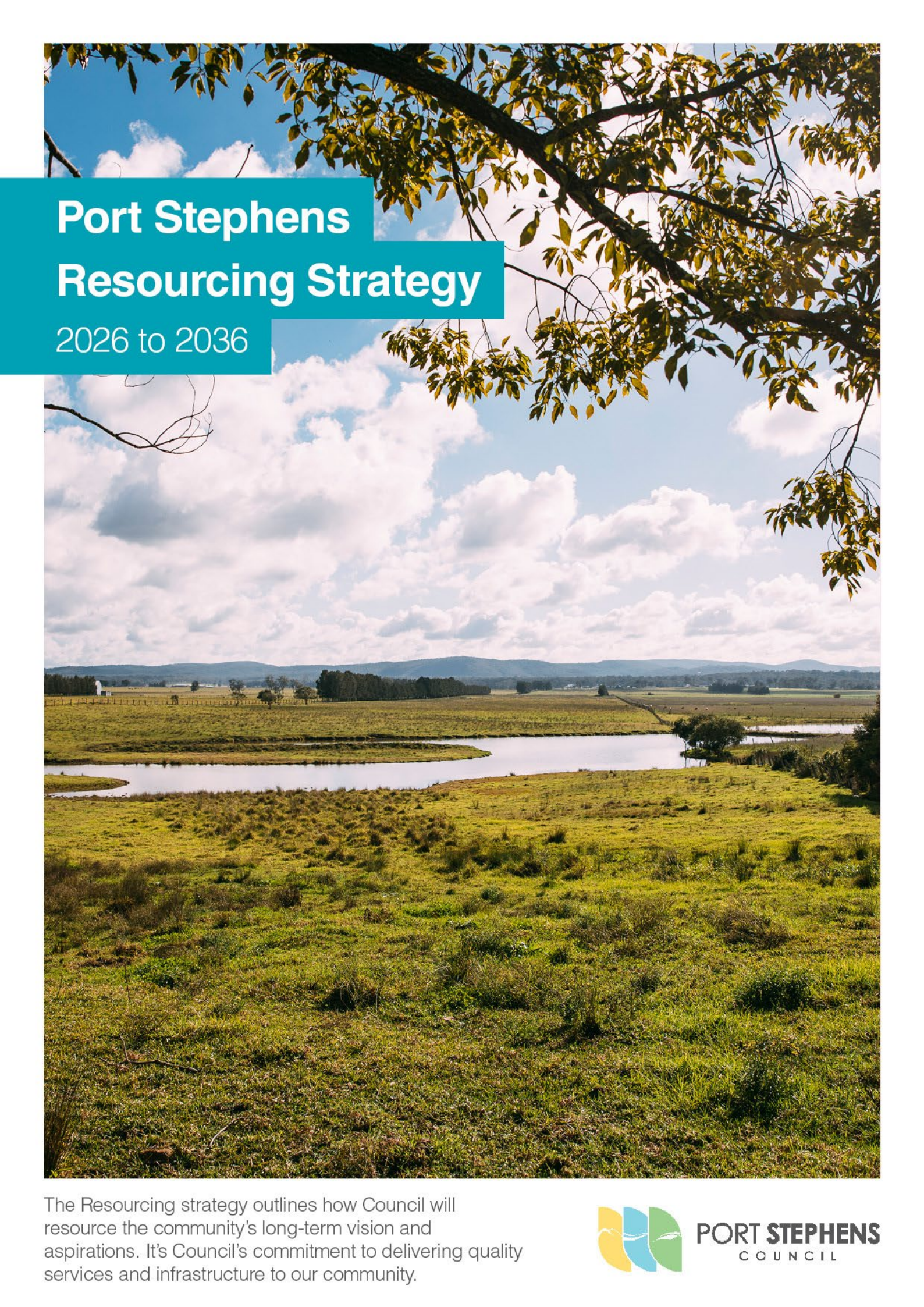




Port Stephens Resourcing Strategy

2026 to 2036

The Resourcing strategy outlines how Council will resource the community's long-term vision and aspirations. It's Council's commitment to delivering quality services and infrastructure to our community.



PORT STEPHENS
COUNCIL

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General Manager's message

The Integrated Plans (Community Strategic Plan, Delivery Program and Operational Plan) can only happen with appropriate and dedicated resources. True integrated planning involves translating community vision, needs and priorities into a tangible and workable program within our resource capacity – it's a fine balance of managing sustainable assets, finance and workforce.

We formulated the 2025 to 2029 Delivery Program and 2026 to 2027 Operational Plan, based on what is realistic and affordable. Our long-term planning goes beyond the Council term. The decisions we make having long-lasting implications and safeguard our future.

As part of our review of the suite of the Integrated Planning and Reporting documents (IP&R) we have also reviewed our Resourcing Strategy 2026 to 2036 (which includes the Long Term Financial Plan 2026 to 2036, Workforce Management Strategy 2025 to 2029 and Strategic Asset Management Plan 2026 to 2036.) 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

General Manager of Port Stephens Council

Resourcing Strategy Attachments

Attachment A – Workforce Management Strategy

IP&R Framework

Workforce Management Strategy

2025 to 2029



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



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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 IP&R documents.

