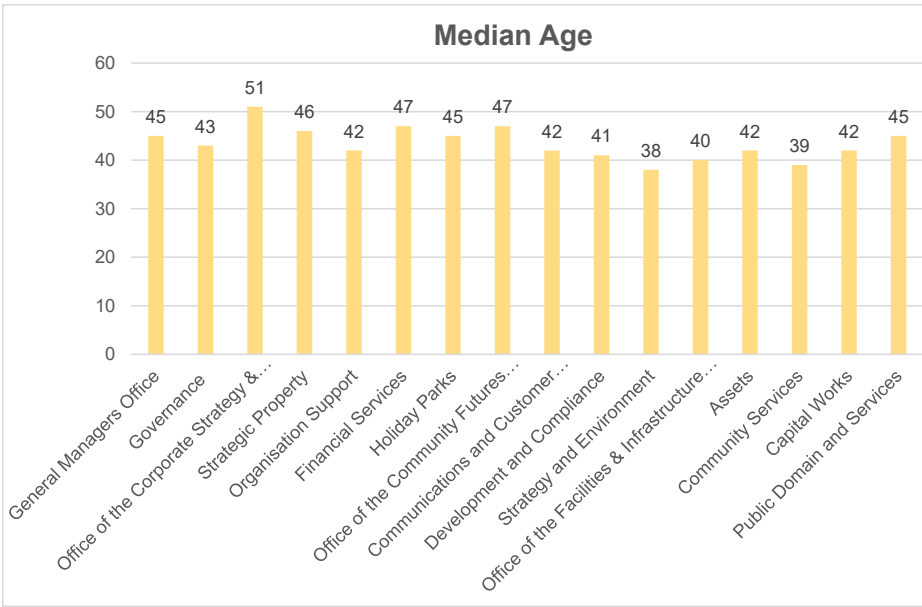
These reasons indicate that employees are leaving Council due to different phases within the employee lifecycle.



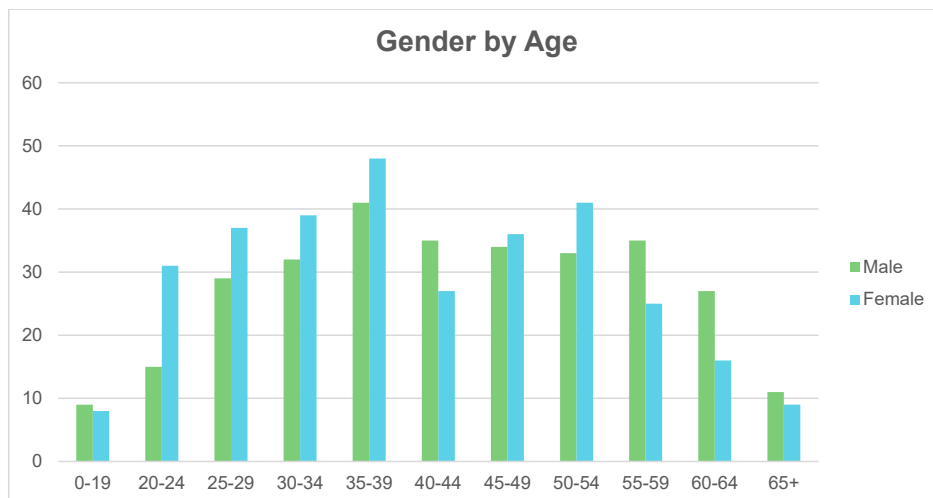
ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.



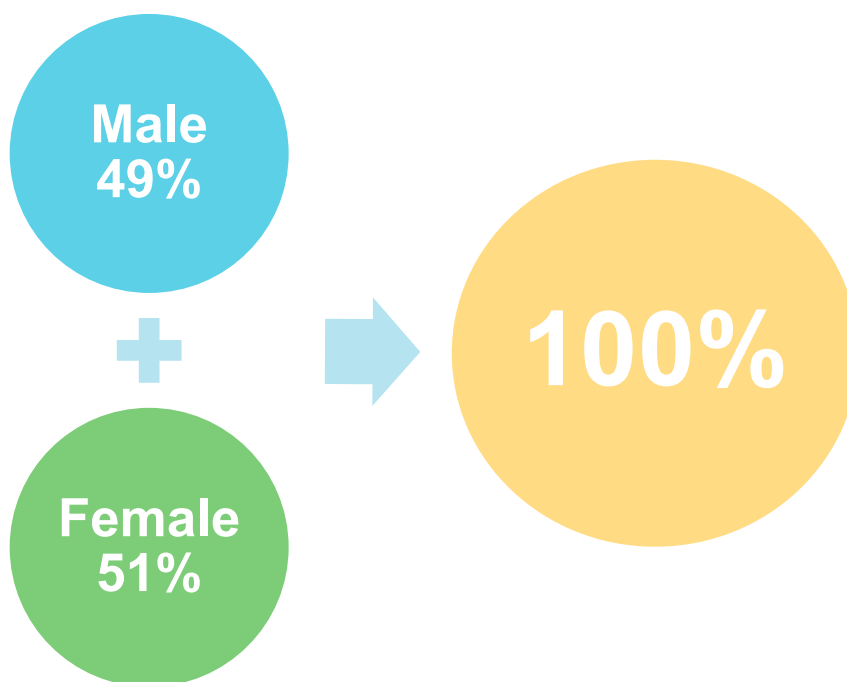
The current median age of employees at Port Stephens Council is 43 years old.



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

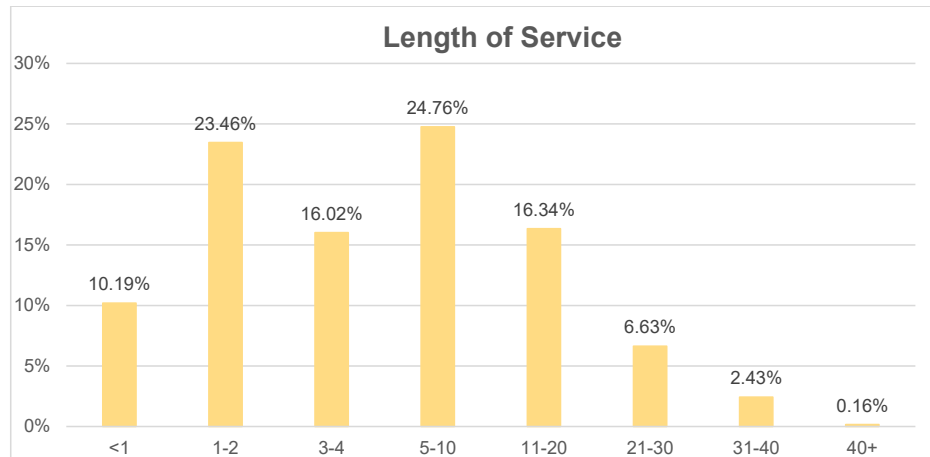


Port Stephens Council has a closely balanced gender profile across the organisation, with 51% of its employees being women, which is marginally higher than the average for NSW Councils.



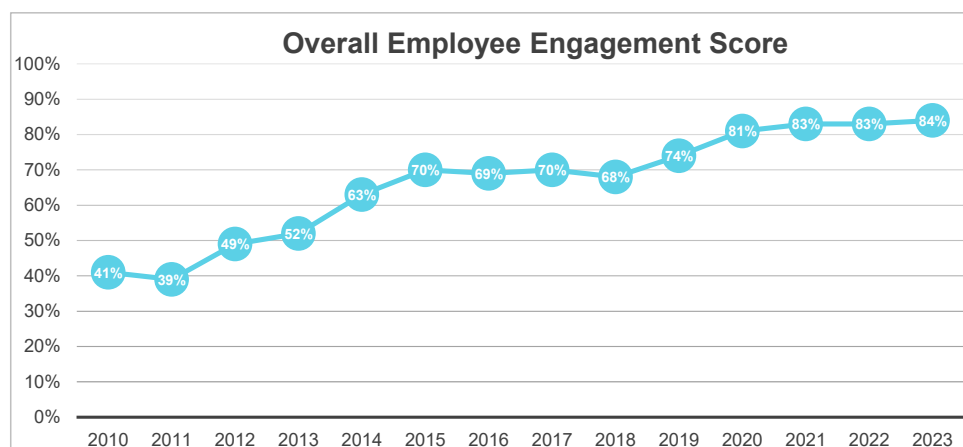
ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

The average length of service with Port Stephens Council, across all employee demographics, is 7.58 years.



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

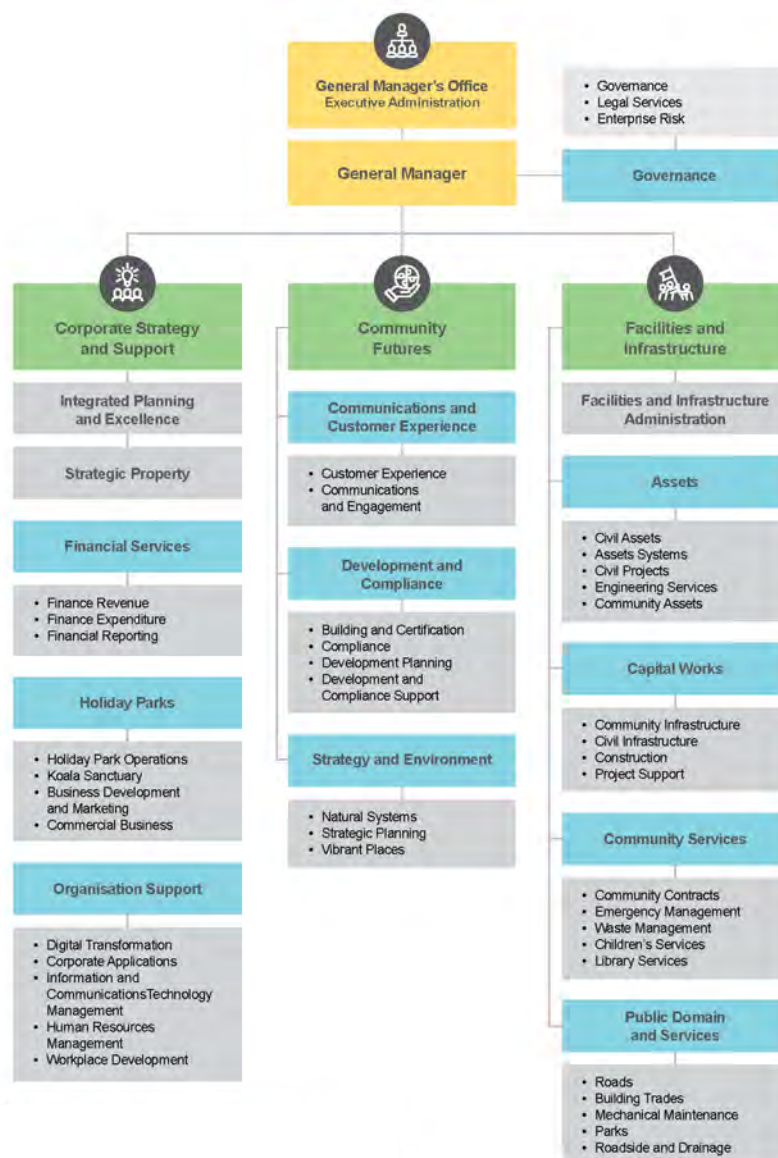
At Port Stephens Council, we have been working to improve the engagement of our workforce for some time. We have achieved great results that make us part of the upper quartile of highly engaged organisations in the Australian workforce.



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

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

1.2 Organisation structure



ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

1.3 Vision, Purpose and Values

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

Council's Vision is that we have a deep respect for the Port Stephens community and work to grow trust, confidence and pride in the outcomes we deliver.

We foster an inclusive and supportive culture that encourages both professional and personal growth. We know that each and every one of us is responsible for the sustainable management of our resources. Through a collective effort, we will create a thriving and vibrant place for generations to come.

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



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

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

1.4 Employer Value Proposition

Council's goal is to develop a high performing organisation that has a strong culture of 'working together doing the right things the best way'. Our organisation is doing this by pursuing the philosophy within the **Australian Business Excellence Framework**.

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

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

The **Port Stephens Council Enterprise Agreement (2022-2025)** governs our industrial relations legislation and the conditions of employment for our employees. Based on the principles of Business Excellence, the focus of the Enterprise Agreement is to build and maintain a fair, balanced and cooperative relationship between Council, its employees and other stakeholders.

Council is committed to an Employer Value Proposition, which allows us to attract, engage and retain our employees.

At PSC staff **are**:

1. Celebrated by their team and our leaders
2. Making a difference to the lives of our community
3. Fully resourced with everything they need to get the job done
4. Trusted and given autonomy to do their role because we know they have the capability

Staff apply for a job at PSC because they **need**:

5. Flexibility – hybrid work options and flexible hours
6. Great colleagues – working as a team, having fun and being part of the family
7. Growth opportunities – learn on the job and advance their career
8. To be themselves – their personal life is important and they need to bring their whole self to work.

While working at PSC they **feel**:

9. Supported by their team and our leaders
10. Encouraged to do their best, look for growth opportunities and improve
11. Respected by our leaders, our community and their team
12. Cared for by our PSCare program and support services

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

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

1.5 Financial sustainability

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

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

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



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

2. Consultation

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

Council's Consultative Committee comprises of 13 members representing Council's workforce, management and unions. The Consultative Committee was established under the provisions of the Port Stephens Council Enterprise Agreement and provides an opportunity for staff to have a voice in decisions that affect them.

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



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

3. Strategic direction

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

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

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

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

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

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



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



Strategic Priority One – Recruit

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

Strategic Intent

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

Actions

- Review our Employer Value Proposition, which includes our Employer Brand.
- Continue to improve our Recruitment functions through best practice principles.
- Continue to provide professional HR advice on workforce capabilities and Human Resource Information System capacity.
- Promote the recruitment of apprentices, cadets and trainees.
- Ensure Enterprise Agreement salary increases are balanced between market conditions and fiscal responsibilities.



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



Strategic Priority Two – Retain

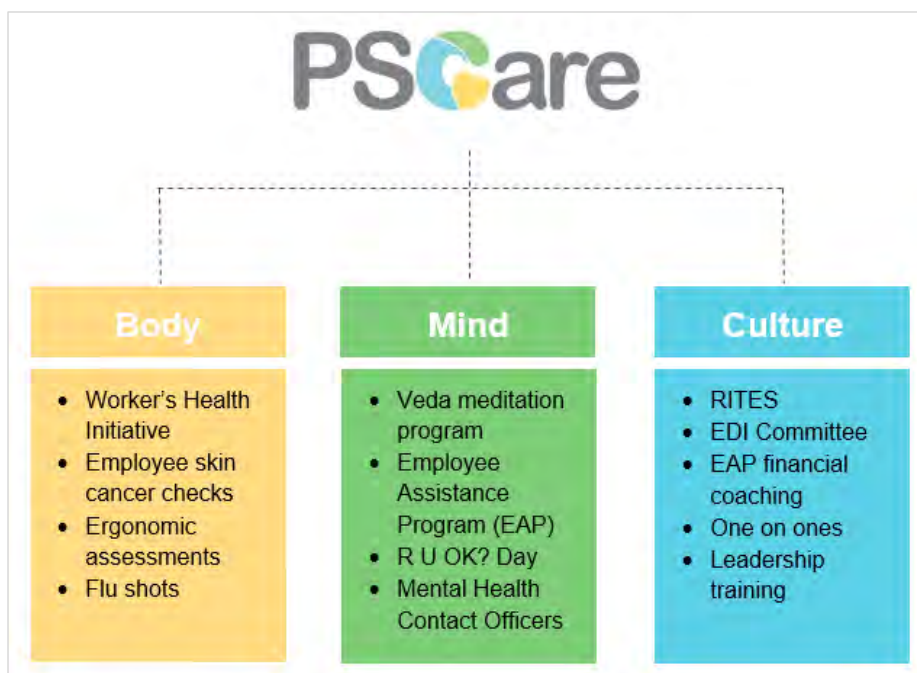
Support our people to be healthy, resilient and engaged.

Strategic Intent

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

Actions

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



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



Strategic Priority Three – Develop

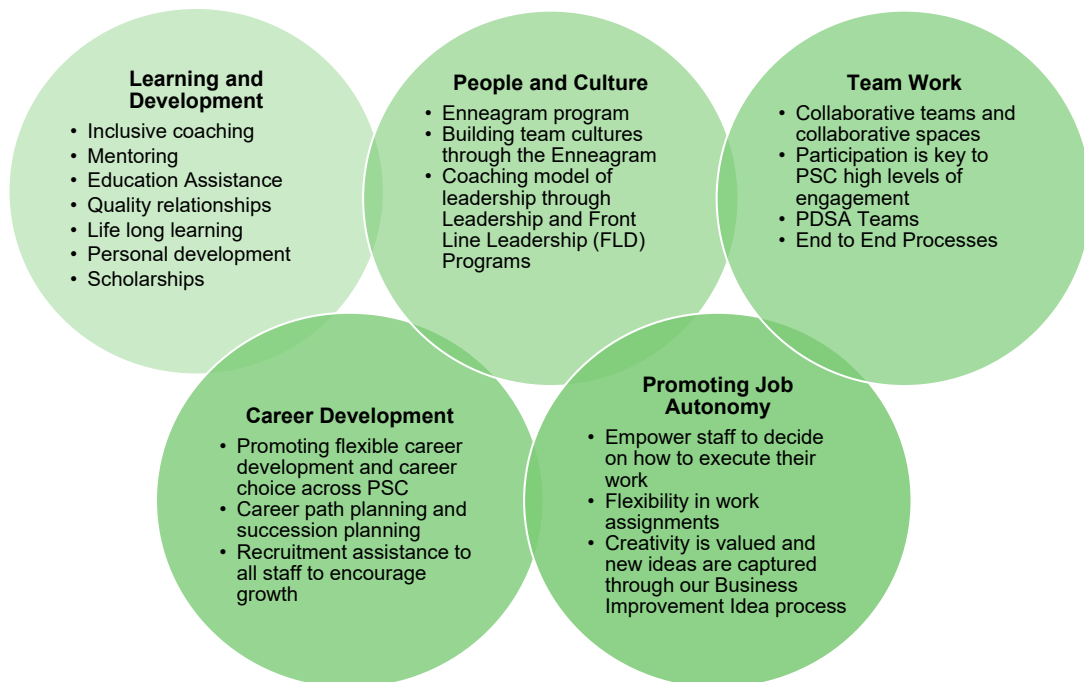
Empower our people to grow and develop through lifelong learning.

Strategic Intent

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

Actions

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



DRAFT Resourcing Strategy 2024 to 2034 | 22

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.



Strategic Priority Four – Inspire

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

Strategic Intent

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

Actions

- Continue to evolve Business Excellence programs, including Service Reviews and Process Improvement Reviews.
- Conduct and promote the Employee Engagement Surveys to measure against the Best Employer principles.
- Continue to collaborate with employees to understand their experiences at work through the Journey Mapping process and implement improvements as identified.
- Maintain good working relationships and open and transparent communication with external stakeholders, including but not limited to Unions, training providers, schools, Employee Assistance Program provider and employment agencies.
- Promote Equity, Diversity and Inclusion initiatives, which ensures all staff are welcomed and valued as part of PSC. These are detailed below.

Promote Inclusion and Diversity:

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

Embrace our Culture and Heritage:

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

Encourage wellbeing and accessibility:

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

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,**



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

4. Measuring and monitoring

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

Corporate Result Measures (Lag Indicators)

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

Corporate Targets – 2024-2025

1. Integrated Plans delivered on time: >95%
2. Community satisfaction score: Better than baseline
3. Employee engagement: >80%
4. Risk management maturity score: >85%
5. Asset Maintenance Ratio: 100%
6. Underlying financial result better than budget

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

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

DRAFT Resourcing Strategy 2024 to 2034 | 25

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

5. Port Stephens Council's supporting documents

- Apprentice, Trainee, Cadet and Scholarship Guide
- Port Stephens Council Business Operating System
- Corporate Systems and Data Management Strategy
- Individual Work and Development Plans Guide
- Equity Diversity and Inclusion Guide
- Integrated Risk Management Framework
- Learning and Development Guide
- Long Term Financial Plan
- Delivery Program and Operational Plans
- Knowledge Exchange Guide
- Port Stephens Council Enterprise Agreement 2022-2025
- Strategic Asset Management Plan
- Organisation Structure 2023



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Resourcing Strategy Attachments

Attachment B - Long Term Financial Plan

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.

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IP&R Framework

Long Term Financial Plan

2024 to 2034

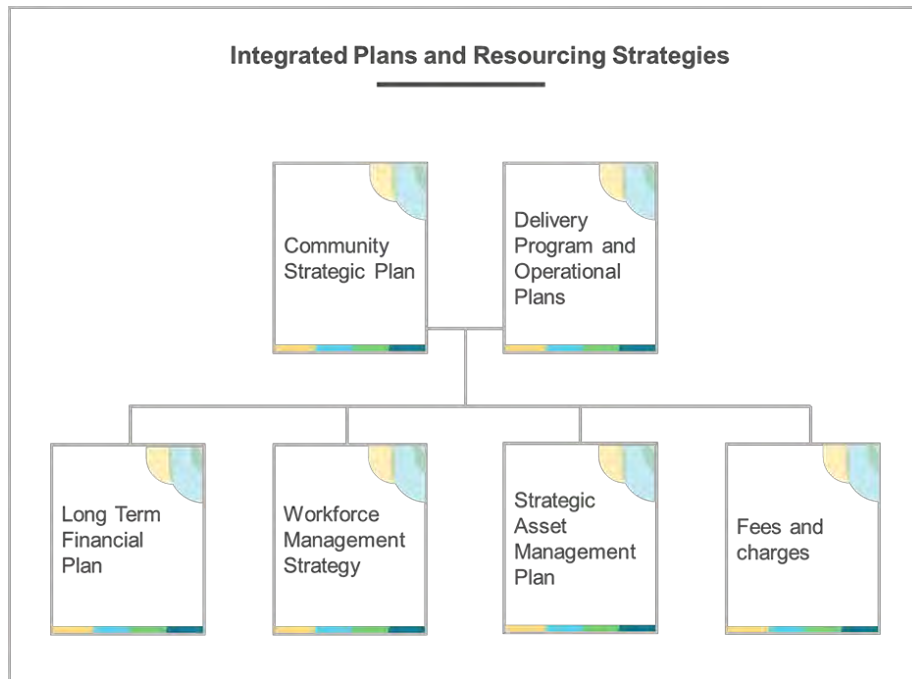


The Long Term Financial Plan is a component of the Resourcing Strategy, which outlines how Council will resource its finances.



PORT STEPHENS
COUNCIL

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



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

The Long Term Financial **Plan** has been prepared in accordance with Section 403 of the Local Government Act 1993.

Acknowledgement

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

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

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**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Contents

1. Introduction	31
2. Key Objectives	32
3. Strategic alignment with other resourcing strategies.....	32
4. Financial Sustainability Key Directions.....	33
5. Financial Snapshot – 2022/2023.....	35
6. Combatting our financial challenges	36
7. Assumptions	37
8. Sensitivity analysis & risk management	41
9. Performance monitoring.....	42
10. Financial Modelling	43
11. Financial Statements – Detail	44
12. Newcastle Airport.....	50

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

1. Introduction

The Long Term Financial Plan (LTFP) is a critical part of Council's future planning. It is a ten-year rolling plan that informs decision making and demonstrates the resourcing and funding of the Community Strategic Plan (CSP) objectives as well as the Delivery Program (DP) and Operational Plan (OP) commitments. It is a tool used by Council to guide future action and aid priority setting and problem solving.

A detailed budget based on current data is the starting base of the LTFP. Forward estimates and a set of assumptions are then utilised to produce a ten-year forecast. The LTFP includes the implications of asset management and workforce planning, and outlines Council's ability to deliver services valued by the community in the best possible way.



A review of the LTFP is undertaken annually as well as in line with the development of the CSP. This review allows Council to ensure estimates and assumptions remain appropriate with respect to the strategic direction of Port Stephens and a changing economy both locally and globally.



The purpose of this plan is not to provide specific detail about individual works or services. It does however provide different scenarios of financial forecasts based on various assumptions, sensitivity analysis and methods of financial performance monitoring. This results in a full set of financial statements and long-range trends to aid in decision-making and priority setting.

The LTFP is a critical document that aims to balance the community aspirations and goals against financial realities.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

2. Key Objectives

Grounded in the principles of sound financial management as outlined in Section 8B of the Local Government Act 1993, the LTFP in addition to acting as a resource plan has its own financial objectives for the organisation.

LTFP Objectives

Annual operating surplus

Strong budget management and governance that achieves a positive operating result before capital grants and contributions and an underlying 1% surplus

Cash backed reserves

Shockproof cash position to meet unknown impacts if they arise

Sustainable ability to maintain assets and undertake capital works projects

Safeguard funding allocations to prioritise renewal of existing assets and identify sources of funding for new infrastructure that accounts for full-life asset management and depreciation

Sustainable ability to recruit, retain, develop and inspire talent

Support a balanced approach to workforce planning to ensure a high-performing organisation

Overall financial sustainability

Legacy decisions that promote intergenerational equity and achieve community aspirations through consistent prudent and responsible financial management including the Resilience Fund

SRV Enhanced Services

Through an established cash reserve Council will expend SRV funding on enhanced services important to the community

3. Strategic alignment with other resourcing strategies

The Resourcing Strategy integrates Council's finances, assets and workforce planning to clearly articulate how Council will resource and implement the visions set out in the Community Strategic Plan, Delivery Program and the annual Operational Plan.

The LTFP is dependent on information provided in the IP&R suite of documents as well as supporting strategies as a whole in order to develop long-term financial plans. These plans support funding allocation that effectively manage Council's assets and people into the future so they can deliver services valued by our community.

With Council being responsible for a large and diverse workforce and asset bases that accounts for a large portion of Council's expenditure, the Strategic Asset Management Plan and the Workforce Management Strategy are major contributors to the LTFP.



ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

4. Financial Sustainability Key Directions

Financial sustainability has always been a priority of Council. It is critical that we manage our resources in a responsible and sustainable way so we can continue to deliver services, maintain our infrastructure and invest in our community.

We focus on doing more with less – we look for opportunities to optimize our income, minimize our expenditure and diversify our revenue streams.

Our Financial Sustainability Strategy provides a roadmap for the long term management of our financial resources. The strategy creates a framework for decision making and will ensure we continue to invest our resources in projects, services and activities that benefit our community now and into the future.

The success of this strategy is based on delivering 6 inter-related strategic objectives, actions and outcomes outlined below:

	Objectives	Outcomes
1	Avoid shocks <ul style="list-style-type: none"> Reserve management Cash flow forecasting 	A financially strong and resilient Council
2	Attain underlying surplus <ul style="list-style-type: none"> Operational efficiencies Reinvestment 	A better than break even budget result annually, building to a 1% underlying target.
3	Funding significant infrastructure and projects <ul style="list-style-type: none"> Resilience fund Smart parking rollout Dividend return from non-rate revenue sources 	Significant projects delivered that align to significant strategic objectives of Council.
4	Increase income <ul style="list-style-type: none"> Statutory rates process User fees and charges reviews Non-rate revenue performance Grants 	Service delivery and asset maintenance supported by sufficient and sustainable income.
5	Review and adjust services <ul style="list-style-type: none"> Continue discipline on savings/operational efficiencies Move to attainment of growth in value for community 	Services valued by the community delivered in the best possible way.
6	Advocacy and partnerships <ul style="list-style-type: none"> Avoid, minimise and mitigate external impacts 	Relationships that achieve the best possible outcomes for the community.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Resilience Fund

Further to our continued focus on ensuring financial stability of the organisation to deliver for the community, Council has also resolved to establish a Resilience Fund Reserve. As a key project under our Financial Sustainability Strategy, the basic premise of the Resilience Fund is to ensure that a fund is available for Council to invest in significant strategic projects across the Local Government Area (LGA). This may include significant infrastructure, service or non-rate revenue investments, aligned to Council's strategic plans and priorities. In accordance with Council's resolution the Resilience Fund will be funded from surplus non-rate revenue sources of income which will include the dividend from the operations from Newcastle Airport expected to return to Council as 50% shareholder once the current international terminal construction is complete in 2025/2026.

Through the Resilience Fund Council is committed to ensuring ongoing value is provided to the community into the future through directing any surplus non-rate revenue to outcomes that will make a difference to our community.



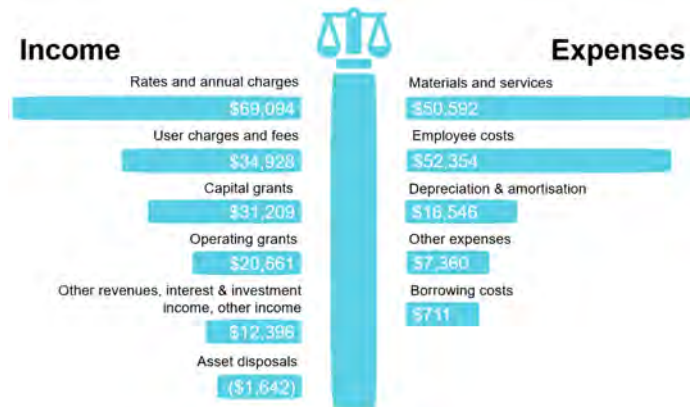
ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

5. Financial Snapshot – 2022/2023

Each year Council prepares a set of annual financial statements in accordance with the Australian Accounting Standards and the Local Government Accounting Code. The financial statements undergo an external audit, are adopted and available on Council's website.

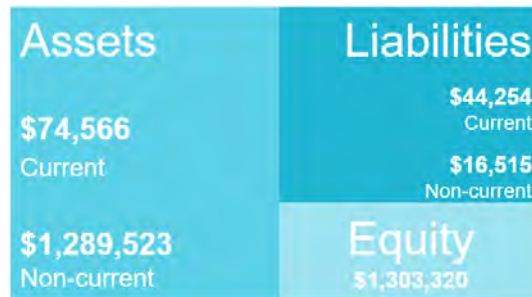
Day-to-day operating budget

for the 2022/2023 financial year - \$'000



What we own and what we owe

as at 30 June 2023 - \$'000



*The above figures do not include the Newcastle Airport – see Section 13 for corporate structure explanation.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

6. Combatting our financial challenges

The challenge of financial sustainability is one faced by the majority of NSW councils; Port Stephens Council is not immune from this issue.

Rate capping

The Independent Pricing and Regulatory Tribunal (IPART) caps Council's rates income. Each year, IPART sets the percentage councils can increase their rate income by for the following year, known as the rate peg. In recent years, the rate peg has been significantly lower than our increase in costs. This imbalance of income and expenses drives a financial gap for the organisation.

Cost shifting and legislation

Council does more than it ever has before. The transfer of responsibilities and increased compliance imposed on local government by the State Government hinders Council's ability to deliver expanding services against limited resources. In addition, Council has strict rules on how it can receive and spend its money. This means Council has different buckets for different mandated purposes.

Reliance and risk of commercial revenue

As reported in the Independent Analysis conducted in 2022, state-mandated lockdowns severely affected Council's commercial income-generating sections. The report highlighted the reliance on such revenue streams and their associated risks. Council resolved to redirect the airport dividend from daily operations into the Resilience Fund to fund significant projects and initiatives. This change represents an ongoing \$2 million p.a. operating budget efficiency.

Grant funding

The majority of grants require funds to be spent on capital expenditure and therefore are not normally used to fund the day-to-day operations of Council. Obtaining grant funding is a competitive process and in most cases, grants require Council to provide a financial co-contribution. To mitigate this Council resolved to establish the Grants Co-Contribution reserve. Whilst Council has received an increase in stimulus grants connected to the Covid-19 pandemic response, it is not expected such trends will continue and in contrast reduce below previous levels.

Increasing costs

Council has seen significant increases in our internal costs over the years with respect to insurances, utility prices and construction materials. With current rates of high inflation, Council has done well to implement short-term strategies to contain costs and balance its budget. However long periods of high inflation significantly affect Council's ability to remain financially sustainable whilst maintaining services to the community at existing levels.

Natural disasters

Based on recent experience we expect to see an increase in natural disasters and significant weather events. Whilst Council is able to claim some of the damage bill back from State Government, not everything is covered and the timing of reimbursement places pressure on our cash holdings. To mitigate this Council resolved to establish the Natural Disaster reserve.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

7. Assumptions

Income	Assumptions
Special Rate Variation	9.5% 2025 & 2026
	2.5% 2027 onwards
New rates assessment	200
User fees and charges	3.5% 2025
	3.0% 2026
	2.5% 2027 onwards
Operating grants and contributions	3.0% 2025 & 2026
	2.5% 2027 onwards
Cash investment income	3.5% 2025
	3.0% 2026 onwards
Rental income	3.5% 2025
	3.0% 2026 onwards

Council resolved to redirect the airport dividend from daily operations into the Resilience Fund to fund significant projects and initiatives.

Expenses	Assumptions
Materials & services	3.5% 2025
	3.25% 2026
	3.0% 2027 onwards
Other expenses	3% 2025 onwards
Employee costs	3.75% As per EA

Forecasting over a ten-year period has its challenges and some assumptions are outside of Council's control.

The LTFP is based on a number of assumptions with the key assumptions detailed in the table.



ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Rates

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

Comparison with other Councils

The Office of Local Government (OLG) publishes annual comparative information, which is categorised into groups of similar councils based on size and character. Council is in OLG's Category 5. The data published by the OLG indicates Councils ordinary rates are low compared with other Hunter Councils and other Group 5 Councils.

Special Rate Variation

IPART approved a Special Rate Variation, which is a cumulative increase of 31.29%, being a 9.5% increase for three consecutive years 2023-2024 to 2025-2026.

The key purpose of the Special Rate Variation (SRV) Application is financial sustainability.

SRV income will be used to eliminate the successive operational budget shortfalls as forecasted within previous LTFP's and ensure Council can continue to deliver the activities and actions outlined in our Integrated Planning and Reporting suite of documents. This ensures that rate income is sufficient to provide core services, and therefore, reduce the risk and reliance on commercial revenues.

The funding generated through this increase will also enable Council to deliver modest enhancements in four key areas of existing services as identified as priorities by our community:

- (i) road maintenance
- (ii) condition of public space
- (iii) protecting our natural environment
- (iv) protecting our waterways.

The SRV will be retained permanently in the rates general income base. This means that rate levels

in the first year after the SRV and subsequent years will only increase by the rate peg set by the State Government and rates will not be reduced to pre-SRV levels.

User fees and charges

Council reviews its fees and charges each year under its Pricing Policy. Statutory pricing restricts a vast number of Council fees and charges, meaning the amount of the fee is determined by legislation and not by Council. Where Council is able to set the amount it aims to use market pricing to ensure full cost recovery is achieved at a minimum.

Domestic Waste Charges

Council's Domestic Waste Management Program is self-funded by way of an externally restricted reserve. The Local Government Act 1993 (NSW) limits annual domestic waste management charges to an amount sufficient to recover the costs of providing the service. As such, revenue from Council's annual domestic waste charges included in this LTFP is based on the projected full cost to provide the waste service over the next ten years.

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

Operating grants and Contributions Annual factor

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

The NSW Government's Financial Assistance Grant program for financial year 2024 was paid (96%) in advance by 30 June 2023. It is unknown if the payment schedule will revert to being paid

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

within the financial year that it relates. Due to the level of support received from the Financial Assistance Grant (FAG) program, any reduction in the overall available funds for distribution is likely to result in a diminished allocation to Council.

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

Cash investment returns

The level of investment and interest income is dependent on the forecasted cash levels in conjunction with an estimated rate of return. The rate of return has been linked to the expected rate of inflation and current interest rate trends.

Other income

This income stream is less reliant on inflation therefore a more conservative increase has been used in comparison to CPI increases. Land sales or royalties are not included due to the uncertainty of market expectations. If these transactions do occur, they are adjusted for via the QBR process or in the baseline year of the LTFP.

Rental income

Council manages a diverse property investment portfolio. Rental income assumptions are based on balancing CPI and rental returns.

Employee costs

Enterprise Agreement

The Port Stephens Council Enterprise Agreement (EA) is negotiated on a rolling cycle and applies to all employees of Port Stephens Council. Any known increases at the time of development are applied to those financial years based on the current staff establishment.

Superannuation

Council is required to pay Superannuation at the statutory limit set by the Federal Government as well as partakes in the Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme), both of which has been factored into the LTFP.

Workers Compensation

Workers Compensation premiums have been increasing in recent years due to significant one off claims. Whilst Council will maintain a strong commitment to worker safety and wellbeing, premiums have been modelled off known levels increasing with inflation. Any reductions in the premium that does occur due to claims history will benefit Councils operating budget.

Leave entitlements

Council's main provisions relate to accrued employee leave entitlements such as annual leave, vested sick leave and long service leave. The leave accruals are governed by legislation and Council's EA. A provision is included as a liability in the balance sheet in the LTFP and as part of the Workforce Management Strategy, Council has policies in place to ensure employees cannot accrue excessive amounts of leave in certain leave types and encourages balances to be kept within reasonable limits.

Materials and services

These assumptions are based on current economic factors, Consumer Price Index CPI from official Australian sources such as the RBA and ABS, and specific increases and one-off expenditure where known.

The ongoing impacts of Covid-19 have increased uncertainty of expenditure estimates. If any of the assumptions in relation to the projected expenditure vary, then Council has the opportunity to modify service provision and asset management practices where possible, in order to recover any negative impacts.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Other expenses

These types of expenses are less reliant on inflation; therefore, a more conservative increase has been used in comparison to CPI increases.

Depreciation

Council infrastructure, property, plant, and equipment are depreciated using various methods that are specific to the asset category. These methods include condition based, consumption based, straight line and diminishing value.

Infrastructure, Property, Plant and Equipment

Infrastructure maintenance costs expenditure required to maintain service levels is based on asset management projections. Council also becomes liable for maintenance of assets and spaces provided and paid for by the developers of residential estates one year after they are created. When the maintenance costs are quantified, they are included in the LTFP.

No new major capital works are undertaken in the next ten years other than those funded by Contribution Plans, Voluntary Planning Agreements and/or Reserves. For new major works to be undertaken, existing planned asset renewal funding would need to be reallocated to those works or appropriate grant funding for the works be obtained.

The LTFP does not factor in any revaluations (occurs at a minimum of every five years per class of asset) and associated accounting treatments in any of the asset categories because of the difficulty in quantifying. Revaluations generally reflect the changes in market conditions or construction costs.

Borrowing Strategies

Council recognises that loan borrowings for capital works where long term assets are constructed, or proposed expenditure will result in future revenue streams, are an important funding source for local government. The full cost of long lived infrastructure should not be borne entirely by present day ratepayers but be contributed to by future ratepayers who will also benefit – known as

'intergenerational equity'. Funding long-lived infrastructure assets works through borrowings achieves intergenerational equity.

Council regularly reviews its loan portfolio for refinancing options where favourable outcomes are possible. It also benchmarks the performance of its loans portfolio against the Reserve Bank of Australia's national average lending rate for large business.

Population Growth and Demographic changes

The LTFP is based on existing local government area (LGA) boundaries and Council's projected population movement over the next ten years. Projections indicate that an increasingly older population will place increased pressure on existing infrastructure and services.

Services levels review

Council undertakes an extensive review of its individual service packages each year within its four-year rolling Service Review Program. The purpose of the Service Review Program is to ensure that Council's services reflect the local community needs and expectations, both in terms of quality and cost whilst ensuring sustainability.

Any changes in service levels and savings are captured throughout the year in the Quarterly Budget Review process. After which, the adjusted budget is used as the starting point to prepare the LTFP each year.

Cash and Investments

Maintaining adequate cash levels and cash flow is vital in ensuring Council maintains financially sustainable. Council has policies in place to ensure its portfolio is managed appropriately however there are challenges with such restrictions.

A large part of Council's cash restrictions is to fund future capital work projects. Council's statement of restricted cash can be found at Appendix 2.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

8. Sensitivity analysis & risk management

Long-term financial plans are inherently uncertain given the ten-year period and the utilisation of assumptions. As such, the longer the planning horizon, the more general the plan will be in the later years.

The data underpinning these assumptions reflect informed estimates based on a range of reasonably reliable sources at the time of development. While some assumptions have a relatively limited impact when the reality is not what was assumed, others can have a major impact. These impacts will have a cumulative effect over the horizon of the plan and presents risks.

Council is exposed to a range of external impacts, with many of these external impacts fluctuating over time as they are influenced by a variety of circumstances, such as prevailing economic conditions, decisions by other levels of government and changing community expectations. In addition, impacts of Covid-19 have increased uncertainty of expenditure estimates. If any of the assumptions in relation to the projected income or expenditure vary, then Council has the opportunity to modify service provision and asset management practices in order to recover any negative impacts.

Every effort is made to include the most current estimates and project scopes in this plan. Quarterly Budget Review statements provide the ability to regularly monitor the LTFP forecasts against actual activity and make adjustments in order to re-align the budget where needed. By considering these risks, we can ensure our balanced budget is both strong and sustainable.



The below sensitivity analysis shows the impact of a 1% increase or decrease of major income and expenses items

Income	\$'000	↑ 1 %	↓ 1 %	Level of control	Impact rating
Rates and annual charges	82,377	824	(824)	Low	High
Fees and charges	37,344	373	(373)	Medium	Medium
Interest and investments revenue	2,649	26	(26)	Low	Low
Operating grants and contributions	13,427	134	(134)	Low	High
Expenses					
Employee benefits & on-costs	59,372	(594)	594	Medium	High
Materials & services	54,428	(544)	544	Medium	High
Depreciation and amortisation	17,592	(176)	176	Medium	High
Other expenses	7,459	(75)	75	Medium	Medium
Underlying surplus – major items	(3,054)	(31)	31		

The above figures are based on the Base Scenario – financial year 2024-2025.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

9. Performance monitoring

Performance monitoring and budget control is paramount for Council achieving the LTFP objectives.

Since 2012, Council has operated under the treasury model to strengthen financial management and improve organisation-wide budgetary controls. This model involves the Executive Team setting budget parameters and Financial Services ensuring control towards these parameters. This budgeting approach encourages business units within Council to coordinate and collaborate with each other so that resources are optimally pooled and programs appropriately targeted to inclusively service the community.

Budgets are monitored internally on an ongoing basis with monthly financial reports and the Quarterly Budget Review report being presented to Council to inform on the progress against the adopted budgets.

Underlying Result & OLG Ratios

The underlying result is a key measure of Council's true operating result. The calculation involves subtracting income and expenditure transactions that are one off anomalies, there is a timing difference or surplus operating funds are allocated into the Resilience Fund. Council aims for a slim 1% underlying surplus target each year. Council also uses key performance ratios and benchmarks set by the Office of Local Government within the LTFP and in its annual financial statements to monitor and review financial performance and overall sustainability.

Indicator	Calculation	What is being measured?	Benchmarks
Operating performance ratio	Operating revenue excluding capital grants and contributions less operating expenses divided by operating revenue excluding capital grants and contribution	Measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.	>0%
Own source operating revenue ratio	Rates, utilities and charge divided by by total operating revenue (inclusive of capital grants and contributions).	Measures council's fiscal flexibility and is the degree of reliance on external funding sources, e.g. operating grants and contributions.	>60%
Unrestricted current ratio	Current assets less all external restrictions divided by current liabilities less specific purpose liabilities	Specific to local government and designed to assess adequacy of working capital and ability to satisfy short-term obligations for unrestricted activities of council.	>1.5
Debt service cover ratio	Operating results before interest and depreciation (EBITDA) divided by principal repayments plus borrowing interest costs	Measures availability of operating cash to service debt including interest, principal and lease payments.	>2
Outstanding rates and annual charges	Rates and annual charges outstanding divided by Rates and annual charges collectable	Used to assess impacts of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.	<5 metro/coastal <10% rural/regional
Cash expense cover ratio	Current year's cash and cash equivalents divided by total expenses less depreciation less interest costs.	Indicates the number of months a council can continue to pay for immediate expenses without additional cash inflow.	>3months

DRAFT Resourcing Strategy 2024 to 2034 | 42

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

10. Financial Modelling

Projected result – scenario summary

Financial Year	Underlying Result \$'000
2024-2025	845
2025-2026	523
2026-2027	1,396
2027-2028	1,596
2028-2029	1,703
2029-2030	1,990
2030-2031	1,931
2031-2032	1,484
2032-2033	1,140
2033-2034	565



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

11. Financial Statements – Detail

Impact Statement

Council was approved a special rate variation (SRV) in 2023 following extensive community engagement that was undertaken throughout most of 2022 and for the key purpose of financial sustainability. Council unanimously resolved to apply for a lower-than-proposed rate increase with a cumulative increase of 31.29%, being a 9.5% from 2023-2025 inclusive of any rate cap applied during those year (4.8% rate cap for 2024-2025).

Without the SRV Council was forecasting significant budget shortfalls needed to maintain existing service levels. The budget shortfalls were a direct result of the economic impact COVID caused during the pandemic through lost revenue and post through hyperinflation of expenditure.

This forecasted underlying result is supported by the special rate variation and a number of financial sustainability objectives. The budget and asset management strategy still has a reliance on grant income to fund enhanced assets outside of the normal capital works program. Income generated by the SRV is allowing Council to deliver its current services at existing levels as well as additional funds being allocated to enhancements in priority focus areas as identified by the community during the SRV engagement program. Council would see a return to its 1% resilience target during the life of the plan and be considered financially sustainable.

A number of Council income streams come with restrictions, any surplus generated from the Crown Holiday Parks is required to be spent on Crown land, grant funds are required to be spent in accordance with the particular grant guidelines and the SRV funds can only be used as outlined in Council's application.

In opposition to new and strengthened income streams Council has not received its annual \$2 million dividend from Newcastle Airport since 2020 in connection with the Covid-19 pandemic. Previously Council consumed the dividend in its day-to-day operating budget to support delivering services to the community. This resulted in an overall loss of \$6 million to the organisation thus far, in which Council has had to find efficiency savings to offset this loss. This external shock demonstrated to Council its heavy reliance on the airport dividend to fund day-to-day operations.

Whilst the dividend is expected to resume in 2027, confidence in its strengthened return is moderate due to the Airport's expansion plans. In the interest of financial sustainability and the financial restructuring commenced in 2022, Council determined that any future dividend received will be redirected from the day-to-day operating budget to the Resilience Fund. The overall aim of the Resilience Fund is to ensure that the use of excess non-rate revenue is contributed towards significant projects, investments or initiatives to achieve the strategies of Council.

SAMP and WMS Impact Statements

An impact statement of the Reduced Independent Recommendation scenario for both the SAMP and WMS can be found in their respective documents.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Budgeted Income & Expenditure

Functions	Expenses from continuing operations		Income from continuing operations		Net (Cost) / Surplus of Service
	Non-capital	Capital	Specific Purpose Grants & Contribution	Specific Purpose Revenue	
Drainage & Flooding	3,939,834	1,350,000	-	-	(5,289,834)
Holiday Parks & Commercial Property	15,962,433	4,000,000	-	23,432,650	3,470,218
Waste Management	27,135,902	-	-	27,143,204	7,302
Library & Children Services	5,844,905	470,000	655,211	3,365,091	(2,294,603)
Roads & Engineering	18,533,428	11,998,931	8,843,843	7,494,700	(14,193,816)
Recreational Assets & Services	14,784,854	2,178,194	-	3,070,476	(13,892,572)
Administration & Corporate Support	12,276,328	3,449,263	170,055	4,996,954	(10,558,581)
Governance & Advocacy	3,639,811	-	-	225,290	(3,414,521)
Development Compliance & Strategic Planning	8,833,753	-	-	3,207,390	(5,626,363)
Communications, Events & Customer Service	4,587,611	-	100,961	321,749	(4,164,901)
Emergency Services	3,147,014	-	1,313,680	-	(1,833,334)
Volunteer & Environmental services	2,362,406	-	137,744	-	(2,224,662)
Private Works & Borrowing Costs	891,315	-	-	458,570	(432,744)
Totals - Functions net (cost) / surplus	121,939,593	23,446,388	11,221,494	73,716,075	(60,448,412)
Rates					57,806,701
General Purpose Grants & Contributions					13,984,280
Operating result including capital					11,342,569
Add back: Capital expense					23,446,388
Add back: Local election costs (net)					500,000
Less: Capital works income & fair value adjustments					(16,851,993)
Less: Depreciation & Amortisation					(17,591,958)
Underlying Operating Result					845,007

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Base Scenario – Income Statement

INCOME STATEMENT

For the period ended 30 June

	2025 \$'000	2026 \$'000	2027 \$'000	2028 \$'000	2029 \$'000	2030 \$'000	2031 \$'000	2032 \$'000	2033 \$'000	2034 \$'000
Revenue										
Rates & Annual Charges	82,377	88,850	91,742	94,261	96,843	99,490	102,203	104,983	107,833	110,755
User Fees and Charges	37,344	38,292	39,441	40,427	41,438	42,474	43,536	44,624	45,740	46,883
Interest & Investment Revenue	2,649	2,533	2,325	2,454	2,653	2,858	3,085	3,368	3,650	3,912
Interest & Investment Revenue - Dividends	-	-	1,910	2,904	4,061	4,299	4,429	4,559	4,689	4,689
Other Revenues	5,096	5,249	5,380	5,514	5,652	5,794	5,938	6,087	6,239	6,395
Operating Grants and Contributions	13,407	13,809	14,154	14,508	14,871	15,242	15,624	16,014	16,415	16,825
Capital Grants and Contributions	11,799	6,066	6,217	6,373	6,532	6,695	6,863	7,034	7,210	7,390
Gain on Sale of Assets	250	250	250	250	250	250	250	250	250	250
Other Income - Rental Income	2,904	2,998	3,088	3,181	3,276	3,374	3,476	3,580	3,687	3,798
Other Income - Fair Value increment	903	1,312	1,351	1,391	1,433	1,476	1,521	1,566	1,613	1,661
Total Revenue	156,729	159,358	165,859	171,263	177,009	181,952	186,923	192,066	197,326	202,559
Operating Expenses										
Employee Benefits & On-Costs	59,332	61,535	63,578	65,700	67,909	70,199	72,583	75,061	77,632	80,309
Borrowing Costs	621	856	774	699	620	546	459	437	364	274
Materials & Services	54,527	55,525	58,240	59,987	62,637	63,641	65,550	67,516	70,492	71,628
Depreciation & Amortisation	17,592	18,033	18,695	19,217	19,791	20,345	21,154	21,617	21,974	22,500
Other Expenses	7,459	7,735	7,962	8,201	8,447	8,700	8,961	9,230	9,507	9,792
Total Operating Expenses	139,532	143,683	149,250	153,805	159,404	163,431	168,707	173,860	179,970	184,503
Surplus / (Deficit) after operations	17,197	15,676	16,609	17,458	17,605	18,521	18,216	18,206	17,356	18,056
Net Operating Result before Capital Grants	5,398	9,610	10,392	11,086	11,073	11,826	11,354	11,171	10,146	10,665
Adjustments for Underlying Result										
Less: Non Cash items & Capital works income	(3,653)	(4,137)	(6,163)	(7,277)	(8,558)	(8,923)	(9,185)	(9,450)	(9,719)	(9,862)
Less: Local Election allocation	500	(250)	(213)	(213)	638	(213)	(238)	(238)	713	(238)
Less: Enhanced Service Areas	(1,400)	(4,700)	(2,620)	(2,000)	(1,450)	(700)	-	-	-	-
Underlying Result	845	523	1,396	1,596	1,703	1,990	1,931	1,484	1,140	565

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Base Scenario – Statement of Financial Position (Balance Sheet)

STATEMENT OF FINANCIAL POSITION

As at 30 June:	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	-514	3,781	8,062	14,703	21,540	29,113	38,550	47,954	56,686	63,583
Investments	67,803	67,803	67,803	67,803	67,803	67,803	67,803	67,803	67,803	67,803
Receivables	11,478	12,300	12,760	13,166	13,581	14,007	14,443	14,890	15,349	15,819
Inventories & Other	1,451	1,451	1,451	1,451	1,451	1,451	1,451	1,451	1,451	1,451
Total Current Assets	80,218	85,335	90,077	97,123	104,374	112,374	122,247	132,098	141,288	148,655
Non Current Assets										
Infrastructure, Property, Plant & Equipment	1,265,636	1,278,292	1,286,737	1,293,846	1,301,367	1,308,783	1,313,975	1,320,053	1,325,622	1,332,217
Right of Use Asset	3,018	2,271	2,426	1,661	897	3,839	3,075	2,482	2,255	1,490
Inventories & Other	11,043	12,076	13,139	14,234	15,363	16,525	17,722	18,954	20,224	21,532
Investment Properties	43,720	45,032	46,383	47,774	49,207	50,683	52,204	53,770	55,383	57,045
Intangibles	2,734	2,927	3,001	3,075	3,150	3,224	3,300	3,376	3,554	3,718
Total Non Current Assets	1,326,151	1,340,597	1,351,686	1,360,591	1,369,984	1,383,054	1,390,276	1,398,636	1,407,038	1,416,003
Total Assets	1,406,369	1,425,932	1,441,763	1,457,713	1,474,358	1,495,428	1,512,522	1,530,734	1,548,327	1,564,658
LIABILITIES										
Current Liabilities										
Trade & Other Payables	16,815	16,994	17,483	17,798	18,275	18,455	18,799	19,153	19,689	19,893
Lease liabilities	702	755	757	712	790	847	698	790	847	698
Contract liabilities	0	0	0	0	0	0	0	0	0	0
Borrowings	1,634	1,691	1,828	1,646	1,606	1,356	1,395	1,436	1,479	3,376
Provisions	17,358	17,973	17,763	18,043	18,531	19,054	19,185	20,289	21,105	20,854
Total Current Liabilities	36,508	37,414	37,832	38,200	39,203	39,712	40,076	41,668	43,119	44,821
Non Current Liabilities										
Lease liabilities	2,316	1,516	1,669	949	107	2,992	2,377	1,692	1,408	792
Borrowings	11,928	15,237	13,409	11,762	10,156	8,801	7,405	5,970	4,491	1,115
Provisions	1,379	1,852	2,331	2,822	3,307	3,817	4,340	4,875	5,423	5,989
Total Non Current Liabilities	15,623	18,605	17,409	15,533	13,570	15,609	14,123	12,537	11,322	7,897
Total Liabilities	52,132	56,019	55,241	53,733	52,773	55,321	54,199	54,205	54,442	52,718
Net Assets	1,354,237	1,369,913	1,386,522	1,403,980	1,421,585	1,440,107	1,458,323	1,476,529	1,493,885	1,511,940
EQUITY										
Accumulated Surplus	766,036	781,712	798,321	815,779	833,384	851,906	870,122	888,328	905,684	923,740
Asset Revaluation Reserves	588,201	588,201	588,201	588,201	588,201	588,201	588,201	588,201	588,201	588,200
Total Equity	1,354,237	1,369,913	1,386,522	1,403,980	1,421,585	1,440,107	1,458,323	1,476,529	1,493,885	1,511,940

DRAFT Resourcing Strategy 2024 to 2034 | 47

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Base Scenario – Statement of Cash flows

CASHFLOW STATEMENT

For the period ended 30 June

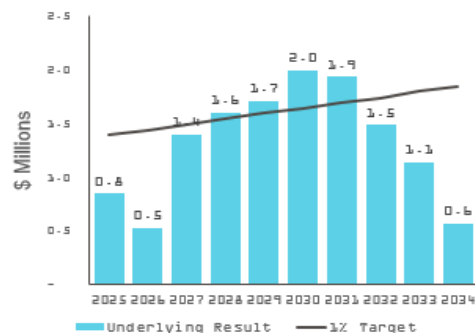
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	84,236	88,029	91,282	93,856	96,428	99,064	101,766	104,536	107,375	110,284
User Charges & Fees	37,344	38,292	39,441	40,427	41,438	42,474	43,536	44,624	45,740	46,883
Interest & Investment Revenue Received	2,649	2,533	2,325	2,454	2,653	2,858	3,085	3,368	3,650	3,912
Grants & Contributions	25,206	19,875	20,372	20,881	21,403	21,938	22,486	23,048	23,625	24,215
Other Income - Rental Income	2,904	2,998	3,088	3,181	3,276	3,374	3,476	3,580	3,687	3,798
Other revenue	5,096	5,249	5,380	5,514	5,652	5,794	5,938	6,087	6,239	6,395
Payments:										
Employee Benefits & On-Costs	(60,457)	(62,623)	(63,847)	(66,471)	(68,882)	(71,232)	(73,236)	(76,701)	(78,996)	(80,624)
Materials & Contracts	(54,999)	(55,704)	(58,729)	(60,302)	(63,114)	(63,821)	(65,894)	(67,870)	(71,028)	(71,834)
Borrowing Costs	(621)	(856)	(774)	(699)	(620)	(546)	(459)	(437)	(364)	(274)
Other Expenses	(5,131)	(5,943)	(5,301)	(3,872)	(2,250)	(2,720)	(3,303)	(1,447)	(1,765)	(4,828)
Net Cash provided (or used in) Operating Activities	36,226	31,849	33,237	34,969	35,984	37,183	37,396	38,789	38,163	37,929
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	250	250	250	250	250	250	250	250	250	250
Payments:										
Purchase & Development of Real Estate Assets	(1,000)	(1,033)	(1,063)	(1,095)	(1,128)	(1,162)	(1,197)	(1,233)	(1,270)	(1,308)
Purchase of Infrastructure, Property, Plant & Equipment	(21,873)	(29,022)	(25,270)	(24,459)	(25,460)	(25,835)	(24,332)	(25,816)	(25,678)	(27,125)
Purchase of Intangible Assets	(400)	(413)	(425)	(438)	(451)	(465)	(479)	(493)	(508)	(523)
Net Cash provided (or used in) Investing Activities	(23,023)	(30,218)	(26,509)	(25,742)	(26,789)	(27,212)	(25,758)	(27,292)	(27,205)	(28,706)
Cash Flows from Financing Activities										
New Borrowings		5,000								
Repayment of leases principal	(627)	(702)	(755)	(757)	(712)	(790)	(847)	(698)	(790)	(847)
Repayment of Borrowings & Advances	(1,202)	(1,634)	(1,691)	(1,828)	(1,646)	(1,606)	(1,356)	(1,395)	(1,436)	(1,479)
Net Cash Flow provided (used in) Financing Activities	(1,829)	2,664	(2,446)	(2,586)	(2,359)	(2,397)	(2,202)	(2,093)	(2,226)	(2,326)
Net Increase/(Decrease) in Cash & Cash Equivalents	11,374	4,295	4,281	6,641	6,836	7,574	9,436	9,404	8,732	6,897
plus: Cash - beginning of year	(11,888)	(514)	3,781	8,062	14,703	21,540	29,113	38,550	47,954	56,686
Cash - end of the year	(514)	3,781	8,062	14,703	21,540	29,113	38,550	47,954	56,686	63,583
plus: Investments - end of the year	67,803	67,803	67,803	67,803	67,803	67,803	67,803	67,803	67,803	67,803
Total Cash & Investments - end of the year	67,289	71,584	75,865	82,506	89,343	96,916	106,353	115,757	124,489	131,386

DRAFT Resourcing Strategy 2024 to 2034 | 48

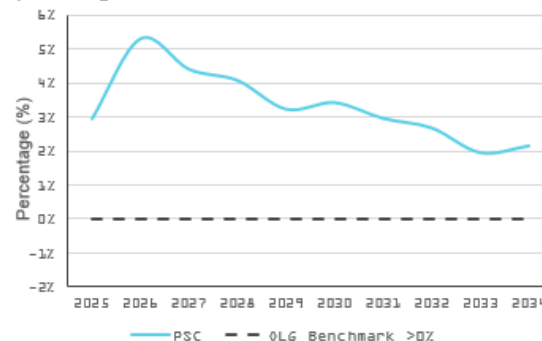
ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Base Scenario – Ratios

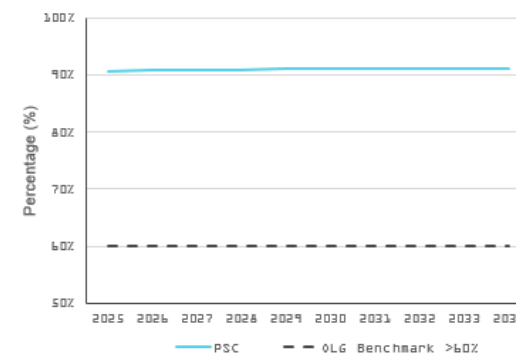
Underlying Result



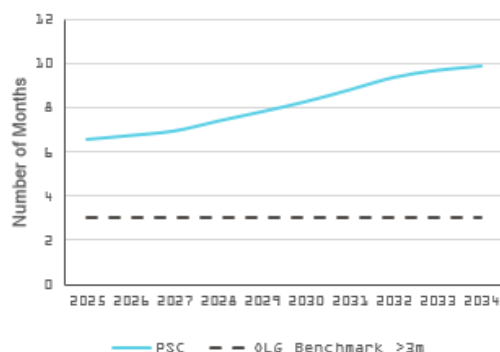
Operating Performance Ratio



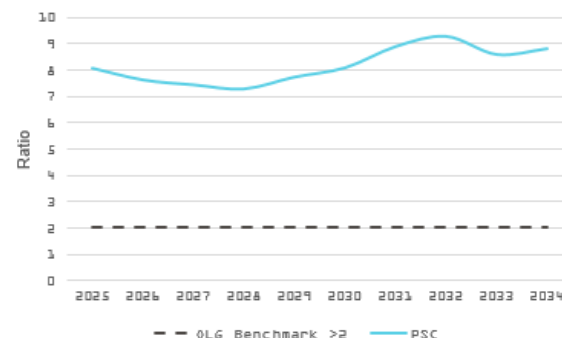
Own Source Revenue Ratio



Cash Expense Cover Ratio



Debt Service Coverage Ratio



Capital Expenditure Ratio

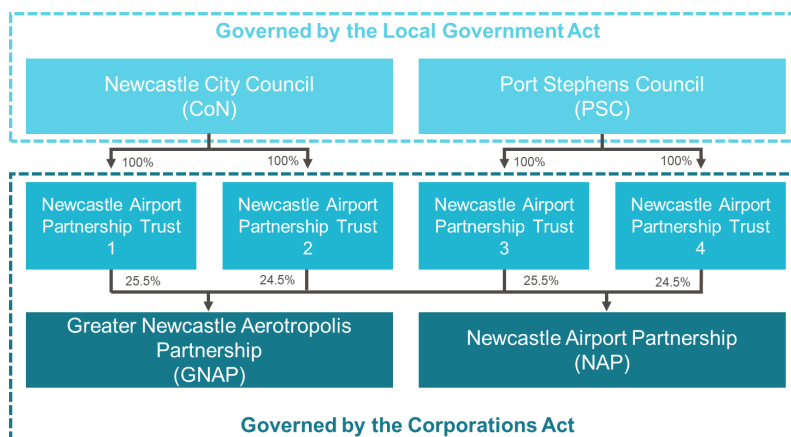


ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

12. Newcastle Airport

Newcastle Airport Pty Ltd is jointly owned by City of Newcastle and Port Stephens Council. It is governed by a Board of Directors comprising both independent and shareholder nominated directors.

Under the Australian Accounting Standards, Council is required to consolidate and report on its 50% proportionate ownership of Newcastle Airport, including the Airports loan portfolio. Whilst Council is obligated under the Accounting Standards to consolidate its financial reporting, the airport functions under its own corporate structure and as a result, the operations of the airport facility are removed from Council's direct control.



Council has not received its annual \$2 million dividend from Newcastle Airport since 2020 in connection with the Covid-19 pandemic. Previously Council consumed the dividend in its day-to-day operating budget to support delivering services to the community. This resulted in an overall loss of \$8 million to the organisation thus far, in which Council has had to find efficiency savings to offset this loss. This external shock demonstrated to Council its heavy reliance on the airport dividend to fund day-to-day operations.

Whilst the dividend is expected to resume in the near future, confidence in its strengthened return is moderate due to the Airport's expansion plans. In the interest of financial sustainability and the financial restructuring that commenced in 2022, Council determined that any future dividend received would be redirected from the day-to-day operating budget to the Resilience Fund. The overall aim of the Resilience Fund is to ensure that the use of excess non-rate revenue contributes toward significant projects, investments or initiatives to achieve the strategies of Council.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

APPENDIX 1 – CONSOLIDATED FINANCIAL STATEMENTS

Impact Statement

The below consolidated financial statements take into account the operations undertaken by the Newcastle Airport as required by the Accounting Standards..

Consolidated Scenario – Ratios

	OLG Benchmark	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Underlying Result \$'000	NA	845	523	1,396	1,596	1,703	1,990	1,931	1,484	1,140	565
Operating Performance Ratio	> 0%	3%	5%	4%	5%	5%	5%	5%	5%	4%	4%
Own Source Revenue Ratio	> 60%	80%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Cash Expense Cover Ratio	> 3 m	7.2	6.8	6.5	7.0	7.4	7.8	8.4	8.9	9.4	9.7
Debt Service Cover Ratio	> 2	5.4	4.2	3.8	3.6	3.7	3.8	3.9	4.0	3.9	4.0
Capital Expenditure Ratio	> 1	4.5	2.9	1.8	0.9	0.9	0.9	0.8	0.8	0.8	0.8

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Consolidated Scenario – Income Statement

INCOME STATEMENT

For the period ended 30 June

	2025 \$'000	2026 \$'000	2027 \$'000	2028 \$'000	2029 \$'000	2030 \$'000	2031 \$'000	2032 \$'000	2033 \$'000	2034 \$'000
Revenue										
Rates & Annual Charges	82,377	88,850	91,742	94,261	96,843	99,490	102,203	104,983	107,833	110,755
User Fees and Charges	62,594	70,042	76,391	82,177	84,232	86,337	88,496	90,708	92,976	95,300
Interest & Investment Revenue	2,649	2,533	2,325	2,454	2,653	2,858	3,085	3,368	3,650	3,912
Other Revenues	5,096	5,249	5,380	5,514	5,652	5,794	5,938	6,087	6,239	6,395
Operating Grants and Contributions	13,407	13,809	14,154	14,508	14,871	15,242	15,624	16,014	16,415	16,825
Capital Grants and Contributions	26,299	6,066	6,217	6,373	6,532	6,695	6,863	7,034	7,210	7,390
Gain on Sale of Assets	250	250	250	250	250	250	250	250	250	250
Other Income - Rental Income	2,904	2,998	3,088	3,181	3,276	3,374	3,476	3,580	3,687	3,798
Other Income - Fair Value increment	903	1,312	1,351	1,391	1,433	1,476	1,521	1,566	1,613	1,661
Total Revenue	196,479	191,108	200,899	210,109	215,742	221,517	227,455	233,591	239,874	246,287
Operating Expenses										
Employee Benefits & On-Costs	59,332	61,535	63,578	65,700	67,909	70,199	72,583	75,061	77,632	80,309
Borrowing Costs	3,421	6,556	8,274	9,999	9,920	9,846	9,759	9,737	9,664	9,574
Materials & Services	70,677	72,775	76,340	78,937	82,156	83,745	86,257	88,845	92,460	94,255
Depreciation & Amortisation	21,792	24,533	26,495	27,267	27,974	28,663	29,609	30,211	30,711	31,380
Other Expenses	8,209	9,635	10,612	9,301	9,580	9,867	10,163	10,468	10,782	11,106
Total Operating Expenses	163,432	175,033	185,300	191,205	197,539	202,320	208,371	214,321	221,250	226,624
Surplus / (Deficit) after operations	33,047	16,076	15,599	18,905	18,204	19,197	19,083	19,270	18,624	19,663
Net Operating Result before Capital Grants	6,748	10,010	9,382	12,532	11,671	12,502	12,221	12,235	11,414	12,272
Adjustments for Underlying Result										
Less: Non Cash items & Capital works income	(3,653)	(4,137)	(4,253)	(4,373)	(4,497)	(4,624)	(4,756)	(4,891)	(5,030)	(5,173)
Less: Local Election allocation	500	(250)	(213)	(213)	638	(213)	(238)	(238)	713	(238)
Less: Enhanced Service Areas	(1,400)	(4,700)	(2,620)	(2,000)	(1,450)	(700)	-	-	-	-
Less: Newcastle Airport	(1,350)	(400)	(900)	(4,350)	(4,659)	(4,975)	(5,296)	(5,623)	(5,956)	(6,296)
Underlying Result	845	523	1,396	1,596	1,703	1,990	1,931	1,484	1,140	565

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Consolidated Scenario – Statement of Financial Position (Balance Sheet)

STATEMENT OF FINANCIAL POSITION

As at 30 June:	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	18,178	20,816	22,583	32,200	41,168	51,114	63,166	75,433	87,279	97,630
Investments	68,800	68,800	68,800	68,800	68,800	68,800	68,800	68,800	68,800	68,800
Receivables	14,130	15,634	16,640	17,549	18,074	18,612	19,164	19,729	20,308	20,902
Inventories & Other	5,342	5,342	5,342	5,342	5,342	5,342	5,342	5,342	5,342	5,342
Total Current Assets	106,450	110,592	113,365	123,892	133,385	143,868	156,472	169,304	181,729	192,674
Non Current Assets										
Infrastructure, Property, Plant & Equipment	1,411,589	1,464,745	1,494,730	1,501,385	1,507,369	1,513,085	1,516,526	1,520,801	1,524,522	1,529,268
Right of Use Asset	3,018	2,271	2,426	1,661	897	3,839	3,075	2,482	2,255	1,490
Inventories & Other	11,076	12,109	13,172	14,267	15,396	16,558	17,755	18,987	20,257	21,565
Investment Properties	43,720	45,032	46,383	47,774	49,207	50,683	52,204	53,770	55,383	57,045
Intangibles	4,322	4,515	4,589	4,663	4,738	4,812	4,888	4,964	5,142	5,306
Total Non Current Assets	1,473,725	1,528,671	1,561,300	1,569,751	1,577,606	1,588,977	1,594,447	1,601,005	1,607,559	1,614,675
Total Assets	1,580,174	1,639,263	1,674,665	1,693,643	1,710,991	1,732,845	1,750,918	1,770,309	1,789,288	1,807,349
LIABILITIES										
Current Liabilities										
Trade & Other Payables	19,722	20,099	20,741	21,209	21,788	22,074	22,526	22,992	23,643	23,966
Lease liabilities	702	755	757	712	790	847	698	790	847	698
Contract liabilities	0	0	0	0	0	0	0	0	0	0
Borrowings	1,634	1,691	1,828	1,646	1,606	1,356	1,395	1,436	1,479	3,376
Provisions	17,355	17,971	17,760	18,040	18,528	19,051	19,181	20,286	21,101	20,850
Total Current Liabilities	39,413	40,516	41,087	41,608	42,713	43,327	43,800	45,504	47,070	48,890
Non Current Liabilities										
Lease liabilities	2,316	1,516	1,669	949	107	2,992	2,377	1,692	1,408	792
Borrowings	121,353	163,587	182,184	181,962	180,356	179,001	177,605	176,170	174,691	171,315
Provisions	1,449	1,925	2,407	2,901	3,390	3,902	4,429	4,968	5,520	6,089
Total Non Current Liabilities	125,118	167,028	186,260	185,812	183,852	185,895	184,412	182,829	181,618	178,197
Total Liabilities	164,531	207,544	227,347	227,420	226,565	229,222	228,212	228,333	228,688	227,087
Net Assets	1,415,643	1,431,719	1,447,318	1,466,222	1,484,426	1,503,623	1,522,707	1,541,976	1,560,600	1,580,262
EQUITY										
Accumulated Surplus	826,453	842,529	858,128	877,032	895,236	914,433	933,516	952,786	971,410	991,073
Asset Revaluation Reserves	589,190	589,190	589,190	589,190	589,190	589,190	589,190	589,190	589,190	589,189
Total Equity	1,415,643	1,431,719	1,447,318	1,466,222	1,484,426	1,503,623	1,522,707	1,541,976	1,560,600	1,580,262

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Consolidated Scenario – Statement of Cash Flows

CASHFLOW STATEMENT

For the period ended 30 June

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	81,585	87,346	90,736	93,352	96,318	98,952	101,651	104,418	107,254	110,160
User Charges & Fees	62,594	70,042	76,391	82,177	84,232	86,337	88,496	90,708	92,976	95,300
Interest & Investment Revenue Received	2,649	2,533	2,325	2,454	2,653	2,858	3,085	3,368	3,650	3,912
Grants & Contributions	39,706	19,875	20,372	20,881	21,403	21,938	22,486	23,048	23,625	24,215
Other Income - Rental Income	2,904	2,998	3,088	3,181	3,276	3,374	3,476	3,580	3,687	3,798
Other revenue	5,096	5,249	5,380	5,514	5,652	5,794	5,938	6,087	6,239	6,395
Payments:										
Employee Benefits & On-Costs	(60,460)	(62,626)	(63,850)	(66,474)	(68,885)	(71,235)	(73,239)	(76,704)	(78,999)	(80,627)
Materials & Contracts	(74,056)	(73,152)	(76,982)	(79,405)	(82,735)	(84,031)	(86,709)	(89,311)	(93,111)	(94,580)
Borrowing Costs	(3,421)	(6,556)	(8,274)	(9,999)	(9,920)	(9,846)	(9,759)	(9,737)	(9,664)	(9,574)
Other Expenses	(4,262)	(13,942)	(17,349)	(15,614)	(15,416)	(16,286)	(17,165)	(15,608)	(16,228)	(19,466)
Net Cash provided (or used in) Operating Activities	52,334	31,767	31,836	36,067	36,578	37,855	38,260	39,850	39,429	39,534
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	250	250	250	250	250	250	250	250	250	250
Payments:										
Purchase & Development of Real Estate Assets	(1,000)	(1,033)	(1,063)	(1,095)	(1,128)	(1,162)	(1,197)	(1,233)	(1,270)	(1,308)
Purchase of Infrastructure, Property, Plant & Equipment	(93,923)	(69,522)	(46,810)	(24,005)	(23,922)	(24,136)	(22,580)	(24,014)	(23,829)	(25,276)
Purchase of Intangible Assets	(400)	(413)	(425)	(438)	(451)	(465)	(479)	(493)	(508)	(523)
Net Cash provided (or used in) Investing Activities	(95,073)	(70,718)	(48,049)	(25,289)	(25,252)	(25,513)	(24,006)	(25,490)	(25,357)	(26,857)
Cash Flows from Financing Activities										
New Borrowings	55,425	43,925	20,425	1,425						
Repayment of leases principal	(627)	(702)	(755)	(757)	(712)	(790)	(847)	(698)	(790)	(847)
Repayment of Borrowings & Advances	(1,202)	(1,634)	(1,691)	(1,828)	(1,646)	(1,606)	(1,356)	(1,395)	(1,436)	(1,479)
Net Cash Flow provided (used in) Financing Activities	53,596	41,589	17,979	(1,161)	(2,359)	(2,397)	(2,202)	(2,093)	(2,226)	(2,326)
Net Increase/(Decrease) in Cash & Cash Equivalents	10,857	2,639	1,766	9,618	8,968	9,946	12,052	12,267	11,846	10,351
plus: Cash - beginning of year	7,321	18,178	20,816	22,583	32,200	41,168	51,114	63,166	75,433	87,279
Cash - end of the year	18,178	20,816	22,583	32,200	41,168	51,114	63,166	75,433	87,279	97,630
plus: Investments - end of the year	68,800	68,800	68,800	68,800	68,800	68,800	68,800	68,800	68,800	68,800
Total Cash & Investments - end of the year	86,978	89,616	91,383	101,000	109,968	119,914	131,966	144,233	156,079	166,430
Less restricted Cash (NAL)	(19,689)	(18,033)	(15,517)	(18,494)	(20,626)	(22,998)	(25,613)	(28,476)	(31,590)	(35,044)
Cash, Cash Equivalents & Investments - end of the year	67,289	71,584	75,865	82,506	89,343	96,916	106,353	115,757	124,489	131,386

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Resourcing Strategy Attachments

Attachment C - Strategic Asset Management Plan

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.

DRAFT

IP&R Framework

Strategic Asset Management Plan

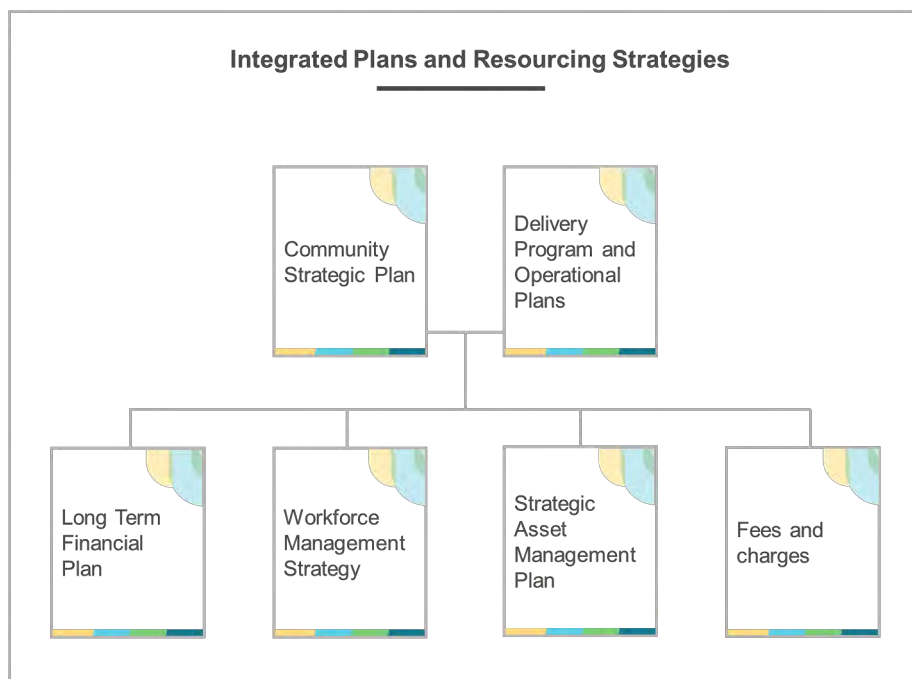
2024 to 2034



The SAMP is our overarching strategy for asset maintenance and management. It clearly defines the actions and targets for the program of works over the coming decade.



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



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

The Strategic Asset Management Plan has been prepared in accordance with Section 403 of the Local Government Act 1993.

Acknowledgement

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

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

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**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Contents

Appendices	59
Index of Tables	59
Index of Figures	59
Abbreviations	60
Introduction	61
Overview or What is SAMP?	61
What is the purpose and relevance of SAMP?	62
Asset Management Policy	62
Strategic Asset Management Plan (SAMP)	62
Asset Management Plans (AMP)	63
State of our Assets	63
Condition of Assets	65
Asset Financial Sustainability	67
Infrastructure gap and asset funding strategy	68
Aim of asset funding strategy	69
Sources of Funds	69
Program of Works	70
Capital Works Program 2024-2034	70
Capital Works Plus Plan	70
Asset Risk Management	71
Risk to Asset and Risk Controls	72
Asset Best Practice Manuals and Guidelines	74
Critical assets	75
Environmental sustainability	75
Asset Management Maturity - knowledge capability gap analysis	77
Exclusions	78
Appendix 1 – Asset Management Policy	79
Appendix 2 – Capital Works Program 2024-2034	84
Appendix 3 – Capital Works Plus Plan	104
Appendix 4 – Asset Management Plans	124
Appendix 5 – Dashboards	335

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Appendices

Index of Tables

Table 1: Asset Categories and Classes	63
Table 2: Risk to Asset and Risk Controls	72

Index of Figures

Figure 1: Integrated Planning and Reporting Framework	61
Graph 1: Assets by category - Percentage of value - Current Replacement Cost (CRC).....	65
Graph 2: Assets Rating Distribution - Public Assets	66
Graph 3: Asset Rating Distribution - excluding Roads and Drains	67
Figure 2: Asset Risk Management practices	71
Figure 4: Condition Rating - Bus Shelters.....	132
Figure 5: Condition Rating - Carparks.....	134
Figure 6: Condition Rating - Guardrails.....	136
Figure 7: Condition Rating - Kerbs and Guttering.....	138
Figure 8: Condition Rating - Parking Meters.....	139
Figure 8: Condition Rating - Retaining Walls	141
Figure 10: Condition Rating - Signs and Guideposts	143
Figure 11: Condition Rating - Bridges	144
Figure 12: Condition Rating - Drainage	152
Figure: Condition Rating - Fleet	160
Figure 13: Condition Rating - Pathways	165
Figure 14: Condition Rating - Roads	174
Figure 15: Condition Rating: Waste Services	186
Figure 36: Condition Rating - Aquatic Centres	195
Figure 17: Condition Rating - Aquatic Structures.....	203
Figure 18: Condition Rating - Cemeteries	213
Figure 19: Condition Rating - Community Buildings	222
Figure 20: Condition Rating - Depots	229
Figure 21: Condition Rating - Emergency Services	235
Figure 22: Condition Rating - Libraries	239
Figure 23: Condition Rating - Library Collection	247
Figure 24: Condition Rating - Parks and Reserves.....	253
Figure 25: Condition Rating - Playgrounds	259
Figure 26: Condition Rating - Public Amenities	267
Figure 27: Condition Rating - Skate Parks.....	274
Figure 28: Condition Rating - Sports Facilities.....	282
Figure 29: Condition Rating - Surf Lifesaving Facilities	294
Figure 30: Condition Rating - Administration Building	302
Figure 31: Condition Rating - Investment Property Portfolio.....	306
Figure 32: Condition Rating - Holiday Parks	312
Figure 32: Condition Rating - Visitor Information Centre	320

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Abbreviations

ABS	Australian Bureau of Statistics
CIV	Capital Investment Value
CRC	Current Replacement Cost
Council	Port Stephens Council
CPI	Consumer Price Index
CRM	Customer Request Management system
CSP	Community Strategic Plan
DCP	Development Control Plan
EMS	Environmental Management System
EPA	Environment Protection Authority
GIS	Geographic Information Systems
ICT	Information and Communications Technology
IIMM	International Infrastructure Management Manual
IP&R	Integrated Planning and Reporting
IPART	Independent Pricing and Regulatory Tribunal
IPWEA	Institute of Public Works Engineering Australasia
IP&R	Integrated Planning and Reporting
LEP	Local Environment Plan
LGA	Local Government Area
LCC	Life Cycle Cost
LTFP	Long Term Financial Plan 2024-2034
NAMS	National Asset Management Strategy
NAPL	Newcastle Airport Partnership Limited
PSC	Port Stephens Council
PFAS	Per- and poly- fluoroalkyl substances
REFLECT	Council's workflow software program
REMPAN	Economic and demographic data and analytic company
SAMP	Strategic Asset Management Plan 2024-2034
SES	State Emergency Service
SLA	Service Level Agreement
SRV	Special Rate Variation
TfNSW	Transport for NSW
VIC	Visitor Information Centre
WHS	Work Health and Safety
the Plus Plan	Capital Works Plus Plan
the Program	Capital Works 10 year Program

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Introduction

Overview or What is SAMP?

Port Stephens Council has prepared this Strategic Asset Management Plan (SAMP) in accordance with the State Government's Integrated Planning and Reporting Framework requirements. The SAMP is part of the suite of asset management documents that sets out the framework and documents the sustainable management of current and future Council assets so that appropriate services are effectively delivered to the community now and for future demand.

Council is the custodian of infrastructure totalling over \$1.29 billion of noncurrent assets¹ such as roads, footpaths, buildings, drainage, seawalls, surf clubs, jetties fleet, holiday parks, information technology and so on. These assets grouped in 4 major headings being:

- civil assets
- community and recreation assets
- commercial assets
- information communication and technology assets.

Our Place - P2 Infrastructure and Facilities

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

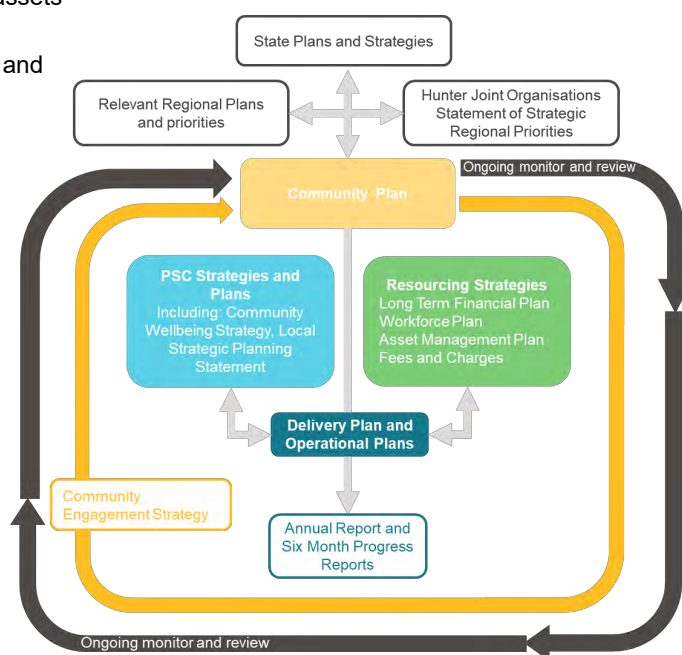


Figure 1: Integrated Planning and Reporting Framework

¹ Port Stephens Council Audited Financial Statements 2022-2023

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

What is the purpose and relevance of SAMP?

The SAMP is part of the Resourcing Strategy documents listed under the State Government's Integrated Planning and Reporting Framework. The management of Council's assets is documented through the suite of asset management documents - Asset Management Policy, Strategic Asset Management Plan and Asset Management Plans.

Our asset custodian responsibility is set out in the Local Government Act 1993 Chapter 3. Section 8 of the Local Government Act 1993 guides to enable councils to carry out their functions in a way that facilitates local communities that are strong, healthy and prosperous.

The SAMP is linked to the objectives documented in the Community Strategic Plan primarily under Focus Area – Our Place.

Asset Management Policy

Council has an adopted Asset Management Policy (Appendix 1) which articulates the organisations' commitment to sound asset management. The Policy sets out the framework and clear direction for how assets are to be managed. This framework is in accordance with International Infrastructure Maintenance Manual (IIMM) which is considered global best practice in asset management. The main components of the framework are detailed in the Asset Management Maturity Section of this SAMP.

Strategic Asset Management Plan (SAMP)

The SAMP is the first step in translating the Policy into practice. Its purpose is to establish the structure for further detailed planning and improvements, processes and structures, which will support long term asset management well into the future. It incorporates:

- all the assets under Council's control
- the community's expectations of their asset provision and maintenance
- a plan for improving Council's asset management maturity
- adopt Asset Management policy Appendix 1
- Capital Works Program 2024-2034 (the Works Program) at Appendix 2
- Capital Works Plus Plan (the Plus Plan) at Appendix 3.

The previous versions of the SAMP included the individual Asset Management Plans (AMP) for each asset class which are now located on Council's website and shown in Appendix 4. This SAMP is a summary of the information collated from the AMP.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Asset Management Plans (AMP)

The Asset Management Plan (AMP) details information for each of Council's asset classes in accordance with the documented framework in the Asset Management Policy. (Table 1)

The asset accounting and modelling documented in the AMP is in accordance with the Australian Infrastructure Financial Management Guidelines and the IIMM which has been further expanded to include the recently introduced International Standards ISO 55,000.

State of our Assets

Table 1: Asset Categories and Classes

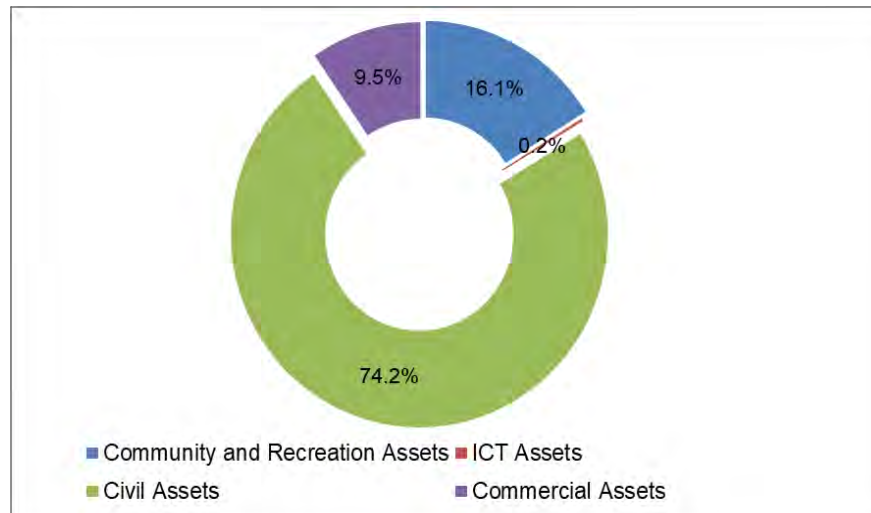
Asset Category	Asset Class	Asset
Civil	Ancillary Assets	Bus shelters, car parks, guardrails, heritage items, kerb and guttering, parking meters, retaining walls, signs and guideposts
	Bridges	Roads and Pedestrian
	Drainage	Pipes, pits, pump stations
	Fleet	Major, light, minor, passenger and sundry
	Pathways	Footpaths, shared paths, cycleways
	Roads	Local, regional, unsealed
	Transport Facilities	Public transport, commercial/industrial (freight), transport routes, tourism links
	Trees	Trees in road reserves, parks and property reserves.
	Waste Services	Buildings, weighbridges, waste landfills, boreholes
Community and Recreation	Aquatic Centres	Swimming pool/leisure centres
	Aquatic Structures	Wharves, boat ramps, sea walls, boardwalks
	Cemeteries	Operational and closed cemeteries
	Community Buildings	Multipurpose and single-use community buildings including child care centres
	Depots	
	Emergency Services	RFS stations, SES buildings

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

	Libraries	Library branches, mobile library vehicle, Tilligerry lounge
	Library Collection	Collection items including book stock and other resources
	Parks and Reserves	Parks, foreshores, bushland, wetlands, watercourses, cultural significance and community use
	Playgrounds	
	Public Amenities	Public toilets and showers
	Skate Parks	
	Sports Facilities	Sportsgrounds/fields, tennis courts, netball courts, amenity buildings, golf course, croquet courts
	Surf Lifesaving Facilities	Buildings and rescue equipment
Commercial	Administration Building	
	Investment Property Portfolio	
	Holiday Parks	
	Operational Lands	
	Visitor Information Centre	
Information Communication Technology	Cabling	
	Desktop Assets	Computers and laptops
	ICT Infrastructure	Servers, storage, network

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Graph 1: Assets by category - Percentage of value - Current Replacement Cost



(CRC)

Condition of Assets

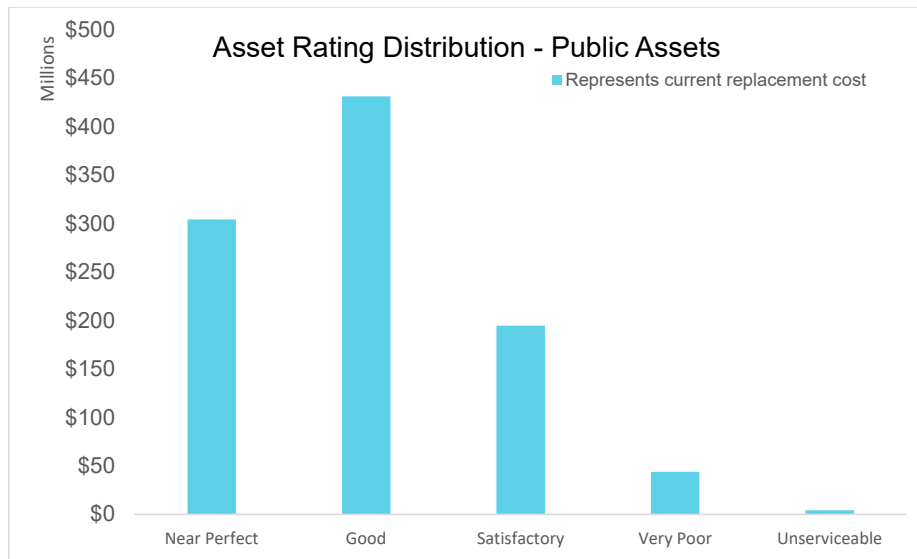
With many competing priorities across a Council, the asset management aim is to get the balance between having an asset that provides a satisfactory (or above) service to the community and an asset condition that is managed with financial and risk responsibility. Previous targets have aimed for a higher proportion of assets with condition ratings Near Perfect. Though to gain a Near Perfect asset condition is not in all cases financially responsible or possible.

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

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

The data are graphically represented by plotting the summary of the asset's current replacement cost against each of the above condition rating categories. This information is compiled to provide a picture of Council's asset health against a conglomerated asset lifecycle. This in turn can be used to determine the level of asset management required for the sustainable administration of assets.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



Graph 2: Assets Rating Distribution - Public Assets

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

- With the exception of playgrounds, all replacements have assumed a replacement of like for like and no upgrades were included as per the accounting standards. Playgrounds have included an upgrade to meet the current standards to mitigate Council's risks and legislative requirements.
- Assets that are still fit for purpose but have a low asset ranking have not been included in the infrastructure backlog.

Only costs to return the asset back to new condition have been used in the infrastructure backlog. Much earlier versions of the SAMP calculations assumed a full replacement. Previous figures inappropriately and materially increased the infrastructure backlog figure.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



Graph 3: Asset Rating Distribution - excluding Roads and Drains

Removing roads and drainage from the above graph moves the distribution skew from Good (2) to Near Perfect (1). One reason for this healthy skew in both graphs is that the age of the asset infrastructure is still quite young compared to other councils and the amount of funds allocated towards maintaining existing assets.

Asset Financial Sustainability

The Independent Local Government Review Panel Report made recommendations to reform how local government operates so councils can sustainably manage their assets. Of the many recommendations, it was determined that councils should be assessed against a number of 'Fit for the Future' criteria to determine their sustainability. The criteria that relate to effective infrastructure and service management include:

- Infrastructure Backlog Ratio of less than 2% average over three years or improving trends for this ratio.
- Asset Maintenance Ratio greater than 100%.

Asset Maintenance Ratio =	$\frac{\text{Actual Asset Maintenance}}{\text{Required Asset Maintenance}}$
Infrastructure Backlog Ratio =	$\frac{\text{Estimated cost to bring an asset to a Satisfactory Condition Required Asset Maintenance}}{\text{Total Asset Value}}$

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

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

The 2023 audited figures have shown that the Infrastructure Backlog Ratio is 2.28% and Asset Maintenance Ratio is 97.09%. While the average of the Infrastructure Backlog Ratio is less than 2%, the 2023 financials had shown an increase in backlog predominantly due to the road pavements following a wet (rainfall) year.

Infrastructure gap and asset funding strategy

Despite Council's recent funding of our existing maintenance and renewal, there is still an infrastructure funding gap. To continue to reduce the infrastructure funding gap an asset funding strategy has been developed and is used in the Council's Long Term Financial Plan.

The asset funding strategy comprises three parts:

- asset funding strategy Intent
- sources of funds
- works programs
 - Capital Works Program
 - Capital Works Plus Plan

Council currently has an accounting infrastructure backlog of just over \$23.537 million (2022-2023) and an engineering infrastructure backlog of just over \$45.268 million (2022-2023). For over a decade Council has changed ways of funding the maintenance and renewal of existing assets to reduce this backlog. This change has and will continue to have an impact on the financial sustainability of the organisation and an increased ability to provide services to the community through assets. Additional funding has resulted in earlier maintenance and renewal of assets than previously undertaken at Council. Early maintenance and renewal of an asset prevent the asset from deteriorating so much that it no longer provides the intended or an acceptable service to the community, or it becomes a hazard to the asset user and a risk to Council. Successfully maintaining an asset is a constant process. Earlier maintenance and renewal is also a more cost-effective way to manage the asset over the life of the asset, thus reducing the future financial burden on the Council and on generations to come.

This change in focus has been achieved through:

- improving own funds at maturity through linking our financial and our asset position
- shifting Council's capital works funds towards renewal instead of new assets
- increasing the amount of road reseals undertaken in any one year
- adoption of a special rate variation in 2023
- using State government initiatives such as the COVID stimulus packages
- borrowing money to renew assets to reduce asset lifecycle costs

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

- discussions with user groups and the community generally about asset services to closer align spending with expectations
- improving internal Council efficiencies to free up funds for asset renewal through Council's Service Review program
- continuous improvement in the capital works and maintenance processes to drive efficiencies and reduce costs. This in turn resulted in savings made to return into the renewal of assets.

Note: Recent inflation and rate of building cost being higher than our ability to gain allowable income is making the ability to maintain our infrastructure more difficult.

Aim of asset funding strategy

The aim of the asset funding strategy is to prioritise funds towards the renewal and maintenance of assets. This asset funding strategy is cognisant of the Council's duties and responsibilities outside of asset management and not all monies can be diverted to the funding of assets. There are also other documented policies, such as the Acquisition and Divestment of Land Policy that already allocate the sale of lands profits to other functions and services of Council.

Sources of Funds

The sources of funds included in the asset funding strategy are:

- sales of commercial or Council lands
- savings made from the commercial section of Council
- borrowings
- operational savings
- sustainability reviews savings
- government grants, in particular, recent COVID stimulus packages
- contributions from other organisations and committees
- continuing to shift funds in the Capital Works Program from new assets to renewal
- Section 7.11 contributions;
- Voluntary Planning Agreements (VPA) and Works In-Kind Agreements (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's infrastructure backlog. While the additional monies are not guaranteed, when funds are available they are to be prioritised towards the renewal and maintenance of existing assets.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Program of Works

Capital Works Program 2024-2034

Council's Capital Works Program 2024-2034 (the Works Program) continues to focus on asset rehabilitation rather than on newly built assets. The focus on asset renewal continues to reduce the organisation's infrastructure funding gap. The Works Program is in Appendix 2.

The Works Program is based on known funding sources.

The list of proposed works will increase with the introduction of any future grants, Sports Council or committee works that may be funded from external sources. Some grants do require matching funds, so if these grants become available the proposed Works Program may need to be adjusted to help fund these additional works.

The list of proposed projects does not include any works that have commenced or were postponed in the financial year 2022-2023 that may need to be carried over into the 2023-2024 financial year.

Capital Works Plus Plan

Council's Capital Works Plus Plan 2024-2034 (the Plus Plan) lists the projects that are desired to be undertaken though do not yet have availability of funding. The Plus Plan is in Appendix 3.

When funds are realised and prioritised under the asset funding strategy, funds are allocated to the projects documented in the Plus Plan or to existing projects in future years that may be brought forward.

The Plus Plan includes:

- projects to reduce the infrastructure backlog
- major future projects to meet demand
- existing projects that require additional monies to further expand the scope of works.

It should be noted that the projects in the Plus Plan have not been scoped and the costs and timing are indicative only. Until such time that these projects are fully scoped, the estimate and the associated sources of funds have been assumed.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Risk Management

Council maintains a Risk Management Framework (RMF) that articulates how it ensures the comprehensive management of risks to support the delivery of the Community Strategic Plan. The RMF is informed by the Community Strategic, Operational and Delivery Plans and consists of the Risk Management Policy (RMP), Risk Appetite Statement (RAS) and Risk Management Strategy (RMS).

Asset risk management practices adopt the following core elements:



Figure 2: Asset Risk Management practices

Identified risks are then assessed using likelihood and consequence tables including a 5x5 matrix. Given the number of categories of risk and variety of assets for which Council is responsible, the risk assessment for Council's assets is detailed in each asset chapter. The following overarching risks are common across all asset classes.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Risk to Asset and Risk Controls

Table 2: Risk to Asset and Risk Controls

Risk class	Risk sub-class	Key risk management processes
Asset Management	Planning risk	<p>The identification and management of this risk is supported by:</p> <ul style="list-style-type: none"> • What do we do here for long-term planning • Community engagement / desire • Climate Change Adaptation Plan • Future needs/use planning
	Model risk	<p>The identification and management of this risk is supported by:</p> <ul style="list-style-type: none"> • Review accounting depreciation models: • Asset deterioration assessments and community service / use assessments. <p>External professional review of asset models.</p>
Asset Maintenance	Infrastructure failure risk	<p>The identification and management of this risk is supported by:</p> <ul style="list-style-type: none"> • Review community asset service level. • Identify asset maintenance needs by priority. • Asset Inspection Program. • Asset Works Program. • Review market options to shift risk. • Review funding risk exposures and determine asset risk strategy <ul style="list-style-type: none"> ○ Accept risk having understood implications, or ○ Reduce risk by obtaining required funding and action, or ○ Avoid risk by disposing or ceasing use of the asset. <p>Document and monitor maintenance program for Council assets provided for lease or licence.</p>
	Funding risk	<p>The identification and management of this risk is supported by:</p> <ul style="list-style-type: none"> • Identify asset maintenance needs by priority. • Identify confirmed asset maintenance budget. • Assess gap between prioritised maintenance needs and available budget. • Assess risk for any unfunded maintenance and determine asset risk strategy: <p>Update Works Program to reflect determined asset risk strategy.</p>

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Risk class	Risk sub-class	Key risk management processes
	Supplier risk	<p>The identification and management of this risk is supported by:</p> <ul style="list-style-type: none"> • Annual review of Service Level Agreement(s) – internal and external suppliers. • Service Level Agreement performance monitoring program (Works Program delivery – quality and timing). <p>Annual review of maintenance Works Program – agreed with suppliers and funded.</p>
	Data risk	<p>The identification and management of this risk is supported by:</p> <ul style="list-style-type: none"> • Service Level Agreements with Asset Data Collection service providers. • Regular periodic Asset Data Collection inspections per Asset Inspection Program • Single asset data source – linked to corporate forward works planning, accounting and finance systems. <p>Quality management systems established with suppliers to monitor service and be informed on asset status and/or needs.</p>
Environment, Heritage, Culture		<p>The identification and management of this risk is supported by:</p> <ul style="list-style-type: none"> • Centralised environmental risk function. • Embedded environmental skills in asset program (construction and maintenance). • Environmental Management System (EMS) <p>Incident management system</p>
Compliance		<p>The identification and management of this risk is supported by:</p> <ul style="list-style-type: none"> • Recruitment and retention of staff with suitable qualifications. • Obligation management program – understand current and pending obligations and incorporate into operational practices. • Non-complying Assets Register – reviewed regularly and risk priority assessed. <p>Audit program.</p>
Safety – Customer / Community		<p>The identification and management of this risk is supported by:</p> <ul style="list-style-type: none"> • Works require Council approval through <i>Roads Act</i> application or <i>Works on Council Land</i> application.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Risk class	Risk sub-class	Key risk management processes
		<ul style="list-style-type: none"> Asset maintenance risk-based and incorporated into Works Program. Safety practices applied in construction and maintenance programs. Asset Inspection Program
		Incident management program

The risks to assets listed above are not exhaustive but provide an overview of the focus areas. Risks that are specific to each asset class are documented within the AMP.

Asset Best Practice Manuals and Guidelines

To complement Council's risk assessment, since SAMP7 Council adopts and implements Statewide Mutual's Best Practice manuals and guidance notes. These Best Practice documents state that it is Council's responsibility to undertake proactive inspections of asset conditions and undertake the necessary works to repair the defects within Council's resources. This in turn will maintain public safety and reduce Council's risk to litigation.

With the abolition of the non-feasance rule in the early 2000's, NSW Councils can no longer use the 'lack of having asset condition', or the excuse they 'didn't know' as a defence argument in a public liability legal claim. That is, Councils are responsible for proactively knowing and documenting the defect condition of Council's assets. Once a defect is found, Council is then required to undertake the maintenance, repairs or works (within Council's resources) on the asset in a prioritised manner within the organisation's resources. It should be noted that documenting the absence of asset defects through this assessment can also be used as evidence in a defence argument in a public liability legal claim.

The Statewide Mutual Best Practice manuals and guidance notes were previously adopted by Council for individual topics such as Roads, Cycleways, etc. As these were adopted as part of SAMP7, there was no longer a need to have these adopted as individual policies and hence these policies were revoked in December 2017.

This SAMP has adopted the following Statewide Mutual Best Practice manuals to be implemented in Council's assessment and management of assets:

- Bitumen and Asphalt Resurfacing
- Roads
- Playgrounds
- Signs as a Remote Supervision

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

- Trees and Tree Roots
- Footpaths
- Shared Paths
- BMX Tracks
- Skateboard Facilities
- Sporting Facilities
- Storm water Infrastructure.

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

Critical assets

Assets are deemed critical if their impairment or failure would result in a detrimental effect on human safety or the services that enable social or economic transactions. Critical assets are inspected with a higher frequency and the risk appetite associated with their management is extremely low. Hence critical assets are maintained at a very high level and have an appropriate budget allocation. Individual critical assets are not identified in this SAMP, but they do include Council owned infrastructure such as bridges, large culverts, pump stations, some retaining walls and emergency evacuation centres. Council previously owned and managed a designated dam. Though in 2021 the Dam Safety Committee deregistered this dam as a high risk asset under their criteria.

Environmental sustainability

Council is committed to 'properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development as per the Local Government Act 1993 (The Act). The principles of ecologically sustainable development (ESD) are defined in The Act as the 'effective integration of economic and environmental considerations in decision-making processes.

Council is committed to effective implementation for the following principles of ESD as they relate to asset management decision making; the precautionary principle; intergenerational equity; conservation of biological diversity and ecological integrity; and improved valuation, pricing and incentive mechanisms.

Council's approach to environmental sustainability with an asset management context to date has focussed on achieving environmental and financial benefits through targeted energy and water efficiency projects at Council's largest energy and water consuming Council assets. This approach has been highly successful at delivering positive environmental and financial outcomes with minimal capital

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

investment. These projects were implemented through Council's 10 year Capital Works Program and include lighting retrofits, HVAC upgrades, solar and gas hot water system installations, and building management systems amongst others. Low capital cost opportunities to invest in asset management projects that deliver environmental benefits remain, however, an ongoing environmental improvement program will likely involve greater investments of financial capital.

Council has developed an Environmental Management System (EMS), consistent with the most recent International Standard for EMSs (ISO 14001:2015). The EMS forms an integral component of Council's Integrated Risk Management Framework. ISO 14001:2015 builds upon the previous focus areas of legal compliance and prevention of pollution to provide clearer direction on resource efficiency, waste management, climate change and degradation of ecosystems. Council's ongoing approach to asset management, from sustainable design through construction, to operation and ongoing maintenance, will be consistent with the EMS and with ISO 14001:2015; Council's Integrated Risk Management Policy, including Environmental Risks; and Council's Environment Policy.

In this SAMP the Environmental assets were not included in the review due to the complexity of analysing a natural resource in terms of asset management. Environmental assets will be included once the asset management industry has a reliable and consistent analysis method.

PSC are adopting the circular economy to continually strive to reduce the environmental impacts of production and consumption, while supporting economic growth through more productive uses of natural resources. It effectively designs out waste by recovering materials that can be reused and mimics nature's biological processes. The circular economy is a framework of three principles: **design out waste** and pollution, **keep products and materials in use** at their highest value for as long as possible and **regenerate natural systems**.

PSC would like to move away from the linear economy approach that takes a natural resource and creates a product that is eventually destined to become waste because of the way it has been designed and made. This process is often summarised by "**take, make, waste**".

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Management Maturity - knowledge capability gap analysis

This review provides a synopsis of Port Stephens Council's 'Capability' in undertaking asset management practices. Shortfalls incapability or the 'Capability Gaps', identified have been added to our asset management improvement program. Since 2011 this type of review has been labelled a 'maturity assessment'. This review was first conducted in 2008 and stimulated a number of changes that have progressed Asset Management in Port Stephens Council.

Capability Gap Analysis included staff undertaking an internal assessment using the Delphi method and the Capability Gap Matrix Tool for each asset category. The Capability Gap Matrix Tool assesses our ability to meet the requirements of the Asset Management Practice Elements and Asset Management Components. The Asset Management Practice Elements and Asset Management Components are described below:

Asset management practice elements

1. **Process and practices** used in the completion of lifecycle asset management activities.
2. **Information systems** required to support the process and practices, store and manipulate the data and knowledge.
3. **Data and knowledge** of the assets such as performance, accuracy and reliability of data.
4. **Commercial tactics** such as documented service level agreement to efficiently carry out works in the asset lifecycle.
5. **Organisational issues** document structure, roles and responsibilities relating to asset management.
6. **People issues** include such things as attitudes and skills involved in asset management.
7. **Asset management plans.**

Asset management components

1. Background Data
2. Planning
3. Creation/Acquisition
4. Financial/Risk Management
5. Operations and Maintenance
6. Condition and Performance Monitoring
7. Rehabilitation and Replacement
8. Consolidation/Rationalisation
9. Audit

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

- 10. Levels of Service and Sustainability Gap
- 11. Future Demand
- 12. Financial Management
- 13. Asset Management Practices
- 14. Plan Improvement, Monitoring and Reporting

Since the initial maturity assessments, Council has undergone a number of internal and external audits to review the organisations asset management maturity. The findings are positive, though there are always opportunities for improvements

Exclusions

Council does not provide utilities such as electricity, gas, telecommunication, water and sewerage services and hence these assets are not in the SAMP.

Newcastle Airport is partly owned by Newcastle City Council and is excluded from the SAMP. The Airport is its own legal entity and management of the asset is delegated to Newcastle Airport.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Appendix 1 – Asset Management Policy

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Policy



FILE NO: PSC2005-3231

TITLE: ASSET MANAGEMENT POLICY

OWNER: ASSET SECTION MANAGER

1. PURPOSE:

- 1.1 The purpose of the policy is to articulate Port Stephens Council's commitment to sound asset management in an integrated, consistent, coordinated and financially sustainable manner.
- 1.2 The policy provides a clear direction by defining the key principles that underpin the management of assets.

2. CONTEXT/BACKGROUND:

- 2.1 Port Stephens Council is responsible for a large and diverse asset base. These assets include, but not limited to; parks, pools, wharves, jetties, foreshores, roads, bridges, footpaths, drains, library resources, childcare centres, community buildings, Rural Fire Service (RFS) and State Emergency Services (SES) emergency buildings, sporting facilities, fleet, transport infrastructure, land, commercial business assets and information communication technology-related assets. These assets are used to provide facilities and services to the community, visitors and persons undertaking business in our local government area.
- 2.2 The Local Government Act 1993, sections 8B(b) and 8B(c)(ii) 'Principles of Local Government' legislates Council's responsibility and the manner in which Council must conduct itself when providing services to the community. These principles include Council's asset management responsibility.
- 2.3 Essential Element 2.13 and 2.14 of the Local Government Guidelines sets out requirements for identification of critical assets, risk management strategies for these assets and specific actions.
- 2.4 Essential Element 2.12 of the Local Government Guidelines requires that The Asset Management Strategy must include an overarching council endorsed Asset Management Policy.

3. SCOPE:

- 3.1 To meet the 'Principles of Local Government', Council shall be the custodian of assets it has control of and manage them through their lifecycle. The

Policy

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DRAFT Resourcing Strategy 2024 to 2034 | 80

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Policy



management of assets is documented in the Strategic Asset Management Plan and should ensure that issues addressed are prioritised in line with:

- a. Organisational objectives.
 - b. Community's goals as detailed in the Community Strategic Plan.
 - c. As best as possible result in intergenerational equity.
- 3.2 The Strategic Asset Management Plan addresses Council's approach to asset lifecycle management processes such as:
- a. background data
 - b. planning
 - c. creation/Acquisition/Augmentation Plan
 - d. financial/Risk Management Plan
 - e. operations and Maintenance Plan
 - f. condition and performance monitoring
 - g. rehabilitation/Renewal/Replacement Plan
 - h. consolidation/Rationalisation Plan
 - i. audit Plan/Review.
- 3.3 Key elements that drive the above asset lifecycle management processes include:
- a. levels of service
 - b. future demand
 - c. lifecycle Management Plan
 - d. financial summary
 - e. asset Management Practices
 - f. plan improvement and monitoring.
- 3.4 Council will maintain and annually review the Strategic Asset Management Plan as required in Essential Element 2.18 of the Local Government Guidelines. Relevant staff and Councillors shall be trained in asset management.

4. DEFINITIONS:

- 4.1 An outline of the key definitions of terms included in the policy.

Asset	An item that has potential value to an organisation and is used to provide a service to community, customers or stakeholders.
Asset Lifecycle Management	The term used to describe the management of an asset through the stages of life from planning and creation to disposal.
Strategic Asset Management Plan	Plan that documents the assets activities and programs for each service area and resources applied to provide a defined level of service in the most cost effective way based on the services required.

Policy

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**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Policy



5. STATEMENT:

- 5.1 Council is committed to undertake the management of assets in accordance with the scope of this policy.

6. RESPONSIBILITIES:

- 6.1 Asset Section Manager is responsible for the implementing, complying with, monitoring, evaluating, reviewing and providing advice on the policy.
- 6.2 Port Stephens Council asset owners including Asset Section Manager, Business Systems Support Section Manager, Community Services Section Manager, Emergency Management Coordinator and Property Services Section Manager are responsible for implementing the policy.

7. RELATED DOCUMENTS:

- 7.1 Local Government Act 1993 and Guidelines.
- 7.2 Strategic Asset Management Strategy.
- 7.3 Asset Management Guidelines.

CONTROLLED DOCUMENT INFORMATION:

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EDRMS container No.	PSC2005-3231	EDRMS record No.	22/75009
Audience	Mayor and Councillors, Council Staff and Community		
Process owner	Asset Section Manager		
Author	Asset Section Manager		
Review timeframe	3 years	Next review date	February 2025
Adoption date	20 December 2011		



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Policy



VERSION HISTORY:

Version	Date	Author	Details	Minute No.
1	20 Dec 2011	Group Manager Facilities and Services	Adoption	459
2	8 Mar 2011	Group Manager Facilities and Services	Minor Amendments	064
3	12 Dec 2017	Asset Section Manager	Align to new Council Policy format and inclusion in IPWEA "must haves" as an asset management policy.	323
4	11 Feb 2020	Assets Section Manager	Updated to new Corporate Policy Template and minor grammatical formatting. 2.1 Addition of Rural Fire Services and State Emergency Services.	016
5	8 Feb 2022	Assets Section Manager	Updated to new Corporate Policy Template. Reviewed by Author.	017



DRAFT Resourcing Strategy 2024 to 2034 | 83

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Appendix 2 – Capital Works Program 2024-2034

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2024/2025	Holiday Parks	Holiday Parks Capital Improvements	\$3,000,000
2024/2025	Property Assets	Commercial Property and Development Capital improvements	\$1,000,000
2024/2025	ICT Assets	ICT - Capital Improvements	\$1,000,000
2024/2025	Drainage Assets	Nelson Bay: Drainage improvement works in the Lagoons Estate / Seabreeze Estate catchment, Dowling Street Area and Fly Point Area.	\$1,200,000
2024/2025	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$75,000
2024/2025	Drainage Assets	LGA wide: Future designs, planning and easements	\$75,000
2024/2025	Libraries	Library Resource Agreement	\$250,000
2024/2025	Fleet Assets	Fleet Replacement	\$2,199,263
2024/2025	Pavement Assets	Intersection Upgrade Seaham Road / Ralstons Road. Add chanelised left turn on Seaham Road	\$200,000
2024/2025	Parking Meters	Nelson Bay Smart Parking Infrastructure Plan - Installation of Wayfinding Signage and Controls - Nelson Bay Town Centre and Foreshore	\$200,000
2024/2025	Pavement Assets	Road Rehabilitation Tarean Road, Karuah. 210 to 264 Tarean Road, Karuah. Seg 60 - 70.	\$275,962

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2024/2025	Pavement Assets	Pavement Rehabilitation. The Bucketts Way, Twelve Mile Creek. 125 The Bucketts Way to 316 The Bucketts Way.	\$1,500,000
2024/2025	Pavement Assets	Project Design and Investigation	\$260,000
2024/2025	Pavement Assets	Pavement Reconstruction Mustons Road, Karuah. Road widening and shared path construction - Franklin Street to Boronia Road	\$1,690,527
2024/2025	Pavement Assets	Pavement Rehabilitation. The Bucketts Way, Twelve Mile Creek. 4.7km Nth Pacific Highway north 250m towards boundary.	\$100,000
2024/2025	Pavement Assets	Traffic Committee road safety project. Pedestrian Crossing construction, Salamander. Soldiers Point Road south of Diemars Road.	\$235,000
2024/2025	Drainage Assets	Marsh Road floodgates	\$20,000
2024/2025	Pavement Assets	Pavement Rehabilitation Clarence Town Road, Seaham. Brandy Hill Drive west 600m.	\$1,270,000
2024/2025	Pavement Assets	Pavement Rehabilitation Italia Road, Balickera. 465 Italia Road to 517 Italia Road.	\$516,000
2024/2025	Pavement Assets	Dust Suppression Seal Wighton Street, Seaham - SEG 20. From 50 Wighton Street to Grape Street.	\$0
2024/2025	Pavement Reseals	Pavement Reseal	\$1,673,057
2024/2025	Pavement Assets	SRV - Pavement Rehabilitation Lewis Drive, Medowie. Kirrang Drive to 18 Lewis Drive	\$446,085
2024/2025	Library Assets	Library Assets - Tomaree Library and Community Centre - AC replacement - Stage 1	\$200,000
2024/2025	Library Assets	Library Assets - Tomaree Library and Community Centre - New auto door for the Community Centre access	\$20,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2024/2025	Public Amenities	Public Amenities Assets - Shoal Bay East - Replacement	\$180,000
2024/2025	Community Buildings	Community Building Assets - Hinton School of Arts - Renovation	\$45,000
2024/2025	Parks and Reserves	Parks & Reserve Assets - Mungarra Reserve - Boardwalk upgrades	\$242,000
2024/2025	Aquatic Centres	Aquatic Centre Assets - Tomaree Aquatic Centre - Waterslide decking upgrades	\$45,000
2024/2025	Aquatic Centres	Aquatic Centre Assets - Lakeside Leisure Centre - Leisure Pool heat pump replacement	\$93,000
2024/2025	Aquatic Structures	Aquatic Structure Assets - Shoal Bay Wharf - Deck refurbishment	\$50,000
2024/2025	Sports Facility Assets	Sports Facility Assets - Mallabulla Sports Complex - LED Field lighting upgrades	\$161,690
2024/2025	Sports Facility Assets	Sports Facility Assets - King Park - Upgrade irrigation systems - Stage 1	\$1,000,000
2024/2025	Playgrounds	Playground Assets - Dunmore Reserve - Playground Replacement	\$130,000
2024/2025	Sports Facility Assets	Sports Facility Assets - King Park - LED Field lighting upgrades	\$226,504
2024/2025	Administration/Property Assets	Administration Building - Stage 7	\$250,000
2024/2025	Sports Facility Assets	Sports Facility Assets - Fingal Bay Oval - Irrigation Controller upgrades	\$5,000
2024/2025	Pavement Assets	SRV - Pavement Rehabilitation Medowie Road, Campvale. Between Northern RAAF gate and Campvale Roundabout.	\$450,000
2024/2025	Pavement Assets	SRV - Pavement Rehabilitation Phillip Street, Raymond Terrace. 13 Phillip Street to Elizabeth Avenue.	\$525,300
2024/2025	Pavement Assets	Pavement Rehabilitation. Fairlands Road, Medowie From Lisadel Road to Ferodale Road.	\$1,992,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2024/2025	Pavement Assets	Pavement Rehabilitation. Trevally Street, Nelson Bay. Austral Street to Swordfish St	\$472,000
2025/2026	ICT Assets	ICT - Desktop Infrastructure (PCs and Laptops) Rollover	\$300,000
2025/2026	ICT Assets	ICT - Server & Storage Infrastructure Replacement	\$200,000
2025/2026	Drainage Assets	Kula Rd, Medowie: Upgrade to localised table drain system near 4 Kula Road	\$70,000
2025/2026	Drainage Assets	Coolabah Road, Medowie: Construct a swale and lower the pathway between 15 & 17 Coolabah Road.	\$430,000
2025/2026	Drainage Assets	Enterprise Drive, Tomago: Construction of a new drainage system from Enterprise Drive to the detention basin located within No 15 Enterprise Drive and augmentation to the existing detention basin.	\$500,000
2025/2026	Drainage Assets	Stanley Street, LTP: Upgrading the drainage system near No 9 Stanley Street	\$350,000
2025/2026	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$75,000
2025/2026	Drainage Assets	LGA wide: Future designs, planning and easements	\$75,000
2025/2026	Fleet Assets	Fleet Replacement	\$2,495,553
2025/2026	Pavement Assets	Pavement Rehabilitation Short Street, Fingal Bay. Pacific Drive to Tuna Crescent	\$350,000
2025/2026	Pavement Assets	Pavement Reconstruction. Tuna Crescent and Market Street, Fingal Bay	\$1,595,527
2025/2026	Pavement Assets	Project Design and Investigation	\$260,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2025/2026	Pavement Assets	Pavement Sealing East Seaham Road, East Seaham. Gravel road sealing STAGE 6. 829 East Seaham Road to Council boundary.	\$2,832,000
2025/2026	Pavement Reseals	Pavement Reseal	\$1,600,000
2025/2026	Libraries	Library Resource Agreement	\$250,000
2025/2026	Public Amenities	Public Amenities Assets - Tanilba Park Amenities - Replacement	\$210,000
2025/2026	Aquatic Centres	Aquatic Centre Assets - Lakeside Leisure Centre - 50/m Leisure Pool regROUT, expansion joints, balance tank membrane and filter media	\$198,000
2025/2026	Playgrounds	Playground Assets - Boronia Gardens - Replacement	\$120,000
2025/2026	Sports Facility Assets	Sports Facility Assets - Shoal Bay Tennis - Fencing replacement	\$42,000
2025/2026	Aquatic Centres	Aquatic Centre Assets - Tomaree Aquatic Centre - Windbrake replacements	\$125,000
2025/2026	Community Buildings	Community Building Assets - Karuah Centre - Remove external asbestos and renovation	\$50,000
2025/2026	Aquatic Structures	Aquatic Structure Assets - Lemon Tree Passage Wharf - Replace swim net	\$25,000
2025/2026	Aquatic Structures	Aquatic Structure Assets - Longworth Park Wharf - Replace swim net	\$25,000
2025/2026	Library Assets	Library Assets - Tomaree Library and Community Centre - AC replacement - Stage 2	\$125,000
2025/2026	Sports Facility Assets	Sports Facility Assets - Salamander Sports Complex - Irrigation pumps	\$30,000
2025/2026	Aquatic Structures	Aquatic Structure Assets - Shoal Bay Wharf - Decking refreshment	\$50,000
2025/2026	Administration/Property Assets	Administration Building - Stage 8	\$250,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2025/2026	Pavement Assets	SRV - Pavement Rehabilitation Clarence Town Road, Seaham. 1401 to 1487 Clarence Town Road.	\$1,300,185
2025/2026	Pavement Assets	SRV - Pavement Rehabilitation Italia Road, Balickera. 510 to 556 Italia Road.	\$737,235
2025/2026	Pavement Assets	SRV - Pavement Rehabilitation Medowie Road, Williamstown. 197 Medowie Road to 276 Medowie Road.	\$2,270,740
2025/2026	Pavement Assets	SRV - Pavement Rehabilitation Taylors Beach Road, Taylors Beach. 30 Taylors Beach Road to Port Stephens Drive	\$541,680
2025/2026	Pavement Assets	Pavement Rehabilitation Port Stephens Drive, Taylors Beach. Port Stephens Drive and Taylors Beach Road roundabout	\$350,000
2026/2027	ICT Assets	ICT - Desktop Infrastructure (PCs and Laptops) Rollover	\$200,000
2026/2027	ICT Assets	ICT - Server & Storage Infrastructure Replacement	\$150,000
2026/2027	Drainage Assets	Waratah Ave, Soldiers Point: Upgrading the drainage system and constructing of a new drainage channel	\$400,000
2026/2027	Drainage Assets	Kingston Pde, Raymond Terrace: Upgrading the drainage system from Kingston Pde to the floodplain via 5 Kingston Pde	\$400,000
2026/2027	Drainage Assets	Rigney St, Shoal Bay - Construct a new drainage system and kerb and guttering in front of No 55 Rigney Street from 55 Rigney Street to Fingal Street	\$320,000
2026/2027	Community Buildings	Soldiers Point - RFS Expand current facility to 3 bay - adding training room and amenities	\$250,000
2026/2027	Fleet Assets	Fleet Replacement	\$3,845,279
2026/2027	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$75,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2026/2027	Drainage Assets	LGA wide: Future designs, planning and easements	\$75,000
2026/2027	Pavement Assets	Pavement Reconstruction. Tomaree Road, Shoal Bay. Marine Drive to Rigney Street.	\$720,000
2026/2027	Pavement Assets	Pavement Reconstruction. Rigney Street- Shoal Bay. Reconstruction from Fingal Street towards Messines Street	\$1,270,527
2026/2027	Pavement Assets	Project Design and Investigation	\$260,000
2026/2027	Pavement Assets	SRV - Pavement Rehabilitation Lemon Tree Passage Road, Lemon Tree Passage. Blanch Street to Industrial Drive.	\$986,450
2026/2027	Pavement Assets	SRV - Pavement Rehabilitation Marsh Road, Bobs Farm. 100m North of Nelson Bay Road to 500m north of Nelson Bay Road.	\$417,585
2026/2027	Pavement Reseals	Pavement Reseal	\$1,600,000
2026/2027	Aquatic Centres	Aquatic Centre Assets - Lakeside Leisure Centre - Filter media replacement	\$45,000
2026/2027	Playgrounds	Playground Assets - Bob Cairns Reserve - Replacement	\$125,000
2026/2027	Public Amenities	Public Amenities Assets - One Mile Beach - Replacement	\$210,000
2026/2027	Administration/Property Assets	Administration Building - Stage 8	\$250,000
2026/2027	Playgrounds	Playground Assets - Seaham Park - Replacement	\$170,000
2026/2027	Aquatic Structures	Aquatic Structure Assets - Karuah Wharf - Handrail and decking replacements	\$65,000
2026/2027	Aquatic Structures	Aquatic Structure Assets - Salamander Wharf - Handrail and decking replacements	\$60,000
2026/2027	Community Buildings	Community Building Assets - LTP Old School Centre - Amenities upgrade	\$220,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2026/2027	Parks and Reserves	Parks & Reserves Assets - Fly Point - Park furniture replacement	\$40,000
2026/2027	Parks and Reserves	Parks & Reserves Assets - Nelson Bay Foreshore - Irrigation upgrade and Park furniture replacement	\$65,000
2027/2028	Public Amenities	Public Amenities Assets - Conroy Park Amenities - Replacement	\$210,000
2027/2028	Aquatic Centres	Aquatic Centre Assets - Tomaree Aquatic Centre - Program Pool Liner	\$105,000
2027/2028	Playgrounds	Playground Assets - Kindiebark Oval - Replacement	\$120,000
2027/2028	Drainage Assets	Kent Gardens, Soldiers Point: upgrading the existing drainage system	\$200,000
2027/2028	Drainage Assets	Kindiebark Drive, Medowie: Upgrade pit and pipe capacities and lower the footpath for an overland flow path	\$100,000
2027/2028	Drainage Assets	Brocklesby Road, Medowie: Upgrade drainage system down to Medowie Road	\$200,000
2027/2028	Drainage Assets	Morpeth Road, Wallalong: Improvement to the existing detention basin outlet under High Street	\$400,000
2027/2028	Drainage Assets	Sunset Boulevard, Soldiers Point: Construction of a new drainage system along the Street	\$400,000
2027/2028	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$75,000
2027/2028	Drainage Assets	LGA wide: Future designs, planning and easements	\$75,000
2027/2028	Pavement Assets	Pavement Sealing. Duns Creek Road, Duns Creek. Forest Road to 291 Duns Creek Road.	\$872,500
2027/2028	Pavement Assets	Pavement Reconstruction Sunset Blvd- Soldiers Point Ridgeway Ave to Brown Ave - Widening and K&G	\$1,083,027
2027/2028	Pavement Assets	Pavement Rehabilitation. Regional Roads	\$500,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2027/2028	Pavement Assets	Project Design and Investigation	\$300,000
2027/2028	Pavement Reseals	Pavement Reseal	\$1,600,000
2027/2028	Playgrounds	Playground Assets - Garden Place Reserve - Replacement	\$120,000
2027/2028	Public Amenities	Public Amenities Assets - Fingal Bay Foreshore Amenities - Replacement	\$210,000
2027/2028	Sports Facility Assets	Sports Facility Assets - Tomaree Sports Complex - Netball BBQ Shelter replacement	\$45,000
2027/2028	Sports Facility Assets	Sports Facility Assets - Lakeside Sports Complex - Irrigation Upgrades	\$20,000
2027/2028	Administration/Property Assets	Administration Building - Stage 9	\$250,000
2027/2028	Playgrounds	Playground Assets - Longworth Park - Replacement	\$170,000
2027/2028	Fleet Assets	Fleet Replacement	\$3,966,578
2028/2029	Pavement Assets	Pavement Rehabilitation. Sandy Point Road, Corlette. From 63 Sandy Point Road to 80 Sandy Point Road.	\$250,000
2028/2029	Pavement Assets	Project Design and Investigation	\$300,000
2028/2029	Pavement Assets	Pavement Rehabilitation. Regional Roads	\$500,000
2028/2029	Aquatic Centres	Aquatic Centre Assets - Tilligerry Aquatic Centre - Children's play feature replacements	\$135,000
2028/2029	Sports Facility Assets	Sports Facility Assets - Nelson Bay Tennis - Switchboard replacement	\$5,000
2028/2029	Sports Facility Assets	Sports Facility Assets - Tomaree Sports Complex - Bocce fence replacement	\$15,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2028/2029	Drainage Assets	President Wilson Walk, Tanilba Bay: Upgrading the drainage system from LTP road to Golf Course via President Wilson Walk	\$300,000
2028/2029	Drainage Assets	Abundance Road, Medowie: Construction of a new drainage system from Abundance Road to Campvale Drain	\$600,000
2028/2029	Drainage Assets	Pennington Rd, Raymond Terrace: Upgrading the pit capacity and construct overland flowpath	\$300,000
2028/2029	Drainage Assets	LGA wide: Future designs, planning and easements	\$75,000
2028/2029	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$75,000
2028/2029	Pavement Assets	Pavement Rehabilitation. Swan Bay Road, Swan Bay. 312 Swan Bay Road towards Pond Road	\$600,000
2028/2029	Pavement Reseals	Pavement Reseal	\$1,600,000
2028/2029	Pavement Assets	Pavement Rehabilitation. Paterson Road, Woodville. 765 Paterson Road to 831 Paterson Road	\$480,527
2028/2029	Pavement Assets	Pavement Rehabilitation. Laverick Avenue, Tomago. From 1 Laverick Avenue to 3 Laverick Avenue.	\$210,000
2028/2029	Sports Facility Assets	Sports Facility Assets - Tomaree Sports Complex - Irrigation Controller upgrades	\$15,000
2028/2029	Community Buildings	Community Building Assets - Soldiers Point Hall - Renovation	\$125,000
2028/2029	Parks and Reserves	Parks & Reserves Assets - Boomerang Park - Irrigation upgrades	\$55,000
2028/2029	Playgrounds	Playground Assets - Gula Ave Reserve - Replacement	\$120,000
2028/2029	Public Amenities	Public Amenities Assets - Fly Point Amenities - Replacement	\$210,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2028/2029	Public Amenities	Public Amenities Assets - Tomago Amenities - Replacement	\$180,000
2028/2029	Sports Facility Assets	Sports Facility Assets - Korora Oval - Irrigation upgrades	\$45,000
2028/2029	Administration/Property Assets	Administration Building - Stage 10	\$250,000
2028/2029	Parks and Reserves	Parks & Reserves Assets - Riverside Park - Park furniture replacement	\$95,000
2028/2029	Fleet Assets	Fleet Replacement	\$3,145,837
2028/2029	Pavement Assets	Pavement Rehabilitation. President Wilson Walk, Tanilba Bay. 58 President Wilson Walk to Lemon Tree Passage Road	\$215,000
2029/2030	Playgrounds	Playground Assets - Angophora Reserve - Replacement	\$120,000
2029/2030	Sports Facility Assets	Sports Facility Assets - Boomerang Park Dog Club - Renovation	\$80,000
2029/2030	Playgrounds	Playground Assets - Creighton Drive Reserve - Replacement	\$120,000
2029/2030	Sports Facility Assets	Sports Facility Assets - Salamander Sports Complex - Irrigation upgrades	\$65,000
2029/2030	Playgrounds	Playground Assets - Nelson Bay Foreshore Reserve - Replacement	\$240,000
2029/2030	Parks and Reserves	Parks & Reserves Assets - Apex Park - Irrigation upgrades	\$25,000
2029/2030	Drainage Assets	Soldier Point Road, Soldiers Point: Upgrading the trunk drainage system at the intersection of Fleet St and Soldiers Point Rd	\$300,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2029/2030	Drainage Assets	Tanilba Road, Mallabula: Construct kerb and guttering and install pipe drainage system along Tanilba Road. Outlet via Alfred Lane	\$300,000
2029/2030	Drainage Assets	Elizabeth Street, Raymond Terrace Construction of a new drainage system from Elizabeth Street to Phillip Street via Charles Street	\$550,000
2029/2030	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$75,000
2029/2030	Drainage Assets	LGA wide: Future designs, planning and easements	\$75,000
2029/2030	Pavement Assets	Pavement Rehabilitation. Paterson Road, Woodville. 895 Paterson Road to Iona Lane.	\$905,527
2029/2030	Pavement Assets	Pavement Rehabilitation. Mount Hall Rd, Raymond Terrace. A3 Mount Hall Road to 27 Mount Hall Road.	\$750,000
2029/2030	Pavement Assets	Project Design and Investigation	\$300,000
2029/2030	Pavement Assets	Pavement Rehabilitation. Regional Roads	\$400,000
2029/2030	Pavement Assets	Traffic Committee road safety project	\$150,000
2029/2030	Pavement Reseals	Pavement Reseal	\$1,600,000
2029/2030	Playgrounds	Playground Assets - Dutchmans Beach Reserve - Replacement	\$120,000
2029/2030	Sports Facility Assets	Sports Facility Assets - Bill Strong Oval - Irrigation upgrades	\$50,000
2029/2030	Administration/Property Assets	Administration Building - Stage 11	\$250,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2029/2030	Sports Facility Assets	Sports Facility Assets - Tomaree Sports Complex - Matchfield Irrigation pump	\$40,000
2029/2030	Sports Facility Assets	Sports Facility Assets - Jack Johnson Trotting Club - Renovation	\$140,000
2029/2030	Fleet Assets	Fleet Replacement	\$1,454,140
2030/2031	Pavement Assets	Pavement Rehabilitation. Watt Street, Raymond Terrace. 121 Watt Street to Mount Hall Road.	\$777,000
2030/2031	Community Buildings	Community Building Assets - Karuah Hall - Upgrade amenities and finish sewer connection	\$220,000
2030/2031	Aquatic Centres	Aquatic Centre Assets - Lakeside Leisure Centre - Wind brake replacement	\$160,000
2030/2031	Public Amenities	Public Amenities Assets - Pearson Park Amenities - Replacement	\$180,000
2030/2031	Public Amenities	Public Amenities Assets - Bagnalls Beach Amenities - Replacement	\$190,000
2030/2031	Drainage Assets	Tregenna St, Raymond Terrace: Upgrading the drainage system at the intersection of Tregenna St and Adelaide St	\$650,000
2030/2031	Drainage Assets	Hart Ave, Mallabula: Extend existing dish drain downstream along the southern side of Hart Ave to the existing culvert under Bay St	\$300,000
2030/2031	Drainage Assets	Cookes Parade, LTP: Construction of a secondary drainage outlet from Cookes Pde reserve to the boat ramp.	\$200,000
2030/2031	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$75,000
2030/2031	Drainage Assets	LGA wide: Future designs, planning and easements	\$75,000
2030/2031	Pavement Assets	Pavement Rehabilitation. Elkin Avenue, Heatherbrae. School Bus Bay	\$232,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2030/2031	Pavement Assets	Pavement Rehabilitation. Tea Tree Drive, Medowie. 4 Tea Tree Drive to 32 Tea Tree Drive.	\$858,527
2030/2031	Pavement Assets	Pavement Rehabilitation. Martin Drive, Tomago. From 16 Martin Drive to end.	\$338,000
2030/2031	Pavement Assets	Project Design and Investigation	\$300,000
2030/2031	Pavement Assets	Pavement Rehabilitation. Regional Roads	\$300,000
2030/2031	Pavement Assets	Traffic Committee road safety project	\$150,000
2030/2031	Pavement Reseals	Pavement Reseal	\$1,600,000
2030/2031	Playgrounds	Playground Assets - Medowie Park - Replacement	\$250,000
2030/2031	Administration/ Property Assets	Administration Building - Stage 12	\$250,000
2030/2031	Fleet Assets	Fleet Replacement	\$2,339,309
2031/2032	Pavement Assets	Pavement Rehabilitation. Glenelg Street, Raymond Terrace. 46a Glenelg Street to Elizabeth Street.	\$290,000
2031/2032	Pavement Assets	Pavement Rehabilitation. Dawson Road, Raymond Terrace. Holwell Circuit to Woodlands Place.	\$580,527
2031/2032	Pavement Assets	Pavement Rehabilitation. Hinton Rd, Hinton. Hunter Street to 298 Hinton Road.	\$745,000
2031/2032	Pavement Assets	Project Design and Investigation	\$300,000
2031/2032	Pavement Assets	Pavement Rehabilitation. Regional Roads	\$500,000
2031/2032	Playgrounds	Playground Assets - Feeney Park - Replacement	\$150,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2031/2032	Playgrounds	Playground Assets - Fingal Bay Foreshore - Replacement	\$150,000
2031/2032	Playgrounds	Playground Assets - Hartree Park - Replacement	\$100,000
2031/2032	Playgrounds	Playground Assets - Kittyhawk Park - Replacement	\$100,000
2031/2032	Aquatic Centres	Aquatic Centre Assets - Pool Blanket Replacement	\$250,000
2031/2032	Administration/ Property Assets	Administration Building - Stage 13	\$250,000
2031/2032	Drainage Assets	Nelson Bay Road, Anna Bay: Widening of Fern Tree Drain (~600m) - subcatchment 2, 3, 10 near Nelson Bay Road.	\$800,000
2031/2032	Drainage Assets	Soldier Point Road, Soldiers Point: Pit upgrading and overflow pipe drainage system along Soldiers Point Road (from 211 Soldiers Point Road to Council's reserve between 225 & 227 Soldiers Point Road)	\$250,000
2031/2032	Drainage Assets	Adelaide Street, Raymond Terrace: Upgrading the drainage system along Adelaide Street between Kio-Ora Street and Coonanbarra Street and piping the open channel running parallel with Adelaide St	\$400,000
2031/2032	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$75,000
2031/2032	Drainage Assets	LGA wide: Future designs, planning and easements	\$75,000
2031/2032	Pavement Assets	Traffic Committee road safety project	\$140,000
2031/2032	Pavement Reseals	Pavement Reseal	\$1,600,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2031/2032	Fleet Assets	Fleet Replacement	\$2,550,000
2031/2032	Sports Facility Assets	Sports Facility Assets - Korora Oval - Field Lighting Replacement	\$250,000
2032/2033	Pavement Assets	Pavement Reconstruction Kent Gardens, Soldiers Point. Widening inc K&G and drainage	\$1,080,527
2032/2033	Pavement Assets	Pavement Reconstruction Taylor Road, Fern Bay. Widening inc K&G and Drainage. Nelson Bay Road to Popplewell Road	\$1,140,000
2032/2033	Pavement Assets	Project Design and Investigation	\$300,000
2032/2033	Pavement Assets	Pavement Rehabilitation. Regional Roads	\$500,000
2032/2033	Pavement Reseals	Pavement Reseal	\$1,600,000
2032/2033	Public Amenities	Public Amenities Assets - Riverside Park Amenities - Replacement	\$200,000
2032/2033	Playgrounds	Playground Assets - Riverside Park - Replacement	\$150,000
2032/2033	Playgrounds	Playground Assets - Conroy Park - Replacement	\$150,000
2032/2033	Playgrounds	Playground Assets - Henderson Park - Replacement	\$180,000
2032/2033	Library Assets	Library Assets - Tomaree Library and Community Centre - Switchboard upgrades	\$20,000
2032/2033	Fleet Assets	Fleet Replacement	\$2,550,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2032/2033	Drainage Assets	Heritage Avenue, Medowie: Upgrading the culvert under Heritage Ave	\$300,000
2032/2033	Drainage Assets	Shearman Avenue, LTP: Upgrade the drainage system along Shearman Ave and construction of a small detention basin	\$350,000
2032/2033	Drainage Assets	George Street, Karuah: Construct a new drainage system	\$200,000
2032/2033	Drainage Assets	Salamander Place, Raymond Terrace: Install a new drainage system in front of No 22 Salamander Place.	\$100,000
2032/2033	Drainage Assets	Emu Street, Raymond Terrace: Rehabilitation of the channel at the corner of Emu Street and Mount Hall Road	\$100,000
2032/2033	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$75,000
2032/2033	Drainage Assets	LGA wide: Future designs, planning and easements	\$75,000
2032/2033	Pavement Assets	Traffic Committee road safety project	\$140,000
2032/2033	Parks and Reserves	Parks & Reserves Assets - Pearson Park - Furniture replacements	\$50,000
2032/2033	Sports Facility Assets	Sports Facility Assets - Tomaree Sports Complex - Bocce shelter Replacement	\$250,000
2032/2033	Administration/Property Assets	Administration Building - Stage 14	\$250,000
2033/2034	Fleet Assets	Fleet Replacement	\$2,550,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2033/2034	Pavement Reseals	Pavement Reseal	\$1,600,000
2033/2034	Pavement Assets	Pavement Reconstruction Newline Rd, Eagleton. From Six Mile Road north 300m	\$900,000
2033/2034	Pavement Assets	Project Design and Investigation	\$300,000
2033/2034	Playgrounds	Playground Assets - Bowthorne Park - Replacement	\$100,000
2033/2034	Parks and Reserves	Parks & Reserves Assets - Park Infrastructure replacements	\$150,000
2033/2034	Sports Facility Assets	Sports Facility Assets - Mallabula Sports Complex - Irrigation Replacement	\$250,000
2033/2034	Playgrounds	Playground Assets - Stuart Park - Replacement	\$150,000
2033/2034	Parks and Reserves	Parks & Reserves Assets - Boat Harbour North Headland - Furniture replacements	\$60,000
2033/2034	Pavement Assets	Pavement Rehabilitation. Regional Roads	\$300,000
2033/2034	Drainage Assets	Elizabeth Avenue, LTP: Construct a new drainage system in front of 30 Elizabeth Ave and connect this system to the drainage system at the intersection of John Pde and Elizabeth Ave	\$350,000
2033/2034	Drainage Assets	James Road, Medowie: Enlarge 200m of existing drain between 102 and 104 James Road, creation of trunk drainage system and easement etc.	\$900,000
2033/2034	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$75,000
2033/2034	Drainage Assets	LGA wide: Future designs, planning and easements	\$75,000
2033/2034	Pavement Assets	Traffic Committee road safety project	\$140,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Year	Asset Category	Project Description	Estimate
2033/2034	Pavement Assets	Pavement Reconstruction Wychewood Avenue, Mallabula. Widening and K&G from Strathmore Road to Eagle Lane.	\$1,251,287
2033/2034	Sports Facility Assets	Sports Facility Assets - Williamtown Park - Fencing and amenities upgrades	\$290,000
2034/2035	Pavement Reseals	Pavement Reseal	\$1,600,000
2034/2035	Pavement Assets	Pavement Rehabilitation. Gowrie Avenue, Nelson Bay. Shoal Bay Road to Kerrigan Street.	\$535,000
2034/2035	Pavement Assets	Pavement Rehabilitation. Tarean Road, Karuah. 264 Tarean Road to 233 Tarean Road.	\$1,180,527
2034/2035	Pavement Assets	Project Design and Investigation	\$300,000
2034/2035	Pavement Assets	Pavement Rehabilitation. Regional Roads	\$300,000
2034/2035	Pavement Assets	Traffic Committee road safety project	\$140,000
2034/2035	Drainage Assets	Stockton Street, Nelson Bay: Extending and upgrading the drainage system in front of Cinema complex to Donald Street drainage system	\$300,000
2034/2035	Drainage Assets	Magnus Street, Nelson Bay: Investigation on an overflow pipe drainage system from Magnus Street to Victoria Pde via the reserve. If possible, construct the overflow pipe drainage system	\$800,000
2034/2035	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$75,000
2034/2035	Drainage Assets	LGA wide: Future designs, planning and easements	\$75,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Appendix 3 – Capital Works Plus Plan

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Category	Project Description	Estimate
Ancillary Assets	Bus Shelters – Lemon Tree Passage Road at Blanch Street Lemon Tree Passage	\$20,000
Ancillary Assets	Bus Shelters- Nelson Bay Road at Steel Street, Williamtown	\$20,000
Ancillary Assets	Bus Shelters- Elizabeth Avenue at Bareena Street, Raymond Terrace	\$20,000
Ancillary Assets	Bus Shelters- Rees James Road Near SES, Raymond Terrace	\$20,000
Ancillary Assets	Bus Shelters- Fitzroy Street at Campbell Avenue, AB; Admiralty Drive at Caswell Crescent ,Tanilba Bay	\$40,000
Ancillary Assets	Bus Shelters- Tarean Road at Golf course, Karuah; Donald Street Nelson Bay	\$40,000
Ancillary Assets	Bus Shelters - Fern Bay relocate, replace, upgrade or remove 11 existing bus shelters and provide pedestrian refuge on Nelson Bay Road for access	\$515,000
Ancillary Assets	Retaining Walls - Government Rd and Frost Rd	\$140,000
Ancillary Assets	Bus Shelters - L.T.P RD at Blanch St LTP	\$20,000
Ancillary Assets	Retaining Walls - Maintenance and Myan CI - Study	\$140,000
Ancillary Assets	Guardrail- Anna Bay - Port Stephens Dr Sth Holiday park west side	\$30,000
Ancillary Assets	Retaining Walls - Myan CI - Stage 1	\$610,000
Ancillary Assets	Bridges - Revetment Replacement Program	\$100,000
Ancillary Assets	Retaining Walls - Myan CI - Stage 2	\$510,000
Ancillary Assets	Bus Shelters- Elizabeth Ave at Bareena St, Raymond Terrace	\$20,000
Ancillary Assets	Guardrail- Shoal Bay - Cnr Marine Dr and Tomaree Rd.	\$40,000
Ancillary Assets	Guardrail- Shoal Bay -Cnr Government Rd and Marine Dr	\$30,000
Ancillary Assets	Guardrail- Medowie - Ferodale Road at Campvale Drain crossing	\$30,000
Ancillary Assets	Guardrail- Newline Rd	\$50,000
Ancillary Assets	Guardrail- Fullerton Cove - Coxs Lane under N/Bay Rd	\$50,000
Ancillary Assets	Guardrail - Adelaide St north Rees James Rd	\$50,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Category	Project Description	Estimate
Ancillary Assets	Guardrail - large culvert seg 30. 200m E of Winston Rd, Six Mile Road Eagleton.	\$60,000
Ancillary Assets	Guardrail - Gan Gan Rd north Anna Bay	\$100,000
Ancillary Assets	Install Bicycle Parking Facilities - Medowie traffic and transport	\$50,000
Ancillary Assets	Guardrail- Kula Rd - near Karwin	\$100,000
Ancillary Assets	Koala Fence – Extension of fence – Port Stephens Drive	TDB
Aquatic Centres	Sports Assets - Tomaree Aquatic Centre - Indoor heated program pool	\$15,000,000
Aquatic Centres	Sports Assers - Tomaree Aquatic Centre - Hydrotherapy pool	\$15,000,000
Aquatic Structures	Waterways Assets - Conroy Pk/Sandy Pt - Revetment works	\$8,000,000
Aquatic Structures	Waterways Assets - Kangaroo Pt - Revetment works	\$200,000
Aquatic Structures	Waterways Assets - Little Beach Boat Ramp - Facility and Carpark Upgrade	\$1,500,000
Aquatic Structures	Waterways Assets - Tanilba Bay Boat Ramp area improvement	\$300,000
Bridges	Bridges - Replace Windeyers Cr Cycleway Bridge	\$100,000
Bridges	Bridges- Old Punt Rd major culvert upgrades	\$600,000
Carparking	69 Victoria Parade (AKA Victoria Parade Reserve) - Design and Construct at grade parking	\$850,000
Carparking	Donald Street East - New at-grade carpark. Design & construct at grade car parking	\$810,000
Carparking	48A Stockton St and surrounding road verge. (AKA Worimi Park) - Design and Construct at grade parking	\$770,000
Carparking	Donald Street East - Demolish existing structure.	\$600,000
Carparking	Park and Ride – Investigation, design and construction, incl coach parking facilities.	\$500,000
Carparking	Parking Meter expansion	\$350,000
Carparking	Sensors, apps and signage for parking management	\$140,000
Carparking	Grahamstown Sailing Club Carpark Carpark resurfacing	\$244,000
Carparking	Shoal Bay Rd Parking - Anzac Park	\$90,000
Carparking	Conroy Park Carpark rehabilitation	\$300,000
Carparking	Carpark - Longworth Park Karuah. Carpark upgrade, incl. kerb and gutter, drainage and driveways upgrade	\$200,000
Carparking	West Bagnall Beach Carpark Sealing	
Community Building	Community Hall Assets - Anna Bay Multi-purpose Community and Recreation facility - Construction	\$1,500,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Category	Project Description	Estimate
Community Building	Port Stephens Youth Centre Facility	\$3,000,000
Depots	Replacement/Relocation of Nelson Bay depot	\$15,000,000
Drainage Assets	Land acquisition, Abundance Rd, Medowie	\$2,000,000
Drainage Assets	The Buckets Way, Twelve Mile: culvert upgrade	\$150,000
Drainage Assets	Bourke Street, Raymond Terrace: Construction of a new drainage system through Raymond Terrace Oval from Adelaide Street to the shopping centre and upgrading the Carmichael Street drainage	\$2,000,000
Drainage Assets	Bourke Street, Raymond Terrace: Construction of a new stormwater pumping system at the end of Bourke Street and rising main to the Hunter River	\$1,500,000
Drainage Assets	Bourke Street, Raymond Terrace: Construction of a new stormwater pumping system, installation of pumps and rising main from Carmichael Street to the Hunter River at the end of Bourke Street and rising main to the Hunter River	\$2,500,000
Drainage Assets	Glenelg St, Raymond Terrace: Drainage works along Glenelg St from the Hunter River to Port Stephens Street.	\$1,200,000
Drainage Assets	Glenelg St, Raymond Terrace: Drainage works along Glenelg St from Port Stephens Street to Sturgeon Street	\$1,500,000
Drainage Assets	Glenelg St, Raymond Terrace: Drainage works along Glenelg St from Sturgeon Street to Adelaide Street.	\$1,500,000
Drainage Assets	Glenelg St, Raymond Terrace: Drainage works along Glenelg St from Adelaide Street to Irrawang Street	\$800,000
Drainage Assets	Ballat Close, Medowie: Upgrade catchment drainage - detention basin, culvert upgrading, easement acquisition, channel improvement, etc.	\$1,500,000
Drainage Assets	Ryan Road, Kula Road, Medowie: Upgrade culverts and upstream and downstream channel improvements.	\$1,500,000
Drainage Assets	Wellard/Wilga Road, Medowie: Upgrade culverts, upstream and downstream channel improvements, easement acquisition.	\$2,000,000
Drainage Assets	Medowie area: Upgrade Ferodale Road culvert and upstream channel, upgrade Lisadell Road culvert and easement acquisition	\$4,400,000
Drainage Assets	Catchment wide, Shoal Bay: Improvements to the street drainage system with kerb and guttering.	\$3,000,000
Drainage Assets	Horace Street, Shoal Bay: Major augmentation of trunk drainage system from Rigney Street to Shoal Bay Beach outlet and improvement to Bullecourt drainage system.	\$6,500,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Category	Project Description	Estimate
Drainage Assets	Cabbage Tree Rd, Williamtown: Investigate capacity of culverts conveying flows under Cabbage Tree Rd, and upgrade as required to align with recommendations from State Government agencies.	\$1,000,000
Drainage Assets	Catchment Wide, Williamtown: Acquisition of easement for drain widening and access road.	\$1,100,000
Drainage Assets	Halloran Way, Raymond Terrace: Acquisition of land and construction of a detention basin at Benjamin Lee Drive/Richardson Road intersection.	\$2,500,000
Drainage Assets	Halloran Way Raymond Terrace: Improvements to the drainage system along Halloran Way, at the intersection of Benjamin Lee Drive and Richardson Road	\$1,000,000
Drainage Assets	Nelson Bay Road, Williamtown: Improvement to Nelson Bay Road trunk drainage system.	\$800,000
Drainage Assets	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	\$4,705,000
Drainage Assets	Clark Street & Gan Gan Road, Anna Bay: Construction of a new drainage system from Gan Gan Road to Anna Bay Main Drain via Clark Street	\$13,065,000
Drainage Assets	Blanch Street & Gan Gan Road, Boat Harbour: Upgrading the drainage outlet from the reserve to the north	\$2,990,000
Drainage Assets	Tanilba Bay Urban Area: Upgrade the drainage system within Tanilba Bay urban area	\$2,268,000
Drainage Assets	Lemon Tree Passage Urban Area: Upgrade the drainage system within Lemon Tree Passage urban area	\$1,027,000
Drainage Assets	Evans Rd, Medowie: Investigation and potential construction of detention basin to reduce flooding impact.	\$700,000
Drainage Assets	Galoola Drive, Nelson Bay: Improve road drainage from Galoola Drive low point to footpath located in Bullawai Ave	\$300,000
Emergency Services	Corlette - Expand current Corlette SES building by three vehicle bays and convert existing vehicle bay to training room	\$300,000
Emergency Services	Eagleton/Kings Hill - Erect new 3 Bay RFS station at Kings Hill Estate	\$850,000
Emergency Services	Seaham - Enclose existing carport to provide a training room and kitchen facilities at Seaham RFS	\$80,000
Emergency Services	Lemon Tree Passage - Marine Rescue Building Co-Funding	\$150,000
Libraries	Library Assets - Medowie Library - Construction of a new library facility	\$10,800,000
Libraries	Library Assets - Tomaree - upgrade of existing facility	\$400,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Category	Project Description	Estimate
Libraries	Library Assets - Raymond Terrace Library - Upgrade of existing facility to include multi-purpose cultural/art space	\$1,600,000
Libraries	Library Assets - Tomaree Library - upgrade of garden and irrigation system	\$50,000
Libraries	Library Assets - Tomaree Library - Outdoor seating and BBQ Area including water bubbler at entry to building	\$40,000
Libraries	Library Assets - Tomaree Library - Pathway to Waratah room entry at Southern side of building	\$50,000
Parks and Reserves	Parks and Reserves Assets - Apex Park - Implementation of the master plan	\$1,200,000
Parks and Reserves	Parks and Reserves Assets - Boomerang Park - Implementation of master plan	\$1,500,000
Parks and Reserves	Parks and Reserves Assets - Shoal Bay Foreshore - Implementation of master plan	\$2,500,000
Parks and Reserves	Parks and Reserves Assets - Birubi Point Aboriginal Place - Implementation of the master plan	\$10,000,000
Parks and Reserves	Parks and Reserves Assets - Nelson Bay Foreshore - Implementation of the master plan	\$2,500,000
Parks and Reserves	Parks and Reserves Assets - Shoal Bay West Accessible Beach Ramp	\$200,000
Parks and Reserves	Parks and Reserves Assets - Tilligerry Peninsula - Fenced off-leash dog exercise area and facilities	\$50,000
Parks and Reserves	Parks and Reserves Assets - Karuah Foreshore Beautification Works	\$75,000
Parks and Reserves	Parks and Reserves Assets - Tomaree - Fences off-leash dog exercise area and facilities	\$50,000
Parks and Reserves	Parks and Reserves Assets - Fisherman's Bat - Fenced off-leash dog exercise area and facilities	\$50,000
Parks and Reserves	Parks and Reserves Assets - Medowie Town Centre - Acquisitions and establishment of town square	\$2,500,000
Parks and Reserves	Parks and Reserves Assets - McCann Park Lemon Tree Passage - Develop master plan	\$30,000
Parks and Reserves	Parks and Reserves Assets - LGA Wide Drinking Stations along popular walking tracks	\$150,000
Pathway	Stockton St and Yacaaba Street - Complete missing footpath connections and improve pedestrian crossing amenities at Tomaree intersection;	\$642,000
Pathway	Fingal Bay to Shoal Bay missing link - Government Road	\$625,000
Pathway	Shared Path - Engel Avenue, Karuah. From Wattle Street to Karuah MPC.	\$40,000
Pathway	Footpath - Tarean Road, Karuah. From Bundabah Street to Longworth Park.	\$28,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Category	Project Description	Estimate
Pathway	Footpath - Silver Wattle Drive, Medowie. From Medowie Road to Bottle Brush Avenue.	\$30,000
Pathway	Shared Path - President Wilson Walk, Tanilba Bay. From Diggers Drive to King Albert Avenue.	\$69,000
Pathway	Shared Path - President Wilson Walk, Tanilba Bay. From Pershing Place to Diggers Drive.	\$107,000
Pathway	Shared Path – Avenue of the Allies, Tanilba Bay. Diggers Drive to Peach Parade	TBD
Pathway	Shard Path – Strathmore Road, Mallabula to Skate Park	TBD
Pathway	Shared Path - Campbell Avenue, Anna Bay. From Gan Gan Road to Robinson Street.	\$220,000
Pathway	Shared Path - Robinson Street, Anna Bay. From Campbell Avenue to Robinson Reserve.	\$165,000
Pathway	Shared Path - Sandy Point Road, Corlette. From Roy Wood Reserve to Foreshore.	\$19,000
Pathway	Shared Path - Bagnall Beach Road, Corlette. From Crossing point to Maruway Street.	\$50,000
Pathway	Shared Path - Bagnall Beach Road, Corlette. From Marlin Street to Crossing point.	\$19,000
Pathway	Shared Path - Foreshore Drive, Corlette. From Cook Street to Sandy Point Road.	\$931,000
Pathway	Shared Path - Bagnall Beach Road, Corlette. From King Fisher Reserve to Detention basin.	\$103,000
Pathway	Shared Path - Bagnall Beach Road, Corlette. From Marlin Street to End of existing.	\$25,000
Pathway	Shared Path - Marine Drive, Fingal Bay. From Boulder Bay Road to Barry Park.	\$300,000
Pathway	Shared Path - Beach Road, Nelson Bay. From Gowrie Avenue to Harwood Avenue.	\$220,000
Pathway	Footpath - Donald Street, Nelson Bay. From Magnus Street to Victoria Parade Reserve	\$8,000
Pathway	Shared Path - Victoria Parade, Nelson Bay. From Magnus Street to Yacaaba Street.	\$166,000
Pathway	Shared Path - Salamander Way, Salamander Bay. From Port Stephens Drive to Community Close.	\$905,000
Pathway	Shared Path - Beach Road, Shoal Bay. From Harwood Avenue to Shoal Bay Road.	\$162,000
Pathway	Shared Path - Government Road, Shoal Bay. From Messines Street to Peterie Street.	\$242,000
Pathway	Shared Path - Government Road, Shoal Bay. From Peterie Street to Sylvia Street.	\$160,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Category	Project Description	Estimate
Pathway	Shared Path - Shoal Bay Road, Shoal Bay. From Beach Road to End of existing.	\$156,000
Pathway	Shared Path - Sylvia Street, Shoal Bay. From Government Road to Horace Street.	\$37,000
Pathway	Shared Path - Kingston Parade, Heatherbrae. From Kingston Parade to Pacific Highway.	\$29,000
Pathway	Shared Path - Pacific Highway, Heatherbrae. From Kingston Parade to Hunter River HS.	\$109,000
Pathway	Shared Path - Paterson Road, Hinton. From High Street to Swan Street.	\$250,000
Pathway	Footpath - Swan Street, Hinton. From Hinton Road to Stuart Park.	\$86,000
Pathway	Shared Path - Lakeside No.2 Reserve, Raymond Terrace. From Halloran Way to Luskin Close.	\$49,000
Pathway	Shared Path - Wattle Street, Raymond Terrace. From Tarean Road to Engel Avenue.	\$46,000
Pathway	Shared Path - King Park Reserve, Raymond Terrace. From Newline Road to Fitzgerald Bridge.	\$316,000
Pathway	Shared Path - Beaton Avenue, Raymond Terrace. From Kanway Close to King Park.	\$220,000
Pathway	Shared Path - Adelaide Street, Raymond Terrace. From Richardson Road to Roslyn Park.	\$280,000
Pathway	Shared Path - Mount Hall Road, Raymond Terrace. From Clyde Circuit to Hwy underpass.	\$82,000
Pathway	Shared Path - Glenelg Street, Raymond Terrace. From Adelaide Street to Golf course.	\$400,000
Pathway	Shared Path - Hunter Street, Raymond Terrace. From William Street to Barnier Lane.	\$74,000
Pathway	Shared Path - Newbury Park Reserve, Raymond Terrace. From Adelaide Street to Mount Hall Road.	\$90,000
Pathway	Shared Path - Pacific Highway, Raymond Terrace. From Martens Avenue to Rosemount Drive.	\$92,000
Pathway	Footpath - Kangaroo Street, Raymond Terrace. From Port Stephens Street to Carmichael Street.	\$17,000
Pathway	Shared Path - Adelaide Street, Raymond Terrace. From Pacific Highway to Elkin Avenue.	\$46,000
Pathway	Shared Path - Adelaide Street, Raymond Terrace. From Kangaroo Street to Sturgeon Street.	\$49,000
Pathway	Shared Path - Rees James Road, Raymond Terrace. From Bellevue Street to end.	\$675,000
Pathway	Shared Path - Adelaide Street, Raymond Terrace. From Rees James Road to Richardson Road.	\$111,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Category	Project Description	Estimate
Pathway	Shared Path - Adelaide Street, Raymond Terrace. From Rees James Road to Bellevue Street.	\$312,000
Pathway	Footpath - Kangaroo Street, Raymond Terrace. From Carmichael Street to Super Cheap.	\$7,000
Pathway	Footpath - Kangaroo Street, Raymond Terrace. From Sturgeon Street to median.	\$3,000
Pathway	Shared Path - Warren Street, Seaham. From School crossing to Community hall.	\$71,000
Pathway	Medowie Road, Medowie Road to Cherry Tree Close, Off-road Shared Path	\$50,000
Pathway	Off Wilga Road, Wilga Road/Yulong Oval to Town Centre, Off-road Shared Path	\$360,000
Pathway	Kirrang Drive, Ferodale Road to Medowie Road, Off-road Shared Path	\$870,000
Pathway	Ferodale Rd, Kirrang Dr to Coachwood Dr, Off-road Shared Path	\$1,080,000
Pathway	Brocklesby Road, Medowie Road to Ferodale Road, Off-road Shared Path	\$975,000
Pathway	Off Ford AvenueFord Avenue to Sylvan AvenueComplete off-road shared path within cadastral corridor	\$50,000
Pathway	Shared Path - Nelson bay Rd - Salamander Roundabout to Frost Rd	\$300,000
Pathway	Footpaths - Cnr Tomaree St and Yaccaba St Nelson Bay; Ped ramp compliance	\$100,000
Pathway	Paths- paths including footpaths, shared paths and cycleways as per the Pathways Plan (excl Tomaree PAMP work)	\$10,000,000
Pathway	Paths- High Priority Projects - PAMP Tomaree Planning District	\$8,157,000
Pathway	Paths- Medium Priority Projects - PAMP Tomaree Planning District	\$12,944,000
Pathway	Paths- Low Priority Projects - PAMP Tomaree Planning District	\$2,462,000
Pathway	Foot/Shared Paths- Soldiers Pt Rd- Gilchrist to George Rd (Sth), Salamander Bay	\$350,000
Pathway	Shared Path - RAAF to Medowie.	\$1,750,000
Pathway	Shared Path - Salamander Way to Frost Rd.	\$750,000
Pathway	Shared Paths - Nelson Bay Rd shared path Frost Rd to Salamander Way	\$800,000
Pathway	Shared Paths - Salamander Way - Town Centre Cct to existing Compass Cl connection	\$400,000
Pathway	Shared Paths - Rosemount Dr to Joseph Sheen Dr under Pacific Hwy	\$400,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Category	Project Description	Estimate
Pathway	Brandy Hill Drive - Shared Path from Seaham Road to Clarencetown Road, Brandy Hill	\$2,500,000
Pavement Assets	Magnus Street Village Precinct - Large Vision Concept	\$4,381,000
Pavement Assets	Stockton Street - PDP Large Vision	\$2,383,000
Pavement Assets	Intersection Upgrade - Church Street with Donald Street	\$1,750,000
Pavement Assets	Signalise Shoal Bay Road / Trafalgar Street.	\$1,600,000
Pavement Assets	Upgrade Donald Street public transport interchange/intermodal	\$1,000,000
Pavement Assets	Abundance Road, At Ferodale Road, Roundabout Intersection	\$902,000
Pavement Assets	Convert existing Stockton Street traffic signals to allow pedestrian scramble and widen crossing;	\$40,000
Pavement Assets	Richardson Road, Grahamstown Road - Intersection upgrade to roundabout	\$2,000,000
Pavement Assets	Ferodale Road – at Peppertree road – signalised intersection to replace existing T intersection	\$1,600,000
Pavement Assets	Dowling St/Fingal St signalised intersection - parking action	\$1,600,000
Pavement Assets	Donald St/Stockton St signalised intersection - parking action	\$1,600,000
Pavement Assets	Lakeside Sports Complex carpark 2, Raymond Terrace	\$1,476,000
Pavement Assets	Tomaree Sports Complex carpark, Nelson Bay	\$1,274,000
Pavement Assets	Abundance Road, South of Industrial Road, Gateway Treatment	\$33,000
Pavement Assets	Ferodale Road- Campvale drain bridge upgrade	\$1,200,000
Pavement Assets	Adelaide Street, Raymond Terrace - 249a Adelaide St to 251 Adelaide St	\$269,000
Pavement Assets	King Park Sports Complex carpark 1, Raymond Terrace	\$960,000
Pavement Assets	Kurunga Avenue/Dawson Road, Raymond Terrace: Upgrade intersection to Roundabout treatment	\$950,000
Pavement Assets	Lakeside Sports Complex carpark, Raymond Terrace	\$796,000
Pavement Assets	Dowling St bypass work - parking action	\$750,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
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MANAGEMENT PLAN 2024 TO 2034.**

Asset Category	Project Description	Estimate
Pavement Assets	Rt Central Carpark, Raymond Terrace	\$730,000
Pavement Assets	Brocklesby Road, At Ferodale Road, Install Pedestrian Refuge Island	\$25,000
Pavement Assets	CBD Improvements Shoal Bay Road, Shoal Bay.	\$2,000,000
Pavement Assets	CBD Improvements Williams St, Raymond Terrace	\$26,000,000
Pavement Assets	Clarencetown Road (Reg), Glen Oak - 1598 Clarencetown Rd to 1676 Clarencetown Rd	\$347,000
Pavement Assets	Yulong Park, Medowie	\$585,000
Pavement Assets	Dowling Street, Nelson Bay - Fingal St to 29 Dowling St	\$360,000
Pavement Assets	Duns Creek Rd, Duns Creek - 201 Duns Creek Rd To 238 Duns Creek Rd	\$297,000
Pavement Assets	East Seaham Rd, East Seaham - 806 East Seaham Rd To 1042 East Seaham Rd	\$1,122,000
Pavement Assets	East Seaham Road, East Seaham - 248 East Seaham Rd to 248 East Seaham Rd	\$150,000
Pavement Assets	East Seaham Road, East Seaham - 318 East Seaham Rd to 348 East Seaham Rd	\$338,000
Pavement Assets	East Seaham Road, East Seaham - 348 East Seaham Rd to 407 East Seaham Rd	\$482,000
Pavement Assets	Ferodale Road, Kirrang Drive, Existing Roundabout Upgrade	\$820,000
Pavement Assets	Ferodale Road, Main Access to Commercial Land, Roundabout Intersection	\$820,000
Pavement Assets	Ferodale Road, Medowie - 38 Ferodale Rd to 44 Ferodale Rd	\$158,000
Pavement Assets	Ferodale Road, Medowie - 51 Ferodale Rd to 85 Ferodale Rd	\$360,000
Pavement Assets	Ferodale Road, Medowie – Roundabout to 38 Ferodale Rd	\$188,000
Pavement Assets	Ferodale Road, Medowie –21 Laverick Ave	\$334,000
Pavement Assets	Foreshore Drive, Corlette - 45 Foreshore Dr to 83 Foreshore Dr	\$419,000
Pavement Assets	Giggins Road, Heatherbrae - Hank St to End	\$110,000
Pavement Assets	Glenelg Street, Raymond Terrace - 12 Glenelg St to Adelaide St	\$166,000

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Asset Category	Project Description	Estimate
Pavement Assets	Boomerang Park carpark 2, Raymond Terrace	\$272,000
Pavement Assets	Kirrang Drive, At Ferodale Road, Install Pedestrian Refuge Island	\$25,000
Pavement Assets	Lisadell Road and Abundance Road, Fairlands Road to Industrial Road pavement Widening Investigation	\$2,050,000
Pavement Assets	Lisadell Road, At Abundance Road, Investigate Road Realignment	\$615,000
Pavement Assets	Lisadell Road, At Fairlands Road, Roundabout intersection Widen Road Shoulder for Left Turn into Fairlands Road.	\$802,000
Pavement Assets	Medowie Rd, At Intersections with Ferodale Rd and South St and access to Kingston Site, Improve Roundabout Approaches	\$3,000,000
Pavement Assets	Medowie Road, At Blueberry Road, Improve Channelisation of Existing Intersection	\$176,000
Pavement Assets	Medowie Road, At Blueberry Road, Install Pedestrian Refuge Island	\$25,000
Pavement Assets	Medowie Road, At Brocklesby Road, Roundabout Intersection	\$2,050,000
Pavement Assets	Medowie Road, At Kindlebark Drive, Roundabout Intersection	\$820,000
Pavement Assets	Medowie Road, Between Boundary Road and Kirrang Drive, Horizontal Displacement Mid-block Treatment	\$50,000
Pavement Assets	Medowie Road, Campvale - 276 Medowie Rd to Start Of Island	\$109,000
Pavement Assets	Medowie Road, North of Boundary Road, Gateway Treatment at Entrance to Medowie	\$33,000
Pavement Assets	Medowie Road, North of Kindlebark Drive, Gateway Treatment and Change in Speed Zone	\$33,000
Pavement Assets	Medowie Road, South of Ferodale Road, Install Pedestrian Refuge Island	\$50,000
Pavement Assets	Medowie Road, South of Kindlebark Drive, Upgrade Pedestrian Refuge	\$25,000
Pavement Assets	Medowie Road, South of South Street, Gateway Treatment at Entry to Medowie	\$33,000
Pavement Assets	Medowie Road, South of Ferodale Road, Gateway Treatment and Change in Speed Zone	\$33,000
Pavement Assets	Nelson Bay Town Centre - Expand 40km/hr area	\$440,000
Pavement Assets	Nelson Bay Town Centre - Upgrades	\$7,000,000
Pavement Assets	Paterson Street, Hinton – Bridge to 3 Paterson St	\$109,000

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Asset Category	Project Description	Estimate
Pavement Assets	Rees James Road, Raymond Terrace - 42 Rees James Rd to 50 Rees James Rd	\$355,000
Pavement Assets	Rees James Road, Raymond Terrace - 50 Rees James Rd to End	\$667,000
Pavement Assets	Rees James Road, Raymond Terrace - Bellevue St to Kuranga St	\$769,000
Pavement Assets	Rees James Road, Raymond Terrace - Kuranga St to 40 Rees James Rd	\$428,000
Pavement Assets	Road Sealing - Wighton Street, Seaham. Widening and sealing from seal change at No50 to Grape Street inc acquisition and service relocations	\$1,544,000
Pavement Assets	Roundabout Construction - Haig Hexagon, Tanilba Bay	\$2,800,000
Pavement Assets	Six Mile Road, Eagleton - 149 Six Mile Rd to Winston Rd	\$355,000
Pavement Assets	Six Mile Road, Eagleton - 401 Six Mile Rd to 431 Six Mile Rd	\$571,000
Pavement Assets	Six Mile Road, Eagleton - Winston Rd to 401 Six Mile Rd	\$1,246,000
Pavement Assets	Tarean Road, Karuah - 264 Tarean Rd to 233 Tarean Rd	\$276,000
Pavement Assets	Tarean Road, Karuah - 370 Tarean Rd to 264 Tarean Rd	\$276,000
Pavement Assets	Donald St and Church St roundabout design	\$80,000
Pavement Assets	Tarean Road, Karuah - 443 Tarean Rd to 423 Tarean Rd	\$174,000
Pavement Assets	Tarean Road, Karuah - 446 Tarean Rd to 443 Tarean Rd	\$276,000
Pavement Assets	The Bucketts Way, Twelve Mile Creek - 309 The Bucketts Way to 309 The Bucketts Way	\$236,000
Pavement Assets	Pavement Rehabilitation. Tea Tree Dr - SEG 20 - Medowie	\$350,000
Pavement Assets	Pavement Rehabilitation. Swan Bay Rd - SEG 100 - Swan Bay From 455 SWAN BAY RD to 513 SWAN BAY RD	\$350,000
Pavement Assets	Pavement Rehabilitation. Hunter St - SEG 40 - Hinton 10000.013.0560	\$180,000
Pavement Assets	Pavement Rehabilitation. Diemars Rd - SEG 30 - Salamander Bay	\$500,000
Pavement Assets	Pavement Rehabilitation. Watt St - SEG 30 - Raymond Terrace	\$250,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
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LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
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Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Mount Hall Rd - SEG 30 - Raymond Terrace	\$50,000
Pavement Assets	Pavement Rehabilitation. Tumut St - SEG 10 - Raymond Terrace	\$30,000
Pavement Assets	Pavement Rehabilitation. Waropara Rd - SEG 30&40 - Medowie	\$400,000
Pavement Assets	Pavement Rehabilitation. Kingsley Dr- Noamunga St to no63 - Boat Harbour	\$420,000
Pavement Assets	Tomaree Road, Shoal Bay - Messines St to 86 Tomaree Rd	\$650,000
Pavement Assets	Pavement Rehabilitation. Hinton Rd - SEG 10 - Hinton	\$300,000
Pavement Assets	Pavement Rehabilitation. Gloucester St - SEG 20 - Corlette 10000.013.0560	\$200,000
Pavement Assets	Pavement Rehabilitation. Mount Hall Rd - SEG 40 - Raymond Terrace 10000.013.0560	\$230,000
Pavement Assets	Town Centre Bypass work - Dowling St Reduction in crest height near Golf Club entry and Improve road markings and formation	\$750,000
Pavement Assets	Various Intersection Upgrades - kerb and gutter and ramps at Ferodale Road intersection with Waropara, Bottle Brush Avenue and Kirrang Drive.	\$158,000
Pavement Assets	Sealed Road Construction. Swan Bay Rd - SEG 170 - 879 Swan Bay Road, Swan Bay	\$2,500,000
Pavement Assets	Pavement Reconstruction Fitzroy St & Pacific Ave Intersection- Anna Bay. Reconstruction inc K&G, widening and drainage.	\$700,000
Pavement Assets	Pavement Reconstruction.Rocky Point Rd- Fingal Bay. Widening inc K&G construction from Surf Cl to Lentara St	\$700,000
Pavement Assets	Pavement Rehabilitation. Benjamin Lee Dr - SEG 50 - Raymond Terrace From 83 BENJAMIN LEE DR to 92 BENJAMIN LEE DR	\$350,000
Pavement Assets	Pavement Reconstruction Riverside Place - Carlsile Cr to Riverside Dr, Karuah	\$360,000
Pavement Assets	Various roads, On-road Routes within Rural Residential Signage and Line Markings - Medowie Traffic and Transport	\$17,000
Pavement Assets	King Albert Ave- Tanilba Bay. Reconstruction from Ave of the Allies to School	\$654,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
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Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Soldiers Point Road - SEG 20 - Soldiers Point. Brown Avenue to 59 Soldiers Point Road.	\$450,000
Pavement Assets	Pavement Rehabilitation. Scott CI - SEG 10. Raymond Terrace.	\$300,000
Pavement Assets	Pavement Rehabilitation. Myan CI - Corlette	\$226,000
Pavement Assets	Pavement Rehabilitation. Morten Rd - Swan Bay	\$300,000
Pavement Assets	Pavement Rehabilitation. Old Punt Road - Tomago Tomago Road to Pacific Highway	\$3,100,000
Pavement Assets	Pavement Rehabilitation. Laverick Ave - SEG 40 - Tomago	\$100,000
Pavement Assets	Johnson Pde- LTP - Widening and K&G	\$350,000
Pavement Assets	Pavement Rehabilitation. Hospital Hill Court- Raymond Terrace	\$190,000
Pavement Assets	Pavement Sealing Ralstons Road - Seaham Rd to end	\$3,500,000
Pavement Assets	Pavement Sealing East Seaham Rd, East Seaham.	\$3,000,000
Pavement Assets	Pavement Sealing Clarence St - Seg 10 - Wallalong	\$570,000
Pavement Assets	Dean Parade - LTP. Widening and K&G construction	\$500,000
Pavement Assets	Pavement Reconstruction Christmas Bush Ave, Nelson Bay	\$554,000
Pavement Assets	Pavement Rehabilitation. Columbia CI - Nelson Bay	\$100,000
Pavement Assets	Pavement Rehabilitation. Argyle CI- Anna Bay Seg 30	\$150,000
Pavement Assets	Pavement Rehabilitation. Popplewell Rd - Vardon to Braid Rd - Seg 10 - Fern Bay	\$430,000
Pavement Assets	Pavement Rehabilitation. Gan Gan Rd - Seg 70 - Anna Bay	\$400,000
Pavement Assets	Pavement Reconstruction Rookes Road - Salt Ash	\$2,600,000
Pavement Assets	Pavement Rehabilitation. Elizabeth Ave - Lemon Tree Passage. No. 18 to John Parade.	\$0

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LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Tumut Street - SEG 10 - Raymond Terrace From Kent Street to Kinross Street.	\$0
Pavement Assets	Pavement Rehabilitation. Cherry Tree Close - SEG 10 & 20 - Medowie. Wilga Road to end.	\$0
Pavement Assets	Pavement Rehabilitation. Wade Close - SEG 10 & 20 - Medowie From Grahamstown Road to end.	\$0
Pavement Assets	Pavement Rehabilitation. Oyster Cove Road - SEG 50 - Oyster Cove. From 139 Oyster Cove Road to 139 Oyster Cove Road	\$0
Pavement Assets	Pavement Rehabilitation. Oyster Cove Road - SEG 10 - Oyster Cove. From Lemon Tree Passage Road to 1 Oyster Cove Road	\$0
Pavement Assets	Pavement Rehabilitation. Morton Street - SEG 10 - Raymond Terrace Cambridge Avenue to Watt Street	\$0
Pavement Assets	Pavement Rehabilitation. Dawson Road - Holwell Circuit to Woodlands Place-Raymond Terrace	\$0
Pavement Assets	Pavement Rehabilitation. Tea Tree Drive - SEG 20 - Medowie No.4 to No.32 Tea Tree Drive.	\$0
Pavement Assets	Pavement Rehabilitation. Corrie Parade - SEG 10 - Drungall Avenue to Fame Avenue, Corlette	\$0
Pavement Assets	Pavement Rehabilitation. Drungall Avenue - SEG 10 - Sandy Point Road to Corrie Parade, Corlette	\$0
Pavement Assets	Pavement Rehabilitation. Wilga Rd - SEG 10 - Medowie	\$0
Pavement Assets	Pavement Rehabilitation. Oyster Cove Rd - SEG 20 - Oyster Cove From 1 OYSTER COVE RD to 139 OYSTER COVE RD	\$0
Pavement Assets	Pavement ReconstructionFitzroy Street & Pacific Avenue Intersection- Anna Bay. Reconstruction inc K&G, widening and drainage.	\$0
Pavement Assets	Pavement Rehabilitation. Ferodale Road, Medowie. Access road full length and carpark reconstruction	\$0

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MANAGEMENT PLAN 2024 TO 2034.**

Asset Category	Project Description	Estimate
Pavement Assets	Pavement Reconstruction. Rocky Point Road- Fingal Bay. Widening inc K&G construction from Surf Close to Marine Dr	\$0
Pavement Assets	Pavement Reconstruction Gowrie Ave - Shoal Bay Road to Kerrigan Street, Nelson Bay- widening and K&G	\$0
Pavement Assets	Pavement Rehabilitation. Newline Rd - SEG 40 -Raymond Terrace	\$0
Pavement Assets	Pavement Rehabilitation. Newline Road - seg 280 - East Seaham. Killaloe Lane to 1090 Newline Rd	\$1,536,000
Pavement Assets	Pavement Rehabilitation. Cambridge Ave - SEG 10 - From Mount Hall Rd to end, Raymond Terrace	\$0
Pavement Assets	Pavement Reconstruction Rankin Rd- Fern Bay. Widening inc K&G and Drainage. Nelson Bay Rd to Popplewell Rd	\$0
Pavement Assets	Pavement Rehabilitation. Corrie Pde - SEG 20 - Corlette	\$0
Pavement Assets	President Poincare Parade- Tanilba Bay. Reconstruction inc widening and K&G. King Albert to Peace Parade	\$600,000
Pavement Assets	Pavement Rehabilitation. Bagnall Beach Road - SEG 170 - Corlette From SERGEANT BAKER DR to 40 BAGNALL BEACH RD	\$0
Pavement Assets	Pavement Reconstruction Montevideo Parade - Nelson Bay - widening and K&G	\$0
Pavement Assets	Pavement Rehabilitation. Soldiers Point Rd - SEG 20 - Soldiers Point	\$0
Pavement Assets	Pavement Reconstruction Beatty Blvd - SEG 10 - Tanilba Bay	\$0
Pavement Assets	Pavement Rehabilitation - Dowling Street Seg 60,70,80 Nelson Bay	\$0
Pavement Assets	Pavement Rehabilitation. DOWLING STREET NELSON BAY From BAY ST to 43 DOWLING ST	\$202,500
Pavement Assets	Pavement Rehabilitation.Elizabeth Ave - SEG 20 - Raymond Terrace Phillip St to 18 Elizabeth Avenue.	\$297,000
Pavement Assets	Pavement Reconstruction Brown Ave- Soldiers Point. Reconstruction inc K&G	\$430,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
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LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Links Dr - SEG 10 & 20 - Raymond Terrace	\$495,000
Pavement Assets	Pavement Rehabilitation. Karwin Rd - SEG 10 - Medowie	\$400,000
Pavement Assets	Pavement Rehabilitation. Nelson St, Nelson Bay. Rehabilitation inc K&G from Sproule St to Moorrooba Cr	\$400,000
Pavement Assets	Pavement Rehabilitation. Watt St - SEG 10 - Richardson Road to Troman Street, Raymond Terrace	\$355,000
Pavement Assets	Pavement Rehabilitation. Marsh Rd - SEG 180 - Bobs Farm From 724 MARSH RD to 777 MARSH RD	\$395,000
Pavement Assets	Pavement Rehabilitation. Grey Gum St - SEG 10 - Medowie From 370 to end 620	\$160,000
Pavement Assets	Pavement Reconstruction. Morna Point Rd- Anna Bay. Reconstruction nth Ocean Ave	\$563,728
Pavement Assets	Pavement Rehabilitation. NOBLES ROAD NELSONS PLAINS From 30 NOBLES RD to SEAHAM RD	\$352,000
Pavement Assets	Pavement Rehabilitation. Yangoora CI - SEG 10 & 20 - Medowie	\$140,000
Pavement Assets	Pavement Rehabilitation. Old Farm Rd - Medowie	\$100,000
Pavement Assets	Pavement Rehabilitation. Hanna Parade seg 10, One Mile	\$100,000
Playgrounds	Eastern Foreshore - Upgrade and expand existing playground, provide shade canopies, and connecting footpaths	\$828,000
Playgrounds	Playground Assets - Raymond Terrace - Potters Lane Park - Basketball Hoop	\$72,780
Playgrounds	Playground Assets - Tomaree - Accessible Recreation Space	\$850,000
Playgrounds	Playground Assets - Tomaree - Regional Playground	\$3,000,000
Playgrounds	Playground Assets - Raymond Terrace - Accessible Recreation Space	\$850,000
Playgrounds	Playground Assets - Raymond Terrace - Regional Playground	\$3,000,000
Playgrounds	Playground Assets - Anna Bay Recreation/Birubi Lane Reserve	\$200,000
Playgrounds	Playground Assets - Shoal Bay - Exercise Gym/Equipment	\$50,000
Playgrounds	Playground Assets - Lemon Tree Passage - Exercise Gym/Equipment	\$50,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
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LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Category	Project Description	Estimate
Public Amenities	Eastern Foreshore - new public domain furniture including picnic tables, litter bins and water station	\$621,000
Public Amenities	Eastern Foreshore - BBQ Amenities and shelter	\$612,000
Public Amenities	Nelson Bay Wayfinding Signage Strategy	\$500,000
Public Amenities	Remove Stockton Street Stage	\$160,000
Public Amenities	Overflow parking - Tom Dwyer Memorial Oval	\$150,000
Public Amenities	Improve signage and lighting to assist visitor wayfinding	\$120,000
Public Amenities	Eastern Foreshore - Implement wayfinding and interpretative signage;	\$24,000
Public Amenities	Utilities in Nelson Bay for events. Electricity, marquee anchor points, etc	\$200,000
Public Amenities	Public Amenities Assets - Birubi Lane Reserve - Installation	\$230,000
Public Amenities	Public Amenities Assets - Hinton Foreshore Reserves	\$250,000
Public Amenities	Public Amenities Assets - Medowie Town Centre	\$200,000
Public Amenities	Public Amenities Assets - Lakeside Reserves No. 2	\$260,000
Public Amenities	Eastern Foreshore - new public domain furniture including picnic tables, litter bins and water station	\$621,000
Public Amenities	Nelson Bay Wayfinding Signage Strategy	\$500,000
Public Amenities	Remove Stockton Street Stage	\$160,000
Public Amenities	Overflow parking - Tom Dwyer Memorial Oval	\$150,000
Public Amenities	Improve signage and lighting to assist visitor wayfinding	\$120,000
Public Amenities	Eastern Foreshore - Implement wayfinding and interpretative signage	\$24,000
Skate Parks	Skate Park Assets - Nelson bay Regional Skate Park upgrade	\$600,000
Sports Facilities	Sports Assets - Mallabula Sports Complex - Construction of Croquet Court	\$237,500

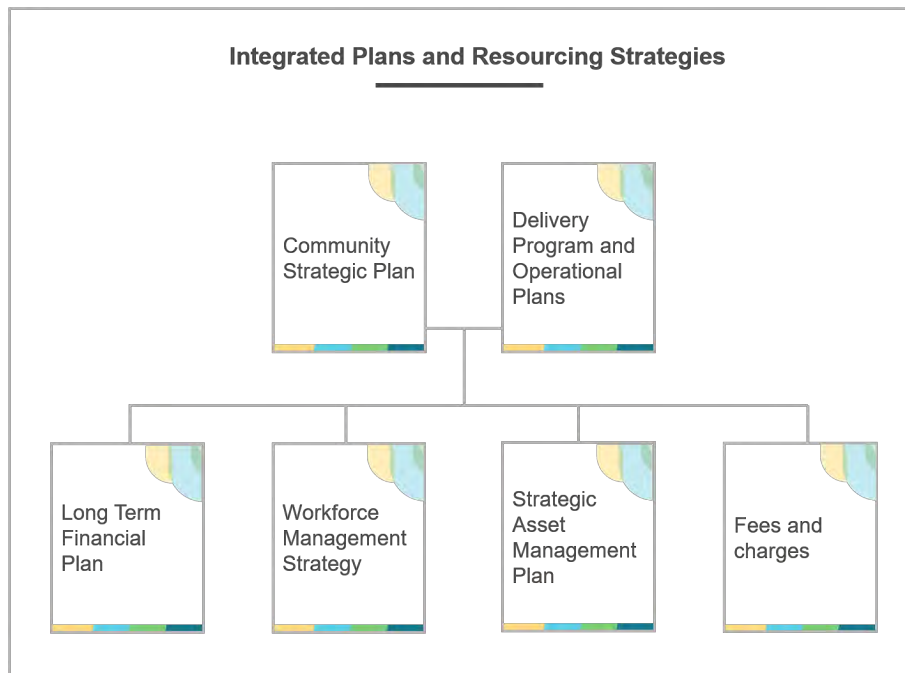
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
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MANAGEMENT PLAN 2024 TO 2034.**

Asset Category	Project Description	Estimate
Sports Facilities	Sports Assets - Mallabula Sports Complex - Construction of additional Tennis Court	\$116,600
Sports Facilities	Sports Assets - Tanilba Bay Golf Club - Provision of Cart Shed	\$92,000
Sports Facilities	Sports Assets - Ferodale Oval - Implementation of masterplan	\$3,000,000
Sports Facilities	Sports Assets - Lakeside Sporting Complex - Implementation of master plan	\$8,000,000
Sports Facilities	Sports Assets - Mallabulla Sporting Complex - Field Lighting Upgrades	\$400,000
Sports Facilities	Sports Assets - Stuart Park - Field Lighting Upgrades	\$200,000
Sports Facilities	Sports Assets - Tomaree Sporting Complex - Implementation of master plan	\$15,000,000
Sports Facilities	Sports Assets - King Park Complex - Implementation of master plan	\$15,000,000
Sports Facilities	Sports Assets - Port Stephens Yacht Club - Soldiers Point - Accessibility and fire safety upgrades	\$420,000
Trees	Tree Strategy – Implication of Tree Strategy and Tree Map	TBD

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INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Appendix 4 – Asset Management Plans

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

The Strategic Asset Management Plan has been prepared in accordance with Section 403 of the Local Government Act 1993.

Acknowledgement

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

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

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INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Content

Appendix 4 – Asset Management Plans	124
Abbreviations	128
Overview	129
Lifecycle Management: Civil Assets	130
Ancillary Assets	131
Bus Shelters	131
Carparks	133
Guard Rails	134
Heritage items.....	136
Kerb and Guttering.....	136
Parking Meters.....	138
Retaining Walls.....	140
Signs and Guideposts	141
Bridges	143
Drainage	148
Fleet.....	158
Pathways.....	163
Roads	172
Trees.....	180
Waste Services	185
Lifecycle Management: Community and Recreation Assets.....	193
Aquatic Centres.....	194
Aquatic Structures	202
Cemeteries	212
Community Buildings	220
Depots	228
Emergency Services	234
Libraries	238
Libraries Collections.....	246
Parks and Reserves	251
Playgrounds.....	258
Public Amenities	265
Skate Parks	273
Sports Facilities.....	280
Surf Lifesaving Facilities	292
Lifecycle Management: Commercial Assets	300
Administration Building.....	301
Investment Property Portfolio.....	305
Holiday Parks.....	310
Operational Lands	316
Visitor Information Centre	319
Lifecycle Management: Information Communication Technology Assets.....	323
Cabling	324

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Desktop Assets 326
ICT Infrastructure 329

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Abbreviations

ABS	Australian Bureau of Statistics
CIV	Capital Investment Value
CRC	Current Replacement Cost
Council	Port Stephens Council
CPI	Consumer Price Index
CRM	Customer Request Management system
CSP	Community Strategic Plan
DCP	Development Control Plan
EMS	Environmental Management System
EPA	Environment Protection Authority
GIS	Geographic Information Systems
ICT	Information and Communications Technology
IIMM	International Infrastructure Management Manual
IP&R	Integrated Planning and Reporting
IPART	Independent Pricing and Regulatory Tribunal
IPWEA	Institute of Public Works Engineering Australasia
IP&R	Integrated Planning and Reporting
LEP	Local Environment Plan
LGA	Local Government Area
LCC	Life Cycle Cost
LTFP	Long Term Financial Plan 2023-2033
NAMS	National Asset Management Strategy
NAPL	Newcastle Airport Partnership Limited
PSC	Port Stephens Council
PFAS	Per- and poly- fluoroalkyl substances
REFLECT	Council's workflow software program
REMPAN	Economic and demographic data and analytic company
SAMP 13	Strategic Asset Management Plan 2023-2033
SES	State Emergency Service
SLA	Service Level Agreement
SRV	Special Rate Variation
TfNSW	Transport for NSW
VIC	Visitor Information Centre
WHS	Work Health and Safety
the Plus Plan	Capital Works Plus Plan
the Program	Capital Works 10 year Program

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.****Overview**

Port Stephens Council has prepared this Asset Management Plan (AMP) in accordance with the State Government's Integrated Planning and Reporting Framework requirements. The AMP is part of the suite of asset management documents under the Strategic Asset Management Plan (SAMP) and Council's adopted Asset Management Policy.

The SAMP and Asset Management Policy sets out the framework and documents the sustainable management of current and future Council assets so that appropriate services are effectively delivered to the community now and for future demand. The AMP provides more detail for each of Council's asset classes.

The asset accounting and modelling documented in the AMP is in accordance with the Australian Infrastructure Financial Management Guidelines and the IIMM which has been further expanded to include the recently introduced International Standards ISO 55,000.

Included in the AMP is the newly created Community Asset Dashboards that provide a snapshot of asset in terms of the assets:

- Condition
- Functionality
- Capacity

These Dashboards are a simple way of presenting a simplified status of the asset class that can be used for communication and understanding of the levels of service they provide. It should be noted that Dashboards have been introduced and future generations of the Dashboards will see a refinement of the data that is shown in them. They have been created in accordance with the NSW Institute of Public Works Engineering Australasia (IPWEA) Guidelines.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.

Lifecycle Management: Civil Assets

Civil Assets categories are listed in Table 1.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

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.

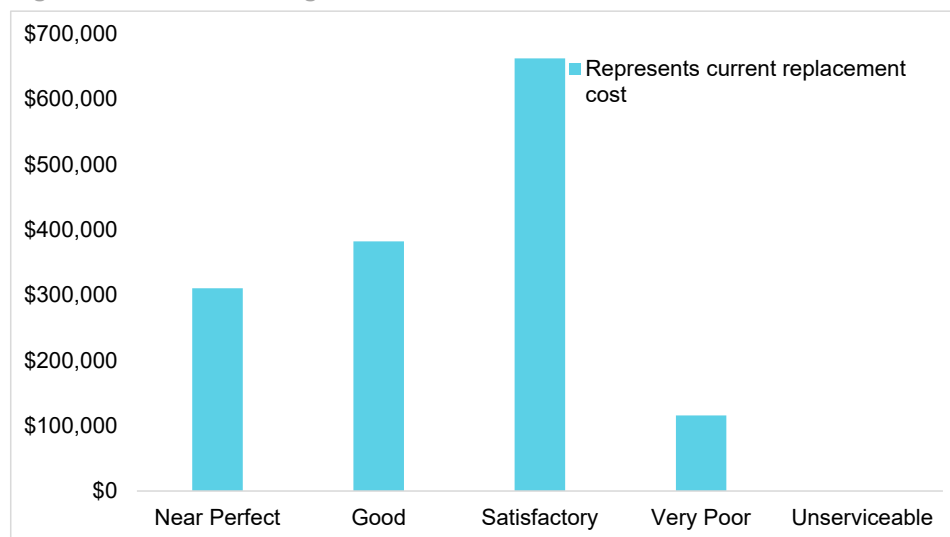
Bus Shelters

Asset Holdings	Number of bus shelters: 121		
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. Transport stops compliant with the Disability Standards for Accessible Public Transport 2002 (DSAPT) 		
Available Data	Asset data stored in end of year financial Fair Value asset database. Asset Data: location, type, condition rating, and Fair Value calculations.		
Last Condition Survey	A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. In 2023, 98% of bus shelters were inspected.		
General Assessment of Condition	Condition Rating		% Assets (qty)
	1	Near Perfect	21
	2	Good	26
	3	Satisfactory	45
	4	Very Poor	8
	5	Unserviceable	0
	Total		100
Main Findings	<ul style="list-style-type: none"> A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. These 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

	<p>inspections assist with asset lifecycle monitoring and future renewal programming.</p> <ul style="list-style-type: none"> • Most new shelters are provided by new development or through grant funding programs. • Assets are repaired when damage occurs which creates a potential hazard for road users or members of the travelling public.
Future Actions	<ul style="list-style-type: none"> • Seek future funding grant opportunities to upgrade and improve bus shelters. • Continue to undertake annual condition inspections of 100% of bus shelter assets.

Figure 4: Condition Rating - Bus Shelters



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

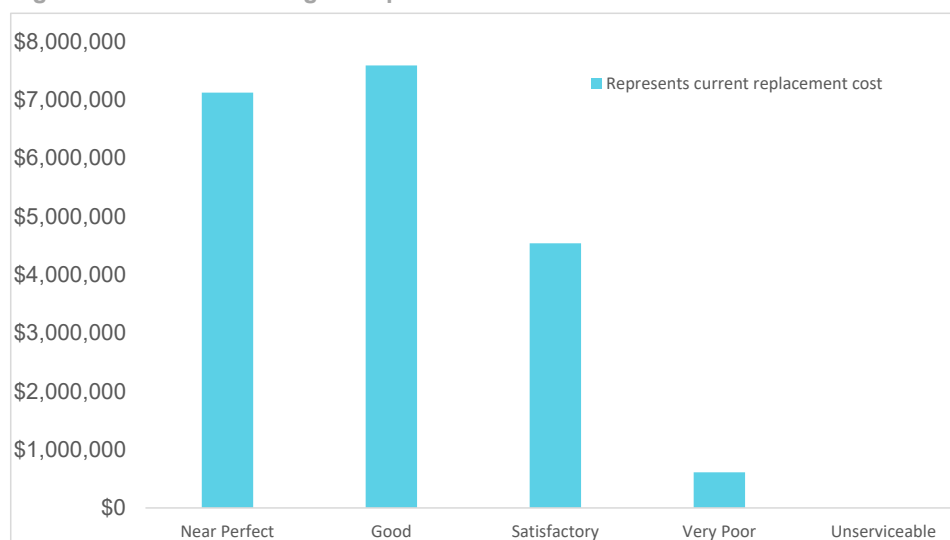
Carparks

Asset Holdings	Carparks: 138		
Desired Level of Service Statement	<ul style="list-style-type: none"> Parking spaces are maintained for the purpose of parking, are clean, and have a safe surface finish. 		
Available Data	<ul style="list-style-type: none"> Asset data stored in Councils corporate asset register Civica Authority. Fair value calculations are completed in Asset Valuer Pro Asset Data: pavement type, ancillary items, condition rating, and Fair Value calculations. 		
Last Condition Survey	A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. In 2020, 100% of car park assets were inspected.		
General Assessment of Condition	Condition Rating	% Assets (m2)	\$CRC
	1 Near Perfect	36	\$7,122,864
	2 Good	38	\$7,588,343
	3 Satisfactory	23	\$4,538,001
	4 Very Poor	3	\$610,548
	5 Unserviceable	0	\$0
	Total	100	\$19,859,757
Main Findings	<ul style="list-style-type: none"> On street Car parks are currently evaluated as a road pavement with low traffic. Deterioration is predominately based on environmental variables. Components within carparks have all been inventoried and condition assessed individually. A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. These inspections assist with asset lifecycle monitoring and future renewal programming. % Assets based on the square meter area of the car park in each condition state. \$CRC based on actual replacement value of all components in each carpark in that condition state. 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Future Actions	<ul style="list-style-type: none"> • Continue to maintain the existing assets. • Develop desired level of service for each hierarchy of carpark. • Continue to undertake annual condition inspections of 20% of car park assets.
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Figure 5: Condition Rating – Carparks



Guard Rails

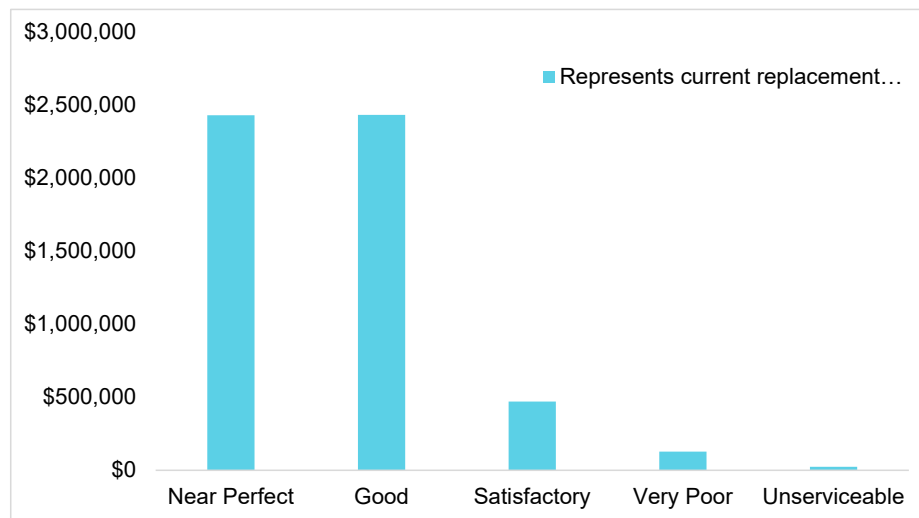
Asset Holdings	Guardrail: 21,800m
Available Data	<ul style="list-style-type: none"> • Asset data stored in Councils corporate asset register Cívica Authority. • Fair value calculations are completed in Asset Valuer Pro • Asset Data: location, length and member type, terminal type, speed zone, distance from road centre line, condition rating, and Fair Value calculations.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Last Condition Survey	A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. In 2019, 100% of guardrail assets were inspected.		
General Assessment of Condition	Condition Rating		% Assets (based on m)
	1	Near Perfect	50
	2	Good	40
	3	Satisfactory	8
	4	Very Poor	2
	5	Unserviceable	1
	Total		100%
Main Findings	<ul style="list-style-type: none"> 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. A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. These inspections assist with asset lifecycle monitoring and future renewal programming. % Assets based on length of asset in each condition state. \$CRC actual replacement value of asset in that condition state. 		
Future Actions	<ul style="list-style-type: none"> Continue to maintain the existing assets. Continue to undertake annual condition inspections of 20% of guardrail assets. 		

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Figure 6: Condition Rating – Guardrails



Heritage items

Heritage items include:

Summer House Bus Shelter - Tanilba Bay
 Tanilba Gates – Entrance
 Tanilba Gates – Inner
 Tanilba Pillar – East
 Tanilba Pillar – West
 Knitting Circle, Seaham
 Adam Place Canary Island Date Palm planting along Port Stephens St, Raymond Terrace

Jacaranda Plantings along Jacaranda Ave, Raymond Terrace

These assets are inspected periodically and maintained so as to ensure the safety of the community and the continued structural integrity of the asset.

These items are not valued and as such are not rated for condition due to their age.

Kerb and Guttering

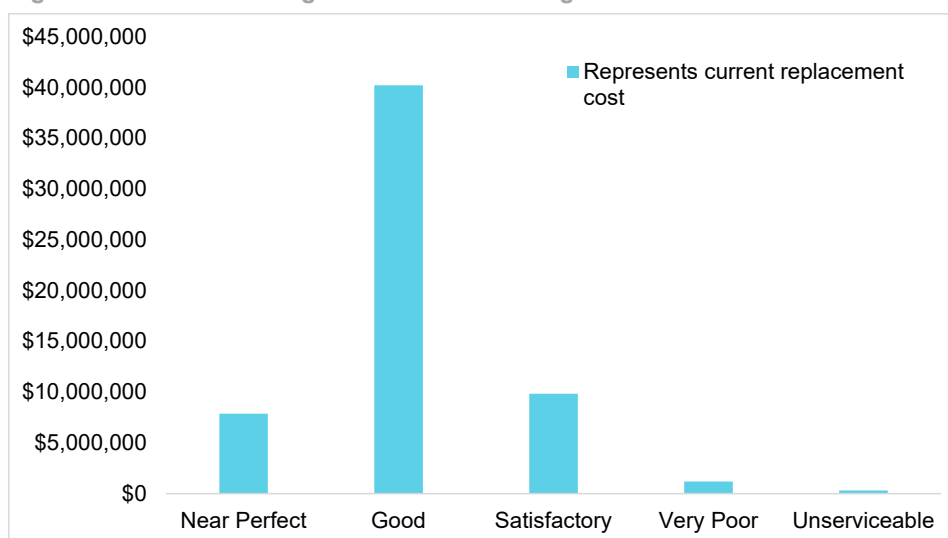
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Holdings	Kerb and Gutter: 725 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	<ul style="list-style-type: none"> Asset data stored in Councils corporate asset register Civica Authority. Fair value calculations are completed in Asset Valuer Pro Asset Data: location, length, type, condition rating, and Fair Value calculations. 		
Last Condition Survey	A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. In 2020, 100% of kerb & guttering was inspected.		
General Assessment of Condition	Condition Rating	% Assets (based on m)	\$CRC
	1 Near Perfect	13	\$7,870,259
	2 Good	68	\$40,195,861
	3 Satisfactory	16	\$9,837,719
	4 Very Poor	2	\$1,190,825
	5 Unserviceable	1	\$321,168
	Total	100	\$59,415,832
Main Findings	<ul style="list-style-type: none"> Most acquisitions are through subdivision release or as part of Council's roads assets capital works program. This asset is repaired when damaged. Unrepaired kerb and gutter results in deterioration of the adjacent road pavement. A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. These inspections assist with asset lifecycle monitoring and future renewal programming. % Assets based on length in metres of asset in each condition state. 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

	<ul style="list-style-type: none"> • \$CRC actual replacement value of asset in that condition state.
Future Actions	<ul style="list-style-type: none"> • Continue to maintain the asset in a functioning manner based on prioritisation across all assets. • Continue to undertake annual condition inspections of 20% of kerb & gutter assets.

Figure 7: Condition Rating - Kerbs and Guttering



Parking Meters

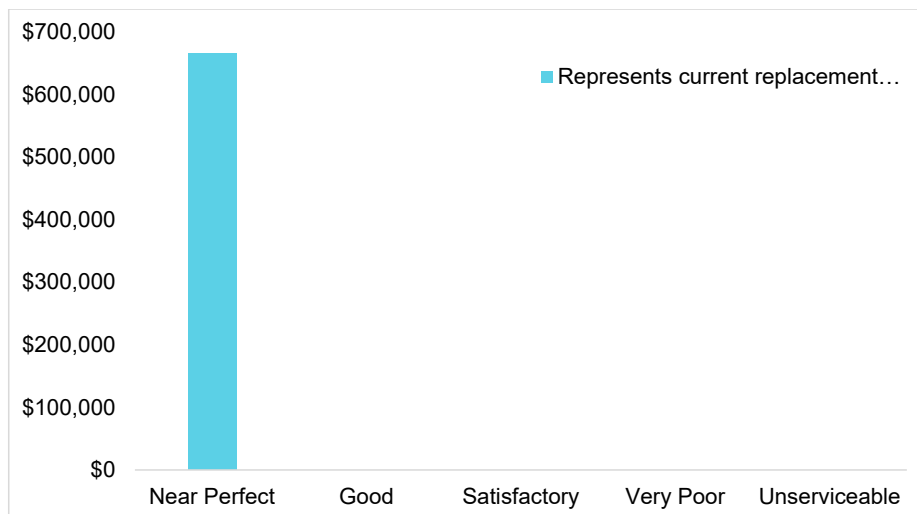
Asset Holdings	Parking meters: 65 In-ground sensors: 955
Desired Level of Service Statement	Minimum 90% of meters functioning at one time.
Available Data	<ul style="list-style-type: none"> • Asset data stored in Councils corporate asset register Civica Authority. • Fair value calculations are completed in Asset Valuer Pro

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

	<ul style="list-style-type: none"> Asset data: location, acquired date, condition rating, and Fair Value calculations. 						
Last Condition Survey	A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. In 2023, 100% of parking meter assets were inspected.						
General Assessment of Condition	<table> <tr> <th colspan="2">Condition Rating</th><th>% Assets (qty)</th><th>\$CRC</th></tr> </table>			Condition Rating		% Assets (qty)	\$CRC
Condition Rating		% Assets (qty)	\$CRC				
1	Near Perfect	100%	\$666,019				
2	Good	0	\$0				
3	Satisfactory	0	\$0				
4	Very Poor	0	\$0				
5	Unserviceable	0	\$0				
Total		100%	\$666,019				
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 improvements listed in an adopted Smart Parking Infrastructure Program. A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. These inspections assist with asset lifecycle monitoring and future renewal programming. A significant proportion of revenue is derived from cashless transactions. 						
Future Actions	<ul style="list-style-type: none"> Continue to maintain the meters. Review the cash collection agreement to improve the cash collection and enable meters to remain operational. Investigate the expansion of smart parking to other key locations such as Birubi and Shoal Bay precincts. Continue to condition inspect 100% of assets annually. 						

Figure 8: Condition Rating - Parking Meters

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



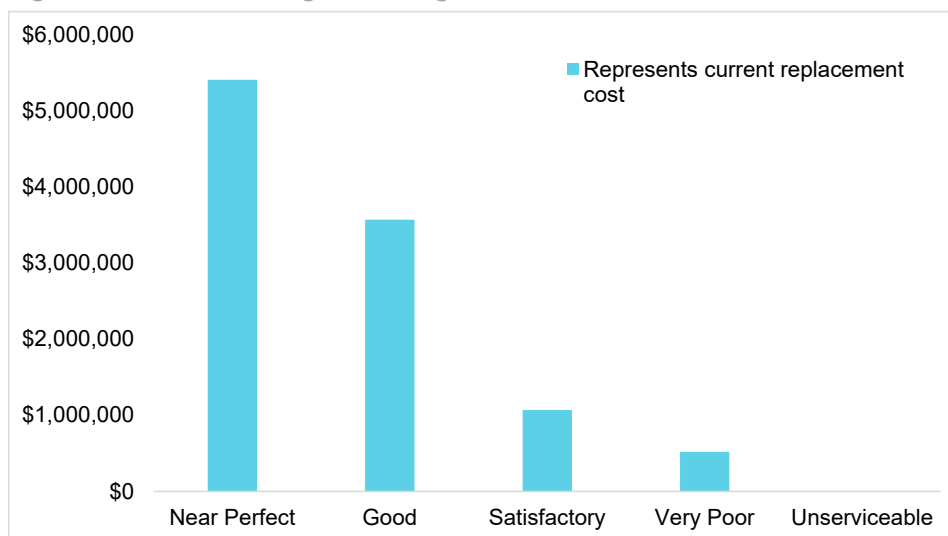
Retaining Walls

Asset Holdings	Retaining Walls: 7,838 m.		
Available Data	<ul style="list-style-type: none"> Asset data stored in Councils corporate asset register Civica Authority. Fair value calculations are completed in Asset Valuer Pro 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 inspections are undertaken based on the assets' risk profile with 70% of retaining walls inspected in 2023.		
General Assessment of Condition	Condition Rating		% Assets (based on m)
	1	Near Perfect	58%
	2	Good	33%
	3	Satisfactory	8%
			\$CRC
			\$5,402,864
			\$3,566,978
			\$1,068,528

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

	4	Very Poor	1%	\$520,190
	5	Unserviceable	0%	\$0
		Total	100%	\$10,558,559
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. A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. These inspections assist with asset lifecycle monitoring and future renewal programming. 			
Future Actions	<ul style="list-style-type: none"> Continue to maintain the existing assets. Continue to undertake annual condition inspections in line with the risk profile of each retaining wall asset. 			

Figure 8: Condition Rating - Retaining Walls



Signs and Guideposts

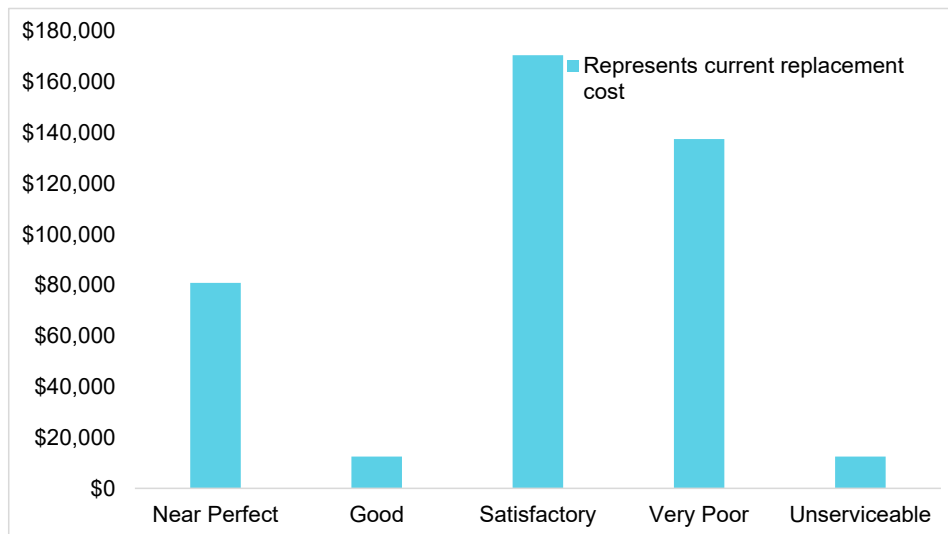
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Holdings	Gateway Signs: 6 Suburb Signs: 79		
Desired Level of Service Statement	<ul style="list-style-type: none"> Signs are clear, functioning and present. 		
Available Data	<ul style="list-style-type: none"> Asset data stored in Councils corporate asset register Civica Authority. Fair value calculations are completed in Asset Valuer Pro Asset Data: number, condition rating and Fair Value calculations. 		
Last Condition Survey	A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. In 2019, 100% of signs & guidepost assets were inspected.		
General Assessment of Condition	Condition Rating	% Assets (based on qty)	\$CRC
	1 Near Perfect	20	\$80,899
	2 Good	3	\$12,504
	3 Satisfactory	41	\$170,534
	4 Very Poor	33	\$137,544
	5 Unserviceable	3	\$12,504
	Total	100%	\$413,985
Main Findings	<ul style="list-style-type: none"> Anecdotal evidence indicates that maintenance has kept up to demand. A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. These inspections assist with asset lifecycle monitoring and future renewal programming. When maintenance is undertaken on these assets it often ends up being replacement and the data collected throughout this process is limited. 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Future Actions	<ul style="list-style-type: none"> Continue to maintain the existing assets. Works are undertaken within the allowable budget, noting that while there is a back log of works, the allowable budget has maintained a stable backlog. Continue to undertake annual condition inspections of 20% of sign assets.
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Figure 10: Condition Rating – Signs and Guideposts



Bridges

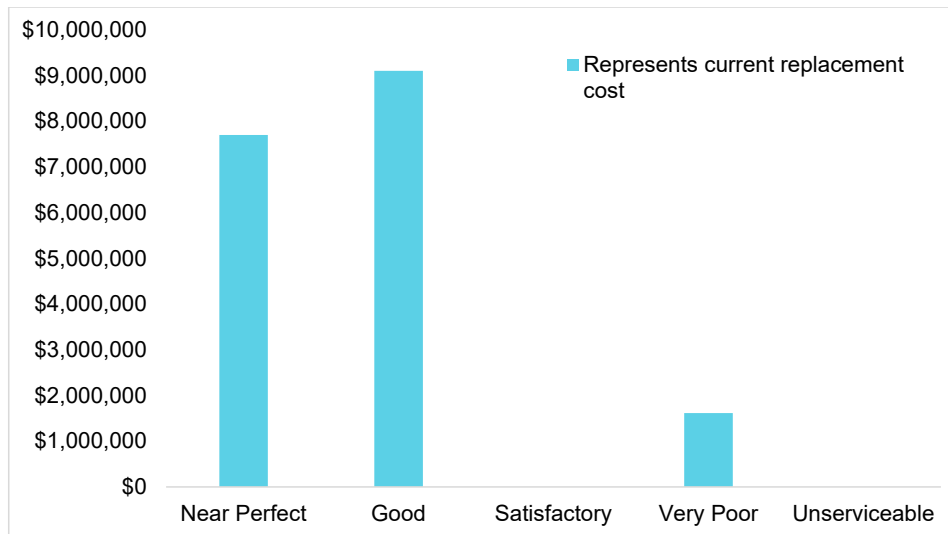
Asset Holdings	Concrete: 13, Timber: 2, Steel: 3.
Desired Level of Service Statement	All bridges (Road and Pedestrian) would ideally meet current design standards for width, load capacity, provision for pedestrians and cyclists, disabled access, flood immunity and adequacy of bridge barriers.
Available Data	<ul style="list-style-type: none"> Asset data stored in Councils corporate asset register Civica Authority. Fair value calculations are completed in Asset Valuer Pro Asset Data: location, acquired date, loading type, material (structural and span), size (width and length), condition rating, and Fair Value calculations.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Last Condition Survey	Each bridge and major culvert has a routine maintenance inspection annually in addition to after any major storm/flood event.		
General Assessment of Condition	Condition Rating		% Assets (based m2)
	1	Near Perfect	42%
	2	Good	49%
	3	Satisfactory	0
	4	Very Poor	9%
	5	Unserviceable	0
	Total		100%
Main Findings	<ul style="list-style-type: none"> Notts Creek Bridge replacement is being undertaken as part of the Capital Works Program, after additional funding was successfully sourced. Victoria Parade pedestrian bridge was removed for investigation and testing. Testing revealed the cost to remediate the bridge exceeded the available funding, therefore the bridge is not being put back in service. Assets are inspected for condition monitoring annually as part of the asset inspection program. These inspections assist with asset lifecycle monitoring and future renewal programming. 		
Future Actions	<ul style="list-style-type: none"> Predominantly, preventative maintenance on the existing bridges is the main action. Continue to undertake routine condition inspections of bridge assets annually and after each major storm/flood event. 		

Figure 11: Condition Rating – Bridges

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



LEVEL OF SERVICE

Customer Research and Expectations:

Research

The current inspection and maintenance process provides a level of service equal to or higher than the community would expect. This assumption is demonstrated by minimal customer requests/complaints and insurance claims.

The service level cannot sensibly go higher and any reduction would increase the risk to Council and the road user.

Legislative Requirements

There are no specific legislative requirements for the provision of bridges by Council. However, it is Council's duty of care that bridges are built in accordance with relevant Australian Standards and are maintained in safe and serviceable condition for pedestrians and vehicles.

Current Level of Service

Bridges are considered to be in a satisfactory condition if maintenance is carried out as soon as any structural member is thought to be unserviceable or having a risk of failure. Works to repair or renew with similar materials are undertaken following annual inspections.

All bridges are inspected annually. If their level of service/condition is lower than near perfect, then maintenance and repairs are scheduled in the annual maintenance or works program. This program may include short and long-term works. In the event that works cannot be undertaken immediately then access to the

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

bridge will be limited via a load rating which is applied to keep all users of the bridge safe until works can be completed.

Desired Level of Service

All bridges would ideally meet current design standards for width, load capacity, lighting, 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 bridge infrastructure are:

Population growth;

Residential and industrial development and access to major highways, eg North Raymond Terrace access onto Pacific Highway;

Higher load limits for trucks;

Strategic extensions to the road, footpath and shared path networks.

Roads and bridges need to be able to carry increasing traffic volumes and to have adequate factors of safety built in given the increasing loads of heavy vehicles using these bridges. Because the list of existing bridge infrastructure is relatively small and much of it has a relatively long remaining service life, demands for improved services are likely to be met with little change to the existing infrastructure in the foreseeable future.

Demand Management Plan

All bridges are regularly inspected and insurance policies and valuations are kept up-to-date.

Load limits would be considered and applied if inspections reveal any structural deficiency with any of Council's bridges.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

New structures may be created through subdivision release or ownership transferred to Council from Transport for New South Wales (TfNSW).

Operations/Maintenance Plan

The intention is to maintain all bridges in a satisfactory or better condition at all times. This is achieved when maintenance is carried out to repair or renew any

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

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	COMPLETE

Rehabilitation/Renewal/Replacement Plan

Rehabilitation/Renewal/Replacement of existing bridges is listed in Council's Capital Works Program with works undertaken in a risk based priority order where budget and grant funding are available. Nott's Creek Bridge is listed for replacement, with additional funding secured. Structural testing of Victoria Parade pedestrian bridge revealed it was unsustainable to remediate the bridge and put it back in service. Works to remediate the site are programmed.

Consolidation/Disposal Plan

There are no consolidation or disposal plans proposed for the existing bridge assets.

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.

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.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

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 replace Notts Creek Bridge at Glen Oak. Council has been successful in gaining grant funding for this project.

Intensive structural investigations were carried out for the Victoria Street pedestrian bridge which confirmed the asset required disposal. There are no plans to replace this structure.

Transport for NSW has developed funding programs including Freight, Fixing Country Roads and Bridges to the Bush programs to support councils to fund these large infrastructure items.

The Australian Government Bridges Renewal Program provides opportunities for Councils to apply for funding to upgrade and replace bridges.

Plan Improvement and Monitoring

- Council continues to monitor and assess the effectiveness of the inspections and the bridge assets conditions.
- Investigate the use of technology to improve asset inspections
- Provide training to appropriate Council officers to ensure inspections are carried out in line with best practice and without the need for an external contractor.

Summary

Council's bridges are mostly new and any associated risks are rated very low. The consequence of an asset failing is catastrophic hence maintenance works are undertaken as soon as practically possible to ensure a high level of service.

Drainage

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Asset Holdings	Pipe: 333 kms, Box culvert: 7.0 kms, Open drain: 123 kms; Pits: 11,463; Headwalls: 2,485; Pump stations: 7; Detention Ponds 149; Gross Pollutant Traps: 54; Infiltration Systems 3382m.		
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 for fair value and depreciation has been completed in Asset Valuer Pro (APV). 		
Last Condition Survey	A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. Visual and camera inspections are routinely undertaken.		
General Assessment of Condition	Condition Rating	% (based on CRC)	\$CRC
	1 Near Perfect	28	\$80,117,905
	2 Good	68	\$191,668,994
	3 Satisfactory	2	\$6,651,443
	4 Very Poor	1	\$1,732,457
	5 Unserviceable	1	\$260,083
	Total	100	\$280,430,881

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"> 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
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**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

	<p>10% of network and has found that the previous visual assessments align with the camera inspections.</p> <ul style="list-style-type: none"> • A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. These inspections assist with asset lifecycle monitoring and future renewal programming
Future Actions	<p>Proposed works per catchment area</p> <ul style="list-style-type: none"> • Anna Bay & Tilligerry Creek: Continue to progress the Floodplain Risk Management Study and Plan for the entire catchment area to allow further developments and drainage mitigation works to improve the local flooding situation. • Heatherbrae: Investigation on the suitability of an infiltration system and its usage for storm water disposal. • Karuah: Investigation and carrying out a drainage study to identify the stormwater inundation and flooding problems in select local catchments and determine the improvement strategy to reduce flooding impacts. • Lemon Tree Passage: Investigate and upgrade the drainage system as required within select areas of the Lemon Tree Passage Urban Area to reduce stormwater inundation and flooding impacts. • Little Beach: Investigation and carrying out a drainage study to identify the flooding problems in the catchment and determine the improvement strategy to reduce stormwater inundation and flooding impacts within the catchment. • Medowie: Investigation and carrying out a drainage study to identify alternate solutions along with detention basin design to minimise the flooding problems around Ballat Close basin catchment and surrounding areas. • Medowie: Investigation and carrying out a drainage study to identify alternate solutions to minimise the stormwater inundation and flooding problems in select local catchments. • Medowie/Campvale: Flood and drainage mitigation works together with designated flow path. • Nelson Bay: drainage improvements within select areas to reduce stormwater inundation and flooding impacts. • Raymond Terrace: Drainage improvements in the Bourke Street catchment and Glenelg Street catchment to reduce stormwater inundation and flooding impacts and to allow more development in these catchments.

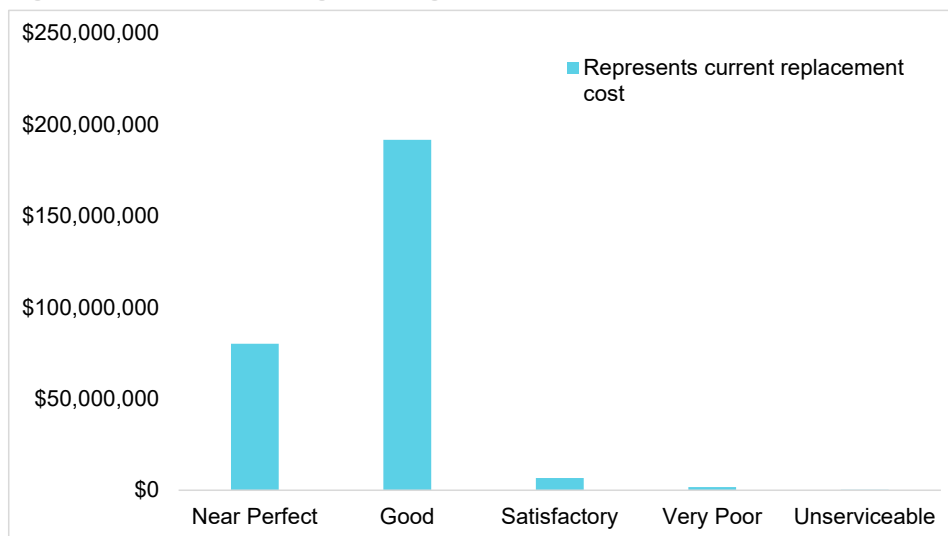
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

	<ul style="list-style-type: none"> • Salamander Bay: Investigation and carrying out a drainage study to identify the flooding problems in the catchment and determine the improvement strategy to reduce stormwater inundation and flooding impacts within the catchment. • Shoal Bay: Update the drainage study to account for recently constructed drainage improvements and identify further drainage network upgrades to reduce the stormwater inundation and flooding impacts on private properties. • Soldiers Point: Investigate and upgrade the drainage system as required within select areas of the Soldiers Point Urban Area to reduce stormwater inundation and flooding impacts. • Soldiers Point: Investigation and carrying out a drainage study to identify flooding problems in George Reserve Catchment and determine the improvement Strategy to reduce stormwater inundation and flooding impacts within the catchment. • Tanilba Bay: Investigate and upgrade the drainage system as required within select areas of the Tanilba Bay Urban Area to reduce stormwater inundation and flooding impacts. • Tomago: Drainage improvements in the Enterprise Drive catchment. • Wallalong South: Drainage upgrades to improve flow conditions and reduce nuisance stormwater inundation and flooding on properties and across roads. • Williamtown: Investigate the open drainage system and culverts, aligning with recommendations from State Government agencies, and upgrade as required to reduce stormwater inundation and flooding impacts to enable further industrial and airport based development around Newcastle Airport. • LGA wide: Investigate the groundwater impact on the existing and future drainage system in particular on the infiltration system. Catchments requiring investigation Seabreeze estate, Clark Street Anna Bay, Heatherbrae area (Kinross and surrounding). Review infiltration design standards to sustain / improve existing catchment characteristics and environmental outcomes.
	Overall

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

	<ul style="list-style-type: none"> • Continue to extract newly provided flood and drainage modelling data to centralised mapping layers. • Continue to progress development of the Lower Hunter River Cumulative Development Impact Study and Plan in conjunction with Maitland City Council, Newcastle City Council and NSW Government stakeholders.
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Figure 12: Condition Rating - Drainage



LEVEL OF SERVICE

Customer Research and Expectations:

The Community Satisfaction Surveys and community workshops consistently place drainage (together with roads) high on the community's importance scale.

The message from the community through the Community Satisfaction survey over the last 10 years has been an improved customer satisfaction from 46% in 2012 up to 80% in 2018. However, this has fallen annually since 2018 and in 2022 the Community Satisfaction for managing stormwater drainage systems was 55%. It is likely this reduction in satisfaction is the result of multiple natural disasters experienced in the area and the significant rainfall in the past few years.

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

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

noted that the definition of a functioning drain has varied in the past depending on those having an environmental or a traditional engineering perspective.

Legislative Requirements:

There are no direct legislative requirements for the management of the drainage assets.

Current Level of Service:

Most maintenance of pipelines are reactionary though the majority of maintenance for other drainage assets such as pump stations, drainage reserves, open drains, detention basins, infiltration systems, pit and gross pollutant traps are programmed for maintenance with the purpose of ensuring that the asset is fit for purpose. However, current service levels are impacted by and dependent upon available funding.

Desired Level of Service:

The desired level of service is that all of the drainage network system is operating without flow restrictions; it is fit for purpose; and it has capacity. Drainage inspections and maintenance are conducted in a proactive, scheduled manner.

Standards:

A condition assessment and data inventory validation of Council's hard drainage network such as pipes, pits, etc, were completed at the end of 2007-2008. The remaining drainage network such as open drains and detention basins were reviewed in 2009-2010. Additional data verification and desktop updates have since occurred with closed circuit television (CCTV) inspections in accordance with the Drainage Practice Notes as defined by the National Asset Management Strategy (NAMS). The CCTV inspections are undertaken as required in response to an identified issue.

FUTURE DEMAND

Key Drivers

The key drivers influencing demand for the drainage infrastructure are:

- change in storm intensity and climate change;
- change in guidelines and standards;
- population growth;
- community expectation;
- business and residential development resulting in a change of natural flow paths and greater percentage of impervious areas;
- strategic extensions to the network.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Changes in demand will directly impact the remaining capacity of the drainage network. Increase in population reduces the time before the drainage network has reached capacity. Areas with growth and a drainage network that has already reached capacity will have an increased frequency of drainage problems such as localised water retention or flooding.

Future State:

Areas of significant increased demand in the next 24 months include Anna Bay, Lemon Tree Passage, Medowie, Raymond Terrace, Heatherbrae, Nelson Bay, Shoal Bay, Soldiers Point and Williamtown. Studies have commenced to review existing network functions and to propose solutions for the existing and future capacity issues.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

By far the largest contributor to new acquisitions is through subdivision development being released to Council. Secondary acquisitions occur through Council's Works Plan. Augmentations are also made from reactive maintenance or minor project planned works.

Any increase in the drainage network should also attract an increase in the allocated budget to maintain the asset. This has not occurred in the past.

Operations/Maintenance Plan

Proactive inspection maintenance is conducted on the pump stations, 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 impacting the functionality of the pumps are undertaken as a priority.

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.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Areas of focus for drainage / flood studies include:

- 1) Anna Bay & Tilligerry Creek: Continue to progress the Floodplain Risk Management Study and Plan.
- 2) Heatherbrae: Investigation on the suitability of an infiltration system and its usage for storm water disposal.
- 3) Karuah: Drainage study to identify extent of flooding problems in select catchments and determine the improvement strategy.
- 4) Little Beach: Drainage study to identify extent of flooding problems in select catchments and determine the improvement strategy.
- 5) Medowie: Drainage study of the Ballat Close basin catchment to identify extent of flooding problems in select catchments and determine the improvement strategy.
- 6) Medowie: Drainage study of the Coolabah Road catchment to identify extent of flooding problems in select catchments and determine the improvement strategy.
- 7) Shoal Bay: Update the drainage study to account for recently constructed drainage improvements and identify further drainage network upgrades to reduce the flooding impacts on private properties.
- 8) Soldiers Point: Drainage study to identify extent of flooding problems in George Reserve Catchment and determine the improvement strategy.
- 9) Overall: continue to progress development of the Lower Hunter River Cumulative Development Impact Study and Plan.

Some historically poor workmanship and/or old-fashioned practices have resulted in the replacement of drainage assets before the end of their lifespan. However, the frequency of this happening compared to the number of assets is not an accounting material figure that would require the depreciation rates to be adjusted.

Rehabilitation/Renewal/Replacement Plan

As per the proposed Capital Works Program as documented in Appendix 2 of this document.

Consolidation/Disposal Plan

There are currently no plans to consolidate or dispose of the drainage network.

Risk Plan

Procedures are in place to monitor some assets against asset failure. These assets include large culverts, critical drains, and the Bagnalls Beach detention basin (dam). These procedures are in accordance with the RMS Culvert Inspection procedure and ANCOLD Guidelines on Dam Safety Management. Bagnalls Beach detention basin is no longer considered a Declared Dam.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Stormwater inlets can pose a significant safety risk to a person deliberately entering or accidentally slipping or falling into a waterway or an uncontrolled stormwater drain during storms or floods. Council undertook an audit of existing stormwater drain inlet headwalls using the risk assessment framework outlined in Queensland Urban Drainage Manual (QUDM) and identified a number of assets which were deemed to be of high risk. As a result of these findings works to mitigate these risks from existing assets have been included in Council's works maintenance plan. Council's Infrastructure Specification requires risk based design of stormwater drainage systems in accordance with relevant guidelines such as QUDM for all new works.

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 as a high priority. 	High
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

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Risk Controls - Drainage		
Risk	Control to Mitigate Risk	Residual Risk
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"> A maintenance and inspection regime has been adopted commensurate with the Low consequence category of the dam. Undertake any required remedial works as necessary. 	Low
There is a risk that open drains and detention basins do not have adequate safety provisions such as fencing, vegetation, signage etc leading to personal injury.	<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
There is a risk that stormwater drain inlets may have inadequate safety provisions leading to personal injury or even death during storms or floods.	<ul style="list-style-type: none"> Undertake improvement works at existing high risk stormwater drain inlet locations as part of Councils works maintenance plan. Require subdivision developers to undertake risk based designs of stormwater drainage systems in accordance Council's Infrastructure Specifications and relevant guidelines such as QUDM. 	Medium

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Financial/Budget Summary

The following are major points or assumptions made in formulating the long-term future financial asset forecast.

- Capital

Capital works are funded from the drainage levy and grants gained as part of road upgrades.

- Recurrent/Operational

Operations costs for the pump stations are included in the maintenance figures.

Plan Improvement and Monitoring

Council will continue with the program of drainage catchment investigations to compile the prioritised works program.

Summary

The drainage network has been built over some 80 years to suit the design and catchment requirements of the time. Overtime development has utilised the drainage capacity. In some catchments the drainage network capacity is less than the storms that have been experienced.

Through investigations and studies, the solutions to increase the drainage capacity can be prioritised and funded through the capital works program.

Fleet

Asset Holdings	<p>Council holds 712 fleet assets comprising,</p> <ul style="list-style-type: none"> • 94 Light Vehicles • 38 Heavy Vehicles • 67 Plant & Attachments • 17 Yellow Plant • 46 Trailers • 255 Small Plant • 13 Shipping Containers • 147 IVMS items • 35 RFS Plant items
Desired Level of Service Statement	<p>Council operate and maintain the optimum number and combination of fleet assets to enable efficient and safe service delivery.</p>

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

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 Assets and maintenance history is stored in the fleet management database Previous SAMP reports have included both Council vested RFS Plant & Council maintained RFS Plant from all regions. RFS holdings listed in 2024 SAMP only include Council vested RFS Plant. 		
Last Condition Survey	January 2024		
General Assessment of Condition			
	Condition Rating		% (based on CRC)
	1	Near Perfect	21
	2	Good	36
	3	Satisfactory	37
	4	Very Poor	6
	5	Unserviceable	0
	Total		100.00
Main Findings	Due to austerity measures employed by Council (2020-2022), plant replacement intervals were temporarily adjusted outside of optimum lifecycle range. This has caused a downgrade in the general condition of fleet with 49% of fleet items due or overdue for replacement based on optimum lifecycles.		
Future Actions	<ul style="list-style-type: none"> Return replacement program to optimum lifecycle model Where appropriate move fleet to reduced carbon emission Ensure the most appropriate replacement items are sourced and managed within their lifecycles. 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Figure: Condition Rating – Fleet



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.

Council's Mechanical Workshop desire is that Fleet Assets are replaced according to optimum replacement intervals determined in accordance with the IPWEA Plant & Vehicle Management manual.

Legislative Requirements

Heavy Vehicle National Law NSW Jan 2021.
Heavy Vehicle (General) National Regulation.
Heavy Vehicle (Vehicle Standards) National Regulation.
Heavy Vehicle (Registration) National Regulation.
Road Transport Act 2013.
Work Health and Safety Act 2011.
Work Health and Safety Regulation 2017.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**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 of Council for all Fleet Assets. The levels of service detail performance outcomes regarding reliability, safety, emissions and capacity.

Due to austerity measures employed by Council (2020-2022), plant replacement intervals were temporarily adjusted outside of optimum lifecycle range. This has caused a downgrade in the general condition of fleet with 49% of fleet items due or overdue for replacement based on optimum lifecycles.

Desired Level of Service

Return the fleet to a replacement cycle matching the financial optimum replacement period.

FUTURE DEMANDKey Drivers

Demand for Fleet Assets is expected to remain approximately at existing levels unless there is a change in staff levels, increased contracted external work, or in the unlikely event that the LGA expands geographically to an extent that would require additional plant.

Future State

Council's commitment to carbon neutrality by 2025 will require all future fleet acquisitions to evaluate carbon emissions as part of the procurement process.

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.

Condition and Performance Monitoring

All fleet assets are subject to maintenance and servicing on a regular basis, with small trucks and ute's serviced according to the manufacturers' specifications. Other

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

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 engaged via Local Government Procurement Tender LGP221 (Fleet Management, FMIS, Leasing & Disposal)

Risk Plan

All Council fleet assets are insured through Council's general insurance.

Risk Controls - Fleet		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that the procurement of an unsuitable replacement plant item may result in a sub-optimal outcome	<ul style="list-style-type: none"> Minimise risk by following a tendering and specification process that involves all stakeholders such as Coordinators, WHS office, Workshop and End users. 	Low
There is a risk that assets falling outside optimum replacement intervals may induce unexpected maintenance costs or downtime.	<ul style="list-style-type: none"> Minimise risk by procuring new items of plant within the optimum change over period. 	Medium

Financial/Budget Summary

Council's fleet service package is based on a full cost recovery model, including Fleet Management, Mechanical Maintenance Workshop, and Capital Fleet Purchases. This is achieved by a combination of direct and indirect charges to customers, both internal and external. The indirect charges are prepaid in the form of an annual allocation from the general fund. The cost recovery includes provisions for overheads, depreciation, repairs, insurance, fuel, registration, and running costs.

Plan Improvement and Monitoring

An independent IPWEA Fleet Health Check was undertaken in 2021 across Council's fleet asset management. Opportunities for improvement and key recommendations were provided to Council and form a key part of the Plan Improvement. A summary is provided below;

- 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 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

- Plant and Equipment Purchases – Continue the practice of procuring plant and equipment through Local Government Procurement, or similar state/panel contracts, for transparency and efficiency.
- Integration of fleet management software and Authority – Would considerably reduce administration costs.
- Develop a Green Fleet Strategy for Operational Plant – Would reduce emitted CO² assisting Council to meet environmental targets.
- Vehicle monitoring and tracking solutions – Has improved item allocation, utilisation and other running parameters for enhanced fleet asset management.
- Investigation into the Emergency Management framework for fleet assets – To ensure that gaps and duplication of tasks are eliminated in the areas of fleet asset ownership, insurance, replacement and maintenance.
- Consolidation of Council owned Fleet Assets and equipment – A review of Council owned equipment allocated to work teams, and community organisations, that have not been captured within the centralised asset inventory.

Fleet Summary

Council currently operates a fleet that is matched to its operational requirements. An enhanced fleet replacement capital spend is required to return fleet to optimum replacement intervals as general fleet condition has deteriorated due to 2020-2022 austerity measures. The enhanced fleet replacement capital budget has been recommended within the Capital Works Program.

Fleet procurement will play a significant role in Council's commitment to carbon neutrality by 2025. The adoption of zero emission and/or fuel-efficient fleet items will ensure that the Council maintains its carbon neutral commitment whilst also insulating the risk brought on from rising fuel costs and technology obsolescence.

Pathways

Pathways include footpaths, shared paths and cycle ways.

Asset Holdings	Council has approximately 234kms of pathways across the Local Government Area (LGA). These include approximately 148kms of traditional footpaths and 86kms 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;

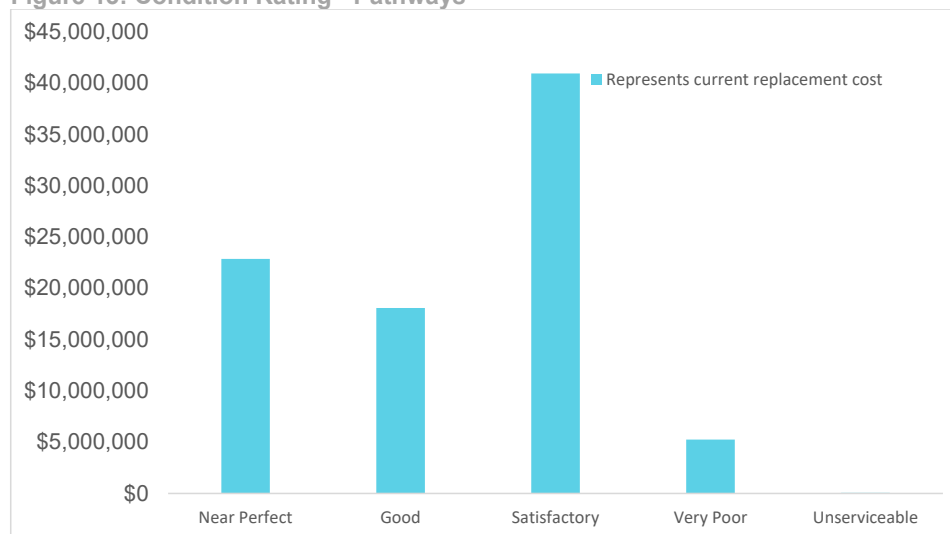
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Asset data stored in Councils corporate asset register Civa Authority. Fair value calculations are completed in Asset Valuer Pro Asset Data: Area, material type, condition rating and fair value. 		
Last Condition Survey	A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. In 2019 a risk mitigation inspection of 100% of pathways was undertaken. This has been used for asset condition.		
General Assessment of Condition	Condition Rating	% Pathway (based on lineal metres)	\$CRC
	1 Near Perfect	26	\$22,864,829
	2 Good	20	\$18,073,074
	3 Satisfactory	47	\$40,933,934
	4 Very Poor	6	\$5,250,524
	5 Unserviceable	1	\$54,982
	Total	100%	\$87,177,343
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. Pathway defects are prioritised for repair based on the level of risk and in line with the Statewide Mutual Best Practice Guidelines. A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. These inspections assist with asset lifecycle monitoring and future renewal programming. The PSC Pathways Plan will guide future pathway construction locations. 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

	<ul style="list-style-type: none"> • Most new pathways are provided by new development or through grant funding programs. • Construction of new paths is dependent on securing grant funding and Council allocated funding. • The existing shared path network is mostly underutilised and has capacity, though the network is missing connections as mapped in the PSC Pathways Plan Maps.
Future Actions	<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 revision to the Pathways Plan is currently underway to update the changes in the pathway network since adoption of the previous plan in 2016. Additionally, the revision includes the development of a prioritisation matrix. • Continue to undertake annual condition inspections of 20% of pathway assets.

Figure 13: Condition Rating - Pathways



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.****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 footpaths and pathways are part of the general Community Satisfaction Survey of Council's assets, which is conducted annually. In the 2023 survey, 31% of respondents were satisfied with the condition of footpaths & pathways. Council undertook a Place Score survey in 2020 which identified that the community desires more pathways to improve connectivity throughout the LGA.

Legislative Requirements

There are no specific legislative requirements for the provision of pathways by Council. However Council has a duty of care to ensure that pathways are built in accordance with relevant Australian Standards and are maintained in safe and serviceable condition for pedestrians and cyclists.

Current Level of Service:

The level of service for pathway maintenance is currently determined by the deterioration, risk mitigation inspection process, industry standards for intervention levels and community requests. The quantity of work completed within each year is determined by annual funding allocations.

The prioritisation of maintenance works is managed through Council's defect management system. This system is based on Council's underwriter Statewide Mutual's footpaths (nature strips, medians and shared paths) Best Practice Manual.

Prioritising the risk creates a 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:

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

- 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 – 2021 – Design for Access and Mobility; and the Statewide Mutual footpaths (nature strips, medians and shared paths) Best Practice Manual.

Hierarchy

A hierarchy of Regional, District and Local facilities has been established by Council which will guide the future provision of pathway infrastructure by determining appropriate priorities and levels of service.

- Regional

Regional pathways are the major routes that link regions such as the Coastline Cycleway Route which was envisaged to cover the east coast of NSW, linking Nelson Bay to Newcastle and beyond.

- District

District facilities are the shared pathways linking between town centres and localities. Examples include the shared path between Raymond Terrace and Medowie or between Fingal Bay and Shoal Bay.

- Local

Local facilities provide for local residents and include the pathways network within residential and town centre areas.

Hierarchy - Pathways				
Hierarchy	Description	Environmental factors	Facilities provided	Future facilities
Regional	High quality, high priority routes allowing quick, unhindered travel between major centres	<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

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Hierarchy - Pathways				
Hierarchy	Description	Environmental factors	Facilities provided	Future facilities
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

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.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**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 Capital 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 and 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 entered into Council's defect management system. This system is based on Council's underwriter Statewide Mutual's footpaths (nature strips, medians and shared paths) Best Practice Manual and provides a risk rating. This 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 population changes.

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

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

involves the replacement of sections of the network. Some sections of footpaths are replaced during reconstruction of the road network or during bus stop augmentation.

Consolidation/Disposal Plan

There is no current or anticipated disposal plan proposed for the existing pathway network.

Risk Plan

To ensure the pathway network is safe for pedestrians and cyclists, the network is periodically inspected to manage the risks associated with pathways. The establishment, identification, analysis, evaluation, and monitoring of risks are documented in accordance with the Statewide Mutual's footpaths (nature strips, medians and shared paths) Best Practice Manual.

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 Statewide Mutual Best Practice Manual. 	Medium

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Risk Controls - Pathways		
Risk	Control to Mitigate Risk	Residual Risk
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.

- 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 revised Pathways Plan Maps and associated prioritisation matrix) will enable a consistent and prioritised approach to the construction of new paths and missing links within the LGA.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Roads

Asset Holdings	<p>Located within the LGA, Council has approximately:</p> <ul style="list-style-type: none"> - Sealed Local Road Pavement: 622 km - Sealed Regional Road Pavement: 57 km - Unsealed Local Road Pavement: 54 km <p>Roads included in this documentation are Local roads and Regional roads. Roads that are owned privately, by TfNSW 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. Indicators that the actual level of service would be 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.

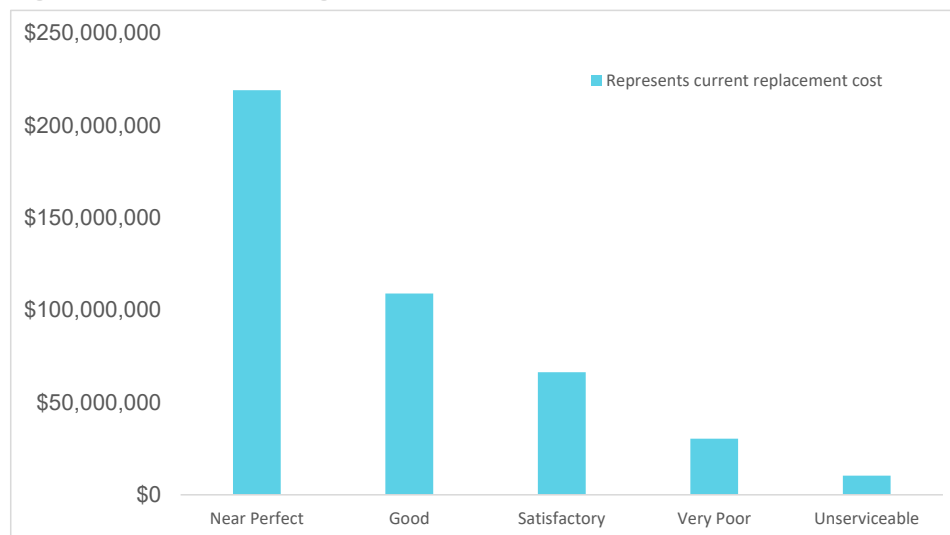
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Available Data	<ul style="list-style-type: none"> Asset data stored in Councils corporate asset register Civica Authority. Fair value calculations are completed in Asset Valuer Pro Asset data includes: location, year acquired (where known), length, width, pavement type and seal, road hierarchy, Average Annual Daily Traffic (AADT), condition rating (rutting, roughness, cracking, pothole, ravelling) and Fair Value. 		
Last Condition Survey	A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. A road network condition survey of 100% of sealed roads was undertaken in 2019 by a suitability experienced and qualified consultant.		
General Assessment of Condition	Condition Rating	% Roads (m2)	\$CRC
	1 Near Perfect	50	\$219,108,991
	2 Good	25	\$108,976,256
	3 Satisfactory	15	\$66,397,471
	4 Very Poor	7	\$30,397,247
	5 Unserviceable	3	\$10,388,238
	Total	100	\$435,268,203
Main Findings	<ul style="list-style-type: none"> The Special Schedule 7 calculations show a current backlog of works to bring assets to a satisfactory condition is calculated at \$19.7 million with an annual maintenance gap of \$263 thousand. The road network condition is currently based on the data collected in 2019 for roughness, rutting, and cracking. Unsealed roads were visually inspected. The condition shown combines all components of both sealed and unsealed roads in the scores above. Since the road network survey in 2019 the condition data has been updated to reflect works which have been undertaken as part of Council's Capital Works Program. A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. These inspections assist with asset lifecycle monitoring and future renewal programming. Most new roads are provided by new development. 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Future Actions	<ul style="list-style-type: none"> • A full sealed road network survey and assessment is currently underway to update condition data. • Council will continue to work on improving the quality and accuracy of data in the Pavement Management System (PMS). • 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 annual condition inspections of 100% of road assets.
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Figure 14: Condition Rating – Roads



LEVEL OF SERVICE

Customer Research and Expectations:

Feedback from Council's Community Satisfaction Survey and community workshops held in 2010, 2012, 2013, 2015 to 2018 placed roads high on the community's importance scale. Like most other councils' communities, the Port Stephens community expects that the road pavement could always be better.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

We know that roads is still our biggest area to work on, with the Community Satisfaction Survey showing customer satisfaction at 21%. From 2021 onwards the Port Stephens area has experienced significant rainfall and regular flooding which has had a major impact on our road network and Council's ability to undertake maintenance. Council has worked hard to seek funding & actively undertake maintenance to address high risk issues.

Legislative Requirements

While the Roads Act 1993 is used for the administration management of the road infrastructure, there is no specific act that details the operational aspects of maintaining the road pavement.

Current Level of Service:

The level of service for pavement maintenance and rehabilitation is currently determined by the physical deterioration, risk mitigation inspection process, industry standards for intervention levels and community requests. The annual funding allocation determines the quantum of work that can be completed in any one year.

The prioritisation of maintenance works is managed through the Council's defect management system. This system is based on Council's underwriter Statewide Mutual's Roads Best Practice Manual. This is detailed in the risk section of the Roads.

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.

The desired level of service have been adjusted to better reflect road benchmarking industry standards such as AASB116 documentation, data from external consultants and works undertaken as part of the Fit for the Future calculations.

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.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**Hierarchy

The Road Hierarchy is structured in a tiered system to define the primary purpose of each element; its relationship between the road system and the land uses it serves; how it is proposed to be managed; and its design requirements. The tiers relate to Purpose, Function, Management and Design of each roadway type and are defined as follows:

- Purpose – describes the primary purpose of the roadway type, whether to carry through-traffic or to provide property access;
- Function – describes the main characteristics of each class of road/street within the hierarchy;
- Management - relates to the policies that need to be in place to achieve the desired role of each roadway type, such as defining how roadway types should connect in the network and the access management techniques that apply;
- Design – outlines the detailed design characteristics that need to be followed to achieve the Purpose, Function, and Management objectives of each element.

The road hierarchy is detailed in Council's Infrastructure Specification.

FUTURE DEMANDKey Drivers

The key drivers influencing demand for the road pavements are:

- population growth increasing traffic volumes;
- business and residential development increasing the size of the Council-owned network;
- increase of heavy vehicles through the TfNSW Higher Mass Limits program reducing the lifespan of the asset;
- increase in rain, predicted with climate change in the Hunter region increasing the rate of deterioration.

Future State

The implementation of the Pavement Management System (PMS) will optimise the intervention levels for pavement maintenance and rehabilitation. This will also result in a more sustainable financial model to fund the roads assets.

LIFECYCLE MANAGEMENT PLANCreation/Acquisition/Augmentation Plan

The largest contributor to new road acquisitions is through subdivision development with ownership being transferred to Council. To a much lesser extent, Council gains

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

roads through the transfer of ownership from other government agencies such as NSW Crown Lands, and TfNSW. Minor parcels of land are also acquired for road widening.

Augmentation or upgrading of existing roads is made through the Council's Capital Works Program where roads are upgraded to meet current standards. Most upgrades are undertaken when the road pavement is being rehabilitated.

Operations/Maintenance Plan

Proactive and reactive maintenance works are recorded and prioritised based on a visual risk rating inspection in Council's defect management system. The aim of these inspections is to maintain road user safety by assessing typical hazards on the road reserve and ranking the associated risks. Any maintenance works required under this program are conducted in priority of risk ranking.

Routine road pavement engineering assessments are conducted to formulate the reseal and rehabilitation programs that are documented in Council's Capital Works Program. Annual desktop assessments are conducted to fine tune the Capital Works Program from year to year.

Council has implemented a PMS which will be used to monitor and predict pavement lifecycle costs and help determine a more efficient recurrent/capital program. The PMS will also be used to predict future funding requirements. It is proposed that the PMS will provide modelling results in the year 2024-25.

Condition and Performance Monitoring

Until the PMS is fully implemented, the health of the pavement or the Pavement Condition Index (PCI) is based on the 'roughness count' of the pavement. An external consultant has inspected all road segments to verify the roughness counts collected in the last cycle. The roughness is converted into a PCI and in turn, the PCI is converted into a remaining life for the road pavement segments. Combining the remaining life for all of the segments provides the overall condition of the network.

Council strives to complete a full pavement condition assessment rating every five to seven years to gauge 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.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Risk Plan

To ensure the road pavement is safe for road users, Council's risk is mitigated and the road pavement is prolonged, the road network is periodically inspected for pavement defects. The process of identification, analysis, evaluation, and monitoring of these pavement defects is carried out within Council defect management system. This system refers directly to Council's underwriter Statewide Mutual's Best Practice Roads Manual.

Adopting this system and the manual results in Council:

- undertaking a rolling inspection program on the road assets to identify any defects;
- calculating the defect risk rating using the Roads Best Practice Manual criteria;
- completing works in a prioritised order based on the defect risk rating.

The recurrent road maintenance works include pothole patching, heavy patching, kerb and gutter repair, line marking and road verge repair.

Data collected during defect inspections is kept in Council's defect management 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 the Statewide Mutual's Best Practice Manual. • Prioritise and undertake maintenance works as per Council's defect management system and the Statewide Mutual's Best Practice Manual risk rating. 	Medium

Financial/Budget Summary

It is anticipated that existing funding sources shall continue to fund road asset management activities. Funding sources include:

- Council revenue;
- Section 7.11: Heavy Haulage;
- Transport for NSW;
- State and Federal government grants such as Block Grants, Roads to Recovery.

Future sources of income may be from Council land sales.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

- Capital

Proposed capital works are documented in the Capital Works Program attached at the end of this document.

- Recurrent/Operational:

Current maintenance budget allocation is based on historical expenditure and available resources. The overall road network condition is deteriorating, indicating the current funding allocation is not adequate to maintain the road pavement in the current condition. Without additional funding the road pavement condition is likely to continue deteriorating over time.

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

Continual inspections, condition assessments and improvements to the quality of data held for road pavements will result in more efficient management of pavements. The current budget allocation for road pavements in both the capital and operational areas is insufficient to prevent the increasing deterioration of road pavement condition throughout the LGA.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

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	<ul style="list-style-type: none"> Asset data stored in Councils corporate asset register Civica Authority. Fair value calculations are completed in Asset Valuer Pro 			
Last Condition Survey	- Reactive – ongoing. - Proactive – no cyclic program in place.			
General Assessment of Condition	Condition Rating	No. of Assets	% Assets	\$CRC
	1 Near Perfect	Unknown		Unknown
	2 Good	Unknown		Unknown
	3 Satisfactory	Unknown		Unknown
	4 Very Poor	Unknown		Unknown
	5 Unserviceable	Unknown		Unknown
	Total	Unknown		Unknown
Main Findings	<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. 			

Condition Rating – Trees

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

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.****LEVEL OF SERVICE**Customer Research and Expectations:

Customer research is obtained through the Council's overall customer service survey and anecdotal evidence through verbal communication and written correspondence. The community expectation is polarised depending on the scenario, the location of the tree and the impact that the tree has on real or perceived injury/damage to persons/property.

Legislative Requirements

The Council's management of trees is required to comply with the following legislation to ensure the safety of those who use them:

- Port Stephens Council Local Environmental Plan 2013
- Local Government Act 1993
- Tree (Disputes between Neighbours) Act 2006
- Threatened Species Conservation Act 2005
- Rural Fires Act 1979
- Environmental Planning and Assessment Act 1979
- Roads Act 1993
- Biodiversity Conservation Act 2016

Current Level of Service:

The current level of service is based on inspecting trees following a reactive notification from the community or staff. The 2022 Community Satisfaction Survey resulted in 75% satisfaction with Council's management of street trees. This is a reduced level of satisfaction compared to last year's survey.

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 risk internal audit against Statewide Mutual Best Practice self-check. To address this gap the SAMP7 made a commitment to implement the Statewide Mutual Best Practice Manuals for tree management. With this in mind the desired level of service is to implement the proactive tree inspection program in line with 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

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

- Aust Std 4373 and 4970
- Council's Technical Specifications
- ISA Basic Tree Risk Assessment

Hierarchy

While there is no tree hierarchy, there is a hierarchy of proactive inspections as noted in the Asset Lifecycle below.

FUTURE DEMAND

There are no known future demand implications for the management of trees from an asset perspective.

Key Drivers

This section is intentionally left blank for now.

Supply versus Standards

This section is intentionally left blank for now. Refer to trial program for Nelson Bay and Raymond Terrace as below.

Current Supply versus Provision Standard

This section is intentionally left blank for now.

Future State

That trees are placed and maintained in correct locations to minimise the injury/damage to persons and property – acknowledging the organisation risk appetite.

LIFECYCLE MANAGEMENT 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.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

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 the natural resources section of Council.

Consolidation/Disposal Plan

There was an intent raised on the floor of Council to reduce the number of trees that can injury/damage to people or property and also replace these trees with a suitable species in suitable locations.

Risk Plan

At present the proactive risk mitigation as denoted in the Statewide Mutual Best Practice Manuals and Guidelines has not been fully implemented at Council. This gap was also highlighted in a 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 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	<ul style="list-style-type: none"> Implement a proactive inspection program to assess and review the risk 	Medium

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

hazards causing damage persons.	of trees causing a hazard to persons or property. <ul style="list-style-type: none"> • Ensure funding remains available for maintenance. 	
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:

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.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Summary

The reactive management of trees is well document and delivered. The proactive management is being implemented and this section is being used as the catalyst for these works.

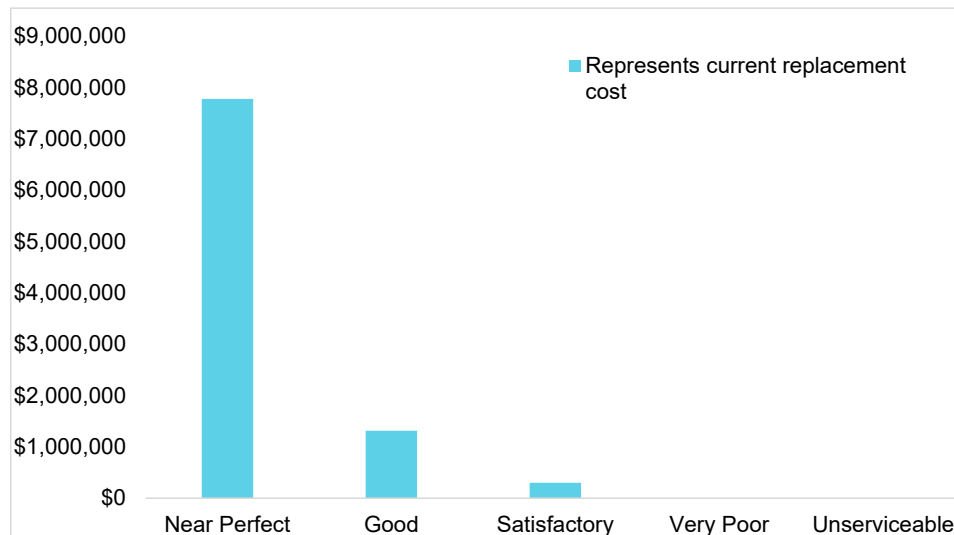
Waste Services

Asset Holdings	<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	<p>To provide a convenient, safe and affordable service to the residents and businesses of Port Stephens at Salamander Bay Waste Transfer Station.</p> <p>To monitor and maintain decommissioned landfill sites</p>		
Available Data	<ul style="list-style-type: none"> Asset data stored in Councils corporate asset register Civica Authority. Fair value calculations are completed in Asset Valuer Pro Asset data: location, floor area, height, year installed, original cost, current replacement value, condition rating. 		
Last Condition Survey	February 2010		
General Assessment of Condition	Condition Rating	% Assets (based on number of asset groups)	\$CRC
	1 Near Perfect	36	\$7,780,000
	2 Good	54	\$1,313,600
	3 Satisfactory	10	\$300,000.00
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100.00	\$9,393,600

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

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. Investigations are continuing with 10% now downgraded to satisfactory Waste Transfer Station buildings and roads are in very good condition. Road surfaces and hardstand areas that were previously on a downward trajectory from satisfactory to poor condition have been renewed and are at a good condition.
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Figure 15: Condition Rating: Waste Services



LEVEL OF SERVICE

Customer Expectations:

Residents and businesses using the Salamander Bay Waste Transfer Station expect quality customer service and reasonable fees. In addition to this they expect a facility that is clean and organised to allow easy access to services. Council's 2022 Customer Satisfaction Survey showed an aggregated satisfaction score of 67% for waste for access to waste facilities and 81% 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.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**Legislative Requirements

The Salamander Bay Waste Transfer Station is operated under NSW Environment Protection Authority (EPA) license number 13267. This license outlines all of the legislative requirements for the facility.

In addition to this the former landfills at Salamander Bay and Lemon Tree Passage both have EPA surrender notices that outline the ongoing requirements such as ground water monitoring and management of the sites.

Also all waste operations need to be conducted in accordance with the Pollution of the Environment Operations Act 1997.

The closure of all previous landfills was performed in accordance with environmental legislation; and the risk profiles determined the condition of the landfill capping systems and ground water bore holes.

Current Level of Service:

The assets currently provide a waste management disposal and resource recovery facility for the Tomaree Peninsula as well as landfill rehabilitation and environmental monitoring services at Lemon Tree Passage, Raymond Terrace, King Park and Salamander Bay.

The Salamander Bay Waste Transfer Station operates six days per week and handles approximately 11,000 tonnes of waste and 41,000 customer transactions per year. All waste from Salamander Bay Waste Transfer Station leaves the site as either unprocessed material or recycled product. Wind-blown litter does not leave the site, however the ability to manage tipping in an outdoor environment is problematic and hence in 2024/25 an enclosed area will be investigated to prevent litter freely moving in the wind.

The landfill capping systems provide a protection layer over old waste landfills to current standards required by the EPA.

Desired Level of Service:

The desired level of service for the Salamander Bay Waste Transfer Station is to continue to manage the through-put of waste handled in response to population growth over time. Full tipping within a cordoned off area is also desirable in order to remove the environmental risk of wind-blown litter escaping the site.

The condition of the landfill capping systems must remain at the highest quality possible in order to reduce long-term offsite environmental effects of landfill gases and leachate.

The capacity of the leachate pond at Salamander Bay landfill site will need to be increased to cater for extreme high rainfall events into the future.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

The reduction in the need for ground water monitoring bore holes is desirable as old landfills stabilise and the need for continued monitoring ceases.

Standards

Benchmarking the waste services provided in Port Stephens shows that Council's waste service charges are comparable with other surrounding councils. However, the waste services provided by Council are wider in variety and frequency than most other councils.

FUTURE DEMAND

The demand forecast is based on population statistics recently revised by the NSW Department of Planning.

Factors influencing future demand on Waste Transfer Stations are:

- Population growth;
- Residential development;
- Types of households (detached dwellings, multi-unit dwellings).

There will be no user demand on landfill sites as all landfill sites owned by Council have been decommissioned. All waste destined for landfill, which is handled by Council is sent to the Port Stephens Waste Management Group landfill site at Newline Road, Raymond Terrace and The Summerhill Waste Facility located within The City of Newcastle area.

The residual demand on landfill sites will undergo mandatory monitoring of ground water quality and potential offsite effects from landfill gases and leachate. It is expected that in the future there will be an increase in environmental legislation that regulates decommissioned landfills. This may result in future upgrades of capping systems and water quality monitoring regimes in order to stay abreast of current environmental management Standards. Over the next two years PSC will be continuing investigations into the condition of decommissioned landfill sites within the Council area.

It is anticipated that customer expectations will remain focused on whether the asset provides a safe and clean site to dispose of waste. It is also presumed that customers will expect more resource recovery and environmental improvements from the waste facilities.

Changes in demand will increase the ability of Salamander Bay Waste Transfer Station to reach its full potential and fulfil the expectations of the customer. That is the easy, accessible, affordable, and safe disposal of waste materials.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Technological advances in mixed waste separation, the loading of trucks, weighbridge software and CCTV will aid in reducing running costs by improving product quality, productivity, and after hours surveillance.

Key Drivers

The provision of the Salamander Bay Waste Transfer Station is seen as vital as it offers a convenient waste service to the residents and businesses of the Tomaree Peninsula. This is due to the only other facility in the Council area being the waste facility in Raymond Terrace being more than an hour away to travel both directions, therefore the Salamander Bay facility is vital to the Tomaree Peninsula. There is also a large number of businesses, mainly in the hospitality area servicing a large population base that dramatically increases during holiday periods with high waste generation occurring.

The proper capping of decommissioned landfills and management of waste facilities in line with environmental legislation is vital as it ensure Council is not contributing to any environmental damage.

Supply verses Standards

The percentage of waste diverted from landfill in Port Stephens (40% 2021/22) is below state average. This result is due to the EPA revoking the Mixed Waste Organic Output (MWO) Exemption in October 2018. It will take Council a number of years to change to an alternative system.

The NSW Waste and Sustainable Materials Strategy 2041 requires an increase in diversion rates from landfill by 2030 for municipal solid waste to 80% and mandates Food Organics and Green Organics (FOGO) for all NSW Councils by 2030. The implementation of a Green Organics service to the community in 2023/2024 will improve waste diverted from landfill and is the first step to Port Stephens Council toward the FOGO service.

The Salamander Bay Waste Transfer Station has operated within all requirements of its EPA license and has never been served with any form of breach notice.

The environmental monitoring data from the decommissioned landfills show that they are not having a detrimental effect on the surrounding environment.

Future State

As the awareness of environmental damage caused by waste generation and disposal becomes more widespread within the general population, Council will be expected to deliver services that further increase the diversion of waste from landfill and the betterment of the environment. It is anticipated that with the development of new waste processing technology and to align with the NSW Government mandates,

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

the manner in which Council delivers waste services will change over the coming decade.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

In 2012, a second weighbridge and realignment of the entrance to Salamander Bay Waste Transfer Station was constructed. This allowed greater accuracy of weighing and payments, and ensures that Council delivers a user's pay systems that is capable of sending pricing signal to users of the facility in line with the intended resource recovery rates.

Operations/Maintenance Plan

Maintenance inspections are carried out weekly as part of routine operations. Maintenance criteria are based on Workplace Health and Safety legislation, as well as aesthetic and environmental management issues. The severity of the issue and the urgency of its rectification are moderated by available funding.

Maintenance issues are documented in monthly facility management meetings with expenditure data captured in the Council's general ledger.

Condition and Performance Monitoring

All waste assets are condition-rated annually against the following criteria:

Condition and performance monitoring criteria - Waste Services	
Rating Description	Rating
Near Perfect	1
Good	2
Satisfactory	3
Very Poor	4
Unserviceable	5

Rehabilitation/Renewal/Replacement Plan

Waste services will be prioritised for renewal based on their risk of failure against their role in providing the overall service. Safety, aesthetics and environmental management are the primary outcomes for the services. In 2018/2019, major road re-surfaces was undertaken over the site for a majority of the road network. Proposed works for 2023/2024 include investigations into decommissioned landfill at Salamander Bay and repairs to the leachate dam irrigation systems.

The facility has also outgrown the amenities onsite and a new amenities building was transported to site in 2023.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

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 Masterplan Plan 2023. This document analyses the community public liability risks and not the risk to the asset itself. Council's risk management database is used to store and monitor safety risks associated with waste assets.

Risk Controls - Waste Services		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that failure of the capping system could damage the surrounding environment	<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 2023/2024 for the buildings at Salamander Bay Waste Transfer Station. This work is subject to the results of annual condition assessments. Waste staff working in consultation with the finance section will develop a ten year capital works programme in 2023/2024.

• 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.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

The operating budget for 2024/2025 is \$2.5 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.
- The Waste Transfer Masterplan identified the site as future proof for the next 10 years of service.

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.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.

Lifecycle Management: Community and Recreation Assets

Community and Recreation Assets categories are listed in Table 1.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Aquatic Centres

Asset Holdings	<p>Three (3) swimming pools/leisure centres.</p> <p>Building components:</p> <ul style="list-style-type: none"> Exterior Works – Retaining walls, fencing, signage, landscaping. Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings. Services – Hydraulic, mechanical, fire, electrical, security. <p>Other components/assets:</p> <ul style="list-style-type: none"> Swimming pools, shade structures, pool plants, pool based equipment including blankets, winches etc., BBQs, park furniture, playground equipment, car parking. 		
Desired Level of Service Statement	One aquatic facility for every 36,000 people.		
Available Data	Fair Value as at 30 June 2023, condition inspection reports (internal and external contractors), asset management plans/reports.		
Last Condition Survey	2023		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	0	\$0
	2 Good	0	\$0
	3 Satisfactory	100	\$10,532,042
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100.00	\$10,532,042
Main Findings	<ul style="list-style-type: none"> The current condition of swimming pool assets has been assessed as satisfactory. There is no requirement for building replacement or acquisition in the next 10 years. 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Future Actions	<ul style="list-style-type: none"> • Lakeside Leisure Centre indoor pool heat pump replacement. • Tomaree Aquatic Centre waterslide decking upgrades. • Lakeside Leisure Centre 50m pool regrouting. • Tomaree Aquatic Centre windbreak replacement.
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Figure 36: Condition Rating - Aquatic Centres



LEVEL OF SERVICE

Customer Research and Expectations:

Port Stephens residents swim all year round in heated water; however, the majority of the pools are outdoors. Market trends and community expectations indicate that there is a desire to be able to better utilise the assets and extend the comfortable enjoyment of the pools through the winter period by more enclosed facilities being available.

Legislative Requirements

The Council's Aquatic Centres are required to comply with the following legislation to ensure the safety of those who use them:

- Section 8: Local Government Act 1993;
- NSW Department of Health, Public Swimming Pool and Spa Advisory Document 2013;
- Division of Local Government Practice Note 15 – Water Safety 2012;
- Royal Life Saving Society and Standards Australia;

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

- National Construction Codes and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific.

Current Level of Service

Council provides three leisure centres being the Lakeside Leisure Centre, Tomaree Aquatic Centre and Tilligerry Aquatic Centre. The centres provide year round swimming in outdoor heated water with one indoor swimming facility being the program and leisure pool at Lakeside Leisure Centre. The 2022 Community Satisfaction Survey resulted in 68% satisfaction score.

Lakeside Leisure Centre Lakeside Leisure Centre was constructed in February 2000 and is part of a broader sporting complex situated on Leisure Way, Raymond Terrace which includes sporting fields and two supporting amenities buildings. The centre contains the only heated indoor Council owned pool.	
Facilities provided:	<ul style="list-style-type: none"> – Indoor program and leisure heated pool – Outdoor eight lane 50m heated pool – Lifeguard station, first aid room, reception area/office – Kiosk/café – Change rooms (male, female and accessible) – Playground – Car parking
Tomaree Aquatic Centre Tomaree Aquatic Centre was constructed in 1988 and is part of a broader sporting complex situated on Aquatic Close, Salamander Bay which includes sporting fields, tennis courts, netball courts and four supporting amenities buildings.	
Facilities provided	<ul style="list-style-type: none"> – Outdoor eight lane 50m heated pool – Outdoor program and toddler heated pool – Water slide – First aid room, reception area/office – Kiosk/café – Change rooms (male, female and accessible) – Car parking
Tilligerry Aquatic Centre Tilligerry Aquatic Centre was constructed in 1997 and is part of a broader sporting complex situated on Lemon Tree Passage Road, Mallabula which includes sporting fields, tennis courts and two supporting amenities buildings.	
Facilities provided	<ul style="list-style-type: none"> – Outdoor eight lane 25m heated pool – Splash pad including water fountains, water jets and sprays – First aid room, reception area/office

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

	<ul style="list-style-type: none"> – Kiosk/café – Change rooms (male, female and accessible) – Playground – Car parking
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Desired Level of Service:

Council has a desired provision of one aquatic centre for every 36,000 people.

Standards

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking – Aquatic Centres		
Council	Provision	Year
Port Stephens Council	One aquatic centre for every 36,000 people.	2018
MidCoast Council	One aquatic centre for every 30,101 people.	2019
Maitland City Council	One aquatic centre for every 38,652 people.	2019

FUTURE DEMAND

Council provides three leisure centres being the Lakeside Leisure Centre, Tomaree Aquatic Centre and Tilligerry Aquatic Centre. The centres provide year round swimming in heated water however the only indoor swimming facility is the program and leisure pool at Lakeside Leisure Centre.

Key Drivers

The design and development of aquatic and leisure facilities has undertaken several major changes over the past two decades. The primary focus is now on expanding the facility mix to introduce multiple attractors for the community, including a combination of 'wet' and 'dry' options. The composition of facilities is concentrating on those elements that encourage year round access, longer stays and higher returns.

Across the aquatics industry, operators have been confronted by ageing facilities, increasing annual maintenance costs and falling attendances. In part, some of these trends can be attributed to the pool design supporting shorter seasonal access and greater commitment to club and lap swimming activities (e.g. traditional 50m pool). This results in reduced opportunities for flexibility and a diverse range of

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

contemporary aquatic activities and programs to be conducted at many of these ageing venues.

There is a noticeable trend in Australian aquatic facility design and operation towards the integration of a wider range of expanded leisure facility services, such as cafés, merchandising/retail, health and fitness centres, multi-purpose program spaces, and increased emphasis on 'leisure water' and multi-purpose indoor sports courts.

The combination of facilities into one integrated venue provides synergies in use and the potential for cross marketing between activities, while also providing a major focus as a leisure destination for the community. This can result in increased throughput and activity at the venue as well as improved financial performance.

Supply versus Standard

Using the provision of one facility for every 36,000 there will be a marginal surplus even in 2036 however, the dispersed settlement pattern makes it more important to have strategically positioned facilities across the LGA.

Current Supply vs Provision Standard - Aquatic Centres					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	1.9	2.1	2.2	2.2	2.4
Existing Supply	3.0	3.0	3.0	3.0	3.0
Surplus/Shortage	1.1	0.9	0.8	0.8	0.6

Future State

As the population grows and ages it is likely that there will be increasing demand for contemporary aquatic facilities. Modern aquatic centres contain a variety of 'wet' and 'dry' spaces, provide more reasons to visit, more often, and enable improved patronage and viability. Design elements may comprise such things as heated water spaces that respond to different motivations for use e.g. lap swimming, aquatic programs/learn to swim, adventure water, leisure water with play elements and beach entry, health and fitness/wellness services, multi-purpose program spaces and multi-purpose indoor sports courts.

Of the three aquatic centres only one (Lakeside Leisure Centre) would be described as a contemporary aquatic facility offering a number of the elements described above. The fact that this pool records the highest patronage numbers of the three facilities is evidence of patron preferences for contemporary facilities.

With the expected increase in competition regionally, it is important for Council to ensure that it continues to invest in upgrading the infrastructure at its aquatic centres

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

to ensure they are economically viable and the ratepayer subsidy stays at an acceptable level.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

Council has master plans for its aquatic centres which provide the future investment areas for each of the aquatic centres. The aim of these documents is to clearly develop the facilities in a manner that:

- enhances the facilities to provide greater opportunities to both the local community and the tourists who frequent the sites;
- reduces the current subsidy that Council invests in the centres, so that it can redistribute the financial investment into other community services; and
- redevelops any land within each facility that could offer complementary services and reduce the subsidy levels.

The master plans show the following developments:

- Lakeside Leisure Centre – the addition of a four court indoor sports centre to complement the existing facilities, a 25m indoor pool and a leisure water space such as splash pad; and
- Tomaree Aquatic Centre – the addition of a fully enclosed program pool which will enable year round learn to swim programs without the impact of winter weather conditions.

Works Plus Plan project list - Aquatic Centres			
Project	Estimate	Source of Funds	Trigger
Lakeside Leisure Centre	\$15,000,000	Developer contributions and grant funding	Funding
Tomaree Aquatic Centre	\$14,000,000	Developer contributions and grant funding	Funding

Operations/Maintenance Plan

Asset maintenance is performed reactively when issues arise, in addition to the regular planned pool plant preventative maintenance schedules. The building structures, fixed plant and equipment all have 10-year life cycle costs.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Condition and Performance Monitoring

Condition inspections on the buildings are undertaken every two years and are used to assess the management of these assets. An annual condition report for fixed plant equipment, amusement devices and pool structures is also undertaken.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewal works are identified in condition reports which also inform the timing and implementation of the Aquatic Centre Management Program. The proposed works are listed in the Capital Works Program.

Consolidation/Disposal Plan

This is no plan to consolidate or dispose of these assets.

Risk Plan

The contracted operator of the aquatic centres conducts daily risk inspections of areas frequented by the public and staff. Council has developed a risk inspection checklist in line with the Royal Life Saving Society guidelines. Checklists are submitted to Council every month as part of contractual requirements.

Council staff undertake audits every quarter to ensure statements written by the contractor in their risk inspection checklists are compliant.

Risk Controls - Aquatic Centres		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc.	<ul style="list-style-type: none"> Identify the gaps to bring the buildings up to standard. Cost the works. Prioritise works based on risk. 	High
There is a risk that the building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	<ul style="list-style-type: none"> Install working at heights systems on buildings that require known frequent working at heights for the purpose of accessing utilities such as AC units, box gutters, etc. Create a program to install and fund working at heights systems on these buildings. 	Medium

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Risk Controls - Aquatic Centres		
Risk	Control to Mitigate Risk	Residual Risk
	<ul style="list-style-type: none"> For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. Undertake annual certification of installed anchor points. 	
There is a risk that pool plant is ageing leading to inefficient resource consumption such as power and gas when compared to a renewed asset.	<ul style="list-style-type: none"> Utilise the pool plant condition report and create asset works program. Fund the renewal/replacement of pool plant and equipment to reduce power consumption and expenditure over the life of the asset. Implement energy efficiency and improvements such as solar PV 	Low

Financial/Budget Summary

• Capital

The most recent capital upgrades include Splash Pad upgrades at Tilligerry Aquatic Centre and solar PV installations and electric heat pump replacements across all centres. These works not only provide consistent water temperatures for customers, but key sustainability activities by providing major electricity usage reductions.

• Recurrent

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised on Council's risk matrix. The reactive and programmed maintenance works are prioritised through Council asset inspections and the customer request system.

The average recurrent expenditure budget over the last five years has been approximately \$260,000 per annum. Some years have sustained higher expenditures when urgent reactive repairs were required beyond the allowable budget.

• Operational

Council has a contract for the operation of Lakeside Leisure Centre, Tomaree Aquatic Centre and Tilligerry Aquatic Centre being valued at \$1,082,907 and indexed for CPI annually.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecasts.

Summary

The current aquatic centres, complemented by the tidal pools and beaches are sufficient to cater for the needs of the existing and future population. The focus for these assets is to continue to embellish the existing facilities to ensure they remain economically viable while meeting the needs of the users.

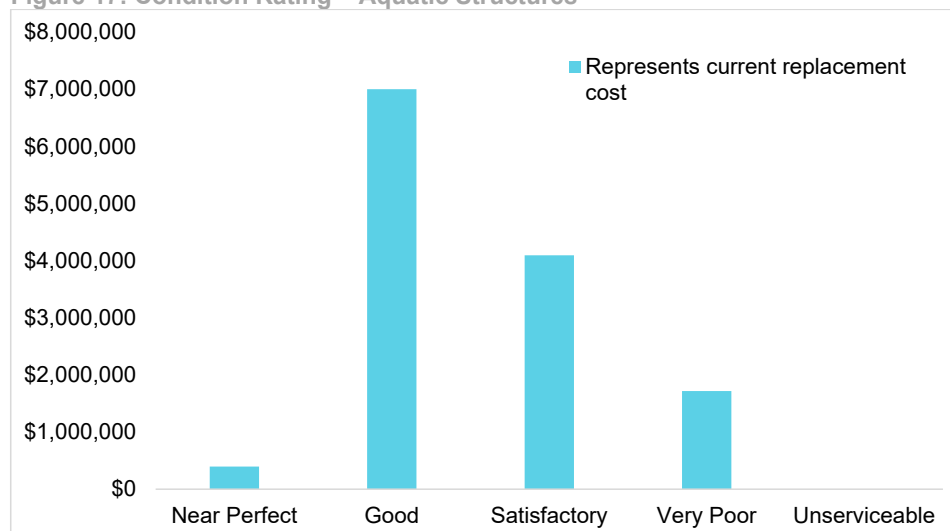
Aquatic Structures

Asset Holdings	<ul style="list-style-type: none"> • 19 Wharfs • 19 Boat ramps • 20 Sea Walls 		
Desired Level of Service Statement	Council has a desired provision of one boat ramp per 6,000 people and one wharf/jetty for every 6,000 people.		
Available Data	Fair Value as at 30 June 2020, condition inspection reports, Boating and Aquatic Infrastructure Strategy and asset management plans/reports.		
Last Condition Survey	2023		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	3	\$396,210
	2 Good	53	\$6,999,710
	3 Satisfactory	31	\$4,094,170
	4 Very Poor	13	\$1,716,910
	5 Unserviceable	0	\$0
	Total	100.00	\$13,207,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Main Findings	<ul style="list-style-type: none"> The majority of assets are in the good to satisfactory condition. Mallabula Boat Launching Facility and Nelson Bay Public Wharf were deemed very poor. Sandy Point, Swan Bay and Koala Reserve Sea Walls were deemed very poor.
Future Actions	<ul style="list-style-type: none"> Short term – Continue to manage foreshore erosion through the movement of sand to the areas of need throughout Port Stephens. Short Term – Replacement of the Longworth Park (Karuah) Sea Wall in 2024-25. Short Term – Swim net replacement at Lemon Tree Passage and Karuah tidal baths in 2025-26. Medium term – Identify funding priorities with Transport for NSW for boating projects. Medium term - Develop funding strategy for Sandy Point Sea Wall Long term – Removal of Koala Reserve Sea Wall.

Figure 17: Condition Rating – Aquatic Structures



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.****LEVEL OF SERVICE**Customer Expectations:

The NSW Marine Infrastructure Plan 2019 – 2024 identifies that across NSW recreational boating numbers are increasing and coastal tourism is growing, placing increasing pressure on coastal environments and supporting aquatic infrastructure. Port Stephens is recognised as a popular boating destination which will require investment in modern boat ramp facilities and break water structures to make water use more accessible and enjoyable. The challenge for Council will be to provide functional aquatic facilities suitable for local use while also being of a capacity adequate for the seasonal tourist market.

Legislative Requirements

Efforts are made to continually maintain assets according to the relevant legislative requirements and to balance this against the available budget provisions.

Key Legislation, Acts, Standards, Guidelines and Regulations include:

- Section 8 of the Local Government Act 1993;
- AS 4997 – 2005 Guidelines for the design of maritime structures;
- Design Guidelines for Wharves and Jetties – NSW Public Works 1990. Advice is provided for the planning, investigation, assessment, design, construction and maintenance of public wharves and jetties. Guidance is given on pile design and calculating berthing forces;
- Marina Guidelines – NSW Public Works 1987 Guidance is given on approval processes, site investigation, design loads, planning, design, materials, safety aspects, services, boat launching ramps and maintenance of marinas;
- NSW Boat Ramp Facility Guidelines – Transport for NSW is provided for the design and construction of trailer-boat launching facilities. Guidance is given on planning, geometry, materials and design of boat ramps;
- British Standard Code of Practice for Maritime Structures – BS6349 Advice and guidance are given on the planning;
- NSW Disability Access legislation.

Current Level of Service

The current provision of boat ramps and wharves/jetties in Port Stephens is generally appropriate. Port Stephens currently has 19 boat ramps and 19 wharves or jetties located across the LGA. This current provision in Port Stephens is high when compared to councils with similar geographical attributes such as being located on a large port, river or lake, and in a coastal location. However, considering the high level of boat ownership and tourism in Port Stephens this high supply is not considered to be a concern. Seawall provision is in line with the Port Stephens Foreshore Management Plan.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Desired Level of Service:

Council has a desired provision of one boat ramp per 6,000 people and one wharf/jetty for every 6,000 people. Seawalls will continue to be provided as required.

Standards

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking – Aquatic Structures		
Council	Provision	Year
Boat Ramps		
Port Stephens Council	One boat ramp for every 6,000 people	2018
Lake Macquarie City Council	One boat ramp for every 6,479 people	2019
MidCoast Council	One boat ramp for every 2,656 people	2019
Wharfs/Jetties		
Port Stephens Council	One wharf/jetty for every 6,000 people	2018
Lake Macquarie City Council	One wharf/jetty for every 5,907 people	2019
MidCoast Council	One wharf/jetty for every 1,038 people	2019

Hierarchy

A hierarchy of Regional, District and Local facilities has been established for boat ramps which will guide the development of each site. This will allow a minimum level of service to be defined and supporting infrastructure to be determined for each facility. The minimum standard of each facility forms the basis of what level of facility provision can be expected when utilising a facility. It has been created to establish a hierarchy of options for the community to gain fair and equitable access to waterways. This will allow the community to have access to a range of facilities to meet their individual boating needs.

- **Regional**

Regional facilities are a main location for boating and recreation activity. The user catchment for these facilities extends to a region and they anticipate high and continual use.

- **District**

District facilities provide a location for minor boating and recreation activity. The user catchments for these facilities are generally limited to the surrounding area, however they may act as an overflow for when demand at Regional facilities exceeds capacity.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

- Local

Local facilities provide for local water activities and access. The user catchments for these activities are limited. Usage patterns are low or sporadic and should anticipate casual usage.

Hierarchy - Aquatic Structures				
Hierarchy	Description	Environmental factors	Facilities provided	Proposed facilities
Regional	Regional facilities are a main location for boating and recreation activity. The user catchment for these facilities extends to a region and they are experience high and continual use.	<ul style="list-style-type: none"> • Sufficient water access • Connectivity to main road network • High population catchment/Town Centre • High and continual usage • Located in key tourism areas 	<ul style="list-style-type: none"> • Multiple boat ramps (>3) • Pontoon/Jetty access • Soft retrieval area • 25-30 car parking spaces per ramp on site • Fish cleaning facilities • Toilets • Lighting • Signage • Managed open space • Access to ancillary features 	<ul style="list-style-type: none"> • Little Beach • Henderson Park • Soldiers Point
District	District facilities provide a location for minor boating and recreation activity. The user catchments for these facilities are	<ul style="list-style-type: none"> • Sufficient water access • Connectivity to local road network • Smaller population 	<ul style="list-style-type: none"> • Less than 3 boat ramps • Pontoon/Jetty access • Soft retrieval area • 10-15 car parking spaces per 	<ul style="list-style-type: none"> • Shoal Bay • Fitzgerald Bridge • Seaham • Tomago • Karuah

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Hierarchy - Aquatic Structures				
Hierarchy	Description	Environmental factors	Facilities provided	Proposed facilities
	generally limited to the surrounding area; however they may act as an overflow when demand for Regional facilities exceeds capacity.		ramp on site (where possible) <ul style="list-style-type: none"> Local on street overflow parking Fish cleaning facilities Toilets Lighting Signage Managed open space 	
Local	Local facilities provide for local water activities and access. The user catchments for these activities are limited. Usage patterns are low or sporadic and should anticipate casual usage.	<ul style="list-style-type: none"> Sufficient water access Strong environmental constraints Local population catchment Low or casual use 	<ul style="list-style-type: none"> One boat ramp (gravel or concrete) Soft retrieval area 5-10 car parking spaces per ramp (where possible) Local on street overflow parking Signage 	<ul style="list-style-type: none"> Fingal Bay Salt Ash Lilli Pilli Foster Park Salamander Shelly Beach Peace Park Mallabula Taylors Beach

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.****FUTURE DEMAND**

Council has provided a wide range of facilities for recreational boating, including boat ramps and jetties. Ancillary structures such as fish cleaning tables, trailer parking, lighting and pontoons have also been provided in some locations.

The provision of facilities has generally been based on the historical usage in the surrounding region as well as request rates. The current facilities cater for a wide range of boat types, including powered recreational craft, non-motorised/hobby craft and commercial operations.

Key Drivers

- Tourism

The LGA has an active tourism industry which results in a large influx of visiting population for peak periods, such as school holidays and long weekends. Tourism numbers have had steady growth rates in the past, with an increase in overnight trips to the region. The majority of tourists come from regional NSW and Sydney.

Recent investigations of tourist activities in the Port Stephens region by Tourism Research Australia indicate that a large portion of visitors to Port Stephens access water related activities and fishing. Although not definitive of recreational boating numbers by visitors to the area, the survey has been used to estimate the number of visitors who may access waterways through recreational boating. Tourism numbers are expected to increase in the Port Stephens area in future years. Studies carried out by Tourism Research Australia indicate regional NSW tourism numbers will grow 8% by 2020.

The increase of tourism numbers has seen an increase in the demand for boating infrastructure in key tourism areas such as Nelson Bay, Soldiers Point and Shoal Bay. This has resulted in several facilities exceeding their usable capacity during peak tourism season. Tourism operators also place additional demand on facilities. Operators such as ferry services, boat hire and sightseeing tours require access to supporting infrastructure such as pontoons and jetties.

Future Boating Forecasts

A study carried out by NSW Maritime predicts that boat ownership for the larger region (Hunter Inland NSW) will increase as a linear projection based on historical boat ownership rates (NSW Boat Ownership and Storage: Growth Forecasts to 2026).

Boat ownership figures for the larger region (Hunter and Inland NSW) indicate high boat ownership figures, with on average 56 boats per 1,000 people (aged 16+). This will result in Hunter and Inland NSW growing from 53,705 boats in 2009 to 92,140 in 2026. Though the report does not provide a breakdown of smaller areas within the

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Hunter and Inland NSW region in the study, it is assumed that the Port Stephens area will match the anticipated growth rates of boat ownership.

- Better Boating Program

The Maritime Management Centre, within Transport for NSW, completed a state-wide study of existing boating facilities and safety measures in 2014.

This study and feedback from consultations informed the development of 11 Regional Boating Plans covering each of the major waterways across NSW, including the Port Stephens- Hunter Regional Boating Plan.

Council has made numerous funding applications and will continue to work with Transport for NSW on funding priorities for 2024 onwards.

Supply versus Standards

Using the provision of one boat ramp per 6,000 people and one wharf/jetty for every 6,000 people as the standard there will continue to be a surplus in 2036 in both boat ramp and wharves/jetties. However due to the large network of waterways within the Port Stephens LGA and the high level of tourism the LGA experiences this is not considered to be an issue.

Current Supply versus Provision Standard

Current Supply vs Provision Standard – Aquatic Structures					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	11.6/11.6	12.4/12.4	12.9/12.9	13.4/13.4	14.2/14.2
Existing Supply	19.0/19.0	19.0/19.0	19.0/19.0	19.0/19.0	19.0/19.0
Surplus/Shortage	7.4/7.4	6.6/6.6	6.1/6.1	5.6/5.6	4.8/4.8

Future State

Port Stephens is a desirable tourist destination close to major cities and experiences significantly increased population in peak seasons. When combined with increases in boat ownership in the Hunter and Inland region of NSW, demand for Aquatic Structures will continue to rise.

There are a total of 19 boat ramps and 19 wharves/jetties provided by Council across the LGA of varying size and condition. These facilities are required to satisfy demand in the Port Stephens area. Sites have been classified based on the potential user catchment, carrying capacity, and facilities provided.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.****LIFECYCLE MANAGEMENT PLAN**Creation/Acquisition/Augmentation Plan

The creation/acquisition/augmentation of facilities will be in line with Councils Boating and Aquatic Infrastructure Strategy, the NSW Maritime Regional Boating Plan for Port Stephens and the Port Stephens Foreshore Management Plan.

Operations/Maintenance Plan

A programmed maintenance schedule is in place for Council's assets. When a fault or breakdown occurs with an asset, reactive maintenance is performed, to allow the asset to perform its intended function. The building structures, fixed plant and equipment all have a 10-year lifecycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of Aquatic Structures. The assessment informs what is required for the assets to be managed in the most cost effective and sustainable manner.

Rehabilitation/Renewal/Replacement Plan

Rehabilitation and renewals are identified in condition reports and are a part of the 10-year lifecycle plan which also informs the timing and implementation of the Aquatic Structures Management Program. Proposed funded works are identified in the Capital Work Program.

Consolidation/Disposal Plan

This is no plan to consolidate or dispose of any boating infrastructure assets. Koala Reserve Sea Wall, will be removed once asset becomes unserviceable and returned to a natural foreshore area.

Risk Plan

Aquatic Structures are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the assets undertaken annually by staff.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Risk Controls - Aquatic Structures		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that components of the facilities do not meet the current guidelines for the design of marine structures and relevant Australian Standards – backflow testing.	<ul style="list-style-type: none"> Identify the gaps to bring the buildings up to standard. Cost the works. Prioritise works based on risk. 	High
There is a risk that works may be carried out foreshores without Council's knowledge leading to damage to the reserve and/or exposing the reserve users to unknown risks.	<ul style="list-style-type: none"> Determine guidelines for approved foreshore structures. Increased frequency of foreshore inspections. 	Medium
There is a risk that the erosion of foreshores will lead to the loss of community assets and amenity.	<ul style="list-style-type: none"> Complete foreshore process studies so the correct type of mitigation works can be implemented with the environmental approvals in place. 	Medium

Financial/Budget Summary

- Capital

The most recent capital works include Little Beach Boating Facility upgrades. Proposed future capital works are scheduled through biennial condition inspections.

- Recurrent/Operational

Funding for reactive maintenance is allocated in the Public Domain and Services Section. Assets Section manages the programmed cleaning activity of all structures. The reactive and programmed maintenance works are determined through Council's asset inspection process and the customer request system. Works are prioritised based on Council's risk matrix.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Summary

The provision of Aquatic Structures is important to the Port Stephens lifestyle and tourism industry. The model of providing regional and district level facilities that are located in areas with the correct attributes such as water depth, access to open ocean and tourist accommodation is appropriate and will be able to meet the needs for future growth. Transport for NSW's Better Boating Program provides a large proportion of the funding for boating infrastructure upgrades and the priorities for 2023 onwards will need to be identified in consultation with Transport NSW.

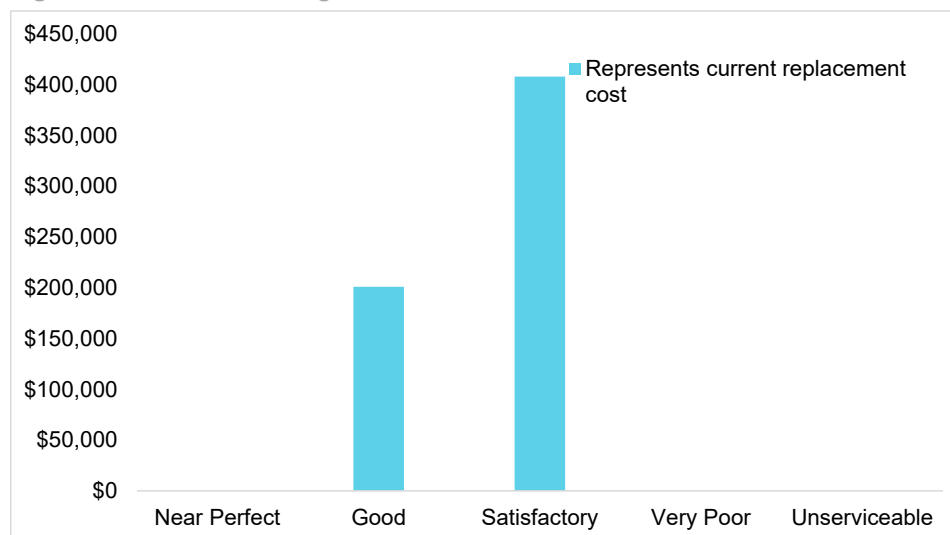
Cemeteries

Asset Holdings	<p>Nine cemeteries – five operational, four closed (no further burials)</p> <p>No building components.</p> <p>Other components/assets:</p> <ul style="list-style-type: none"> • four pergolas - foundations, footings with painted timber and lattice walls and iron roof; • eleven brick columbarium walls; • two terrazzo columbarium walls; • sixty three concrete beams - foundations, footings, concrete beam for headstone installation; • seven gardens - landscaped and numbered for ash installations; • two gardens - landscaped and numbered for planting of memorial trees; • Irrigation systems, landscaping, fences, seats, signs. <p>Cemeteries are:</p> <ul style="list-style-type: none"> • Land used for cemetery purposes; • Built assets on cemetery land (walls, gazebos, concrete beams, fencing, landscaping); • Cemetery infrastructure (memorialisation, headstones, sections, rows, plots).
Desired Level of Service Statement	<p>One active cemetery for every 14,000 people and one niche wall for every 5,000 people.</p>

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Available Data	Fair Value as at 30 June 2019, condition inspection reports and asset management plans/reports.		
Last Condition Survey	2021		
General Assessment of Condition	Condition Rating		% Assets
	1	Near Perfect	0
	2	Good	33
	3	Satisfactory	67
	4	Very Poor	0
	5	Unserviceable	0
	Total		100.00
\$CRC			\$608,728
Main Findings	<ul style="list-style-type: none"> Assets are in a good to satisfactory condition. Continue with approvals process for the expansion of the Anna Bay Cemetery. 		
Future Actions	<ul style="list-style-type: none"> Assessment of historic cemeteries to determine maintenance strategy to preserve ageing grave sites. 		

Figure 18: Condition Rating – Cemeteries



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.****LEVEL OF SERVICE**Customer expectations:

Customers expect the provision of adequate and appropriate places for interment, grieving and quiet remembrance. Providing open, accessible and operational cemeteries is a valued community service. Cemeteries are an important part of the community's social and cultural heritage and many of the sites are important places of local historical significance. Council's 2022 Customer Satisfaction Survey showed an aggregated satisfaction score of 66% for operational cemeteries.

Legislative Requirements

The Council's cemeteries are required to be managed in accordance with the following legislation:

- Public Health Act 1991
- Public Health (Disposal of Bodies) Regulation 2002
- Heritage Act 1977
- Conversion of Cemeteries Act 1974
- Crown Lands Act 1989
- Local Government Act 1993
- Births Deaths and Marriages Registration Act 1995

Current Level of Service

Council has a total of nine cemeteries and 16 niche walls within its Public Reserve System. Five of the cemeteries are open for interment and four are historical and no longer available for burials. Cemeteries within Port Stephens comprise traditional burial land and niche walls which are especially designed walls where ashes are placed.

Historical cemeteries are popular conservation places for family tree and historical investigations. Seven cemeteries within the LGA are of local historical significance as gazetted in the Port Stephens Local Environmental Plan 2013. These cemeteries include Birubi Point Cemetery, Hinton Anglican Cemetery (Church of England Trustees), Hinton Pioneer Cemetery, Karuah Cemetery, Nelson Bay Cemetery, Raymond Terrace Pioneer Hill Cemetery and Seaham Cemetery.

While the majority of the public cemeteries are owned by Crown Lands (with the exception of Raymond Terrace Cemetery which is owned by Port Stephens Council), operations are managed by Council as the trustee.

Desired Level of Service

Council has a desired provision of one active cemetery for every 14,000 people and one niche wall for every 5,000 people.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Benchmarking

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Cemeteries		
Council	Current Provision	Year
Port Stephens Council	1 active cemetery per 14,000 people 1 niche wall for every 5,000 people	2018
Muswellbrook Shire Council	1 active cemetery per 5,362 people 1 niche wall for every 8,043 people	2019
Singleton Council	1 active cemetery per 11,493 people 1 niche wall for every 4,597 people	2019

Using this provision as the benchmark, Council currently has a surplus of 0.9 niche walls and adequate cemeteries. As the population grows, the demand for cemetery plots and niche walls will increase which may result in a future shortage in supply.

Categories

There are three categories of cemeteries currently in Port Stephens: monumental (7), lawn (1) and niche walls (12). The tables below outline the minimum level of infrastructure required for each facility. The minimum standard of each facility forms the basis of what the community can expect when they utilise a facility.

Category Description - Cemeteries				
Category	Description	Factors	Facilities Provided	Examples
Monumental	Traditional style of cemetery that has monuments that cover the entire grave.	<ul style="list-style-type: none"> Designated for the interment of human remains including burial and memorialization of the dead. 	<ul style="list-style-type: none"> Adjacent car parking Signage Fencing Managed open space 	<ul style="list-style-type: none"> Nelson Bay Cemetery Karuah Cemetery Historical cemeteries
Lawn	Features grassed lawns with graves marked with	<ul style="list-style-type: none"> Designated for the interment of human remains including burial 	<ul style="list-style-type: none"> Onsite car parking Signage 	<ul style="list-style-type: none"> Anna Bay Cemetery

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Category Description - Cemeteries				
Category	Description	Factors	Facilities Provided	Examples
	recumbent type headstones or plaques and no monuments over the grave site.	<ul style="list-style-type: none"> and memorialization of the dead. To ensure the look of the lawn cemetery remains consistent, trees, pot plants and fences are not allowed on or near graves. 	<ul style="list-style-type: none"> Fencing Managed open space 	
Niche Walls	Specially designed walls where ashes are placed and covered with a memorial plaque with inscription.	<ul style="list-style-type: none"> For cremation only. 	<ul style="list-style-type: none"> Adjacent car parking Signage Fencing Managed open space 	<ul style="list-style-type: none"> Carumbah Memorial Gardens Also located in other cemeteries

FUTURE DEMAND

Port Stephens Council's cemeteries range from quiet rural settings to more traditional urban surroundings. The cemeteries offer burial plots and niches in Columbarium Walls/Gardens.

The Council understands the importance of adequate and appropriate places for interment, grieving and quiet remembrance. Providing open, accessible and operational cemeteries is a valued community service.

The NSW Government passed new legislation in 2013, Cemeteries and Crematoria Bill 2013 to regulate cemetery and crematorium operations across all sectors of the interment industry. Its primary purpose is to ensure there is sufficient land to meet current and future burial needs in NSW and that people continue to have equitable access to cemetery and crematoria services.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

The Council aims to source alternative avenues of funding, such as grants and donations, when capital works are scheduled to ensure that cemetery fees are kept to a minimum. Current alternate sources of assistance include community volunteer groups who help with the maintenance and appearance of cemetery sites.

The population and percentage of aged persons in Port Stephens are increasing at a high rate. Council is home to an estimated 69,556 people in 2016 (ABS Data). The population continues to increase and is predicted to reach 84,899 people by the year 2036 (Source: Review of Department of Planning and Infrastructure Population Projections). The major growth is predicted to occur in the over 55 year age bracket and is attributed to the natural ageing of the existing population and the continuing influx of retirees from other areas in Australia.

Key Drivers

The population continues to increase with major growth predicted to occur in the over 55 year age bracket. With both an ageing and growing population, the cumulative impact will see a long term increase in demand on Council's current cemeteries.

One key factor the Council needs to consider is the changing nature of religious affiliation. In the 2011 ABS census, 22% of Australians stated that they had no religious affiliations. This is an increase of 6.8% from 2001 census data. As religious affiliations decline, there is a real possibility the demand for non-denominational interment options will increase.

An ABS report (2010) on South Australian burial and crematorium trends found that while the number of deaths is steadily increasing, cremations are increasing and the proportion of burials is decreasing. In 2010, burials equated to about 34% of South Australian interments. While a formal local study has not been conducted, this trend could impact the number of future traditional interments in Port Stephens.

The NSW Government has recently released the *Cemeteries and Crematoria Act 2013* and a new agency, Cemeteries and Crematoria NSW, has been developed to inform cemetery operations and make strategic decisions to ensure adequate and affordable interment options are available to the public. The new bill outlines interment rights and re-use of interment sites and the new agency has yet to release information on procedures and benchmarks.

Supply versus Standards

Based on benchmarked figures, it is recommended that Council provide one active cemetery per 14,000 people and one niche wall per 5,000 people as its benchmark. An active cemetery has an average of 3,500 burial plots.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Current Supply versus Provision Standard: Cemetery Plot

Current Supply vs Provision Standard – Cemetery Plots					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	5.0	5.3	5.5	5.7	6.1
Existing/Future Supply	5.0	5.0	5.0	5.0	5.0
Surplus/Shortage of cemeteries	0.0	-0.3	-0.5	-0.7	-1.1

Source: AEC Group Report, August 2013 "Review of Standards Guiding the Provision of Council's Community and Recreation Facilities"

Current Supply versus Provision Standards - Niche Wall

Current Supply vs Provision Standards - Niche Walls					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	13.9	14.9	15.5	16	17
Existing/Future Supply	16.0	16.0	16.0	16.0	16.0
Surplus/Shortage of cemeteries	2.1	1.1	0.5	0	-1

Source: AEC Group Report, January 2013

Future State

One of the major issues impacting on the management and operation of cemeteries throughout Australia is the potential shortage of burial space. Additionally, as cemeteries reach interment capacity, income from fees and charges is no longer obtained and there are no longer direct funds to be reinvested into the cemetery. This can affect the levels of maintenance and asset renewal. Both these issues are relevant to Council. Council will in future face the challenge of lack of interment sites and maintaining closed sites with lack of direct income. Already the closed historical cemeteries require repairs and will continue to deteriorate without actions of conservation. Conservation methods and funding will require investigation to ensure the heritage value of the area is retained.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

There have been no additional cemeteries acquired during the last year. Anna Bay Lawn Cemetery has been recently expanded to provide an additional 560 burial spaces.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Operations/Maintenance Plan

Asset maintenance is performed reactively. The building structures on the cemeteries all have 10 year life cycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of cemetery assets.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports which also inform the timing and implementation of the Cemeteries Management Program. Funded works are listed in the Capital Works Program.

Consolidation/Disposal Plan

There are no plans for disposal, and consolidation is not relevant.

Risk Plan

Cemeteries are insured under Council's public liability insurance policy. Risk is managed through a detailed biannual condition inspection by staff. Contractors also undertake inspections when carrying out maintenance on any site, with an agreement to identify issues that may present a risk.

Risk Controls - Cemeteries		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that monuments may not be constructed to Councils specifications leading to potential hazard to users.	<ul style="list-style-type: none"> Ensure only Council approved stonemasons complete monumental works in the cemeteries. Provide monument specification to all contractors on an annual basis. 	Low
There is a risk that historical cemeteries will deteriorate into an unserviceable condition	<ul style="list-style-type: none"> Develop a maintenance strategy for historic cemeteries 	Medium

Financial/Budget Summary

- Capital

Most recent capital works include irrigation system upgrades at Anna Bay Lawn Cemetery. Proposed future capital works are based on findings through biannual condition inspections with future programmed works formulated from the condition inspections.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

- Recurrent

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised on Council's risk matrix. The reactive and programmed maintenance works are done through Council asset inspections and the customer request system.

- Operational

The average operational expenditure budget over the last five years has been approximately \$145,000 per annum.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecasts.

Summary

The provision of active cemeteries and niche walls is a valued service for the people of Port Stephens. The expansion of Anna Bay Cemetery will allow for needs in the foreseeable future.

Community Buildings

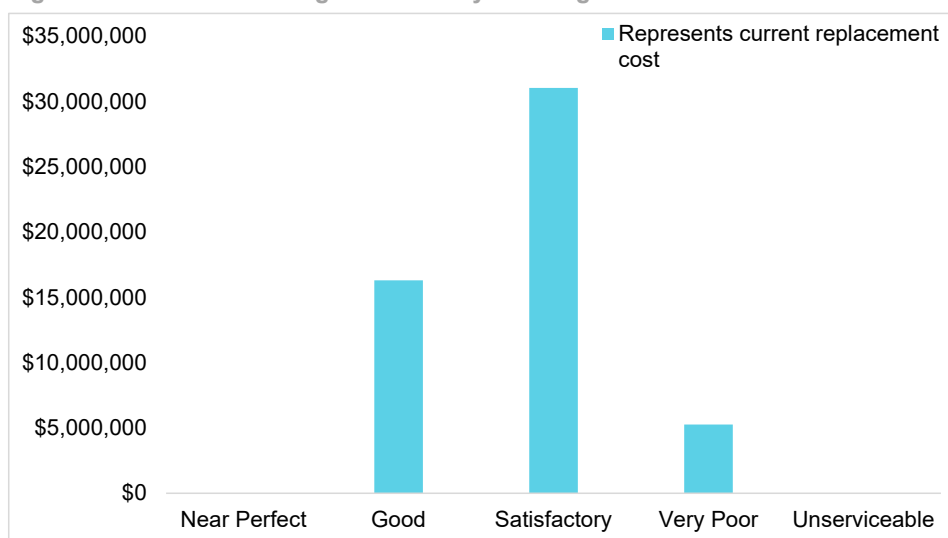
Asset Holdings	<p>Multipurpose Community Facilities have been grouped according to their current key functionality. These include:</p> <ul style="list-style-type: none"> • 24 Multipurpose Community Facilities • 18 Single Use Community Buildings (includes Amphitheatre Men's Sheds, Cruise Terminal and childcare facilities) <p>Building components:</p> <ul style="list-style-type: none"> • Exterior Works – Retaining walls, fencing, signage, landscaping. • Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. • Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings • Services – Hydraulic, mechanical, fire, electrical, security. <p>Other components/assets:</p> <ul style="list-style-type: none"> • Playground equipment, shade structures, car parking, landscaping.
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**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Desired Level of Service Statement	One multipurpose community facility for every 5,000 people.		
Available Data	Fair Value as at 30 June 2023, condition inspection reports, asset management plans/reports.		
Last Condition Survey	2022		
	Condition Rating	% Assets	\$CRC
	1 Near Perfect	0	\$0
	2 Good	31	\$16,307,860
	3 Satisfactory	59	\$31,037,540
	4 Very Poor	10	\$5,260,600
	5 Unserviceable	0	\$0
	Total	100.00	\$52,606,000
Main Findings	<ul style="list-style-type: none"> The majority of facilities are in satisfactory or good condition. Bobs Farm Community Hall, Soldiers Point Community Hall and Raymond Terrace Early Family Education Centre were the only facilities deemed to be in very poor condition. 		
Future Actions	<ul style="list-style-type: none"> Short term – Upgrades at the Seaham School of Arts, Hinton School of Arts and the Karuah Centre. Short term – Complete a strategic assessment of Council's multipurpose community facilities to determine the long term viability of the facilities in the current locations. Medium term – Upgrades to occur at Karuah Hall, Soldiers Point Community Hall and Lemon Tree Passage Old School Centre. 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Figure 19: Condition Rating - Community Buildings



LEVEL OF SERVICE

Customer Research and Expectations

Residents and users groups expect clean, presentable facilities that are in convenient locations. Council's 2022 Customer Satisfaction Survey showed an aggregated satisfaction score of 90% for community halls. This shows that the community is generally satisfied with the current number and level of service provided for community halls.

Legislative Requirements

The Council's multipurpose community facilities are required to be designed in accordance with the following:

- Local Government Act 1993.
- Australian Standards.
- National Construction Code and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific.
- Council Charter - Section 8 of the Local Government Act 1993.

Current Level of Service

Current levels of service across the LGA equate to 24 halls/centres. The majority of the centres are in a satisfactory working condition. Community volunteers belong to Council's 355c committees and manage the day-to-day operations such as bookings and fees, requests and cleaning.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

All centres charge different hiring fees and are available for public use at various days/times according to each individual centre's capacity and amenity.

Desired Level of Service:

Council currently aims to provide one multipurpose community facility for every 5,000 people.

Provision

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Multipurpose Community Facilities		
Council	Provision	Year
Port Stephens Council	One multipurpose community facility for every 5,000 people	2018
Maitland City Council	One community multipurpose centre for every 5,154 people	2019
Cessnock City Council	One community multipurpose centre for every 3,268 people	2019

Based on the above benchmarking, a standard of one multipurpose community facility for every 5,000 people is considered appropriate for Port Stephens Council.

Hierarchy

Facility provision across Port Stephens is based on a hierarchical model. This model is for multipurpose community facilities and is designed to service different catchment levels of population based on the type of the community building and level of service provision. The hierarchy of facilities includes:

- District

These are larger community facilities offering a wide range of programs and services. They may be co-located with other urban centre functions. For example, a district multipurpose community centre (500-600m²), children's centre, vacation care, before and after school care, youth centre, senior citizens centre and community art/cultural centre. Examples include Nelson Bay Community Hall, Medowie Community Centre and Fern Bay Community Hall.

- Local

These are small community facilities that generally cater to residents living in the immediate area or nearby suburbs. For example, a local multipurpose community

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

centre (300-400m²), community hall, children's centre and youth centre. Examples include Corlette Hall and Salt Ash Community Hall.

FUTURE DEMAND

Council currently provides a network of 24 multipurpose community facilities and 18 single use community buildings throughout the LGA for the benefit of the community. Community facilities make a fundamental contribution to our communities in the following key areas:

- They provide a space for groups to interact which supports the building of community connections, participation and ownership;
- They provide suitable spaces to deliver services, programs and activities to meet the social needs of the community and build community capacity. This includes a range of educational, lifelong learning, recreational, leisure, cultural, skills development and social activities and programs for residents of all ages and backgrounds.

The category of community buildings includes community halls, community centres, youth centres, senior citizen centres, child care centres, Men Sheds, cruise terminal and scout and guide halls.

Key Drivers

Community facilities are provided to benefit the community and contribute to residents' quality of life and wellbeing. Council often assumes a facilitator role in creating partnerships with government and non-government agencies and community organisations to:

- Target local needs: Facilities will address the social needs and interests of the surrounding community and desired social outcomes by offering a range of relevant programs, services and activities;
- Build community cohesion: Programs, activities and events will be designed to encourage social interaction between and involvement of different people and groups in the community to generate social capital;
- Creation of community hubs: Facilities can be co-located to provide a focal point for community. This can be through a connection to other community facilities such as schools, shopping centres, recreation and sporting facilities. This enhances accessibility and connectivity of uses and provides a destination and one-stop-shop approach for users.

Supply versus Standards

Using the provision of one multipurpose community facility for every 5,000 people there will continue to be a surplus in 2032. With this in mind Council has commenced

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

a strategic assessment of Council's multipurpose community facilities to determine the long term viability of the facilities in the current locations.

Current Supply versus Provision Standard

Current Supply vs Provision Standard - Multipurpose Community Facilities					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	13.9	14.9	15.5	16	17
Existing Supply	24.0	24.0	24.0	24.0	24.0
Surplus/Shortage of Community Buildings	10.1	9.1	8.5	8	7

Future State

NSW Department of Planning's revised figures have the LGA's population size increasing to approximately 95,617 persons by the year 2032. The most populous age group will be 60 years and over, a change from 2006 when it was 10 – 14 years. This change may result in greater utilisation of the halls to hold activities traditionally associated with this age group.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

The newly Constructed Medowie Sports and Community Centre (Medowie Social) was officially opened in 2021.

Operations/Maintenance Plan

Asset maintenance is performed reactively. The building structures, fixed plant and equipment all have 10 year life cycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of assets. Data on utilisation of the centres by user groups is gathered to determine usage rates.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports which also inform the timing and implementation of the Community Buildings Management Program.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Consolidation/Disposal Plan

Community Buildings that are deemed as excess to the standards and demand will be treated as surplus property. At present there are no plans to dispose of any of these assets.

Risk Plan

Community halls/centres are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the buildings and is undertaken annually by staff and management committees. Inspections are also undertaken by trades' staff when carrying out maintenance on any site, with an agreement to identify any issues that may present a risk.

Risk Controls - Multipurpose Community Facilities		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc.	<ul style="list-style-type: none"> Identify the gaps to bring the buildings up to standard. Cost the works. Prioritise works based on risk. 	High
There is a risk that a building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	<ul style="list-style-type: none"> Install working at heights systems on buildings that require known frequent working at heights for the purpose of accessing utilities such as AC units, box gutters, etc. Create a program to install and fund working at heights systems on these buildings. For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. Undertake annual certification of installed anchor points. 	Medium
There is a risk that material containing	<ul style="list-style-type: none"> Document the buildings with potential material containing asbestos. Test 	Medium

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Risk Controls - Multipurpose Community Facilities		
Risk	Control to Mitigate Risk	Residual Risk
asbestos is present in the buildings leading to potential exposure of users.	<p>these buildings for asbestos containing material and residual asbestos. Remove or isolate the asbestos containing material.</p> <ul style="list-style-type: none"> • Monitor the condition of the building for the presence of material containing asbestos. • Educate hall users and workers about the presence and management of material containing asbestos in buildings. • Develop site-specific management plans. 	

Financial/Budget Summary

- Capital

The most recent capital works include the facility upgrades at Raymond Terrace Activity Van, Medowie Childcare Centre, Fern Bay Community Hall and Raymond Terrace Early Education Centre. Proposed future capital works have been identified in the Community Buildings Management Program.

- Recurrent

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are implemented through Council's asset inspections and the customer request system.

The average recurrent expenditure budget over the last five years has been approximately \$120,000 per annum. Some years have sustained higher expenditures when urgent reactive repairs were required beyond the allowable budget.

- Operational

The average operational expenditure budget over the last five years has been approximately \$190,000 per annum to pay for usage charges such as water and electricity.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

The standards clearly indicate that there is a surplus of facilities as far as numbers goes to meet the current and future demand. To ensure Council is providing suitably located and maintained facilities for the future, a strategic assessment of Council's Community Buildings to determine the long term viability of the facilities in the current locations is being undertaken.

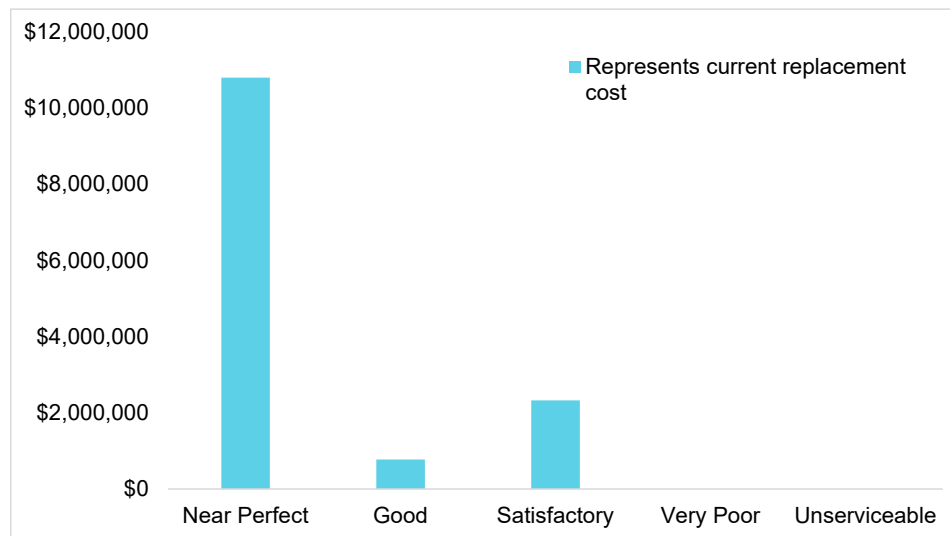
Depots

Asset Holdings	Raymond Terrace, Heatherbrae, Mallabula, Medowie and Nelson Bay depots.		
Desired Level of Service Statement	That the depots are safe, meet the needs of the users and Council's environmental obligations.		
Available Data	Fair Value as at 30 June 2023, condition inspection reports, asset management plans/reports.		
Last Condition Survey	2020		
General Assessment of Condition	Condition Rating	% of Assets	\$CRC
	1 Near Perfect	78	\$10,800,000
	2 Good	5	\$775,000
	3 Satisfactory	17	\$2,325,000
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100.00	\$13,900,000
Main Findings	<ul style="list-style-type: none"> New Raymond Terrace Depot now operational. 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Future Actions	<ul style="list-style-type: none"> • Short Term – Heatherbrae Depot operations will be relocated to within the Raymond Terrace Depot redevelopment. • Long Term - Relocation of the Nelson Bay depot to surrender the Crown Lands parcel.
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Figure 20: Condition Rating – Depots



LEVEL OF SERVICE

Customer Research and Expectations

The depots are required to meet various service levels, the majority of which are categorised as internal demands. For example, the depots are strategically located to provide geographic availability of stockpiled materials, personnel and plant and machinery required for road works and other building or trade operations.

The ability to effectively service and maintain machinery and plant and the requirement to have on hand large quantities of signage and other materials and to adequately and securely house those stocks are paramount in being able to effectively meet services demand.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**Legislative Requirements

- Protection of the Environment Act 1997
- Environmental Planning and Assessment Act, 1979
- Threatened Species Conservation Act 1995
- Noxious Weeds Act 1993
- Hunter Water Corporation Act 1991
- National Construction Code and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific.

Current Level of Service

Council currently operates two main depots located in Raymond Terrace and Nelson Bay as well as three satellite depots in Heatherbrae, Medowie and Mallabula.

Raymond Terrace Depot

This depot, located on Kangaroo Street in Raymond Terrace has recently been redeveloped.

Nelson Bay Depot

This depot, located on Nelson Bay Road, is used by a number of Council services including Fleet, Roadside and Drainage, Parks and Gardens. The site contains a small office building, demountable office, a large shed for the workshop, Parks and Gardens shed and a number of containers for storage.

Heatherbrae Depot

This depot, located in Jura Street, Heatherbrae (on Council owned operational land) and is used by the Roadside and Drainage team to service the western areas of the LGA.

Medowie Depot

This depot is located next to Ferodale Oval (on Council owned operational land) with access from Ferodale Road. It is used by the Parks and Gardens team.

Mallabula Depot

This depot, located next to the Tilligerry Aquatic Centre on Lemon Tree Passage Road, is used by the Parks and Gardens team to service the Tilligerry Peninsula. This site is Crown Land that is reserved for recreational purposes.

Desired Level of Service

The depots are operated in a safe, secure and effective manner that meets the needs of the users and Council's environmental obligations and Council addresses the deficiencies noted in the above current levels of service.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.****FUTURE DEMAND**Key Drivers

The key drivers influencing demand for the depot's redevelopment are:

- An appropriate size that will meet the needs of the users and increase productivity through an effective design;
- Assurance that the facility provides secure premises for both the users and plant;
- Meets the needs of future growth of the area to undertake capital projects;
- Adherence to all environmental compliance parameters.

Future State

Due to the circumstances regarding the Raymond Terrace and Nelson Bay Depots, a review of possible alternative sites or redevelopment was undertaken to explore all possible options for the future.

Raymond Terrace Depot

A review of potential sites for Council's main Depot a number of options were identified and explored in detail in 2015. This project was on hold during the local government merger proposals and has now re-commenced. The options included:

- 1) The redevelopment of the current site;
- 2) Relocating the depot to Council owned land at Boomerang Park, Medowie or Newline Road;
- 3) Purchase land in the industrial area in Heatherbrae or Tomago and relocating the depot.

Each of these options was investigated to develop an understanding of both the positive and negative aspects of each option. Following this review, a final decision was made to redevelop the existing site and also include the Parks operations currently being held at Heatherbrae.

Nelson Bay Depot

A depot is required on the Tomaree Peninsula to allow outdoor crews to service this area effectively and efficiently. However, cost efficiencies could be gained by having one workshop at the new main depot site and upgrading the current mobile truck that performs onsite servicing to maintain ongoing maintenance and service levels to machinery located on the Tomaree Peninsula with all major servicing requiring a hoist performed at the main depot.

The relocation of the Nelson Bay depot has also been under consideration for a number of years as it is located on Crown Land and Council is under instruction that we need to remove the depot and return its use to recreation purposes. The future

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

use of this land is outlined within Council's Master Plan as being for more sporting fields to accommodate future growth in the area.

It is proposed to relocate Nelson Bay depot to Salamander Bay Waste Transfer Station in accordance with concept plans and preliminary costings. The existing Nelson Bay depot is currently situated on NSW Crown land which is not suitable for this location. Similar to the Raymond Terrace depot, combining Council facilities at a more centrally located area reduces the overall Council facility footprint and improves the Council's overall staffing and services function, hence reducing administration waste and rework.

The positives and negatives for each option examined was documented in SAMP8.

Heatherbrae Depot

This depot would be vacated to become an asset that could be sold or rented.

Medowie Depot

This depot would remain in use for the Parks and Gardens team to service Medowie and surrounding area.

Mallabula Depot

This depot would remain in use for the Parks and Gardens team to service the Tilligerry Peninsula.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

Raymond Terrace Depot redevelopment completed in November 2023.

Storage shed improvements at the Nelson Bay Depot have recently been completed to ensure a safe and productive work environment.

Operations/Maintenance Plan

Asset maintenance is performed reactively. The building structures, fixed plant and equipment all have 10 year life cycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of assets.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports which also inform the timing and implementation of the Depot Management Program.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Consolidation/Disposal Plan

The consolidation of Heatherbrae and Raymond Terrace Depots will see the disposal of the existing Heatherbrae site.

Risk Plan

Depots are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the buildings and is undertaken annually by staff and management committees. Inspections are also undertaken by trades' staff when carrying out maintenance on any site, with an agreement to identify any issues that may present a risk.

Risk Controls - Depots		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that the Raymond Terrace Depot has passed its economic life leading to operational inefficiencies and non-conformance to current standards.	<ul style="list-style-type: none"> Undertake a Raymond Terrace Depot redevelopment plan and cost works. Develop a Council wide depot strategy. Review funding options for the above potential works. 	Medium
There is a risk that the delay of the relocation or redevelopment of the Raymond Terrace Depot will increase operational inefficiencies and non-conformance to current standards.	<ul style="list-style-type: none"> Adhere to the current redevelopment roadmap and project management plan. 	Medium

Financial/Budget Summary

• Capital:

Major capital works to the depots are funded through the completion of a quarterly budget review, accessing funds from the depot restricted fund or alternate funding sources.

• Recurrent/Operational:

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are implemented through Council's asset inspections and the customer request system.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

The average recurrent expenditure budget over the last five years has been approximately \$250,000 per annum. Some years have sustained higher expenditures when urgent reactive repairs were required beyond the allowable budget.

Current maintenance is based on historical expenditures and sourced from general revenue.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

The redevelopment of the Raymond Terrace Depot, preventative maintenance currently conducted on these facilities, coupled with the adoption of additional energy efficiency technology will ensure that the likelihood of increased maintenance costs and requirement for additional recurrent funds are reduced.

Emergency Services

Asset Holdings	15 Buildings. Including, 12 Rural Fire Service (RFS) Stations, 2 State Emergency Services (SES) Buildings and one communication hut. Building components: <ul style="list-style-type: none"> Exterior Works – Retaining walls, fencing, signage, landscaping. Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings Services – Hydraulic, mechanical, fire, electrical, security. Other components/assets: <ul style="list-style-type: none"> Car parking Communications hut. 		
Available Data	Fair Value as at 30 June 2023, condition inspection reports, asset management plans/reports.		
Last Condition Survey	2023		
	Condition Rating	% Assets	\$CRC

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

General Assessment of Condition	1	Near Perfect	0	\$0
	2	Good	43	\$3,615,983
	3	Satisfactory	57	\$4,793,280
	4	Very Poor	0	\$0
	5	Unserviceable	0	\$0
		Total	100	\$8,409,263
Main Findings	<ul style="list-style-type: none"> Facility upgrades required at Tomaree SES Headquarters. 			

Figure 21: Condition Rating – Emergency Services



LEVEL OF SERVICE

Customer Expectations

The customers expect Emergency Services facilities that provide adequate shelter, storage, training and meeting areas, which are safe for staff, suppliers and stakeholders.

Current Level of Service

The current levels of service across Emergency Services facilities are variable. Most facilities are in good condition. The shortfalls are generally related to buildings having inadequate facilities for meetings or training.

Desired Level of Service

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Current level of service is reliant on reactive response to facilities maintenance. The development level of service 'steps' or minimum standards over time will allow facilities to be progressively improved in a systematic and affordable manner. Items identified for improvement are added to the works plan for completion when funding becomes available. This has been the basis for the recent and future capital works in replacing stations.

Standards and Legislative Requirements

- Principles of Local Government – Local Government Act 1993
- State Emergency and Rescue Management Act 1989
- NSW Rural Fire Service Standards of Fire Cover
- National Construction Codes and relevant Australian Standards

FUTURE DEMAND

The demand forecast is based on the updated population profile, the NSW Rural Fire Service Standards of Fire Cover and the State Emergency and Rescue Management Act 1989.

The key drivers influencing demand for the facilities are:

- population growth;
- emergency risk management mitigation demand;
- demand for improved standard of facility;
- increased volunteer participation in these emergency combat agencies.

Another factor that needs consideration in assessing future demand is climate change. Weather implications such as an increase in temperature, erratic rainfall, drought, etc will have an impact on what facilities the wider population may require.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

At this stage, Rural Fire Service and State Emergency Service are reviewing the need for additional facilities based on the potential urban growth centres such as King Hill. This work is very preliminary.

Works Plus Plan project list – Emergency Services			
Project	Estimate	Source of Funds	Trigger
Kings Hill Rural Fire Station.	\$850 000	Rural Fire Service	Development
Seaham RFS	\$80,000	Rural Fire Service	Source of funds
Corlette SES	TBD (\$300,000)	Council / Grants	Source of funds

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Soldiers Point RFS	\$250,000	Rural Fire Service	Source of funds
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Operations/Maintenance Plan

Asset maintenance is performed reactively. The building structures, fixed plant and equipment all have 10 year life cycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of assets. Data on utilisation of the centres by user groups is gathered to determine usage rates.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports which also inform the timing and implementation of the Emergency Services Management Program. Funded works are listed in the Capital Works Program.

Consolidation/Disposal Plan

When it is determined that a facility is no longer required, a disposal plan for the facility is to be created. There are currently no disposal plans for the existing buildings without the site being replaced/upgraded.

Risk Plan

Based on historical evidence, emergency facilities pose a low liability risk for Council. Both the Rural Fire Service and State Emergency Service organisations have their own insurances in place, while Council removes any identified risks during maintenance.

Financial/Budget Summary

- Capital

Emergency response in New South Wales is performed by a number of combat agencies subject to jurisdictional review from time to time. The reviews in the Port Stephens LGA relate to the increased role of the New South Wales Fire Brigade as urban development continues. As a consequence, the number of NSW RFS Brigades may potentially decrease over the next 25 years, rendering a number of RFS facilities redundant over this period.

Plan Improvement and Monitoring

Council is continuously monitoring legislation and having discussions with combat agency staff and volunteers so that facility improvements can be planned. As a result, renewal/modifications to facilities are placed into Council's Works Plan.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Libraries

Asset Holdings	<p>Three branch libraries (Raymond Terrace, Tomaree and Mobile Library) and one library lounge (Tilligerry Community Library).</p> <p>Building components:</p> <ul style="list-style-type: none"> Exterior Works – Retaining walls, fencing, signage, landscaping. Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings Services – Hydraulic, mechanical, fire, electrical, security. <p>Other components/assets:</p> <p>Mobile Library Delivery Van/Vehicle</p>		
Desired Level of Service Statement	Council has a desired provision of one branch library for every 30,000 people and one library lounge for every 10,000 people.		
Available Data	Fair Value as at 30 June 2023, condition inspection reports, asset management plans/reports, NSW Living Learning Libraries Standards.		
Last Condition Survey	2022		
General Assessment of Condition	Condition Rating	% of Assets	\$CRC
	1 Near Perfect	0	\$0
	2 Good	49	\$5,199,500
	3 Satisfactory	49	\$5,199,500
	4 Very Poor	2	\$250,000
	5 Unserviceable	0	\$0
	Total	100.00	\$10,649,000

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Main Findings	<ul style="list-style-type: none"> The Tilligerry Library was found to be in a very poor condition due to the age of the building, general wear and tear and a high level of asbestos found within the fabric of the building.
Future Actions	<ul style="list-style-type: none"> Short Term – Air Conditioning and Automatic Door upgrades at Tomaree Library. Medium Term – Look at location and design of new library service in Medowie. Medium Term – Look at design of new library service in Raymond Terrace as part of current redevelopment project. Long Term – Look at location and design of refurbished or new library building as part of 155 Salamander Way redevelopment.

Figure 22: Condition Rating – Libraries



LEVEL OF SERVICE

Customer Expectations:

An annual Customer Satisfaction Survey, the Council CRM system, customer comment forms, and direct consultation and feedback are used to determine community expectations for quality, cost of services and specific service levels. Other methods include information gathering, use of the NSW Living Learning Libraries Standards, benchmarking and market research on comparable Library facilities and services.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Council's 2022 Customer Satisfaction Survey showed an aggregated satisfaction score of 91% for libraries. This shows that the community is generally satisfied with the current numbers and level of service provided by libraries.

Legislative Requirements

Efforts are made to continually maintain assets according to the relevant legislative requirements and to balance this against the available budget provisions.

Key Legislation, Acts, Standards, Guidelines and Regulations include:

- NSW Local Government Act 1993
- NSW Library Act 1939
- NSW Library Regulation 2018
- National Construction Codes and Standards
- People Places: A Guide for Public Library Buildings in New South Wales, Library Council of NSW 2021
- Living Learning Libraries: Standards and guidelines for NSW Public Libraries, Library Council of NSW 2020
- Beyond a Quality Service: Strengthening the Social Fabric. Standards and Guidelines for Australian Public Libraries, Australian Library and Information Association, Second Edition 2012
- WHS Legislation, Standards and Regulations

Current Level of Service:

The current provision of libraries in Port Stephens is generally appropriate. Port Stephens Council's library network comprises of two branch libraries (Raymond Terrace which services the western area of the LGA and Tomaree which services the eastern area of the LGA) and two library lounges (Mobile Library which visits 13 locations throughout the LGA and Tilligerry Library which is a volunteer run community library).

Port Stephens currently forms part of a Regional Library Group, which consists of three partnering councils – Newcastle, Dungog and Port Stephens. Membership of this co-operative is based on a supportive relationship between the participating councils who believe that this delivery model provides a benefit to the community that is far greater than that which delivering services alone could achieve.

Desired Level of Service:

Council has a desired provision of one branch library for every 30,000 people and one library lounge for every 10,000 people.

The recommended standards of provision for branch libraries and library lounges are not considered to be independent. For example, a region with three branch libraries

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

and two library lounges would be considered to have sufficient provision for a population of 80,000 $[(2 \times 30,000) + (2 \times 10,000)]$ rather than requiring four branch libraries as well as eight library lounges. As such, a mix of branch libraries and library lounges considered appropriate for servicing the population.

Standards

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Libraries		
Council	Provision	Year
Branch Library		
Port Stephens Council	One branch library for every 30,000 people	2018
Cessnock City Council	One branch library for every 27,780 people	2019
Singleton Council	One branch library for every 22,987 people	2009
Library Lounge		
Port Stephens Council	1 library lounge for every 10,000 people	2018
Lake Macquarie City Council	One library lounge for every 10,000 people	2011
Southeast Queensland (Department of Infrastructure)	One library lounge for every 15,000 – 30,000 people	2007

FUTURE DEMAND

Public libraries support the information, education, cultural and recreational needs of local communities. The branches provide a focal point for community activity. They are welcoming spaces, offering opportunities for social interaction and connection. A diverse range of programs to inform, educate and entertain is available, encouraging community participation and creativity. Equitable, unbiased access to information, leisure and technology resources are provided, facilitating independent decision-making, lifelong learning and information literacy.

Key Drivers

Population growth and new development will place additional pressure on library services. Remote populations will continue to be a characteristic of the LGA, which, combined with the ageing of the population will require alternative forms of delivery including mobile and special needs services. This could include the expansion of

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

housebound services and services to residents of aged care and nursing homes, and the provision of electronic services.

Supply versus Standards

Using the provision of one branch library for every 30,000 people and one library lounge for every 10,000 people there will eventually be a shortfall in 2026. Until that time the benchmark indicates an adequate supply; however, the high capital cost and amount of planning involved in the construction of a new library facility means that planning should begin for the construction of new facilities in the medium term to ensure Council continues to meet its provision standards.

Current Supply versus Provision Standard

Current Supply vs Provision Standard - Libraries					
	2021	2026	2031	2036	2041
Projected Population	74,324	77,310	80,018	84,899	90,286
Benchmark Demand	2.0/2.0	2.0/2.2	2.0/2.6	2.0/3.0	2.0/3.6
Existing Supply	2.0/2.0	2.0/2.0	2.0/2.0	2.0/2.0	2.0/2.0
Surplus/Shortage	0.0/0.0	0.0/-0.2	0.0/-0.6	0.0/-1.0	0.0/-1.6

Future State

Annual Library Customer Satisfaction Surveys and Annual Council Customer Surveys continue to show that the community places a high value on library services. The library is seen as providing an essential service, a safe and neutral space in the community and libraries are viewed as central community hubs. Comments also stress the importance of the library as playing a key role in the development of informed, learning and empowered communities; providing access to education; and access to information and recreation opportunities. The value of the library in bringing people together, particularly through outreach activities was also highlighted.

It is widely acknowledged within the library industry that public libraries throughout the western world face similar challenges: tight budgets; rapid technological change; ageing populations; shortage of qualified staff; and increasingly expensive collection and building maintenance. All this, coupled with high community demand means doing more with less. The challenge for Port Stephens Libraries will be to continue operating an efficient and effective service that is highly valued by the community, within existing resources, and while trying to meet at least the baseline minimum target as set out in the National Public Library Standards. In order to remain current and relevant, reflecting the requirements and aspirations of our community, Port Stephens Library must continue to:

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

- Provide a cultural hub and focal point for the community;
- Be functional and multipurpose, accommodating a range of activities and uses;
- Provide easily accessible collections in a range of formats,
- Enable user-friendly access to the latest in technology,
- Attract a wide range of users providing areas for relaxation, research, leisure and learning;
- Remain efficient and effective in the delivery of services;
- Maintain and further develop the co-operative approach between all stakeholders to ensure that the changing needs of the community are met.

LIFECYCLE MANAGEMENT PLANCreation/Acquisition/Augmentation Plan

Demographic analysis indicates that a service point should be provided in Medowie within the next 5 years, preferably in close proximity or in co-location with the existing Community Centre.

The Port Stephens Council publication *Medowie Place Plan* states that the population of Medowie is expected to reach 15,000 by 2040. Medowie does not currently have a library branch and the community accesses library services through the Mobile Library or by visiting one of the other branches. A library building of approximately 1,035 square metres would be the minimum recommendation for this population catchment, however a larger library would be required to provide the spaces and services expected in a contemporary library building.

Council is committed to ensuring that community facilities support the growing community in Medowie with appropriate infrastructure in the town centre, including a community and cultural precinct. Libraries are key anchors or place makers in a community and can serve to activate a town centre.

The other major issue to be addressed is the future of the Mobile Library. Due to the expansive nature of the LGA there is a need to retain a Mobile Library service; however the delivery model may need to be adapted, with an increased focus on meeting special needs in the community. These include services for the aged, persons with a disability, residents of aged care and retirement homes as well as residents in remote areas in the LGA. The Mobile Library trailer was refurbished in 2023, extending its useful life for approximately 8 years. Closer to that time, Council will investigate options for replacing the existing large vehicle with two smaller fixed cabin vehicles to facilitate delivery to special needs, aged and remote customers.

Operations/Maintenance Plan

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

A programmed maintenance schedule is in place for Council's assets. When a fault or breakdown occurs with an asset, reactive maintenance is performed, to allow the asset to perform its intended function. The building structures, fixed plant and equipment all have 10 year lifecycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of Library assets. The assessment informs what is required for the assets to be managed in the most cost effective and sustainable manner.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports which also inform the timing and implementation of the Libraries Management Program.

Mobile Library

The Mobile Library was replaced in 2009 and continues to provide an outreach service to residents in 13 remote locations across the Port Stephens LGA. The delivery model has been adapted within the past three years with an increased focus on meeting special needs in the community. These include services for the aged, persons with a disability, residents of aged care and retirement homes. The existing refurbished Mobile Library has an estimated lifespan of approximately 8 years and is expected to be retained for this period without major capital replacement.

An outreach delivery van was acquired in December 2010 to provide access to locations that the existing articulated vehicle cannot navigate. The delivery van facilitates delivery to special needs clients, and residents of aged care and retirement homes as well as residents of rural and remote areas in the LGA. The delivery van will be replaced with an EV in early 2024.

Note: Both the Mobile Library and Outreach Delivery van form part of Council's Fleet Assets.

Consolidation/Disposal Plan

This is no plan to consolidate or dispose of these assets in this section. The Mobile Library, while considered a library branch, is managed through fleet assets.

Risk Plan

The Library's buildings are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the buildings undertaken annually by staff.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Risk Controls - Libraries		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, height safety equipment, electrical systems, switchboard rooms, etc.	<ul style="list-style-type: none"> Identify the gaps to bring the buildings up to standard. Cost the works. Prioritise works based on risk. 	High
There is a risk that Tomaree Library will experience air conditioning failures leading to increased operational costs and reputation damage due to ageing air conditioning plant.	<ul style="list-style-type: none"> Programmed replacement in the Works Program 2019-2029. Programmed maintenance schedule. 	Medium
There is a risk that material containing asbestos may be present in Tilligerry Library that could lead to potential exposure by users.	<ul style="list-style-type: none"> Monitor the condition of the building for the presence of material containing asbestos. Educate users, volunteers and workers about the presence and management of material containing asbestos in buildings. Develop site-specific management plans. 	Medium

Financial/Budget Summary

- Capital

The most recent capital works include the installation of Solar PV systems at both the Raymond Terrace library and Tomaree Library and Community Centre. Tomaree Library and Community Centre also received Fire Indicator Panel upgrades in 2022.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

- Recurrent/Operational

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised on Council's risk matrix. The reactive and programmed maintenance works are programmed through Council asset inspections and the customer request system.

The average recurrent expenditure budget over the last five years has been approximately \$120,000 per annum. Some years have sustained higher expenditures when urgent reactive repairs were required beyond the allowable budget.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

The current model of strategically placed branch libraries at the east and west of the LGA, supported by the Mobile Library, Tilligerry Community Library and membership of the Regional Library Group is robust and will be able to meet the needs for future growth. Due to the spatial spread of population and growth in particular areas, the suburb of Medowie will be in need of a facility such as a library lounge by 2027.

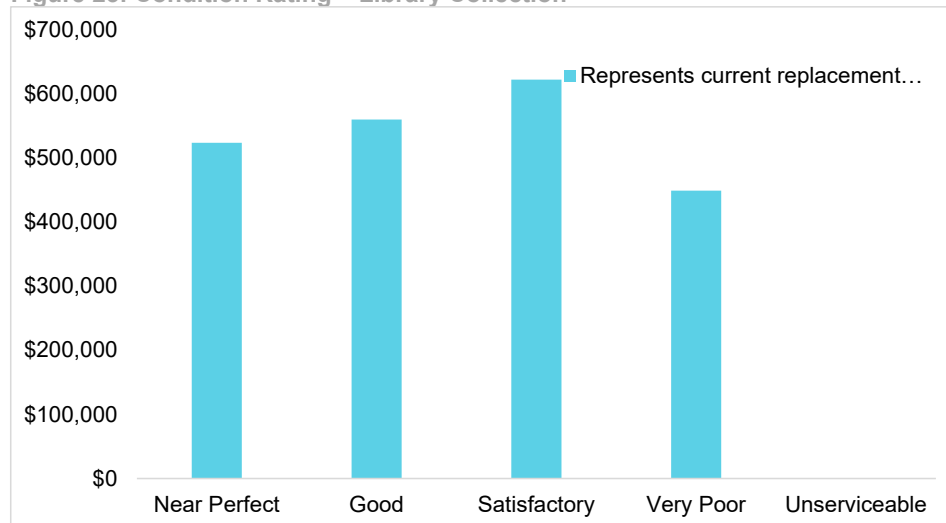
Libraries Collections

Asset Holdings	101,108 collection items – including book stock and other Library resources.
Available Data	<ul style="list-style-type: none"> • Stocktake records, assessment against NSW Living Learning Libraries Standards 2022/2023, Library Collection Development Policy and collection data held in the 'Symphony' Library Management system. • Asset Data: existing collections held at Raymond Terrace, Tomaree and the Mobile Library, collection information stored in the 'Symphony' Library Management system and benchmarking against Living Learning Libraries: Standards and Guidelines for NSW Public Libraries 2020, Australian Library and Information Association: Standards, Guidelines and Outcome Measures for Australian Public Libraries, 2021.
Last Condition Survey	A stocktake of the Port Stephens Library collection was undertaken in November 2018 and an assessment against the

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

	NSW Living Learning Library Standards and Guidelines in 2022/2023.		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	24	\$523,404
	2 Good	26	\$559,645
	3 Satisfactory	29	\$621,930
	4 Very Poor	21	\$448,923
	5 Unserviceable	0	\$0.00
	Total	100.00%	\$2,153,901
Main Findings	The existing Library Collection totals 101,108 items of which 79.62% are in satisfactory to near perfect condition. However, a 2022/2023 assessment against the Library Standards indicates that while there has been some improvement, Port Stephens Library still falls below the Baseline Standard in four of the six collection categories. While existing items are presently in good condition, an annual capital budget allocation is required to ensure the ongoing quality, relevance and sustainability of the collection.		

Figure 23: Condition Rating – Library Collection



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.****LEVELS OF SERVICE**Customer Research and Expectations:

The Library uses numerous methods to determine community expectations in regard to its collection including – the Collection Development Policy, Annual Customer Satisfaction Survey, customer purchase recommendations, the electronic library management system and direct consultation and feedback. Other methods include the use of the NSW Living Learning Libraries Standards and Guidelines, 'Beyond a Quality Service: Strengthening the Social Fabric, Standards and Guidelines for Australian Public Libraries, 2012 (ALIA) and benchmarking against comparable Library collections.

As a primary tool, the Collection Development Policy outlines the procedures, rationale and processes in relation to the selection, development and management of the Port Stephens Library Collection. The document is reviewed every two years, as customer needs change, as the collection develops and as new technologies and formats evolve.

The objective of the policy is to facilitate better planning, to communicate collection development processes both internally and externally, to define priorities for collecting areas and to provide a management tool for Library staff.

Current Level of Service:

Level of service relates to the Library Collection and the condition in which it is maintained. Library Services seek to provide the community with a balanced Library Collection, while responding to a broad range of customer needs. In developing its Collection, the Library complies with the NSW Library Act 1939 and the Local Government Act 1993.

The Collection is evaluated on an ongoing basis and branch librarians monitor the condition, relevance and coverage of library stock. The Library undertakes an ongoing de-selection program to ensure that the Collection is up-to-date, reflects the changing needs of the community, is adequately housed and in good condition.

Desired Level of Service:

The desired level of service is to provide a range of Library services, including an adequate collection that meets the minimum outlined in the NSW Living Learning Libraries: Standards and Guidelines for NSW Public Libraries.

Living Learning Libraries provides information that enables councils and public libraries to compare current performance within a meaningful framework and to ascertain whether Library services are capable of meeting the needs of their communities. In order to achieve this it is necessary to examine the gap between the current level of service delivery and desired level of service delivery, and availability of funding.

Standards and Legislative Requirements:

Efforts are made to continually maintain the Library collection according to the relevant legislative requirements and to balance this against available budget provisions.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Key Legislation, Acts, Standards, Guidelines and Regulations include:

- NSW Local Government Act 1993
- NSW Library Act 1939
- NSW Library Regulation 2018
- Living Learning Libraries: Standards and Guidelines for NSW Public Libraries, Library Council of NSW 2020
- APLA-ALIA Standards and Guidelines for Australian Public Libraries, 2021
- 'Beyond a Quality Service: Strengthening the Social Fabric. Standards and Guidelines for Australian Public Libraries, 2012. Australian Library and Information Association
- People Places: A Guide for Public Library Buildings in New South Wales, Library Council of NSW 3rd edition 2021.

FUTURE DEMANDDemand Forecast:

The key drivers influencing demand for the Library Collection are:

- population growth;
- residential development;
- demographic changes;
- market demand for libraries and community passive indoor/office space;
- government policy and legislative changes; and
- technological change and development.

The key areas of population growth, residential development and demographic changes will influence the demand for library services into the future. Library services will continue to conduct customer satisfaction surveys to assess changes in utilisation of assets and customer expectations.

LIFECYCLE MANAGEMENT PLANCreation/Acquisition/Augmentation Plan

The total number of Collection items across all library branches is 101,108. This can be broken into individual branch collections of:

- Mobile Library – 23,922
- Raymond Terrace Library – 39,347
- Tomaree Library – 37,839

Stock from all three Library branches forms the Tilligerry Community Library Collection and is rotated between libraries on a bi-monthly basis.

The Libraries Acquisition plan forms part of the existing Collection Development policy, which outlines the process for selection and de-selection of stock. As a member of Newcastle Libraries, Port Stephens has access to consortium

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

arrangements with various publishers that enable participation in group discounts of up to 30% including the purchase of 'shelf ready' items.

Continued acquisition and improvement of the Collection relies heavily on participation in the Cooperative Library Agreement with Newcastle Libraries and the ongoing availability of a capital budget to facilitate Collection expansion.

Library Services has kept pace with technological advances, in particular the expansion of Radio Frequency Identification (RFID), which as a result of \$112,050 in Library Infrastructure Grant Funding, was installed at Raymond Terrace and Tomaree Library in mid-2018. In addition, we implemented a Print Management System in 2020 whereby customers can send documents to print from anywhere at any time from any device – mobile phone, laptop, tablet or PC. 2022 saw the introduction of Virtual Reality Technology, and in January 2024 the four self-loan stations located at Raymond Terrace and Tomaree Libraries were upgraded.

Operations/Maintenance Plan

Collection assessment, stocktaking and de-selection form the operations and maintenance plan for the Library Collection. These processes ensure the Collection is accessible and relevant. They certify that the Library catalogue reflects the actual 'on shelf' collection. An accurate stocktake ensures that items are labelled correctly and housed in the appropriate Collection, which assists accessibility. Undertaking a stocktake at least once every three years allows staff to check each item and rate its current condition.

Condition and Performance Monitoring

A condition assessment and collection stocktake was undertaken in November 2018 in order to appraise the collection regarding number of items, quality and condition. As a result of the impact of Covid an assessment was not able to be undertaken in 2021. A full stocktake is on the agenda for 2024. The assessment gives support to what is required for the collection to be managed in the most cost effective and sustainable manner.

In addition, as a member of the Regional Cooperative, Council can request stock reports from Newcastle Libraries, which provides relevant and up-to-date information on the total number of collection items, age of items, total number of loans and other data as required. This information helps to assess the condition and standard of the collection and provides an indication of usage, which assists in the selection and de-selection process.

Rehabilitation/Renewal/Replacement Plan

The ABS average price of books is cited in Enriching Communities: The value of public libraries in New South Wales, 2008 as \$25.00.

Rehabilitation, renewal and replacement of stock at the exiting level require the on-going allocation of a capital budget. An injection of additional funds would result in the move towards reaching the Baseline Standard, but the ability to do so is also dependant on having adequate space to house a collection.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Consolidation/Disposal Plan

Last copies of material still in good physical condition are offered to other libraries within the Region. Other materials are offered for sale by Port Stephens Library branches via the second-hand book sale or at the annual Library book sale held by Newcastle Libraries. Those materials in poor condition are recycled.

Risk Plan

Council has an adequate Business Recovery plan in place to address disaster recovery.

Financial/Budget Summary

- Capital:
Port Stephens Library Services has spent an average of \$248,000 per annum over the past five years on the acquisition of resources for the libraries. At this stage, we project a minor growth (approximately 3%) per annum for the next 10 years. There may be changes to this if the libraries are able to access specific external grants that would increase the resources budget.
- Recurrent:
Nil
- Operational:
Nil

Plan Improvement and Monitoring

As part of the Service Review process in 2023, Council undertook community research to assess the level of need and expectation in relation to existing Library assets including the Collection. In addition, Collection assessment, stocktaking and de-selection will continue in line with the Collection Development policy.

The gap between the current and desired Collection was identified by assessment against the NSW Public Library Standards. An ongoing capital budget allocation would result in continued alignment with achieving the enhanced and exemplary categories.

Parks and Reserves

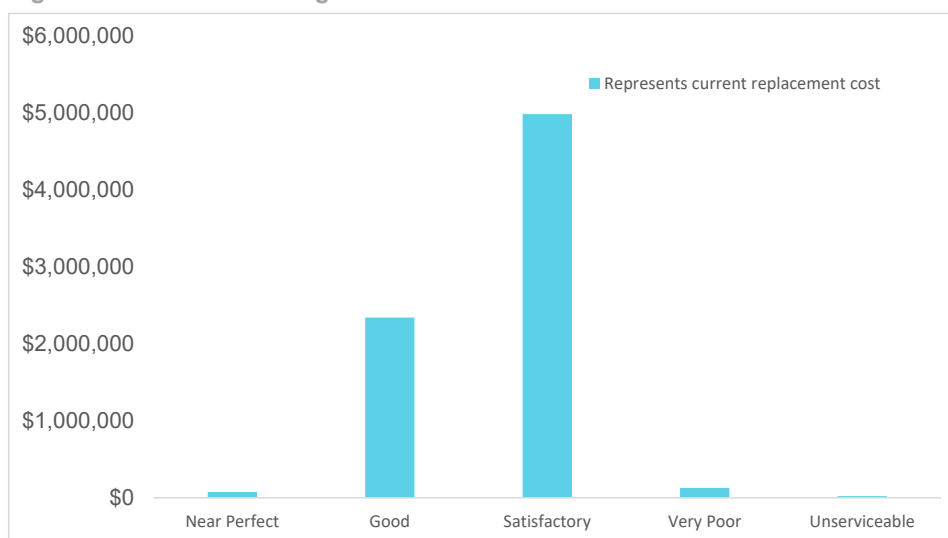
Asset Holdings	Parks x 81 (107.1 hectares), Foreshores x 86 (200.4 hectares), Bushland x 79 (329.8 hectares), Wetlands x 21 (3.4 hectares), Watercourse x 21 (298.1 hectares), Cultural Significance x 10 (27.8 hectares) General Community Use x 133 (94.7 hectares).
Desired Level of Service Statement	Council has a desired provision of 2.5 hectares of parks and reserves for every 1,000 people.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Available Data	Fair Value as at June 30 2019, condition inspection reports, asset management plans/reports, Recreation Strategy, Open Space Maintenance Specification.		
Last Condition Survey	2023		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	1	\$75,554
	2 Good	31	\$2,342,184
	3 Satisfactory	66	\$4,986,586
	4 Very Poor	1.7	\$128,442
	5 Unserviceable	0.3	\$22,667
	Total	100	\$7,555,433
Main Findings	<ul style="list-style-type: none"> The majority of facilities are in a good to satisfactory condition. Boat Harbour North Headland, Carlisle Cr Reserve, Mungarra Reserve and Old Wharf Park were deemed to be in a very poor condition. 		
Future Actions	<ul style="list-style-type: none"> Short Term – Infrastructure upgrades at Fingal Bay Foreshore, Fisherman's Bay Reserve, Taylors Beach Foreshore and Mungarra Reserve. Short Term – Update Community Land and Crown Managed Reserve Plans of Management Medium Term – Infrastructure upgrades at Fly Point Park and Nelson Bay Foreshore. Medium Term – Investigate a large-scale centrally located park in Medowie. 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Figure 24: Condition Rating - Parks and Reserves



LEVEL OF SERVICE

Customer Expectations:

2022 Council's Customer Satisfaction Surveys show an aggregated satisfaction score of 58% for parks and gardens. This shows that the majority of the community is generally satisfied with the current number and level of service provided for parks, gardens and other open spaces and reserves.

Legislative Requirements

The Council's parks and reserves are required to be designed in accordance with the following:

- Section 8 (Council Charter) Local Government Act 1993;
- Legislation, Regulations, Environmental Standards and Industry and Australian Standards that impact on the way assets are managed;
- Design Standards and Codes of Practice;
- Australian Design Standards also provide the minimum design parameters for infrastructure delivery.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Current Level of Service

Current Levels of Service Parks and Reserves				
Planning District	Population (2016)	Total Hectares	Proportion of the total open space area	Provision (hectares) per 1,000 residents
1. Raymond Terrace	13,654	240.784	18%	20.00
2. Rural West	5,293	61.222	4.5%	11.57
3. Medowie	9,684	60.495	4.5%	6.25
4. Tilligerry Peninsula	6,767	173.252	13%	25.60
5. Tomaree	26,737	717.297	55%	26.83
6. Rural East	2,296	46.770	3.5%	20.37
7. Fern Bay	3,330	0.941	0.5%	0.28
8. Karuah/Swan Bay	1,776	12.559	1%	7.07

Desired Level of Service

Council has a desired provision of 2.5 hectares of parks and reserves for every 1,000 people.

Benchmarking

Benchmarking of provision in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking – Parks and Reserves		
Council	Provision	Year
Port Stephens Council	2.5 hectares for every 1,000 people	2018
Maitland City Council	1.7 hectares for every 1,000 people	2019
Cessnock City Council	4.57 hectares for every 1,000 people	2019

Hierarchy

- Local Parks

Local parks are typically 0.5+ hectares in size and generally cater for people within the local area within one or two suburbs. These parks will cater for local activities including relaxation, walking or play. Examples include Bettles Park, Edstein Park and Iluka Close Reserve.

- District Parks

District parks cover an area of 1+ hectares and typically have the capacity to draw people from more than one Planning District area. These parks have the capacity to

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

cater for a number of visitors/users and activities, including community events. Examples include Fly Point Park, Wattle Street Park and Fern Bay Reserve.

- Regional Parks

A regional park has the capacity to attract people from the wider Port Stephens area and beyond. These parks provide a high recreational value and the potential for major recreation or visitor focus, including through community events. Examples include Boomerang Park and Nelson Bay Foreshore.

FUTURE DEMAND

Council is committed to the provision of quality leisure and recreation opportunities, and recognises the value of accessibility and participation to enhance the quality of life for the individual and the community.

Key Drivers

Parks and reserves contribute to the wider environment in many ways, including:

- Defining the local landscape character and identity;
- Enhancing the physical character of an area, shaping existing and future development and infrastructure;
- Supporting habitats and local wildlife;
- Promoting and protecting biodiversity and habitat creation;
- Helping to achieve a softer interface between urban and rural environments;
- Providing places for children and young people's play and recreation;
- Providing cultural, social, recreational, sporting and community facilities;
- Mitigating climate change and flood risk;
- Promoting and improving links between open spaces;
- Boosting the economic potential of tourism, leisure and cultural activities;
- Protecting and promoting the understanding of historical, cultural and archaeological value of places.

Supply versus Standards

Using the provision of 2.5 hectares of parks and reserves for every 1,000 people there will continue to be a surplus in 2036. This is a total of parks and reserves of 430 hectares which include the parks, foreshores, culturally significant and general community use classifications. This shows that there is a large surplus of land dedicated to parks and reserves in Port Stephens.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Current Supply versus Provision Standard

Current Supply versus Provision Standard - Parks and Reserves					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	173.9	185.8	193.3	200.1	212.3
Existing Supply	430.0	430.0	430.0	430.0	430.0
Surplus/Shortage	256.1	244.2	236.7	229.9	217.7

Future State

As shown there is a surplus of parks and reserves which will require a review of open space to determine areas where acquisition or disposal is required to continue to meet the needs of the population into the future.

Port Stephens is a desirable tourist destination close to major cities which makes it an attractive area to host events. It is important that Council has areas of parks and reserves that can continue to cater for events into the future.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

The location and development of future open space land as a result of growth will be identified through future new release planning work in line with the Recreation Strategy (previously known as the Open Space Strategy). The implementation of the Apex Park, Boomerang Park, Nelson Bay and Shoal Bay Foreshore Master Plans will ensure that these areas of significance continue to be upgraded and utilised into the future.

Operations/Maintenance Plan

Currently the Public Domain and Services section at Council provides maintenance services to all parks and reserves. The Recreation Strategy provides a maintenance specification and hierarchy system for all open space areas.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and used to assess the management of parks and reserves assets.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition reports, and are part of the Works Program in **Appendix 2**.

Consolidation/Disposal Plan

As shown there is a surplus of parks and reserves which will require a review of open space to determine areas where acquisition or disposal is required to continue

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

to meet the needs of the population into the future. A number of local parks and reserves are underutilised. These parks will be retained in public ownership however park embellishments and infrastructure will be reduced to ensure routine maintenance tasks can be catered for at higher use locations. At present only a portion of Boomerang Park, Raymond Terrace is proposed to be disposed of as detailed in the Boomerang Park Master Plan.

Risk Plan

Parks and reserves (building structures and grounds) are insured under Council's public liability insurance policy. Risk is managed through inspections undertaken by Council's Parks Maintenance staff when carrying out maintenance on any site.

Risk	Control to Mitigate Risk	Residual Risk
<p>There is a risk that</p> <ul style="list-style-type: none"> Components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc. Ground surfaces are unsafe 	<ul style="list-style-type: none"> Identify the gaps to bring the buildings and grounds up to standard. Cost the works. Prioritise works based on risk. 	High

Financial/Budget Summary

• Capital

The most recent capital works include the new facilities within Aliceton Reserve, Conroy Park, Henderson Park, Centennial Park, Anzac Park and Little Beach Foreshore. Proposed future capital works are scheduled through biannual condition inspections and with consideration of requests made by community user groups.

• Recurrent/Operational

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council. The reactive and programmed maintenance works are determined through Council's asset inspections and the customer request system. Works are prioritised based on Council's risk matrix.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Summary

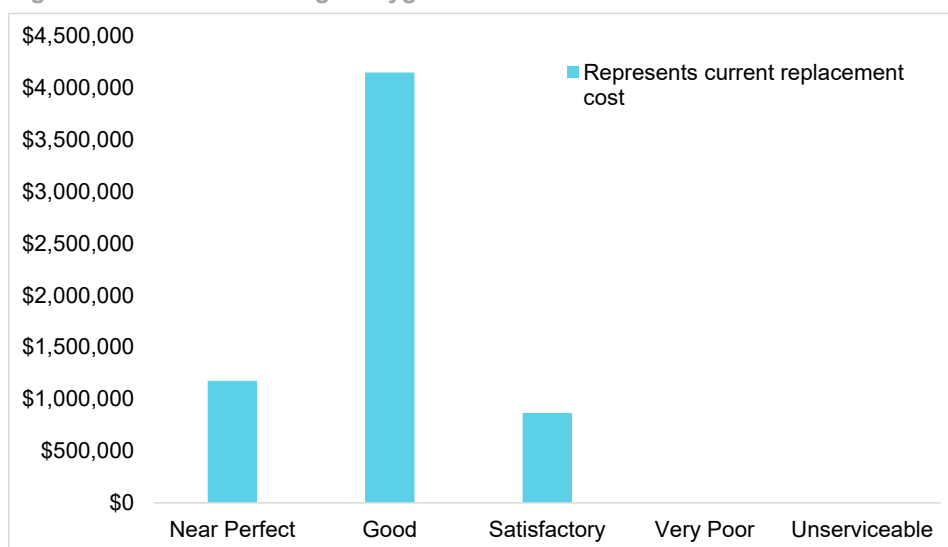
The standards clearly indicate that there is a surplus of land available as parks and reserves as far as numbers go to meet the current and future demand. To ensure Council is providing suitably located and maintained facilities for the future, the adopted Recreation Strategy is to be implemented to allow for these facilities to be strategically managed for the future population.

Playgrounds

Asset Holdings	Currently Council has 57 playgrounds within its public reserve system.		
Desired Level of Service Statement	One playground for every 1700 people.		
Available Data	Fair Value as at June 30 2019, condition inspection reports, Recreation Strategy, Open Space Maintenance Specification.		
Last Condition Survey	2021		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	19	\$1,176,904
	2 Good	67	\$4,150,134
	3 Satisfactory	14	\$867,192
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100	\$6,194,230
Main Findings	<ul style="list-style-type: none"> The condition of most playgrounds is good. 		
Future Actions	<ul style="list-style-type: none"> Short term – Replacement of playgrounds at Taylors Beach Foreshore, Elkin Avenue, Korora Oval and Dunmore Reserve. Short term – Removal of playgrounds at Old Wharf Park. Short Term - Develop a playground program with consideration to current and future provision, financial sustainability and recreational trends. 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Figure 25: Condition Rating - Playgrounds



LEVEL OF SERVICE

Customer Research and Expectations:

Council's 2022 Customer Satisfaction Survey showed an aggregated satisfaction score of 58% for playgrounds. This shows that the majority of the community is generally satisfied with the current number and level of service provided for playgrounds.

The Port Stephens LGA has an active tourism industry which results in a large increase in population during peak periods. High visitor numbers have resulted in an increase in the demand for playgrounds in key tourism areas.

Legislative Requirements

The Council's playgrounds are required to be designed, developed and managed in accordance with the following Australian Standards:

- AS 4422: 2016, Impact attenuating Playground Surfacing
- AS/NZS 4486.1: 1997, Playground Equipment - Installation, inspection, maintenance and operation
- AS 4685.0 - 2017, Risk management strategies for injury prevention
- AS 4685.1 – 2021, General safety requirements and test methods
- AS 4685.2 – 2021, Safety requirements and test methods for Swings
- AS 4685.3 – 2021, Safety requirements and test methods for Slides
- AS 4685.4 – 2021, Safety requirements and test methods for Runways
- AS 4685.5 – 2021, Safety requirements and test methods for Carousels

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

- AS 4685.6 – 2021, Safety requirements and test methods for Rocking Equipment
- AS 4685.11 – 2014, Safety requirements and test methods for Spatial networks
- AS 1428.1 – 2009, Design for access and mobility

Current Level of Service

Port Stephens Council's Development Control Plan 2007 required a park with a playground be located within 400m walking distance of each residential lot. This level of service encouraged a large spread of minimalist style facilities in an attempt to meet this need. The revised Development Control Plan 2013 has reduced this requirement to allow better planning for the provision of playgrounds. The Recreation Strategy has moved Council's provision away from a quantity and even spread model; with the new focus being on the quality of park provision in line with Council's maintenance capacity.

Desired Level of Service

Port Stephens Council has a desired provision of one playground per 1700 people.

Standards

Benchmarking of provision in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Playgrounds		
Council	Provision	Year
Port Stephens Council	One playground per 1700 people	2018
Lake Macquarie Council	One playground per 1674 people	2019
MidCoast Council	One playground for every 172 children	2019

Hierarchy

A hierarchy of Regional, District and Local facilities has been established which will guide the development of each site. This will allow a minimum level of service to be defined and supporting infrastructure to be determined for each facility. The minimum standard of each facility forms the basis of what the community can expect when they utilise a facility. This hierarchy also allows for the impact of tourism on provision of facilities, in that a larger number of regional or district facilities can be provided in the tourism areas to cater for this increased demand during peak periods.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Hierarchy - Playgrounds		
Hierarchy	Definition	Potential Activity Level
Regional	Regional open space has the capacity to attract people from the wider Port Stephens area and beyond.	<ul style="list-style-type: none"> - A regional sports facility has the capacity to cater for a number of sporting codes, higher grade sport teams, state or national competitions and may also attract community events. - A regional park or foreshore reserve has a high recreational value and the potential for major recreation or visitor focus, including through community events.
District	District open spaces typically have the capacity to draw people from more than one Planning District area.	<ul style="list-style-type: none"> - A district sports facility may have the capacity to cater for a number a number of sporting codes and be a potential venue for regional competitions and events. - A district park or foreshore reserve has the capacity to cater for a number of visitors/users and activities, including community events.
Local	Local open spaces will generally cater for people within the local area within one or two suburbs.	<ul style="list-style-type: none"> - Generally local sports facilities will typically cater for local sporting competition and/or team training. - Local parks and foreshore reserves will cater for local activities including relaxation, walking or play.

FUTURE DEMAND

There are 57 playgrounds within Council's Public Reserve System. The type of play equipment ranges from a set of swings to large sets of equipment.

The Council understands the importance of play and is committed to ensuring children have sufficient, safe and suitable play opportunities. Council believes that playgrounds should be in a convenient location and accessible for everyday play opportunities.

Play develops emotional and social skills, improves motor skills and enhances creativity and imagination. Community playgrounds encourage outdoor activity and provide children with access to play opportunities which may not be available in their homes. Playgrounds are an integral part of a community's health and well-being, and

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

encourage community cohesion through providing a place for members of the community to socially engage.

Key Drivers

Whilst the population continues to increase, the 0-14 year age group is predicted to grow only slightly. In the 2016 census there was 12,516 0-14 year olds and this is predicted to increase to only 13,800 by 2036 (Source: Department of Planning and Infrastructure Population Projections). The major growth is predicted to occur in the over 55 year age bracket in line with national trends.

High visitor rates have seen an increase in the demand for playground infrastructure in key tourism areas such as Nelson Bay, Soldiers Point and Fingal Bay. Playgrounds in these areas are reaching and sometimes exceeding their usable capacity during peak tourism season and are an attraction to families visiting the area.

Supply versus Standard

Using this provision as the benchmark, Council has a surplus of 13.3 playgrounds in 2021, however this figure needs to be considered in the context of each location including the improvement in the quality of facilities that are replaced or consolidated with other nearby parks.

	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	40.9	43.7	45.5	47.1	49.9
Existing Supply	57	57	56	56	56
Surplus/Shortage of playgrounds	16.1	13.3	10.5	8.9	6.1

Source: ABS and Department of Planning and Infrastructure Population Projections

Future State

As shown in the 2021 playground audit a number of playgrounds across the LGA are approaching the end of their lifecycle. The life span for individual playground equipment and soft fall is an average of 15 years.

With this in mind the locations of the playgrounds have been strategically assessed in line with the key drivers to determine if they are still relevant for the current and future needs of the surrounding community. Following this assessment recommendations have been made to show where playgrounds can be removed or relocated and have minimal impact on community access to these facilities.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.****LIFECYCLE MANAGEMENT PLAN**Creation/Acquisition/Augmentation Plan

Due to the increase in population or the expected land reclassifications and rezoning's in some areas a number of new locations have been identified requiring the provision of playgrounds in the future.

Further acquisitions may take place depending on the timing of developments. For example when a new land release area is proposed a new playground may be required as part of this development. The timing of these acquisitions is largely dependent on the developer and the sale of lots within the development so exact timing cannot be attributed to these types of playgrounds.

Operations/Maintenance Plan

A programmed maintenance schedule is in place for Council's assets. When a fault or breakdown occurs with an asset, reactive maintenance is performed, to allow the asset to perform its intended function. The playground structures and equipment all have 15-year lifecycle costs.

Condition and Performance Monitoring

A triannual Condition Assessment audit was undertaken in 2020/21 financial year. The condition audit checks the playground's condition, usability, safety, and compliance with relevant Australian Standards. The results from these inspections are used to create maintenance and capital works plans.

Operational inspections are undertaken quarterly on playgrounds to provide the community with safe, convenient, reliable, and affordable facilities and services.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewal works are identified in condition reports which also inform the timing and implementation of the Playground Management Program.

The Playground Management Program indicates the list of all playgrounds, condition rating, and the proposed timing of replacement or rationalisation in the asset lifecycle. These priorities are reviewed annually and respond to the adopted standard, condition rating reports, funding and external factors such as acquisition of new facilities.

Consolidation/Disposal Plan

Refer to the Playground Management Program above.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Risk Plan

Risk Controls - Playgrounds		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that non-compliant playgrounds are in service leading to injury of users.	<ul style="list-style-type: none"> Fund the playground rehabilitation and replacement plan over a number of years. Continue regular maintenance inspections as per the Asset Inspection program to check for changes in condition. Remove unserviceable playground components. 	Medium
There is a risk that the condition of playgrounds will change rapidly with use or abuse leading to failure of the asset or injury to the user.	<ul style="list-style-type: none"> Undertake inspections as per the Condition and Performance Monitoring detailed above. Any hazards identified will be prioritised and undertaken as either Urgent Maintenance or listed and undertaken as Programmed Maintenance. Undertake urgent works immediately as soon as resources are available. 	Low
There is a risk that poor quality playgrounds will impact on Port Stephens' tourism reputation leading to decreased tourist numbers in the future.	<ul style="list-style-type: none"> Undertake inspections as per the Condition and Performance Monitoring detailed above. Develop a Playground Management Program to ensure Council is providing strategically located and appropriate facilities. 	Low
There is a risk that a lack of planning for playgrounds could result in duplication or gaps in provision leading to	<ul style="list-style-type: none"> Develop a Playground Management Program to ensure Council is providing strategically located and appropriate facilities. 	Low

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

lower customer satisfaction.		
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Financial/Budget Summary

- Capital

The most recent capital works include the construction of new playgrounds at Aliceton Reserve and Centennial Park. Council budgets to replace a minimum of two playgrounds per financial year. Proposed future capital works have been identified in the Playground Management Program.

- Recurrent/Operational

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services Section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are determined through Council's asset inspection regime and the customer request system.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecasts.

Summary

The standards indicate sufficient supply of playgrounds for the future; however the lifecycle of a playground is quite short when compared to other assets such as roads. Also the dispersed settlement pattern, changes in population as well as the tourism benefits will need to be considered to ensure the facilities are suitably located. The Playground Management Program will be reviewed annually to provide clear direction for the type and placement of facilities to meet the needs of a changing community.

Public Amenities

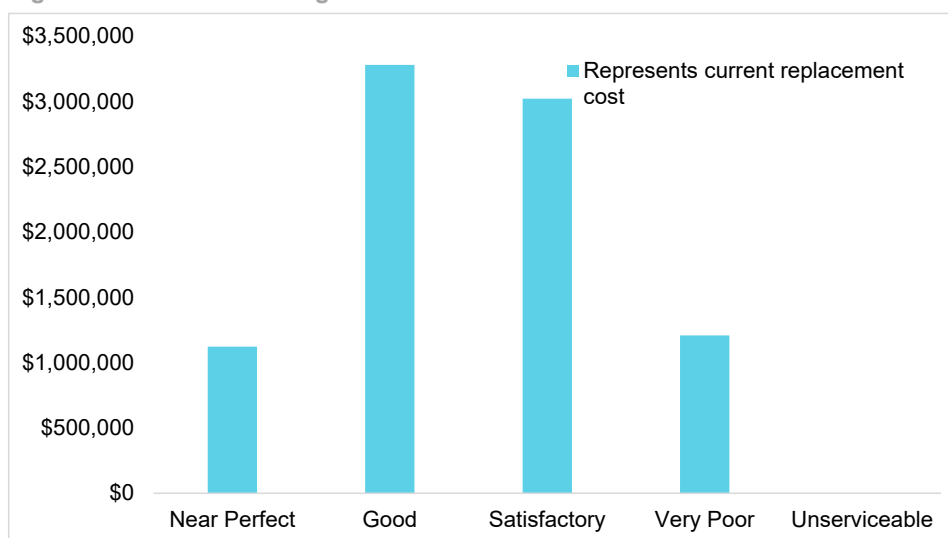
Asset Holdings	<p>48 Public Amenities.</p> <p>Building components:</p> <ul style="list-style-type: none"> • Exterior Works – Retaining walls, fencing, signage, landscaping. • Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. • Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings • Services – Hydraulic, mechanical, fire, electrical, security.
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**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Desired Level of Service Statement	One Public Amenity for every 2,000 people.		
Available Data	Fair Value as at 30 June 2023, condition inspection reports, asset management plans/reports, Recreation Strategy.		
Last Condition Survey	2023		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	13	\$1,122,057
	2 Good	38	\$3,279,859
	3 Satisfactory	35	\$3,020,922
	4 Very Poor	14	\$1,208,369
	5 Unserviceable	0	\$0
	Total	100.00	\$8,631,207
Main Findings	<ul style="list-style-type: none"> The condition of most public amenities is good to satisfactory. Public amenities that have materials containing asbestos materials have been managed through isolation of the materials or removal. Changing Places amenities now provided at Little Beach. This is the first within the LGA. Tomago Foreshore, Salt Ash, Pearson Park, Conroy Park, Neil Carroll Park, Shoal Bay East and Fingal Bay North amenities were deemed very poor. 		
Future Actions	<ul style="list-style-type: none"> Short Term – Replacement of amenities at Fingal Bay (North), Henderson Park, Neil Carol, Salt Ash and Shoal Bay (East). Medium Term – Undertake a public amenities needs assessment Long – Removal of public amenities at Iluka Reserve (Boat Harbour). 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Figure 26: Condition Rating - Public Amenities



LEVEL OF SERVICE

Customer Expectations:

Residents and tourists expect clean, presentable amenities that are in convenient locations. Council's 2022 Customer Satisfaction Survey showed an aggregated satisfaction score of 41% for public amenities. These levels are quite low, dissipate the current replacement program.

Legislative Requirements

The Council's public amenities are required to be designed in accordance with the following:

- Local Government Act 1993;
- National Construction Codes and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific;
- Council Charter - Section 8 of the Local Government Act 1993.

Current Level of Service:

The current provision of public toilets in Port Stephens is generally appropriate, with most public toilets being located in open space areas and aligned with other attractors such as beaches, foreshores, playgrounds or boat ramps. The demand for public toilets in these locations is expected to continue or increase and it is important that good quality and fit for purpose public toilets are provided in these locations.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Desired Level of Service:

Council has a desired provision of one public amenity for every 2,000 people.

Provision

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Public Amenities		
Council	Provision	Year
Port Stephens Council	One public amenity for every 2,000 people	2018
Cessnock City Council	One public toilet for every 2,058 people	2019
Singleton Council	One public toilet for every 3,241 people	2019

Hierarchy

A hierarchy of Regional, District and Local facilities has been established and will guide the development of each site. This will allow a minimum level of service to be defined and supporting infrastructure to be determined for each facility. The minimum standard of each facility forms the basis of what level of facility provision can be expected when utilising a facility.

- Regional

Regional facilities are in a major location for residents and visitors. The user catchment for these facilities extends to a region and they anticipate high and continual use.

- District

District facilities provide a location for minor recreation activity. The user catchments for these facilities are generally limited to the surrounding area, however they may act as an overflow for when demand for Regional facilities exceed capacity.

- Local

Local facilities provide for local use. The user catchments for these activities are limited. Usage patterns are low or sporadic and target casual usage.

Hierarchy - Public Amenities			
Hierarchy	Description	Facilities provided	Proposed facilities
Regional	Regional facilities are located in a main location for residents'	<ul style="list-style-type: none"> • Minimum of six unisex toilets 	<ul style="list-style-type: none"> • As shown in the Public Amenities

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Hierarchy - Public Amenities			
Hierarchy	Description	Facilities provided	Proposed facilities
	and tourists' activity. The user catchment for these facilities extends to a region and they anticipate high and continual use.	<ul style="list-style-type: none"> • Accessible facilities • May provide male and female facilities • Minimum of four showers if required 	Management Program
District	District facilities are provided at a location for minor resident and tourist activity. The user catchments for these facilities are generally limited to the surrounding area, however they may act as an overflow for when demand at Regional facilities exceeds capacity.	<ul style="list-style-type: none"> • Minimum of three unisex toilets • Accessible facilities • Minimum of two showers if required 	<ul style="list-style-type: none"> • As shown in the Public Amenities Management Program
Local	Local facilities provide for local water activities and access. The user catchments for these activities are limited. Usage patterns are low or sporadic and should anticipate casual usage.	<ul style="list-style-type: none"> • Minimum of one unisex toilet • Accessible facilities • Minimum of two showers if required 	<ul style="list-style-type: none"> • As shown in the Public Amenities Management Program

FUTURE DEMAND

Public toilets within the Council area provide convenience for our diverse community that includes residents and visitors of all ages and abilities. A lack of public toilets is most acutely felt by groups with specific needs - older people, people living with disabilities or health problems, and families with young children. For these groups, a lack of convenient and accessible toilets may impact negatively on their quality of life, mobility, or dignity by restricting freedom of travel to and within the Council area.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Key Drivers

Tourism numbers are expected to increase in the Port Stephens area in future years. The Tomaree Peninsula experiences high tourist numbers in the peak seasons and this places additional demand on public amenities facilities in this area. For this reason, 28 of Council's public amenities are located on the Tomaree Peninsula.

The provision of public amenities at parks and open space areas optimises the benefits of open space for a range of recreational pursuits including children's play. Public toilets attract more families to use parks and encourage longer visits. In contrast, parks without public toilets attract fewer family visitors and visits are shorter.

Supply versus Standards

Using the provision of one public toilet for every 2,000 people there is a surplus still in 2036; however, the dispersed settlement pattern and the high number of tourists visiting the area would indicate that there is a strong demand. Although the number is high against the benchmark the quality of the facility becomes the more critical issue. There are a large number of amenity buildings but the number of water closets/cubicles or ratio of male/female/accessible is not always sufficient.

Current Supply versus Provision Standard

Current Supply vs Provision Standard - Public Amenities					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	34.8	37.2	38.7	40	42.5
Existing Supply	45.0	47.0	47.0	47.0	47.0
Surplus/Shortage	10.2	9.8	8.3	7	4.5

Future State

Port Stephens is a desirable tourist destination close to major cities and this significantly increases the population in peak seasons. When combined with increases in population generally, and an ageing population, demand for convenient, clean public amenities will increase substantially.

There is no statutory requirement upon any Council to provide public amenities, however it is generally accepted that Council has a role in providing public amenities to support active participation in community life. There is 48 public amenities provided by Council across the LGA of varying size and condition. These facilities are required to satisfy demand for the Port Stephens area. Sites have been classified based on the potential user catchment, carrying capacity, and facilities provided.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.****LIFECYCLE MANAGEMENT PLAN**Creation/Acquisition/Augmentation Plan

Due to the increase in population or the expected intensification of activities in some areas, four new locations have been identified requiring the provision of amenities in the future. These are recommended for Bowthorne Park (Wallalong), Lakeside Reserve 2 (Raymond Terrace), Seaham Boat Ramp Reserve (Seaham) and the commercial area of Medowie.

Operations/Maintenance Plan

Asset maintenance is performed reactively. The building structures, fixed plant and equipment all have 10-year lifecycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of Public Amenities assets.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports which also inform the timing and implementation of the Public Amenities Management Program.

Funded works are listed in the Capital works Program.

Consolidation/Disposal Plan

It is proposed that Iluka Reserve (Boat Harbour) amenities building be disposed of. As shown in the public amenities mapping this facility is closely located to other public amenities which can service the demand in this area.

Risk Plan

Amenities are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the buildings undertaken annually by staff. There is a high frequency of maintenance issues reported by the community.

Cleaning staff also undertake periodic inspections when they are carrying out duties on site, with an agreement to identify any issues that may present a risk.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Risk Controls - Public Amenities		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc.	<ul style="list-style-type: none"> Identify the gaps to bring the buildings up to standard. Cost the works. Prioritise works based on risk. 	High
There is a risk that material containing asbestos is present in the buildings leading to potential exposure by users.	<ul style="list-style-type: none"> Document the buildings with potential asbestos-containing material. Test these buildings for asbestos-containing material and residual asbestos. Remove or isolate any material containing asbestos from the building. Monitor the condition of the building for the presence of asbestos. Educate workers about the presence and management of material containing asbestos. Site specific management plans. 	Medium
There is a risk that the building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	<ul style="list-style-type: none"> Install working at heights systems on buildings that require known frequent working at heights for the purpose of accessing utilities such as AC units, box gutters, etc. Create a program to install and fund working at heights systems on these buildings. For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. 	Medium

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Risk Controls - Public Amenities		
Risk	Control to Mitigate Risk	Residual Risk
	<ul style="list-style-type: none"> Undertake annual certification of installed anchor points. 	

Financial/Budget Summary

• Capital

The most recent capital works include the construction of new public amenities at Little Beach and Aliceton Reserve. Proposed future capital works are scheduled through biannual condition inspections.

• Recurrent/Operational

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are determined through Council's asset inspection and the customer request systems.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

The provision of suitable public amenities has a significant impact as a support function to the enjoyment of the benefits of other facilities within the area. In the short term a standard design guide for public amenities has been developed to ensure facilities are suitable for both the community and large visitor population.

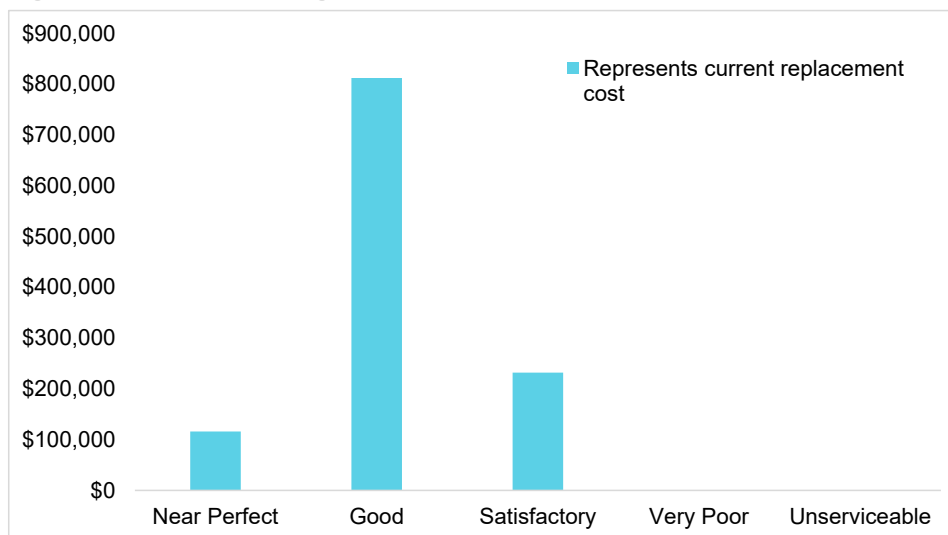
Skate Parks

Asset Holdings	<p>Nine (9) skate parks.</p> <p>Skate Park components include:</p> <ul style="list-style-type: none"> Concrete slab Modules Handrails
Desired Level of	One Public Amenity for every 4,000 5-24 year olds.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Service Statement			
Available Data	Fair Value as at 30 June 2019, condition inspection reports, asset management plans/reports, Recreation Strategy.		
Last Condition Survey	2023		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	10	\$116,000
	2 Good	70	\$812,000
	3 Satisfactory	20	\$232,000
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100.00	\$1,160,000
Main Findings	<ul style="list-style-type: none"> The condition of most skate parks is good. 		
Future Actions	Short Term – Focus on increasing skate park quality and improving basic amenities and support facilities such as seating, shade and water taps/bubblers.		

Figure 27: Condition Rating - Skate Parks



ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

LEVEL OF SERVICE

Customer Research and Expectations:

Council conducted a comprehensive community consultation in 2013 to ascertain local skate park user needs to inform the provision of skate park facilities. From this consultation and a benchmarking exercise it was found that the provision of skate parks across the LGA was high when compared with benchmarks set by similar councils and the building of further skate parks in additional towns is not a priority. The key recommendation from this study was the construction of regional scale skate park facilities at West and East locations of the LGA. The capacity of Raymond Terrace and Nelson Bay skate parks is exceeded at peak times. Tomaree has the largest population of persons aged 5-24yrs. The area also has a thriving tourism industry, which adds to its importance. Raymond Terrace has the second largest population of persons aged 5-24yrs and additionally caters for surrounding towns.

Legislative Requirements

The Council's skate parks are required to comply with the following legislation to ensure the safety of those who use them:

- Local Government Act 1993;
- National Construction Codes and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific.

Current Level of Service:

Council has nine skate parks within its Local Government Area. The skate parks are located at Anna Bay, Karuah, Mallabula, Medowie, Nelson Bay, Raymond Terrace (2), Seaham and Wallalong.

Desired Level of Service:

Council has a desired provision of one skate park for every 4,000 5-24 year olds.

Provision

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Multipurpose Skate Parks		
Council	Provision	Year
Port Stephens Council	One skate park for every 4,000 5-24 year olds	2018

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Benchmarking - Multipurpose Skate Parks		
Council	Provision	Year
Maitland City Council	One skate park for every 2,984 5-24 year olds	2019
Cessnock City Council	One skate park for every 3,620 5-24 year olds	2019

Hierarchy

A hierarchy of Suburb and Regional Skate Park facilities has been established which will guide the development of each site. This will allow a minimum level of service to be defined and supporting infrastructure to be determined for each facility. The minimum standard of each facility forms the basis of what level of facility provision can be expected when utilising a facility.

Hierarchy - Skate Parks				
Hierarchy	Description	Factors	Facilities Provided	Comments
Regional	Regional skate parks are a destination for LGA residents and tourists. The user catchment for these facilities is the regional area and at the facilities anticipates high and continual use.	<ul style="list-style-type: none"> • A destination experience • A high quality, large skate park with a capacity of 50 participants • Caters for beginners through to advanced • Connectivity to a main road and parking • High population catchment/Town Centre • High and continual usage • Located in key tourism areas 	<ul style="list-style-type: none"> • Onsite car parking • Toilets • Lighting • Shade • Signage • Managed open space • Seating 	Nelson Bay and Raymond Terrace have been identified as locations requiring regional skate parks
District	District skate park user catchments are generally limited to the surrounding area. They	<ul style="list-style-type: none"> • A medium sized skate park with a minimum of capacity of 10 participants • District population catchment 	<ul style="list-style-type: none"> • Walking distance to residences • Signage • Seating • Local on street 	All skate parks are currently at District status

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Hierarchy - Skate Parks				
Hierarchy	Description	Factors	Facilities Provided	Comments
	may see increased demand during school holidays.		overflow parking <ul style="list-style-type: none"> Managed open space 	

FUTURE DEMAND

Skateboarding, scooters, rollerblading and BMX riding are popular recreational sports for young people. Local government bodies throughout Australia are experiencing increasing pressure to provide skate park facilities in order to meet the growth in skateboarding popularity and to solve conflict issues, which arise between skate park users, business and property owners, and the general community.

Skate parks aim to improve community well-being through encouraging families and youth to engage in an active, outdoor recreation different to mainstream activities. Skate parks can foster the building of social and interpersonal skills as users interact and become involved with their community. Providing skate facilities encourages skaters to move off roads, footpaths and shopping areas, where they present a danger to themselves and the general public.

Key Drivers

The majority of skate park users are in the 5-24 year age group. Whilst the population continues to increase, predicted growth in the 5-24 year age group is low. In the 2012 there was 17,283 5-24 year olds. This is predicted to increase to only 19,626 by 2032 (Source: REMPLAN and AEC Group).

This slight predicted population increase will generate a focus on skate park quality and appropriate site locations rather than an increase in skate park numbers.

High visitor rates have seen an increase in the demand for community infrastructure in key tourism areas, especially on the Tomaree Peninsula. Tomaree skate parks in peak tourism season are an attraction for families visiting the area.

Skateboard, scooter, BMX and rollerblade participation trends will drive future skate park use and demand. According to an ABS survey conducted in 2012, children's participation in active recreational activities had increased since 2009. The proportion of children skateboarding, rollerblading or riding a scooter has risen from 49% in 2009 to 54% in 2012.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

This information demonstrates that skateboard, scooter, BMX and rollerblade participation rates are increasing and user demand for skate park facilities will continue.

Supply versus Standards

Using the provision of one facility for every 4,000 young people, there will continue to be a surplus even in 2032; however, the dispersed settlement pattern makes it more important to have strategically positioned facilities across the area.

Current Supply versus Provision Standard

Current Supply vs Provision Standard – Skate Parks					
	2015	2017	2022	2027	2032
Projected Population of 5 to 24 Years	15,767	17,467	17,986	18,764	19,626
Benchmark Demand	3.9	4.1	4.5	4.7	4.9
Supply	8	9	9	9	9
Surplus/shortage of skate parks	4.1	4.9	4.5	4.3	4.1

This benchmark standard was selected as a base number but should be considered in the context of the dispersed settlement pattern and limited access to public transport and/or their own private vehicle for the targeted age group. Although applying the standard indicates a significant surplus a greater number of facilities would be required to achieve equitable access for the community. It should also be noted that there is no facility in the Fern Bay/Fullerton Cove catchment, however developer contributions are collected for skate parks and provided to Newcastle Council which has a facility at Stockton.

Future State

The age and quality of skate parks vary across the LGA. As the skate parks move through the asset lifecycle, strategic decisions on renovations, replacements and consolidations will need to be made. The locations of the skate parks will be assessed in line with the key drivers to determine if they are still relevant for the current and future needs of the surrounding community.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

Council's adopted standards for community and recreation facilities have been used to establish criteria for the creation or acquisition of skate parks. As there is an ongoing surplus of facilities in accordance with the standards there is no need for

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

any future acquisitions. It has been identified that two skate parks will need to be upgraded to regional facilities into the future.

Operations/Maintenance Plan

Asset maintenance is performed reactively when issues arise as well as being determined by the regular, planned maintenance process. These structures and equipment all have 10-year lifecycle costs.

Condition and Performance Monitoring

Condition inspections on the structures are undertaken every two years and are used to assess the management of these assets. These facilities are designed to be robust and to require limited maintenance.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewal works are identified in condition reports, which also inform the timing and implementation of the Skate Park Management Program.

Funded works are listed in the Capital Works Program.

Consolidation/Disposal Plan

There is no plan to consolidate or dispose of these assets.

Risk Plan

Skate parks are ensured under Council's Public Liability Insurance policy. Risk is managed through a detailed inspection of all facilities undertaken biannually by staff. Inspections are also undertaken by staff carrying out maintenance in the parks or when a customer request is received.

Risk Controls - Skate Parks		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that non-compliant skate parks are in service leading to injury of users.	<ul style="list-style-type: none"> Continue regular inspections for condition rating. Ensure funding remains available for maintenance. 	Low
There is a risk that the condition of skate parks will change rapidly with abuse leading to failure of the asset or injury to the user.	<ul style="list-style-type: none"> Continue to undertake inspections for condition rating. Any hazards will be prioritised and undertaken either as Priority Maintenance or listed and undertaken as Programmed Maintenance. Undertake urgent works immediately as soon as resources are available. 	Low

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Financial/Budget Summary

- Capital

The most recent capital upgrades include the new Tilligerry Skate Park. Proposed future capital works are scheduled through condition inspections.

- Recurrent:

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised using Council's risk matrix. The reactive and programmed maintenance works are determined through Council asset inspections and the customer request system.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

Based on the benchmark study, Port Stephens Council currently has an adequate number of skate parks, now and into the future. Due to adequate provisioning of skate parks, Council will focus on increasing skate park quality and improving basic amenities and support facilities such as seating, shade and water taps/bubblers.

Sports Facilities

Asset Holdings	<p>45 sportsground/fields (183.2 hectares), 51 tennis courts, 26 netball courts, 3 croquet courts, 67 amenities buildings and one golf course (63.7 hectares).</p> <p>Building components:</p> <ul style="list-style-type: none"> • Exterior Works – Retaining walls, fencing, signage, landscaping. • Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. • Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings • Services – Hydraulic, mechanical, fire, electrical, security. <p>Open Space components:</p> <ul style="list-style-type: none"> • Sports grounds/fields; • Tennis courts, netball courts; • Crickets nets;
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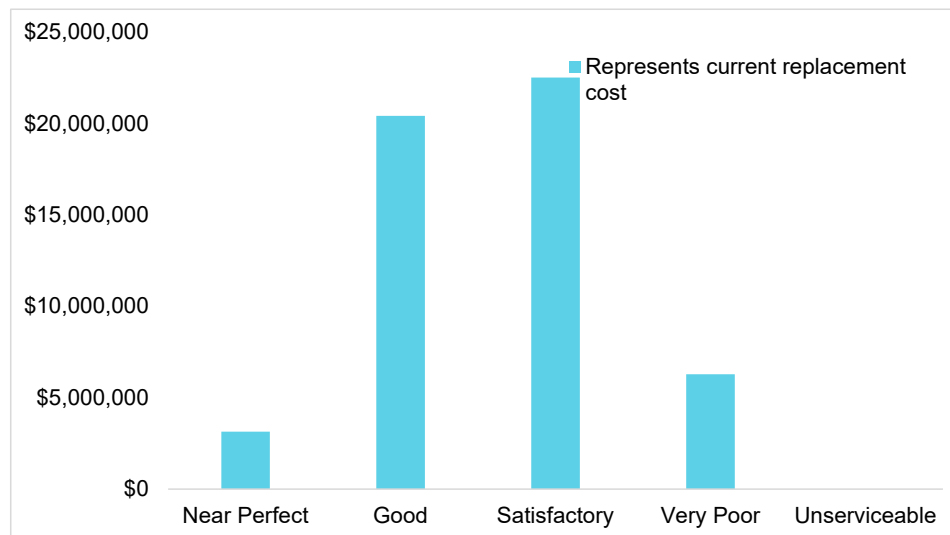
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

	<ul style="list-style-type: none"> • Storages; • Shelters; • Croquet, bocce, softball, BMX tracks, grandstands, light towers, fences, car parking, subsurface drainage and irrigation. 		
Desired Level of Service Statement	<p>Council has a desired provision of 1.55 hectares of sports facilities for every 1,000 people.</p> <p>For court sports facilities the desired levels of service are:</p> <ul style="list-style-type: none"> • Netball Court – 1:3,000 • Tennis Court – 1:1,800 • Croquet Court – 1:40,000 		
Available Data	Fair Value as at 30 June 2023 (Buildings Assets), Fair Value as at 30 June 2019 (Open Space Assets), condition inspection reports, asset management plans/reports, Recreation Strategy.		
Last Condition Survey	2023		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	6	\$3,140,469
	2 Good	39	\$20,412,956
	3 Satisfactory	43	\$22,506,605
	4 Very Poor	12	\$6,280,913
	5 Unserviceable	0	\$0
	Total	100.00	\$52,340,943
Main Findings	<ul style="list-style-type: none"> • The overall condition of facilities is good to satisfactory. • Boomerang Park Amenities, Jack Johnson Trotting Stables, Karuah Tennis Amenities, Korora Oval Amenities, Medowie Tennis Clubhouse, Soldiers Point Yacht Squadron, Soldiers Point Tennis, Tanilba Bay Sailing Club amenities, Williamtown Oval Amenities and Williamtown Tennis Amenities were deemed in very poor condition. 		
Future Actions	<ul style="list-style-type: none"> • Short Term – New amenities building at Yulong Oval (Medowie) currently under construction. • Short Term – Development of Master Plans for Lakeside and Mallabula Sports Complex's. • Short Term – LED lighting upgrades at Mallabula Sports Complex, King Park and Bill Strong Oval. 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

	<ul style="list-style-type: none"> • Short Term – Irrigation upgrades at King Park, Fingal Bay Oval and Salamander Sports Complex. • Medium – Development of an indoor sports strategic plan.
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Figure 28: Condition Rating - Sports Facilities



LEVEL OF SERVICE

Customer Expectations

Council's 2022 Customer Satisfaction Survey showed an aggregated satisfaction score of 58% for sport and recreation facilities. This shows that the majority of the community is generally satisfied with the current number and level of service provided for sport facilities.

Legislative Requirements

The Council's sporting facilities are required to be designed in accordance with the following:

- Local Government Act 1993
- Australian Standards
- National Construction Codes and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**Current Level of Service

Council administers a very successful structure of Sports Councils within the LGA. There are four local Sports Councils made up of representatives from local sport clubs, schools, special interest groups, elected Councillors and community representatives. Sports Councils are the formal consultation link between Council, various government departments and the sporting community. They assist with the coordination of a range of needs such as facility planning and development, resource allocation and facility use.

As well as providing the broader community with a range of opportunities to be involved in the decision-making processes within Council, Sports Councils:

- assist with strategic planning;
- provide education and training to members;
- provide a mechanism for community consultation/advice;
- promote sport and recreation;
- organise Sports Development Levy setting and facility bookings;
- plan facility development; and
- prioritise and fund improvements.

Council and its four Sports Councils have for some time had the approach of providing large scale multi-use facilities that are centrally located to service the entire population. Examples include the development of facilities such as King Park Sports Complex, Ferodale Sports Complex, Mallabula Sports Complex and Tomaree Sports Complex. These facilities all provide for multiple users and are large enough to accommodate large sporting events.

Desired Level of Service

Council has a desired provision of 1.55 hectares of sports facilities for every 1,000 people.

For court sports facilities the desired levels of service are:

- Netball Court – 1:3,000
- Tennis Court – 1:1,800
- Croquet Court – 1:40,000

Provision

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Benchmarking - Sports Facilities		
Council	Provision	Year
Sports Facilities		
Port Stephens Council	1.55 hectares for every 1,000 people	2018
Lake Macquarie City Council	1.4 hectares for every 1,000 people	2019
Maitland City Council	1.46 hectares for every 1,000 people	2019
Netball Court		
Port Stephens Council	One netball court for every 3,000 people	2018
Lake Macquarie City Council	One netball court for every 2,049 people	2019
NSW Department of Planning	One netball court for every 3,000 people	2009
Tennis Court		
Port Stephens Council	One tennis court for every 1,800 people	2018
Lake Macquarie City Council	One tennis court for every 2,071 people	2019
Tennis NSW	One tennis court for every 1,500 people	2010
Croquet Court		
Port Stephens Council	One croquet court for every 40,000 people	2015
Coffs Harbour Council	One croquet court for every 45,000 people	2011
Port Macquarie Hastings Council	One croquet court for every 35,000 people	2011

Hierarchy

A hierarchy of Regional, District and Local facilities has been established which will guide the development of each site. This will allow a minimum level of service to be defined and supporting infrastructure to be determined for each facility. The minimum standard of each facility forms the basis of what level of facility provision can be expected when utilising a facility.

- **Regional**

Regional facilities are a major location for residents and visitors. The user catchment for these facilities extends to a region, requires multi-use, and aims to attract large state or national events to the region.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

- District

District facilities provide a location for minor recreation activity. The user catchments for these facilities are generally limited to the surrounding area, however they may act as an overflow when demand for Regional facilities exceeds capacity.

- Local

Local facilities provide for local use. The user catchments for these activities are limited and specific.

Hierarchy - Sports Facilities			
Hierarchy	Description	Facilities provided	Proposed facilities
Regional	Regional facilities are a main location for residents and tourist activity. The user catchment for these facilities extends to a region and they anticipate high and continual use.	<ul style="list-style-type: none"> • Cater for multiple sports • Amenities building with a minimum of four change rooms or multiple amenities buildings at a complex • Tiered seating or raised spectator areas. • Sealed car parking with capacity for over 100 cars 	<ul style="list-style-type: none"> • As shown in the Sports Facilities Management Program
District	District facilities are provided at a location for minor resident and tourist activity. The user catchments for these facilities are generally limited to the surrounding area. However they may act as an overflow when demand at Regional facilities exceeds capacity.	<ul style="list-style-type: none"> • Cater for multiple sports • Amenities building with a minimum of four change rooms or multiple amenities buildings at a complex • Sealed car parking with capacity for over 50 cars 	<ul style="list-style-type: none"> • As shown in the Sports Facilities Management Program
Local	Local facilities provide for local activities and access.	<ul style="list-style-type: none"> • Cater for specific sports 	<ul style="list-style-type: none"> • As shown in the Sports Facilities

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Hierarchy - Sports Facilities			
Hierarchy	Description	Facilities provided	Proposed facilities
	The user catchments for these activities are limited and specific.	<ul style="list-style-type: none"> • Amenities building • Car parking 	Management Program

Facility Component	Regional	District	Local
Buildings and Amenities	<ul style="list-style-type: none"> • Large quality clubhouse building including changing rooms, showers, toilets, referees room, kitchen and kiosk, social/ community room, storage areas administration area • Accessible public toilets 	<ul style="list-style-type: none"> • Clubhouse building including changing rooms, showers, toilets, referees room, kitchen and kiosk, social/ community room, storage areas administration area • Accessible public toilets 	<ul style="list-style-type: none"> • Small clubhouse building including changing rooms, showers, toilets, referees room, and administration area • Accessible public toilets
Other Recreational Facilities	<ul style="list-style-type: none"> • Playground with shade structure where appropriate • Exercise equipment • Skate park or BMX • Bike and scooter circuits or paths • Other facilities e.g. tennis hit up wall, half courts, parkour 	<ul style="list-style-type: none"> • Playground with shade structure where appropriate • Exercise equipment • Skate park or BMX • Bike and scooter circuits or paths • Other facilities e.g. tennis hit up wall, half 	<ul style="list-style-type: none"> • Exercise equipment • Skate park or BMX • Bike and scooter circuits or paths

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

		courts, parkour	
Pathways and Connections	<ul style="list-style-type: none"> • 3m wide shared pathways 	<ul style="list-style-type: none"> • Walking paths (minimum 2m) 	<ul style="list-style-type: none"> • May not include pathways
Supporting Infrastructure	<ul style="list-style-type: none"> • Scoreboard • Spectator seating • Seating, tables, shelters and BBQs • Bins • Water drinking fountain • Bike racks • Car parking • Reserve fencing 	<ul style="list-style-type: none"> • Scoreboard • Spectator seating • Seating, tables and shelters • Bins • Water drinking fountain • Bike racks • Car parking 	<ul style="list-style-type: none"> • Seating • Bins
Landscape	<ul style="list-style-type: none"> • Shade trees • High quality fields with markings and excellent drainage 	<ul style="list-style-type: none"> • Shade trees • High-medium quality fields with markings and good drainage 	<ul style="list-style-type: none"> • Shade trees
Signage	<ul style="list-style-type: none"> • Interpretive, regulatory and way finding signage • Site specific art work or features 	<ul style="list-style-type: none"> • May not be included and merit based approach • Interpretive, regulatory and way finding signage 	<ul style="list-style-type: none"> • May not be included and merit based approach • Interpretive, regulatory and way finding signage

FUTURE DEMAND

Council is committed to the provision of quality leisure and recreation opportunities, and recognises the value of accessibility and participation to enhance quality of life for the individual and the community.

Key Drivers

Sport and recreation activities attract investment; support local sport and recreation businesses; and provide spaces for major events, attracting tourists and visitors to boost local economies.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Participation rates: The participation trends in sport generally indicate an increase. Along with population growth, it is expected that demands on facilities will continue to increase. Participation increases are expressed in a number of ways:

- More casual and unstructured participation with numbers of participants increasing at a greater rate than members of clubs/competitions;
- Evidence that non-organised participation is higher than organised, with participation in organised/structured sport being higher for males than females;
- The number of females participating in sports that have been primarily male dominated is increasing as shown by the development of sports such as league tag.

Supply versus Standard

Using the provision of 1.55 hectare of sports facilities for every 1,000 people there will continue to be a surplus in 2032. This only means that Council has sufficient land dedicated to this function although there may need to be improvements or construction of new fields at the existing facilities to continue to be able to cater for the expanding population. Of the court specific sports catered for only netball and tennis show a shortage in 2022 and 2032 respectively.

Current Supply versus Provision Standard

Current Supply vs Provision Standard - Sporting Facilities					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	107.8	115.2	119.8	124	131.6
Existing Supply	183.2	183.2	183.2	183.2	183.2
Surplus/Shortage	75.4	68	63.4	59.2	51.6

Current Supply vs Provision Standard - Netball Courts					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	23.2	24.8	25.8	26.7	28.3
Existing Supply	28.0	26.0	26.0	26.0	26.0
Surplus/Shortage	4.8	1.2	-0.2	-0.7	-2.3

Current Supply vs Provision Standard - Tennis Courts					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	38.6	41.3	43	44.5	47.2
Existing Supply	51.0	51.0	52.0	52.0	52.0
Surplus/Shortage	12.4	9.7	9	7.5	4.8

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Current Supply vs Provision Standard - Croquet Courts					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	1.7	1.9	1.9	2	2.1
Existing Supply	2.0	3.0	3.0	3.0	3.0
Surplus/Shortage	0.3	1.1	1.1	1	0.9

Future State

As the population grows and ages it is likely to place further pressure on the existing facilities. As noted previously there is sufficient supply of open space dedicated for sporting purposes although there will need to be expansion of fields as well as upgrades to existing surfaces to cater for this increased population.

Port Stephens is a desirable tourist destination close to major cities which makes it an attractive area to host sporting events. It is important that Council's regional sporting facilities can continue to cater for sporting events, particularly mass participation events, to ensure Port Stephens remains an attractive sporting event destination

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

There are currently no plans for the acquisition of further land for sporting facilities.

Master Plans for the Tomaree Sports Complex, Ferodale Sports Complex and King Park Sports Complex will also guide the expansion of these facilities into the future.

Operations/Maintenance Plan

Asset maintenance is performed reactively. The building structures, sports surfaces and equipment all have 10 year life cycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to inform the management of Sports Facilities assets.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports, which also inform the timing and implementation of the Sports Facilities Management Program.

Proposed funded works are listed in the Capital Works Program.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Consolidation/Disposal Plan

Sport facilities land that is deemed as excess to the standards and demand will be treated as surplus property. At present there are no plans to dispose of any of these land assets.

Risk Plan

Amenities are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the buildings undertaken annually by staff. There is a high frequency of maintenance issues reported by the community which are prioritised and scheduled for maintenance.

Cleaning staff also undertake periodic inspections when they are carrying out duties on site, with an agreement to identify any issues that may present a risk.

Risk Controls - Sports Facilities		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc leading to public safety risk to users.	<ul style="list-style-type: none"> Identify the gaps to bring the buildings up to standard. Cost the works. Prioritise works based on risk. 	High
There is a risk that material containing asbestos is present in the buildings leading to potential exposure by users.	<ul style="list-style-type: none"> Document the buildings potentially containing asbestos material. Test these buildings for asbestos and residual asbestos. Remove or isolate the asbestos from the building. Monitor the condition of the building for the presence of asbestos. Educate users and workers about the presence and management of asbestos-containing material. Develop site specific management plans. 	Medium

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Risk Controls - Sports Facilities		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that the building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	<ul style="list-style-type: none"> • Install working at heights systems on buildings that require known frequent working at heights for the purpose of accessing utilities such as AC units, box gutters, etc. • Create a program to install and fund working at heights systems on these buildings. • For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. • Undertake annual certification of installed anchor points. 	Medium
There is a risk that works may be carried out on the building without Council's knowledge leading to damage to the building and or exposing the users to unknown risks.	<ul style="list-style-type: none"> • Review licensing agreements with the tenants to ensure that all understand that Council must be notified and consent to any proposed works. 	Low
There is a risk that the field lighting does not meet required illumination (lux) standards for intended usage leading to personal injury.	<ul style="list-style-type: none"> • Inspect the lighting to determine the gaps in illumination. • Create a prioritised works program based on risk. 	Low

Financial/Budget Summary

• Capital

The most recent capital works included the new amenities currently underway at Yulong Oval (Medowie). LED lighting upgrades at Bowthorne Oval (Wallalong), Tomaree Sports Complex and Yulong Oval (Medowie). Plus facility upgrades at Salamander Sports Complex, Nelson Bay Tennis, Soldiers Point Tennis and

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Brandon Park (Seaham). Proposed future capital works are scheduled through biennial condition inspections.

- **Recurrent/Operational**

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are determined through Council's asset inspection and the customer request systems.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

The standards indicate sufficient supply of land dedicated to sporting facilities for the future; however, improvements to the existing facilities will need to be closely monitored to ensure that they can handle the increased load that higher populations will bring. Development of facilities such as Ferodale Sports Complex and Tomaree Sports Complex that have additional available land to allow expansion should be planned for and scoped to allow the facilities to be available and funded when required by the increased population.

Surf Lifesaving Facilities

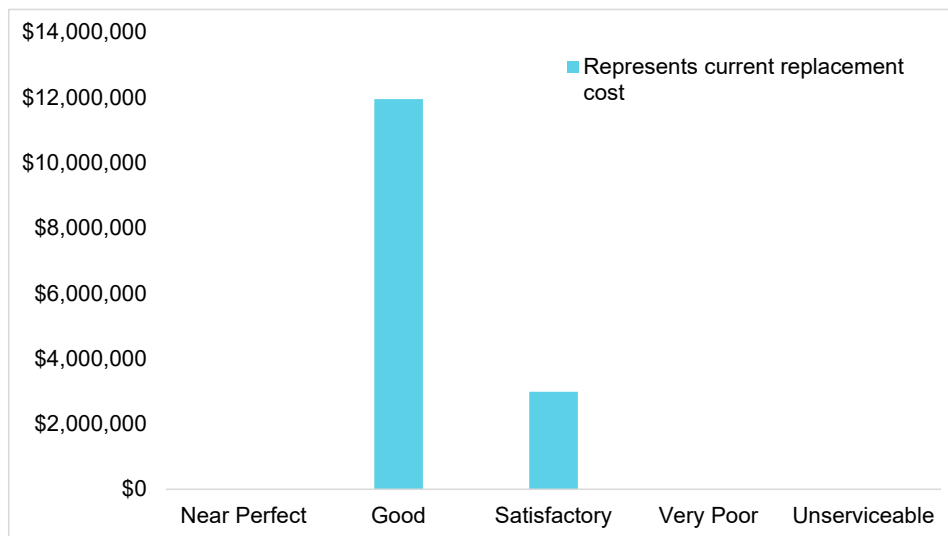
Asset Holdings	<p>Five buildings including Birubi Surf Club, Birubi Café/Residence, One Mile Lifeguard Facility, Fingal Bay Surf Club and Fingal Bay Café/Residence.</p> <p>Building components:</p> <ul style="list-style-type: none"> • Exterior Works – Retaining walls, fencing, signage, landscaping. • Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. • Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings • Services – Hydraulic, mechanical, fire, electrical, security. <p>Other components/assets:</p> <ul style="list-style-type: none"> • Rescue equipment ie. rescue tubes, boards, flags, poles, and signage.
Desired Level of	One lifesaving club for every 30,000 people

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Service Statement			
Available Data	Fair Value as at 30 June 2023, condition inspection reports, asset management plans/reports, Australian Surf Lifesaving's Port Stephens Beach Audit.		
Last Condition Survey	2022		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	0	\$0
	2 Good	80	\$11,949,843
	3 Satisfactory	20	\$2,987,011
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100.00	\$14,936,854
Main Findings	<ul style="list-style-type: none"> The Surf Lifesaving Facilities are all in Good condition. 		
Future Actions	<ul style="list-style-type: none"> Short Term – Landscaping upgrades at Birubi Surf Club. There is no requirement for building replacement or acquisition in the next 10 years. 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Figure 29: Condition Rating - Surf Lifesaving Facilities



LEVEL OF SERVICE

Customer Expectations

Customers (both visitors and residents) expect facilities that provide surf lifesaving services for beach goers to prevent drowning, as well as to promote and educate the public on water safety. There is also an expectation for these facilities to provide amenities, food and beverage outlets as well as spaces for functions or events. These additional facilities assist in creating sustainable surf clubs over the long term.

Legislative Requirements

The Council's Surf Lifesaving Facilities are required to comply with the following legislation to ensure safety of those who use the beaches:

- National Construction Codes and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific.
- Australian Standards as recommended by Australian Surf Lifesaving's Port Stephens Beach Audit.

Current Level of Service:

Council provides three surf lifesaving facilities being the Birubi Surf Lifesaving Club, Fingal Bay Surf Lifesaving Club and the One Mile Beach Surf Lifeguard Facility. They all provide facilities for professional lifeguarding during the summer months

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

while the facilities at Birubi and Fingal Bay also cater for Surf Club activities, public amenities and café/restaurants.

Birubi Surf Lifesaving Club Birubi Surf Lifesaving Club was constructed in 2013 and is the home of the Birubi Point SLSC. The club was formed in 1993 to protect swimmers at Birubi Point.	
Facilities provided	<ul style="list-style-type: none"> • Volunteer and Professional lifeguard services available during summer season (October – April) • Amenities • Kiosk/café • Caretaker facilities • Lifeguard tower • Car parking
Fingal Bay Surf Lifesaving Club Fingal Bay Surf Lifesaving Club was constructed in 2012 and is the home of the Fingal Beach SLSC.	
Facilities provided	<ul style="list-style-type: none"> • Volunteer and Professional lifeguard services available during summer season (October – April) • Amenities • Kiosk/café • Restaurant • Caretaker facilities • Lifeguard tower • Car parking
One Mile Beach Lifeguard Facility One Mile Beach Lifeguard Facility was constructed in 2017 and provides storage and amenities for the professional lifeguard service at One Mile Beach.	
Facilities provided	<ul style="list-style-type: none"> • Volunteer and Professional lifeguard services available during summer season (October – April) • Lifeguard amenities

Desired Level of Service:

Council has a desired provision of one lifesaving club for every 30,000 people.

Provision

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. The PSC benchmark standard was selected in consideration of the topography of the beaches to be serviced and their capacity to be utilised by users of the beach. Benchmarking standards are shown in the table below:

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Benchmarking - Surf Lifesaving Facilities		
Council	Provision	Year
Port Stephens Council	One surf lifesaving facility for every 30,000 people	2018
Lake Macquarie City Council	One surf lifesaving facility for every 50,212 people	2019
MidCoast Council	One surf lifesaving facility for every 12,900 people	2019

FUTURE DEMAND

The Council area is expected to continue to grow as a tourist destination and the provision of water safety to allow visitors and residents the opportunity to swim at a patrolled beach is a large part of the attraction for visitors. All surf lifesaving facilities are in great condition.

Key Drivers

Tourism numbers are expected to increase in the Port Stephens area in future years. Recent investigations of tourist activities in the Port Stephens region by Tourism Research Australia indicate a large portion of visitor's access water related activities.

The water forms a large part of the Port Stephens culture with the tag line of the area being a "blue water wonderland". Being involved in surf lifesaving gives members an opportunity to develop skills and knowledge in a variety of different areas. The core intent of members is 'saving lives in the water' and this is predominately a lifesaving focus. The skills and knowledge developed as a lifesaver are not only for use within Surf Life Saving, they are transferable to all aspects of everyday life.

Supply versus Standards

Using the provision of one facility for every 30,000 people indicates there is adequate supply still in 2036. This numerical standard should only be considered as a guide, but all open beaches are generally covered. It then becomes important that the type of facility provided should be of a standard to respond to additional beach users.

Current Supply versus Provision Standard

Current Supply vs Provision Standard - Surf Lifesaving Facilities					
	2016	2021	2026	2031	2036
Projected Population	69,556	74,324	77,310	80,018	84,899
Benchmark Demand	2.3	2.5	2.6	2.7	2.8
Existing Supply	3.0	3.0	3.0	3.0	3.0
Surplus/Shortage	0.7	0.5	0.4	0.3	0.2

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**Future State

The Birubi, Fingal Bay and One Mile facilities are all in good condition and there will be no need for additional facilities. However, after 2032 close monitoring will need to occur regarding capacity of support facilities such as public amenities.

LIFECYCLE MANAGEMENT PLANCreation/Acquisition/Augmentation Plan

Council's adopted standards have been used to establish a base understanding as to the appropriateness of the facilities provided. No additional facilities are required.

Operations/Maintenance Plan

Although these structures are new the environment in which they are located is very harsh which requires a timely response to address any faults to ensure sound lifecycle management. As a result a programmed maintenance schedule is in place for Council's assets.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of Surf Lifesaving assets.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewal works are identified in condition reports which also inform the timing and implementation of the Surf Lifesaving Facilities Management Program.

Proposed funded works are listed in the Capital Works Program.

Consolidation/Disposal Plan

There are no plans to consolidate or dispose of surf clubs.

Risk Plan

Surf clubs/amenities are insured under Council's Public Liability Insurance policy. Risk is managed through a detailed risk inspection of all aspects of the buildings undertaken annually by staff and management committees. Inspections are also undertaken by trades' staff when carrying out maintenance on any site.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Risk Controls - Surf Lifesaving Facilities		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc.	<ul style="list-style-type: none"> Identify the gaps to bring the buildings up to standard. Cost the works. Prioritise works based on risk. 	High
There is a risk that the building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	<ul style="list-style-type: none"> Install working at heights systems on buildings that require known frequent working at heights for the purpose of accessing utilities such as AC units, box gutters, etc. Create a program to install and fund working at heights systems on these buildings. For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. Undertake annual certification of installed anchor points. 	Medium
There is a risk that works may be carried out on the building without Council's knowledge leading to damage to the building and or exposing the users to unknown risks.	<ul style="list-style-type: none"> Review licensing agreements with the tenant to ensure that everyone understands that Council must be notified and approved about any proposed works. 	Low

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**Financial/Budget Summary

- Capital

The most recent capital works include a solar PV system at Fingal Bay Surf Club and Air Conditioning replacements at Birubi Surf Club. Proposed future capital works are scheduled through biannual condition inspections.

- Recurrent

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are determined through Council's asset inspection and the customer request systems.

- Operational

Council has a professional lifeguard contract for the provision of services, currently valued at \$476,500 and indexed for CPI annually.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

Recent years has seen substantial investment in this asset class. All facilities are in great condition into the future.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Lifecycle Management: Commercial Assets

Commercial Assets categories are listed in Table 1.

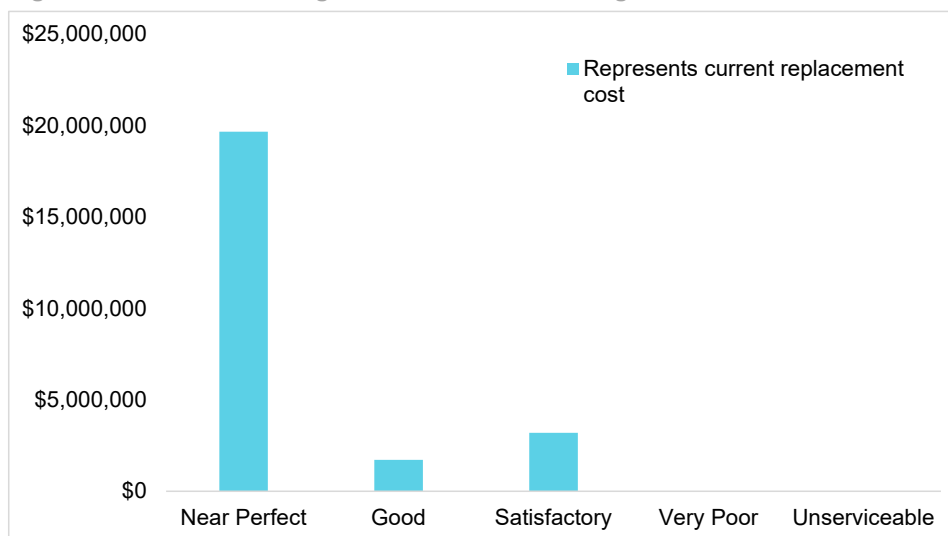
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Administration Building

Asset Holdings	A large two storey municipal building in Raymond Terrace which comprises a total Net Lettable area of approximately 4,119 m ² . The building is constructed upon a parcel of land which is part of a larger lot of commercially zoned land that will be developed for commercial interests into the medium term.		
Desired Level of Service Statement	To provide an ancillary facility for the housing of Council's Administration operations and as a Civic building utilised by visitors.		
Available Data	Fair Value as at 30 June 2023, condition inspection reports (internal and external contractors), asset management plans/reports.		
Last Condition Survey	September 2022		
General Assessment of Condition	Condition Rating	% Asset	\$CRC
	1 Near Perfect	80	\$19,663,200
	2 Good	7	\$1,720,530
	3 Satisfactory	13	\$3,195,270
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100	\$24,579,000
Main Findings	<ul style="list-style-type: none"> A well maintained building however some major assets are reaching the end of their usable life. Management of the building moved from Property Services to Community Assets in December 2020. New systems and updating data systems currently underway. 		
Future Actions	<ul style="list-style-type: none"> Internal refurbishment to coincide with the proposed Raymond Terrace depot relocation/refurbishment. 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Figure 30: Condition Rating - Administration Building



LEVEL OF SERVICE

Customer Research and Expectations

Expectations relating to management of the Administration Building include funding capacity, public perception, operational functionality and staff growth, organisational regulation and legislation.

Legislative Requirements

The Council's Administration Building is required to be designed, managed and maintained in accordance with the following Australian Standards:

- Local Government Act 1993
- National Construction Codes and Standards
- Work Health and Safety Act 2011
- Work Health and Safety Regulation 2011

Current Level of Service

This building is an operational asset and is managed with a primary focus on compliance, public amenity, and cost effectiveness to ensure a safe working environment for staff and the public. The asset generally continues to provide an acceptable level of performance in regards to meeting current service requirements. However, as staffing levels have increased through 2019, it is clear that the current layout does not present an efficient operational layout. As a result, options for upgrades are currently being investigated and costed so that Council and the budget

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

process can be fully informed before commencing any work. Building refurbishment investigations are progressing.

Desired Level of Service

Council has a desire to continue to provide quality municipal accommodation and facilities at the Administration Building. Works are currently under way to find more effective and functional methods of utilising the current space and to better provide these services.

FUTURE DEMAND

The highest impact item that influences demand on this asset is the availability of accommodation. The Administration Building accommodates 52% of Council's total permanent staff (279 employees) as at 31 December 2019.

Key Drivers

The drivers for the provision of accommodation at this site are staffing numbers and public space requirements.

Future State

Staff numbers are expected to hold into the future and new technological advances and research into better use of existing space will provide flexibility to improve the municipal function and amenity of the asset.

LIFECYCLE MANAGEMENT PLANCreation/Acquisition/Augmentation Plan

The Administration Building is currently facilitating the requirements of staff and visitors. There is no proposed need for acquisition of additional administration facilities in the short to medium term. The building occupies part of a site legally identified as Lot 1 in DP 81992 which is approximately 16,349 m², however, the balance of the site is likely to be utilised for future subdivision and redevelopment at some time into the future.

Operations/Maintenance Plan

A programmed maintenance schedule is in place for Council's assets. When a fault or breakdown occurs with an asset, reactive maintenance is performed, to allow the asset to perform its intended function. The building structures, fixed plant and equipment all have 10 year lifecycle costs.

Condition and Performance Monitoring

With the recent move to Community Assets, condition inspections are proposed to be undertaken every two years and used to assess the management of Corporate

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Assets. The assessment informs what is required for the assets to be managed in the most cost effective and sustainable manner.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports, which also inform the timing and implementation of the Management Program.

Consolidation/Disposal Plan

There is no proposed consolidation or disposal plan in place for the Administration Building as the building is deemed fit for purpose and continues to fulfil requirements.

Risk Plan

Risk Controls - Administration Building		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that non-compliant services within the building could lead to breaches in legislative provisions.	<ul style="list-style-type: none"> Regular compliance programs are in place to ensure compliance. Continue regular maintenance inspections as per the Asset Inspection program to check for changes in condition. 	Medium
There is a risk that poor space management will lead to functional obsolescence of some areas of the accommodation.	<ul style="list-style-type: none"> Continue to proactively manage the space design in accordance with best practice and current trends. 	Low
There is a risk that Contractors or others within the building could be injured as a result of non-compliance with WHS legislation.	<ul style="list-style-type: none"> Continue to ensure vigilance in management of onsite contractors and others while performing works within the asset. 	Low

Financial/Budget Summary

- Capital

The most recent capital works includes an additional 112Kw of solar PV on the roof to supplement the existing 99Kw system.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

- Recurrent/Operational

Complete external repaint completed in December 2023.

Funding for reactive maintenance has been reallocated to the Public Domain and Services Section. Maintenance activities are directed to the Public Domain and Services Section and prioritised on Council's risk matrix. The reactive and programmed maintenance works are programmed through Council asset inspections and the customer request system.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

The Administration Building is serviced and managed in accordance with this plan and will continue to serve well as a civic asset and headquarters for the operations of Council.

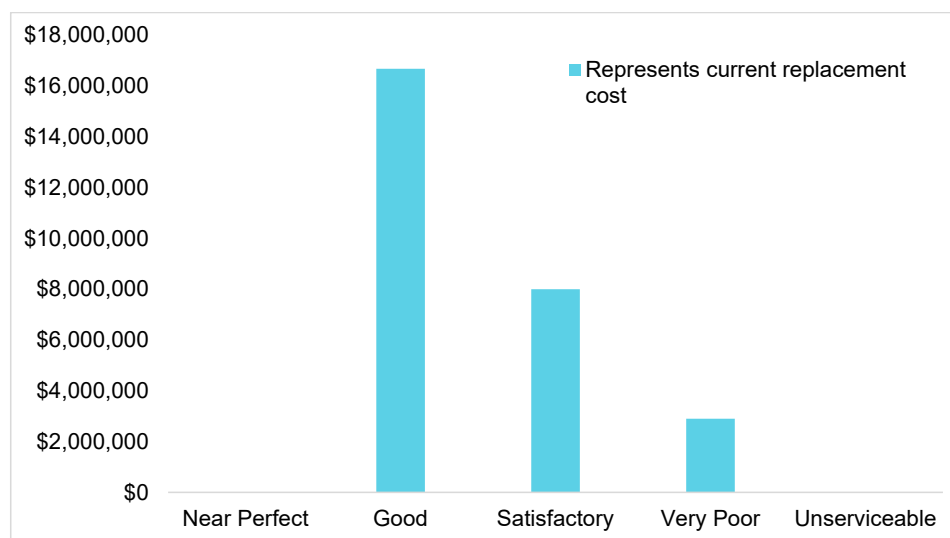
Investment Property Portfolio

Asset Holdings	Currently Council has eleven investment properties: 1. 49 William Street, Raymond Terrace NSW 2324 2. 113 Beaumont Street, Hamilton NSW 2303 3. 528 Hunter Street, Newcastle NSW 2300 4. 42 William Street, Raymond Terrace NSW 2324 5. 57-59 Port Stephens Street, Raymond Terrace 2324 6. 44 William Street, Raymond Terrace NSW 2324 7. 46 William Street, Raymond Terrace NSW 2324 8. 48 William Street, Raymond Terrace NSW 2324 9. 72 Port Stephens Street, Raymond Terrace NSW 2324 10. 29 Sturgeon Street, Raymond Terrace NSW 2324 11. 36A Ferodale Road, Medowie NSW 2318
Desired Level of Service Statement	To maintain the properties' profitability in order to be able to attract and retain suitable and sustainable tenants. It is considered that the assets meet the current required Level of Service, which is tied directly to the commercial lease agreements in place.
Available Data	Condition reports, title description and property history.
Last Condition Survey	2022

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

General Assessment of Condition	Condition Rating		% Assets	\$CRC
	1	Near Perfect	0	\$0
	2	Good	64	\$16,680,000
	3	Satisfactory	34	\$8,000,000
	4	Very Poor	2	\$2,900,000
	5	Unserviceable	0	\$0
	Total		100.00	\$27,580,000
Main Findings	The majority of the assets (91%) are rated at Good or Satisfactory. Notwithstanding this rating a proportion will require upgrade or replacement over the short to medium term.			

Figure 31: Condition Rating - Investment Property Portfolio



LEVEL OF SERVICE

Customer Research and Expectations:

Currently the portfolio meets the objectives of each of its customers. Regular feedback is gained in consultation with tenants and or respective property managers.

Legislative Requirements

The management of the portfolio is subject to a number of legislative requirements, the most relevant of which are:

- The Conveyancing Act 1919
- The Retail Leases Act 1994

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

- The Real Property Act 1900
- Building Code of Australia
- Environmental Planning and Assessment Act 1979

Current Level of Service

In general terms, the assets meet or exceed the expectations of the existing customers.

Desired Level of Service

Upgrades have been planned as detailed under Investment Property Portfolio – Management Plan below and these will ensure that the capital value of the assets continues to grow.

It is imperative for the portfolio returns to continue so that Council can attract and retain core commercial tenants.

Standards

Commercial leasing is a dynamic market driven by competing offerings, technological change, and the effective management of the level of investment in the market, which in broad terms governs supply and demand. Standards and benchmarking in the industry relate primarily to the quality of the offerings and the vacancy rate.

Council's portfolio is fully occupied: the office accommodation and premises can generally be described as B.

FUTURE DEMANDKey Drivers

There are many drivers around the level of future demand for office accommodation in the Newcastle CBD. There have been significant additions to the availability and the quality of available stock over the last six to eight years. More A grade stock continues to be released to the market and together with the popularity of flexible working arrangements, double digit vacancy rates are being experienced through available CBD spaces.

Future State

Strategically, the asset management initiatives for the portfolio have recognised the need for a balance between infrastructure renewal and the projected uplift in values and the need to be able to take advantage of potential divestment opportunities as and when they arise.

All asset maintenance is funded by the income stream generated and there is also a need to protect that income from being eroded. Notwithstanding this, in general terms infrastructure upgrades will add value.

As detailed under 2022 Condition Rating – Property Investment Portfolio 9% of the assets are rated as Very Poor and will require capital funding to bring them to a satisfactory condition rating.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.****LIFECYCLE MANAGEMENT PLAN**Creation/Acquisition/Augmentation Plan

There are currently no plans regarding creation or acquisition in respect to additions to the Property Portfolio. However, Council will remain diligent in respect of the markets to enable it to take advantage of potential opportunities for growth as they arise.

Operations/Maintenance Plan

A programmed maintenance schedule is in place for Council's assets.

Condition and Performance Monitoring

Annual monitoring of the condition and performance together with Work Health and Safety risks is in place for the portfolio.

The condition audit checks the asset condition, usability, safety, and compliance with relevant Australian Standards and Legislation. The results from these inspections are used to inform the update of maintenance works and capital works plans.

Rehabilitation/Renewal/Replacement Plan

Rehabilitation work is identified in condition reports which are undertaken on a regular basis. Funded works are listed in the Capital Works Program.

Consolidation/Disposal Plan

The property investment portfolio requires periodic review to maximise return and minimise the risk to Council. With the ever evolving globalising and integration of society, the economic demand for property changes. A number of factors are to be considered when reviewing the performance of a property, which can be both specific to Council and varied external factors at any given time.

Internal factors include the appetite for risk by the Elected Councillors, Executive staff, funding and budget requirements. This includes the need to maintain ongoing revenue streams to Council as well as capital gains from sales and development projects.

External factors may include prevailing tax and investment policies, global economic stability, accessibility of funding, investor confidence, and projected returns as compared to other types of investments.

To manage and minimise the risks associated with a commercial portfolio, the following is to be undertaken:

- Measure, benchmark and report on the portfolio performance, including vacancy rates, gross and net revenue
- Undertake regular reviews of economic conditions and market trends at local, state and national level, and
- Engage an external consultant to undertake an annual portfolio review.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Risk Plan

Management assesses financial risk on an ongoing basis while insurance risk is catered for under Council's industrial special risk and public liability policies while the tenant attends to the daily WHS responsibilities. Matters arising, which are the responsibility of the landlord are addressed as a matter of highest priority and where necessary in negotiation with the tenant.

In relation to the Investment Property Portfolio, a number of risks have been identified which are common to all assets under the Strategic Property portfolio. These are being monitored and addressed in accordance with the availability of resources and the wider organisational program of works.

Risk Controls - Investment Property Portfolio		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that material containing asbestos is present in the buildings leading to the potential exposure of users.	<ul style="list-style-type: none"> Document the buildings with potential asbestos-containing material. Test these buildings for asbestos and residual asbestos. Remove or isolate the asbestos material from the building. Monitor the condition of the building(s) for the presence of asbestos. Educate users and workers about the presence and management of asbestos-containing material. Develop site-specific management plans. 	Medium
There is a risk that tenants occupying either single holdings or large floor plates of leased premises, will vacate and find a more competitive space, leading to the long-term vacancy of some premises.	<ul style="list-style-type: none"> Ensure that infrastructure is upgraded or replaced as it reaches the end of its functional life. 	Medium

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Risk Controls - Investment Property Portfolio		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that the buildings do not comply with working at heights systems such as anchor points and walkways, leading to the potential injury of workers while undertaking work at heights.	<ul style="list-style-type: none"> Working at heights systems installed on buildings where required for the purpose of accessing utilities such as AC units, box gutters, etc. Implement compliance matrix for all buildings in the portfolio. Undertake annual certification of installed anchor points. 	Medium

Financial/Budget Summary

• Capital

Capital budget has been allocated for minor capital improvements.

• Recurrent/Operational

An annualised budget for operational costs is allocated and reviewed on a quarterly basis in accordance with Council's finance practices and guidelines.

The rehabilitation of the assets is funded by the Property Reserve Restricted Fund. Currently the portfolio provides a net income stream to Council in the order of \$2.0 million annually.

Plan Improvement and Monitoring

Asset Management Planning processes across Council have been reviewed and gaps identified over the last three years. As a result of the gap analysis Property Inspection Manager software has been deployed to assist with monitoring and recording routine and ad hoc inspections of the commercial investment portfolio.

Summary

The Investment Property Portfolio is held to derive an alternate income stream thereby reducing the call on rates income. Commercial leases are in place in respect of each of the properties and accordingly the objectives of each of the parties are met through the obligations set specifically to each case.

Holiday Parks

Asset Holdings	The 3 Holiday Parks assets being Fingal Bay Holiday Park, Halifax Holiday Park and 35% of Shoal Bay Holiday Park are managed by Port Stephens Council on behalf of the Crown through the Crown Reserve Trust. Port Stephens Koala Sanctuary is leased from the Crown by Port Stephens Council under a commercial lease agreement. Thou Walla Sunset Retreat at Soldiers Point is a Council owned Park which is
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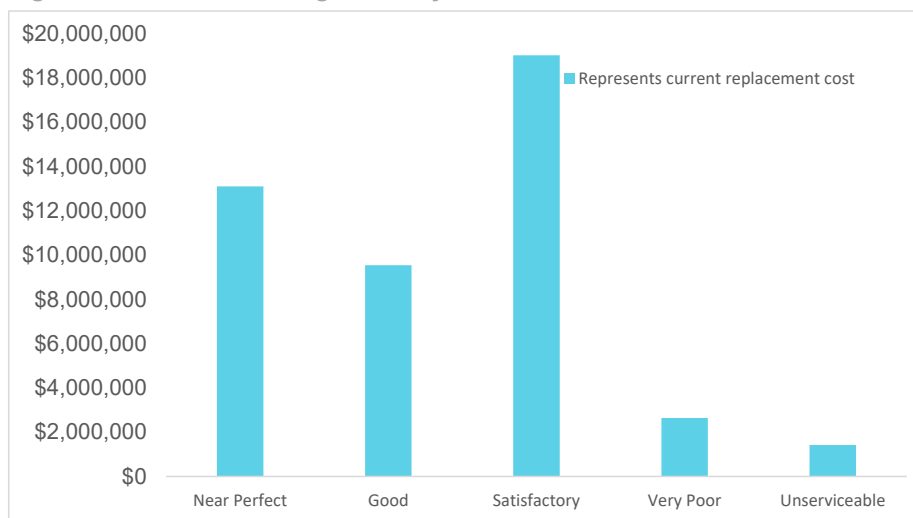
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

	<p>currently operated by Port Stephens Council. Broadly the current assets can be broken down as follows:</p> <ul style="list-style-type: none"> • reception and residence buildings; • amenities, laundries and camp kitchens; • recreation centres and games rooms; • playgrounds, outdoor recreation areas, shade structures and pools; • tennis courts; • kiosk at Halifax Park; • relocatable cabin and villa accommodation buildings; • work and storage sheds; • roads and car parks; • block paving; • boardwalks; • footpaths; • concrete slabs – van sites and driveways; • boom gates; • street lighting; • BBQ facilities; • electrical power heads; • signs; • boundary/internal fencing and landscaping. 		
Desired Level of Service Statement	Asset maintenance and capital projects delivery are planned and executed in response to demand levels which are informed by tourism and leisure markets. Council's Holiday Parks are highly regarded as high quality accommodation destinations both within the market and amongst competitors.		
Available Data	Condition inspection reports, asset management plans/reports.		
Last Condition Survey	2018		
	Condition Rating	% Assets	\$CRC
	1 Near Perfect	29	\$13,103,393

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

General Assessment of Condition	2	Good	21	\$9,542,174
	3	Satisfactory	42	\$19,027,629
	4	Very Poor	5	\$2,640,982
	5	Unserviceable	3	\$1,423,043
		Total	100.00	\$45,737,221

Figure 32: Condition Rating – Holiday Parks



LEVEL OF SERVICE

Customer Research and Expectations:

Research includes tourism industry trend data from government agencies and peak bodies together with customer satisfaction survey results.

The Holiday Parks enjoy the benefit of occupying an enviable position amongst their peers on the Tomaree Peninsula. Customer survey results confirm that the Parks are being operated in an efficient manner while providing a level of facilities which is comparable or superior to the balance of the market.

Legislative Requirements

Like any other commercial venture Council's businesses are to be managed in accordance with various pieces of legislation; in the case of the Holiday Parks the key legislative instruments are:

- Crown Lands Management Act 2018

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

- Local Government Act 1993

Current Level of Service

The current level of service delivers accommodation and guest services that represent holiday experiences that meet or exceed guest expectations of quality and value for money.

In addition group and conference facilities represent a value proposition that will attract this type of business. The indicators for these service performance standards are:

- Repeat guest visitation;
- New visitor attraction;
- Group and small conference market attraction;
- Occupancy levels above industry best practice;

Desired Level of Service

Although enjoying an enviable role in the local market as being market leaders, it is imperative that the businesses continue to look at alternate segments in addition to consolidating their already strong market position. Quality assets enhance market attractiveness.

This is particularly true of the Holiday Park assets which exist in an increasingly competitive market place. For Council's assets to maintain their market share, they will need to improve the operational level of performance and customer experience. This will be delivered through a targeted capital works plan over the coming years.

FUTURE DEMAND

It is expected that with appropriate marketing, promotion and business attraction, the occupancy levels will increase to a targeted sustainable level of 50 – 55% annual average. Council's tourism accommodation properties experience, and will continue to experience seasonal variations which means this overall target is well exceeded in the peak tourism season (>90%). This has been experienced during the recent pandemic which has resulted in large variations in occupancy rates.

Planned asset management will be a key contributing component in ensuring that the operational objectives of the businesses are met.

Key Drivers

The key drivers influencing demand for this type of tourist accommodation infrastructure are:

- The tourism attractiveness of Port Stephens;
- Diverse and flexible facilities and services;

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

- Available market competition;
- Customer satisfaction (value for money, quality and presentation);
- Pandemic.

Future State

Note that at the time of writing this SAMP a number of capital projects are now complete.

A number of capital renewal projects have been completed across the Parks based on the data previously outlined in the Holiday Parks Plans of Management. The new Shoal Bay Plan of Management has now been adopted and will be used to determine future projects. The current plans for Fingal Bay Holiday Park and Halifax Holiday Park are nearing the end of their serviceable period and reviews have been completed awaiting approval, though the implementation is taking some time due to the recent changes to the Crown Land Management Act 2018.

It is envisaged that there will continue to be a demand for increased services and improvements to infrastructure across all Holiday Parks in the next 3 – 5 years.

It is critical that profitability is maintained at required levels in order to fund this program of works; however some works are also done in order to generate additional or higher income streams.

LIFECYCLE MANAGEMENT PLANCreation/Acquisition/Augmentation Plan

The creation and acquisition of assets are business decisions based on commercial and financial capabilities in line with the relevant strategic development plans, plans of management and business plans.

Operations/Maintenance Plan

Maintenance planning is programmed through the Holiday Parks Asset Management Plans, staff inspections and Park management. Minor matters raised by housekeeping staff or guest feedback are inspected and attended to immediately or prioritised and completed when resources are programmed.

Condition and Performance Monitoring

Monitoring of condition and performance is carried out by internal and external programs and authorities. These may include but not limited to regular safety audits, a program of safety observations and annually through condition inspections.

Rehabilitation/Renewal/Replacement Plan

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Proposed rehabilitation and renewal works are identified in condition reports which also inform the timing and implementation of the Holiday Parks Management Plan.

Proposed schedules for rehabilitation, renewal and replacement of tourist accommodation assets are detailed within the plans of management and supporting business plans.

The Holiday Parks –Management Plan below indicates the proposed works approved and the proposed timing of replacement in the asset lifecycle. These priorities are reviewed according to changes in demand and other market and/or safety factors.

Consolidation/Disposal Plan

The consolidation and disposal of assets are business decisions based on commercial performance and financial capabilities in line with the relevant strategic development plans, plans of management and business plans. There are currently no plans for consolidation or disposal.

Risk Plan

Risk Controls - Holiday Parks		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that capital projects will be delayed due to weather or unplanned variations in the project scope.	Capital projects are now identified by the Holiday Parks Section Manager in liaison with the Parks Management Team with scope and site delivery by the project managers.	Medium
There is a risk that project costs will exceed budget estimates.	During Project Execution stage costs are monitored and reported to senior management monthly.	Low

Financial/Budget Summary

- Capital

Capital expenditure provisions are as detailed under Holiday Parks Management Program.

- Recurrent/Operational

Recurrent expenses are planned and budgeted for under the Council's budgetary process while capital projects in the Crown Reserve Parks are funded by agreement with the Crown Reserve Trust and in line with the published Plans of Management.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Plan Improvement and Monitoring

The SAMP is reviewed and updated annually. New assets are recorded and allocated asset numbers in the Corporate Asset Register. The performance of existing assets is monitored throughout the year via regular inspections. Reports are prepared and priorities determined for improvements in preparation for the annual budget process.

Summary

The current status of the asset maintenance program across the Council holiday parks indicates that further strategic planning is required to meet the desired level of service and expected market need.

Operational Lands

Asset Holdings	<p>Currently Council has 160 lots classified Operational Land including:</p> <ul style="list-style-type: none"> those held as properties designated for potential future development; and those improved with buildings under the care and control of Council's Facilities and Services Group. <p>Of these 160 lots 29 are considered as 'Active' development lots (currently under some form of planning or development/consent activity). The remaining are either held for drainage or other public purposes, or considered 'Inactive' development sites (no current or planned development/consent activity).</p>
Desired Level of Service Statement	Not applicable as the Active parcels form part of the Strategic Property development land bank.
Available Data	Land Register available on the Council's website.
Last Condition Survey	Not applicable as the Active parcels are unimproved (with the exception of the library and Administration buildings in Raymond Terrace maintained by the Facilities and Services Group).

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Active Sites	<p>Karuah</p> <ul style="list-style-type: none"> • 210 -262 Tarean Road – 7 lots <p>Medowie</p> <ul style="list-style-type: none"> • 3 Industrial Road – 1 lot • 38 Ferodale Road – 1 partial lot • 15 Peppertree Road – 1 partial lot <p>Raymond Terrace</p> <ul style="list-style-type: none"> • 112 Adelaide Street – 1 lot • 50 William Street – 1 lot • 7A Bourke Street – 1 lot • 18A Sturgeon Street – 1 partial lot • 116 Adelaide Street – 1 partial lot • 118-126 Adelaide Street – 5 lots <p>Salamander Bay</p> <ul style="list-style-type: none"> • 155 Salamander Way – 2 lots • 22 Homestead Street – 1 partial lot <p>Tomago</p> <ul style="list-style-type: none"> • 20 Enterprise Drive- 1 lot • 15 Enterprise Drive – 1 lot <p>Williamtown</p> <ul style="list-style-type: none"> • 282-282B and 398 Cabbage Tree Road – 4 lots
Main Findings	<ul style="list-style-type: none"> • None of the Operational Lands have above ground or major improvements which limits the need for SAMP actions; • More isolated Operational Lands, due to their unfenced nature, are at a higher risk of illegal dumping or other unacceptable activity; • The risks to Council from these Operational Lands are low in comparison to those of the improved sites; • Fencing is uneconomical but signage and increased Ranger visibility can act as a cost-efficient deterrent.

CHARACTERISTICS

The active parcels can be characterised by one or more of the following:

- Zoned for commercial, industrial or residential development, or identified for rezoning;
- Within reasonable proximity to existing commercial/industrial/residential centres;

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

- Most but not all are flood free;
- Services are readily available;
- Demonstrated demand for the end development.

The inactive parcels can be characterised by a variety of the following:

- Low lying and/or flood prone;
- Small sites not capable of individual development;
- Heavily vegetated;
- Services may not be readily available;
- Unusually shaped, making development problematic;
- Community considers land is "open space" or "parkland".

LEVEL OF SERVICELegislative Requirements

Apart from the general provisions of the Local Government Act 1993, there is no legislative requirement in relation to these Operational Lands.

FUTURE DEMAND

Development of these Operational Lands is typically demand-driven. When the market is indicating upcoming demand for the likely end land use, the Strategic Property team of Council commences a process to rezone and or secure development consent for the end land use. Once consent conditions are available, Strategic Property can review market conditions and development costs to determine the feasibility of proceeding with the development of individual sites. Council resolution to proceed with the development including the provision of funding necessary to complete the development proposal is required. Sale of the end product pays for the development costs of the project with surpluses accruing in the Property Reserve Fund to continue to alleviate the call on rates revenue and assist with future development projects.

The Council is a relatively small player in the development industry however has a commercial advantage over private developers that must secure sites, incur holding costs, bring developments to the market and sell the completed project, all within a timeframe that enables a profit to be made. Council as the landowner has less holding costs and therefore can "land bank" its sites until market conditions are appropriate.

LIFECYCLE MANAGEMENT PLAN

Life cycle management plan provisions are not relevant to vacant land.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Visitor Information Centre

Asset Holdings	Visitor Information Centre, Nelson Bay		
Desired Level of Service Statement	To provide a modern attractive tourism facility for the visitors to Port Stephens.		
Available Data	Fair Value as at 30 June 2023, condition inspection report		
Last Condition Survey	2021		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	0	\$0
	2 Good	100	\$2,214,000
	3 Satisfactory	0	\$0
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100.00	\$2,214,000
Main Findings	<ul style="list-style-type: none"> Management of the building moved from Property Services to Community Assets in December 2020. 		
Future Actions	<ul style="list-style-type: none"> Undertake a detailed electrical audit to include costings in lifecycle management plan. 		

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Figure 32: Condition Rating - Visitor Information Centre



LEVEL OF SERVICE

Legislative Requirements

- National Construction Codes and Standards
- Work Health and Safety Act 2011
- Work Health and Safety Regulations

Current Level of Service:

The VIC provides an attractive modern facility which currently caters well to its use. The VIC is a purpose built facility located within an attractive focal point adjacent to the Nelson Bay CBD.

Desired Level of Service

Into the future there may be the requirement to provide significant capital upgrades in order to adequately service the increased tourism numbers within Nelson Bay and Port Stephens generally.

FUTURE DEMAND

Key Drivers

The key driver in respect of this asset will remain tourism and tourism related industry and visitation.

Future State

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

It is anticipated that increasing tourism numbers and the increasing popularity of Port Stephens generally will increase demand for the level of service provided by the facility.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

There are currently no plans for creation or augmentation at this time.

Operations/Maintenance Plan

A programmed maintenance schedule is in place for Council's assets. When a fault or breakdown occurs with an asset, reactive maintenance is performed, to allow the asset to perform its intended function.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of the asset. The assessment informs what is required for the assets to be managed in the most cost effective and sustainable manner.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewal works are identified in condition reports which also inform the timing and implementation of the Visitor Information Centre Management Program.

Consolidation/Disposal Plan

There is no proposed consolidation or disposal plan in place for the Visitor Information Centre as the building is deemed fit for purpose and continues to fulfil requirements.

Risk Plan

Risk Controls - Visitor Information Centre		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that non-compliant services within the building could lead to breaches in legislative provisions.	<ul style="list-style-type: none"> Regular compliance programs are in place to ensure compliance. Continue regular maintenance inspections as per the Asset Inspection program to check for changes in condition. 	Medium

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

There is a risk that the building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	<ul style="list-style-type: none"> • Install working at heights systems on buildings that require known frequent working at heights for accessing utilities such as AC units, box gutters, etc. • Create a program to install and fund working at heights systems on these buildings. • For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. • Undertake annual certification of installed anchor points. 	Medium
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Financial/Budget Summary

• Capital

The most recent capital works include the carpet and vinyl flooring replacement. Proposed future capital works are scheduled through biennial condition inspections.

• Recurrent/Operational

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are implemented through Council's asset inspections and the customer request system.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

The VIC remains an asset well suited to its current purpose. However it is anticipated that into the future increases in tourism numbers and the popularity of Port Stephens as a preferred holiday destination servicing both local and overseas markets will dictate that significant capital upgrades are undertaken.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

**Lifecycle Management: Information Communication
Technology Assets**

Information Communication Technology (ICT) Assets categories are listed in Table 1.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Cabling

Asset Holdings	Structured Data Cabling		
Available Data	Limited		
Last Condition Survey	2022		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	15	\$100,000
	2 Good	55	\$280,000
	3 Satisfactory	25	\$155,000
	4 Very Poor	5	\$10,000
	5 Unserviceable	0	\$0
	Total	100.00	\$545,000
Main Findings	<p>Some of the structured cabling across Council buildings is of an obsolete standard, leading to intermittent and poor performance.</p> <p>Council is implementing a program of works to remediate its ICT infrastructure to industry standard.</p> <p>Where existing structured cabling is non-compliant to category 5e Standards (ratified in 1999), the cabling will be replaced.</p> <p>Where the existing structured cabling is of category 5e or greater, it will be certified to ensure the Standard is met. New cabling installations will be compliant to the category 6a standard (ratified in 2008).</p> <p>The structured cabling at most Council buildings has been undertaken over the last 3 years.</p>		

LEVEL OF SERVICE

Customer Expectations

Internal customers expect that the structured cabling at their place of work is reliable and is capable of operating at a speed that enables the delivery of corporate applications, data and telecommunications services; and that there are adequate "ends" that cater for organisational growth.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**Current Level of Service

The existing structured cabling at some buildings is of an obsolete standard or does not comply with current structured cabling standards.

FUTURE DEMAND

Demand is a factor of the growth of Council's built assets (none currently planned) and increases in staff levels, which are documented in the Workforce Management Strategy 2022 to 2026.

Other Factors

World metal prices (notably copper) can affect the cost of cabling and hence the costs of replacement.

LIFECYCLE MANAGEMENT PLANCreation/Acquisition/Augmentation Plan

Not applicable for this asset type.

Operations/Maintenance Plan

Maintenance is conducted on an as-required basis where faults are detected.

Condition and Performance Monitoring

Cabling is regularly monitored to anticipate failures given the condition of the asset stated above.

Rehabilitation/Renewal/Replacement Plan

Renewal and replacement is being undertaken as part of an on-going ICT infrastructure remediation program of works and all procurement activities are being undertaken in line with Council's procurement guidelines.

Consolidation/Disposal Plan

Cabling removed from buildings is sent to recyclers. Proceeds are re-invested in the asset.

Risk Plan

Building cabling is covered in the Enterprise Risk Management Plan.

Financial/Budget Summary

- Recurrent and Operational

Annually from 2018-2019 minor maintenance only: includes additions and moves to the value of \$20,000 p.a.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Plan Improvement and Monitoring

Plans for management of structured cabling are reviewed annually as part of the review of all Council's assets.

Desktop Assets

SUMMARY

Asset Holdings	Desktop computers, laptop computers and tablets installed throughout Council facilities.		
Available Data	ICT Desktop Assets		
Last Condition Survey	2022		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	70	\$840,000
	2 Good	15	\$180,000
	3 Satisfactory	15	\$180,000
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100.00	\$1,200,000
Main Findings	<p>Existing Desktop Assets are in fully operational condition.</p> <p>These assets do not degrade in appearance, functionality or performance over time. However as operating systems and applications develop, or become obsolete, the machines on which they run, may require replacement.</p>		

LEVEL OF SERVICE

As the Desktop Assets are critical to Council's operations, suppliers and customers, the assets are required to be fully functional during Council and remote site business hours.

Desktop Assets must provide appropriate functionality at fixed locations for desktop systems, or provide flexibility and remote connectivity if a laptop or tablet is used.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

It is in the best interest of Council to maintain equipment with manufacturers' warranty and sufficient support provisions. This applies to both hardware and software.

Council and associated business units such as holiday parks, libraries and the VIC expect to be able to access the entire suite of ICT applications and systems during business hours and from time to time outside normal business hours.

In addition to time-based access, users also demand flexible and mobile access from outside the Council network. Desktop Assets underpin almost every function of Council. The assets themselves offer no return on investment. However, by providing reliable and efficient ICT services, the individual systems improve efficiencies and enhance and support cost effective Council operations.

As a collection of Council assets, the devices themselves do not directly link to strategies, plans or objectives, other than interfacing with the systems that underpin council operations and community activities.

FUTURE DEMAND

As Council's systems continue to develop with increasing mobility and flexibility, in line with COVID-19 isolation requirements, there has been a corresponding move to laptops and tablets.

Desktop PCs will still have a place for permanently deskbound roles; however any functions performed could easily be performed by a current laptop machine.

While there is no foreseeable reduction in numbers of systems, they will differ in format, moving from fixed Desktop machines to Laptops and Tablets/Hybrid devices

Other Factors

Fluctuating world commodity prices may also have a significant impact on the ongoing availability and replacement of desktop systems.

LIFECYCLE MANAGEMENT PLAN

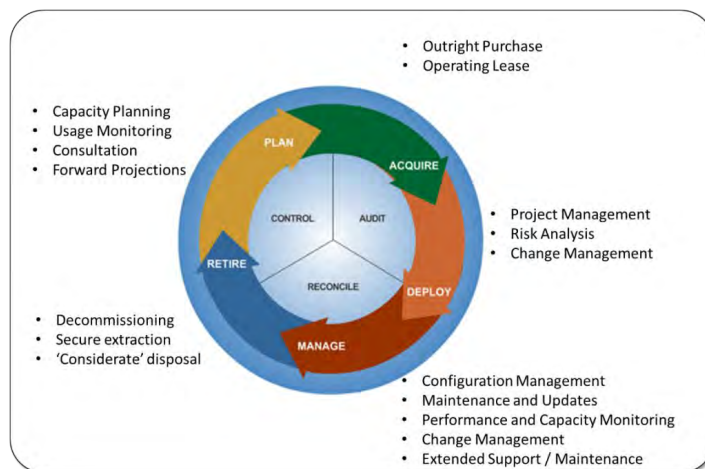
Desktop Assets require little or no traditional maintenance or servicing.

From time to time, software, firmware or operating systems require updates, which are applied during regularly scheduled system outages, timed to minimise any impact to Council and remote site operations.

Physical failures, which are infrequent, are resolved by manufacturer representatives under factory warranty.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Figure 33: Lifecycle Management Plan - Desktop Assets



Creation/Acquisition/Augmentation Plan

Not applicable for this asset type.

Operations/Maintenance Plan

Other than regular updates of software or firmware, Desktop assets do not require anything other than a very basic asset management framework.

Older assets become more expensive to maintain as they approach the end of the 'supported life' by the manufacturer, at which point support is no longer provided.

After a period; usually three to five years it is more cost effective to procure new equipment which carries warranty and support as part of the initial purchase price.

Condition and Performance Monitoring

Continuous real-time monitoring provides immediate alerts should any assets suffer a physical failure, be operating in a degraded state, or do not have the capacity to perform their main functions.

Individual computers 'check-in' with the Service Desk, which builds a database of all configuration and installed software information.

Rehabilitation/Renewal/Replacement Plan

Renewal and replacement is being undertaken as part of an on-going ICT infrastructure remediation programme of works, which for desktop and laptop computers, depending on operating system versions, is between three and five years. Tablets have an active service life of between two and four years. All

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

procurement activities are being undertaken in line with Council's procurement guidelines.

Consolidation/Disposal Plan

At end-of-life, systems are disposed of in line with the asset disposal management directive.

Risk Plan

ICT Infrastructure is covered in the Enterprise Risk Management Plan.

Financial/Budget Summary

Depending on Council's financial position and procurement strategies at the time, ICT Desktop Assets can either be procured through outright purchase, or operating leases.

All future purchases will include support and maintenance provisions for the entire projected life of the asset, eliminating increased operating costs as the assets age.

The financial forecasts are made with the following assumptions:

- Capacity of newer equipment increases, while purchase costs decrease;
- A combination of Council's financial data, combined with experience at other organisations provides the basis for any financial estimates or projections;
- Upcoming operating system or applications updates may force a change in hardware.

Plan Improvement and Monitoring

This plan must be reviewed annually due to the continually evolving ICT landscape and the different classes of ICT Desktop Assets

ICT Infrastructure

SUMMARY

Asset Holdings	Servers, Storage Nodes, Backup Systems and the connectivity infrastructure covering the Raymond Terrace Administration Building Datacentre, the Disaster Recovery Datacentre at the Raymond Terrace Depot and the network infrastructure across Council's remote sites and Holiday Parks
Available Data	ICT Infrastructure Assets

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Last Condition Survey	2022		
General Assessment of Condition	The condition of ICT Infrastructure does not degrade over time or from over-use.		
	Condition Rating	% Assets	\$CRC
	1 Near Perfect	62.5	\$500,000
	2 Good	25	\$200,000
	3 Satisfactory	12.5	\$100,000
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100.00	\$800,000
Main Findings	<p>All existing ICT Infrastructure is in fully operational condition.</p> <p>These assets do not degrade in appearance, functionality or performance over time; however the cost of ownership dramatically increases over time with escalating support and maintenance costs usually exceeding the cost of replacement within five years.</p> <p>Scheduled replacement of core Server and Storage infrastructure in Q2 2023</p>		

LEVEL OF SERVICE

As ICT infrastructure is critical to Council's operations, suppliers and customers, the assets are required to be fully functional during Council and remote site business hours.

ICT Infrastructure must provide sufficient computing power, data storage as well as backup and recovery to support the needs of Council now and into the future.

It is in the best interest of Council to maintain equipment with manufacturers' warranty and sufficient support provisions.

Council and associated business units such as such as holiday parks, libraries and the VIC expect to be able to access the entire suite of ICT applications and systems during business hours and from time to time outside normal business hours.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

In addition to time-based access, users also demand flexible and mobile access from outside the Council's network.

Residents, developers and prospective visitors expect to be able to interact electronically with Council, again over a variety of methods outside normal business hours.

ICT Infrastructure underpins almost every function of Council. The assets themselves offer no Return on Investment, however by providing reliable and efficient ICT services, the individual systems improve efficiencies, and enhance cost effective Council operations.

As a collection of Council assets, the devices themselves do not directly link to strategies, plans or objectives, other than hosting the systems which underpin council operations and community activities.

FUTURE DEMAND

There are many factors which may either increase or decrease future demand of the ICT Infrastructure. With this in mind, all systems are developed with scalability in-built.

May cause an increase in demand

- Business improvements such as electronic Development Application lodgement and tracking will increase data storage and backup requirements;
- 3D drawings and plans will increase data storage and backup requirements;
- Increased capabilities in the Spatial Services area will increase data storage and backup requirements;
- Increasing use of mobile devices uploading into Council systems;
- Records Management legislation may increase data storage and backup requirements.

May cause a decrease in demands

- Increased use of Cloud Applications;
- Improvements in internal systems (De-Duplication etc...);
- Improved compression for storage and backup solutions;
- Structured off-line archiving of electronic records.

ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.

Other Factors

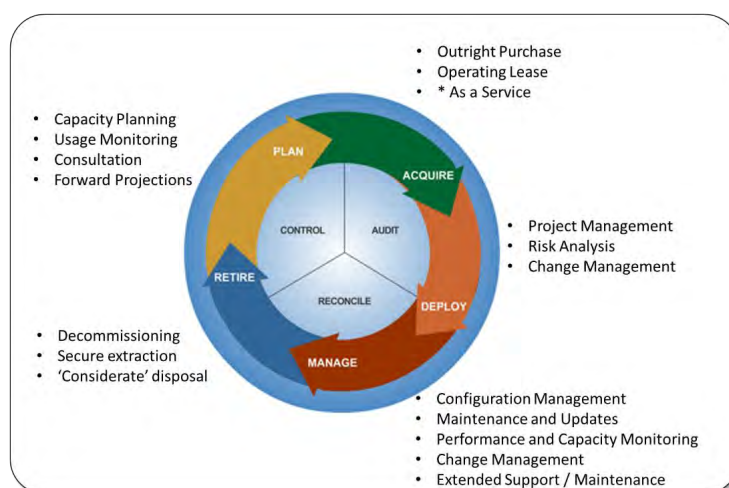
Emerging technologies may increase or decrease projected costs, as well as developments of Cloud Solutions, improved connectivity such as NBN or Wireless point to point connectivity.

World commodity prices may also have a significant impact.

LIFECYCLE MANAGEMENT PLAN

ICT Infrastructure requires little or no traditional maintenance or servicing. From time to time, software, firmware or operating systems require updates, which are applied during regularly scheduled system outages, timed to minimise any impact to Council and remote site operations.

Figure 34: Lifecycle Management Plan - ICT Infrastructure



Creation/Acquisition/Augmentation Plan

Not applicable for this asset type.

Operations/Maintenance Plan

Other than regular updates of software or firmware, ICT Infrastructure assets do not require anything other than a very basic asset management framework.

Older assets become more expensive to maintain as they approach the end of the 'supported life' by the manufacturer, at which time support is no longer provided.

At this point it is more cost effective to procure new equipment which carries warranty and support as part of the initial purchase price.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**Condition and Performance Monitoring

Continuous real-time monitoring provides immediate alerts should any assets suffer a physical failure, be operating in a degraded state, or does not have the capacity to perform its main functions.

The data is real-time with a database for historical reporting, trend analysis and capacity planning

Rehabilitation/Renewal/Replacement Plan

Renewal and replacement is being undertaken as part of an on-going ICT infrastructure scheduled programme of works.

All procurement activities are being undertaken in line with Council's procurement guidelines.

Consolidation/Disposal Plan

Assets that are decommissioned have no commercial value. At the time of replacement, some items may be returned to the manufacturer. Remaining assets will be disposed of as per Council's Asset disposal management directives and relevant guidelines.

Risk Plan

ICT Infrastructure is covered in the Enterprise Risk Management Plan.

Financial/Budget Summary

Depending on Council's financial position and procurement strategies at the time, ICT Infrastructure assets can either be procured through outright purchase, or operating leases.

All future purchases of ICT Infrastructure assets will include Support and Maintenance provisions for the entire projected life of the asset, eliminating increased operating costs as the assets age.

The financial forecasts are made with the following assumptions:

- Capacity of newer equipment increases, while purchase cost decrease;
- Combined with Council's financial data, experience at other organisations provides the basis for any financial estimates or projections;
- Growth in capacity is estimated considering requirements over the past two years and looking forward to strategic initiatives and projects.

**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

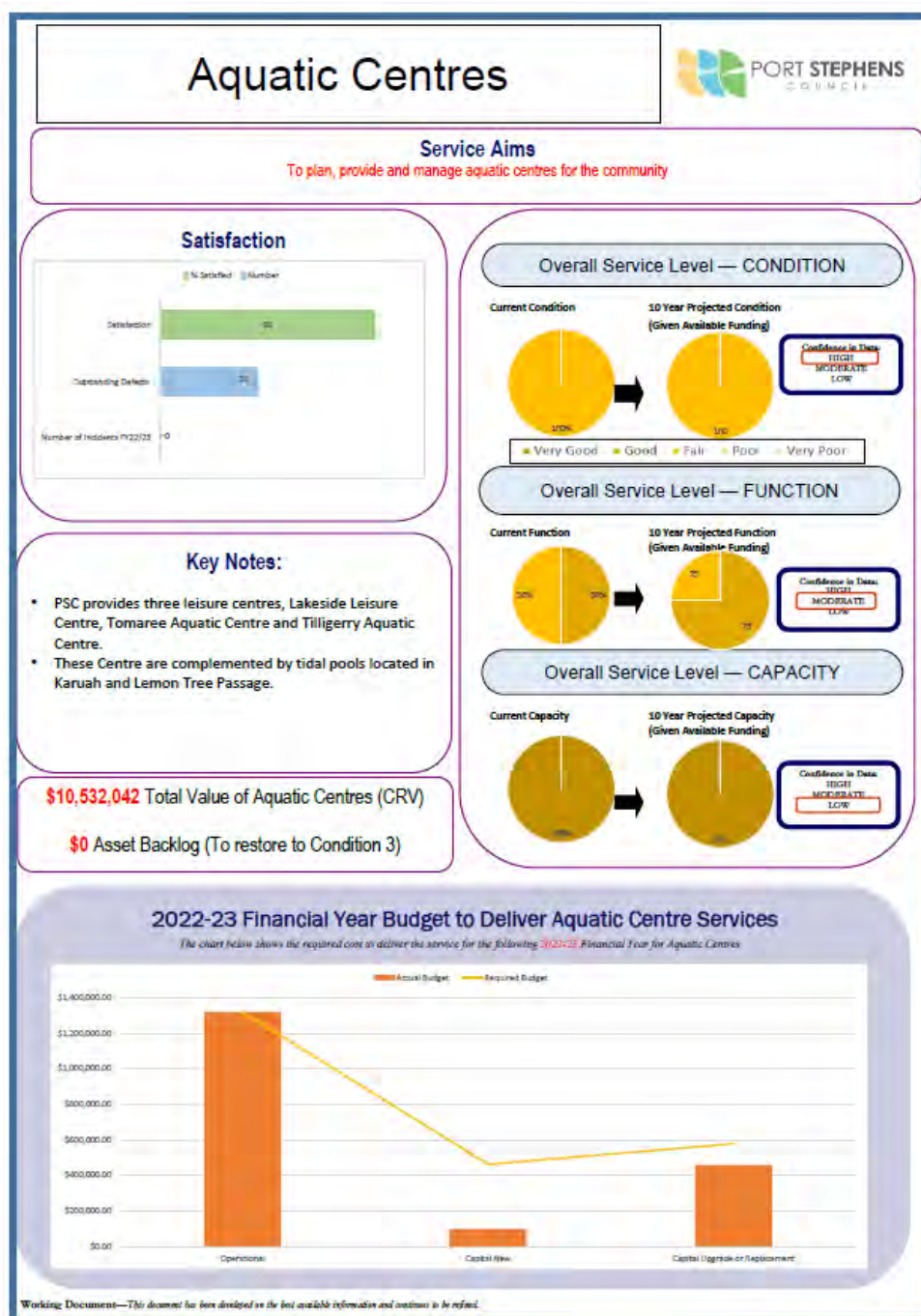
Plan Improvement and Monitoring

This plan must be reviewed annually due to the continually evolving ICT landscape and the different classes of ICT Infrastructure Assets.

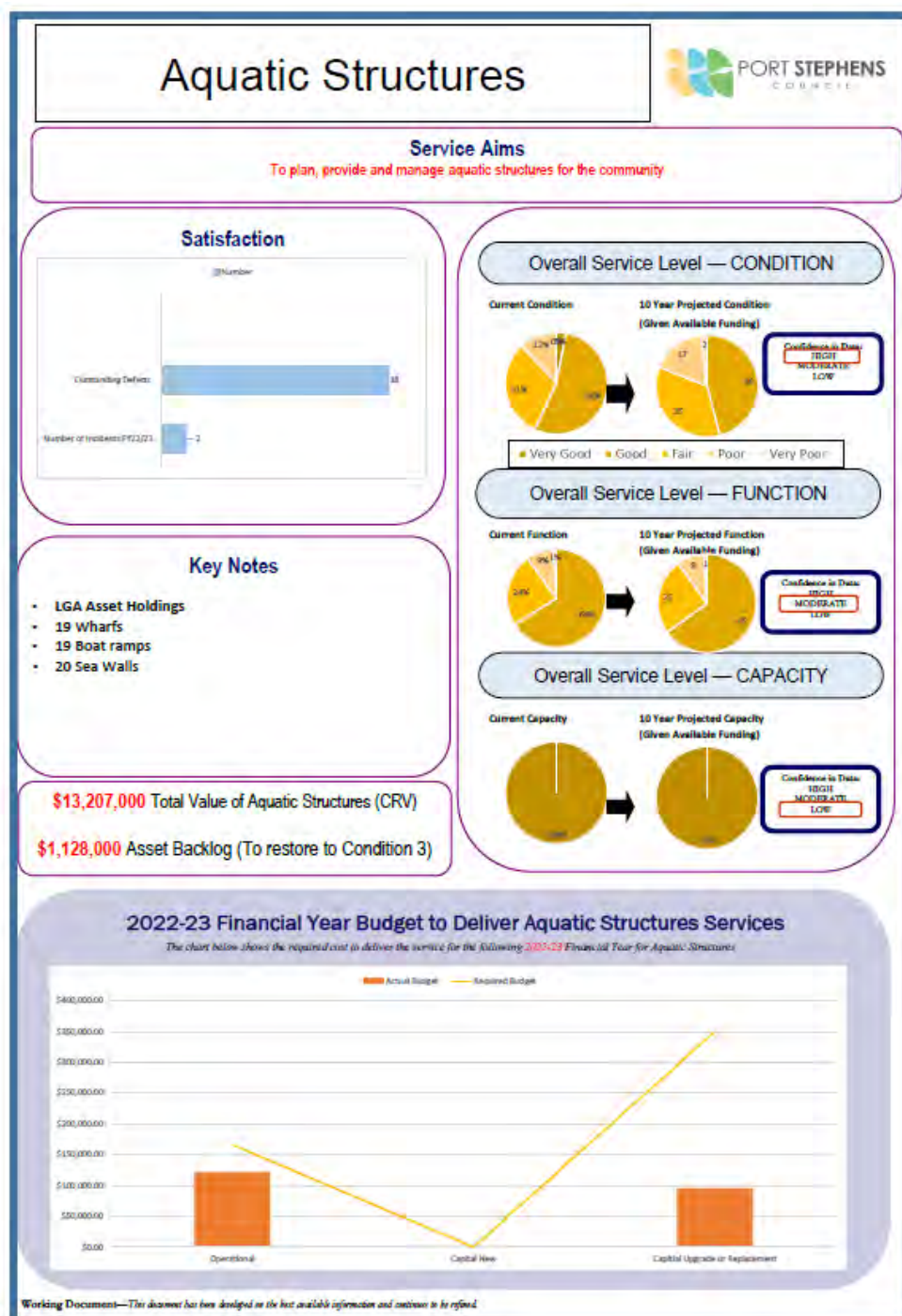
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**

Appendix 5 – Dashboards

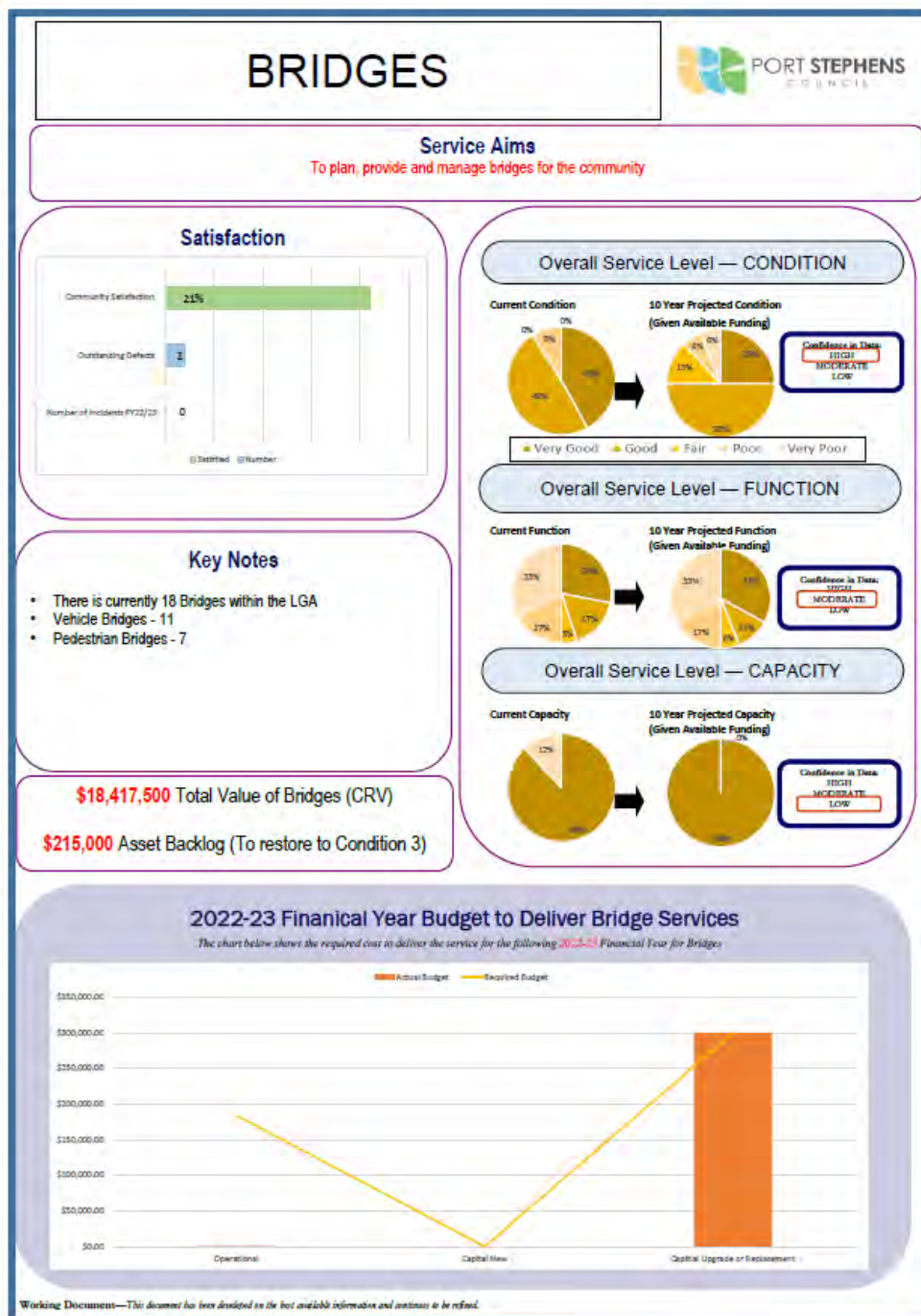
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



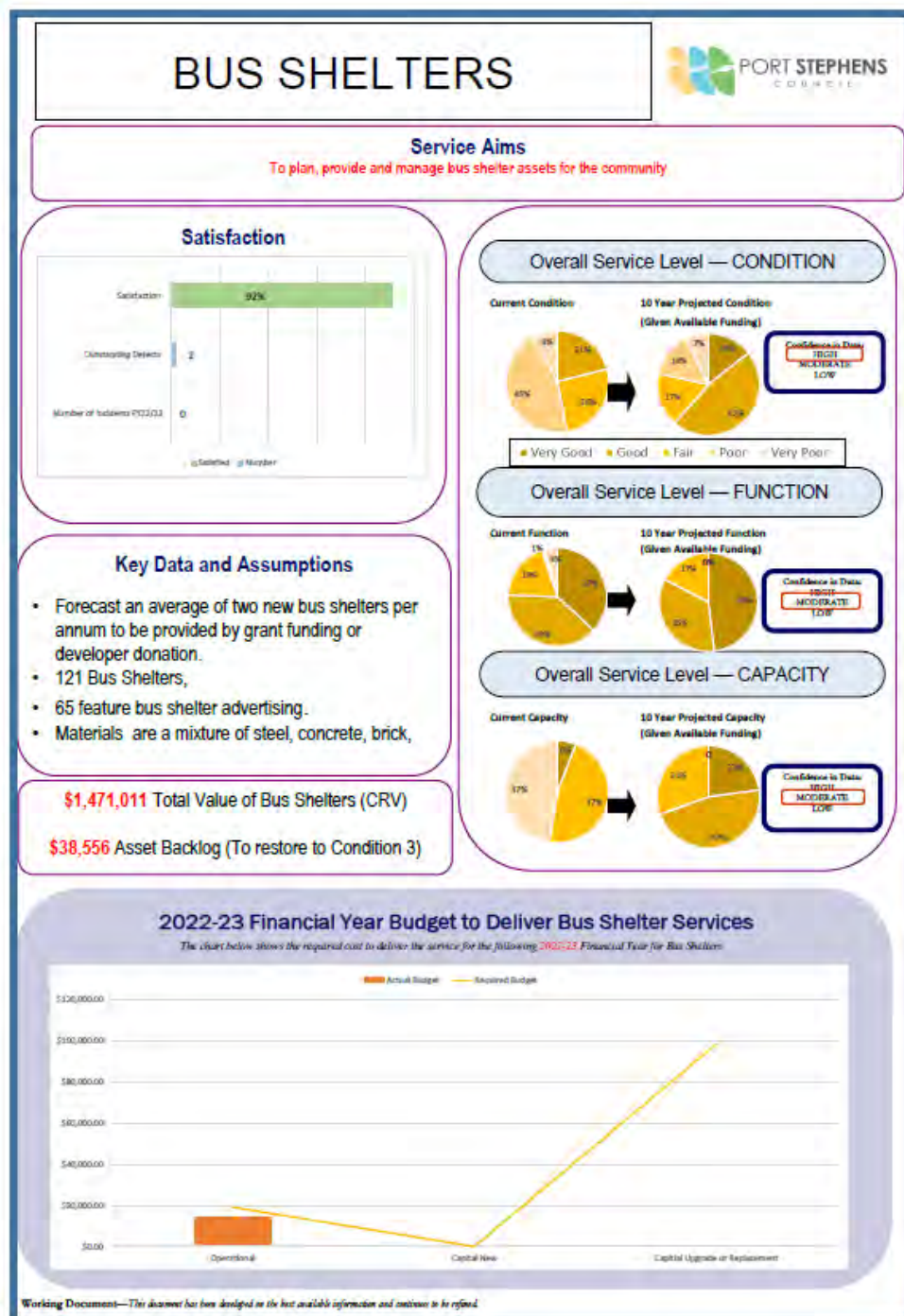
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



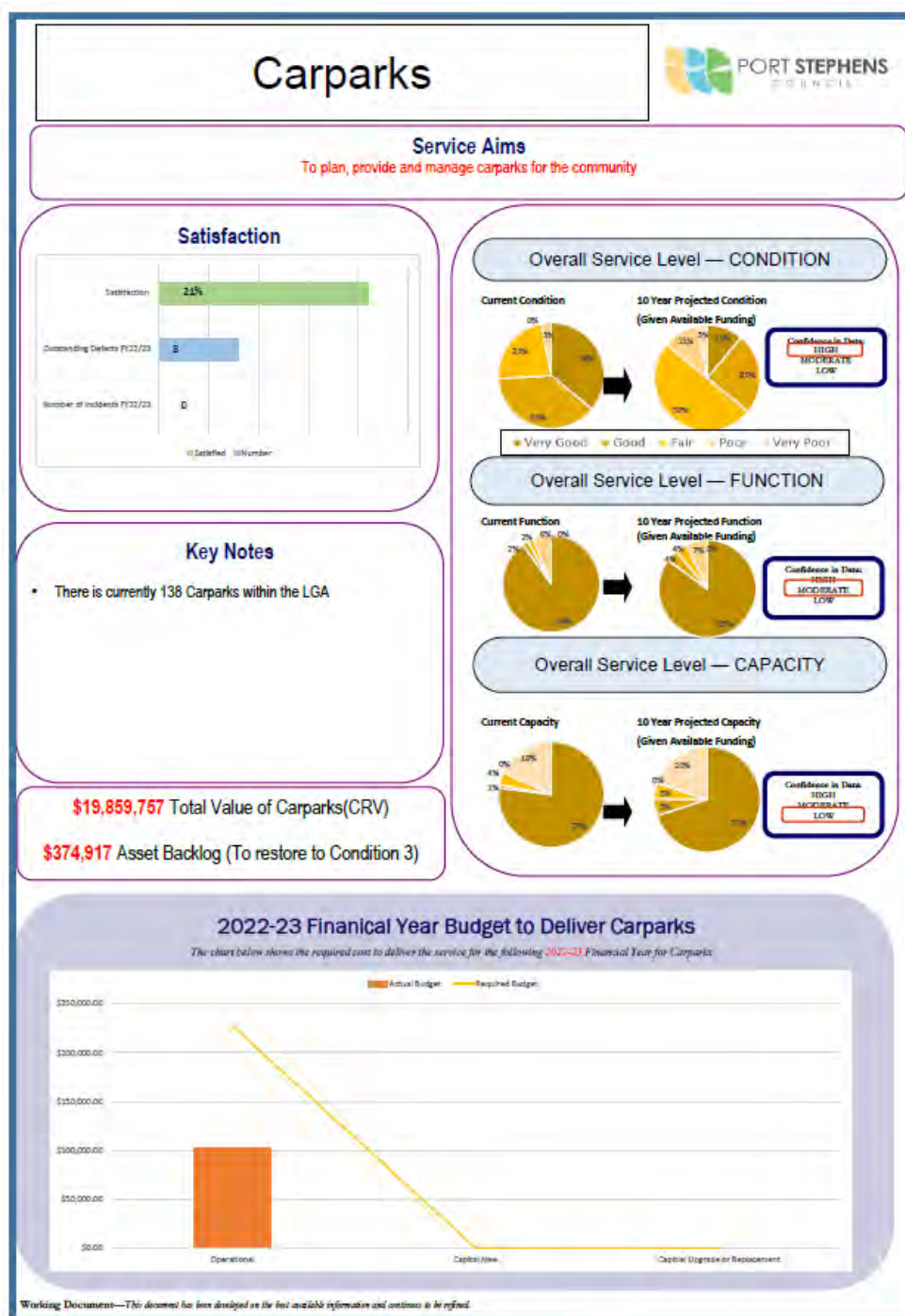
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



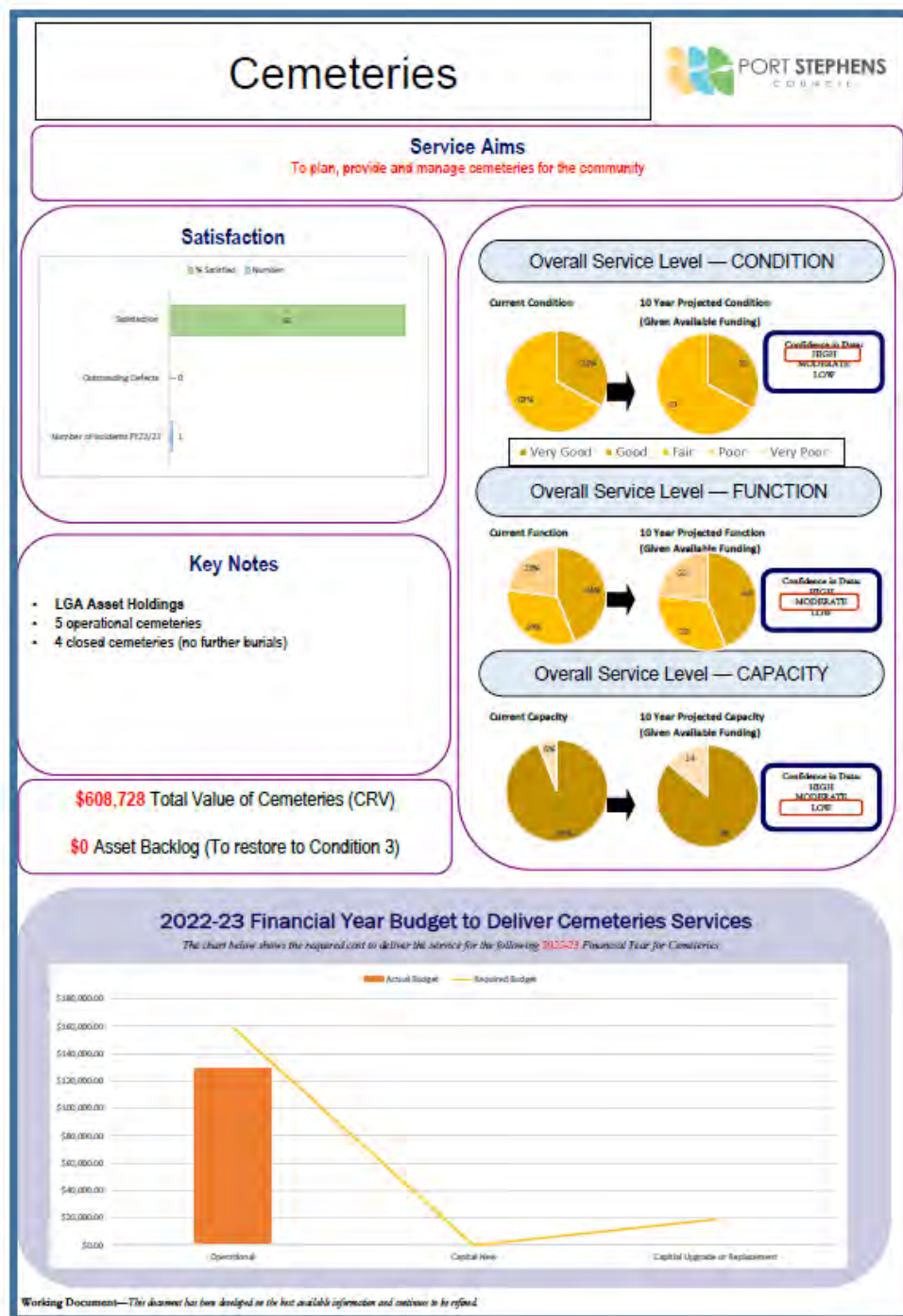
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



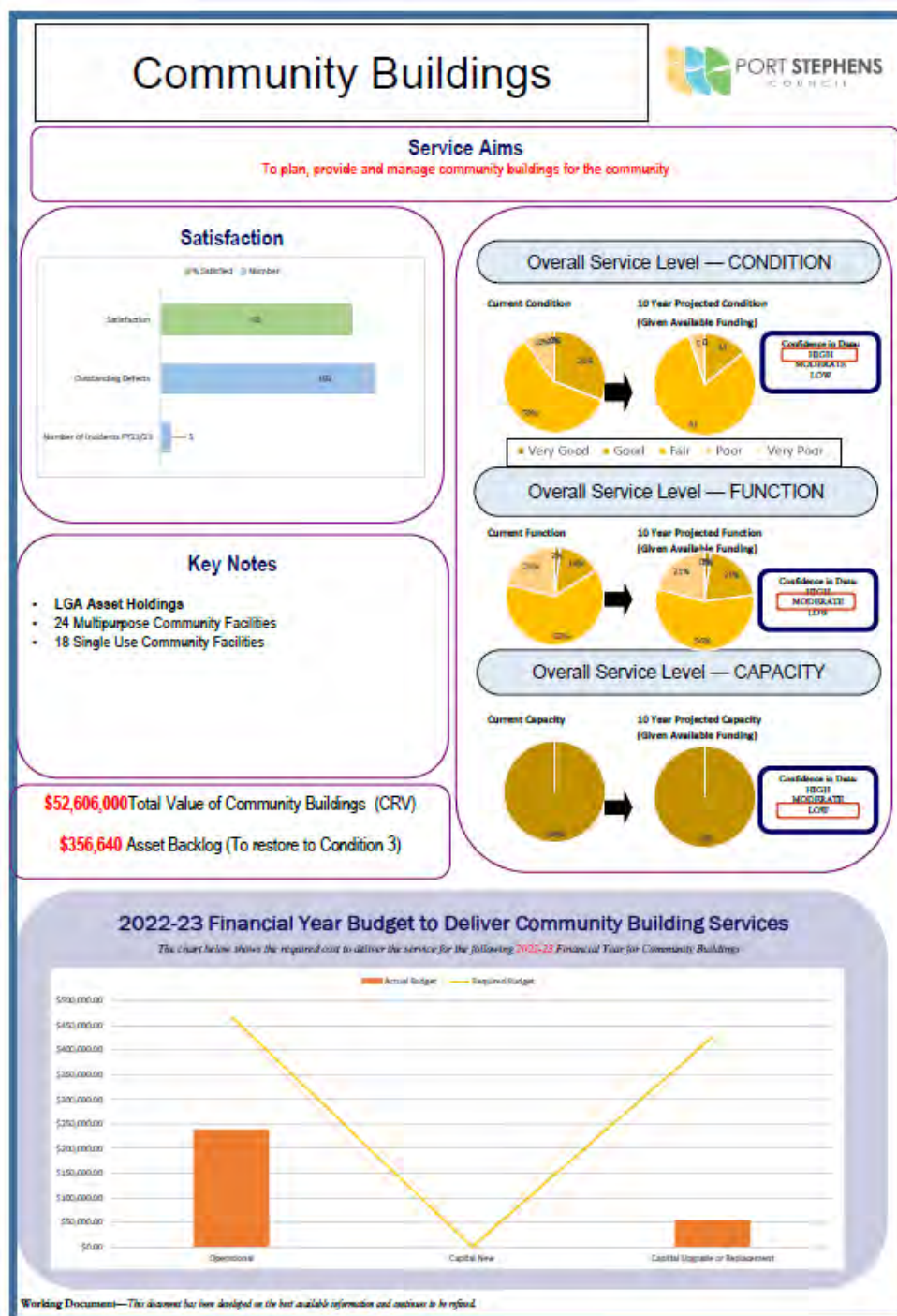
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



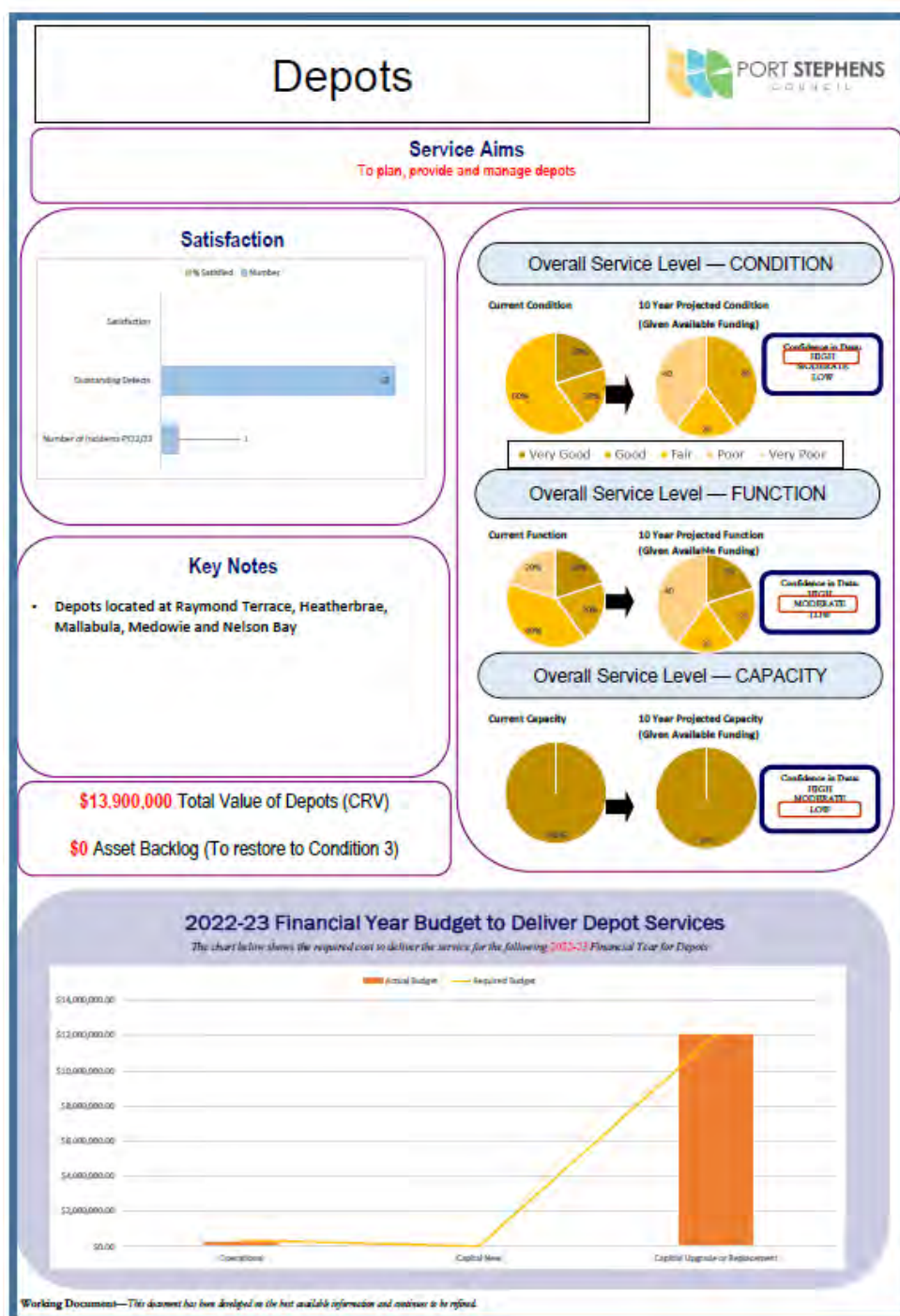
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



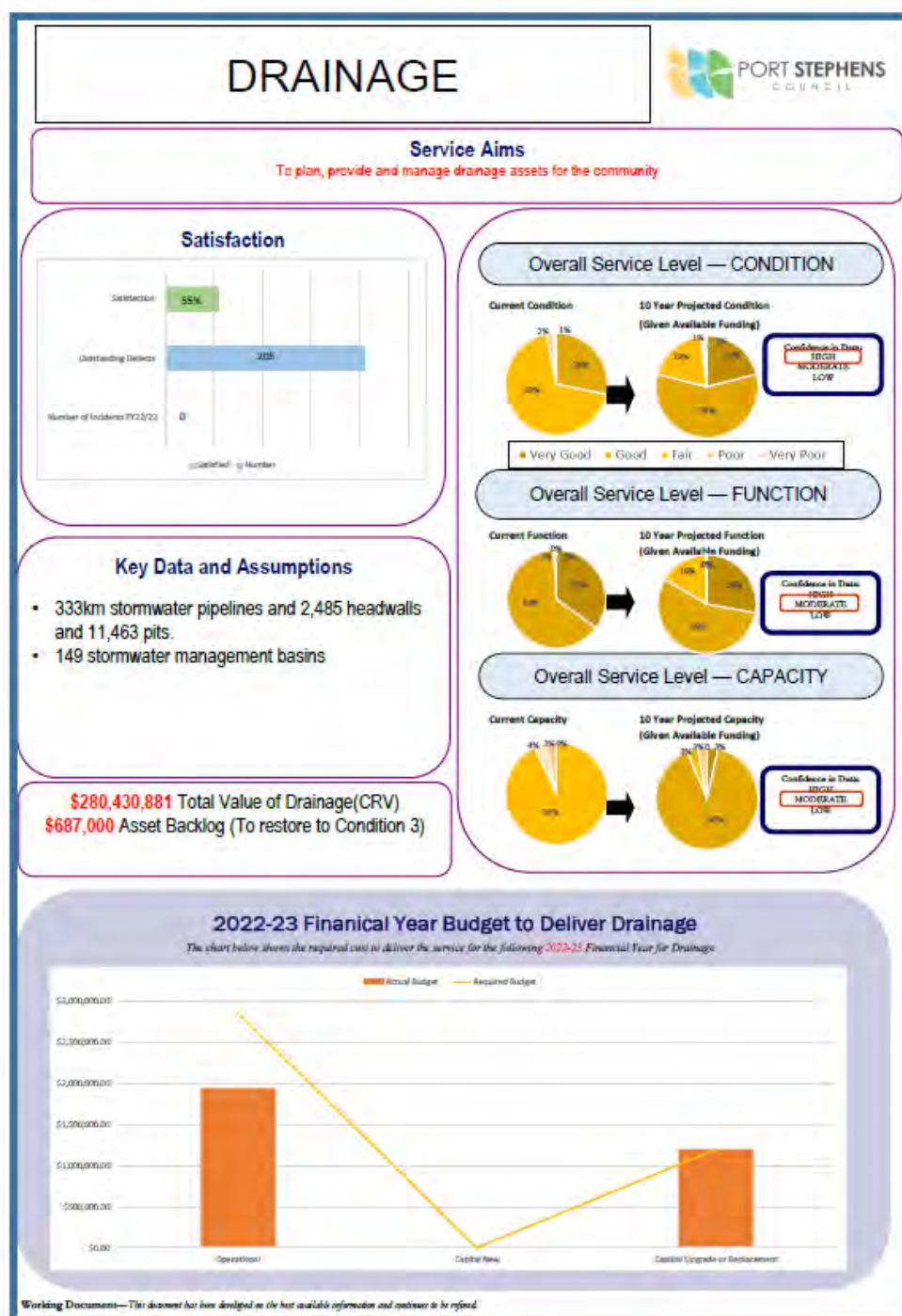
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



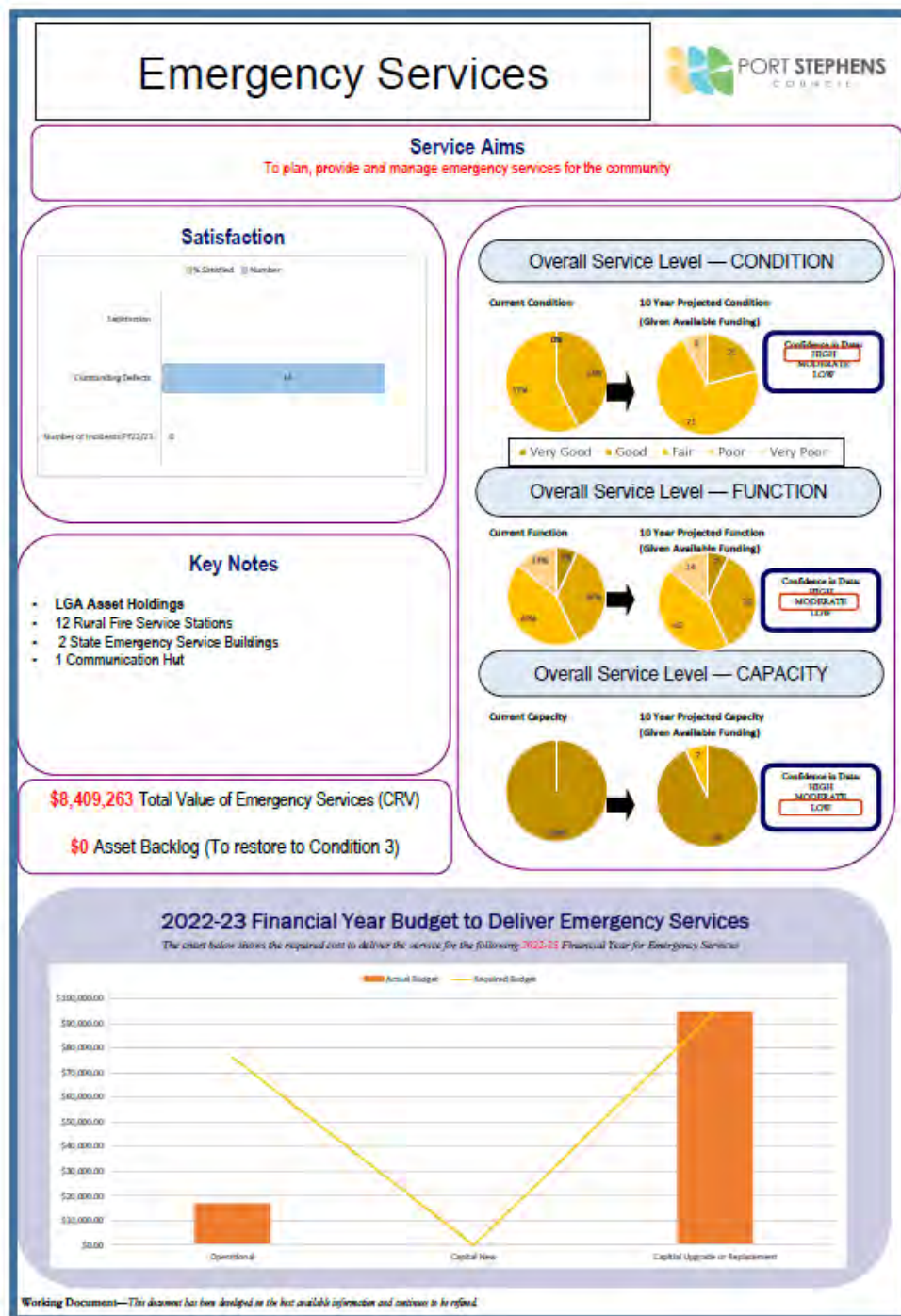
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



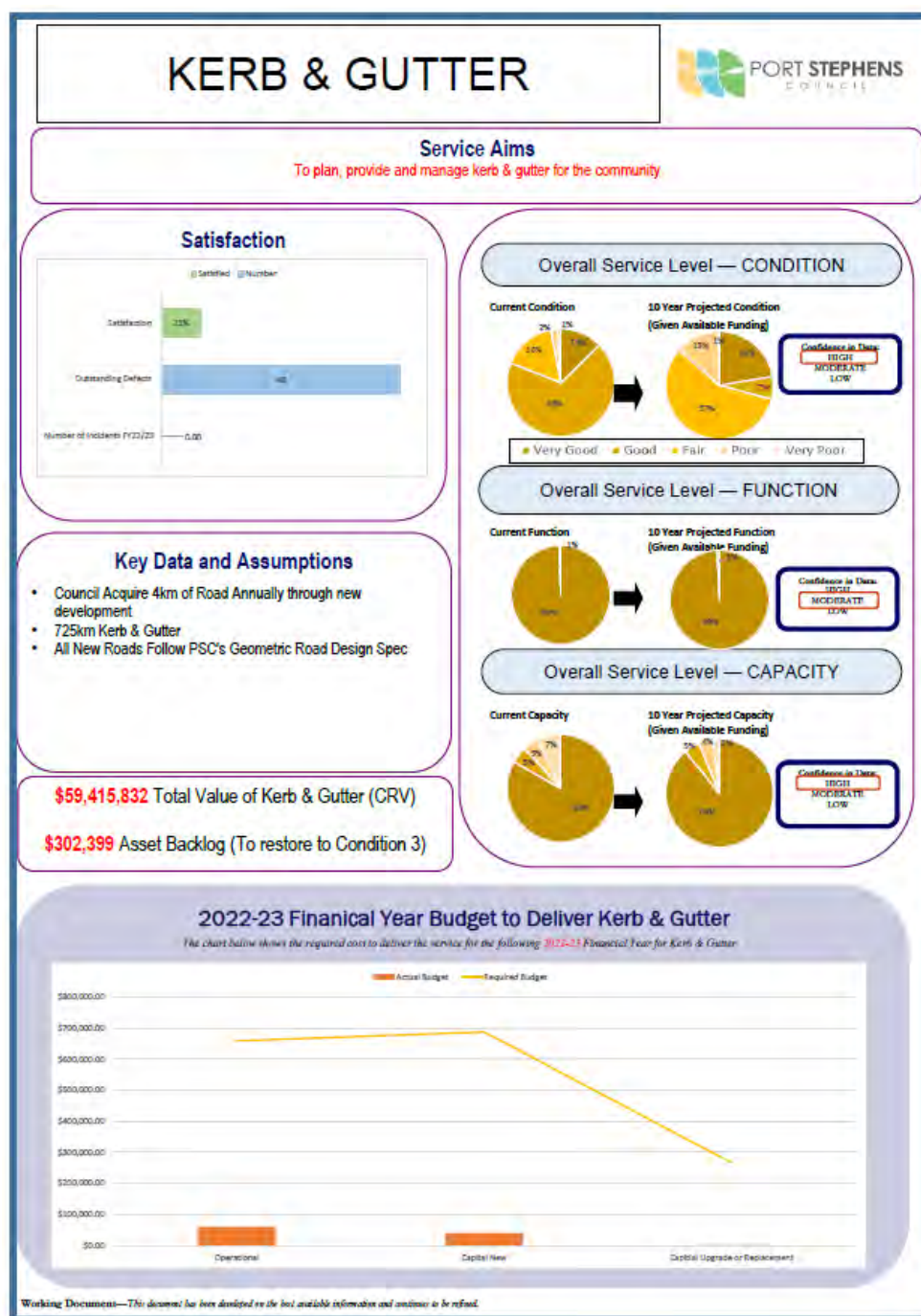
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



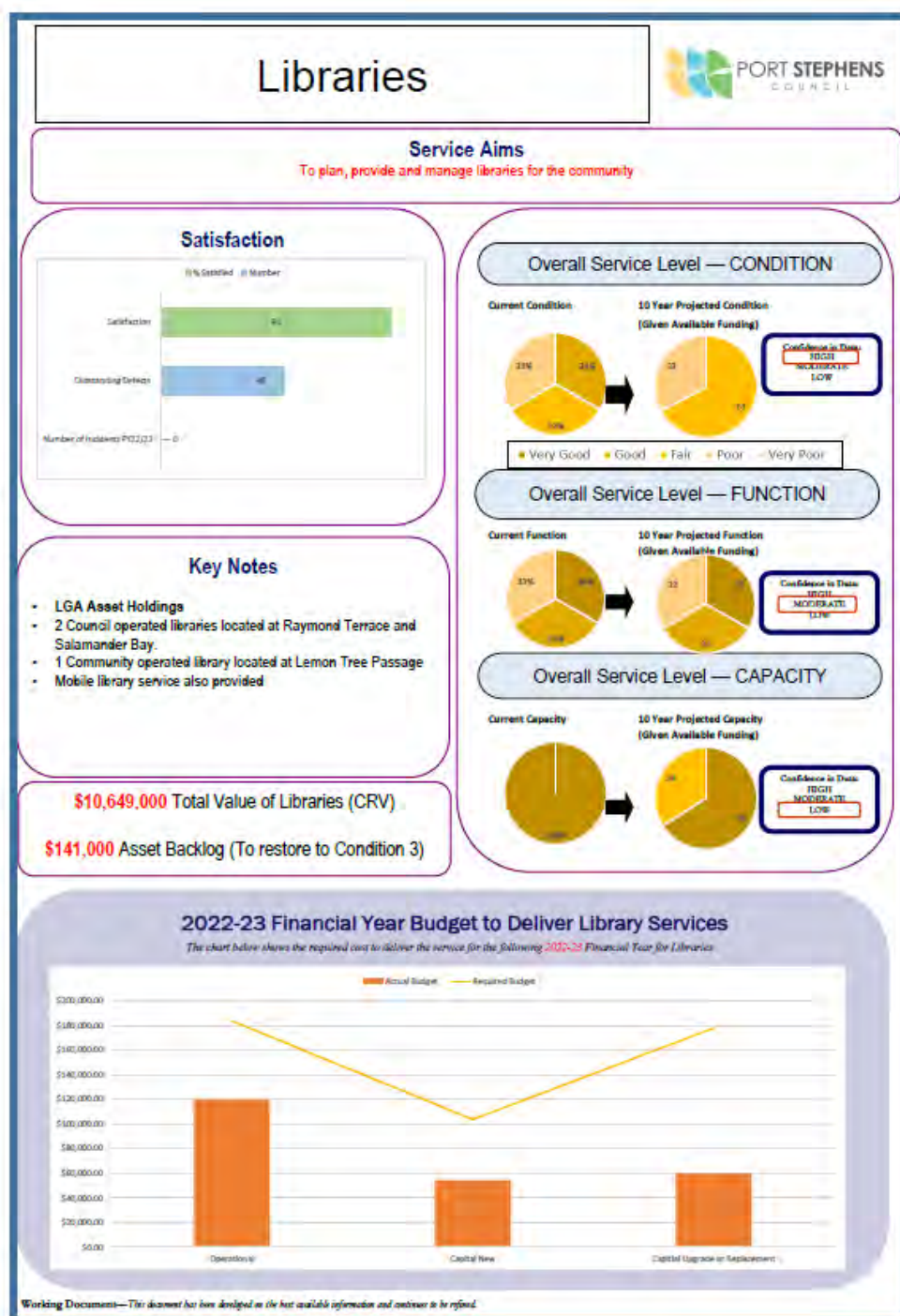
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



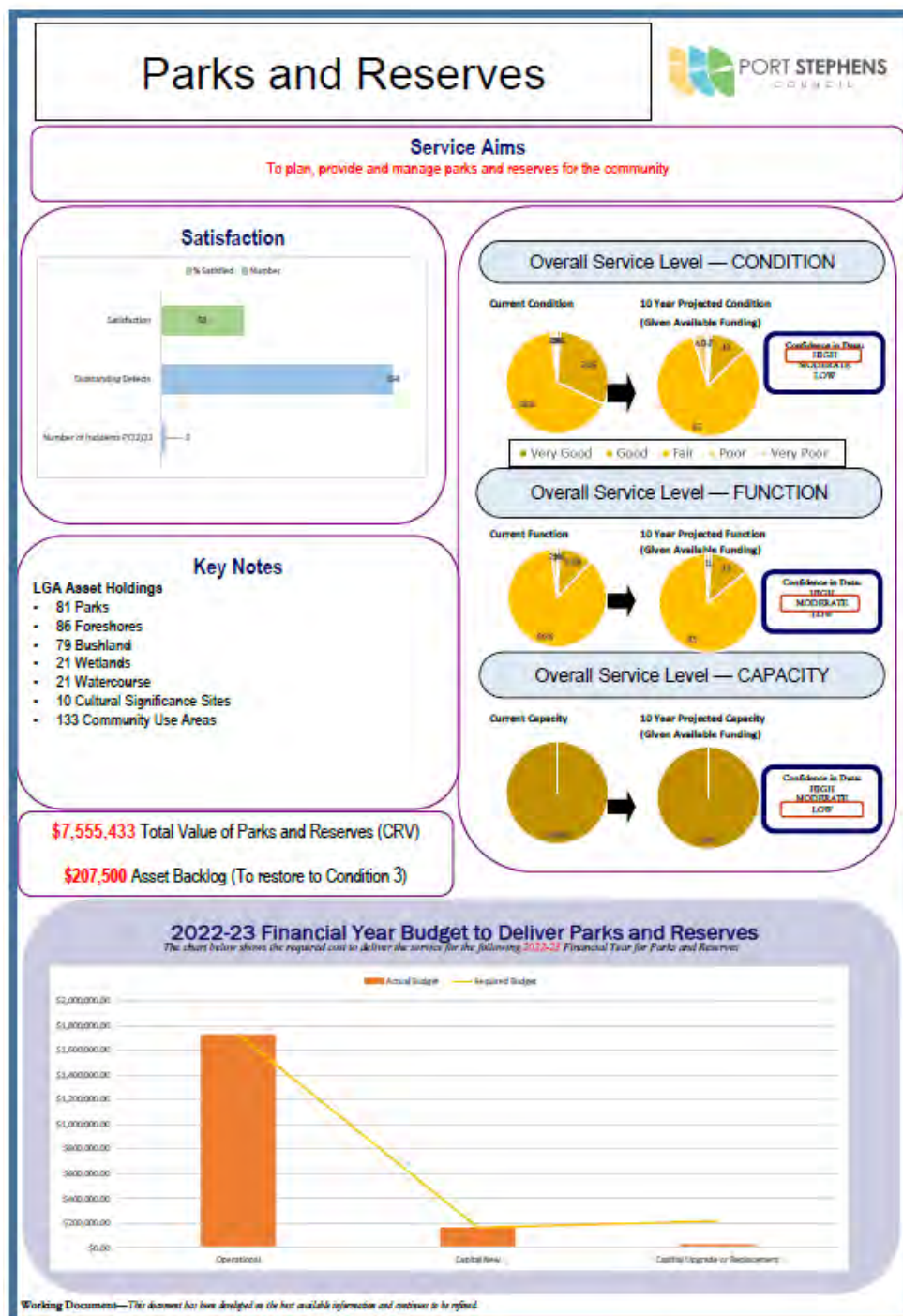
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



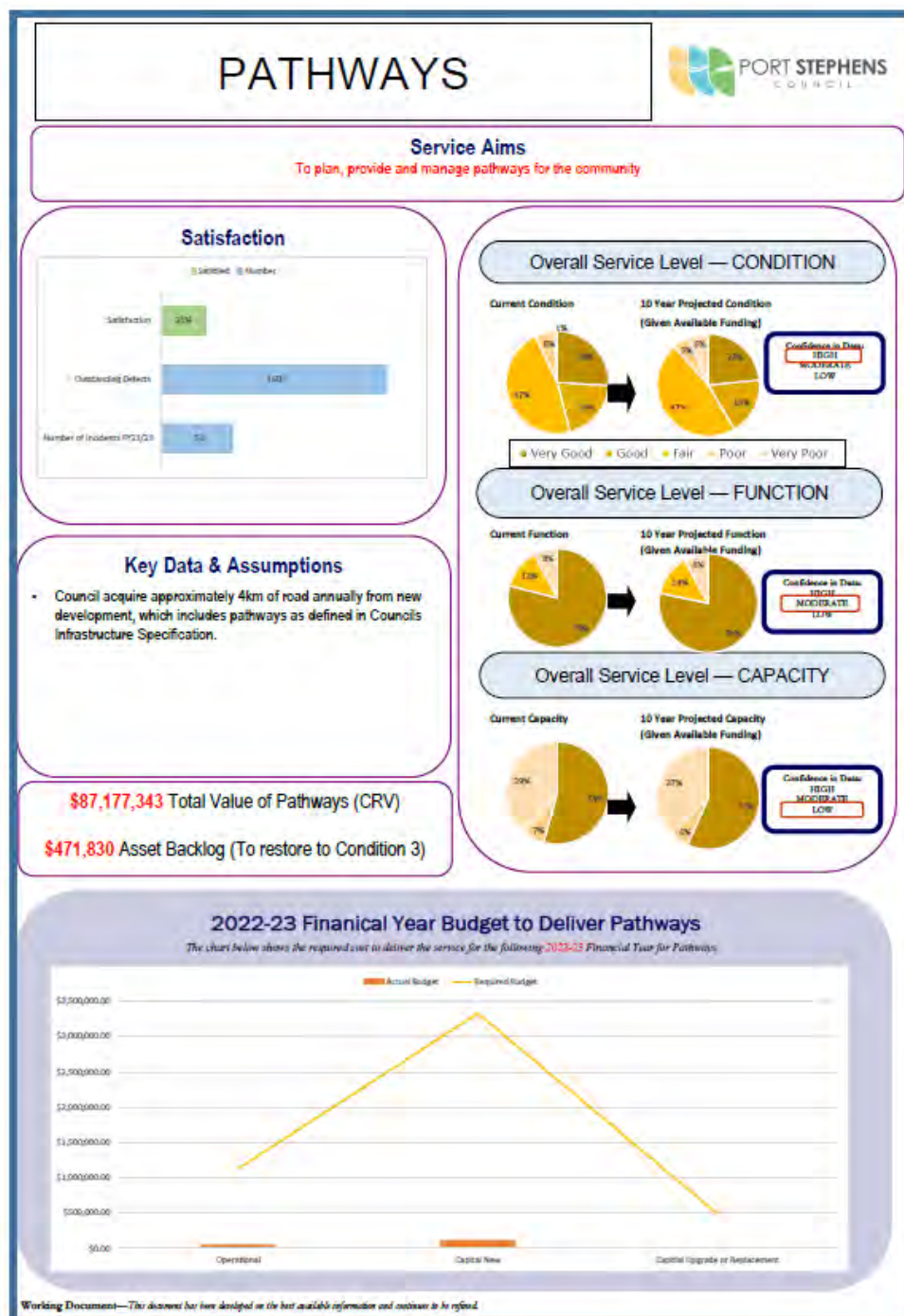
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



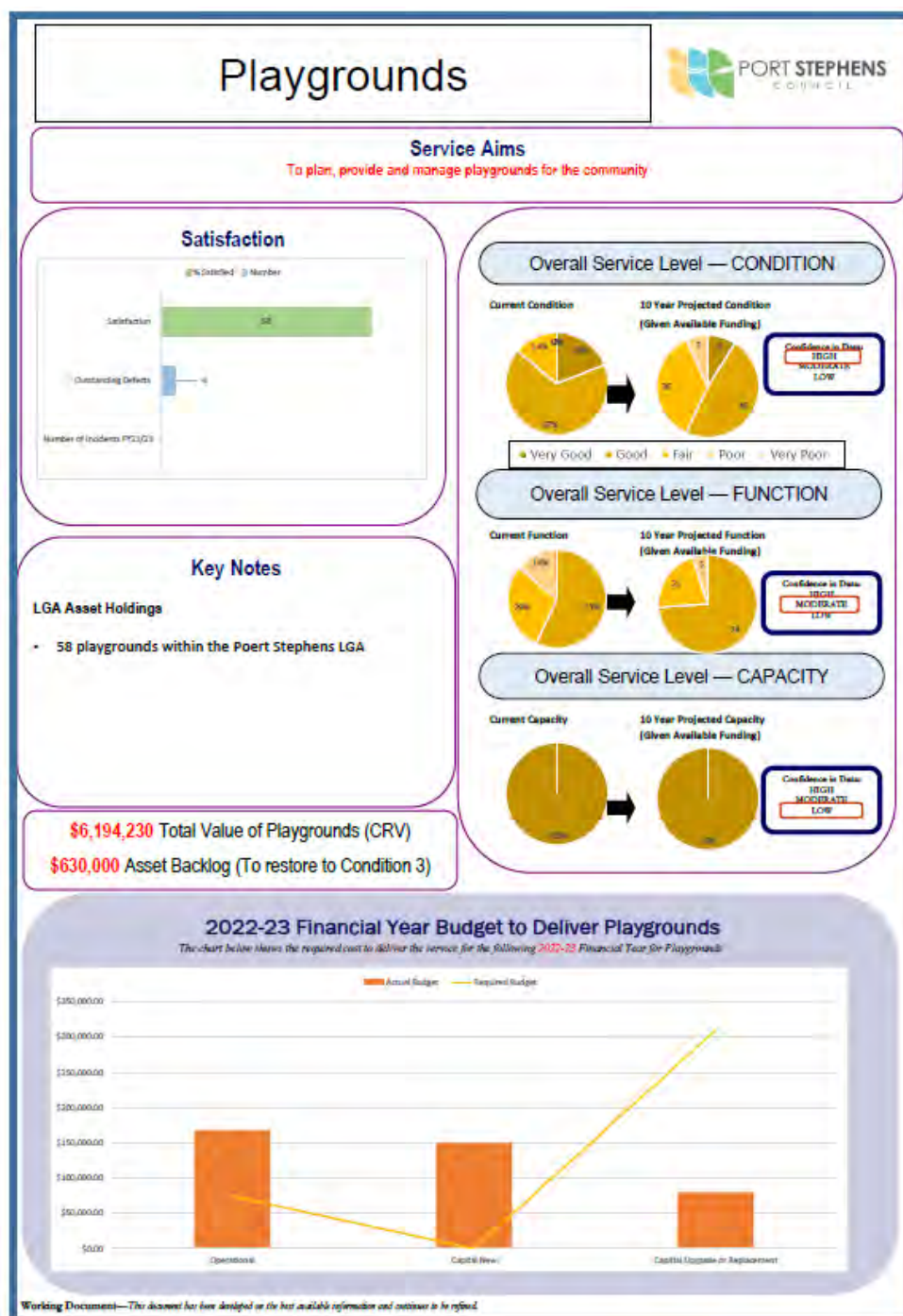
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



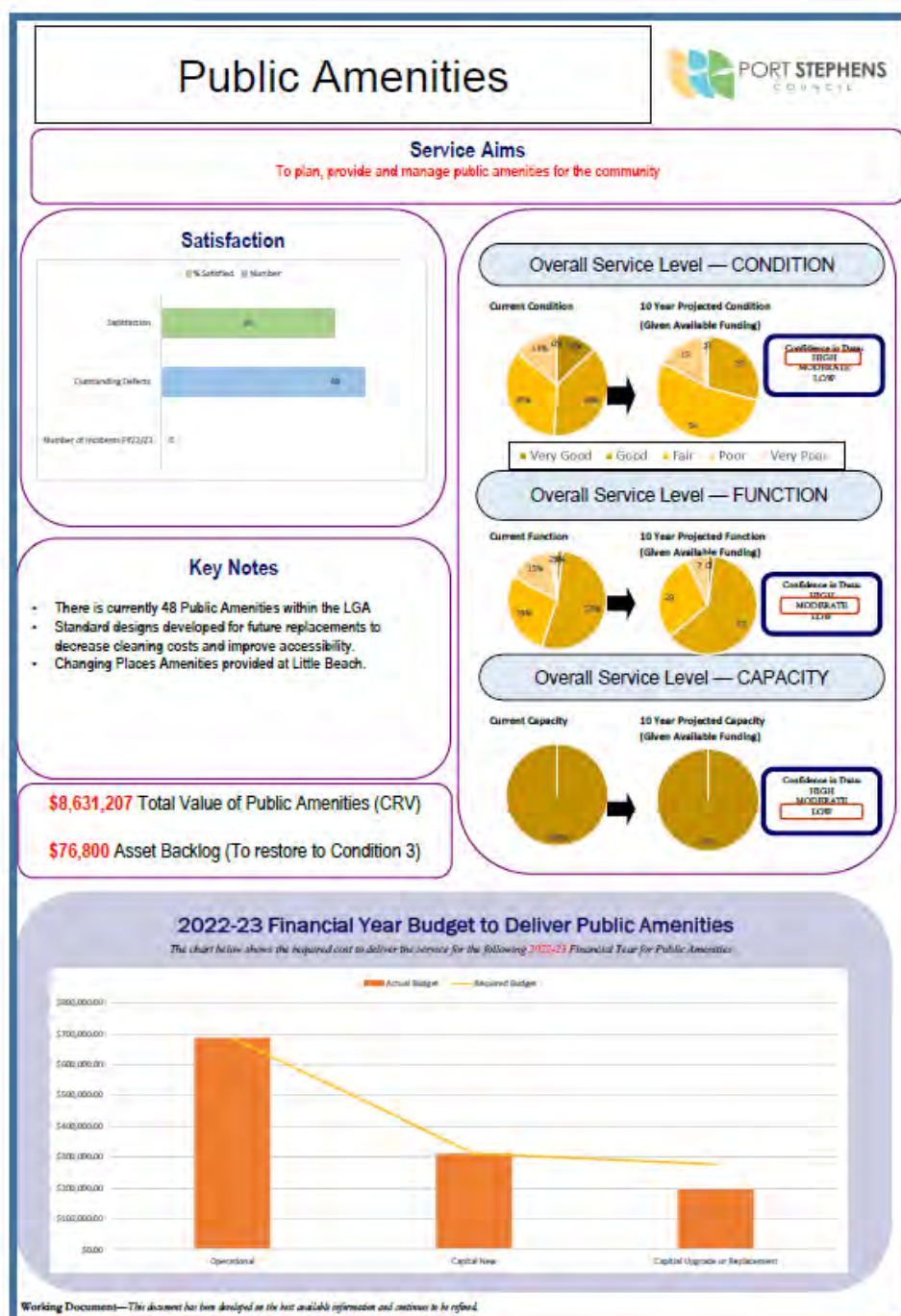
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



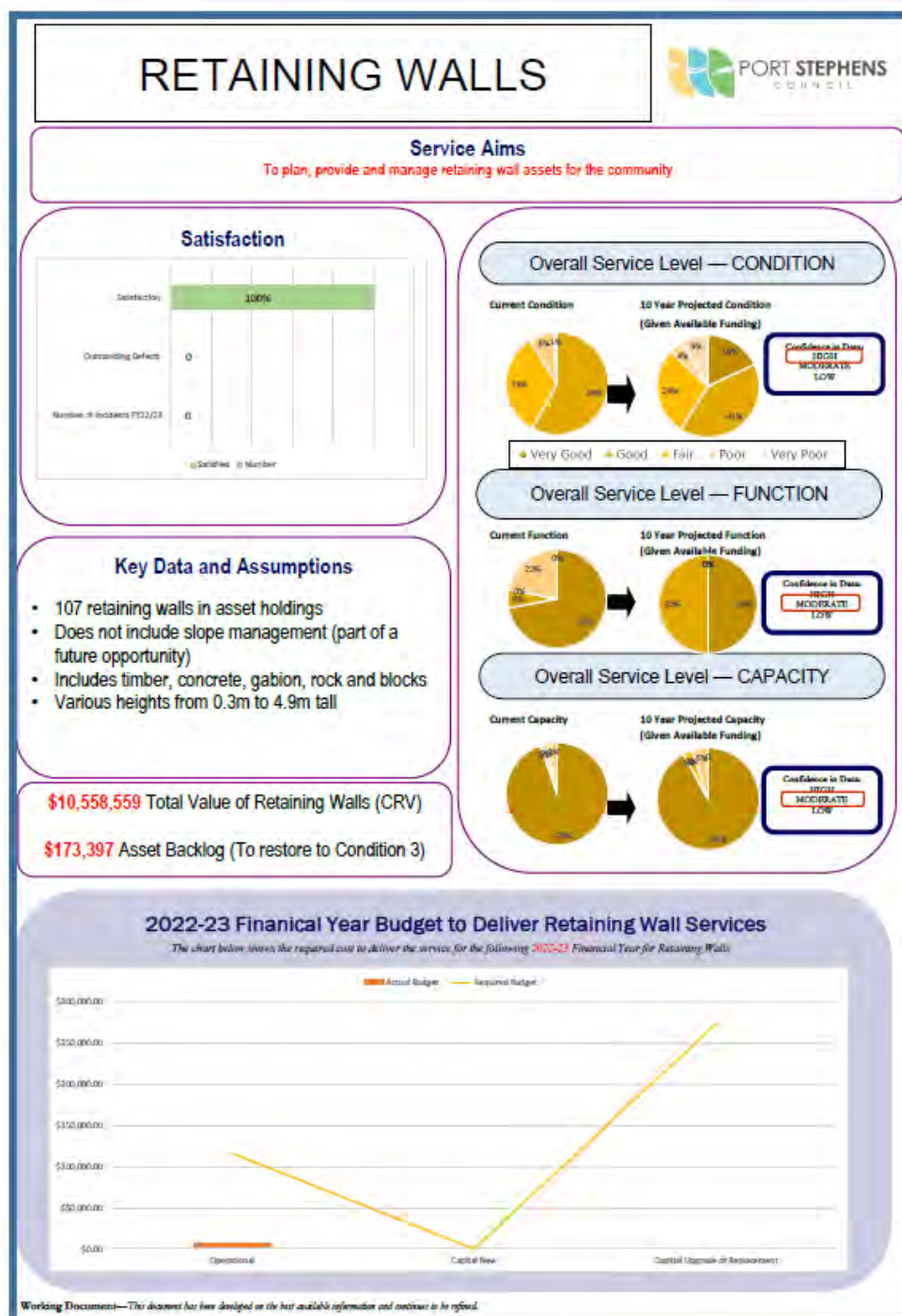
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



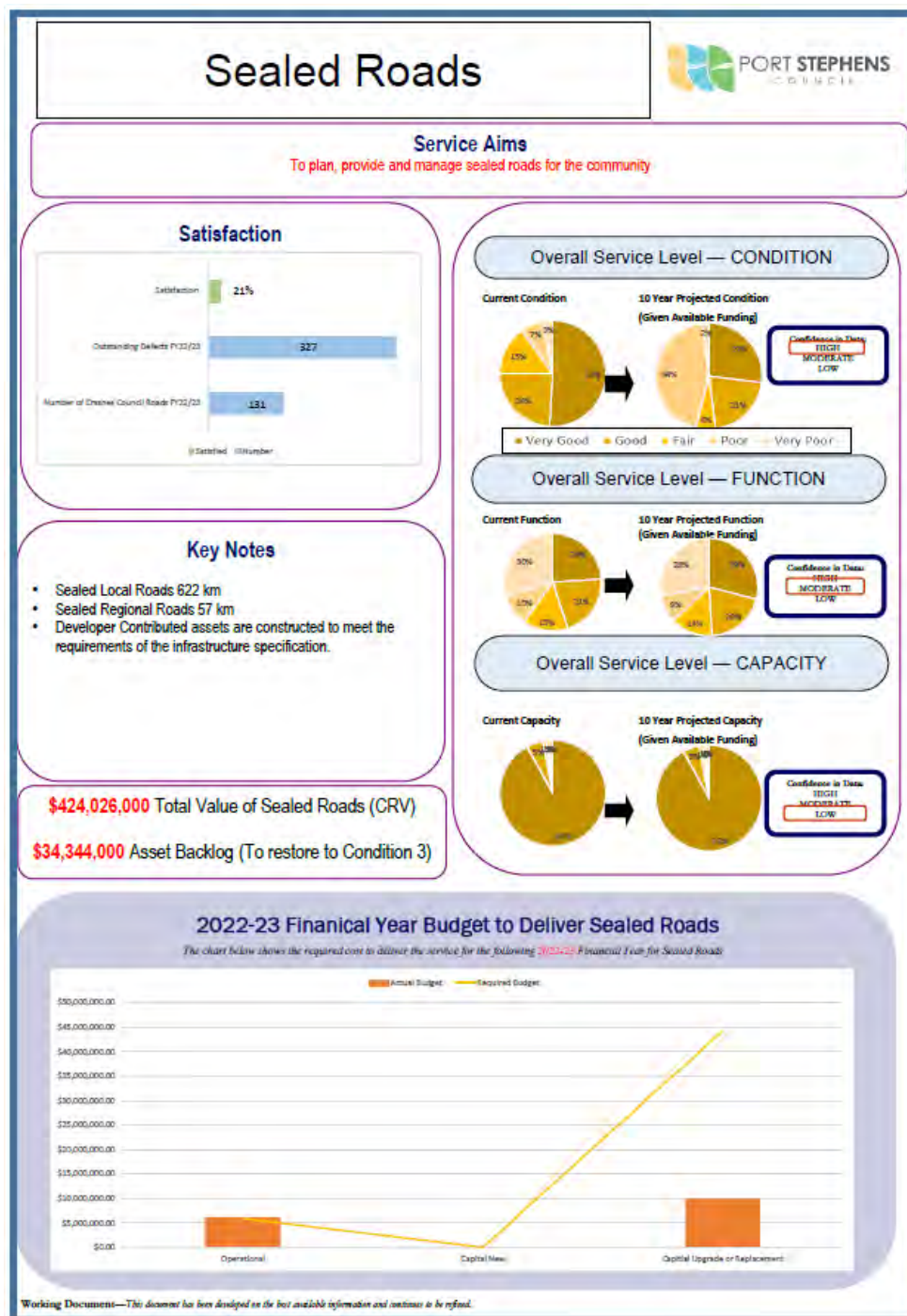
ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034 INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026, LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET MANAGEMENT PLAN 2024 TO 2034.



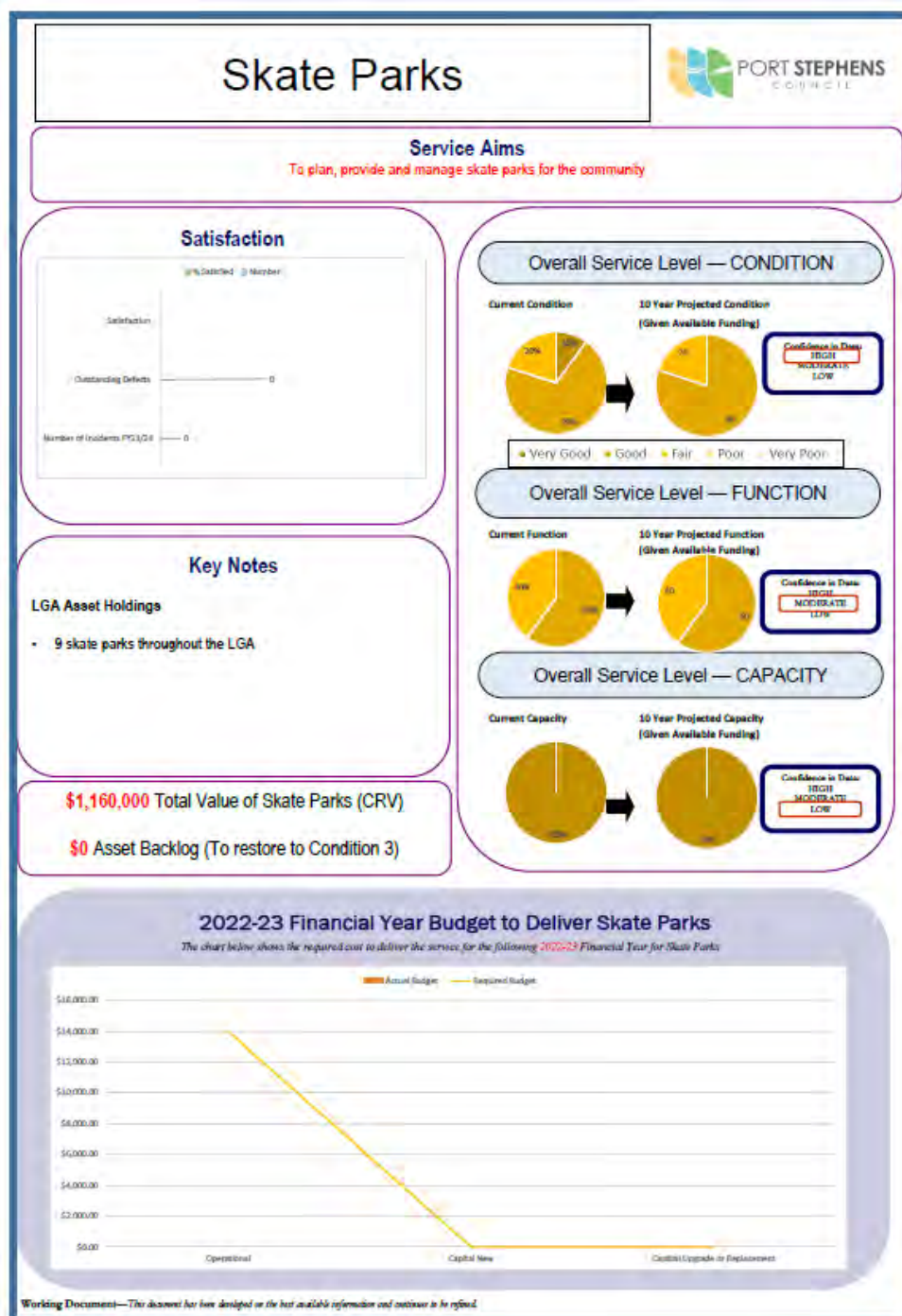
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



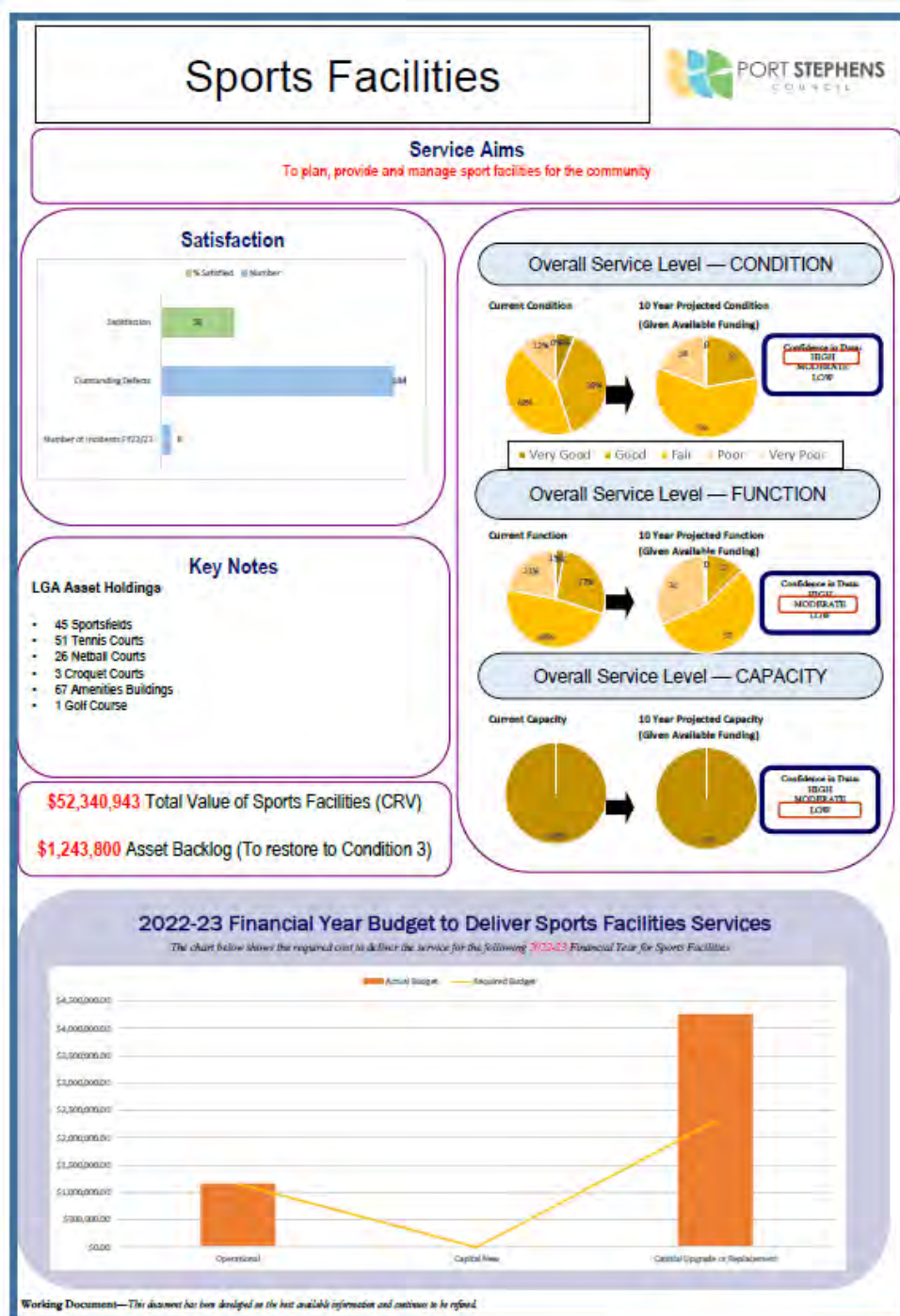
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



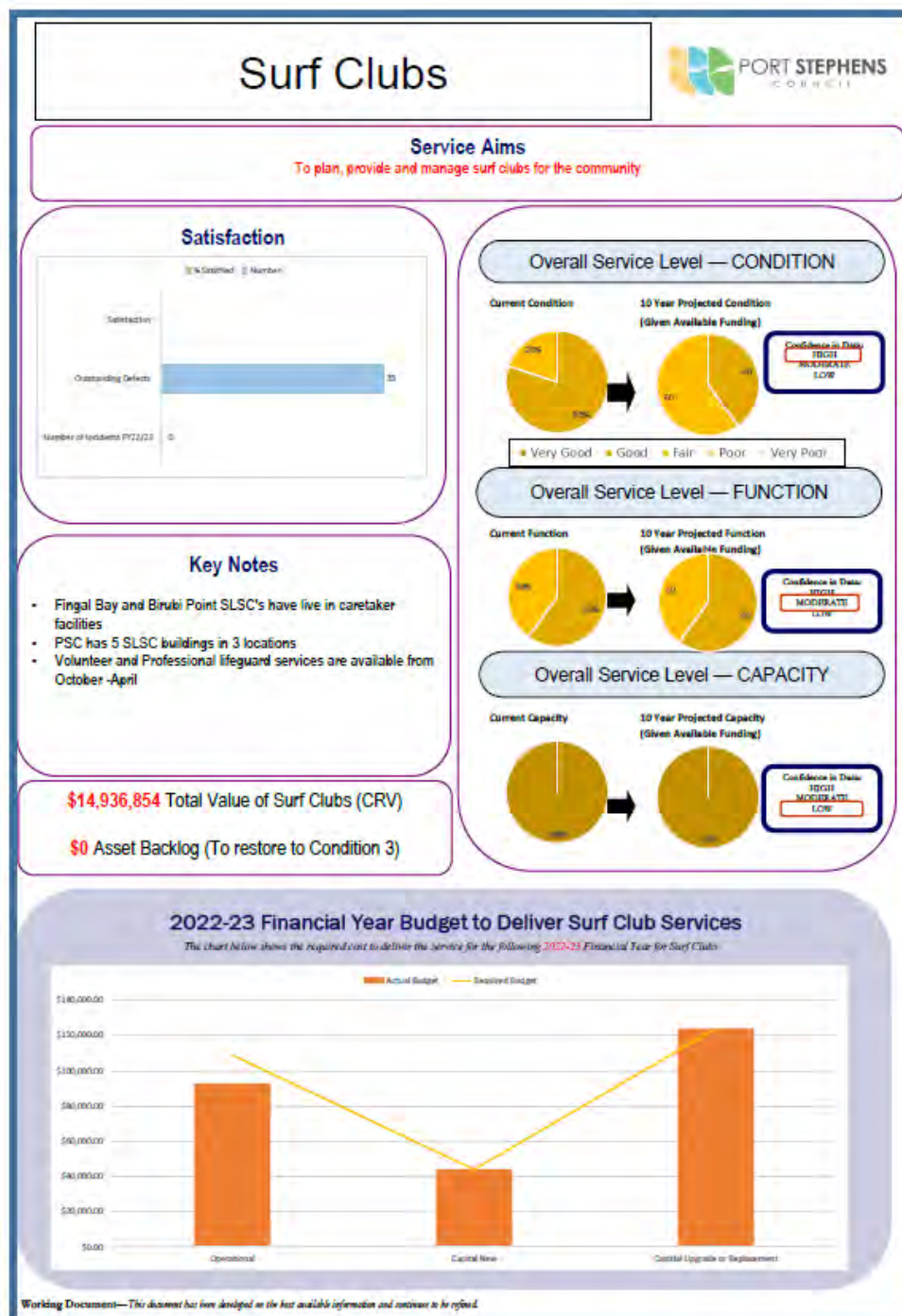
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



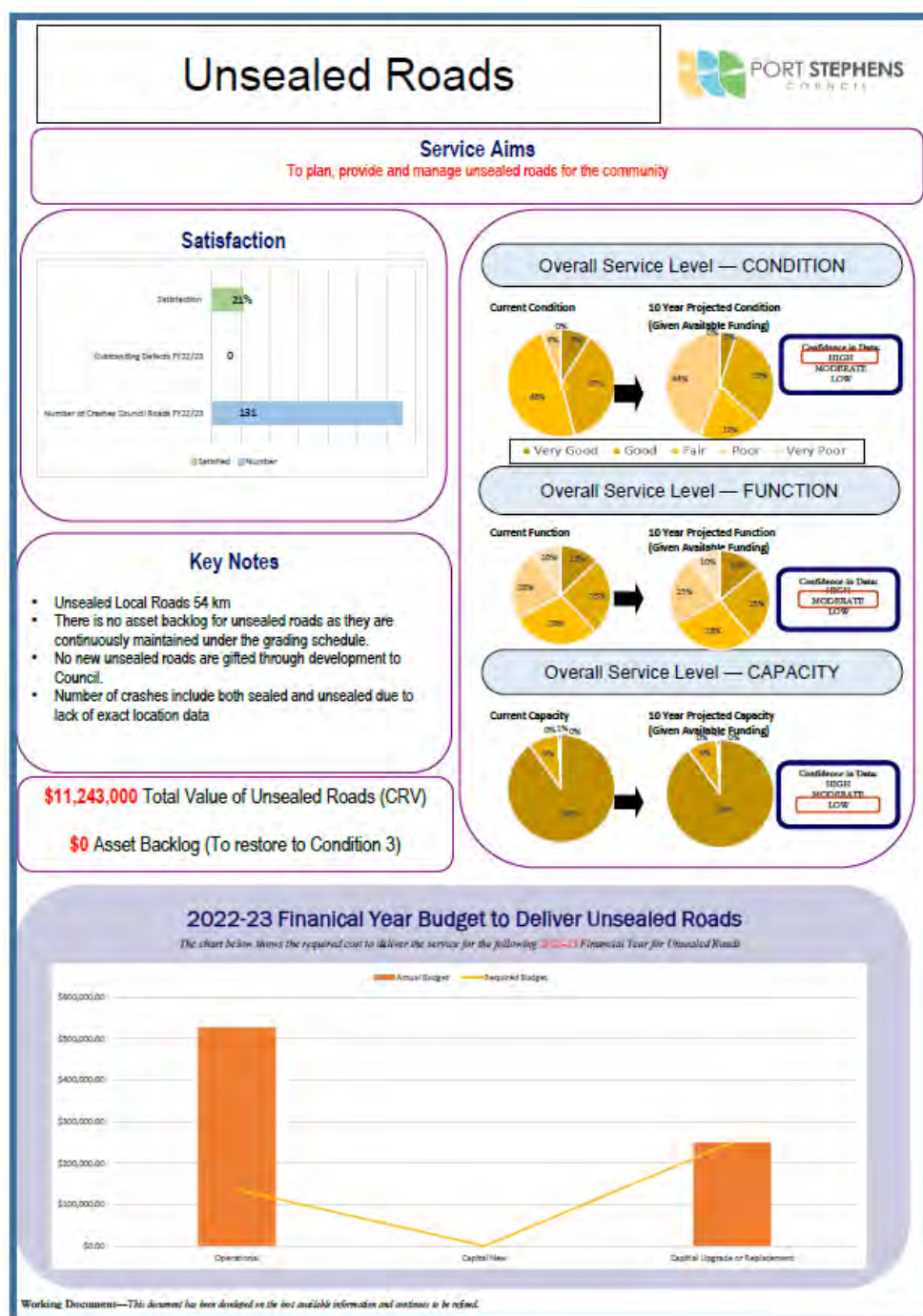
**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



**ITEM 2 - ATTACHMENT 2 RESOURCING STRATEGY 2024 TO 2034
INCORPORATING THE WORKFORCE MANAGEMENT STRATEGY 2022 TO 2026,
LONG TERM FINANCIAL PLAN 2024 TO 2034 AND STRATEGIC ASSET
MANAGEMENT PLAN 2024 TO 2034.**



DRAFT

IP&R Framework

Fees and Charges

2024 to 2025



Council charges and recovers approved fees for any services it provides — all fees are outlined in our schedule of fees and charges.



ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Table Of Contents

Port Stephens Council	13
Administration Services	13
Administration Fees	13
Advertising Spaces	13
Bus Shelter Panels	13
Contractor Management	14
Document Storage Service	14
Financial Management	15
Tenders	15
Payment Processing	15
Government Information Public Access	15
Formal Application	15
Informal Request	16
Information Privacy	17
Applications	17
Leases/Licences	17
Property Licences	17
Part A Residential Stratum Structure	18
Part B Commercial Stratum Structure Licence	18
Legal Services	18
Subpoena	18
Licences	19
Commercial Operator's Licence – Water/Land Activities – Category 1	19
Commercial Operator's Licence – Water/Land Activities – Category 2	20
Commercial Operator's Licence – Water/Land Activities – Category 3	21
Commercial Operator's Licence – Land-based Activities	21
Commercial Operator's Market Licence – More than 4 times per year	22
Commercial Operator's Not for Profit Licence	22
Commercial Operator's Mobile Food/Retail Licence & Permit	23
Commercial Operator's - Additional Fees	23
Liquor Licences	24
Property Licences	24
Outdoor Trading	24

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 2 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Table Of Contents [continued]

Parking	24
Smart Parking Meters	24
Payments Management	25
Port Stephens Council Internal Staff Catering	26
Production Services.....	27
Property Administration	27
Property Services	28
Administration Costs	28
Property Information	28
Publications	28
Books	28
Development Plans	29
Contribution Plans	29
Control Plans	29
Integrated Plans	30
Reports	30
Spatial Services	30
Maps/Plans.....	30
GIS Electronic Files.....	30
GIS Maps Hard Copies	31
Miscellaneous	32
Community Services and Events.....	33
Administration Building – Hire of Rooms	33
Cemetery Operations	34
Bushland Garden Fees – Carumbah Memorial Gardens	34
Columbarium Wall Fees – Raymond Terrace (including Granite Wall), Carumbah Memorial Gardens, Karuah & Anna Bay	34
Cemetery – Burial Plots	35
Cemetery – Other fees	35
Cemetery – Memorial Trees.....	36
Children's Services	36
Activity Van	36
Outside School Hours Care.....	36
Pre-School	37
Family Day Care	38

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 3 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Table Of Contents [continued]

Disability Services.....	39
Miscellaneous.....	39
Event Site Hire	39
Category A – Regional Open Space (regional recreation space has the capacity to attract people from the wider Port Stephens Community):.....	40
High Impact Event	40
Medium Impact Event	40
Low Impact Event.....	40
Category B – District Open Space (district recreation spaces typically have the capacity to draw people from more than one planning precinct area):	40
High Impact Event.....	40
Medium Impact Event	40
Low Impact Event	41
Category C – Local Open Space (local recreation spaces will generally cater for people within the local area within one or two suburbs):	41
High Impact Event	41
Medium Impact Event	41
Low Impact Event	41
Event Administration Fees	41
Event Fee - Other.....	43
Commercial Events (over 5 days in length).....	43
Helicopter Landing Sites	43
Designated Sites	43
Library Services	43
e-Resources.....	43
Inter-Library Loans.....	43
Miscellaneous.....	44
Fees	44
Production Services.....	44
Programs/Activities.....	45
Halls & Community Centres	45
Bonds (no GST on Bonds)	45
Ancillary Costs	46
Anna Bay/Birubi Point Hall.....	46
Corlette Community Hall	47
Fern Bay Community Centre.....	47
Hinton School of Arts	47
Karuah Community Hall.....	47

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Table Of Contents [continued]

Lemon Tree Passage Old School Centre	48
Mallabula Community Centre.....	48
Medowie Community Centre	48
Nelson Bay Community Hall	49
Raymond Terrace Senior Citizens Hall.....	49
Salt Ash Community Hall.....	49
Seaham School of Arts & Community Hall	50
Soldiers Point Hall.....	50
Tanilba Foreshore Hall	50
Tomaree Library & Community Centre.....	50
Williamtown Hall	51
Recreation Services Administration.....	51
Waste Management Services	51
Collection Services	51
Additional Bins/Bin Size Upgrades	51
Holiday Rental Bin Service.....	52
Special Events	52
Kerbside Collection.....	52
General Processable Waste	52
Household Recyclables	53
Garden/Wood Waste	53
Mixed Inert Waste	53
Mattresses & Bases	53
Metals, Batteries, Motor Oil.....	54
Concrete, Bricks, Roof Tiles	54
Tyres	54
e-Waste.....	54
Charity Waste Disposal.....	55
Waste Sales.....	55
Wharves/Foreshores/Boat Ramps.....	55
Recreational Berthing	55
Visitor Information Centre.....	55
Development & Building Services	57
Services and Administration.....	57

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Table Of Contents [continued]

Consultation and Advice	57
Pre-Lodgement Meeting/Advice.....	57
Professional and Technical Property Advice	57
Consultation Services.....	58
Administration	58
Registrations	58
Scanning and Archiving	59
Building Specification Booklets	59
Refund of Local Infrastructure Contributions	60
Voluntary Planning Agreements	60
Works in Kind Agreements	63
Rezoning and Reclassification	64
Rezoning Requests	64
Planning Proposals and Reclassification	64
Basic (Category A) - Planning Proposals	64
Standard (Category B) - Planning Proposals	65
Complex (Category C) - Planning Proposals.....	66
Principal (Category D) - Planning Proposals.....	68
Withdrawal of Planning Proposal (All Categories).....	68
Reclassification of Council-owned Land	69
Applications (including DAS, CCs, CDCs and s.68).....	69
Development Applications	69
Application Fees.....	69
Additional Application Fees	71
Subdivision Application Fees	72
Signage Application Fees.....	72
Notification and Advertising Fees	72
Modification (s4.55) Fees.....	74
Additional Modification (s4.55) Fees	75
Withdrawal Fees	75
Review of Decision to Reject Application	75
Review of Determination of Application	76
Building Works Construction Certificate Fees.....	77
Application Fees.....	77
Modification (CL148) Fees.....	77
Withdrawal Fees for Construction Certificates	78

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Table Of Contents [continued]

BCA Performance Solution Fee	78
Complying Development Certificate Fees	78
Application Fees.....	78
Modification (S4.30) Fees of Complying Development Certificate	79
Withdrawal Fees of Complying Development Certificates	79
BCA Performance Solution Fee	79
Section 68 Application Fees (Local Government Act 1993).....	79
Applications other than that for a manufactured home, caravan park, movable dwelling or onsite waste management system	79
Certification	80
Building Inspection Fees.....	80
Residential Development Fees	80
Commercial/Industrial Development/ Residential Fees (class2-9)	80
Class 2, 3 & 4 Additional Inspection Fees	81
Compliance Certificate Fees	81
Occupation Certificate Fees.....	82
Class 1 or Class 10 Building Fees	82
Class 2 to Class 9 Building Fees	82
Relocated Building Fees.....	83
Other Certificates	83
Building Information Certificate Fees	83
Application Fees.....	83
Other Fees.....	84
Bushfire Certificate Fees	84
Planning Certificate Fees	84
Swimming Pools.....	84
Certificate of Compliance Fees	84
Swimming Pool Registration Fees	85
Swimming Pool Safety Barrier Exemption Fee	85
Fire Safety	85
Registration Fee	85
Inspection Fee	86
Fire Safety Certificate Fee	86
Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings.....	86
Application Fees.....	86
Inspection and Certificate Fees	86

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Table Of Contents [continued]

Compliance	87
Compliance Cost Notice Fees	87
Engineering & Works	88
Subdivision Certificate Fees	88
Application Fees	88
Other Fees	88
Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees	89
Works Quality and Outstanding Works Bonds Fees	93
Flooding Information	93
Drainage Works (Section 307 of the Water Management Act 2000)	94
Approvals/Inspections	94
Kerb & Guttering	95
Pipe & Gravel Access	95
Private Utility Installation	95
Public Roads/Places	95
Restorations	96
Roads, Footpaths, Associated Access, Drainage	96
Bituminous Surfaces	96
Concrete – Footpaths & Domestic Driveways	96
Concrete – Roads & Commercial Driveways	96
Kerb & Gutter	96
Other	96
Roads Works (Section 138 of Roads Act 1993)	97
Approvals/Inspections	97
Driveway Crossings	97
New Roads	98
Permits	98
Road Closures	99
Close/Purchase	99
Temporary	99
Rural Address Post	100
Traffic	100
Survey & Land Services	100

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 8 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Table Of Contents [continued]

Workshop	101
Services/Inspections.....	101
Civil Works	102
Coastal Hazard Information.....	102
Environmental & Health Services	104
Animal Management	104
Companion Animal – Lifetime Registration Fee.....	105
Unattended.....	106
Unattended Vehicles Taken into Possession	106
Unattended Items	107
Impounding Cats/Dogs	107
Miscellaneous	107
Mortuaries	108
Inspections	108
Onsite Sewerage Management Systems.....	108
Septic Tanks.....	108
Public Safety	109
Food Safety	109
Other Commercial Premises or Applications	110
Legionella Control	111
Swimming Pool/Spa Inspections – Public Swimming Pool Program (Public Health Act)	111
Environmental Services.....	112
Biosecurity Weed Matter	112
Administration Fees	112
Onsite Weed Control	112
Tree Management	112
Compensatory Tree Planting.....	113
Recreation & Leisure Services.....	114
Aquatic Centres – Lakeside Leisure Centre	114
General Admission.....	114
Multiple Visits	114
Single Visit	114

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 9 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Table Of Contents [continued]

Membership	115
Programs.....	117
Aqua Fitness.....	117
Aquatic Education	118
Squad Activities	119
Special.....	120
Aquatic Centres – Tilligerry Aquatic Centre	121
General Admission.....	121
Multiple Visits	121
Single Visit	121
Membership	122
Programs.....	124
Aqua Fitness.....	124
Aquatic Education	125
Special.....	126
Aquatic Centres – Tomaree Aquatic Centre	127
General Admission.....	127
Multiple Visits	127
Single Visit	128
Membership	129
Programs.....	131
Aqua Fitness.....	131
Aquatic Education	132
Squad Activities	133
Special.....	133
Sports Councils – Membership Fees and Arrangements	134
Sports Facilities Categories	135
Sports Councils Facilities Hire	137
Category 2.....	137
Sports Councils – Utilities and Floodlights Usage	138

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.**Pricing Policy**

Sections 608-610 of the Local Government Act 1993 authorise Council to charge and recover fees for any service it provides apart from services for which the charging of a fee is prohibited. Council may waive all or part of a fee unless it is a fee regulated directly by the State Government. In determining whether a fee should be charged for a service Council will consider a number of principles, firstly, whether the service provides a public benefit or a private benefit.

A 'public' service is one where there is a general benefit to the community and where there is limited opportunity of collecting a fee, for example, roads and parks.

A 'private' service is one which provides a discernible private benefit to persons and which offers an opportunity of collecting a fee, for example processing a rezoning application. Where a service generates a private benefit then recovery of costs through a fee is appropriate.

Pricing Methods

Fees and charges made by Council will be classified according to the pricing structures as outlined below. Full cost pricing will apply to all of Council's fees and charges, except in the circumstances outlined in the alternative pricing structures.

Full cost pricing

Council will recover all direct and indirect costs of the service (including on-costs, overheads and depreciation of assets employed).

Partial cost pricing

Council will recover less than the full cost (as defined above).

Partial cost pricing may be used if shared benefits are derived from the provision of the service that accrue to the community as a whole as well as to individual users. It may also be applied where charging full cost recovery pricing will result in widespread evasion.

The price structure may also be used to stimulate demand for a service in the short term, although foregoing full cost recovery must be for a defined term only.

Statutory pricing

The price of this service is determined by legislation and dependent on that price, Council may or may not recover its full costs, but has no discretion to do so.

The release date for statutory fees and charges varies dependent on the governing body and often does not align with Council's time frame for releasing its fees and charges each year, in this instance Council will endeavor to update the fee or charge once pricing for the relevant period is made available.

Statutory fees and charges are not required to follow the same approval process as other fees and charges as Council is not responsible for setting the price.

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.**Pricing Methods (continued)****Market pricing**

The price of the service is determined by examining alternative prices of surrounding service providers (this also may or may not recover the full cost of the service).

This pricing structure should apply in cases where the service is in competition with that provided by another council, agency or commercial provider and there is consequent pressure to set a price that will attract adequate usage of the service.

Market pricing should also apply where a service is predominantly provided for Council's in- house use, but sale to external markets will defray costs.

Free (zero priced)

Some services may be provided free of charge and the whole cost determined as a community service obligation and may fall within the class of a public good. This price structure may be used where the services provide a broad community benefit; and/or it is impractical or inconceivable to charge for the service on a user basis.

This price structure may also apply where the service is a minor part of the overall operation of Council and the potential for revenue is minimal.

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Port Stephens Council**Administration Services****Administration Fees**

Facsimile charge – incoming (first page)		\$8.00	\$7.73	\$0.77	\$8.50	Per page		Market pricing
Facsimile charge – incoming (additional pages)		\$2.40	\$2.36	\$0.24	\$2.60	Per page		Market pricing
Facsimile charge – outgoing Australia (first page)		\$6.30	\$6.09	\$0.61	\$6.70	Per page		Market pricing
Facsimile charge – outgoing Australia (additional pages)		\$2.40	\$2.36	\$0.24	\$2.60	Per page		Market pricing
Facsimile charge – outgoing international (first page)		\$10.80	\$10.36	\$1.04	\$11.40	Per page		Market pricing
Facsimile charge – outgoing international (additional pages)		\$3.50	\$3.36	\$0.34	\$3.70	Per page		Market pricing

Advertising Spaces**Bus Shelter Panels**

Installation or removal of advertising	Installation or removal of the advertising panel on the bus shelter by Council staff	\$391.00	\$375.45	\$37.55	\$413.00	Per Panel		Full cost pricing
Economy Panel 1-2 panels	An advertising space that provides a combination of low exposure panels along lower trafficked roads. Best suited to the marketer on a tight budget.	\$92.00	\$88.18	\$8.82	\$97.00	Monthly per panel		Full cost pricing
Economy Panel 3+ panels	Discounted rate for multiple panels	\$82.50	\$79.09	\$7.91	\$87.00	Monthly per panel		Full cost pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 13 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Bus Shelter Panels [continued]

Premium Panel 1-2 panels	A mix of panel exposures affixed to shelters on an assortment of trafficked roads. A popular choice amongst many advertisers.	\$110.00	\$105.45	\$10.55	\$116.00	Monthly per panel		Full cost pricing
Premium Panel 3+ panels	Discounted rate for multiple panels	\$98.50	\$94.55	\$9.45	\$104.00	Monthly per panel		Full cost pricing
Platinum Panel 1-2 panels	Our highest exposure panels on roads that receive moderate to very high traffic volumes. For those looking to make a substantial marketing impact.	\$128.50	\$123.18	\$12.32	\$135.50	Monthly per panel		Full cost pricing
Platinum Panel 3+ panels	Discounted rate for multiple panels.	\$116.50	\$111.82	\$11.18	\$123.00	Monthly per panel		Full cost pricing
Not for profit organisation	Advertising panel space where panel is vacant (not for profit organisation only)	\$0.00	\$0.00	\$0.00	\$0.00			Free (zero priced)

Contractor Management

Replacement of PSC Contractor Verification card		\$27.00	\$25.91	\$2.59	\$28.50	Per item		Full cost pricing
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Document Storage Service

HSC Exam Storage Service		\$296.50	\$284.55	\$28.45	\$313.00	Per item		Market pricing
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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Financial Management

Tenders

Expression of Interest	Minimum fee Available free on web	\$67.00	\$71.00	\$0.00	\$71.00	Per tender		Full cost pricing
Standard Tender	Minimum fee Available free on web	\$67.00	\$71.00	\$0.00	\$71.00	Per tender		Full cost pricing
Regulated Tenders	Minimum fee Available free on web	\$67.00	\$71.00	\$0.00	\$71.00	Per tender		Full cost pricing
Complex Tenders	Minimum fee Available free on web	\$92.00	\$97.00	\$0.00	\$97.00	Per tender		Full cost pricing

Payment Processing

Credit Card Fees	Applicable to payments made by credit card GST applies to the fee if the original item/ service supplied is taxable			Up to 1% of transaction value			Reserve Bank of Australia Standard No. 2 Merchant Pricing for Credit Card Purchases	Full cost pricing
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Government Information Public Access

Formal Application

Formal application fee – individual	Application fee by a natural person about their personal affairs or other person Subject to 50% reduction for financial hardship and public interest reasons	\$30.00	\$30.00	\$0.00	\$30.00	Per application	Government Information (Public Access) Act 2009	Statutory pricing
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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Formal Application [continued]								
Formal application fee – corporation		\$30.00	\$30.00	\$0.00	\$30.00	Per application	Government Information (Public Access) Act 2009	Statutory pricing
Formal application processing fee	Processing charge payable by a natural person about their personal affairs Charged per hour after first 20 hours for an individual, or if about another person or body, the fee is per hour. Subject to 50% reduction for financial hardship and public interest reasons	\$30.00	\$30.00	\$0.00	\$30.00	Per application	Government Information (Public Access) Act 2009	Statutory pricing
Formal application: Internal Review – application fee	No additional processing fee applies after receipt Subject to 50% reduction for financial hardship and public interest reasons	\$40.00	\$40.00	\$0.00	\$40.00	Per review	Government Information (Public Access) Act 2009	Statutory pricing
Informal Request								
Informal Request Fee	No processing fee applies. Note: Photocopying charges may apply.	\$0.00	\$0.00	\$0.00	\$0.00		Government Information (Public Access) Act 2009	Statutory pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Information Privacy								
Applications								
Amendment of records		\$0.00	\$0.00	\$0.00	\$0.00		Privacy and Personal Information Protection Act 1998	Statutory pricing
Application fee for private information – not related to health records	Photocopy charges will apply	\$0.00	\$0.00	\$0.00	\$0.00		Privacy and Personal Information Protection Act 1998	Free (zero priced)
Leases/Licenses								
Property Licenses								
Key Bond	One off fee charged upon the commencement of the lease/licence, refundable upon the return of the key(s) at the end of the lease/licence agreement	\$50.00	\$50.00	\$0.00	\$50.00			Market pricing
Additional or replacement key	as required	\$0.00	\$50.00	\$0.00	\$50.00			Market pricing
Licence Administration fee – commercial/corporate	Applicable once per licence term, exclusive of licence fees which are subject to market assessment. Preparation fee being payable upfront and non-refundable.	\$889.00	\$938.00	\$0.00	\$938.00			Market pricing
Lease/ Licence Amendment Fee - Commercial agreements	Preparation fee for variations, transfers/ assignments - non-refundable	\$550.00	\$550.00	\$0.00	\$550.00			Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 17 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Property Licenses [continued]

Licence Fee - Annually	Fee payable annually for licence term	Commercial fee subject to market assessment				Per year		Market pricing
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Part A Residential Stratum Structure

Licence preparation costs	Residential structures at stratum level over Council land, roads and road reserves	\$1,780.00	\$1,880.00	\$0.00	\$1,880.00			Market pricing
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Part B Commercial Stratum Structure Licence

Awnings supported by posts at ground level and like structures at stratum level over Council land, roads and road reserves	Fee applicable annually Required to have Port Stephens Council noted in the certificate of currency	\$3,560.00	\$3,755.00	\$0.00	\$3,755.00	Per year		Market pricing
Balcony utilised for commercial activities e.g. seating/entertainment areas of restaurant	Required to have Port Stephens Council noted in the certificate of currency	Commercial fee subject to market assessment						Market pricing
Cantilevered Awnings and like structures at stratum level over Council land, roads and road reserves	Fee applicable once per licence Required to have Port Stephens Council noted in the certificate of currency	\$3,560.00	\$3,755.00	\$0.00	\$3,755.00			Market pricing

Legal Services

Subpoena

Subpoena to give evidence		Ordinary salary of Council Officer and any additional expenses associated with attendance at Court may be required to be paid						Full cost pricing
Subpoena to produce documents	Conduct money – includes first hour processing	\$135.50	\$135.50	\$0.00	\$135.50			Full cost pricing

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Year 24/25 Fee (incl. GST)	Unit	Legislation	Pricing Policy
Subpoena [continued]								
Subpoena to produce documents	Late fee - less than 7 workings days before production required (charged in addition to conduct money)	\$110.00	\$135.00	\$0.00	\$135.00			Full cost pricing
Subpoena to produce documents	Hourly fee for processing - Non-legally qualified staff	\$58.00	\$61.50	\$0.00	\$61.50	Per hour	Local Government Act 1993 Sections 608-610	Full cost pricing
Subpoena to produce documents	Hourly fee for processing - Legally qualified staff	\$0.00	\$121.50	\$0.00	\$121.50	Per hour	Local Government Act 1993 Sections 608-610	Full cost pricing
Subpoena to produce documents	Photocopying	Refer to charges under photocopying						Full cost pricing
Subpoena to produce documents	Provision of documents saved to electronic media, i.e. CD/DVD/USB (per 8GB)	\$10.80	\$11.40	\$0.00	\$11.40			Full cost pricing
Subpoena to produce documents	Provision of documents electronically via email or drop box (when possible)	Photocopying charges for documents where printing is required before saving electronically for production. Balance of documentation which does not require printing – nil charge only time spent						Full cost pricing

Licences**Commercial Operator's Licence – Water/Land Activities – Category 1**

Category 1 Location: Shoal Bay Foreshore Boat Ramp (A), Shoal Bay Foreshore Adjacent Public Wharf (B), Shoal Bay Beach Road Adjacent Harbourside Haven (C), Shoal Bay Foreshore at intersection of Harwood Avenue and Beach Road (D), Nelson Bay Foreshore on Victoria Parade adjacent to Kiosk and Carpark, Nelson Bay Foreshore on Victoria Parade adjacent Fly Point amenities. These locations are suitable for example for Catamarans, Paddle Boarding, Kayaking, and other tourism and adventure activities.

Category 1 Location: Fly Point (suitable as dive site), Nelson Bay Foreshore on Victoria Parade adjacent to kiosk and carpark (bike hire and tours)

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 19 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Commercial Operator's Licence – Water/Land Activities – Category 1 [continued]

Administration fee	Establishment and management of licence Payable once at the commencement or recommencement of a licence	\$840.00	\$886.00	\$0.00	\$886.00	Per licence		Market pricing
Licence fee	Annual fee	\$3,470.00	\$3,660.00	\$0.00	\$3,660.00	Per licence		Market pricing
Licence fee	Annual fee	Commercial operators earning revenue above \$52,000 per annum after the first 12 months, at Councils discretion will be subject to an independent market rent review. All commercial operators are to provide audited financial statements to council by 30th September each year.				Per licence		Market pricing

Commercial Operator's Licence – Water/Land Activities – Category 2

Category 2 Location: Birubi Beach, Fingal Beach (A), Fingal Beach (B), One Mile Beach. These locations are suitable for example for Surf School, other tourism, adventure and beach activities.

Category 2 Location: Dutchman's Beach 1, Dutchman's Beach 2, Fitzgerald Bridge Boat Ramp, Roy Wood Reserve. These locations are suitable for example for Catamarans, Paddle Boarding, Kayaking, other tourism and adventure activities.

Administration fee	Establishment and management of licence Payable one at the commencement or recommencement of a licence	\$840.00	\$886.00	\$0.00	\$886.00	Per licence		Market pricing
Licence fee	Annual fee	\$2,350.00	\$2,480.00	\$0.00	\$2,480.00	Per licence		Market pricing
Licence fee	Annual fee	Commercial Operators earning revenue above \$52,000 per annum after the first 12 months, at Councils discretion will be subject to an independent market rent review. All Commercial Operators are to provide audited financial statements to council by 30th September each year.				Per licence		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Commercial Operator's Licence – Water/Land Activities – Category 3

Category 3 Location: Fisherman's Bay Foreshore Reserve, Bagnall Beach Foreshore adjacent Pantawarra Street, Caswell Reserve, George's Reserve, Forster Park Foreshore, Peace Park Boat Ramp, Taylors Beach.

These locations are suitable for example for Catamarans, Paddle Boarding, Kayaking, and other tourism and adventure activities.

Category 3 Location: Bagnall Beach Foreshore adjacent Pantawarra Street. This location is suitable for example for Bike hire and tours.

Administration fee	Establishment and management of licence Payable once at the commencement or recommencement of a licence	\$840.00	\$886.00	\$0.00	\$886.00	Per licence		Market pricing
Licence fee	Annual fee	\$1,795.00	\$1,895.00	\$0.00	\$1,895.00	Per licence		Market pricing
Licence fee	Annual fee	Commercial Operators earning revenue above \$52,000 per annum after the first 12 months, at Councils discretion will be subject to an independent market rent review. All Commercial Operators are to provide audited financial statements to council by 30th September each year.				Per licence		Market pricing

Commercial Operator's Licence – Land-based Activities

The following sites are suitable for example for Boot Camps, Personal Training, Tai Chi, Pilates, and other suitable Fitness activities: Birubi Beach, Robinson Reserve, Conroy Park, Fingal Bay Foreshore Reserve, Fingal Bay Oval, Fingal Beach (A), Fingal Beach (B) Boat ramp end, Tom O Dwyer Oval, Fisherman's Bay Park, Hinton Foreshore, Stuart Park, Aliceton Reserve, Lionel Morton Oval, Kooindah Park, Mallabula Sports Complex, Boyd Oval, Coachwood Drive Reserve 2, Ferodale Sports Park, Kindlebark Oval, Yulong Oval, Bill Strong Oval, Dutchman's Beach Reserve, Fly Point Reserve, Little Beach Reserve, Neil Carroll Park, Tomaree Sports Complex, One Mile Beach, Alton Park Reserve, Boomerang Park, King Park Sports Complex, Lakeside Reserve 2, Lakeside Reserve 3, Lakeside Sports Complex, Ross Walbridge Reserve, Vi Barnett Oval, Bagnall Beach Road Detention Basin, Joe Redman Reserve, Korora Oval, Salamander Sports Complex, Brandon Park, Seaham Park, Everitt Park, Bowthorne Park.

Administration fee	Establishment and management of licence Payable once at the commencement or recommencement of a licence	\$230.00	\$242.50	\$0.00	\$242.50	Per licence		Market pricing
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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Year 24/25 Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Commercial Operator's Licence – Land-based Activities [continued]

Licence fee	One to three sites. Maximum 3 sites per licence	\$770.00	\$812.00	\$0.00	\$812.00	Per licence		Market pricing
Licence fee	Annual fee	Commercial Operators earning revenue above \$52,000 per annum after the first 12 months, at Councils discretion will be subject to an independent market rent review. All Commercial Operators are to provide audited financial statements to council by 30th September each year.				Per licence		Market pricing

Commercial Operator's Market Licence – More than 4 times per year

Administration fee	Establishment and management of licence – Markets Payable once, at the commencement or recommencement of a licence	\$230.00	\$242.50	\$0.00	\$242.50	Per licence		Market pricing
Licence fee	Annual fee	\$3,470.00	\$3,660.00	\$0.00	\$3,660.00	Per licence		Market pricing
Licence fee	Annual fee	Commercial Operators earning revenue above \$52,000 per annum after the first 12 months, at Councils discretion will be subject to an independent market rent review. All Commercial Operators are to provide audited financial statements to council by 30th September each year.				Per licence		Market pricing

Commercial Operator's Not for Profit Licence

Administration Fee	Establishment and management of licence	\$230.00	\$242.50	\$0.00	\$242.50	Per licence		Partial cost pricing
Licence fee	Fee determined upon application	Fee determined upon application Licence and Admin fee subject to % discount based on review of weighting criteria by Council review panel				Per licence		Partial cost pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Year 24/25 Fee (incl. GST)	Unit	Legislation	Pricing Policy
Commercial Operator's Mobile Food/Retail Licence & Permit								
Administration Fee	Mobile food/retail operators under licence agreement	\$230.00	\$242.50	\$0.00	\$242.50	Per licence		Market pricing
Licence Fee	Annual fee	\$770.00	\$812.00	\$0.00	\$812.00	Per licence		Market pricing
Licence fee	Annual fee	Commercial Operators earning revenue above \$52,000 per annum after the first 12 months, at Councils discretion will be subject to an independent market rent review. All Commercial Operators are to provide audited financial statements to council by 30th September each year.				Per licence		Market pricing
Mobile Food Vendor Permit Fee - Mobile Food Vans & Vehicles and Temporary Food Stalls with cooking amenities	Establishment and management of permit for temporary food business operating on council land. Permit valid for five (5) years	\$230.00	\$242.50	\$0.00	\$242.50	Per licence		Market pricing
Mobile Food Vendor Permit Fee - Not For Profit Organisation	Establishment and management of permit for temporary food business operating on council land. Permit valid for five (5) years	\$0.00	\$115.00	\$0.00	\$115.00	Per Licence		Market pricing

Commercial Operator's - Additional Fees**Electrical Usage Charge**

Ongoing use of Council Supplied Power for Commercial Benefit

Electrical Inspection Charge		\$370.00	\$336.36	\$33.64	\$370.00	Per Inspection		Market pricing
Electrical Usage Charge Tier 1	Everyday use of Council Power Source	\$0.00	\$861.82	\$86.18	\$948.00	Per Year		Market pricing
Electrical Usage Charge Tier 2	Weekly use of Council Power Source	\$0.00	\$459.09	\$45.91	\$505.00	Per Year		Market pricing
Electrical Usage Charge Tier 3	Monthly use of Council Power Source	\$0.00	\$263.18	\$26.32	\$289.50	Per Year		Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Commercial Operator's - Additional Fees [continued]

Electrical Usage Charge Tier 4	Sporadic or once off use of Council Power Source	\$0.00	\$65.91	\$6.59	\$72.50	Per Year		Market pricing
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Liquor Licences

Liquor Licence Application Search Fee		\$130.50	\$138.00	\$0.00	\$138.00	Per search		Market pricing
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Property Licences

Licence Fee. Community or Crown Land	Minimum Fee for Community Groups or Crown Land Licenses.	\$770.00	\$770.00	\$0.00	\$770.00			Market pricing
Lease Fee. Community or Crown Land		Fee determined upon application.						Market pricing
Licence Administration - Community Licences	Minimum Administration Fee for establishment and management of licence.	\$230.00	\$242.50	\$0.00	\$242.50			Market pricing

Outdoor Trading

Application for permit or right to place advertising sign or alfresco street dining on part of footway adjacent to the shop	No fee – due to council resolution	\$0.00	\$0.00	\$0.00	\$0.00	Per application		Full cost pricing
Annual rental for permit or right to place advertising sign or clothes rack etc. on part of footway adjacent to the shop	No fee – due to council resolution	\$0.00	\$0.00	\$0.00	\$0.00	Per year or part thereof		Full cost pricing
Additional space	No fee – due to council resolution	\$0.00	\$0.00	\$0.00	\$0.00	Per square metre		Full cost pricing

Parking**Smart Parking Meters**

15 Minutes Park Free	Parking sessions 15 minutes or less are free	\$0.00	\$0.00	\$0.00	\$0.00		Road Transport Act 2013	Market pricing
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Fees & Charges 2024/2025 - DRAFT | Page 24 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Smart Parking Meters [continued]

Parking meter relocation/removal	Parking meter relocation/removal	\$0.00	\$1,772.73	\$177.27	\$1,950.00	Per meter		Market pricing
Parking meter replacement		Full recovery of all costs to Council - Quote to be provided upon request				Per meter		Full cost pricing
Smart Parking Meter Fee	No fee for holders of Smart Parking Permit.	\$4.50	\$4.09	\$0.41	\$4.50	Per Hour	Road Transport Act 2013	Market pricing
Smart Parking Permit	All ratepayers and residents of Port Stephens Local Government Area, and employees of business within the metered parking scheme zone are eligible.	\$0.00	\$0.00	\$0.00	\$0.00		Road Transport Act 2013	Market pricing
Smart Parking Permit - Non-LGA Business Permit	For businesses located outside Port Stephens Council Local Government Area who regularly work in and around metered parking scheme zones	\$150.00	\$150.00	\$0.00	\$150.00	Per vehicle		Market pricing
Temporary closure of parking space to accommodate events	Temporary closure of parking space to accommodate events	\$0.00	\$22.73	\$2.27	\$25.00	per meter per day, or part of		Market pricing

Payments Management

Cheque Dishonour (cheque paid directly to Council)	Not applied where bank response is "customer deceased". For fee exemptions refer to Debt Recovery and Hardship Policy.	\$30.00	\$32.00	\$0.00	\$32.00	Per occurrence	Local Government Act 1993 Section 608	Full cost pricing
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Fees & Charges 2024/2025 - DRAFT | Page 25 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Payments Management [continued]

Cheque Dishonour (cheque paid via collection agent)	Not applied where bank response is "customer deceased". For fee exemptions refer to Debt Recovery and Hardship Policy.	\$30.00	\$32.00	\$0.00	\$32.00	Per occurrence	Local Government Act 1993 Section 608	Full cost pricing
Direct Debit Dishonour	Not applied where bank response is "customer deceased". For fee exemptions refer to Debt Recovery and Hardship Policy.	\$30.00	\$32.00	\$0.00	\$32.00	Per occurrence	Local Government Act 1993 Section 608	Full cost pricing
Refund Fee	GST applies to the fee if the original item/ service supplied is taxable.	\$28.50	\$30.50	\$0.00	\$30.50	Per refund	Local Government Act 1993 Section 608	Full cost pricing

Port Stephens Council Internal Staff Catering

Toasted Sandwiches	Subject to filling	Price between \$4.00 to \$8.00					Market pricing
Discount for BYO cup		\$0.20	\$0.18	\$0.02	\$0.20		Market pricing
Coffee	Small – Soy milk & syrups extra \$0.50 including GST	\$4.40	\$4.09	\$0.41	\$4.50	Each	Market pricing
Coffee	Regular – Soy milk and syrup extra \$0.50 including GST	\$4.90	\$4.55	\$0.45	\$5.00	Each	Market pricing
Coffee	Large – Soy milk and syrups extra \$0.50 including GST	\$5.10	\$4.73	\$0.47	\$5.20	Each	Market pricing
Coffee Loyalty Card	Buy 9 coffees receive 10th free	\$0.00	\$0.00	\$0.00	\$0.00		Free (zero priced)
Milkshakes		\$5.50	\$5.27	\$0.53	\$5.80	Each	Market pricing
Lunch Specials	Toasted \$0.50 extra including GST	Price subject to daily specials between \$9.50 to \$15.00 including GST					Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 26 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Port Stephens Council Internal Staff Catering [continued]

Salads		Price subject to weekly specials between \$9.50 to \$15.00 including GST				Each		Market pricing
Soup with Bread Roll		\$8.80	\$8.18	\$0.82	\$9.00	Each		Market pricing
Quiche with Salad		\$11.00	\$10.55	\$1.05	\$11.60	Each		Market pricing
Toast – various varieties (white, wholemeal, grain, raisin)	Two (2) slices with butter, vegemite, jam. peanut butter, etc.	\$3.60	\$3.64	\$0.36	\$4.00	Each		Market pricing
Egg & Bacon Roll/Wrap		\$7.60	\$7.27	\$0.73	\$8.00	Each		Market pricing
Lunch Loyalty Card	Buy 9 lunches receive 10th half price	\$0.00	\$0.00	\$0.00	\$0.00			Free (zero priced)

Production Services

Photocopying	A4 - First photocopy of Council owned and controlled documents is GST free if not produced for commercial purposes	\$1.10	\$1.20	\$0.00	\$1.20	Per page		Market pricing
Photocopying	A3 - First photocopy of Council owned and controlled documents is GST free if not produced for commercial purposes	\$1.80	\$1.90	\$0.00	\$1.90	Per page		Market pricing

Property Administration

Duplicate Rate Notice, Invoice, Account etc. (not for receipting purposes)		\$9.30	\$9.80	\$0.00	\$9.80	Per copy	Local Government Act 1993 Section 608	Full cost pricing
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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Property Administration [continued]

Rates Certificate	Provides details of any outstanding rates on a property. Issued within 5 business days of receipt of request	\$95 base fee plus 100% loading for urgent issue within 24 hours/1 business day				Per item	Local Government Act 1993 Section 608	Statutory pricing
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Property Services

Administration Costs

Acquisition of Council land	Administration costs	\$1,545.00	\$1,481.82	\$148.18	\$1,630.00	Per application		Full cost pricing
Other Charges	Eg. survey, legal, valuation, advertising fees, etc.				at cost	Per application		Full cost pricing

Property Information

Property Enquiry	Not applicable to own property	\$18.60	\$19.60	\$0.00	\$19.60	Per property		Full cost pricing
Search fee – property information	Fee plus any archive costs for retrieval and return. Not applicable to own property.	\$92.00	\$97.00	\$0.00	\$97.00	Per hour or part thereof		Full cost pricing

Publications

Books

A History of Port Stephens, Tomaree and Yacaaba	Port Stephens Family History Society Inc.	\$32.00	\$30.91	\$3.09	\$34.00	Each		Market pricing
A History of Tilligerry Peninsula	Port Stephens Family History Society Inc.	\$32.00	\$30.91	\$3.09	\$34.00	Each		Market pricing
Anna Bay Lawn Cemetery CD	Port Stephens Family History Society Inc.	\$32.00	\$30.91	\$3.09	\$34.00	Each		Market pricing
Convicts of the Australian Agricultural Company	Port Stephens Family History Society Inc.	\$43.00	\$41.36	\$4.14	\$45.50	Each		Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 28 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Books [continued]								
Henry H Halloran in Port Stephens the Legacy	Yvonne Fraser	\$21.50	\$20.91	\$2.09	\$23.00	Each		Market pricing
Nelson Bay Heritage Walk	Port Stephens Historical Society	\$1.90	\$1.91	\$0.19	\$2.10	Each		Market pricing
Port Stephens – The Ultimate Experience	John Armstrong	\$49.50	\$47.73	\$4.77	\$52.50	Each		Market pricing
Port Stephens Heritage	Cynthia Hunter	\$46.50	\$45.00	\$4.50	\$49.50	Each		Market pricing
Raymond Terrace Pioneer Register	Raymond Terrace & District Historical Society	\$43.00	\$41.36	\$4.14	\$45.50	Each		Market pricing
They Were Here	June Reeks	\$49.50	\$47.73	\$4.77	\$52.50	Each		Market pricing
Inlet Port Stephens – DVD	Port Stephens Family Historical Society Inc.	\$27.00	\$25.91	\$2.59	\$28.50			Market pricing
Bobs Farm Cadre Camp	Port Stephens Family Historical Society Inc.	\$31.50	\$30.45	\$3.05	\$33.50			Full cost pricing

Development Plans**Contribution Plans**

Available free on web

Port Stephens Local Infrastructure Contributions Plan		\$98.00	\$103.50	\$0.00	\$103.50	Each		Full cost pricing
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Control Plans

Available free on web

Port Stephens Development Control Plan		\$98.00	\$103.50	\$0.00	\$103.50	Each		Full cost pricing
Port Stephens Local Environmental Plan (Text)		\$98.00	\$103.50	\$0.00	\$103.50	Each		Full cost pricing
Port Stephens Local Environmental Plan (Text and Maps)		\$345.00	\$364.00	\$0.00	\$364.00	Each		Full cost pricing

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ORDINARY COUNCIL - 9 APRIL 2024 - ATTACHMENTS

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Control Plans [continued]								
Strategies & Studies		\$98.00	\$103.50	\$0.00	\$103.50	Each		Full cost pricing
Integrated Plans								
Integrated Plans Fee	Plans include Integrated Plans, Resource Strategy Plus postage and handling at cost. Available free on web	\$154.50	\$163.00	\$0.00	\$163.00	Per set		Full cost pricing
Reports								
Reports Fee	Annual Report, End of Term Report, Customer Survey Reports, Fees and Charges Per volume plus postage and handling at cost. Available free on web	\$52.00	\$55.00	\$0.00	\$55.00	Per report		Full cost pricing
Spatial Services								
Maps/Plans								
GIS Electronic Files								
pdf or jpg format								
Standard - AO (1189mm x 841mm)		\$24.00	\$25.50	\$0.00	\$25.50	Per print		Full cost pricing
Standard – A1 (841mm x 594mm)		\$20.50	\$22.00	\$0.00	\$22.00	Per file		Full cost pricing
Standard - A2 (594mm x 420mm)		\$19.40	\$20.50	\$0.00	\$20.50	Per file		Full cost pricing
Standard - A3 (420mm x 297mm)		\$15.00	\$16.00	\$0.00	\$16.00	Per file		Full cost pricing

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Fees & Charges 2024/2025 - DRAFT | Page 30 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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GIS Electronic Files [continued]

Standard – A4 (210mm x 297mm)		\$14.80	\$15.60	\$0.00	\$15.60	Per file		Full cost pricing
Standard with aerial photograph – AO (1189mm x 841mm)		\$29.50	\$31.50	\$0.00	\$31.50	Per file		Full cost pricing
Standard with aerial photograph - A1 (841mm x 594mm)		\$26.00	\$27.50	\$0.00	\$27.50	Per file		Full cost pricing
Standard with aerial photograph – A2 (594mm x 420mm)		\$25.00	\$26.50	\$0.00	\$26.50	Per file		Full cost pricing
Standard with aerial photograph – A3 (420mm x 297mm)		\$18.60	\$19.60	\$0.00	\$19.60	Per file		Full cost pricing
Standard with aerial photograph – A4 (210mm x 297mm)		\$18.20	\$19.20	\$0.00	\$19.20	Per file		Full cost pricing

GIS Maps Hard Copies

Standard – AO (1189mm x 841mm)		\$39.00	\$41.50	\$0.00	\$41.50	Per print		Full cost pricing
Standard – A1 (841mm x 594mm)		\$34.00	\$36.00	\$0.00	\$36.00	Per print		Full cost pricing
Standard – A2 (594mm x 420mm)		\$32.50	\$34.50	\$0.00	\$34.50	Per print		Full cost pricing
Standard – A3 (420mm x 297mm)		\$25.50	\$27.00	\$0.00	\$27.00	Per print		Full cost pricing
Standard – A4 (210mm x 297mm)		\$14.80	\$15.60	\$0.00	\$15.60	Per print		Full cost pricing
Standard with aerial photograph – AO (1189mm x 841mm)		\$48.00	\$51.00	\$0.00	\$51.00	Per print		Full cost pricing
Standard with aerial photograph – A1 (841mm x 594mm)		\$43.00	\$45.50	\$0.00	\$45.50	Per print		Full cost pricing
Standard with aerial photograph – A2 (594mm x 420mm)		\$40.50	\$43.00	\$0.00	\$43.00	Per print		Full cost pricing
Standard with aerial photograph – A3 (420mm x 297mm)		\$31.00	\$33.00	\$0.00	\$33.00	Per print		Full cost pricing
Standard with aerial photograph – A4 (210mm x 297mm)		\$18.20	\$19.20	\$0.00	\$19.20	Per print		Full cost pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 GST	Fee (excl. GST)	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Miscellaneous								
Seniors, students, registered charities		50% of scheduled fee, subject to production of proof of status						Partial cost pricing
Spatial services	All prices include 15 minutes labour cost	Maps requiring additional customisation will be charged at \$10 per 15 minutes after the initial 15 minutes, and per 15 minutes thereafter						Full cost pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Community Services and Events

Graffiti wipes	Fee for packet of wipes	\$10.80	\$10.34	\$1.03	\$11.37			
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Administration Building – Hire of Rooms

Security	Security must be present when Administration Building rooms are hired. Charged at four hours minimum.	\$75.00	\$72.27	\$7.23	\$79.50	Hourly rate		Market pricing
Committee Room Hire (Double room) – First four hours	Minimum charge for up to four hours	\$239.50	\$229.55	\$22.95	\$252.50			Market pricing
Committee Room Hire (Double room) – Per hour thereafter	Charged in hourly increments Per hour or part thereof	\$115.00	\$110.45	\$11.05	\$121.50	Hourly rate		Market pricing
Committee Room Hire (Single room) – First four hours	Minimum charge for up to four hours	\$120.50	\$115.91	\$11.59	\$127.50			Market pricing
Committee Room Hire (Single room) – Per hour thereafter	Charged in hourly increments Per hour or part thereof	\$58.50	\$56.36	\$5.64	\$62.00	Hourly rate		Market pricing
Training Room Hire – First four hours, or \$245.00 (+ GST) per day 9am to 5pm		\$154.50	\$148.18	\$14.82	\$163.00			Market pricing
Cleaning Fee	Charged in hourly increments. Per hour or part thereof COVID-19 extra service included	\$194.50	\$186.82	\$18.68	\$205.50	Per hour		Market pricing
Kitchen Cleaning Fee	Charged in hourly increments Per hour or part thereof	\$183.50	\$175.91	\$17.59	\$193.50	Per hour		Market pricing

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Fees & Charges 2024/2025 - DRAFT | Page 33 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Administration Building – Hire of Rooms [continued]

Kitchen Facilities Hire	Hirers must use Council caterer – charged in hourly increments Per hour or part thereof	\$183.50	\$175.91	\$17.59	\$193.50	Per hour		Market pricing
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Cemetery Operations**Bushland Garden Fees – Carumbah Memorial Gardens**

Plaque	10 line bottle green bronze gumleaf motif plaque including installation	\$1,190.00	\$1,140.91	\$114.09	\$1,255.00	Per plaque		Market pricing
Extra line inscription on plaque	Extra line inscription on plaque	\$108.00	\$103.64	\$10.36	\$114.00	Per extra line		Market pricing
Niche	For interment of ashes	\$809.00	\$775.45	\$77.55	\$853.00	Per niche		Market pricing

Columbarium Wall Fees – Raymond Terrace (including Granite Wall), Carumbah Memorial Gardens, Karuah & Anna Bay

Niche	For interment of ashes	\$755.00	\$723.64	\$72.36	\$796.00	Per niche		Market pricing
Plaque	8 line bronze niche plaque including installation	\$916.00	\$878.18	\$87.82	\$966.00	Per plaque		Market pricing
Extra line inscription on plaque	Excluding black granite plaque for granite wall Maximum of 2 additional lines	\$108.00	\$103.64	\$10.36	\$114.00	Per line		Market pricing
Black granite plaque for granite wall at Raymond Terrace Cemetery ONLY	Black granite with gold lettering and attached vase – including installation	\$916.00	\$878.18	\$87.82	\$966.00	Per plaque		Market pricing

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Fees & Charges 2024/2025 - DRAFT | Page 34 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Columbarium Wall Fees – Raymond Terrace (including Granite Wall), Carumbah Memorial Gardens, Karuah & Anna Bay [continued]

Plaque (Terrazzo Walls) Carumbah Memorial Gardens and Karuah Cemetery ONLY	Oval bronze gum motif niche plaque with vase – including installation	\$1,295.00	\$1,240.91	\$124.09	\$1,365.00	Per plaque		Market pricing
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Cemetery – Burial Plots

Burial Plot – Anna Bay – Concrete Beams	Includes "Right of Burial"	\$1,565.00	\$1,500.00	\$150.00	\$1,650.00	Per plot		Market pricing
Burial Plot – Karuah, Nelson Bay, Seaham, Raymond Terrace	Includes "Right of Burial"	\$1,510.00	\$1,450.00	\$145.00	\$1,595.00	Per plot		Market pricing

Cemetery – Other fees

Additional emblem for bronze plaques (e.g. RAAF, Girl Guides, Scouts etc.)	As per special request from customer	\$129.50	\$124.09	\$12.41	\$136.50	Per item		Market pricing
Vase (Optional)	Only available for an 8 line bronze plaque	\$172.50	\$165.45	\$16.55	\$182.00	Per item		Market pricing
Interment fee	Burial fee (including ashes in plot)	\$269.50	\$258.64	\$25.86	\$284.50	Per burial		Market pricing
Monumental Permit	Headstone permit application fee	\$269.50	\$284.50	\$0.00	\$284.50	Per monument		Market pricing
Permit for exhumation of remains	Subject to approval by Public Health Authority and associated administration costs	\$701.00	\$739.00	\$0.00	\$739.00	Per occurrence		Market pricing
Transfer of "Right of Burial" Certificate	Fee for transfer of ownership of plot or niche	\$215.50	\$227.50	\$0.00	\$227.50	Per transfer		Market pricing
Administration Search Fee		\$81.00	\$85.50	\$0.00	\$85.50	Per search		Full cost pricing
Funeral Director/Grave Digger levied fee for incorrect burial	Funeral Director/ Grave Digger levied fee for incorrect burial	\$2,695.00	\$2,586.36	\$258.64	\$2,845.00	Per occurrence		Market pricing
Removal of ashes and plaque from gardens and walls	Removal of ashes and plaque from gardens and walls	\$269.50	\$258.64	\$25.86	\$284.50	Per occurrence		Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Cemetery – Other fees [continued]								
Monumental Mason levied fee for placement of headstone on incorrect grave	Monumental Mason levied fee for placement of headstone on incorrect grave	\$2,695.00	\$2,586.36	\$258.64	\$2,845.00	Per occurrence		Market pricing
Unauthorised placement of headstone on grave		\$2,500.00	\$2,395.45	\$239.55	\$2,635.00	Per occurrence		Market pricing
Weekend Internment Fee	Burial fee for weekend and public holiday interments. Including ashes in plot.	\$377.12	\$361.82	\$36.18	\$398.00	Per occurrence		Market pricing

Cemetery – Memorial Trees**Children's Services****Activity Van****Outside School Hours Care**

Before School Care 2 hours care – Casual position		\$23.00	\$24.15	\$0.00	\$24.15	Per session		Full cost pricing
Before School Care 2 hours care – Permanent position		\$21.50	\$22.75	\$0.00	\$22.75	Per session		Full cost pricing
After School Care 3 hours care – Casual position		\$34.00	\$35.70	\$0.00	\$35.70	Per session		Full cost pricing
After School Care 3 hours care – Permanent position		\$32.00	\$33.90	\$0.00	\$33.90	Per session		Full cost pricing
Credit/Debit Card declined		\$13.60	\$14.40	\$0.00	\$14.40	Per transaction		Full cost pricing
Failure to notify of child absence	Failure to notify service that child will be absent for afternoon session	\$20.50	\$22.00	\$0.00	\$22.00	Per occurrence		Full cost pricing
Fee reminder		\$20.50	\$22.00	\$0.00	\$22.00	Per notice		Full cost pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 36 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Outside School Hours Care [continued]

Late collection of child	For every 10 minutes child remains after service closing time	\$33.50	\$35.50	\$0.00	\$35.50	Per 10 minutes late		Partial cost pricing
Pupil Free Day – per child		\$85.00	\$89.25	\$0.00	\$89.25	Per day		Market pricing
Hall Hire		\$18.45	\$17.68	\$1.77	\$19.45	Per hour		Full cost pricing
Attendance without booking		\$17.20	\$18.20	\$0.00	\$18.20	Per occurrence		Partial cost pricing
Refund Application - Vacation Care		\$20.50	\$22.00	\$0.00	\$22.00	Per occurrence		Full cost pricing
Vacation Care full day		\$85.00	\$89.25	\$0.00	\$89.25	Per session		Market pricing
Vacation Care weekly at one centre		\$400.00	\$420.00	\$0.00	\$420.00	Per week		Market pricing

Pre-School

Fee reminder		\$11.60	\$12.40	\$0.00	\$12.40	Per notice		Partial cost pricing
Credit/Debit Card declined		\$13.60	\$14.40	\$0.00	\$14.40	Per transaction		Full cost pricing
Late collection of child	For every 10 minutes child remains after service closing time.	\$21.50	\$23.00	\$0.00	\$23.00	Per 10 minutes late		Partial cost pricing
Pre-school session 6 hours Tier 1	All 4 year olds (Turns 4 before 31/7/23) and equity 3 year olds Equity child An "equity" child is classified by the state government as a child who is either indigenous or the holder of a Health Care Card	\$35.00	\$37.00	\$0.00	\$37.00	Per session		Partial cost pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Year 24/25 Fee (incl. GST)	Unit	Legislation	Pricing Policy
Pre-School [continued]								
Pre-school session 6 hours standard fee	Three year old "non-equity" child An "equity" child is classified by the state government as a child who is either indigenous or the holder of a Health Care Card	\$40.00	\$42.50	\$0.00	\$42.50	Per session		Partial cost pricing
Pre-school session Tier 2	Child attending 4th or 5th session in one week	\$20.00	\$21.50	\$0.00	\$21.50	Per session		Market pricing
Family Day Care								
Administration fee – per child	Charge per hour per child	\$1.70	\$1.80	\$0.00	\$1.80	Per hour		Partial cost pricing
Educator Levy	Fee charged each week Educator works	\$18.45	\$20.00	\$0.00	\$20.00	Per week of operation		Partial cost pricing
Educator Levy if using Harmony Web		\$13.80	\$14.30	\$0.00	\$14.30	Per week of working		Market pricing
Enrolment – New family	Once off non-refundable fee to enrol a new family. Does not apply to families already enrolled with a transferring Educator Fee to be paid prior to commencing care	\$75.00	\$80.00	\$0.00	\$80.00	Per occurrence		Market pricing
Late Attendance Record processing	Attendance records incomplete, incorrect, or submitted after 12pm on processing day	\$6.80	\$7.20	\$0.00	\$7.20	Per attendance record		Partial cost pricing
Workshop / Training		Charged for educator workshops at cost on the day				Per workshop		Full cost pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Family Day Care [continued]

Standard Hours Fee Range	The Standard Fee is for care between 8.00am and 6.00pm Monday to Friday				\$8.00 – \$18.00	Per child per hour		Market pricing
Non Standard Hours Fee Range	For care before 8.00am and after 6.00pm Monday to Friday				\$8.00 – \$30.00	Per child per hour		Market pricing
Before and After School Hours Care Fee Range					\$8.00 – \$18.00	Per child per hour		Market pricing
Weekend Care / Overnight Care Fee Range					\$9.00 – \$50.00	Per child per hour		Market pricing
Public Holiday Fee Range	For Gazetted Public Holidays. Applicable when care is provided				\$9.00 – \$50.00	Per child per hour		Market pricing

Disability Services

Miscellaneous

MLAK Keys	Amenities access keys	\$21.50	\$20.91	\$2.09	\$23.00	Per key		Full cost pricing
MLAK Key	Amenities access key				First key			Free (zero priced)

Event Site Hire

Access Community Land application	Fee for Council owned land. Fee to access Council owned land for casual short term use. Bond of \$1,000.00 is payable prior to access	\$181.50	\$165.00	\$16.50	\$181.50			Full cost pricing
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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Category A – Regional Open Space (regional recreation space has the capacity to attract people from the wider Port Stephens Community):

High Impact Event

Venue Hire		\$10,960.00	\$10,504.55	\$1,050.45	\$11,555.00	Per day		Market pricing
Bond		\$18,820.00	\$19,840.00	\$0.00	\$19,840.00	Per event		Market pricing

Medium Impact Event

Venue Hire		\$3,585.00	\$3,436.36	\$343.64	\$3,780.00	Per day		Market pricing
Bond		\$10,035.00	\$10,580.00	\$0.00	\$10,580.00	Per event		Market pricing

Low Impact Event

Venue Hire		\$1,570.00	\$1,504.55	\$150.45	\$1,655.00	Per day		Market pricing
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Category B – District Open Space (district recreation spaces typically have the capacity to draw people from more than one planning precinct area):

High Impact Event

Venue Hire		\$5,460.00	\$5,231.82	\$523.18	\$5,755.00	Per day		Market pricing
Bond		\$9,405.00	\$9,915.00	\$0.00	\$9,915.00	Per event		Market pricing

Medium Impact Event

Venue Hire		\$2,710.00	\$2,600.00	\$260.00	\$2,860.00	Per day		Market pricing
Bond		\$3,770.00	\$3,975.00	\$0.00	\$3,975.00	Per event		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Low Impact Event								
Venue Hire		\$1,315.00	\$1,263.64	\$126.36	\$1,390.00	Per day		Market pricing
Category C – Local Open Space (local recreation spaces will generally cater for people within the local area within one or two suburbs):								
High Impact Event								
Venue Hire		\$3,250.00	\$3,118.18	\$311.82	\$3,430.00	Per day		Market pricing
Bond		\$4,395.00	\$4,635.00	\$0.00	\$4,635.00	Per event		Full cost pricing
Medium Impact Event								
Venue Hire		\$2,450.00	\$2,350.00	\$235.00	\$2,585.00	Per day		Market pricing
Bond		\$1,200.00	\$1,265.00	\$0.00	\$1,265.00	Per event		Full cost pricing
Low Impact Event								
Venue Hire		\$1,030.00	\$990.91	\$99.09	\$1,090.00	Per day		Market pricing
Event Administration Fees								
Bin Hire		Additional Fees may apply for bin hire and additional service fees						
Event Administration Charge – Filming and Commercial Photography		\$0.00	\$400.00	\$40.00	\$440.00	Per event		Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 41 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Event Administration Fees [continued]								
Event Site Preparation and/or assistance	Quotation will be based on an estimated cost of labour, plant, materials, organisational overheads and allowance for profit to complete the works			Inclusive of GST				Market pricing
Event Site Remediation or Cleaning	Quotation will be based on an estimated cost of labour, plant, materials, organisational overheads and allowance for profit to complete the works			Inclusive of GST				Market pricing
Not for Profit Fee Discount	This discount may be applicable to applicants who identify as Not for Profit organisations or Schools and are applying for a licence to stage an event on council owned or managed land.			Eligibility is based on the Not for Profit Fee Discount Assessment Matrix				
Tomaree Sport Fields – Field Maintenance Levy	Field Maintenance Levy to be charged to all external users, for all bookings through Events and payable to Tomaree Sports Council			Sliding scale, the fee per person depends on the number of participants: \$3.50 (31-99), \$3.00 (100-249), \$2.50 (250-499), \$2.00 (500+)				Market pricing
Event Administration Charge – Private ceremonies (including weddings and christenings)		\$250.00	\$239.55	\$23.95	\$263.50	Per event		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Event Fee - Other**Commercial Events (over 5 days in length)**

Venue Hire					By negotiation			Market pricing
Bond					By negotiation			Market pricing

Helicopter Landing Sites**Designated Sites**

Helicopter landing licence fee	No fees are applicable for the landing of a helicopter for emergency services. All other landings will require a Development Assessment/Events Application	\$1,220.00	\$1,290.00	\$0.00	\$1,290.00	Per licence		Market pricing
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Library Services**e-Resources**

Internet Access					Core library service			Free (zero priced)
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Inter-Library Loans

Fast-Track Loan					Fee will be as per charge set by the lending institution	Per item		Partial cost pricing
Inter-Library Loan from reciprocal libraries					Fee will be as per charge set by the lending institution	Per item		Partial cost pricing
Inter-Library Loan from non-reciprocal libraries					Fee will be as per charge set by the lending institution	Per item		Partial cost pricing
International					Fee will be as per charge set by the lending institution	Per item		Partial cost pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 43 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Inter-Library Loans [continued]

Photocopying		Fee will be as per charge set by the lending institution						Partial cost pricing
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Miscellaneous

Meeting room hire: Raymond Terrace Library	Registered Charities & Community Groups	\$12.00	\$10.91	\$1.09	\$12.00	Per hour		Market pricing
Meeting room hire: Raymond Terrace Library	For profit organisations, private, funded, government (including Council for Council business)	\$24.00	\$21.82	\$2.18	\$24.00	Per hour		Market pricing
Membership card replacement		Fee will be as per charge set by Newcastle City Council				Each		Partial cost pricing
Merchandise – library bags	Indicative fee only	\$1.65	\$1.50	\$0.15	\$1.65	Each		Market pricing

Fees

Lost stock items		Fee will be as per charge set by Newcastle City Council				Per item		Partial cost pricing
Lost CD/DVD/Video Covers	Processing fee for replacing covers etc.	Fee will be as per charge set by Newcastle City Council				Per item		Partial cost pricing

Production Services

Printing/Photocopying A4	A4 Exempt from GST if Council-controlled document	\$0.25	\$0.23	\$0.02	\$0.25	Per page/ copy		Market pricing
Printing/Photocopying A4 Colour	A4 (colour) Exempt from GST if Council-controlled document	\$0.65	\$0.59	\$0.06	\$0.65	Per page/ copy		Market pricing
Printing/Photocopying A3	A3 Exempt from GST if Council-controlled document	\$0.45	\$0.41	\$0.04	\$0.45	Per page/ copy		Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 44 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Production Services [continued]

Printing/Photocopying A3 Colour	A3 (colour) Exempt from GST if Council-controlled document	\$1.30	\$1.18	\$0.12	\$1.30	Per page/ copy		Market pricing
Laminating A4	A4	\$3.00	\$2.73	\$0.27	\$3.00	Per sheet		Market pricing
Laminating A3	A3	\$6.00	\$5.45	\$0.55	\$6.00	Per sheet		Market pricing

Programs/Activities

Author visits				Determined by supplier cost		Per person		Market pricing
Children's programs/activities				Determined by supplier cost		Per person		Partial cost pricing

Halls & Community Centres**For Profit Hirers & Private Bookings:**

The Facility is hired for irregular use, either as a one-off event or on an ad-hoc basis, by a profit making business or for private bookings such as birthday parties. This includes Council hire for Council business.

Registered Charities and Community Groups:

The Facility is hired for use by a charitable or not-for-profit organisation or community group. Evidence must be provided detailing charity or not-for-profit status.

Regular Hirers:

The Facility is hired for regular use, either on an ongoing basis or for a predetermined period of time on a predetermined schedule.

Bonds (no GST on Bonds)

Bond – Event Category A	Low risk (Small gathering, no alcohol)	\$85.00	\$85.00	\$0.00	\$85.00			Market pricing
Bond – Event Category B	Medium risk (medium numbers, no alcohol)	\$150.00	\$150.00	\$0.00	\$150.00			Market pricing
Bond – Event Category C	Medium risk (facility capacity, no alcohol)	\$250.00	\$250.00	\$0.00	\$250.00			Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Bonds (no GST on Bonds) [continued]

Bond – Event Category D	Event with alcohol (Low risk)	\$500.00	\$500.00	\$0.00	\$500.00			Market pricing
Bond – Event Category E	Event with alcohol (High risk)	\$1,250.00	\$1,250.00	\$0.00	\$1,250.00			Market pricing

Ancillary Costs

Carpet Cleaning Fee	Carpet cleaning fee to be deducted from the bond or charged if required	Maximum carpet cleaning fee is \$200.00				Each		Market pricing
Cleaning Fee	Cleaning fee to be deducted from the bond or charged if the facility is not cleaned to a satisfactory standard after use	\$85.00	\$90.91	\$9.09	\$100.00	Per hour		Market pricing
Lost Key	All Hirers	\$50.00	\$45.45	\$4.55	\$50.00	Per key		Market pricing
Storage Cupboard - Small	Where applicable - Regular hirers only	\$30.00	\$29.09	\$2.91	\$32.00	Per Year		Full cost pricing
Storage Cupboard - Medium	Where applicable - Regular hirers only	\$45.00	\$43.18	\$4.32	\$47.50	Per Year		Full cost pricing
Storage Cupboard - Large	Where applicable - Regular hirers only	\$70.00	\$67.27	\$6.73	\$74.00	Per Year		Full cost pricing
Election Day Hire		\$485.00	\$463.64	\$46.36	\$510.00	Per event		Full cost pricing

Anna Bay/Birubi Point Hall

Hourly Rate	For-profit hirers & private bookings	\$24.00	\$23.64	\$2.36	\$26.00	Per hour		Market pricing
Hourly Rate	Registered charities, community groups & regular hirers	\$12.00	\$12.73	\$1.27	\$14.00	Per hour		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Corlette Community Hall

Hourly Rate	For-profit hirers, regulars & private bookings	\$15.00	\$24.55	\$2.45	\$27.00	Per hour		Market pricing
Hourly Rate	Registered charities & community groups	\$7.50	\$14.55	\$1.45	\$16.00	Per hour		Market pricing

Fern Bay Community Centre

Hourly Rate	For-profit hirers & private bookings	\$24.00	\$27.27	\$2.73	\$30.00	Per hour		Market pricing
Hourly Rate	Registered charities, community groups & regular hirers	\$17.50	\$16.36	\$1.64	\$18.00	Per hour		Market pricing
Tennis Clubhouse	Casual hirer	\$5.50	\$5.27	\$0.53	\$5.80	Per hour		Market pricing
Tennis Court Hire	Casual hirer Day time	\$8.50	\$8.14	\$0.81	\$8.95	Per hour/court		Market pricing
Tennis Court Hire	Casual hirer Night time	\$17.00	\$16.36	\$1.64	\$18.00	Per hour/court		Market pricing
Tennis Court Hire	Regular hirer Day time	\$5.50	\$5.27	\$0.53	\$5.80	Per hour/court		Market pricing
Tennis Court Hire	Regular hirer Night time	\$11.00	\$10.55	\$1.05	\$11.60	Per hour/court		Market pricing

Hinton School of Arts

Hourly Rate	For-profit hirers & private bookings	\$24.00	\$23.18	\$2.32	\$25.50	Per hour		Market pricing
Hourly Rate	Registered charities, community groups & regular hirers	\$16.00	\$15.32	\$1.53	\$16.85	Per hour		Market pricing

Karuah Community Hall

Hourly Rate	For-profit hirers & private bookings	\$11.00	\$10.00	\$1.00	\$11.00	Per hour		Market pricing
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Fees & Charges 2024/2025 - DRAFT | Page 47 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Karuah Community Hall [continued]

Hourly Rate	Registered charities, community groups & regular hirers	\$9.00	\$8.18	\$0.82	\$9.00	Per hour		Market pricing
Meeting Room	All hirers	\$9.00	\$8.18	\$0.82	\$9.00	Per hour		Market pricing
Other Hire – Shed	For-profit hirers & private bookings Per half shed – user to hold own insurance	\$46.50	\$42.27	\$4.23	\$46.50	Per month		Market pricing
Other Hire – Shed	Registered charities & community groups Per half shed – user to hold own insurance	\$29.00	\$26.36	\$2.64	\$29.00	Per month		Market pricing

Lemon Tree Passage Old School Centre

Hourly Rate	For-profit hirers & private bookings	\$11.00	\$10.55	\$1.05	\$11.60	Per hour		Market pricing
Hourly Rate	Registered charities, community groups & regular hirers	\$8.00	\$7.73	\$0.77	\$8.50	Per hour		Market pricing

Mallabula Community Centre

Hourly Rate	For-profit hirers & private bookings	\$17.00	\$23.64	\$2.36	\$26.00	Per hour		Market pricing
Hourly Rate	Registered charities, community groups & regular users/hirers	\$11.00	\$12.73	\$1.27	\$14.00	Per hour		Market pricing

Medowie Community Centre

Banksia or Acacia Hall Hire	For-profit hirers & private bookings	\$28.50	\$27.27	\$2.73	\$30.00	Per hour		Market pricing
Banksia or Acacia Hall Hire	Registered charities, community groups & regular users	\$16.00	\$16.36	\$1.64	\$18.00	Per hour		Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 48 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Medowie Community Centre [continued]

Waratah, Tougher or Boronia Office / Room Hire	For-profit hirers & private bookings	\$20.50	\$23.64	\$2.36	\$26.00	Per hour		Market pricing
Waratah, Tougher or Boronia Office / Room Hire	Registered charities, community groups & regular hirers	\$13.00	\$12.73	\$1.27	\$14.00	Per hour		Market pricing
Other Hire - Wilkinson Room	Hunter New England Health	\$40.50	\$39.09	\$3.91	\$43.00	Per day		Market pricing

Nelson Bay Community Hall

Hourly Rate	For-profit hirers & private bookings	\$23.00	\$20.91	\$2.09	\$23.00	Per hour		Market pricing
Hourly Rate	Registered charities, community groups & regular hirers	\$17.00	\$15.45	\$1.55	\$17.00	Per hour		Market pricing
Other hire	Table Tennis & Snooker group	\$4.50	\$4.09	\$0.41	\$4.50	Per player per attendance		Market pricing
Other Hire - Garage	For-profit hirers and private bookings	\$55.50	\$50.45	\$5.05	\$55.50	Per month		Market pricing
Other Hire - Garage	Registered charities & community groups	\$45.00	\$40.91	\$4.09	\$45.00	Per month		Market pricing

Raymond Terrace Senior Citizens Hall

Hourly Rate	For-profit casual / regular hirers & private bookings	\$24.00	\$23.18	\$2.32	\$25.50	Per hour		Market pricing
Hourly Rate	Registered charities, community groups & not for profit hirers	\$17.50	\$14.55	\$1.45	\$16.00	Per hour		Market pricing

Salt Ash Community Hall

Hourly Rate	For-profit hirers & private bookings	\$24.00	\$23.18	\$2.32	\$25.50	Per hour		Market pricing
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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Salt Ash Community Hall [continued]								
Hourly Rate	Registered charities & community groups	\$17.50	\$16.77	\$1.68	\$18.45	Per hour		Market pricing
Hourly Rate	Regular hirers	\$14.00	\$13.41	\$1.34	\$14.75	Per hour		Market pricing
Other hire	Crockery hire	\$27.00	\$25.91	\$2.59	\$28.50	Per event		Market pricing
Seaham School of Arts & Community Hall								
Hourly Rate	For-profit hirers & private bookings	\$24.00	\$23.64	\$2.36	\$26.00	Per hour		Market pricing
Hourly Rate	Registered charities, community groups & regular hirers	\$14.00	\$12.73	\$1.27	\$14.00	Per hour		Market pricing
Soldiers Point Hall								
Hourly Rate	For-profit hirers & private bookings	\$24.00	\$23.18	\$2.32	\$25.50	Per hour		Market pricing
Hourly Rate	Registered charities & community groups	\$18.00	\$17.27	\$1.73	\$19.00	Per hour		Market pricing
Hourly Rate	Regular hirers	\$14.50	\$13.91	\$1.39	\$15.30	Per hour		Market pricing
Tanilba Foreshore Hall								
Hourly Rate	All hirers	\$13.50	\$12.27	\$1.23	\$13.50	Per hour		Market pricing
Tomaree Library & Community Centre								
Meeting Room - Hourly Rate	Registered charities & community groups	\$12.00	\$10.91	\$1.09	\$12.00	Per hour		Market pricing
Meeting Room - Hourly Rate	For-profit users & private bookings	\$24.00	\$21.82	\$2.18	\$24.00	Per hour		Market pricing
Full Auditorium - Hourly Rate	Registered charities & community groups	\$22.00	\$20.00	\$2.00	\$22.00	Per hour		Market pricing

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Tomaree Library & Community Centre [continued]

Full Auditorium - Hourly Rate	For-profit users & private bookings	\$44.00	\$40.00	\$4.00	\$44.00	Per hour		Market pricing
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Williamtown Hall

Hourly Rate	For-profit hirers & private bookings	\$24.00	\$27.27	\$2.73	\$30.00	Per hour		Market pricing
Hourly Rate	Registered charities, community groups & regular hirers	\$17.00	\$16.36	\$1.64	\$18.00	Per hour		Market pricing

Recreation Services Administration

Park Seat without Plaque		\$2,850.00	\$2,731.82	\$273.18	\$3,005.00	Per unit		Full cost pricing
Park Seat with Plaque		\$2,975.00	\$2,854.55	\$285.45	\$3,140.00	Per unit		Full cost pricing
Tree without Plaque		\$832.00	\$797.27	\$79.73	\$877.00	Per unit		Full cost pricing
Tree with Plaque		\$956.00	\$918.18	\$91.82	\$1,010.00	Per unit		Full cost pricing

Waste Management Services**Collection Services****Additional Bins/Bin Size Upgrades**

Red bin		\$268.00	\$282.50	\$0.00	\$282.50	Per bin		Full cost pricing
Yellow bin		\$178.00	\$188.00	\$0.00	\$188.00	Per bin		Full cost pricing
Green Bin		\$178.00	\$188.00	\$0.00	\$188.00	Per bin		Full cost pricing
Upgrade bin size: yellow bin only		\$27.50	\$30.00	\$0.00	\$30.00	Per bin		Full cost pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Year 24/25 Fee (incl. GST)	Unit	Legislation	Pricing Policy
Holiday Rental Bin Service								
Garbage bin (240 litres)	Per bin – covers the 6 week service period from 16 December 2024 to 27 January 2025	\$90.00	\$95.00	\$0.00	\$95.00	Per bin		Market pricing
Recycle bin (240 litres)	Per bin – covers the 6 week service period from 16 December 2024 to 27 January 2025	\$47.00	\$50.00	\$0.00	\$50.00	Per bin		Market pricing
Special Events								
Additional Collection Service of special event bin		\$21.00	\$20.00	\$2.00	\$22.00	Per service		Full cost pricing
Garbage bin (240 litres)	Minimum three bins per order	\$26.00	\$25.00	\$2.50	\$27.50	Per bin		Full cost pricing
Recycle bin (240 litres)	No minimum order applies if in conjunction with garbage bins – If ordered separately a minimum order of 3 bins applies	\$26.00	\$25.00	\$2.50	\$27.50	Per bin		Full cost pricing
Kerbside Collection								
For a kerbside collection, contact Council's contractor, Veolia, on 1300 734 470 or book on-line through PSC's website.								
Userpay Kerbside Collection (Bulky)		\$130.00	\$137.00	\$0.00	\$137.00	Per collection		Market pricing
Userpay Kerbside Collection (Green)		\$83.00	\$87.50	\$0.00	\$87.50	Per collection		Market pricing
General Processable Waste								
Putrescible Waste (Food Waste) – minimum fee		\$28.00	\$27.27	\$2.73	\$30.00			Partial cost pricing

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
General Processable Waste [continued]								
Putrescible Waste (Food Waste)		\$470.00	\$427.27	\$42.73	\$470.00	Per tonne		Partial cost pricing
Household Recyclables								
Cardboard, paper, glass containers, plastic containers, steel cans, aluminium cans	Must be sorted. If unsorted the General Mixed Waste fee applies			No charge if sorted				Free (zero priced)
Garden/Wood Waste								
Garden/Wood Waste – Minimum Fee	Must be sorted. If unsorted the General Mixed Waste fee applies	\$28.00	\$27.27	\$2.73	\$30.00			Market pricing
Garden/Wood Waste (Does not include painted, treated or laminated timber)	Must be sorted. If unsorted the General Mixed Waste fee applies	\$260.00	\$236.36	\$23.64	\$260.00	Per tonne		Full cost pricing
Mixed Inert Waste								
General Mixed Waste – Minimum Fee		\$28.00	\$27.27	\$2.73	\$30.00			Market pricing
General Mixed Waste	State government waste levy of \$163.20 included in fee	\$380.00	\$359.09	\$35.91	\$395.00	Per tonne		Partial cost pricing
Mattresses & Bases								
1 piece (mattress or base)		\$38.00	\$40.91	\$4.09	\$45.00	Per Item		Full cost pricing
Polystyrene - Clean	Clean polystyrene, must be sorted with no contaminants	\$10.00	\$9.09	\$0.91	\$10.00	Per item		Full cost pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Metals, Batteries, Motor Oil								
Sorted metals, batteries, motor oil		No charge if sorted from other waste						Free (zero priced)
Concrete, Bricks, Roof Tiles								
Concrete, bricks, roof tiles – minimum fee	Must be sorted. If unsorted the General Mixed Waste fee applies	\$28.00	\$27.27	\$2.73	\$30.00			Market pricing
Concrete, bricks, roof tiles – per tonne	Must be sorted. If unsorted the General Mixed Waste fee applies	\$207.00	\$195.45	\$19.55	\$215.00	Per tonne		Full cost pricing
Tyres								
Tyres	Car or motorbike tyre	\$8.00	\$9.09	\$0.91	\$10.00	Per tyre		Full cost pricing
Tyres	Car or motorbike tyre on rim	\$17.00	\$18.18	\$1.82	\$20.00	Per tyre		Full cost pricing
Tyres	4WD tyre	\$17.00	\$18.18	\$1.82	\$20.00	Per tyre		Full cost pricing
Tyres	4WD tyre on rim	\$33.00	\$31.82	\$3.18	\$35.00	Per tyre		Full cost pricing
Tyres	Truck tyre	\$35.00	\$36.36	\$3.64	\$40.00	Per tyre		Full cost pricing
Tyres	Truck tyre on rim	\$75.00	\$68.18	\$6.82	\$75.00	Per tyre		Full cost pricing
Tyres	Tractor tyre - Less than 1m	\$130.00	\$118.18	\$11.82	\$130.00	Per tyre		Full cost pricing
Tyres	Tractor tyre - greater than 1m	\$260.00	\$272.73	\$27.27	\$300.00	Per tyre		Full cost pricing
e-Waste								
Commercial		\$930.00	\$863.64	\$86.36	\$950.00	Per tonne		Full cost pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 54 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
e-Waste [continued]								
Residential		No charge if sorted from other waste						Free (zero priced)
Charity Waste Disposal								
Less than 20 tonnes	Registered charities	\$0.00	\$0.00	\$0.00	\$0.00	Per tonne		Free (zero priced)
20 to 60 tonnes	Registered charities Registered charities increased yearly by CPI	\$43.50	\$41.82	\$4.18	\$46.00	Per tonne		Partial cost pricing
60 to 150 tonnes	Registered charities	\$86.50	\$83.18	\$8.32	\$91.50	Per tonne		Partial cost pricing
Greater than 150 tonnes	Registered charities	Full gate rate at disposal facility				Per tonne		Full cost pricing
Waste Sales								
Weighbridge ticket		\$45.00	\$40.91	\$4.09	\$45.00	Per ticket		Market pricing
Wharves/Foreshores/Boat Ramps								
Recreational Berthing								
Recreational/event berthing		\$55.00	\$52.73	\$5.27	\$58.00	Per day		Market pricing
Foreshore Dinghy storage	Fee to be charged pro rata (year or half year thereof)	\$115.00	\$121.50	\$0.00	\$121.50	Per annum		Full cost pricing
Visitor Information Centre								
Commission - Accomodation bookings		On Request - 12.5% Instantly Bookable - 10%				Per booking		Market pricing
Commission – Tour bookings		On Request - 15% Instantly Bookable - 12.5%				Per booking		Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 55 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Visitor Information Centre [continued]								
Online Accommodation Booking Fee			Range between \$10 - \$15			Per booking		Partial cost pricing
Brochure display	Non-members of Destination Port Stephens	\$286.00	\$274.55	\$27.45	\$302.00	Per brochure		Market pricing
Second (2nd) brochure display	Non-members of Destination Port Stephens	\$166.00	\$159.09	\$15.91	\$175.00	Per brochure		Market pricing
Souvenirs		Prices as displayed on items in store						Market pricing
In Centre Advertising	Annual Fee	\$351.00	\$336.36	\$33.64	\$370.00			Market pricing
Booking Engine Training Fee		\$75.50	\$72.73	\$7.27	\$80.00	Per hour		Market pricing
Set up Fee		\$75.50	\$72.73	\$7.27	\$80.00	Per set up		Market pricing
Online Booking Fee – Tours		\$5.20	\$5.00	\$0.50	\$5.50	Per booking		Partial cost pricing
Amendments/Changes to Bookings		\$34.00	\$32.73	\$3.27	\$36.00	Per change		Market pricing
Cancellation Fee		\$60.00	\$54.55	\$5.45	\$60.00	Per booking		Partial cost pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Development & Building Services								
Services and Administration								
Consultation and Advice								
Pre-Lodgement Meeting/Advice								
Pre-lodgement meeting/advice fees for minor development	Pre-lodgement meeting for residential developments (outbuildings and or up to 5 dwellings), subdivisions (up to 5 lots) or any other development with a value of works up to \$1million Must be requested and paid for prior to meeting	\$300.00	\$288.18	\$28.82	\$317.00			Market pricing
Pre-lodgement meeting/ advice fees for major development	Pre-lodgement meeting for residential developments (more than 5 dwellings), subdivisions (more than 5 lots) or any other development with a value of works over \$1million Must be requested and paid for prior to meeting	\$600.00	\$575.45	\$57.55	\$633.00			Market pricing
Provide pre-lodgement advice where a meeting is not required		\$335.00	\$321.82	\$32.18	\$354.00			Market pricing
Professional and Technical Property Advice								
Provide Dwelling Entitlement advice on land in certain rural, residential and environmental protection zones	Search Council records, review relevant legislation and provide written advice	\$302.00	\$290.00	\$29.00	\$319.00			Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 57 of 165

ORDINARY COUNCIL - 9 APRIL 2024 - ATTACHMENTS

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Year 24/25 Fee (incl. GST)	Unit	Legislation	Pricing Policy
Professional and Technical Property Advice [continued]								
Provide advice on the Physical Commencement of Development Applications	Search Council records, undertake site inspection, review relevant legislation and provide written advice	\$582.00	\$558.18	\$55.82	\$614.00			Market pricing
SEPP Certification or written advice in relation to exempt or complying development		\$194.50	\$186.82	\$18.68	\$205.50			Market pricing
Access appraisals	Request for information report and/or certification	Relates to DA compliance issues, payment of contributions or meeting requirements of planning agreement or meeting DA conditions. Minimum fee plus inspection and reporting costs at \$171.00 per half hour or part thereof						Partial cost pricing
Dilapidation report		Min \$159.00 / Max \$204.00 / Per half hour or part thereof						Market pricing
Consultation Services								
Council Building Surveying or Planning Professional Officer providing consultant services	Per hour or part thereof including travel time if applicable	Accredited Certifier A4-A3 or Development Planner or Strategic Planner \$159.00 / Senior Development Planner or Senior Strategic Planner or Accredited Certifier A2-A1 \$204.00				Per hour or part thereof		Market pricing
Out of hours consultant work or inspection		Min. \$204.00 / Max. \$278.00				Per hour or part thereof		Market pricing
Administration								
Registrations								
Registration of private construction certificate		\$36.00	\$36.00	\$0.00	\$36.00	Per certificate	EP&A Regulation 2000 Clause 263(2)	Statutory pricing
Registration of private complying development certificate		\$36.00	\$36.00	\$0.00	\$36.00	Per certificate	EP&A Regulation 2000 Clause 263(2)	Statutory pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 58 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Registrations [continued]								
Registration of private occupation certificate		\$36.00	\$36.00	\$0.00	\$36.00	Per certificate	EP&A Regulation 2000 Clause 263(2)	Statutory pricing
Scanning and Archiving								
Archiving fee – Applicable to all development and building applications		\$145.00	\$153.00	\$0.00	\$153.00	Per application		Partial cost pricing
Scanning – Development and building applications submitted in hard copy		\$70.00	\$74.00	\$0.00	\$74.00	Per application		Partial cost pricing
Building Specification Booklets								
HIA members		\$18.40	\$17.64	\$1.76	\$19.40	Each		Market pricing
Non HIA members		\$36.50	\$35.00	\$3.50	\$38.50	Each		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Refund of Local Infrastructure Contributions

Refund of Local Infrastructure Contributions	This fee applies to requests to refund Local Infrastructure Contributions and includes up to five hours of work by Council staff including assessment of refund request, preparation and review of Development Contributions Team (DCAT) memorandum, DCAT meeting and refund processing. The fee will be charged to successful requests and will be deducted from the refund amount.	\$1,070.00	\$1,130.00	\$0.00	\$1,130.00	Each		Full cost pricing
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Voluntary Planning Agreements

Phase 1 - Assessment of initial offer	Fee includes up to 4 hours of work by Council staff including review and assessment of offer and formal response. Additional hours will be invoiced to the Developer at an hourly rate of \$226. To be paid prior to staff review.	\$0.00	\$904.00	\$0.00	\$904.00			Full cost pricing
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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Voluntary Planning Agreements [continued]								
Phase 1 - Assessment of subsequent offers	Fee includes up to 3 hours of work by Council staff including review and assessment of offer and formal response. Additional hours will be invoiced to the Developer at an hourly rate of \$226. To be paid prior to staff review.	\$0.00	\$678.00	\$0.00	\$678.00			Full cost pricing
Phase 2 - Executive team endorsement of offers/draft agreements	Fee includes up to 6 hours of work by Council staff including review and assessment of offer, drafting of executive memorandum and formal response. Additional hours will be invoiced to the Developer at an hourly rate of \$226. To be paid prior to preparation of executive memorandum.	\$0.00	\$1,356.00	\$0.00	\$1,356.00			Full cost pricing
Phase 3 - Preparation of agreement	Preparation and or review of planning agreement		Full recovery of all costs to Council					Full cost pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 61 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Voluntary Planning Agreements [continued]								
Phase 4 - Exhibition of draft Planning Agreement	Fee includes up to 20 hours of work by Council staff including review and executive endorsement of draft agreement, preparation of Council report and Councillor briefing. Additional hours will be invoiced to the Developer at an hourly rate of \$226. To be paid prior to preparation of executive memorandum.	\$0.00	\$4,520.00	\$0.00	\$4,520.00			Full cost pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Voluntary Planning Agreements [continued]

Phase 5 - Council endorsement of Planning Agreement	Fee includes up to 25 hours of work by Council staff including review and response to public submissions received during exhibition, executive endorsement of agreement, preparation of Council report and Councillor briefing. Additional hours will be invoiced to the Developer at an hourly rate of \$226. To be paid prior to preparation of executive memorandum or review of submissions, whichever occurs first.	\$0.00	\$5,650.00	\$0.00	\$5,650.00			Full cost pricing
Phase 6 – Monitoring, enforcing and administering the planning agreement	Fee includes any necessary monitoring and administering of the agreement and will be invoiced at an hourly rate of \$226	Full cost recovery or as specified in executed planning agreement						Full cost pricing

Works in Kind Agreements

Preparation of agreement		Full recovery cost of Council's legal fees						Full cost pricing
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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Rezoning and Reclassification

Rezoning Requests

Planning Proposals and Reclassification

Pre-lodgement meeting		\$418.00	\$400.50	\$40.05	\$440.55			Full cost pricing
Independent Review		All direct costs including hourly rate for Project Management at \$226/hour						Full cost pricing
Independent Studies (including a Place Plan)		All direct costs including hourly rate for Project Management at \$226/hour						Full cost pricing
Public Hearing		All Direct Costs						Full cost pricing
NSW Public Spaces Legacy Program Planning Proposal	Stage 1 Lodgement of planning proposal withdrawn or discontinued in 2020 under the NSW Public Spaces Legacy Program.	\$0.00	\$0.00	\$0.00	\$0.00	Per proposal		Free (zero priced)

Basic (Category A) - Planning Proposals

Low impact and low yield development. Includes Section 3.22 amendments, minor additional permitted uses. A low level of assessment, consultation and coordination is required. No, or minimal, supporting studies are required. An accompanying development control plan is not required.

This fee also applies to planning proposals that are consistent with a Place Strategy. The total of all stages except for the Stage 1 - Scoping, is to be paid at Lodgement.

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Basic (Category A) - Planning Proposals [continued]								
Stage 1 – Scoping/pre-lodgement advice	Fee includes up to 35 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of \$226 per hour. The fee is to be paid prior to Council staff accepting the scoping report.	\$5,350.00	\$7,910.00	\$0.00	\$7,910.00	Per proposal		
Stage 2 - Lodgement/Gateway request	Fee includes up to 35 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of \$226 per hour	\$7,490.00	\$7,910.00	\$0.00	\$7,910.00	Per proposal		
Stage 3 – Post Gateway /exhibition	Fee includes up to 80 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of \$226 per hour.	\$17,120.00	\$18,080.00	\$0.00	\$18,080.00	Per proposal		Full cost pricing
Stage 4 – Gazettal and finalisation	Fee includes up to 14 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of \$226 per hour.	\$2,996.00	\$3,164.00	\$0.00	\$3,164.00	Per proposal		Full cost pricing

Standard (Category B) - Planning Proposals

Locally significant urban release areas and development. Significant additional permitted uses. A medium to high level of assessment, consultation and coordination is required. A medium to high number of supporting studies is required. An accompanying development control plan may be required.

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 65 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Standard (Category B) - Planning Proposals [continued]								
Stage 1 – Scoping/pre-lodgement advice	Fee includes up to 49 hours of work by Council staff including rezoning request assessment prior to lodgement. Any additional hours will be invoiced to the applicant at \$226 per hour. The fee is to be paid prior to Council staff accepting the scoping report.	\$7,490.00	\$11,074.00	\$0.00	\$11,074.00	Per proposal		Full cost pricing
Stage 2 - Lodgement/Gateway request	Fee includes up to 70 hours of work by Council staff. Any additional hours will be invoiced to the applicant at \$226 per hour.	\$14,980.00	\$15,820.00	\$0.00	\$15,820.00	Per proposal		Full cost pricing
Stage 3 – Post Gateway /exhibition	Fee includes up to 150 hours of work by Council staff. Any additional hours will be invoiced to the applicant at \$226 per hour.	\$32,100.00	\$33,900.00	\$0.00	\$33,900.00	Per proposal		Full cost pricing
Stage 4 – Gazettal and finalisation	Fee includes up to 35 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of \$226 per hour.	\$7,490.00	\$7,910.00	\$0.00	\$7,910.00	Per proposal		Full cost pricing

Complex (Category C) - Planning Proposals

Large scale urban release areas and development. A high level of assessment, consultation and coordination is required. A high number of supporting studies is required. A development control plan is required.

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Complex (Category C) - Planning Proposals [continued]								
Stage 1 – Scoping/pre-lodgement advice	Fee includes up to 70 hours of work by Council staff including rezoning request assessment prior to lodgement. Any additional hours will be invoiced to the applicant at \$226 per hour. The fee is to be paid prior to Council staff accepting the scoping report.	\$10,700.00	\$15,820.00	\$0.00	\$15,820.00	Per proposal		Full cost pricing
Stage 2 - Lodgement/Gateway request	Fee includes up to 280 hours of work by Council staff. Any additional hours will be invoiced to the applicant at \$226 per hour.	\$59,920.00	\$63,280.00	\$0.00	\$63,280.00	Per proposal		Full cost pricing
Stage 3 – Post Gateway /exhibition	Fee includes up to 300 hours of work by Council staff. Any additional hours will be invoiced to the applicant at \$226 per hour.	\$64,200.00	\$67,800.00	\$0.00	\$67,800.00	Per proposal		Full cost pricing
Stage 4 – Gazettal and finalisation	Fee includes up to 45 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of \$226 per hour.	\$9,630.00	\$10,170.00	\$0.00	\$10,170.00	Per proposal		Full cost pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Principal (Category D) - Planning Proposals

Stage 1 – Scoping/pre-lodgement advice	Fee includes up to 49 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of \$226 per hour. The fee is to be paid prior to Council staff accepting the scoping report.	\$7,490.00	\$11,074.00	\$0.00	\$11,074.00	Per proposal		Full cost pricing
Stage 2 - Lodgement/Gateway request	Fee includes up to 300 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of \$226 per hour.	\$64,200.00	\$67,800.00	\$0.00	\$67,800.00	Per proposal		Full cost pricing
Stage 3 – Post Gateway /exhibition	Fee includes up to 400 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of \$226 per hour.	\$85,600.00	\$90,400.00	\$0.00	\$90,400.00	Per proposal		Full cost pricing
Stage 4 – Gazettal and finalisation	Fee includes up to 55 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of \$226 per hour.	\$11,770.00	\$12,430.00	\$0.00	\$12,430.00	Per proposal		Full cost pricing

Withdrawal of Planning Proposal (All Categories)

Stage 1 Lodgement	Applies to current stage only. Refund not available after issue of Gateway determination.			28% of stage fee				Full cost pricing
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Fees & Charges 2024/2025 - DRAFT | Page 68 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Withdrawal of Planning Proposal (All Categories) [continued]

Stage 2 Gateway	Applies to current stage only. Refund not available after post-exhibition report to Council.			28% of stage fee				Full cost pricing
Stage 3 Gazettal	Applies to current stage only.			28% of stage fee				Full cost pricing

Reclassification of Council-owned Land

Administration fee	Fee applies for non Council proponent	\$588.00	\$619.75	\$0.00	\$619.75			Partial cost pricing
Valuation Fee – Sale of rezoned or reclassified Council land	External valuer. Fee applies for non Council proponent		Fee applies for non Council proponent					Market pricing

Applications (including DAs, CCs, CDCs and s.68)**Development Applications****Application Fees**

Fees are based on value of development as determined by Council's authorised officer and schedule 4 Environmental Planning and Assessment Regulations (EP&A Regs) 2021. The fee unit for the financial year commencing 1 July 2023 will be \$107.28.

<https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0759#sch.4>

Development not involving building work/carrying out of work/subdivision of land/demolition work		\$357.00	\$357.00	\$0.00	\$357.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
Development involving building or demolition work with a value of works up to \$5,000		\$138.00	\$138.00	\$0.00	\$138.00		EP&A Regulation 2021 Schedule 4	Statutory pricing

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Development involving building or demolition work with a value of works \$5,001 – \$50,000		Base fee of \$212, plus \$3.00 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000					EP&A Regulation 2021 Schedule 4	Statutory pricing
Development involving building or demolition work with a value of works \$50,001 – \$250,000		Base fee of \$441, plus \$3.64 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$50,000					EP&A Regulation 2021 Schedule 4	Statutory pricing
Development involving building or demolition work with a value of works \$250,001 – \$500,000		Base fee of \$1,454, plus \$2.34 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$250,000					EP&A Regulation 2021 Schedule 4	Statutory pricing
Development involving building or demolition work with a value of works \$500,001 – \$1,000,000		Base fee of \$2,189, plus \$1.64 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000					EP&A Regulation 2021 Schedule 4	Statutory pricing
Development involving building or demolition work with a value of works \$1,000,001 – \$10,000,000		Base fee of \$3,280, plus \$1.44 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1 million					EP&A Regulation 2021 Schedule 4	Statutory pricing
Development involving building or demolition work with a value of works exceeding \$10,000,000		Base fee of \$19,914, plus \$1.19 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million					EP&A Regulation 2021 Schedule 4	Statutory pricing
Development being a single dwelling with a value of works up to \$100,000	Calculated fee does not apply to development meeting these requirements	\$570.00	\$570.00	\$0.00	\$570.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
Development Application Awareness Fee	Covers the cost of digital and print advertising for all DA's	\$145.00	\$145.00	\$0.00	\$145.00			Market pricing

ORDINARY COUNCIL - 9 APRIL 2024 - ATTACHMENTS

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Additional Application Fees								
Additional fee for agency or authority concurrence or approval	Note: A payment of \$401.20 is required to each approval body. The payment may be in the form of a cheque made out to each body and forwarded to Council, or may be paid directly to each body if that body will accept the fee and a copy of the receipt forwarded to Council.	\$175.00	\$175.00	\$0.00	\$175.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
Additional fee for Integrated Development	Note: A payment of \$401.20 is required to each approval body. The payment may be in the form of a cheque made out to each body and forwarded to Council, or may be paid directly to each body if that body will accept the fee and a copy of the receipt forwarded to Council.	\$175.00	\$175.00	\$0.00	\$175.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
Additional fee for Designated Development	In addition to calculated fee	\$1,154.00	\$1,154.00	\$0.00	\$1,154.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
Electronic referral and review of DA by an Urban Design Panel		\$1,500.00	\$1,500.00	\$0.00	\$1,500.00			
Additional fee for referral of a Residential Apartment Development to an Urban Design Panel	Applies to all DA's and modification applications	\$3,762.00	\$3,762.00	\$0.00	\$3,762.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
Additional fee for referral of other development to an Urban Design Panel	Applies to all DA's and modification applications	\$3,508.00	\$3,762.00	\$0.00	\$3,762.00			Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 71 of 165

ORDINARY COUNCIL - 9 APRIL 2024 - ATTACHMENTS

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Additional Application Fees [continued]

Additional fee for review of all types of development by an Urban Design Panel prior to DA lodgment	Applies to all DA's and modification applications			Maximum fee \$2,500.00				Market pricing
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Subdivision Application Fees

Boundary realignment		\$414.00	\$414.00	\$0.00	\$414.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
Consolidation of lots		\$414.00	\$414.00	\$0.00	\$414.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
Development application involving strata subdivision			\$414.00 plus \$65.00 per additional new lot				EP&A Regulation 2021 Schedule 4	Statutory pricing
Development application involving subdivision, other than strata subdivision, not involving the opening of a public road	In addition to calculated fee for subdivision works		\$414.00 plus \$53.00 per additional new lot				EP&A Regulation 2021 Schedule 4	Statutory pricing
Development application involving subdivision, other than strata subdivision, involving the opening of a public road	In addition to calculated fee for subdivision works		\$833.50 plus \$65.00 per additional new lot				EP&A Regulation 2021 Schedule 4	Statutory pricing

Signage Application Fees

Signage		\$357.00 plus \$93.00 for each advertisement in excess of 1					EP&A Regulation 2021 Schedule 4	Statutory pricing
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Notification and Advertising Fees

*Note - Council shall refund so much of the additional portion of the fee as not spent in giving the notice.

Notification pursuant to Council Community Participation Plan (CPP)		\$267.50	\$282.00	\$0.00	\$282.00			Statutory pricing
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continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 72 of 165

ORDINARY COUNCIL - 9 APRIL 2024 - ATTACHMENTS

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Re-Notification pursuant to Council Community Participation Plan (CPP)	Where Council is required to re-notify a development application due to amendments to the proposal	\$267.50	\$282.00	\$0.00	\$282.00			Statutory pricing
Advertising pursuant to Council Community Participation Plan (CPP)			Up to a maximum of \$1,385.00				EP&A Regulation 2021 Schedule 4	Statutory pricing
Re-Advertising pursuant to Council Community Participation Plan (CPP)	Where Council is required to re-advertise a development application due to amendments to the proposal		Up to a maximum of \$1,385.00				EP&A Regulation 2021 Schedule 4	Statutory pricing
Advertising fee for Advertised, Nominated Integrated, Threatened Species or Class 1 Aquaculture Development	For developments classified as Advertised or Nonominated Integrated Development in accordance with the EP&A Regulation 2021		Up to a maximum of \$1,385.00				EP&A Regulation 2021 Schedule 4	Statutory pricing
Advertising fee for Designated Development	For developments defined as Designated Development in accordance with the EP&A Regulation 2021.		Up to a maximum of \$2,784.00				EP&A Regulation 2021 Schedule 4	Statutory pricing
Advertising fee for Prohibited Development	For Prohibited Development as defined under the Port Stephens Local Environmental Plan.		Up to a maximum of \$1,385.00				EP&A Regulation 2021 Schedule 4	Statutory pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Year 24/25 Fee (incl. GST)	Unit	Legislation	Pricing Policy
Modification (s4.55) Fees								
Modification under Section 4.55 (EP&A Act 1979 and EP&A Regulations 2021) – Correct administrative error of Council	No administrative fee applies to the handling or administration of such applications	\$0.00	\$0.00	\$0.00	\$0.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
Modification under Section 4.55 (EP&A Act 1979 and EP&A Regulations 2021) – Incorrect description/minor error or miscalculation		\$89.00	\$89.00	\$0.00	\$89.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
Modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) – Minimal environmental impact		\$808.00 or 50% of the original DA fee, whichever is the lesser					EP&A Regulation 2021 Schedule 4	Statutory pricing
Modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, if original DA fee was less than 1 fee unit or 1 fee unit or more and the original development application did not involve the erection of a building, the carrying out of a work or the demolition of a work or building		50% of the original DA fee					EP&A Regulation 2021 Schedule 4	Statutory pricing
Modification under Section 4.55(2) or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, with original DAfee more than 1 fee unit or 1 fee unit or more and the original development application involved the erection of a dwelling house with an estimated cost of \$100,000 or less		\$238.00					EP&A Regulation 2021 Schedule 4	Statutory pricing
Any other modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, with original DA fee of 1 fee unit or more and with a value of works up to \$5,000		\$68.00	\$68.00	\$0.00	\$68.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
Any other modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, with original DA fee of 1 fee unit or more and with a value of works up from \$5,001 – \$250,000		\$106.00 plus \$1.50 for each \$1,000 or part thereof of the estimated cost					EP&A Regulation 2021 Schedule 4	Statutory pricing
Any other modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, with original DA fee of 1 fee unit or more and with a value of works up from \$250,001 – \$500,000		\$627.00 plus an additional \$0.85 for each \$1,000 by which the estimated cost exceeds \$250,000					EP&A Regulation 2021 Schedule 4	Statutory pricing
Any other modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, with original DA fee of 1 fee unit or more and with a value of works up from \$500,001 – \$1,000,000		\$893.00 plus an additional \$0.50 for each \$1,000 by which the estimated cost exceeds \$500,000					EP&A Regulation 2021 Schedule 4	Statutory pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 74 of 165

ORDINARY COUNCIL - 9 APRIL 2024 - ATTACHMENTS

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Modification (s4.55) Fees [continued]

Any other modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, with original DA fee of 1 fee unit or more and with a value of works up from \$1,000,001 – \$10,000,000		\$1,237.00 plus an additional \$0.40 for each \$1,000 by which the estimated cost exceeds \$1,000,000					EP&A Regulation 2021 Schedule 4	Statutory pricing
Any other modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, with original DA fee of 1 fee unit or more and with a value of works over \$10,000,000		\$5,942.00 plus an additional \$0.27 for each \$1,000 by which the estimated cost exceeds \$10,000,000					EP&A Regulation 2021 Schedule 4	Statutory pricing

Additional Modification (s4.55) Fees

Additional fee for modification under Section 4.55(2) or 4.56(1) (EP&A Act 1979 and EP&A Regulations 2021) where notice is required to be given		\$834.00	\$834.00	\$0.00	\$834.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
Additional fee for referral of a Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) modification application which relates to Residential Apartment Development accompanied by a design verification from a qualified designer	Fee is to be refunded if the modification application is not referred to a design review panel	\$953.00	\$953.00	\$0.00	\$953.00		EP&A Regulation 2021 Schedule 4	Statutory pricing

Withdrawal Fees

Application is withdrawn before an assessment report has been commenced				80% of fee may be refunded				Partial cost pricing
Application is withdrawn after an assessment report is commenced, but before completion of the assessment				40% of fees may be refunded				Partial cost pricing
Application is withdrawn after assessment has been completed but before determination is made				No refund applicable				Partial cost pricing
Application has been advertised or notified				No refund of notification or advertising fee (fee retained)				Full cost pricing

Review of Decision to Reject Application

Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) if the estimated cost of development is less than \$100,000		\$68.00	\$68.00	\$0.00	\$68.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
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Fees & Charges 2024/2025 - DRAFT | Page 75 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Review of Decision to Reject Application [continued]								
\$100,000–\$1 million		\$187.00	\$187.00	\$0.00	\$187.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
more than \$1 million		\$313.00	\$313.00	\$0.00	\$313.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
Review of Determination of Application								
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) of development that doesn't involve building work, carrying out of a work, or demolition		50% of the fee for the original development application					EP&A Regulation 2021 Schedule 4	Statutory pricing
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) involving development with an estimated cost up to \$5,000		\$68.00	\$68.00	\$0.00	\$68.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) involving development with an estimated cost \$5,001 – \$250,000		\$107.00 plus \$1.50 for each \$1,000 or part thereof of the estimated cost					EP&A Regulation 2021 Schedule 4	Statutory pricing
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) involving development with an estimated cost \$250,001 – \$500,000		\$627.00 plus an additional \$0.85 for each \$1,000 by which the estimated cost exceeds \$250,000					EP&A Regulation 2021 Schedule 4	Statutory pricing
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) involving development with an estimated cost \$500,001 – \$1,000,000		\$893.00 plus an additional \$0.50 for each \$1,000 by which the estimated cost exceeds \$500,000					EP&A Regulation 2021 Schedule 4	Statutory pricing
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) involving development with an estimated cost \$1,000,001 – \$10,000,000		\$1,237.00 plus additional \$0.40 for each \$1,000 by which the estimated cost exceeds \$1,000,000					EP&A Regulation 2021 Schedule 4	Statutory pricing
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) involving development with an estimated cost more than \$10,000,000		\$5,942.00 plus an additional \$0.27 for each \$1,000 by which the estimated cost exceeds \$10,000,000					EP&A Regulation 2021 Schedule 4	Statutory pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 76 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Review of Determination of Application [continued]								
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) involving erection of a dwelling with an estimated cost of \$100,000 or less		\$238.00	\$238.00	\$0.00	\$238.00		EP&A Regulation 2021 Schedule 4	Statutory pricing
Additional fee for review of modification where notice is required to be given under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021)		\$777.00	\$777.00	\$0.00	\$777.00		EP&A Regulation 2021 Schedule 4	Statutory pricing

Building Works Construction Certificate Fees**Application Fees**

All application fees are to be as per a pre-lodgement quotation based upon the finished market value of works as determined by Council, the professionalism of the submission, the applicant or applicants agent and the business relationship with the Council

Construction Works with a value up to \$5,000		Minimum fee \$136.00 plus \$3.25 per \$1,000 or part thereof Maximum fee \$176.00 plus \$10.80 per \$1,000 or part thereof		Market pricing
Construction Works with a value from \$5,001 – \$100,000		Minimum fee \$136.00 plus \$3.25 per \$1,000 or part thereof Maximum fee \$176.00 plus \$8.60 per \$1,000 or part thereof		Market pricing
Construction Works with a value from \$100,001 – \$400,000		Minimum fee \$352.00 plus \$1.60 per \$1,000 or part thereof Maximum fee \$1011.00 plus \$4.30 per \$1,000 or part thereof		Market pricing
Construction Works with a value from \$400,001 – \$1,000,000		Minimum fee \$880.00 plus \$2.40 per \$1,000 or part thereof Maximum fee \$2328.00 plus \$2.70 per \$1,000 or part thereof		Market pricing
Construction Works with a value over \$1,000,000		\$2,783.00 plus as per quotation. Staff time per hour plus cost of resources required		Market pricing

Modification (CL148) Fees

Modification under s24 of the EP&A (DC&FS) Reg 2021		20% of the original fee or \$102.00 whichever is the greater		Market pricing
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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Withdrawal Fees for Construction Certificates

Application is withdrawn before site investigations are made		80% of fee may be refunded on request of the applicant						Market pricing
Application is withdrawn prior to a BCA/DA compliance audit being commenced		40% of fees may be refunded on request of the applicant						Market pricing
Application is withdrawn after the BCA/DA compliance audit has been commenced but before the certificate is issued		5% of fee may be refunded on request of the applicant						Market pricing

BCA Performance Solution Fee

Assessment of Performance BCA Solution for Construction Certificate	Provision of expert opinion, consultants, testing to assess the performance solution(s)	25% to 75% loading on scheduled fees plus 130% of Council's direct costs						Market pricing
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Complying Development Certificate Fees**Application Fees**

Variable component building works – Based on the value of the building and all development works as determined by Council's Building Surveyor

Complying Development Certificate involving demolition of a single dwelling		\$366.00	\$350.91	\$35.09	\$386.00			Market pricing
Complying Development Certificate with a value up to \$5,000		Minimum fee \$136.00 plus \$3.25 per \$1,000 or part thereof Maximum fee \$176.00 plus \$10.80 per \$1,000 or part thereof						Market pricing
Complying Development Certificate with a value from \$5,001 – \$50,000		Minimum fee \$216.00 plus \$6.50 per \$1,000 or part thereof over \$5,000 Maximum fee \$238.00 plus \$10.80 per \$1,000 or part thereof over \$5,000						Market pricing
Complying Development Certificate with a value \$50,001 – \$400,000		Minimum fee \$274.00 plus \$4.30 per \$1,000 or part thereof over \$50,000 Maximum fee \$392.00 plus \$10.80 per \$1,000 or part thereof over \$50,000						Market pricing
Complying Development Certificate with a value \$400,001 – \$1,000,000		Minimum fee \$1,987.00 plus \$1.30 per \$1,000 or part thereof over \$400,000 Maximum fee \$5020.00 plus \$3.30 per \$1,000 or part thereof over \$400,000						Market pricing
Complying Development Certificate with a value over \$1,000,000		\$2,772.00 plus as per quotation (staff time per hour plus cost of resources required)						Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Modification (S4.30) Fees of Complying Development Certificate

Modification under Section 4.30		20% of original fee or \$102.00 whichever is the greater						Market pricing
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Withdrawal Fees of Complying Development Certificates

Application is withdrawn before site investigations are made		80% of fee may be refunded on request of the applicant						Market pricing
Application is withdrawn prior to preparation of an assessment / compliance audit being commenced		40% of fees may be refunded on request of the applicant						Market pricing
Application is withdrawn after the assessment/compliance audit has been completed, but before the certificate is issued		5% of fee may be refunded on request of the applicant						Market pricing

BCA Performance Solution Fee

Assessment of Performance BCA Solution for Complying Development Certificate	Provision of expert opinion, consultants, testing to assess the alternate solution(s)	25% to 75% loading on scheduled fees plus 130% of Council's direct costs						Market pricing
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Section 68 Application Fees (Local Government Act 1993)**Applications other than that for a manufactured home, caravan park, movable dwelling or onsite waste management system**

Application other than to install a manufactured home, moveable dwelling or associated structure on land or an on-site sewage management system	Per application inspection	\$206.00	\$217.50	\$0.00	\$217.50	Per application/ inspection		Market pricing
Objections to application of regulations and local policies		\$250.00	\$250.00	\$0.00	\$250.00		Local Government Act 1993 Section 82	Market pricing
Application to Transport Waste (over/under public land)		\$100.00	\$100.00	\$0.00	\$100.00			Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Certification**Building Inspection Fees****Residential Development Fees**

For all additional inspections in excess of those listed additional inspection fees including GST are applicable

Residential Development up to \$10,000 where a single site visit only is required for critical post approval stage inspection		Minimum fee \$232. Maximum fee \$382. Single inspection only	Per development	Market pricing
Residential Development up to \$10,000 where two site visits only are required for all critical post approval stage inspections		Minimum fee \$406. Maximum fee \$569. Up to 2 inspections, e.g. shed footings and S/W inspection conducted concurrently, frame and final inspection conducted concurrently	Per development	Market pricing
Residential Development \$10,001 – \$20,000		Minimum fee \$606. Maximum fee \$850. Up to 3 inspections per development	Per development	Market pricing
Residential Development \$20,001 – \$50,000		Minimum fee \$800.00. Maximum fee \$1,125.00. Up to 4 inspections per development	Per development	Market pricing
Residential Development \$50,001 – \$100,000		Minimum fee \$1006.00. Maximum fee \$1418.00. Up to 5 inspections per development/per unit	Per development/ Per unit	Market pricing
Residential Development more than \$100,001		Minimum fee \$1206. Maximum fee \$1693. Up to 6 inspections per development/per unit	Per development/ Per unit	Market pricing

Commercial/Industrial Development/ Residential Fees (class2-9)

For all additional inspections in excess of those listed additional inspection fees including GST are applicable

Industrial / Commercial Development / Residential Up to \$50,000		Minimum fee \$606.00. Maximum fee \$850.00. Up to 3 inspections		Market pricing
Industrial / Commercial Development / Residential Greater than \$50,001		Minimum fee \$1006.00 Maximum fee \$1418.00. Up to 5 inspections		Market pricing
Industrial / Commercial Development / Residential Additional Inspections (as required for development type)		Minimum fee \$175.00. Maximum fee \$225.00 per hour or part thereof.		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Class 2, 3 & 4 Additional Inspection Fees

Additional residential fees under s61 EP&A (DC&FS)Regs 2021

Before covering fire protection at service penetrations - Calculated per level requiring inspection		Minimum fee \$175.00. Maximum fee \$225.00 per hour or part thereof						Market pricing
Before covering the junction of an internal fire-resisting construction bounding a sole-occupancy unit - Calculated per level requiring inspection		Minimum fee \$175.00. Maximum fee \$225.00 per hour or part thereof						Market pricing
Before covering waterproofing in a wet area, for at least 10% of rooms with a wet area in the building		Minimum fee \$175.00. Maximum fee \$225.00 per hour or part thereof						Market pricing
Attendance of Commissioning test for Fire Safety Service		Minimum fee \$175.00. Maximum fee \$225.00 per hour or part thereof						Market pricing
Additional inspection or reinspection	Required inspections and critical stage inspections will be done concurrently if possible and viable. Additional inspections may be required and must be paid for prior to inspection being done or may be invoiced at discretion of Building Inspector	Minimum fee \$175.00. Maximum fee \$225.00 per hour or part thereof						Market pricing
Out of hours inspection		\$231.00 per half hour or part thereof						Market pricing
Building inspection where Construction Certificate has not been issued by Port Stephens Council	Quotation based on above schedule and staff time per hour plus cost of resources at cost plus 20%	154%-220% of the applicable fee or as otherwise determined by the BAM						Market pricing

Compliance Certificate Fees

Compliance Certificate		\$194.00	\$185.91	\$18.59	\$204.50	Per hour		Market pricing
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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Occupation Certificate Fees

Class 1 or Class 10 Building Fees

Occupation Certificate for a Class 1 or Class 10 building with a value up to \$5,000	Paid at time of PCA appointment Covers single dwelling and ancillary out buildings	\$133.60	\$128.00	\$12.80	\$140.80			Market pricing
Occupation Certificate for a Class 1 or Class 10 building with a value from \$5,001 – \$20,000	Paid at time of PCA appointment Covers single dwelling and ancillary out buildings	\$194.00	\$185.91	\$18.59	\$204.50			Market pricing
Occupation Certificate for a Class 1 or Class 10 building with a value from \$20,001 – \$400,000	Paid at time of PCA appointment Covers single dwelling and ancillary out buildings	\$250.00	\$239.55	\$23.95	\$263.50			Market pricing
Occupation Certificate for a Class 1 or Class 10 building with a value from \$400,001 – \$1,000,000	Paid at time of PCA appointment Covers single dwelling and ancillary out buildings	\$308.00	\$295.45	\$29.55	\$325.00			Market pricing
Occupation Certificate for a Class 1 or Class 10 building with a value over \$1,000,000	Paid at time of PCA appointment Covers single dwelling and ancillary out buildings	\$308.00	\$295.45	\$29.55	\$325.00			Market pricing

Class 2 to Class 9 Building Fees

Occupation Certificate for a Class 2 - 9 building with a value up to \$20,000	Paid at time of PCA appointment	\$194.00	\$185.91	\$18.59	\$204.50	Per building		Market pricing
Occupation Certificate for a Class 2 - 9 building with a value from \$20,001 – \$200,000	Paid at time of PCA appointment	\$250.00	\$239.55	\$23.95	\$263.50	Per building		Market pricing
Occupation Certificate for a Class 2 - 9 building with a value from \$200,001 – \$400,000	Paid at time of PCA appointment	\$250.00	\$239.55	\$23.95	\$263.50	Per building		Market pricing
Occupation Certificate for a Class 2 - 9 building with a value from \$400,001 – \$1,000,000	Paid at time of PCA appointment	\$308.00	\$295.45	\$29.55	\$325.00	Per building		Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 82 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Class 2 to Class 9 Building Fees [continued]

Occupation Certificate for a Class 2 - 9 building with a value greater than \$1,000,001	Paid at time of PCA appointment	\$308.00	\$295.45	\$29.55	\$325.00	Per building		Market pricing
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Relocated Building Fees

Inspection of relocated building Port Stephens LGA		\$225.50	\$238.00	\$0.00	\$238.00	Per hour		Market pricing
Travelling cost associated with inspection of relocated building	To and from site within or outside Port Stephens LGA	\$3.40per kilometre in addition to inspection fee				Per kilometre		Market pricing

Other Certificates

Building Information Certificate Fees

Application Fees

Class 1 (dwelling) or Class 2 building comprising 2 dwellings only, including Class 10 (outbuildings)		\$250.00	\$250.00	\$0.00	\$250.00	Per dwelling on lot		Market pricing
Class 10 (outbuildings)		\$250.00	\$250.00	\$0.00	\$250.00	Per dwelling on lot		Market pricing
Class 2 – 9 buildings with floor area not exceeding 200m2		\$250.00	\$250.00	\$0.00	\$250.00			Market pricing
Class 2 – 9 buildings with floor area exceeding 200m2 but not exceeding 2,000m2		\$250.00 fee plus \$0.50 per square metre above 200 square metres						Market pricing
Class 2 - 9 buildings with floor area exceeding 2,000m2		\$1,165.00 fee plus \$0.75 per square metre above 2,000 square metres						Market pricing
Applications relating to external walls only		\$250.00	\$250.00	\$0.00	\$250.00	Per application		Market pricing
Additional fee - can be applied for the assessment of building works carried out without the required planning assessment and consent or not in accordance with the relevant consent, approval, certification and/or inspections		Fee calculated by cost of development and Council's applicable fee for a Development Consent, Construction Certificate or Complying Development Certificate						Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Other Fees

Reinspection fee	Can be applied once only to each building certificate application	\$90.00	\$90.00	\$0.00	\$90.00	Per inspection		Market pricing
Copy of Certificate		\$13.00	\$13.00	\$0.00	\$13.00	Per copy		Market pricing
Certified copy of document or map		\$53.00	\$53.00	\$0.00	\$53.00	Per item		Market pricing

Bushfire Certificate Fees

Bushfire certificate where Council is the certifier		\$225.00 fee per certificate if Council is the certifying authority				Per certificate		Market pricing
Bushfire certificate where Council is not the certifier		\$506.00 minimum fee per certificate if Council is NOT the certifying authority				Per certificate		Market pricing

Planning Certificate Fees

Section 10.7(2) Planning Certificate		\$66.00	\$66.00	\$0.00	\$66.00	Per certificate	EP&A Regulation 2021 Schedule 4	Statutory pricing
Section 10.7(2) and 10.7(5) Planning Certificate		\$167.00	\$167.00	\$0.00	\$167.00	Per certificate	EP&A Regulation 2021 Schedule 4	Statutory pricing

Swimming Pools

Certificate of Compliance Fees

Swimming Pool Certificate of Compliance (including 1st inspection)	Includes 1st inspection and issue of Certificate of Compliance	\$150.00	\$136.36	\$13.64	\$150.00	Per occurrence	Swimming Pools Regulation 2018 Clause 19	Statutory pricing
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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Certificate of Compliance Fees [continued]								
Reinspection fee for Swimming Pool Certificate of Compliance	Re-inspection fees in respect of Swimming Pool Certificates of Compliance will be charged in accordance with the Swimming Pool Regulations	\$100.00	\$90.91	\$9.09	\$100.00	Per occurrence	Swimming Pools Regulation 2018 Clause 19	Statutory pricing
Swimming Pool Registration Fees								
Administration Fee for Registration of Swimming Pool or Amendment of Swimming Pool Registration		\$10.00	\$9.09	\$0.91	\$10.00	Per registration or amendment	Swimming Pools Regulation 2018 Clause 25	Statutory pricing
Swimming Pool Safety Barrier Exemption Fee								
Application Fee for Swimming Pools Safety Barrier Exemption Application		\$250.00	\$250.00	\$0.00	\$250.00	Per application	Swimming Pools Regulation 2018 Clause 13(1)	Statutory pricing
Fire Safety								
Registration Fee								
Fire Safety – Administration fee	Manage a Fire Safety Statement including ensuring information on that statement is dealt with as required by legislation	\$61.00	\$58.64	\$5.86	\$64.50	Per request		Partial cost pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Inspection Fee

Fire Safety – Inspection fee		\$201.00	\$192.73	\$19.27	\$212.00	Per half hour or part thereof		Partial cost pricing
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Fire Safety Certificate Fee

Fire Safety – Certification audit	Per individual fire safety measure type Consider and determine whether a Fire Safety Statement complies with relevant legislation	\$61.00	\$58.64	\$5.86	\$64.50	Per measure		Partial cost pricing
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Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings**Application Fees**

Install a Manufactured home, moveable dwelling or associated structure on land (Section 68A Local Government Act)		\$531.00	\$560.00	\$0.00	\$560.00			Market pricing
Application for approval to Operate a Manufactured Home Estate, Caravan Park or Camping Ground (Initial)		Minimum Inspection fee of \$300.00 plus \$5.40 per site				Per site		Market pricing
Application for approval to Operate a Manufactured Home Estate, Caravan Park or Camping Ground (Renewal)		Minimum Inspection fee of \$150.00 plus \$3.70 per site				Per site		Market pricing
Application for Approval to Operate Manufactured Home Estates, Caravan Park or Camping Ground (change of details including community map)		\$65.00	\$65.00	\$0.00	\$65.00			Market pricing
Application for Approval to Operate Manufactured Home Estate, Caravan Park or Camping Ground (Amendment)		Minimum Inspection Fee of \$150.00 plus \$3.75 per site						Market pricing
Application for installation of relocatable home or rigid annexe on flood liable land		\$250.00	\$250.00	\$0.00	\$250.00			Market pricing

Inspection and Certificate Fees

Assessment of Notice of Completion of Installation (Manufactured Home) and issue of certificate of completion (per site)		\$65.00	\$65.00	\$0.00	\$65.00	Per inspection		Market pricing
Receipt of Notice of Completion of Installation (Relocatable Home or Associated Structure) (per site)		\$33.00	\$33.00	\$0.00	\$33.00	Per inspection		Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 86 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Inspection and Certificate Fees [continued]

Inspection and Re-Inspection associated with Manufactured Home Estate, Caravan Park or Camping Ground (per hour minimum 30 minutes)		\$284.00	\$284.00	\$0.00	\$284.00			Market pricing
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Compliance**Compliance Cost Notice Fees**

Order Compliance Costs	Maximum fee* Notes: * Actual fee determined based on costs and expenses	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00			Statutory pricing
Notice of Intention Compliance Costs	Maximum fee* Notes: * Actual fee determined based on costs and expenses	\$500.00	\$500.00	\$0.00	\$500.00			Statutory pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Engineering & Works**Subdivision Certificate Fees****Application Fees**

Subdivision Certificate					\$385.00 plus \$150.00 per lot	Per lot		Market pricing
Strata Certificate					\$385.00 plus \$100.00 per lot	Per lot		Market pricing

Other Fees

Release / vary / modify restrictions as to user, covenants/caveats, rights of carriageway, easements and the like	Per covenant / easement / etc. Includes up to 4hrs of investigation and assessment work. Additional charge of \$260 per hour for any work incurred in excess of 4hrs	\$365.00	\$385.00	\$0.00	\$385.00	Per covenant		Market pricing
Endorsement of new restriction as to user, covenant/caveat, right of carriageway, easement or the like	Per endorsement. Includes up to 4hrs of investigation and assessment work. Additional charge of \$260 per hour for any work incurred in excess of 4hrs	\$365.00	\$385.00	\$0.00	\$385.00	Per endorsement		Market pricing
Termination of Strata Plan		\$365.00	\$385.00	\$0.00	\$385.00	Per covenant		Market pricing
Resigning of subdivision certificate, strata certificate, deposited plan, 88b instrument or the like		\$365.00	\$385.00	\$0.00	\$385.00	Per document		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees								
Additional Assessment and/or Reinspection	Includes but is not limited to: review of additional documentation, providing revised certificate, failed inspection where re-inspection is required, any additional inspections requested by applicant, any combination of above. Minimum 1 hour				\$260.00 per hour Minimum 1 hour			Market pricing
Drainage not part of road construction – Application Fee	Includes but is not limited to: Interallotment drainage, additional pipes outside of road construction, etc. Fee includes two reviews of submitted documentation. Additional reviews attract additional fees at hourly rate of \$260.00 per hour.				\$11.50 per metre Min. Fee excl. GST: \$1,040.00			Market pricing
Drainage not part of road construction – Inspection/PCA Fee	Includes but is not limited to: Interallotment drainage, additional pipes outside of road construction, etc.				\$23.00 per metre Min. Fee excl. GST: \$1,040.00			Market pricing
Formal Engineering Advice					\$260.00 per hour Minimum 1 hour	Per hour or part thereof		Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24	Year 24/25			Unit	Legislation	Pricing Policy
		Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)			

Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees [continued]

Engineering Information Certificate	All Development Engineering Information (excluding specific flooding information – see 'Flood Certificate') that should be considered prior to submitting an application.	\$275.00	\$260.00	\$26.00	\$286.00	Per lot		Market pricing
Miscellaneous Works - Application Fee	Includes but is not limited to: industrial/ commercial driveways, car parks, bulk earthworks, footpaths, cycleways, kerb and gutter, etc. Fee includes two reviews of submitted documentation. Additional reviews attract additional fees at hourly rate of \$260.00 per hour.			2% of the cost of works Min. Fee excl. GST: \$1,040.00				Market pricing
Miscellaneous Works - Inspection/PCA Fee	Includes but not limited to: industrial/ commercial driveways, car parks, bulk earthworks, footpaths, cycleways, kerb and gutter, etc.			2% of the cost of works Min. Fee excl. GST: \$1,040.00				Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees [continued]

Engineering Certification - Application fee	Where the following works are requested to be assessed by Council: private road and drainage design compliance, private road and drainage construction compliance, private storm water management facilities design compliance, private storm water management facilities construction compliance. Fee includes two reviews of submitted documentation. Additional reviews attract additional fees at hourly rate of \$260.00 per hour.		Minimum is based on fee unit applicable 2% cost of works or hourly rate or any other fee as applicable in the schedule Min. Fee excl. GST: \$1,040.00					Market pricing
Principal Certifying Authority fee	Where private Accredited Certifier has been appointed		2% cost of works or hourly rate or any other fee as applicable in the schedule. Min. Fee excl. GST: \$1,040.00					Market pricing
Rural Road Construction - Application Fee	Includes but is not limited to: construction of road in rural areas, turning lanes, slip road, extension, widening, etc. Fee includes two reviews of submitted documentation. Additional reviews attract additional fees at hourly rate of \$260.00 per hour.		\$15.00 per metre Min. Fee excl. GST: \$1,040.00					Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees [continued]

Rural Road Construction - Inspection/PCA Fee	Includes but is not limited to: construction of road in rural areas, turning lanes, slip road, extension, widening, etc.		\$30.00 per metre					Market pricing
			Min. Fee excl. GST: \$1,040.00					
Urban, Industrial, Commercial and Residential Road Construction - Application Fee	Includes but is not limited to: construction of roads in urban, industrial, commercial and residential areas, turning lanes, slip road, extension widening, etc. Fee includes two reviews of submitted documentation. Additional reviews attract additional fees at hourly rate of \$260.00 per hour.		\$21.00 per metre					Market pricing
			Min. Fee excl. GST: \$1,040.00					
Urban, Industrial, Commercial and Rural Residential Road Construction - Inspection/PCA Fee	Includes but is not limited to: construction of roads in urban, industrial, commercial and rural residential areas.		\$42.00 per metre					Market pricing
			Min. Fee excl. GST: \$1,040.00					
Stormwater quality and/or quantity improvement structure - Application fee	Includes but is not limited to: detention basins, nutrient ponds, gross pollutant traps, rain gardens, etc. Fee includes two reviews of submitted documentation. Additional reviews attract additional fees at hourly rate of \$260.00 per hour.		\$1,040.00 per structure					Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees [continued]

Stormwater quality and/or quantity improvement structure - Inspection/PCA fee	Includes but is not limited to: detention basins, nutrient ponds, gross pollutant traps, rain gardens, etc.				\$1,040.00 per structure			Market pricing
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Works Quality and Outstanding Works Bonds Fees

Outstanding works bond	Where Council accepts to bond works not completed. Includes administration/management				200% cost of works Min. Fee excl. GST: \$6,300.00			Market pricing
Works Quality Bond	Where Council accepts completed works as satisfactory and requires a bond for a period of 12 months to ensure quality of works.				5% cost of works (works excluding water and sewer) Min. Fee excl. GST: \$6,300.00			Market pricing

Flooding Information

Flood Certificate – single lot, standard request	Flood level information				\$305.00 per lot	Per lot		Market pricing
Flood Certificate – multiple adjoining Lots – standard request	Flood level information				\$240.00 per lot	Per lot		Market pricing
Flood Certificate – single lot – urgent request	Flood level information				\$610.00 per lot	Per lot		Market pricing
Flood Certificate – multiple adjoining Lots – urgent request	Flood level information				\$480.00 per lot	Per lot		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Drainage Works (Section 307 of the Water Management Act 2000)

Approvals/Inspections

Additional Assessment and/or Reinspection	Includes but is not limited to: review of additional documentation, providing revised certificate, failed inspection where re-inspection is required, any additional inspections required by applicant, any combination of the above. Minimum 1 hour			\$240.00 per hour Minimum 1 hour		Per hour or part thereof		Market pricing
Connect to public system	Includes but is not limited to: Pipes that connect to public stormwater system, pipes that eventually flow to public stormwater system (even if not directly connected), pipes that flow into catchments or wetlands, etc.			\$240.00 per connection		Per connection		Market pricing
Public drainage line	Includes but is not limited to: Construction of public drainage line within the road reserve before connection to public system, etc.			\$26.00 per metre Min. Fee: \$960 (GST not applicable)		Per metre of drainage		Market pricing
Stormwater quality and/ or quantity improvement structure approval	Includes but is not limited to: detention basins, nutrient ponds, Gross Pollutant Traps, rain gardens, etc.			\$960.00 per structure		Per structure		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Kerb & Guttering

Corner Lots		\$55.00	\$52.73	\$5.27	\$58.00	Per lineal metre		Partial cost pricing
Frontage (other than corner lots)		\$80.50	\$77.27	\$7.73	\$85.00	Per lineal metre		Partial cost pricing
Rear boundaries		\$42.50	\$40.91	\$4.09	\$45.00	Per lineal metre		Partial cost pricing
Gutter crossing	Layback kerb	By quotation – inclusive of GST. Quotation will be based on an estimated cost of labour, plant, materials and organisational overheads						Full cost pricing

Pipe & Gravel Access

Pipe & Gravel Access Fee		By quotation – inclusive of GST. Quotation will be based on an estimated cost of labour, plant, materials, organisational overheads and allowance for profit to complete the works						Full cost pricing
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Private Utility Installation**Public Roads/Places**

Category 1 installation – Initial Fee	Up to 50mm diameter and up to 10m length	\$877.00	\$840.91	\$84.09	\$925.00	Each		Market pricing
Subsequent Fee per metre	Up to 50mm diameter and over 10m length	\$172.00	\$165.00	\$16.50	\$181.50	Per km		Market pricing
Category 2 installation – Initial Fee	Over 50mm diameter and up to 10m length	\$4,015.00	\$3,850.00	\$385.00	\$4,235.00	Each		Market pricing
Category 2 installation – Subsequent Fee per metre	Over 50mm diameter and 10m length	\$832.00	\$797.27	\$79.73	\$877.00	Per km		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 GST Fee (excl. GST)	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Restorations							
Roads, Footpaths, Associated Access, Drainage							
Bituminous Surfaces							
All surfaces	Square metre charge Minimum fee is \$930.00		\$210.00 per square metre				Full cost pricing
Concrete – Footpaths & Domestic Driveways							
Footpaths & Domestic Driveways			\$200.00 per square metre Min. Fee excl. GST: \$909.09				Full cost pricing
Concrete – Roads & Commercial Driveways							
Roads & Commercial Driveways			\$546.00 per square metre Min. Fee excl. GST: \$1,077.27				Full cost pricing
Kerb & Gutter							
Kerb & Gutter Fee			\$650.00 per lineal metre Min. Fee excl. GST: \$1,181.82				Full cost pricing
Other							
All restorations			By quotation - Several openings made simultaneously within 45 metres may be grouped as one				Full cost pricing
All restorations – Separate restoration costs for openings			By quotation - Separate restoration costs for openings over five square metres to be estimated by Council				Full cost pricing
Earth, gravel and all other classes of unsealed pavements or shoulders			Full recovery of all costs to Council - Quote to be provided upon request				Full cost pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Roads Works (Section 138 of Roads Act 1993)

Approvals/Inspections

Additional Assessment and/or Reinspection	Includes but is not limited to: review of additional documentation, providing revised certificate, failed inspection where re-inspection is required, any additional inspections required by applicant, any combination of the above.			\$240.00 per hour Minimum 1 hour				Market pricing
Miscellaneous Works	Includes but is not limited to: construction of footpaths and shared paths, kerb and gutter, industrial/commercial driveways, etc.			4% of cost of works Min. Fee: \$960 (GST not applicable)				Market pricing
Rural Road Construction	Includes but is not limited to: construction of road in rural areas, turning areas, slip roads, extensions, widening, etc.			\$38.00 per metre Min. Fee: \$960 (GST not applicable)				Market pricing
Urban, Industrial, Commercial & Rural Residential Road Construction	Includes but is not limited to: construction of roads in urban, industrial, commercial and rural residential areas, etc			\$58.00 per metre Min. Fee: \$960 (GST not applicable)				Market pricing

Driveway Crossings

Driveway Crossing Application (Section 138 of Roads Act 1993)				\$300.00 per driveway crossing		Per driveway/crossing		Market pricing
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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
New Roads								
New Road Naming Application	Fee for one road naming. Provides for 2 options for road naming	\$797.00	\$841.00	\$0.00	\$841.00	Per road		Full cost pricing
Requested appeals	Additional appeal costs	\$150.00	\$150.00	\$0.00	\$150.00			Full cost pricing
Permits								
Additional Assessment and/or Reinspection	Includes but is not limited to: review of additional documentation, providing revised certificate, failed inspection where re-inspection is required, any additional inspections required by applicant, any combination of the above.			\$240.00 per hour Minimum 1 hour		Per hour or part thereof		Full cost pricing
Heavy Vehicle Permit Application	Over Size Over Mass HML PBS (Heavy Vehicle National Law (NSW) (2013 No42a) Section 740)	\$78.00	\$83.00	\$0.00	\$83.00	Per permit		Statutory pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 98 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Permits [continued]

Footpath Occupation Permit	Includes but is not limited to: the installation of infrastructure, road opening, occupation by crane or skip bin, occupation of footpath, enclosure by hoarding, swinging or hoisting over a public space, any other related activities/ works, any combination of the above			\$275.00 per week for first 3 weeks \$180.00 per additional week thereafter		Per week		Full cost pricing
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Road Closures

Close/Purchase

Road closure and purchase application	Permanent Road Closure Application Initial fee before Council Resolution stage non-refundable	\$850.00	\$896.00	\$0.00	\$896.00		Roads Act 1993 Section 138	Rate of Return pricing
Road closure and purchase application	Subsequent fee after Council resolution				Land Value plus costs			Rate of Return pricing

Temporary

Temporary Lane Closure – Construction Works (Section 138 of Roads Act 1993)	Permit to implement traffic control within a public road	\$220.00	\$240.00	\$0.00	\$240.00	Per Month		Full cost pricing
Temporary Road/Footpath Closures – Anzac Day (Section 138 of Roads Act 1993)	Council will waive the fee for this event	\$0.00	\$0.00	\$0.00	\$0.00			Free (zero priced)

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Temporary [continued]								
Permit to occupy on-street parking (Section 138 of Roads Act 1993)	Permit to occupy on-street parking during construction of development or other works			Per 6 months per car space Minimum fee is \$2,350		Per 6 months per parking space		Full cost pricing
Temporary Road/Footpath Closures/Events (Section 138 of Roads Act 1993)	Administration and advertising fee	\$425.00	\$480.00	\$0.00	\$480.00	Per application		Full cost pricing
Temporary Road/Footpath Closures/Events (Section 138 of Roads Act 1993)	Inspection fee			\$240.00 per hour Minimum 1 hour		Per hour or part thereof		Full cost pricing
Rural Address Post								
Rural address post installed	Issue & installation / replacement	\$226.00	\$216.82	\$21.68	\$238.50	Per address		Full cost pricing
Rural address post supplied	Supply of post only	\$110.00	\$105.45	\$10.55	\$116.00			Full cost pricing
Traffic								
Traffic Information Search	Search and provision of existing data			\$260.00 per hour Minimum 1 hour		Per hour or part thereof		Full cost pricing
Survey & Land Services								
Surveyor	Do and charge	\$163.00	\$156.36	\$15.64	\$172.00	Per hour		Market pricing
Registered Surveyor		By quotation - inclusive of GST. Quotation will be based on an estimated cost of labour, plant, materials and organisational overheads'.						Full cost pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Workshop

Services/Inspections

Mechanical servicing, fabrication and repair of vehicles – Emergency Service Vehicles Only	Appointment necessary	\$106.00	\$102.00	\$0.00	\$102.00			Rate of Return pricing
Mechanical servicing/repair of vehicles	Appointment necessary	\$140.00	\$134.55	\$13.45	\$148.00			Rate of Return pricing
Pink Slips – Light Vehicles	Transport for NSW (TfNSW) Authorised Inspection Scheme (AIS) Notice 18 Revision 7	\$0.00	\$0.00	\$0.00	\$0.00			Statutory pricing
Pink Slips – Motor Cycles	Transport for NSW (TfNSW) Authorised Inspection Scheme (AIS) Notice 18 Revision 7	\$0.00	\$0.00	\$0.00	\$0.00			Statutory pricing
Pink Slips – Trailer with brakes	Transport for NSW (TfNSW) Authorised Inspection Scheme (AIS) Notice 18 Revision 7	\$0.00	\$0.00	\$0.00	\$0.00			Statutory pricing
Pink Slips – Trailer without brakes	Transport for NSW (TfNSW) Authorised Inspection Scheme (AIS) Notice 18 Revision 7	\$0.00	\$0.00	\$0.00	\$0.00			Statutory pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Services/Inspections [continued]

Safety Check only	Rigid truck over 4.5 tonne GVM but not over 5 tonne tare (not prime movers) Buses over 2.5 tonne tare but not over 5 tonne tare. Tow trucks not over 5 tonne tare. Transport for NSW (TfNSW) Authorised Inspection Scheme (AIS) Notice 18 Revision 7	\$0.00	\$0.00	\$0.00	\$0.00			Statutory pricing
Safety Check only	Trailers over 2 tonne GTM including tow truck trailers. Any trailer fitted with breakaway brakes. Transport for NSW (TfNSW) Authorised Inspection Scheme (AIS) Notice 18 Revision 7	\$0.00	\$0.00	\$0.00	\$0.00			Statutory pricing

Civil Works

Construction of civil works on non-council owned or managed land		By Quotation - inclusive of GST. Quotation will be based on an estimated cost of labour, plant, materials and organisational overheads'.						Full cost pricing
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Coastal Hazard Information

Coastal Hazard Certificate – multiple adjoining Lots – standard request	Coastal hazard and level information	\$0.00	\$102.27	\$10.23	\$112.50	Per lot		Market pricing
Coastal Hazard Certificate – multiple adjoining Lots – urgent request	Coastal hazard and level information	\$0.00	\$204.55	\$20.45	\$225.00	Per lot		Market pricing
Coastal Hazard Certificate – single lot – urgent request	Coastal hazard and level information	\$0.00	\$263.64	\$26.36	\$290.00	Per lot		Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Coastal Hazard Information [continued]								
Coastal Hazard Certificate – single lot, standard request	Coastal hazard and level information	\$0.00	\$131.82	\$13.18	\$145.00	Per lot		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Environmental & Health Services								
Animal Management								
Annual permit - Dangerous/Restricted Dog	These fees are indicative only and fee may be adjusted annually in accordance with the prescribed fee set by the Office of Local Government.	\$221.00	\$221.00	\$0.00	\$221.00			Statutory pricing
Annual permit - Undesexed Cat	These fees are indicative only and fee may be adjusted annually in accordance with the prescribed fee set by the Office of Local Government.	\$92.00	\$92.00	\$0.00	\$92.00			Statutory pricing
Late Fee	Applicable if a permit is not paid for by 28 days after the permit requirement took effect. This fee is indicative only and fee may be adjusted annually in accordance with the prescribed fee set by the Office of Local Government.	\$21.00	\$21.00	\$0.00	\$21.00	Per Annual Permit Fee		Statutory pricing
Anti Barking Collars	Hire Anti Barking Collars	\$55.50	\$53.18	\$5.32	\$58.50			Full cost pricing
Refund on return of anti-bark collar	Refund on return of item in working order/ undamaged	\$189.50	\$181.82	\$18.18	\$200.00			Full cost pricing
Dangerous Dogs (declared under legislation)	Collar (medium)	\$52.50	\$50.45	\$5.05	\$55.50	Per collar		Full cost pricing
Dangerous Dogs (declared under legislation)	Collar (Large)	\$58.50	\$56.36	\$5.64	\$62.00	Per collar		Full cost pricing

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Fees & Charges 2024/2025 - DRAFT | Page 104 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Animal Management [continued]

Dangerous Dogs (declared under legislation)	Collar (Extra-large)	\$75.00	\$72.27	\$7.23	\$79.50	Per collar		Full cost pricing
Dangerous Dogs (declared under legislation)	Signage	\$47.00	\$45.45	\$4.55	\$50.00	Per sign		Full cost pricing

Companion Animal – Lifetime Registration Fee

Cat - Desexed	Sold by pound/shelter This fee is indicative only and fee may be adjusted annually in accordance with the prescribed fee set by the Office of Local Government.	\$0.00	\$0.00	\$0.00	\$0.00	Per Cat		Statutory pricing
Cat - Desexed or Not Desexed	Not recommended, recognised breeder This fee is indicative only and fee may be adjusted annually in accordance with the prescribed fee set by the Office of Local Government.	\$65.00	\$65.00	\$0.00	\$65.00	Per Cat		Statutory pricing
Dog - Desexed	By relevant age, not recommended, recognised breeder. This fee is indicative only and fee may be adjusted annually in accordance with the prescribed fee set by the Office of Local Government.	\$75.00	\$75.00	\$0.00	\$75.00	Per Dog		Statutory pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Companion Animal – Lifetime Registration Fee [continued]

Dog - Desexed	Sold by pound/shelter This fee is indicative only and fee may be adjusted annually in accordance with the prescribed fee set by the Office of Local Government.	\$0.00	\$0.00	\$0.00	\$0.00	Per Dog		Statutory pricing
Dog - Not Desexed or Desexed	After relevant age This fee is indicative only and fee may be adjusted annually in accordance with the prescribed fee set by the Office of Local Government.	\$252.00	\$252.00	\$0.00	\$252.00	Per dog		Statutory pricing
Dog - Working dog, Service of the State, Assistance Animal	This fee is indicative only and fee may be adjusted annually in accordance with the prescribed fee set by the Office of Local Government.	\$0.00	\$0.00	\$0.00	\$0.00	Per dog		Statutory pricing
Dog/Cat - Desexed	By relevant age eligible pensioner. This fee is indicative only and fee may be adjusted annually in accordance with the prescribed fee set by the Office of Local Government	\$32.00	\$32.00	\$0.00	\$32.00	Per Animal		Statutory pricing

Unattended**Unattended Vehicles Taken into Possession**

Collection Fee	Includes towing	\$250 or actual cost if greater than \$250 incurred in securing, towing, transporting vehicle to holding yard by contractor						Full cost pricing
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Fees & Charges 2024/2025 - DRAFT | Page 106 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Unattended Vehicles Taken into Possession [continued]								
Storage		\$64.00	\$67.50	\$0.00	\$67.50	Per day		Full cost pricing
Unattended Items								
Large item		\$211.50	\$223.00	\$0.00	\$223.00	Per item		Full cost pricing
Small item		\$69.00	\$73.00	\$0.00	\$73.00	Per item		Full cost pricing
Storage fee	Daily fee for up to 20 small articles or each large article.	\$64.00	\$67.50	\$0.00	\$67.50	Per day		Full cost pricing
Impounding Cats/Dogs								
Impounding fee (Initial)	First occurrence within 12 month period	\$92.50	\$97.50	\$0.00	\$97.50			Full cost pricing
Impounding fee	Subsequent impounding within 12 month period	\$126.00	\$133.00	\$0.00	\$133.00			Full cost pricing
Each additional cat/dog	\$35.00 for each animal thereafter	\$49.50	\$52.50	\$0.00	\$52.50			Full cost pricing
Surrender of Dog/Cat	Fee for first dog/cat	\$170.00	\$179.50	\$0.00	\$179.50			Full cost pricing
Sustenance / maintenance fee		\$47.00	\$50.00	\$0.00	\$50.00	Per day		Full cost pricing
Veterinary costs		Actual cost incurred						Full cost pricing
Cat trap hire		\$40.00 per trap per week with an \$80.00 refundable deposit. The \$80.00 deposit will be refunded upon return of cat trap in working order and undamaged				Per occurrence		Market pricing
Miscellaneous								
Advertising fee	Mostly for auctions or sale of vehicles	Actual cost incurred						Full cost pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Miscellaneous [continued]

Outstanding Notices	For outstanding notices issued under Local Government Act and Environmental Planning and Assessment Act Section 735A/121ZP Certificate	\$110.00	\$116.00	\$0.00	\$116.00	Per property		Full cost pricing
Ranger Services	Outsourcing	\$149.50	\$158.00	\$0.00	\$158.00	Per hour or part thereof		Full cost pricing

Mortuaries**Inspections**

Inspection Fee – Holding Room and Mortuary		\$200.00	\$211.00	\$0.00	\$211.00	Per inspection		Market pricing
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Onsite Sewerage Management Systems**Septic Tanks**

Approval to Operate	Fee charged on initial approval and annual renewal	\$140.00	\$140.00	\$0.00	\$140.00			Market pricing
Application Fee – Residential		\$350.00	\$369.00	\$0.00	\$369.00			Market pricing
Application Amendment – Residential		\$178.00	\$188.00	\$0.00	\$188.00			Market pricing
Application Fee – Commercial	Less than 10kl per day treatment capacity	\$729.00	\$769.00	\$0.00	\$769.00			Market pricing
Application Amendment – Commercial	Less than 10kl per day treatment capacity	\$388.00	\$409.00	\$0.00	\$409.00			Market pricing
Application Amendment – Commercial	Greater than 10kl per day treatment capacity	By quotation prior to application lodgement. Quotation based on staff costs.						Market pricing
Application Fee – Commercial	Greater than 10kl per day treatment capacity	By quotation prior to application lodgement. Quotation based on staff costs.						Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 108 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Septic Tanks [continued]								
Inspection Fee – when associated with an application to install (residential or commercial)		\$200.00	\$211.00	\$0.00	\$211.00	Per inspection		Market pricing
Inspection Fee – Commercial (per hour, minimum 30 minutes)		\$353.00	\$373.00	\$0.00	\$373.00	Per hour or part thereof		Market pricing
Pre-purchase inspection (Residential only)		\$378.00	\$399.00	\$0.00	\$399.00			Market pricing
Laboratory analysis				Actual costs incurred				Market pricing
Peer Review – On Site Management System Application				Actual costs incurred				Market pricing

Public Safety**Food Safety**

Annual Administration Charge – food premises (small – up to 5 FTE food handlers)	FTE means full time equivalent; food handler means a person who directly engages in the handling of food for a food business	\$390.00	\$390.00	\$0.00	\$390.00	Per year	Food Regulation 2015 Clause 15	Statutory pricing
Annual Administration Charge – food premises (medium – more than 5 but not more than 50 FTE food handlers)	FTE means full time equivalent; food handler means a person who directly engages in the handling of food for a food business	\$800.00	\$800.00	\$0.00	\$800.00	Per year	Food Regulation 2015 Clause 15	Statutory pricing
Annual Administration Charge – food premises (large – more than 50 FTE food handlers)	FTE means full time equivalent; food handler means a person who directly engages in the handling of food for a food business	\$3,500.00	\$3,500.00	\$0.00	\$3,500.00	Per year	Food Regulation 2015 Clause 15	Statutory pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Food Safety [continued]

Food Business Registration	New food business, change of food business, change of details	\$55.00	\$55.00	\$0.00	\$55.00	Per occurrence		Statutory pricing
Food business inspection fee		\$200.00	\$200.00	\$0.00	\$200.00	Per inspection		Market pricing
Inspection Fee – Mobile Food Vehicles	Community and charitable organisations are exempt	\$200.00	\$211.00	\$0.00	\$211.00	Per vehicle		Market pricing
Inspection Fee – when associated with a DA (non-licensed premises)		\$200.00	\$211.00	\$0.00	\$211.00	Per inspection		Market pricing
Inspection Fee – all food premises types – extended inspection (per hour, minimum 30 minutes)		\$284.00	\$284.00	\$0.00	\$284.00	Per hour (minimum 30 minutes)	Food Regulation 2015 Clause 14	Statutory pricing
Pre-purchase inspection – Commercial Premises		\$497.00	\$524.00	\$0.00	\$524.00	Per inspection		Market pricing
Improvement Notice – Food Premises – Administration Fee		\$330.00	\$330.00	\$0.00	\$330.00	Per notice	Food Regulation 2015 Clause 11	Statutory pricing

Other Commercial Premises or Applications

Inspection Fee (Commercial Premises)	Routine Inspection	\$200.00	\$211.00	\$0.00	\$211.00	Per inspection		Market pricing
Business Registration (Commercial Premises)	New Business or change of business or change of details	\$108.00	\$114.00	\$0.00	\$114.00	Per occurrence		Market pricing
Inspection Fee – when associated with a DA (commercial premises)		\$268.00	\$282.50	\$0.00	\$282.50	Per inspection/occurrence		Market pricing
Underground Petroleum Storage System - Inspection		\$319.00	\$319.00	\$0.00	\$319.00			Market pricing
Open Burning Application		\$50.00	\$100.00	\$0.00	\$100.00			Market pricing

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ORDINARY COUNCIL - 9 APRIL 2024 - ATTACHMENTS

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Other Commercial Premises or Applications [continued]

Boarding House Initial Compliance Investigation		\$250.00	\$250.00	\$0.00	\$250.00			Market pricing
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Legionella Control

Registration Fee		\$115.00	\$115.00	\$0.00	\$115.00	Per system	Public Health Regulation 2012 Clause 13T	Statutory pricing
Inspection Fee		\$344.00	\$363.00	\$0.00	\$363.00	Per hour or part thereof		Market pricing
Water Samples			Cost of analysis charged by supplier					Market pricing
Legionella Control – annual administration fee		\$115.00	\$121.50	\$0.00	\$121.50	Per occurrence		Market pricing

Swimming Pool/Spa Inspections – Public Swimming Pool Program (Public Health Act)

Inspection Fee (per pool or spa)		\$200.00	\$211.00	\$0.00	\$211.00	Per inspection (pool or spa)		Market pricing
Laboratory Analysis Fee			Cost of analysis charged by supplier					Full cost pricing
Registration Fee	S19(1) Public Health Regulation 2012	\$100.00	\$100.00	\$0.00	\$100.00	Per pool or spa	Public Health Regulation 2012 Clause 19(1)	Statutory pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Environmental Services								
Biosecurity Weed Matter								
Administration Fees								
Biosecurity Undertaking re-inspection		\$74.00	\$78.00	\$0.00	\$78.00	Per inspection		Full cost pricing
Biosecurity Direction re-inspection		\$147.00	\$155.00	\$0.00	\$155.00	Per inspection		Full cost pricing
Permit to move Biosecurity matter	Application for permit	\$720.00	\$720.00	\$0.00	\$720.00		Biosecurity Regulation 2017 Schedule 5	Statutory pricing
Certificate as to weed control notices, expenses and charges on land	Application for Certificate	\$200.00	\$200.00	\$0.00	\$200.00		Biosecurity Regulation 2017 Schedule 5	Statutory pricing
Onsite Weed Control								
Regional weed control works		\$97.00	\$102.24	\$0.00	\$102.24	Per officer per hour		Full cost pricing
Chemicals			At cost					Full cost pricing
			Min. Fee excl. GST: \$92.00					
Plant		\$92.00	\$97.00	\$0.00	\$97.00	Per plant item per hour		Full cost pricing
Signage notification on seized matter			At Cost					Full cost pricing
Council Labour cost		\$127.00	\$134.00	\$0.00	\$134.00	Per officer per hour		Full cost pricing
Tree Management								
Application for tree removal/pruning permit		\$126.00	\$133.00	\$0.00	\$133.00	Per application		Full cost pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Tree Management [continued]								
Review of application for tree removal/pruning permit		\$126.00	\$133.00	\$0.00	\$133.00	Per application		Full cost pricing
Tree Hazard Assessment by Arborist		\$200.00	\$211.00	\$0.00	\$211.00	Per site up to 5 trees - \$25 per additional tree		Full cost pricing
Compensatory Tree Planting								
Compensatory Tree Planting	Tree planted on public land to compensate for loss of tree on private land - per tree to be planted	\$0.00	\$200.00	\$0.00	\$200.00	Per tree to be planted		Market pricing
Nest Box Installation	Nest boxes and installation on public land to compensate for loss of hollows on private land - per nest box to be installed	\$0.00	\$250.00	\$0.00	\$250.00	Per nest box to be installed		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Recreation & Leisure Services

Aquatic Centres – Lakeside Leisure Centre

General Admission

Multiple Visits

Multi Visit Pass – Single Adult 20 Visit Pass	Six month expiry term, 20 visits for price of 18 visits	\$117.00	\$111.27	\$11.13	\$122.40	Per 20 visits		Market pricing
Multi Visit Pass - Concession 20 Visit Pass	Six month expiry term, 20 visits for price of 18 visits (Concession card holders - including Veterans, Pension, Health Care Card, Student and Disability)	\$99.00	\$94.91	\$9.49	\$104.40	Per 20 visits		Market pricing

Single Visit

Entry – Adult	Casual Entry for adult or persons 12 years and older	\$6.50	\$6.18	\$0.62	\$6.80	Per visit		Market pricing
Entry - Child	Casual entry for children 4 - 11 years	\$5.50	\$5.27	\$0.53	\$5.80	Per visit		
Entry – Concession	Casual entry for Concession card holders, including - Veterans, Pension, Health Care Card, Student and Disability	\$5.50	\$5.27	\$0.53	\$5.80	Per visit		Market pricing
Entry - Companion/Carers	Casual Entry for Companion Card Holders	\$0.00	\$0.00	\$0.00	\$0.00	Per visit		Free (zero priced)
Entry – Child 3 years and under	Must be accompanied by a fee paying adult	\$0.00	\$0.00	\$0.00	\$0.00	Per visit		Free (zero priced)

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Fees & Charges 2024/2025 - DRAFT | Page 114 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Single Visit [continued]

Entry – Family (Day Pass)	Family is defined as members of family on a Medicare card or proof of residence at the same address	\$22.50	\$21.36	\$2.14	\$23.50	Per visit		Market pricing
Entry – School Student	Student participating in school program regardless of membership status	\$4.90	\$4.73	\$0.47	\$5.20	Per visit		Market pricing
Entry – Spectator	For persons attending centre but not entering water or participating in programs/activities	\$3.70	\$3.36	\$0.34	\$3.70	Per visit		Market pricing

Membership

Membership Administration Fee	Once only – Upon joining, relates to all membership other than GOswim	\$20.00	\$18.18	\$1.82	\$20.00	Once only		Market pricing
Port Stephens Pool Membership – Family	Entry across all three sites. Family is defined as members of family on a Medicare card or proof of residence at the same address Weekly Direct Debit amount	\$25.55	\$24.55	\$2.45	\$27.00	Per week		Market pricing
Port Stephens Pool Membership – Adult Single	Pool entry across all three sites Weekly Direct Debit amount	\$15.50	\$14.86	\$1.49	\$16.35	Per week		Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Pool Membership – Family	Weekly Direct Debit amount. Family is defined as members of family on a Medicare card or proof of residence at the same address	\$19.20	\$18.36	\$1.84	\$20.20	Per week		Market pricing
Pool Membership – Family (per 12 months)	Upfront payment. Family is defined as members of a family on a Medicare card or proof of residence at the same address	\$780.00	\$727.27	\$72.73	\$800.00	Per year		Market pricing
Pool Membership – Family (per 6 months)	Upfront payment. Family defined as members of a family on a medicare card or proof of residence at the same address	\$535.00	\$500.00	\$50.00	\$550.00	Per 6 months		Market pricing
Pool Membership – Adult Single (per week)	Weekly Direct Debit amount	\$13.55	\$12.91	\$1.29	\$14.20	Per week		Market pricing
Pool membership - Corporate Discount - Single	Corporate membership discount applicable to pool membership - adult single weekly direct debit	Corporate Single Direct Debit discount 5% (10+ Employees) Corporate Single Direct Debit discount 10% (500+ Employees) Corporate Single Direct Debit discount 15% (1000+ Employees) Corporate Single Direct Debit discount 20% (5000+ Employees)				Per week		
Pool Membership – Adult Single (per 12 months)	Upfront payment	\$565.00	\$531.82	\$53.18	\$585.00	Per year		Market pricing
Aqua Fitness Membership - Adult Single (includes pool entry)	Weekly Direct Debit Amount	\$24.45	\$23.18	\$2.32	\$25.50	Per week		Market pricing
Pool Membership – Adult Single (per 6 months)	Upfront payment	\$335.00	\$321.00	\$32.10	\$353.10	Per 6 months		Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 116 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Membership [continued]

Pool Membership – Concession Single (per 12 months)	Upfront payment (Concession card holders - including Veterans, Pension, Health Care Card, Student, Disability)	\$450.00	\$427.27	\$42.73	\$470.00	Per year		Market pricing
Pool Membership – Concession Single (per 6 months)	Upfront payment (Concession card holders - including Veterans, Pension, Health Care Card, Student, Disability).	\$240.00	\$227.27	\$22.73	\$250.00	Per 6 months		Market pricing
Pool Membership – Concession Single (per week)	Weekly Direct Debit amount (Concession card holders - including Veterans, Pension, Health Care Card, Student, Disability).	\$12.40	\$11.82	\$1.18	\$13.00	Per week		Market pricing
Aqua Fitness Membership - Concession Single (includes pool entry)	Weekly Direct Debit Amount (Concession card holders - including Veterans, Pension, Health Care Card, Student, Disability).	\$18.00	\$17.27	\$1.73	\$19.00	Per week		Market pricing
Suspension Fee for Members and Swim Memberships	Throughout term, a per week charge.	\$5.00	\$18.18	\$1.82	\$20.00	Per week		Market pricing
Rejection Fee for Direct Debit Accounts	Dishonour Fee	\$10.00	\$9.09	\$0.91	\$10.00	Per occurrence		Market pricing

Programs**Aqua Fitness**

Aqua Fitness – Adult Single Entry	Includes pool entry	\$16.50	\$15.45	\$1.55	\$17.00	Per session		Market pricing
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ORDINARY COUNCIL - 9 APRIL 2024 - ATTACHMENTS

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Aqua Fitness [continued]								
Aqua Fitness – Concession Single Entry	Includes pool entry (Concession card holders - including Veterans, Pension, Health Care Card, Student, Disability).	\$15.00	\$14.09	\$1.41	\$15.50	Per session		Market pricing
Aqua Fitness – Multi Visit Pass Adult Single (10 visits)	Multi Visit Pass, includes access to pool, 10 visits for price of 9. Six month expiry.	\$148.50	\$139.09	\$13.91	\$153.00	Per 10 sessions		Market pricing
Aqua Fitness – Multi Visit Pass Concession Single (10 visits)	Multi Visit Pass includes pool entry. 10 visits for price of 9 – (Concession card holders - including Veterans, Pension, Health Care Card, Student, Disability).	\$135.00	\$127.73	\$12.77	\$140.50	Per 10 sessions		Market pricing
Aquatic Education								
Swimming Lesson – Children with disabilities – Group Lesson	Includes pool entry. Free entry to non-swimming family members/carer supervising or watching swimming lesson	\$17.50	\$18.50	\$0.00	\$18.50	Per lesson		Market pricing
Swimming Lesson – Private Lesson – Adult - 30 minute lesson	Includes pool entry. Free entry to non-swimming family members/carer supervising or watching swimming lesson	\$60.00	\$62.00	\$0.00	\$62.00	Per lesson		Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 118 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Aquatic Education [continued]								
Swimming Lessons – 1st child (Group lesson)	Includes pool entry. Free entry to non-swimming family members/carer supervising or watching swimming lesson. Subsequent children after 2nd child to receive 10% discount	\$17.50	\$18.50	\$0.00	\$18.50	Per lesson		Market pricing
Swimming Lessons – Private lesson – Child - 15 minutes	Includes pool entry. Free entry to non-swimming family members/carer supervising or watching swimming lesson	\$40.00	\$40.00	\$0.00	\$40.00	Per lesson		Market pricing
Swimming Lesson - School	Includes pool entry	\$9.00	\$9.50	\$0.00	\$9.50	Per lesson		
Administration Fee - Go Swim Program Once Only	Administration Fee – Standard charge across all Goswim memberships. Once only upon joining	\$20.00	\$18.18	\$1.82	\$20.00	Once only		Market pricing

Squad Activities

Squad – Weekly Direct Debit – - Bronze/Development 1-2 sessions per week incl. membership		\$28.00	\$26.36	\$2.64	\$29.00	Per week		Market pricing
Squad – Weekly Direct Debit – Bronze 3 - sessions per week incl. membership		\$34.00	\$31.82	\$3.18	\$35.00	Per week		Market pricing
Squad – Weekly Direct Debit – Silver 4 sessions per week incl. membership		\$38.00	\$36.36	\$3.64	\$40.00	Per week		Market pricing
Squad – Weekly Direct Debit – Silver/Gold Adult 5-10 sessions per week incl. membership		\$42.00	\$40.00	\$4.00	\$44.00	Per week		Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Squad Activities [continued]

Family Membership + Squad Program	Family access to squad program and pool at all PS sites. Family is defined as members of family on a medicare card or proof of residence at the same address.	\$60.00	\$54.55	\$5.45	\$60.00	Per week		Market pricing
Casual squad		\$17.50	\$16.36	\$1.64	\$18.00	Per session		Market pricing

Special

Lane Hire		\$36.00	\$34.55	\$3.45	\$38.00	Per lane per hour (or part thereof)		Market pricing
Visitor 7 day Pass - Single	7 day pass from date of purchase, offered December/January Only upfront payment	\$35.00	\$33.64	\$3.36	\$37.00	Per week		Market pricing
Visitor 7 day Pass - Family	7 day pass from date of purchase, offered December/January Only upfront payment. Family is defined as members of family on a medicare card or proof of residence at the same address.	\$135.00	\$127.27	\$12.73	\$140.00	Per week		Market pricing
Pool Hire Fee 50m	Entire 50m pool - per hour	\$265.00	\$250.00	\$25.00	\$275.00	Per Hour		Market pricing
Pool Hire Fee Leisure Pool	Entire Leisure Pool - Per hour	\$215.00	\$200.00	\$20.00	\$220.00	Per Hour		
Pool Parties Per Child	Minimum 10 children, includes party host & food	\$26.00	\$25.00	\$2.50	\$27.50	Per child		Market pricing
Pool Hire Cancellation Fee	Cancellation Fee	\$180.00	\$163.64	\$16.36	\$180.00	Per cancellation		Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Swim Lessons Holiday Intensive	Holiday Fast Track Program Casual Per Session Upfront Payment	\$17.50	\$18.50	\$0.00	\$18.50	Per lesson		Market pricing
Hydro Functional Kickstarter Pass	6 Week Membership	\$66.80	\$64.01	\$6.40	\$70.41			Market pricing
Pool Inflatable Hire	\$100 per hours, min 3 hours	\$300.00	\$290.91	\$29.09	\$320.00			Market pricing

Special [continued]**Aquatic Centres – Tilligerry Aquatic Centre****General Admission****Multiple Visits**

Multi Visit Pass – Adult Single 20 visits	Six month expiry term, 20 visits for price of 18 visits	\$99.00	\$94.91	\$9.49	\$104.40	Per 20 visits		Market pricing
Multi Visit Pass - Concession Single 20 Visits	Six month expiry term, 20 visits for price of 18 visits. (Concession Card Holders- including Veterans, Pension, Health Care Card, Student, Disability)	\$81.00	\$78.55	\$7.85	\$86.40	Per 20 Visits		Market pricing

Single Visit

Entry – Adult	Casual Entry for adult or persons 12 years and older	\$5.50	\$5.27	\$0.53	\$5.80	Per visit		Market pricing
Entry - Child	Casual Entry for children 4-11 years	\$5.20	\$5.00	\$0.50	\$5.50	Per visit		Market pricing
Entry – Child 3 years and under	Must be accompanied by a fee paying adult	\$0.00	\$0.00	\$0.00	\$0.00	Per visit		Free (zero priced)

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 121 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Single Visit [continued]

Entry – Concession (Concession Card Holders)	Concession Card Holders-including Veterans, Pension, Health Care Card, Student, Disability	\$4.50	\$4.36	\$0.44	\$4.80	Per visit		Market pricing
Entry - Companion/Carers	Casual Entry for Companion Card Holders	\$0.00	\$0.00	\$0.00	\$0.00			Free (zero priced)
Entry – Family (Day Pass)	Family is defined as members of family on a Medicare card or proof of residence at the same address	\$21.00	\$20.00	\$2.00	\$22.00	Per visit		Market pricing
Entry – School Student	Student participating in school program regardless of status	\$4.50	\$4.36	\$0.44	\$4.80	Per visit		Market pricing
Entry – Spectator	For persons attending centre but not entering water or participating in programs or activities	\$3.50	\$3.36	\$0.34	\$3.70	Per visit		Market pricing

Membership

Membership Administration Fee	Once only – Upon joining, relates to all membership other than SAWS	\$20.00	\$18.18	\$1.82	\$20.00	Once only		Market pricing
Pool membership - Family (12 months)	Upfront payment. Family is defined as members of family on a Medicare card or proof of residence at the same address	\$730.00	\$727.27	\$72.73	\$800.00	Per year		Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Pool Membership – Family (6 months)	Upfront payment. Family is defined as members of family on a Medicare card or proof of residence at the same address	\$420.00	\$409.09	\$40.91	\$450.00	Per 6 months		Market pricing
Pool Membership – Family (per week)	Weekly Direct Debit amount. Family is defined as members of family on a Medicare card or proof of residence at the same address	\$14.20	\$15.45	\$1.55	\$17.00	Per week		Market pricing
Pool Membership – Adult Single (per week)	Weekly Direct Debit amount	\$9.20	\$8.91	\$0.89	\$9.80	Per week		Market pricing
Pool membership – Corporate Discount – Single	Corporate membership discount applicable to pool membership - adult single weekly direct debit	Corporate Single Direct Debit discount 5% (10+ Employees) Corporate Single Direct Debit discount 10% (500+ Employees) Corporate Single Direct Debit discount 15% (1000+ Employees) Corporate Single Direct Debit discount 20% (5000+ Employees)				Per week		Market pricing
Pool Membership – Adult Single (12 months)	Upfront payment	\$380.00	\$345.45	\$34.55	\$380.00	Per year		Market pricing
Pool Membership – Adult Single (6 months)	Upfront payment	\$220.00	\$200.00	\$20.00	\$220.00	Per 6 months		Market pricing
Pool Membership - Concession Single Direct Debit	Weekly direct debit amount (Concession Card Holders- including Veterans, Pension, Health Care Card, Student, Disability)	\$5.80	\$5.64	\$0.56	\$6.20	Per week		Market pricing

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Fees & Charges 2024/2025 - DRAFT | Page 123 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Membership [continued]

Pool Membership - Concession 6 month	Upfront payment. (Concession Card Holders- including Veterans, Pension, Health Care Card, Student, Disability)	\$179.20	\$168.18	\$16.82	\$185.00	Per 6 months		Market pricing
Pool Membership – Concession Single 12 months	Upfront payment. (Concession Card Holders- including Veterans, Pension, Health Care Card, Student, Disability)	\$300.00	\$281.82	\$28.18	\$310.00	Per year		Market pricing
Aqua fitness membership concession - Single includes pool entry	Weekly direct debit amount. (Concession Card Holders- including Veterans, Pension, Health Care Card, Student, Disability)	\$17.50	\$15.91	\$1.59	\$17.50	Per week		Market pricing
Aqua fitness membership - Adult single includes pool entry	Weekly direct debit amount	\$22.00	\$20.00	\$2.00	\$22.00	Per week		Market pricing
Suspension Fee for Members and Swim Memberships	Throughout term, a per week charge.	\$5.00	\$18.18	\$1.82	\$20.00	Per week		Market pricing
Rejection Fee for Direct Debit Accounts	Dishonour Fee	\$10.00	\$10.00	\$0.00	\$10.00	Per occurrence		Market pricing

Programs**Aqua Fitness**

Aqua Fitness – Multi visit pass adult single (10 visits)	10 visits for the price of 9 visits (includes pool entry)	\$141.30	\$135.00	\$13.50	\$148.50	Per 10 sessions		Market pricing
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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Aqua Fitness [continued]								
Aqua Fitness – Multi visit pass concession single (10 visits)	10 visits for the price of 9 visits (includes pool entry) – Concession Card Holders-including Veterans, Pension, Health Care Card, Student, Disability	\$131.40	\$122.73	\$12.27	\$135.00	Per 10 sessions		Market pricing
Aqua Fitness – Single Adult entry	Includes pool entry	\$15.70	\$15.00	\$1.50	\$16.50	Per session		Market pricing
Aqua Fitness – Concession Single entry	Includes pool entry. (Concession Card Holders-including Veterans, Pension, Health Care Card, Student, Disability)	\$14.60	\$13.64	\$1.36	\$15.00	Per session		Market pricing
Port Stephens Pool Membership – Family – Direct Debit	Weekly direct debit amount. Pool Entry across all 3 sites – Family is defined as members of family on a Medicare card or proof of residence at the same address	\$25.55	\$24.55	\$2.45	\$27.00	Per week		Market pricing
Port Stephens Pool Membership – Adult Single– Direct Debit	Weekly direct debit amount. Pool Entry across all 3 sites – Reciprocal rights	\$15.50	\$14.86	\$1.49	\$16.35	Per week		Market pricing
Aquatic Education								
Swimming Lesson – Children with disabilities – Group Lesson	Includes pool entry – Free entry to non-swimming family members/carer supervising or watching swimming lesson	\$17.50	\$18.50	\$0.00	\$18.50	Per lesson		Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Aquatic Education [continued]								
Swimming Lesson – Private Lesson – Adult - 30 minute lesson	Includes pool entry – Free entry to non-swimming family members/carer supervising or watching swimming lesson	\$60.00	\$62.00	\$0.00	\$62.00	Per lesson		Market pricing
Swimming Lessons – 1st child (Group lesson)	Includes pool entry – Free entry to non-swimming family members/carer supervising or watching swimming lesson. Subsequent children from 2nd child in family to receive 10% discount	\$17.50	\$18.50	\$0.00	\$18.50	Per lesson		Market pricing
Swimming Lessons – Private lesson – Child 15 minutes	Includes pool entry – Free entry to non-swimming family members supervising or watching swimming lesson	\$40.00	\$40.00	\$0.00	\$40.00	Per lesson		Market pricing
Swimming Lesson - School	Includes pool entry	\$9.00	\$9.50	\$0.00	\$9.50	Per lesson		Market pricing
Administration Fee – GOswim Program Once Only	Administration Fee - Once Only	\$20.00	\$18.18	\$1.82	\$20.00	Once only		Market pricing
Special								
Lane Hire		\$35.55	\$34.55	\$3.45	\$38.00	Per lane per hour		Market pricing
Visitor 7 day Pass – Single	7 day pass from date of purchase, offered December/January Only upfront payment	\$35.00	\$33.64	\$3.36	\$37.00	Per person		Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Special [continued]								
Visitor 7 day Pass – Family	7 day pass from date of purchase, offered December/January Only upfront payment. Family is defined as members of family on a medicare card or proof of residence at the same address.	\$135.00	\$127.27	\$12.73	\$140.00	Per family		Market pricing
Pool parties per child	Minimum number 10 children includes party host and food	\$26.00	\$25.00	\$2.50	\$27.50	Per child		Market pricing
Pool Hire Fee 25m	Entire 25m - per hour	\$215.00	\$200.00	\$20.00	\$220.00	Per Hour		Market pricing
Pool hire cancellation fee		\$180.00	\$163.64	\$16.36	\$180.00	Per event		Market pricing
Swimming Lessons – Holiday Intensive	Holiday fast track program, casual per session, upfront payment	\$17.50	\$18.50	\$0.00	\$18.50	Per lesson		Market pricing
Pool Inflatable Hire	\$100 per hr, min 3 hrs	\$300.00	\$290.91	\$29.09	\$320.00			Market pricing

Aquatic Centres – Tomaree Aquatic Centre**General Admission****Multiple Visits**

Multi Visit Pass – Adult single 20 visits	Six month expiry term, 20 visits for price of 18 visits	\$117.00	\$111.27	\$11.13	\$122.40	Per 20 visits		Market pricing
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Fees & Charges 2024/2025 - DRAFT | Page 127 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Multiple Visits [continued]								
Multi Visit Pass – Concession Single 20 visits	Six month expiry term, 20 visits for price of 18 visits (Concession Card Holders- including Veterans, Pension, Health Care Card, Student, Disability)	\$99.00	\$94.91	\$9.49	\$104.40	Per 20 Visits		Market pricing
Single Visit								
Entry – Adult	Casual Entry for adult or persons 12 years or older	\$6.50	\$6.18	\$0.62	\$6.80	Per visit		Market pricing
Entry - Child	Casual Entry for children 4-11 years	\$5.50	\$5.27	\$0.53	\$5.80	Per visit		Market pricing
Entry – Child 3 years and under	Must be accompanied by a fee paying adult	\$0.00	\$0.00	\$0.00	\$0.00	Per visit		Market pricing
Entry – Concession	Concession card to be provided (Concession Card Holders- including Veterans, Pension, Health Care Card, Student, Disability)	\$5.50	\$5.27	\$0.53	\$5.80	Per visit		Market pricing
Entry - Companion/Carers	Casual Entry for Companion Card	\$0.00	\$0.00	\$0.00	\$0.00			Free (zero priced)
Entry – Family (Day Pass)	Family is defined as members of family on a Medicare card or proof of residence at the same address	\$22.50	\$21.36	\$2.14	\$23.50	Per visit		Market pricing
Entry – School Student	School student participating in school program, regardless of membership status	\$4.80	\$4.55	\$0.45	\$5.00	Per visit		Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Single Visit [continued]								
Entry – Spectator	For persons attending the centre but not entering water or participating in program/activities	\$3.50	\$3.18	\$0.32	\$3.50	Per visit		Market pricing
Waterslide 7 Rides		\$7.00	\$7.27	\$0.73	\$8.00	Per visit		Market pricing
Waterslide Single Ride		\$2.80	\$2.73	\$0.27	\$3.00	Per ride/visit		Market pricing
Waterslide – All Day		\$21.00	\$20.91	\$2.09	\$23.00	Per day		Market pricing
Waterside School Booking – 2 Hours		\$300.00	\$272.73	\$27.27	\$300.00	Per single school visit		Market pricing
Membership								
Membership Administration Fee	Once only – Upon joining, relates to all membership other than GOswim	\$20.00	\$18.18	\$1.82	\$20.00	Once only		Market pricing
Pool Membership - Concession Single Direct Debit	Weekly Direct Debit. (Concession Card Holders- including Veterans, Pension, Health Care Card, Student, Disability)	\$7.00	\$6.82	\$0.68	\$7.50	Per week		Market pricing
Pool Membership - Concession single 6 month membership	Upfront payment. (Concession Card Holders- including Veterans, Pension, Health Care Card, Student, Disability)	\$177.50	\$168.18	\$16.82	\$185.00	Per 6 months		Market pricing

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ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Pool Membership - Concession Single 12 month membership	Upfront payment. (Concession Card Holders-including Veterans, Pension, Health Care Card, Student, Disability)	\$285.00	\$272.73	\$27.27	\$300.00	Per year		Market pricing
Pool Membership – Family (12 months)	Upfront payment. Family is defined as members of family on a Medicare card or proof of residence at the same address	\$700.00	\$659.09	\$65.91	\$725.00	Per year		Market pricing
Pool Membership – Family (6 months)	Upfront payment. Family is defined as members of family on a Medicare card or proof of residence at the same address	\$460.00	\$436.36	\$43.64	\$480.00	Per 6 months		Market pricing
Pool Membership – Family (Per week)	Weekly Direct Debit Family is defined as members of family on a Medicare card or proof of residence at the same address	\$14.65	\$14.09	\$1.41	\$15.50	Per week		Market pricing
Pool Membership – Adult Single (per week)	Weekly Direct Debit amount	\$9.50	\$9.09	\$0.91	\$10.00	Per week		Market pricing
Pool membership – Corporate Discount – Single	Corporate membership discount applicable to pool membership - adult single weekly direct debit	Corporate Single Direct Debit discount 5% (10+ Employees) Corporate Single Direct Debit discount 10% (500+ Employees) Corporate Single Direct Debit discount 15% (1000+ Employees) Corporate Single Direct Debit discount 20% (5000+ Employees)				Per week		Market pricing
Pool Membership – Adult Single (12 months)	Upfront payment	\$399.55	\$381.82	\$38.18	\$420.00	Per year		Market pricing
Pool Membership – Adult Single (6 months)	Upfront payment	\$251.90	\$236.36	\$23.64	\$260.00	Per 6 months		Market pricing

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Fees & Charges 2024/2025 - DRAFT | Page 130 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Membership [continued]

Suspension Fee for Members and Swim Memberships	Throughout term, a per week charge	\$5.00	\$18.18	\$1.82	\$20.00	Per week		Market pricing
Rejection Fee for Direct Debit Accounts		\$10.00	\$10.00	\$0.00	\$10.00	Per occurrence		Market pricing

Programs**Aqua Fitness**

Multi Visit Pass Aqua Fitness Adult Single – (10 visits)	10 visits for the price of 9 visits (includes pool entry)	\$144.00	\$139.09	\$13.91	\$153.00	Per 10 sessions		Market pricing
Multi Visit Pass Aqua Fitness Concession Single – (10 visits)	10 visits for the price of 9 visits (includes pool entry) – Concession Card Holders-including Veterans, Pension, Health Care Card, Student, Disability	\$135.00	\$127.73	\$12.77	\$140.50	Per 10 sessions		Market pricing
Port Stephens Pool Membership – Family – Direct Debit	Pool Entry across all 3 sites – Weekly Direct Debit Family is defined as members of family on a Medicare card or proof of residence at the same address	\$25.55	\$24.55	\$2.45	\$27.00	Per week		Market pricing
Port Stephens Pool Membership - Adult single - direct debit	Pool Entry across all three sites	\$16.00	\$15.45	\$1.55	\$17.00	Per week		Market pricing
Aqua Fitness – Adult Single entry	Includes pool entry	\$16.50	\$15.45	\$1.55	\$17.00	Per session		Market pricing
Aqua Fitness – Concession Single Entry	Includes pool entry	\$15.50	\$14.09	\$1.41	\$15.50	Per session		Market pricing
Aqua Fitness Membership –Concession Single Direct Debit	Weekly Debit. Includes pool entry	\$18.30	\$17.27	\$1.73	\$19.00	Per week		Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 131 of 165

ORDINARY COUNCIL - 9 APRIL 2024 - ATTACHMENTS

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Aqua Fitness [continued]								
Aqua Fitness Membership – Adult Single Direct Debit	Weekly Debit. Includes pool entry	\$24.45	\$23.18	\$2.32	\$25.50	Per week		Market pricing
Aquatic Education								
Swimming Lesson – Children with disabilities – Group Lesson	Includes pool entry – Free entry to non-swimming family members/carer supervising or watching swimming lesson	\$17.50	\$18.50	\$0.00	\$18.50	Per lesson		Market pricing
Swimming Lesson – Private Lesson – Adult - 30 minute lesson	Includes pool entry. Free entry to non-swimming family members/carer supervising or watching swimming lesson	\$60.00	\$62.00	\$0.00	\$62.00	Per lesson		Market pricing
Swimming Lessons – 1st child (Group lesson)	Includes pool entry – Free entry to non-swimming family members/carer supervising or watching swimming lesson Subsequent children after 2 nd child to receive 10% discount	\$17.50	\$18.50	\$0.00	\$18.50	Per lesson		Market pricing
Swimming Lessons – Private lesson – Child 15 minutes	Includes pool entry – Free entry to non-swimming family members supervising or watching swimming lesson	\$40.00	\$40.00	\$0.00	\$40.00	Per lesson		Market pricing
Swimming Lesson - School	Includes pool entry	\$9.00	\$9.50	\$0.00	\$9.50	Per lesson		Market pricing
Administration Fee – GOswim Program Once Only	Management Administration Fee	\$20.00	\$18.18	\$1.82	\$20.00	Once only		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Squad Activities								
Squad – Weekly Direct Debit – Bronze 3-5 sessions per week incl. membership		\$34.00	\$31.82	\$3.18	\$35.00	Per week		Market pricing
Squad – Weekly Direct Debit – Silver 1-4 - sessions per week incl. membership		\$38.00	\$36.41	\$3.64	\$40.05	Per week		Market pricing
Squad – Weekly Direct Debit – Silver/Gold 5-10 sessions per week incl. membership		\$42.00	\$40.00	\$4.00	\$44.00	Per week		Market pricing
Squad casual		\$17.50	\$16.36	\$1.64	\$18.00	Per session		Market pricing
Special								
Lane Hire – casual booking		\$36.00	\$34.55	\$3.45	\$38.00	Per lane per hour		Market pricing
Visitor 7 day Pass – Single	7 day pass from date of purchase, offered December/ January upfront payment	\$36.00	\$33.64	\$3.36	\$37.00	Per person		Market pricing
Visitor 7 day Pass – Family	7 day pass from date of purchase, offered December/ January, upfront payment	\$140.00	\$127.27	\$12.73	\$140.00	Per family		Market pricing
Pool Hire Fee 50m	Entire 50m Pool - per hour	\$280.00	\$263.64	\$26.36	\$290.00	Per Hour		Market pricing
Pool Hire Fee Leisure Pool	Pool Hire Fee Leisure Pool - per hour	\$222.00	\$204.55	\$20.45	\$225.00	Per Hour		Market pricing
Pool hire cancellation fee	Cancellation fee	\$180.00	\$163.64	\$16.36	\$180.00	Per event		Market pricing
Pool Parties	Pool Parties per child. Minimum 10 children, includes party host and food	\$26.00	\$25.00	\$2.50	\$27.50	Per event		Market pricing
Swimming Lesson – Holiday Intensive	Holiday Fast Track Program Casual Per Session Upfront Payment	\$17.50	\$18.50	\$0.00	\$18.50	Per lesson		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Sports Councils – Membership Fees and Arrangements								
Local School fees	Minimum ground hire fee includes recreational use of facility and 2 x school sports carnivals. Any additional carnivals will incur a once off ground hire fee.	\$370.00	\$354.55	\$35.45	\$390.00	Per Year		Market pricing
Tomaree Sports Council Turf User Levy	Club Senior Players - per season	\$4.00	\$3.91	\$0.39	\$4.30	Per season		Market pricing
Tomaree Sports Council Turf User Levy	Club Junior Players per season	\$2.00	\$2.00	\$0.20	\$2.20	Per season		Market pricing
Full fee paying members	Club – Junior Players Membership	\$8.20	\$7.91	\$0.79	\$8.70	Per season		Market pricing
Full fee paying members	Club – Senior Players Membership	\$11.80	\$11.45	\$1.15	\$12.60	Per season		Market pricing
Full fee paying members	Club – On Licence Agreement Playing and related rights. Eligibility to access Sports Council generated income	\$377.00	\$361.82	\$36.18	\$398.00	Per year		Market pricing
Full fee paying members	Minimum Ground Hire Fee Applicable to seasonal users that do not exceed this fee due to low number of registered players. This fee can also be applied to applications with minimal impact, dependant on type of use.	\$396.00	\$380.00	\$38.00	\$418.00	Per year		Market pricing
Full fee paying members	Membership fee Basic Sports Council Member Fee: one voting right, no access to income	\$116.00	\$111.36	\$11.14	\$122.50	Per year		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Sports Facilities Categories**Category 1**

King Park Complex - buildings and grounds, Tomaree Sports Complex - buildings and grounds

Category 2

Lakeside Sports Complex - buildings and grounds, Ferodale Sports Complex, Mallabula Sports Complex, Salamander Sports Complex - buildings and grounds, Bowthorne Park

Category 3

Jack Johnson Trotting Club, Boomerang Park, Boyd Oval, Brandon Park, Fingal Bay Oval, Green Wattle Creek Equestrian Centre, Lionel Morton Oval, Kindlebark Oval, Stuart Park, Vi Barnett Oval, Korora Oval, Elaine Hurst Oval, Bill Strong Oval, Yulong Oval

Definitions

Ground: A recreational playing surface, the size of 1 large athletics field or 2 soccer fields

Category 1 Function room hire for not for profit and Charity organisations	Bruce Scott Pavilion	\$160.00	\$153.64	\$15.36	\$169.00	Half Day (maximum 3 hours)	Market pricing
Category 1 Function room hire for not for profit and Charity organisations	Bruce Scott Pavilion	\$320.00	\$307.27	\$30.73	\$338.00	Per day	Market pricing
Category 1 Function room hire for profit organisations training and corporate purposes	Bruce Scott Pavilion	\$195.00	\$187.27	\$18.73	\$206.00	Half Day (maximum 3 hours)	Market pricing
Category 1 Function room hire for profit organisations training and corporate purposes	Bruce Scott Pavilion	\$390.00	\$374.55	\$37.45	\$412.00	Per day	Market pricing
Category 1 Meeting room hire for not for profit community groups, schools and charity organisations	Bruce Scott Pavilion	\$160.00	\$153.64	\$15.36	\$169.00	Per day	Market pricing
Category 1 Meeting room hire for not for profit community groups, schools and charity organisations	Bruce Scott Pavilion	\$80.00	\$76.82	\$7.68	\$84.50	Half Day (maximum 3 hours)	Market pricing
Category 1 Meeting room hire for profit organisations training and corporate purposes	Bruce Scott Pavilion	\$195.00	\$187.27	\$18.73	\$206.00	Per day	Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 135 of 165

ORDINARY COUNCIL - 9 APRIL 2024 - ATTACHMENTS

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Year 24/25 Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Sports Facilities Categories [continued]								
Category 1 Meeting room hire for profit organisations training and corporate purposes	Bruce Scott Pavilion	\$97.50	\$93.64	\$9.36	\$103.00	Half Day (maximum 3 hours)		Market pricing
Category 1 Sports Facilities: Non-Sports Council Member or Sports Member additional use – all users	All users. Maximum three (3) hours use only	\$45.00	\$43.18	\$4.32	\$47.50	Per Hour		Market pricing
Category 2 Sports Facilities: Non-Sports Council Member or Sports Member additional use – all users	All users. Maximum three (3) hours use only	\$35.00	\$33.64	\$3.36	\$37.00	Per Hour		Market pricing
Category 3 Sports Facilities: Non-Sports Council Member or Sports Member additional use – all users	All Users. Maximum three (3) hours use only	\$25.00	\$23.96	\$2.40	\$26.35	Per Hour		Market pricing
Category 1 Sports Facilities: Non-Sports Council Member or Sports Member Additional Use	Once off ground use	\$308.00	\$295.45	\$29.55	\$325.00	Per day		Market pricing
Category 2 Sports Facilities: Non-Sports Council Member or Sports Member Additional Use	Once off ground use	\$247.00	\$236.82	\$23.68	\$260.50	Per day		Market pricing
Category 3 Sports Facilities: Non-Sports Council Member or Sports Member Additional Use	Once off ground use	\$185.00	\$177.27	\$17.73	\$195.00	Per day		Market pricing
Canteen Hire: Sports Councils, Not for Profit Community Groups, Schools and Registered Charities	Match field competition or Carnivals	\$114.00	\$109.55	\$10.95	\$120.50	Per day		Market pricing
Canteen Hire: For profit organisations including Council	Match field competition or Carnivals	\$142.00	\$136.36	\$13.64	\$150.00	Per day		Market pricing
Sports Facilities Hire: All Categories – Bond	Function, no alcohol	\$712.00	\$751.00	\$0.00	\$751.00	Per function		Market pricing
Sports Facilities Hire: All Categories – Bond	Function, alcohol consumed	\$1,195.00	\$1,260.00	\$0.00	\$1,260.00	Per function		Market pricing
Category 1 Function Room Hire: Private Functions	Alcohol consumed and kitchen	\$744.00	\$713.64	\$71.36	\$785.00	Per day		Market pricing
Category 1 Function Room Hire: For profit organisations including Council	No Alcohol	\$155.50	\$149.09	\$14.91	\$164.00	Per day		Market pricing
Category 1 Function Room Hire: For profit organisations including Council	Alcohol consumed	\$322.00	\$309.09	\$30.91	\$340.00	Per day		Market pricing
Category 1 Function Room Hire: Sports Councils, Not for Profit Community Groups and Registered Charities	No alcohol	\$133.00	\$127.73	\$12.77	\$140.50	Per day		Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 136 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Sports Facilities Categories [continued]

Category 1 Function Room Hire: Sports Councils, Not for Profit Community Groups and Registered Charities	Alcohol consumed	\$228.00	\$218.64	\$21.86	\$240.50	Per day		Market pricing
Category 1 Function Room Hire: Port Stephens Bridge Club	Elizabeth Waring Room	\$15.40	\$14.91	\$1.49	\$16.40	Per hour		Market pricing
Category 1 Meeting/Training Room Hire: Elizabeth Waring Room and King Park Function Room	All users. Maximum three (3) hours hire only	\$37.50	\$36.36	\$3.64	\$40.00	Per hour		Market pricing
Category 2 Meeting/Training Room Hire: Sports Councils, Not for Profit Community Groups, Schools and Registered Charities	All users. Maximum three (3) hours hire only	\$12.80	\$12.36	\$1.24	\$13.60	Per hour		Market pricing
Category 2 Meeting/Training Room Hire: For profit organisations, including Council	All users. Maximum three (3) hours hire only	\$25.00	\$24.09	\$2.41	\$26.50	Per hour		Market pricing
Category 2 Meeting/Training Room Hire: Sports Councils, Not for Profit Community Groups, Schools and Registered Charities		\$75.00	\$72.27	\$7.23	\$79.50	Per day		Market pricing
Category 2 Meeting/Training Room Hire: For profit organisations, including Council		\$135.00	\$129.55	\$12.95	\$142.50	Per day		Market pricing

Sports Councils Facilities Hire

Category 2

Salt Ash Sports Ground

Hire of Arena - Ebb n Flow 60 x 20	Approved instructors	\$13.00	\$11.82	\$1.18	\$13.00	Per horse		Market pricing
Hire of Arena - Large Sand Arena 80 x 80	Approved instructors	\$10.00	\$9.09	\$0.91	\$10.00	Per horse		Market pricing
Hire of Canteen/Club area only	Community groups	\$108.00	\$98.18	\$9.82	\$108.00	Per event		Market pricing
Casual Hire of Facility including Ebb n Flow arena	Equestrian	\$450.00	\$409.09	\$40.91	\$450.00	Per day		Market pricing
Casual Hire of Facility excluding Ebb n Flow arena		\$400.00	\$363.64	\$36.36	\$400.00	Per Day		Market pricing

continued on next page ...

ORDINARY COUNCIL - 9 APRIL 2024 - ATTACHMENTS

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
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Category 2 [continued]

Alexander Park Dressage Club	Equestrian Up to a maximum of \$430.00	\$4.30	\$3.91	\$0.39	\$4.30	Per rider / per day		Market pricing
Hunter Valley Dressage	Equestrian Up to a maximum of \$430.00	\$4.30	\$3.91	\$0.39	\$4.30	Per rider / per day		Market pricing
Salt Ash Sporting Club	Equestrian Up to a maximum of \$420.00	\$4.20	\$3.82	\$0.38	\$4.20	Per rider / per day		Market pricing
Salt Ash Pony Club	Equestrian Up to a maximum of \$420.00	\$4.20	\$3.82	\$0.38	\$4.20	Per rider / per day		Market pricing
Hunter Valley Arabian	Equestrian Up to a maximum of \$420.00	\$4.20	\$3.82	\$0.38	\$4.20	Per rider / per day		Market pricing

Sports Councils – Utilities and Floodlights Usage

Electricity Levy Tier 1	Core user payment	\$948.00	\$909.09	\$90.91	\$1,000.00	Per year		Market pricing
Electricity Levy Tier 2	Core user payment	\$505.00	\$484.55	\$48.45	\$533.00	Per year		Market pricing
Electricity Levy Tier 3	Core user payment	\$289.50	\$278.18	\$27.82	\$306.00	Per year		Market pricing
Electricity Levy Tier 4	Core user payment	\$72.50	\$69.55	\$6.95	\$76.50	Per year		Market pricing

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 138 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Name	Description	Year 23/24 Fee (incl. GST)	Fee (excl. GST)	Year 24/25 GST	Fee (incl. GST)	Unit	Legislation	Pricing Policy
Sports Councils – Utilities and Floodlights Usage [continued]								
Use of Flood Lights – All Sports Facilities	Once off use	\$129.00	\$123.64	\$12.36	\$136.00	Per use		Market pricing

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
Index of all Fees		
1		
1 piece (mattress or base)	[Mattresses & Bases]	53
15 Minutes Park Free	[Smart Parking Meters]	24
2		
20 to 60 tonnes	[Charity Waste Disposal]	55
6		
60 to 150 tonnes	[Charity Waste Disposal]	55
A		
A History of Port Stephens, Tomaree and Yacaaba	[Books]	28
A History of Tilligerry Peninsula	[Books]	28
Access appraisals	[Professional and Technical Property Advice]	58
Access Community Land application	[Event Site Hire]	39
Acquisition of Council land	[Administration Costs]	28
Additional Assessment and/or Reinspection	[Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees]	89
Additional Assessment and/or Reinspection	[Approvals/Inspections]	94
Additional Assessment and/or Reinspection	[Approvals/Inspections]	97
Additional Assessment and/or Reinspection	[Permits]	98
Additional Collection Service of special event bin	[Special Events]	52
Additional emblem for bronze plaques (e.g. RAAF, Girl Guides, Scouts etc.)	[Cemetery – Other fees]	35
Additional fee - can be applied for the assessment of building works carried out without the required planning assessment and consent or not in accordance with the relevant consent, approval, certification and/or inspections	[Application Fees]	83
Additional fee for agency or authority concurrence or approval	[Additional Application Fees]	71
Additional fee for Designated Development	[Additional Application Fees]	71
Additional fee for Integrated Development	[Additional Application Fees]	71
Additional fee for modification under Section 4.55(2) or 4.56(1) (EP&A Act 1979 and EP&A Regulations 2021) where notice is required to be given	[Additional Modification (\$4.55) Fees]	75
Additional fee for referral of a Residential Apartment Development to an Urban Design Panel	[Additional Application Fees]	71
Additional fee for referral of a Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) modification application which relates to Residential Apartment Development accompanied by a design verification from a qualified designer	[Additional Modification (\$4.55) Fees]	75
Additional fee for referral of other development to an Urban Design Panel	[Additional Application Fees]	71
Additional fee for review of all types of development by an Urban Design Panel prior to DA lodgment	[Additional Application Fees]	72

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
A [continued]		
Additional fee for review of modification where notice is required to be given under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021)	[Review of Determination of Application]	77
Additional inspection or reinspection	[Class 2, 3 & 4 Additional Inspection Fees]	81
Additional or replacement key	[Property Licences]	17
Additional space	[Outdoor Trading]	24
Administration fee	[Commercial Operator's Licence – Water/Land Activities – Category 1]	20
Administration fee	[Commercial Operator's Licence – Water/Land Activities – Category 2]	20
Administration fee	[Commercial Operator's Licence – Water/Land Activities – Category 3]	21
Administration fee	[Commercial Operator's Licence – Land-based Activities]	21
Administration fee	[Commercial Operator's Market Licence – More than 4 times per year]	22
Administration fee	[Reclassification of Council-owned Land]	69
Administration Fee	[Commercial Operator's Mobile Food/Retail Licence & Permit]	23
Administration Fee	[Commercial Operator's Not for Profit Licence]	22
Administration Fee - Go Swim Program Once Only	[Aquatic Education]	119
Administration Fee – GOswim Program Once Only	[Aquatic Education]	132
Administration Fee – GOswim Program Once Only	[Aquatic Education]	126
Administration fee – per child	[Family Day Care]	38
Administration Fee for Registration of Swimming Pool or Amendment of Swimming Pool Registration	[Swimming Pool Registration Fees]	85
Administration Search Fee	[Cemetery – Other fees]	35
Advertising fee	[Miscellaneous]	107
Advertising fee for Advertised, Nominated Integrated, Threatened Species or Class 1 Aquaculture Development	[Notification and Advertising Fees]	73
Advertising fee for Designated Development	[Notification and Advertising Fees]	73
Advertising fee for Prohibited Development	[Notification and Advertising Fees]	73
Advertising pursuant to Council Community Participation Plan (CPP)	[Notification and Advertising Fees]	73
After School Care 3 hours care – Casual position	[Outside School Hours Care]	36
After School Care 3 hours care – Permanent position	[Outside School Hours Care]	36
Alexander Park Dressage Club	[Category 2]	138
All restorations	[Other]	96
All restorations – Separate restoration costs for openings	[Other]	96
All surfaces	[Bituminous Surfaces]	96
Amendment of records	[Applications]	17
Amendments/Changes to Bookings	[Visitor Information Centre]	56
Anna Bay Lawn Cemetery CD	[Books]	28
Annual Administration Charge – food premises (large – more than 50 FTE food handlers)	[Food Safety]	109
Annual Administration Charge – food premises (medium – more than 5 but not more than 50 FTE food handlers)	[Food Safety]	109
Annual Administration Charge – food premises (small – up to 5 FTE food handlers)	[Food Safety]	109
Annual permit - Dangerous/Restricted Dog	[Animal Management]	104
Annual permit - Undesexed Cat	[Animal Management]	104
Annual rental for permit or right to place advertising sign or clothes rack etc. on part of footway adjacent to the shop	[Outdoor Trading]	24
Anti Barking Collars	[Animal Management]	104

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 141 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
A [continued]		
Any other modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, with original DA fee of 1 fee unit or more and with a value of works over \$10,000,000	[Modification (s4.55) Fees]	75
Any other modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, with original DA fee of 1 fee unit or more and with a value of works up from \$1,000,001 – \$10,000,000	[Modification (s4.55) Fees]	75
Any other modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, with original DA fee of 1 fee unit or more and with a value of works up from \$250,001 – \$500,000	[Modification (s4.55) Fees]	74
Any other modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, with original DA fee of 1 fee unit or more and with a value of works up from \$5,001 – \$250,000	[Modification (s4.55) Fees]	74
Any other modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, with original DA fee of 1 fee unit or more and with a value of works up from \$500,001 – \$1,000,000	[Modification (s4.55) Fees]	74
Any other modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, with original DA fee of 1 fee unit or more and with a value of works up to \$5,000	[Modification (s4.55) Fees]	74
Application Amendment – Commercial	[Septic Tanks]	108
Application Amendment – Commercial	[Septic Tanks]	108
Application Amendment – Residential	[Septic Tanks]	108
Application Fee – Commercial	[Septic Tanks]	108
Application Fee – Commercial	[Septic Tanks]	108
Application Fee – Residential	[Septic Tanks]	108
Application fee for private information – not related to health records	[Applications]	17
Application Fee for Swimming Pools Safety Barrier Exemption Application	[Swimming Pool Safety Barrier Exemption Fee]	85
Application for approval to Operate a Manufactured Home Estate, Caravan Park or Camping Ground (Initial)	[Application Fees]	86
Application for approval to Operate a Manufactured Home Estate, Caravan Park or Camping Ground (Renewal)	[Application Fees]	86
Application for Approval to Operate Manufactured Home Estate, Caravan Park or Camping Ground (Amendment)	[Application Fees]	86
Application for Approval to Operate Manufactured Home Estates, Caravan Park or Camping Ground (change of details including community map)	[Application Fees]	86
Application for installation of relocatable home or rigid annexe on flood liable land	[Application Fees]	86
Application for permit or right to place advertising sign or alfresco street dining on part of footway adjacent to the shop	[Outdoor Trading]	24
Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) if the estimated cost of development is less than \$100,000	[Review of Decision to Reject Application]	75
Application for tree removal/pruning permit	[Tree Management]	112
Application has been advertised or notified	[Withdrawal Fees]	75
Application is withdrawn after an assessment report is commenced, but before completion of the assessment	[Withdrawal Fees]	75

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
A [continued]		
Application is withdrawn after assessment has been completed but before determination is made	[Withdrawal Fees]	75
Application is withdrawn after the assessment/compliance audit has been completed, but before the certificate is issued	[Withdrawal Fees of Complying Development Certificates]	79
Application is withdrawn after the BCA/DA compliance audit has been commenced but before the certificate is issued	[Withdrawal Fees for Construction Certificates]	78
Application is withdrawn before an assessment report has been commenced	[Withdrawal Fees]	75
Application is withdrawn before site investigations are made	[Withdrawal Fees for Construction Certificates]	78
Application is withdrawn before site investigations are made	[Withdrawal Fees of Complying Development Certificates]	79
Application is withdrawn prior to a BCA/DA compliance audit being commenced	[Withdrawal Fees for Construction Certificates]	78
Application is withdrawn prior to preparation of an assessment / compliance audit being commenced	[Withdrawal Fees of Complying Development Certificates]	79
Application other than to install a manufactured home, moveable dwelling or associated structure on land or an on-site sewage management system	[Applications other than that for a manufactured home, caravan park, movable dwelling or onsite waste management system]	79
Application to Transport Waste (over/under public land)	[Applications other than that for a manufactured home, caravan park, movable dwelling or onsite waste management system]	79
Applications relating to external walls only	[Application Fees]	83
Approval to Operate	[Septic Tanks]	108
Aqua Fitness – Adult Single entry	[Aqua Fitness]	131
Aqua Fitness – Adult Single Entry	[Aqua Fitness]	117
Aqua Fitness – Concession Single entry	[Aqua Fitness]	125
Aqua Fitness – Concession Single Entry	[Aqua Fitness]	118
Aqua Fitness – Concession Single Entry	[Aqua Fitness]	131
Aqua Fitness – Multi visit pass adult single (10 visits)	[Aqua Fitness]	124
Aqua Fitness – Multi Visit Pass Adult Single (10 visits)	[Aqua Fitness]	118
Aqua Fitness – Multi visit pass concession single (10 visits)	[Aqua Fitness]	125
Aqua Fitness – Multi Visit Pass Concession Single (10 visits)	[Aqua Fitness]	118
Aqua Fitness – Single Adult entry	[Aqua Fitness]	125
Aqua Fitness Membership - Adult Single (includes pool entry)	[Membership]	116
Aqua Fitness Membership – Adult Single Direct Debit	[Aqua Fitness]	132
Aqua fitness membership - Adult single includes pool entry	[Membership]	124
Aqua Fitness Membership - Concession Single (includes pool entry)	[Membership]	117
Aqua fitness membership concession - Single includes pool entry	[Membership]	124
Aqua Fitness Membership –Concession Single Direct Debit	[Aqua Fitness]	131
Archiving fee – Applicable to all development and building applications	[Scanning and Archiving]	59
Assessment of Notice of Completion of Installation (Manufactured Home) and issue of certificate of completion (per site)	[Inspection and Certificate Fees]	86
Assessment of Performance BCA Solution for Complying Development Certificate	[BCA Performance Solution Fee]	79
Assessment of Performance BCA Solution for Construction Certificate	[BCA Performance Solution Fee]	78
Attendance of Commissioning test for Fire Safety Service	[Class 2, 3 & 4 Additional Inspection Fees]	81
Attendance without booking	[Outside School Hours Care]	37
Author visits	[Programs/Activities]	45
Awnings supported by posts at ground level and like structures at stratum level over Council land, roads and road reserves	[Part B Commercial Stratum Structure Licence]	18

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
B		
Balcony utilised for commercial activities e.g. seating/entertainment areas of restaurant	[Part B Commercial Stratum Structure Licence]	18
Banksia or Acacia Hall Hire	[Medowie Community Centre]	48
Banksia or Acacia Hall Hire	[Medowie Community Centre]	48
Before and After School Hours Care Fee Range	[Family Day Care]	39
Before covering fire protection at service penetrations - Calculated per level requiring inspection	[Class 2, 3 & 4 Additional Inspection Fees]	81
Before covering the junction of an internal fire-resisting construction bounding a sole-occupancy unit - Calculated per level requiring inspection	[Class 2, 3 & 4 Additional Inspection Fees]	81
Before covering waterproofing in a wet area, for at least 10% of rooms with a wet area in the building	[Class 2, 3 & 4 Additional Inspection Fees]	81
Before School Care 2 hours care – Casual position	[Outside School Hours Care]	36
Before School Care 2 hours care – Permanent position	[Outside School Hours Care]	36
Bin Hire	[Event Administration Fees]	41
Biosecurity Direction re-inspection	[Administration Fees]	112
Biosecurity Undertaking re-inspection	[Administration Fees]	112
Black granite plaque for granite wall at Raymond Terrace Cemetery ONLY	[Columbarium Wall Fees – Raymond Terrace (including Granite Wall), Carumbah Memorial Gardens, Karuah & Anna Bay]	34
Boarding House Initial Compliance Investigation	[Other Commercial Premises or Applications]	111
Bobs Farm Cadre Camp	[Books]	29
Bond	[Commercial Events (over 5 days in length)]	43
Bond	[High Impact Event]	40
Bond	[Medium Impact Event]	40
Bond	[High Impact Event]	40
Bond	[Medium Impact Event]	40
Bond	[High Impact Event]	41
Bond	[Medium Impact Event]	41
Bond – Event Category A	[Bonds (no GST on Bonds)]	45
Bond – Event Category B	[Bonds (no GST on Bonds)]	45
Bond – Event Category C	[Bonds (no GST on Bonds)]	45
Bond – Event Category D	[Bonds (no GST on Bonds)]	46
Bond – Event Category E	[Bonds (no GST on Bonds)]	46
Booking Engine Training Fee	[Visitor Information Centre]	56
Boundary realignment	[Subdivision Application Fees]	72
Brochure display	[Visitor Information Centre]	56
Building inspection where Construction Certificate has not been issued by Port Stephens Council	[Class 2, 3 & 4 Additional Inspection Fees]	81
Burial Plot – Anna Bay – Concrete Beams	[Cemetery – Burial Plots]	35
Burial Plot – Karuah, Nelson Bay, Seaham, Raymond Terrace	[Cemetery – Burial Plots]	35
Bushfire certificate where Council is not the certifier	[Bushfire Certificate Fees]	84
Bushfire certificate where Council is the certifier	[Bushfire Certificate Fees]	84
Business Registration (Commercial Premises)	[Other Commercial Premises or Applications]	110

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
C		
Cancellation Fee	[Visitor Information Centre]	56
Canteen Hire: For profit organisations including Council	[Sports Facilities Categories]	136
Canteen Hire: Sports Councils, Not for Profit Community Groups, Schools and Registered Charities	[Sports Facilities Categories]	136
Cantilevered Awnings and like structures at stratum level over Council land, roads and road reserves	[Part B Commercial Stratum Structure Licence]	18
Cardboard, paper, glass containers, plastic containers, steel cans, aluminium cans	[Household Recyclables]	53
Carpet Cleaning Fee	[Ancillary Costs]	46
Casual Hire of Facility excluding Ebb n Flow arena	[Category 2]	137
Casual Hire of Facility including Ebb n Flow arena	[Category 2]	137
Casual squad	[Squad Activities]	120
Cat - Desexed	[Companion Animal – Lifetime Registration Fee]	105
Cat - Desexed or Not Desexed	[Companion Animal – Lifetime Registration Fee]	105
Cat trap hire	[Impounding Cats/Dogs]	107
Category 1 Function room hire for not for profit and Charity organisations	[Sports Facilities Categories]	135
Category 1 Function room hire for not for profit and Charity organisations	[Sports Facilities Categories]	135
Category 1 Function room hire for profit organisations training and corporate purposes	[Sports Facilities Categories]	135
Category 1 Function room hire for profit organisations training and corporate purposes	[Sports Facilities Categories]	135
Category 1 Function Room Hire: For profit organisations including Council	[Sports Facilities Categories]	136
Category 1 Function Room Hire: For profit organisations including Council	[Sports Facilities Categories]	136
Category 1 Function Room Hire: Port Stephens Bridge Club	[Sports Facilities Categories]	137
Category 1 Function Room Hire: Private Functions	[Sports Facilities Categories]	136
Category 1 Function Room Hire: Sports Councils, Not for Profit Community Groups and Registered Charities	[Sports Facilities Categories]	136
Category 1 Function Room Hire: Sports Councils, Not for Profit Community Groups and Registered Charities	[Sports Facilities Categories]	137
Category 1 installation – Initial Fee	[Public Roads/Places]	95
Category 1 Meeting room hire for not for profit community groups, schools and charity organisations	[Sports Facilities Categories]	135
Category 1 Meeting room hire for not for profit community groups, schools and charity organisations	[Sports Facilities Categories]	135
Category 1 Meeting room hire for profit organisations training and corporate purposes	[Sports Facilities Categories]	135
Category 1 Meeting room hire for profit organisations training and corporate purposes	[Sports Facilities Categories]	136
Category 1 Meeting/Training Room Hire: Elizabeth Waring Room and King Park Function Room	[Sports Facilities Categories]	137
Category 1 Sports Facilities: Non-Sports Council Member or Sports Member Additional Use	[Sports Facilities Categories]	136
Category 1 Sports Facilities: Non-Sports Council Member or Sports Member additional use – all users	[Sports Facilities Categories]	136
Category 2 installation – Initial Fee	[Public Roads/Places]	95
Category 2 installation – Subsequent Fee per metre	[Public Roads/Places]	95

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 145 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
C [continued]		
Category 2 Meeting/Training Room Hire: For profit organisations, including Council	[Sports Facilities Categories]	137
Category 2 Meeting/Training Room Hire: For profit organisations, including Council	[Sports Facilities Categories]	137
Category 2 Meeting/Training Room Hire: Sports Councils, Not for Profit Community Groups, Schools and Registered Charities	[Sports Facilities Categories]	137
Category 2 Meeting/Training Room Hire: Sports Councils, Not for Profit Community Groups, Schools and Registered Charities	[Sports Facilities Categories]	137
Category 2 Sports Facilities: Non-Sports Council Member or Sports Member Additional Use	[Sports Facilities Categories]	136
Category 2 Sports Facilities: Non-Sports Council Member or Sports Member additional use – all users	[Sports Facilities Categories]	136
Category 3 Sports Facilities: Non-Sports Council Member or Sports Member Additional Use	[Sports Facilities Categories]	136
Category 3 Sports Facilities: Non-Sports Council Member or Sports Member additional use – all users	[Sports Facilities Categories]	136
Certificate as to weed control notices, expenses and charges on land	[Administration Fees]	112
Certified copy of document or map	[Other Fees]	84
Chemicals	[Onsite Weed Control]	112
Cheque Dishonour (cheque paid directly to Council)	[Payments Management]	25
Cheque Dishonour (cheque paid via collection agent)	[Payments Management]	26
Children's programs/activities	[Programs/Activities]	45
Class 1 (dwelling) or Class 2 building comprising 2 dwellings only, including Class 10 (outbuildings)	[Application Fees]	83
Class 10 (outbuildings)	[Application Fees]	83
Class 2 - 9 buildings with floor area exceeding 2,000m2	[Application Fees]	83
Class 2 – 9 buildings with floor area exceeding 200m2 but not exceeding 2,000m2	[Application Fees]	83
Class 2 – 9 buildings with floor area not exceeding 200m2	[Application Fees]	83
Cleaning Fee	[Administration Building – Hire of Rooms]	33
Cleaning Fee	[Ancillary Costs]	46
Coastal Hazard Certificate – multiple adjoining Lots – standard request	[Coastal Hazard Information]	102
Coastal Hazard Certificate – multiple adjoining Lots – urgent request	[Coastal Hazard Information]	102
Coastal Hazard Certificate – single lot – urgent request	[Coastal Hazard Information]	102
Coastal Hazard Certificate – single lot, standard request	[Coastal Hazard Information]	103
Coffee	[Port Stephens Council Internal Staff Catering]	26
Coffee	[Port Stephens Council Internal Staff Catering]	26
Coffee	[Port Stephens Council Internal Staff Catering]	26
Coffee Loyalty Card	[Port Stephens Council Internal Staff Catering]	26
Collection Fee	[Unattended Vehicles Taken into Possession]	106
Commercial	[e-Waste]	54
Commission - Accommodation bookings	[Visitor Information Centre]	55
Commission – Tour bookings	[Visitor Information Centre]	55
Committee Room Hire (Double room) – First four hours	[Administration Building – Hire of Rooms]	33
Committee Room Hire (Double room) – Per hour thereafter	[Administration Building – Hire of Rooms]	33
Committee Room Hire (Single room) – First four hours	[Administration Building – Hire of Rooms]	33

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 146 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
C [continued]		
Committee Room Hire (Single room) – Per hour thereafter	[Administration Building – Hire of Rooms]	33
Compensatory Tree Planting	[Compensatory Tree Planting]	113
Complex Tenders	[Tenders]	15
Compliance Certificate	[Compliance Certificate Fees]	81
Complying Development Certificate involving demolition of a single dwelling	[Application Fees]	78
Complying Development Certificate with a value \$400,001 – \$1,000,000	[Application Fees]	78
Complying Development Certificate with a value \$50,001 – \$400,000	[Application Fees]	78
Complying Development Certificate with a value from \$5,001 – \$50,000	[Application Fees]	78
Complying Development Certificate with a value over \$1,000,000	[Application Fees]	78
Complying Development Certificate with a value up to \$5,000	[Application Fees]	78
Concrete, bricks, roof tiles – minimum fee	[Concrete, Bricks, Roof Tiles]	54
Concrete, bricks, roof tiles – per tonne	[Concrete, Bricks, Roof Tiles]	54
Connect to public system	[Approvals/Inspections]	94
Consolidation of lots	[Subdivision Application Fees]	72
Construction of civil works on non-council owned or managed land	[Civil Works]	102
Construction Works with a value from \$100,001 – \$400,000	[Application Fees]	77
Construction Works with a value from \$400,001 – \$1,000,000	[Application Fees]	77
Construction Works with a value from \$5,001 – \$100,000	[Application Fees]	77
Construction Works with a value over \$1,000,000	[Application Fees]	77
Construction Works with a value up to \$5,000	[Application Fees]	77
Convicts of the Australian Agricultural Company	[Books]	28
Copy of Certificate	[Other Fees]	84
Corner Lots	[Kerb & Guttering]	95
Council Building Surveying or Planning Professional Officer providing consultant services	[Consultation Services]	58
Council Labour cost	[Onsite Weed Control]	112
Credit Card Fees	[Payment Processing]	15
Credit/Debit Card declined	[Outside School Hours Care]	36
Credit/Debit Card declined	[Pre-School]	37
D		
Dangerous Dogs (declared under legislation)	[Animal Management]	104
Dangerous Dogs (declared under legislation)	[Animal Management]	104
Dangerous Dogs (declared under legislation)	[Animal Management]	105
Dangerous Dogs (declared under legislation)	[Animal Management]	105
Development Application Awareness Fee	[Application Fees]	70
Development application involving strata subdivision	[Subdivision Application Fees]	72
Development application involving subdivision, other than strata subdivision, involving the opening of a public road	[Subdivision Application Fees]	72
Development application involving subdivision, other than strata subdivision, not involving the opening of a public road	[Subdivision Application Fees]	72
Development being a single dwelling with a value of works up to \$100,000	[Application Fees]	70
Development involving building or demolition work with a value of works \$1,000,001 – \$10,000,000	[Application Fees]	70

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
D [continued]		
Development involving building or demolition work with a value of works \$250,001 – \$500,000	[Application Fees]	70
Development involving building or demolition work with a value of works \$5,001 – \$50,000	[Application Fees]	70
Development involving building or demolition work with a value of works \$50,001 – \$250,000	[Application Fees]	70
Development involving building or demolition work with a value of works \$500,001 – \$1,000,000	[Application Fees]	70
Development involving building or demolition work with a value of works exceeding \$10,000,000	[Application Fees]	70
Development involving building or demolition work with a value of works up to \$5,000	[Application Fees]	69
Development not involving building work/carrying out of work/subdivision of land/demolition work	[Application Fees]	69
Dilapidation report	[Professional and Technical Property Advice]	58
Direct Debit Dishonour	[Payments Management]	26
Discount for BYO cup	[Port Stephens Council Internal Staff Catering]	26
Dog - Desexed	[Companion Animal – Lifetime Registration Fee]	105
Dog - Desexed	[Companion Animal – Lifetime Registration Fee]	106
Dog - Not Desexed or Desexed	[Companion Animal – Lifetime Registration Fee]	106
Dog - Working dog, Service of the State, Assistance Animal	[Companion Animal – Lifetime Registration Fee]	106
Dog/Cat - Desexed	[Companion Animal – Lifetime Registration Fee]	106
Drainage not part of road construction – Application Fee	[Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees]	89
Drainage not part of road construction – Inspection/PCA Fee	[Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees]	89
Driveway Crossing Application (Section 138 of Roads Act 1993)	[Driveway Crossings]	97
Duplicate Rate Notice, Invoice, Account etc. (not for receipting purposes)	[Property Administration]	27
E		
Each additional cat/dog	[Impounding Cats/Dogs]	107
Earth, gravel and all other classes of unsealed pavements or shoulders	[Other]	96
Economy Panel 1-2 panels	[Bus Shelter Panels]	13
Economy Panel 3+ panels	[Bus Shelter Panels]	13
Educator Levy	[Family Day Care]	38
Educator Levy if using Harmony Web	[Family Day Care]	38
Egg & Bacon Roll/Wrap	[Port Stephens Council Internal Staff Catering]	27
Election Day Hire	[Ancillary Costs]	46
Electrical Inspection Charge	[Commercial Operator's - Additional Fees]	23
Electrical Usage Charge Tier 1	[Commercial Operator's - Additional Fees]	23
Electrical Usage Charge Tier 2	[Commercial Operator's - Additional Fees]	23
Electrical Usage Charge Tier 3	[Commercial Operator's - Additional Fees]	23
Electrical Usage Charge Tier 4	[Commercial Operator's - Additional Fees]	24
Electricity Levy Tier 1	[Sports Councils – Utilities and Floodlights Usage]	138
Electricity Levy Tier 2	[Sports Councils – Utilities and Floodlights Usage]	138
Electricity Levy Tier 3	[Sports Councils – Utilities and Floodlights Usage]	138

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
E [continued]		
Electricity Levy Tier 4	[Sports Councils – Utilities and Floodlights Usage]	138
Electronic referral and review of DA by an Urban Design Panel	[Additional Application Fees]	71
Endorsement of new restriction as to user, covenant/caveat, right of carriage, easement or the like	[Other Fees]	88
Engineering Certification - Application fee	[Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees]	91
Engineering Information Certificate	[Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees]	90
Enrolment – New family	[Family Day Care]	38
Entry – Adult	[Single Visit]	114
Entry – Adult	[Single Visit]	121
Entry – Adult	[Single Visit]	128
Entry - Child	[Single Visit]	114
Entry - Child	[Single Visit]	121
Entry - Child	[Single Visit]	128
Entry – Child 3 years and under	[Single Visit]	114
Entry – Child 3 years and under	[Single Visit]	121
Entry – Child 3 years and under	[Single Visit]	128
Entry - Companion/Carers	[Single Visit]	114
Entry - Companion/Carers	[Single Visit]	122
Entry - Companion/Carers	[Single Visit]	128
Entry – Concession	[Single Visit]	114
Entry – Concession	[Single Visit]	128
Entry – Concession (Concession Card Holders)	[Single Visit]	122
Entry – Family (Day Pass)	[Single Visit]	115
Entry – Family (Day Pass)	[Single Visit]	122
Entry – Family (Day Pass)	[Single Visit]	128
Entry – School Student	[Single Visit]	115
Entry – School Student	[Single Visit]	122
Entry – School Student	[Single Visit]	128
Entry – Spectator	[Single Visit]	115
Entry – Spectator	[Single Visit]	122
Entry – Spectator	[Single Visit]	129
Event Administration Charge – Filming and Commercial Photography	[Event Administration Fees]	41
Event Administration Charge – Private ceremonies (including weddings and christenings)	[Event Administration Fees]	42
Event Site Preparation and/or assistance	[Event Administration Fees]	42
Event Site Remediation or Cleaning	[Event Administration Fees]	42
Expression of Interest	[Tenders]	15
Extra line inscription on plaque	[Bushland Garden Fees – Carumbah Memorial Gardens]	34
Extra line inscription on plaque	[Columbarium Wall Fees – Raymond Terrace (including Granite Wall), Carumbah Memorial Gardens, Karuah & Anna Bay]	34
F		
Facsimile charge – incoming (additional pages)	[Administration Fees]	13
Facsimile charge – incoming (first page)	[Administration Fees]	13

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
F [continued]		
Facsimile charge – outgoing Australia (additional pages)	[Administration Fees]	13
Facsimile charge – outgoing Australia (first page)	[Administration Fees]	13
Facsimile charge – outgoing international (additional pages)	[Administration Fees]	13
Facsimile charge – outgoing international (first page)	[Administration Fees]	13
Failure to notify of child absence	[Outside School Hours Care]	36
Family Membership + Squad Program	[Squad Activities]	120
Fast-Track Loan	[Inter-Library Loans]	43
Fee reminder	[Outside School Hours Care]	36
Fee reminder	[Pre-School]	37
Fire Safety – Administration fee	[Registration Fee]	85
Fire Safety – Certification audit	[Fire Safety Certificate Fee]	86
Fire Safety – Inspection fee	[Inspection Fee]	86
Flood Certificate – multiple adjoining Lots – standard request	[Flooding Information]	93
Flood Certificate – multiple adjoining Lots – urgent request	[Flooding Information]	93
Flood Certificate – single lot – urgent request	[Flooding Information]	93
Flood Certificate – single lot, standard request	[Flooding Information]	93
Food business inspection fee	[Food Safety]	110
Food Business Registration	[Food Safety]	110
Footpath Occupation Permit	[Permits]	99
Footpaths & Domestic Driveways	[Concrete – Footpaths & Domestic Driveways]	96
Foreshore Dinghy storage	[Recreational Berthing]	55
Formal application fee – corporation	[Formal Application]	16
Formal application fee – individual	[Formal Application]	15
Formal application processing fee	[Formal Application]	16
Formal application: Internal Review – application fee	[Formal Application]	16
Formal Engineering Advice	[Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees]	89
Frontage (other than corner lots)	[Kerb & Guttering]	95
Full Auditorium - Hourly Rate	[Tomaree Library & Community Centre]	50
Full Auditorium - Hourly Rate	[Tomaree Library & Community Centre]	51
Full fee paying members	[Sports Councils – Membership Fees and Arrangements]	134
Full fee paying members	[Sports Councils – Membership Fees and Arrangements]	134
Full fee paying members	[Sports Councils – Membership Fees and Arrangements]	134
Full fee paying members	[Sports Councils – Membership Fees and Arrangements]	134
Full fee paying members	[Sports Councils – Membership Fees and Arrangements]	134
Funeral Director/Grave Digger levied fee for incorrect burial	[Cemetery – Other fees]	35
G		
Garbage bin (240 litres)	[Holiday Rental Bin Service]	52
Garbage bin (240 litres)	[Special Events]	52
Garden/Wood Waste – Minimum Fee	[Garden/Wood Waste]	53
Garden/Wood Waste (Does not include painted, treated or laminated timber)	[Garden/Wood Waste]	53
General Mixed Waste	[Mixed Inert Waste]	53
General Mixed Waste – Minimum Fee	[Mixed Inert Waste]	53
Graffiti wipes	[Community Services and Events]	33

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
G [continued]		
Greater than 150 tonnes	[Charity Waste Disposal]	55
Green Bin	[Additional Bins/Bin Size Upgrades]	51
Gutter crossing	[Kerb & Guttering]	95
H		
Hall Hire	[Outside School Hours Care]	37
Heavy Vehicle Permit Application	[Permits]	98
Helicopter landing licence fee	[Designated Sites]	43
Henry H Halloran in Port Stephens the Legacy	[Books]	29
HIA members	[Building Specification Booklets]	59
Hire of Arena - Ebb n Flow 60 x 20	[Category 2]	137
Hire of Arena - Large Sand Arena 80 x 80	[Category 2]	137
Hire of Canteen/Club area only	[Category 2]	137
Hourly Rate	[Anna Bay/Birubi Point Hall]	46
Hourly Rate	[Anna Bay/Birubi Point Hall]	46
Hourly Rate	[Corlette Community Hall]	47
Hourly Rate	[Corlette Community Hall]	47
Hourly Rate	[Fern Bay Community Centre]	47
Hourly Rate	[Fern Bay Community Centre]	47
Hourly Rate	[Hinton School of Arts]	47
Hourly Rate	[Hinton School of Arts]	47
Hourly Rate	[Karuah Community Hall]	47
Hourly Rate	[Karuah Community Hall]	48
Hourly Rate	[Lemon Tree Passage Old School Centre]	48
Hourly Rate	[Lemon Tree Passage Old School Centre]	48
Hourly Rate	[Mallabula Community Centre]	48
Hourly Rate	[Mallabula Community Centre]	48
Hourly Rate	[Nelson Bay Community Hall]	49
Hourly Rate	[Nelson Bay Community Hall]	49
Hourly Rate	[Raymond Terrace Senior Citizens Hall]	49
Hourly Rate	[Raymond Terrace Senior Citizens Hall]	49
Hourly Rate	[Salt Ash Community Hall]	49
Hourly Rate	[Salt Ash Community Hall]	50
Hourly Rate	[Salt Ash Community Hall]	50
Hourly Rate	[Seaham School of Arts & Community Hall]	50
Hourly Rate	[Seaham School of Arts & Community Hall]	50
Hourly Rate	[Soldiers Point Hall]	50
Hourly Rate	[Soldiers Point Hall]	50
Hourly Rate	[Soldiers Point Hall]	50
Hourly Rate	[Tanilba Foreshore Hall]	50
Hourly Rate	[Williamtown Hall]	51
Hourly Rate	[Williamtown Hall]	51
HSC Exam Storage Service	[Document Storage Service]	14
Hunter Valley Arabian	[Category 2]	138

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 151 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
H [continued]		
Hunter Valley Dressage	[Category 2]	138
Hydro Functional Kickstarter Pass	[Special]	121
I		
Impounding fee	[Impounding Cats/Dogs]	107
Impounding fee (Initial)	[Impounding Cats/Dogs]	107
Improvement Notice – Food Premises – Administration Fee	[Food Safety]	110
In Centre Advertising	[Visitor Information Centre]	56
Independent Review	[Planning Proposals and Reclassification]	64
Independent Studies (including a Place Plan)	[Planning Proposals and Reclassification]	64
Industrial / Commercial Development / Residential Additional Inspections (as required for development type)	[Commercial/Industrial Development/ Residential Fees (class2-9)]	80
Industrial / Commercial Development / Residential Greater than \$50,001	[Commercial/Industrial Development/ Residential Fees (class2-9)]	80
Industrial / Commercial Development / Residential Up to \$50,000	[Commercial/Industrial Development/ Residential Fees (class2-9)]	80
Informal Request Fee	[Informal Request]	16
Inlet Port Stephens – DVD	[Books]	29
Inspection and Re-Inspection associated with Manufactured Home Estate, Caravan Park or Camping Ground (per hour minimum 30 minutes)	[Inspection and Certificate Fees]	87
Inspection Fee	[Legionella Control]	111
Inspection Fee – all food premises types – extended inspection (per hour, minimum 30 minutes)	[Food Safety]	110
Inspection Fee – Commercial (per hour, minimum 30 minutes)	[Septic Tanks]	109
Inspection Fee – Holding Room and Mortuary	[Inspections]	108
Inspection Fee – Mobile Food Vehicles	[Food Safety]	110
Inspection Fee – when associated with a DA (commercial premises)	[Other Commercial Premises or Applications]	110
Inspection Fee – when associated with a DA (non-licensed premises)	[Food Safety]	110
Inspection Fee – when associated with an application to install (residential or commercial)	[Septic Tanks]	109
Inspection Fee (Commercial Premises)	[Other Commercial Premises or Applications]	110
Inspection Fee (per pool or spa)	[Swimming Pool/Spa Inspections – Public Swimming Pool Program (Public Health Act)]	111
Inspection of relocated building Port Stephens LGA	[Relocated Building Fees]	83
Install a Manufactured home, moveable dwelling or associated structure on land (Section 68A Local Government Act)	[Application Fees]	86
Installation or removal of advertising	[Bus Shelter Panels]	13
Integrated Plans Fee	[Integrated Plans]	30
Inter-Library Loan from non-reciprocal libraries	[Inter-Library Loans]	43
Inter-Library Loan from reciprocal libraries	[Inter-Library Loans]	43
Interment fee	[Cemetery – Other fees]	35
International	[Inter-Library Loans]	43
Internet Access	[e-Resources]	43
K		
Kerb & Gutter Fee	[Kerb & Gutter]	96

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
K [continued]		
Key Bond	[Property Licences]	17
Kitchen Cleaning Fee	[Administration Building – Hire of Rooms]	33
Kitchen Facilities Hire	[Administration Building – Hire of Rooms]	34
L		
Laboratory analysis	[Septic Tanks]	109
Laboratory Analysis Fee	[Swimming Pool/Spa Inspections – Public Swimming Pool Program (Public Health Act)]	111
Laminating A3	[Production Services]	45
Laminating A4	[Production Services]	45
Lane Hire	[Special]	120
Lane Hire	[Special]	126
Lane Hire – casual booking	[Special]	133
Large item	[Unattended Items]	107
Late Attendance Record processing	[Family Day Care]	38
Late collection of child	[Outside School Hours Care]	37
Late collection of child	[Pre-School]	37
Late Fee	[Animal Management]	104
Lease Fee. Community or Crown Land	[Property Licences]	24
Lease/ Licence Amendment Fee - Commercial agreements	[Property Licences]	17
Legionella Control – annual administration fee	[Legionella Control]	111
Less than 20 tonnes	[Charity Waste Disposal]	55
Licence Administration - Community Licences	[Property Licences]	24
Licence Administration fee – commercial/corporate	[Property Licences]	17
Licence fee	[Commercial Operator's Licence – Water/Land Activities – Category 1]	20
Licence fee	[Commercial Operator's Licence – Water/Land Activities – Category 1]	20
Licence fee	[Commercial Operator's Licence – Water/Land Activities – Category 2]	20
Licence fee	[Commercial Operator's Licence – Water/Land Activities – Category 2]	20
Licence fee	[Commercial Operator's Licence – Water/Land Activities – Category 3]	21
Licence fee	[Commercial Operator's Licence – Water/Land Activities – Category 3]	21
Licence fee	[Commercial Operator's Licence – Land-based Activities]	22
Licence fee	[Commercial Operator's Licence – Land-based Activities]	22
Licence fee	[Commercial Operator's Market Licence – More than 4 times per year]	22
Licence fee	[Commercial Operator's Market Licence – More than 4 times per year]	22
Licence fee	[Commercial Operator's Mobile Food/Retail Licence & Permit]	23
Licence fee	[Commercial Operator's Not for Profit Licence]	22
Licence Fee	[Commercial Operator's Mobile Food/Retail Licence & Permit]	23
Licence Fee - Annually	[Property Licences]	18
Licence Fee. Community or Crown Land	[Property Licences]	24
Licence preparation costs	[Part A Residential Stratum Structure]	18
Liquor Licence Application Search Fee	[Liquor Licences]	24
Local School fees	[Sports Councils – Membership Fees and Arrangements]	134
Lost CD/DVD/Video Covers	[Fees]	44
Lost Key	[Ancillary Costs]	46
Lost stock items	[Fees]	44

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 153 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
L [continued]		
Lunch Loyalty Card	[Port Stephens Council Internal Staff Catering]	27
Lunch Specials	[Port Stephens Council Internal Staff Catering]	26
M		
Mechanical servicing, fabrication and repair of vehicles – Emergency Service Vehicles Only	[Services/Inspections]	101
Mechanical servicing/repair of vehicles	[Services/Inspections]	101
Meeting Room	[Karuah Community Hall]	48
Meeting Room - Hourly Rate	[Tomaree Library & Community Centre]	50
Meeting Room - Hourly Rate	[Tomaree Library & Community Centre]	50
Meeting room hire: Raymond Terrace Library	[Miscellaneous]	44
Meeting room hire: Raymond Terrace Library	[Miscellaneous]	44
Membership Administration Fee	[Membership]	115
Membership Administration Fee	[Membership]	122
Membership Administration Fee	[Membership]	129
Membership card replacement	[Miscellaneous]	44
Merchandise – library bags	[Miscellaneous]	44
Milkshakes	[Port Stephens Council Internal Staff Catering]	26
Miscellaneous Works	[Approvals/Inspections]	97
Miscellaneous Works - Application Fee	[Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees]	90
Miscellaneous Works - Inspection/PCA Fee	[Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees]	90
MLAK Key	[Miscellaneous]	39
MLAK Keys	[Miscellaneous]	39
Mobile Food Vendor Permit Fee - Mobile Food Vans & Vehicles and Temporary Food Stalls with cooking amenities	[Commercial Operator's Mobile Food/Retail Licence & Permit]	23
Mobile Food Vendor Permit Fee - Not For Profit Organisation	[Commercial Operator's Mobile Food/Retail Licence & Permit]	23
Modification under s24 of the EP&A (DC&FS) Reg 2021	[Modification (CL148) Fees]	77
Modification under Section 4.30	[Modification (S4.30) Fees of Complying Development Certificate]	79
Modification under Section 4.55 (EP&A Act 1979 and EP&A Regulations 2021) – Correct administrative error of Council	[Modification (s4.55) Fees]	74
Modification under Section 4.55 (EP&A Act 1979 and EP&A Regulations 2021) – Incorrect description/minor error or miscalculation	[Modification (s4.55) Fees]	74
Modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) – Minimal environmental impact	[Modification (s4.55) Fees]	74
Modification under Section 4.55 or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, if original DA fee was less than 1 fee unit or 1 fee unit or more and the original development application did not involve the erection of a building, the carrying out of a work or the demolition of a work or building	[Modification (s4.55) Fees]	74
Modification under Section 4.55(2) or 4.56 (EP&A Act 1979 and EP&A Regulations 2021) and not of minimal environmental impact, with with original DAfee more than 1 fee unit or 1 fee unit or more and the original development application involved the erection of a dwelling house with an estimated cost of \$100,000 or less	[Modification (s4.55) Fees]	74

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
M [continued]		
Monumental Mason levied fee for placement of headstone on incorrect grave	[Cemetery – Other fees]	36
Monumental Permit	[Cemetery – Other fees]	35
more than \$1 million	[Review of Decision to Reject Application]	76
Multi Visit Pass – Adult single 20 visits	[Multiple Visits]	127
Multi Visit Pass – Adult Single 20 visits	[Multiple Visits]	121
Multi Visit Pass - Concession 20 Visit Pass	[Multiple Visits]	114
Multi Visit Pass – Concession Single 20 visits	[Multiple Visits]	128
Multi Visit Pass - Concession Single 20 Visits	[Multiple Visits]	121
Multi Visit Pass – Single Adult 20 Visit Pass	[Multiple Visits]	114
Multi Visit Pass Aqua Fitness Adult Single – (10 visits)	[Aqua Fitness]	131
Multi Visit Pass Aqua Fitness Concession Single – (10 visits)	[Aqua Fitness]	131
N		
Nelson Bay Heritage Walk	[Books]	29
Nest Box Installation	[Compensatory Tree Planting]	113
New Road Naming Application	[New Roads]	98
Niche	[Bushland Garden Fees – Carumbah Memorial Gardens]	34
Niche	[Columbarium Wall Fees – Raymond Terrace (including Granite Wall), Carumbah Memorial Gardens, Karuah & Anna Bay]	34
Non HIA members	[Building Specification Booklets]	59
Non Standard Hours Fee Range	[Family Day Care]	39
Not for Profit Fee Discount	[Event Administration Fees]	42
Not for profit organisation	[Bus Shelter Panels]	14
Notice of Intention Compliance Costs	[Compliance Cost Notice Fees]	87
Notification pursuant to Council Community Participation Plan (CPP)	[Notification and Advertising Fees]	72
NSW Public Spaces Legacy Program Planning Proposal	[Planning Proposals and Reclassification]	64
O		
Objections to application of regulations and local policies	[Applications other than that for a manufactured home, caravan park, movable dwelling or onsite waste management system]	79
Occupation Certificate for a Class 1 or Class 10 building with a value from \$20,001 – \$400,000	[Class 1 or Class 10 Building Fees]	82
Occupation Certificate for a Class 1 or Class 10 building with a value from \$400,001 – \$1,000,000	[Class 1 or Class 10 Building Fees]	82
Occupation Certificate for a Class 1 or Class 10 building with a value from \$5,001 – \$20,000	[Class 1 or Class 10 Building Fees]	82
Occupation Certificate for a Class 1 or Class 10 building with a value over \$1,000,000	[Class 1 or Class 10 Building Fees]	82
Occupation Certificate for a Class 1 or Class 10 building with a value up to \$5,000	[Class 1 or Class 10 Building Fees]	82
Occupation Certificate for a Class 2 - 9 building with a value from \$20,001 – \$200,000	[Class 2 to Class 9 Building Fees]	82

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
O [continued]		
Occupation Certificate for a Class 2 - 9 building with a value from \$200,001 – \$400,000	[Class 2 to Class 9 Building Fees]	82
Occupation Certificate for a Class 2 - 9 building with a value from \$400,001 – \$1,000,000	[Class 2 to Class 9 Building Fees]	82
Occupation Certificate for a Class 2 - 9 building with a value greater than \$1,000,001	[Class 2 to Class 9 Building Fees]	83
Occupation Certificate for a Class 2 - 9 building with a value up to \$20,000	[Class 2 to Class 9 Building Fees]	82
Online Accommodation Booking Fee	[Visitor Information Centre]	56
Online Booking Fee – Tours	[Visitor Information Centre]	56
Open Burning Application	[Other Commercial Premises or Applications]	110
Order Compliance Costs	[Compliance Cost Notice Fees]	87
Other Charges	[Administration Costs]	28
Other hire	[Nelson Bay Community Hall]	49
Other hire	[Salt Ash Community Hall]	50
Other Hire - Garage	[Nelson Bay Community Hall]	49
Other Hire - Garage	[Nelson Bay Community Hall]	49
Other Hire – Shed	[Karuah Community Hall]	48
Other Hire – Shed	[Karuah Community Hall]	48
Other Hire - Wilkinson Room	[Medowie Community Centre]	49
Out of hours consultant work or inspection	[Consultation Services]	58
Out of hours inspection	[Class 2, 3 & 4 Additional Inspection Fees]	81
Outstanding Notices	[Miscellaneous]	108
Outstanding works bond	[Works Quality and Outstanding Works Bonds Fees]	93
P		
Park Seat with Plaque	[Recreation Services Administration]	51
Park Seat without Plaque	[Recreation Services Administration]	51
Parking meter relocation/removal	[Smart Parking Meters]	25
Parking meter replacement	[Smart Parking Meters]	25
Peer Review – On Site Management System Application	[Septic Tanks]	109
Permit for exhumation of remains	[Cemetery – Other fees]	35
Permit to move Biosecurity matter	[Administration Fees]	112
Permit to occupy on-street parking (Section 138 of Roads Act 1993)	[Temporary]	100
Phase 1 - Assessment of initial offer	[Voluntary Planning Agreements]	60
Phase 1 - Assessment of subsequent offers	[Voluntary Planning Agreements]	61
Phase 2 - Executive team endorsement of offers/draft agreements	[Voluntary Planning Agreements]	61
Phase 3 - Preparation of agreement	[Voluntary Planning Agreements]	61
Phase 4 - Exhibition of draft Planning Agreement	[Voluntary Planning Agreements]	62
Phase 5 - Council endorsement of Planning Agreement	[Voluntary Planning Agreements]	63
Phase 6 – Monitoring, enforcing and administering the planning agreement	[Voluntary Planning Agreements]	63
Photocopying	[Production Services]	27
Photocopying	[Production Services]	27
Photocopying	[Inter-Library Loans]	44
Pink Slips – Light Vehicles	[Services/Inspections]	101

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 156 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
P [continued]		
Pink Slips – Motor Cycles	[Services/Inspections]	101
Pink Slips – Trailer with brakes	[Services/Inspections]	101
Pink Slips – Trailer without brakes	[Services/Inspections]	101
Pipe & Gravel Access Fee	[Pipe & Gravel Access]	95
Plant	[Onsite Weed Control]	112
Plaque	[Bushland Garden Fees – Carumbah Memorial Gardens]	34
Plaque	[Columbarium Wall Fees – Raymond Terrace (including Granite Wall), Carumbah Memorial Gardens, Karuah & Anna Bay]	34
Plaque (Terrazzo Walls) Carumbah Memorial Gardens and Karuah Cemetery ONLY	[Columbarium Wall Fees – Raymond Terrace (including Granite Wall), Carumbah Memorial Gardens, Karuah & Anna Bay]	35
Platinum Panel 1-2 panels	[Bus Shelter Panels]	14
Platinum Panel 3+ panels	[Bus Shelter Panels]	14
Polystyrene - Clean	[Mattresses & Bases]	53
Pool hire cancellation fee	[Special]	127
Pool hire cancellation fee	[Special]	133
Pool Hire Cancellation Fee	[Special]	120
Pool Hire Fee 25m	[Special]	127
Pool Hire Fee 50m	[Special]	120
Pool Hire Fee 50m	[Special]	133
Pool Hire Fee Leisure Pool	[Special]	120
Pool Hire Fee Leisure Pool	[Special]	133
Pool Inflatable Hire	[Special]	121
Pool Inflatable Hire	[Special]	127
Pool Membership – Adult Single (12 months)	[Membership]	123
Pool Membership – Adult Single (12 months)	[Membership]	130
Pool Membership – Adult Single (6 months)	[Membership]	123
Pool Membership – Adult Single (6 months)	[Membership]	130
Pool Membership – Adult Single (per 12 months)	[Membership]	116
Pool Membership – Adult Single (per 6 months)	[Membership]	116
Pool Membership – Adult Single (per week)	[Membership]	116
Pool Membership – Adult Single (per week)	[Membership]	123
Pool Membership – Adult Single (per week)	[Membership]	130
Pool Membership - Concession 6 month	[Membership]	124
Pool Membership – Concession Single (per 12 months)	[Membership]	117
Pool Membership – Concession Single (per 6 months)	[Membership]	117
Pool Membership – Concession Single (per week)	[Membership]	117
Pool Membership - Concession Single 12 month membership	[Membership]	130
Pool Membership – Concession Single 12 months	[Membership]	124
Pool Membership - Concession single 6 month membership	[Membership]	129
Pool Membership - Concession Single Direct Debit	[Membership]	123
Pool Membership - Concession Single Direct Debit	[Membership]	129
Pool membership - Corporate Discount - Single	[Membership]	116
Pool membership – Corporate Discount – Single	[Membership]	123
Pool membership – Corporate Discount – Single	[Membership]	130
Pool Membership – Family	[Membership]	116
Pool membership - Family (12 months)	[Membership]	122

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 157 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
P [continued]		
Pool Membership – Family (12 months)	[Membership]	130
Pool Membership – Family (6 months)	[Membership]	123
Pool Membership – Family (6 months)	[Membership]	130
Pool Membership – Family (per 12 months)	[Membership]	116
Pool Membership – Family (per 6 months)	[Membership]	116
Pool Membership – Family (per week)	[Membership]	123
Pool Membership – Family (Per week)	[Membership]	130
Pool Parties	[Special]	133
Pool parties per child	[Special]	127
Pool Parties Per Child	[Special]	120
Port Stephens – The Ultimate Experience	[Books]	29
Port Stephens Development Control Plan	[Control Plans]	29
Port Stephens Heritage	[Books]	29
Port Stephens Local Environmental Plan (Text and Maps)	[Control Plans]	29
Port Stephens Local Environmental Plan (Text)	[Control Plans]	29
Port Stephens Local Infrastructure Contributions Plan	[Contribution Plans]	29
Port Stephens Pool Membership – Adult Single	[Membership]	115
Port Stephens Pool Membership - Adult single - direct debit	[Aqua Fitness]	131
Port Stephens Pool Membership – Adult Single– Direct Debit	[Aqua Fitness]	125
Port Stephens Pool Membership – Family	[Membership]	115
Port Stephens Pool Membership – Family – Direct Debit	[Aqua Fitness]	125
Port Stephens Pool Membership – Family – Direct Debit	[Aqua Fitness]	131
Pre-lodgement meeting	[Planning Proposals and Reclassification]	64
Pre-lodgement meeting/ advice fees for major development	[Pre-Lodgement Meeting/Advice]	57
Pre-lodgement meeting/advice fees for minor development	[Pre-Lodgement Meeting/Advice]	57
Premium Panel 1-2 panels	[Bus Shelter Panels]	14
Premium Panel 3+ panels	[Bus Shelter Panels]	14
Preparation of agreement	[Works in Kind Agreements]	63
Pre-purchase inspection – Commercial Premises	[Food Safety]	110
Pre-purchase inspection (Residential only)	[Septic Tanks]	109
Pre-school session 6 hours standard fee	[Pre-School]	38
Pre-school session 6 hours Tier 1	[Pre-School]	37
Pre-school session Tier 2	[Pre-School]	38
Principal Certifying Authority fee	[Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees]	91
Printing/Photocopying A3	[Production Services]	44
Printing/Photocopying A3 Colour	[Production Services]	45
Printing/Photocopying A4	[Production Services]	44
Printing/Photocopying A4 Colour	[Production Services]	44
Property Enquiry	[Property Information]	28
Provide advice on the Physical Commencement of Development Applications	[Professional and Technical Property Advice]	58
Provide Dwelling Entitlement advice on land in certain rural, residential and environmental protection zones	[Professional and Technical Property Advice]	57
Provide pre-lodgement advice where a meeting is not required	[Pre-Lodgement Meeting/Advice]	57
Public drainage line	[Approvals/Inspections]	94
Public Hearing	[Planning Proposals and Reclassification]	64
Public Holiday Fee Range	[Family Day Care]	39

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
P [continued]		
Pupil Free Day – per child	[Outside School Hours Care]	37
Putrescible Waste (Food Waste)	[General Processable Waste]	53
Putrescible Waste (Food Waste) – minimum fee	[General Processable Waste]	52
Q		
Quiche with Salad	[Port Stephens Council Internal Staff Catering]	27
R		
Ranger Services	[Miscellaneous]	108
Rates Certificate	[Property Administration]	28
Raymond Terrace Pioneer Register	[Books]	29
Re-Advertising pursuant to Council Community Participation Plan (CPP)	[Notification and Advertising Fees]	73
Rear boundaries	[Kerb & Guttering]	95
Receipt of Notice of Completion of Installation (Relocatable Home or Associated Structure) (per site)	[Inspection and Certificate Fees]	86
Recreational/event berthing	[Recreational Berthing]	55
Recycle bin (240 litres)	[Holiday Rental Bin Service]	52
Recycle bin (240 litres)	[Special Events]	52
Red bin	[Additional Bins/Bin Size Upgrades]	51
Refund Application - Vacation Care	[Outside School Hours Care]	37
Refund Fee	[Payments Management]	26
Refund of Local Infrastructure Contributions	[Refund of Local Infrastructure Contributions]	60
Refund on return of anti-bark collar	[Animal Management]	104
Regional weed control works	[Onsite Weed Control]	112
Registered Surveyor	[Survey & Land Services]	100
Registration Fee	[Legionella Control]	111
Registration Fee	[Swimming Pool/Spa Inspections – Public Swimming Pool Program (Public Health Act)]	111
Registration of private complying development certificate	[Registrations]	58
Registration of private construction certificate	[Registrations]	58
Registration of private occupation certificate	[Registrations]	59
Regulated Tenders	[Tenders]	15
Reinspection fee	[Other Fees]	84
Reinspection fee for Swimming Pool Certificate of Compliance	[Certificate of Compliance Fees]	85
Rejection Fee for Direct Debit Accounts	[Membership]	117
Rejection Fee for Direct Debit Accounts	[Membership]	124
Rejection Fee for Direct Debit Accounts	[Membership]	131
Release / vary / modify restrictions as to user, covenants/caveats, rights of carriageway, easements and the like	[Other Fees]	88
Removal of ashes and plaque from gardens and walls	[Cemetery – Other fees]	35
Re-Notification pursuant to Council Community Participation Plan (CPP)	[Notification and Advertising Fees]	73
Replacement of PSC Contractor Verification card	[Contractor Management]	14
Reports Fee	[Reports]	30

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 159 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
R [continued]		
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) involving development with an estimated cost \$1,000,001 – \$10,000,000	[Review of Determination of Application]	76
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) involving development with an estimated cost \$250,001 – \$500,000	[Review of Determination of Application]	76
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) involving development with an estimated cost \$5,001 – \$250,000	[Review of Determination of Application]	76
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) involving development with an estimated cost \$500,001 – \$1,000,000	[Review of Determination of Application]	76
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) involving development with an estimated cost more than \$10,000,000	[Review of Determination of Application]	76
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) involving development with an estimated cost up to \$5,000	[Review of Determination of Application]	77
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) involving erection of a dwelling with an estimated cost of \$100,000 or less	[Review of Determination of Application]	76
Request for review of determination under Section 8.2 – 8.5 (EP&A Act 1997 and EP&A Regulation 2021) of development that doesn't involve building work, carrying out of a work, or demolition		
Requested appeals	[New Roads]	98
Residential	[e-Waste]	55
Residential Development \$10,001 – \$20,000	[Residential Development Fees]	80
Residential Development \$20,001 – \$50,000	[Residential Development Fees]	80
Residential Development \$50,001 – \$100,000	[Residential Development Fees]	80
Residential Development more than \$100,001	[Residential Development Fees]	80
Residential Development up to \$10,000 where a single site visit only is required for critical post approval stage inspection	[Residential Development Fees]	80
Residential Development up to \$10,000 where two site visits only are required for all critical post approval stage inspections	[Residential Development Fees]	80
Resigning of subdivision certificate, strata certificate, deposited plan, 88b instrument or the like	[Other Fees]	88
Review of application for tree removal/pruning permit	[Tree Management]	113
Road closure and purchase application	[Close/Purchase]	99
Road closure and purchase application	[Close/Purchase]	99
Roads & Commercial Driveways	[Concrete – Roads & Commercial Driveways]	96
Rural address post installed	[Rural Address Post]	100
Rural address post supplied	[Rural Address Post]	100
Rural Road Construction	[Approvals/Inspections]	97
Rural Road Construction - Application Fee	[Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees]	91
Rural Road Construction - Inspection/PCA Fee	[Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees]	92

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
S		
Safety Check only	[Services/Inspections]	102
Safety Check only	[Services/Inspections]	102
Salads	[Port Stephens Council Internal Staff Catering]	27
Salt Ash Pony Club	[Category 2]	138
Salt Ash Sporting Club	[Category 2]	138
Scanning – Development and building applications submitted in hard copy	[Scanning and Archiving]	59
Search fee – property information	[Property Information]	28
Second (2nd) brochure display	[Visitor Information Centre]	56
Section 10.7(2) and 10.7(5) Planning Certificate	[Planning Certificate Fees]	84
Section 10.7(2) Planning Certificate	[Planning Certificate Fees]	84
Security	[Administration Building – Hire of Rooms]	33
Seniors, students, registered charities	[Miscellaneous]	32
SEPP Certification or written advice in relation to exempt or complying development	[Professional and Technical Property Advice]	58
Set up Fee	[Visitor Information Centre]	56
Signage	[Signage Application Fees]	72
Signage notification on seized matter	[Onsite Weed Control]	112
Small item	[Unattended Items]	107
Smart Parking Meter Fee	[Smart Parking Meters]	25
Smart Parking Permit	[Smart Parking Meters]	25
Smart Parking Permit - Non-LGA Business Permit	[Smart Parking Meters]	25
Sorted metals, batteries, motor oil	[Metals, Batteries, Motor Oil]	54
Soup with Bread Roll	[Port Stephens Council Internal Staff Catering]	27
Souvenirs	[Visitor Information Centre]	56
Spatial services	[Miscellaneous]	32
Sports Facilities Hire: All Categories – Bond	[Sports Facilities Categories]	136
Sports Facilities Hire: All Categories – Bond	[Sports Facilities Categories]	136
Squad – Weekly Direct Debit – Bronze 3 - sessions per week incl. membership	[Squad Activities]	119
Squad – Weekly Direct Debit – Bronze 3-5 sessions per week incl. membership	[Squad Activities]	133
Squad – Weekly Direct Debit – Silver 1-4 - sessions per week incl. membership	[Squad Activities]	133
Squad – Weekly Direct Debit – Silver 4 sessions per week incl. membership	[Squad Activities]	119
Squad – Weekly Direct Debit – Silver/Gold 5-10 sessions per week incl. membership	[Squad Activities]	133
Squad – Weekly Direct Debit – Silver/Gold Adult 5-10 sessions per week incl. membership	[Squad Activities]	119
Squad – Weekly Direct Debit – - Bronze/Development 1-2 sessions per week incl. membership	[Squad Activities]	119
Squad casual	[Squad Activities]	133
Stage 1 – Scoping/pre-lodgement advice	[Standard (Category B) - Planning Proposals]	66
Stage 1 – Scoping/pre-lodgement advice	[Principal (Category D) - Planning Proposals]	68
Stage 1 – Scoping/pre-lodgement advice	[Basic (Category A) - Planning Proposals]	65
Stage 1 – Scoping/pre-lodgement advice	[Complex (Category C) - Planning Proposals]	67
Stage 1 Lodgement	[Withdrawal of Planning Proposal (All Categories)]	68
Stage 2 - Lodgement/Gateway request	[Complex (Category C) - Planning Proposals]	67
Stage 2 - Lodgement/Gateway request	[Standard (Category B) - Planning Proposals]	66
Stage 2 - Lodgement/Gateway request	[Principal (Category D) - Planning Proposals]	68

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 161 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
S [continued]		
Stage 2 - Lodgement/Gateway request	[Basic (Category A) - Planning Proposals]	65
Stage 2 Gateway	[Withdrawal of Planning Proposal (All Categories)]	69
Stage 3 – Post Gateway /exhibition	[Principal (Category D) - Planning Proposals]	68
Stage 3 – Post Gateway /exhibition	[Basic (Category A) - Planning Proposals]	65
Stage 3 – Post Gateway /exhibition	[Complex (Category C) - Planning Proposals]	67
Stage 3 – Post Gateway /exhibition	[Standard (Category B) - Planning Proposals]	66
Stage 3 Gazettal	[Withdrawal of Planning Proposal (All Categories)]	69
Stage 4 – Gazettal and finalisation	[Principal (Category D) - Planning Proposals]	68
Stage 4 – Gazettal and finalisation	[Basic (Category A) - Planning Proposals]	65
Stage 4 – Gazettal and finalisation	[Standard (Category B) - Planning Proposals]	66
Stage 4 – Gazettal and finalisation	[Complex (Category C) - Planning Proposals]	67
Standard – A1 (841mm x 594mm)	[GIS Electronic Files]	30
Standard – A1 (841mm x 594mm)	[GIS Maps Hard Copies]	31
Standard - A2 (594mm x 420mm)	[GIS Electronic Files]	30
Standard – A2 (594mm x 420mm)	[GIS Maps Hard Copies]	31
Standard - A3 (420mm x 297mm)	[GIS Electronic Files]	30
Standard – A3 (420mm x 297mm)	[GIS Maps Hard Copies]	31
Standard – A4 (210mm x 297mm)	[GIS Electronic Files]	31
Standard – A4 (210mm x 297mm)	[GIS Maps Hard Copies]	31
Standard - AO (1189mm x 841mm)	[GIS Electronic Files]	30
Standard – AO (1189mm x 841mm)	[GIS Maps Hard Copies]	31
Standard Hours Fee Range	[Family Day Care]	39
Standard Tender	[Tenders]	15
Standard with aerial photograph - A1 (841mm x 594mm)	[GIS Electronic Files]	31
Standard with aerial photograph – A1 (841mm x 594mm)	[GIS Maps Hard Copies]	31
Standard with aerial photograph – A2 (594mm x 420mm)	[GIS Electronic Files]	31
Standard with aerial photograph – A2 (594mm x 420mm)	[GIS Maps Hard Copies]	31
Standard with aerial photograph – A3 (420mm x 297mm)	[GIS Electronic Files]	31
Standard with aerial photograph – A3 (420mm x 297mm)	[GIS Maps Hard Copies]	31
Standard with aerial photograph – A4 (210mm x 297mm)	[GIS Electronic Files]	31
Standard with aerial photograph – A4 (210mm x 297mm)	[GIS Maps Hard Copies]	31
Standard with aerial photograph – AO (1189mm x 841mm)	[GIS Electronic Files]	31
Standard with aerial photograph – AO (1189mm x 841mm)	[GIS Maps Hard Copies]	31
Storage	[Unattended Vehicles Taken into Possession]	107
Storage Cupboard - Large	[Ancillary Costs]	46
Storage Cupboard - Medium	[Ancillary Costs]	46
Storage Cupboard - Small	[Ancillary Costs]	46
Storage fee	[Unattended Items]	107
Stormwater quality and/ or quantity improvement structure approval	[Approvals/Inspections]	94
Stormwater quality and/or quantity improvement structure - Application fee	[Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees]	92
Stormwater quality and/or quantity improvement structure - Inspection/PCA fee	[Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees]	93
Strata Certificate	[Application Fees]	88
Strategies & Studies	[Control Plans]	30
Subdivision Certificate	[Application Fees]	88
Subpoena to give evidence	[Subpoena]	18
Subpoena to produce documents	[Subpoena]	18

continued on next page ...

Fees & Charges 2024/2025 - DRAFT | Page 162 of 165

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
S [continued]		
Subpoena to produce documents	[Subpoena]	19
Subpoena to produce documents	[Subpoena]	19
Subpoena to produce documents	[Subpoena]	19
Subpoena to produce documents	[Subpoena]	19
Subpoena to produce documents	[Subpoena]	19
Subpoena to produce documents	[Subpoena]	19
Subsequent Fee per metre	[Public Roads/Places]	95
Surrender of Dog/Cat	[Impounding Cats/Dogs]	107
Surveyor	[Survey & Land Services]	100
Suspension Fee for Members and Swim Memberships	[Membership]	117
Suspension Fee for Members and Swim Memberships	[Membership]	124
Suspension Fee for Members and Swim Memberships	[Membership]	131
Sustenance / maintenance fee	[Impounding Cats/Dogs]	107
Swim Lessons Holiday Intensive	[Special]	121
Swimming Lesson – Children with disabilities – Group Lesson	[Aquatic Education]	118
Swimming Lesson – Children with disabilities – Group Lesson	[Aquatic Education]	125
Swimming Lesson – Children with disabilities – Group Lesson	[Aquatic Education]	132
Swimming Lesson – Holiday Intensive	[Special]	133
Swimming Lesson – Private Lesson – Adult - 30 minute lesson	[Aquatic Education]	118
Swimming Lesson – Private Lesson – Adult - 30 minute lesson	[Aquatic Education]	126
Swimming Lesson – Private Lesson – Adult - 30 minute lesson	[Aquatic Education]	132
Swimming Lesson - School	[Aquatic Education]	119
Swimming Lesson - School	[Aquatic Education]	126
Swimming Lesson - School	[Aquatic Education]	132
Swimming Lessons – 1st child (Group lesson)	[Aquatic Education]	119
Swimming Lessons – 1st child (Group lesson)	[Aquatic Education]	126
Swimming Lessons – 1st child (Group lesson)	[Aquatic Education]	132
Swimming Lessons – Holiday Intensive	[Special]	127
Swimming Lessons – Private lesson – Child - 15 minutes	[Aquatic Education]	119
Swimming Lessons – Private lesson – Child 15 minutes	[Aquatic Education]	126
Swimming Lessons – Private lesson – Child 15 minutes	[Aquatic Education]	132
Swimming Pool Certificate of Compliance (including 1st inspection)	[Certificate of Compliance Fees]	84
T		
Temporary closure of parking space to accommodate events	[Smart Parking Meters]	25
Temporary Lane Closure – Construction Works (Section 138 of Roads Act 1993)	[Temporary]	99
Temporary Road/Footpath Closures – Anzac Day (Section 138 of Roads Act 1993)	[Temporary]	99
Temporary Road/Footpath Closures/Events (Section 138 of Roads Act 1993)	[Temporary]	100
Temporary Road/Footpath Closures/Events (Section 138 of Roads Act 1993)	[Temporary]	100
Tennis Clubhouse	[Fern Bay Community Centre]	47
Tennis Court Hire	[Fern Bay Community Centre]	47
Tennis Court Hire	[Fern Bay Community Centre]	47
Tennis Court Hire	[Fern Bay Community Centre]	47

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
T [continued]		
Tennis Court Hire	[Fern Bay Community Centre]	47
Termination of Strata Plan	[Other Fees]	88
They Were Here	[Books]	29
Toast – various varieties (white, wholemeal, grain, raisin)	[Port Stephens Council Internal Staff Catering]	27
Toasted Sandwiches	[Port Stephens Council Internal Staff Catering]	26
Tomaree Sport Fields – Field Maintenance Levy	[Event Administration Fees]	42
Tomaree Sports Council Turf User Levy	[Sports Councils – Membership Fees and Arrangements]	134
Tomaree Sports Council Turf User Levy	[Sports Councils – Membership Fees and Arrangements]	134
Traffic Information Search	[Traffic]	100
Training Room Hire – First four hours, or \$245.00 (+ GST) per day 9am to 5pm	[Administration Building – Hire of Rooms]	33
Transfer of "Right of Burial" Certificate	[Cemetery – Other fees]	35
Travelling cost associated with inspection of relocated building	[Relocated Building Fees]	83
Tree Hazard Assessment by Arborist	[Tree Management]	113
Tree with Plaque	[Recreation Services Administration]	51
Tree without Plaque	[Recreation Services Administration]	51
Tyres	[Tyres]	54
Tyres	[Tyres]	54
Tyres	[Tyres]	54
Tyres	[Tyres]	54
Tyres	[Tyres]	54
Tyres	[Tyres]	54
Tyres	[Tyres]	54
Tyres	[Tyres]	54
U		
Unauthorised placement of headstone on grave	[Cemetery – Other fees]	36
Underground Petroleum Storage System - Inspection	[Other Commercial Premises or Applications]	110
Upgrade bin size: yellow bin only	[Additional Bins/Bin Size Upgrades]	51
Urban, Industrial, Commercial & Rural Residential Road Construction	[Approvals/Inspections]	97
Urban, Industrial, Commercial and Residential Road Construction - Application Fee	[Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees]	92
Urban, Industrial, Commercial and Rural Residential Road Construction - Inspection/PCA Fee	[Subdivision Works Certificate (SWC) Application/Inspection/Principal Certifying Authority (PCA) Fees]	92
Use of Flood Lights – All Sports Facilities	[Sports Councils – Utilities and Floodlights Usage]	139
Userpay Kerbside Collection (Bulky)	[Kerbside Collection]	52
Userpay Kerbside Collection (Green)	[Kerbside Collection]	52
V		
Vacation Care full day	[Outside School Hours Care]	37
Vacation Care weekly at one centre	[Outside School Hours Care]	37
Valuation Fee – Sale of rezoned or reclassified Council land	[Reclassification of Council-owned Land]	69
Vase (Optional)	[Cemetery – Other fees]	35
Venue Hire	[Low Impact Event]	41

continued on next page ...

ITEM 2 - ATTACHMENT 3 FEES AND CHARGES 2024 TO 2025.

Fee Name	Parent Name	Page
V [continued]		
Venue Hire	[Low Impact Event]	41
Venue Hire	[Medium Impact Event]	40
Venue Hire	[High Impact Event]	40
Venue Hire	[Commercial Events (over 5 days in length)]	43
Venue Hire	[Medium Impact Event]	40
Venue Hire	[Low Impact Event]	40
Venue Hire	[High Impact Event]	40
Venue Hire	[Medium Impact Event]	41
Venue Hire	[High Impact Event]	41
Veterinary costs	[Impounding Cats/Dogs]	107
Visitor 7 day Pass - Family	[Special]	120
Visitor 7 day Pass – Family	[Special]	127
Visitor 7 day Pass – Family	[Special]	133
Visitor 7 day Pass - Single	[Special]	120
Visitor 7 day Pass – Single	[Special]	126
Visitor 7 day Pass – Single	[Special]	133
W		
Waratah, Tougher or Boronia Office / Room Hire	[Medowie Community Centre]	49
Waratah, Tougher or Boronia Office / Room Hire	[Medowie Community Centre]	49
Water Samples	[Legionella Control]	111
Waterside School Booking – 2 Hours	[Single Visit]	129
Waterslide – All Day	[Single Visit]	129
Waterslide 7 Rides	[Single Visit]	129
Waterslide Single Ride	[Single Visit]	129
Weekend Care / Overnight Care Fee Range	[Family Day Care]	39
Weekend Internment Fee	[Cemetery – Other fees]	36
Weighbridge ticket	[Waste Sales]	55
Works Quality Bond	[Works Quality and Outstanding Works Bonds Fees]	93
Workshop / Training	[Family Day Care]	38
Y		
Yellow bin	[Additional Bins/Bin Size Upgrades]	51
Other		
\$100,000–\$1 million	[Review of Decision to Reject Application]	76