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



STRATEGIC OBJECTIVE 1:

Recruit



STRATEGIC OBJECTIVE 2:

Retain



STRATEGIC OBJECTIVE 3:

Develop



STRATEGIC OBJECTIVE 4:

Inspire

Working at Port Stephens Council

Snapshot of current workforce

Port Stephens Council's structure comprises of 590.92 full-time equivalents (FTE) positions (as at 30 June 2025) 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.

The number of Generation Y employees surpasses our Generation X employees. Together these two generations make up the majority of our workforce at 72.2%. The increase in the younger workforce demographic is slightly higher than the local government average, generally showing a positive trend.

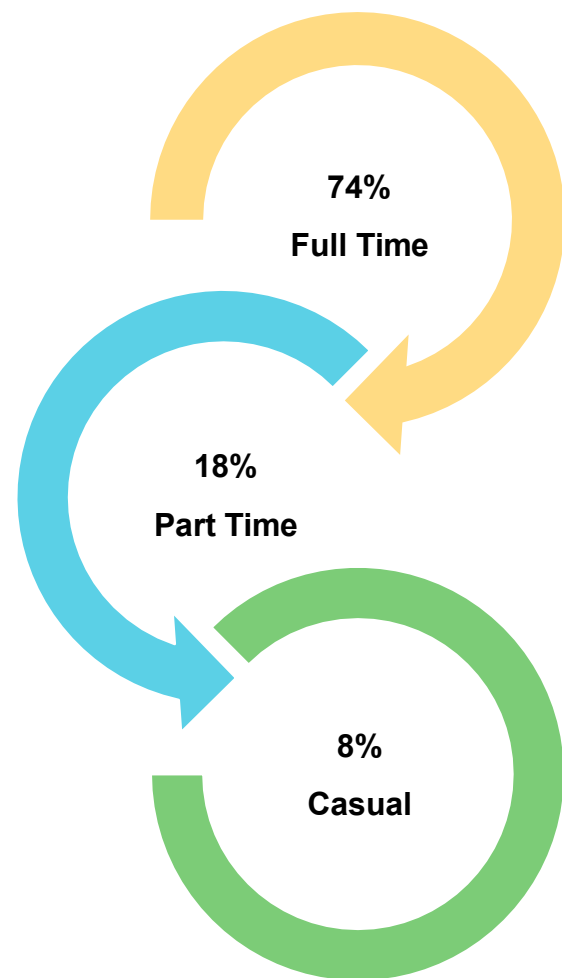
Council's voluntary turnover sits at 14.72%, which is slightly higher than the Local Government NSW average of 13.99%. Council's voluntary turnover is still within a healthy range.

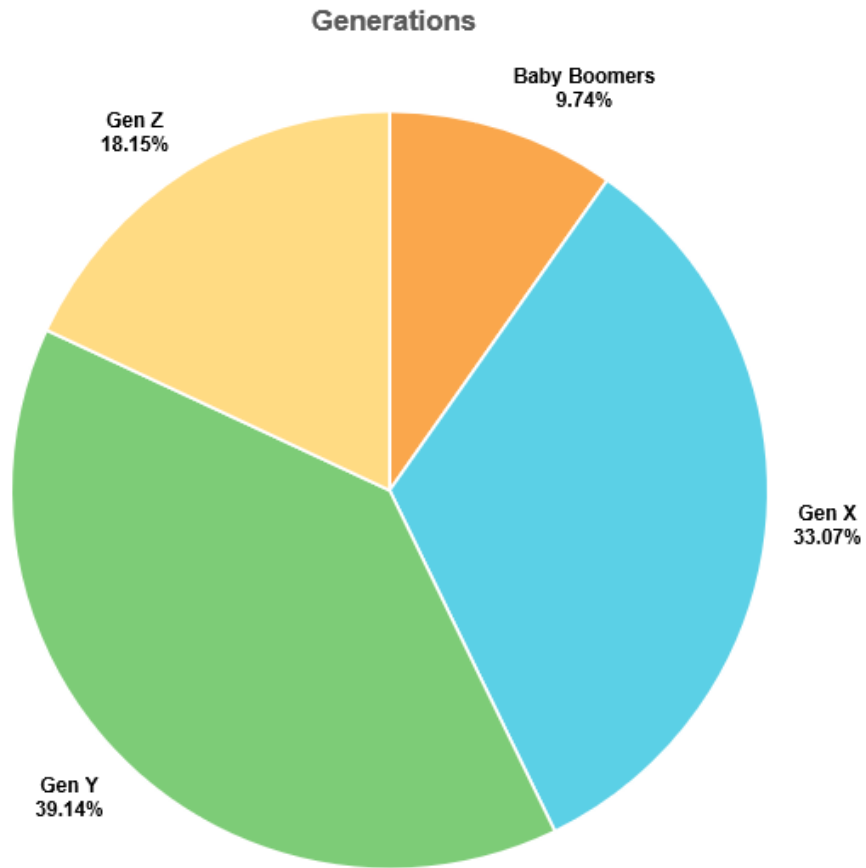
Exit interviews are offered to all staff with the three most common reasons employees have left Council in the past 12 months being:

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

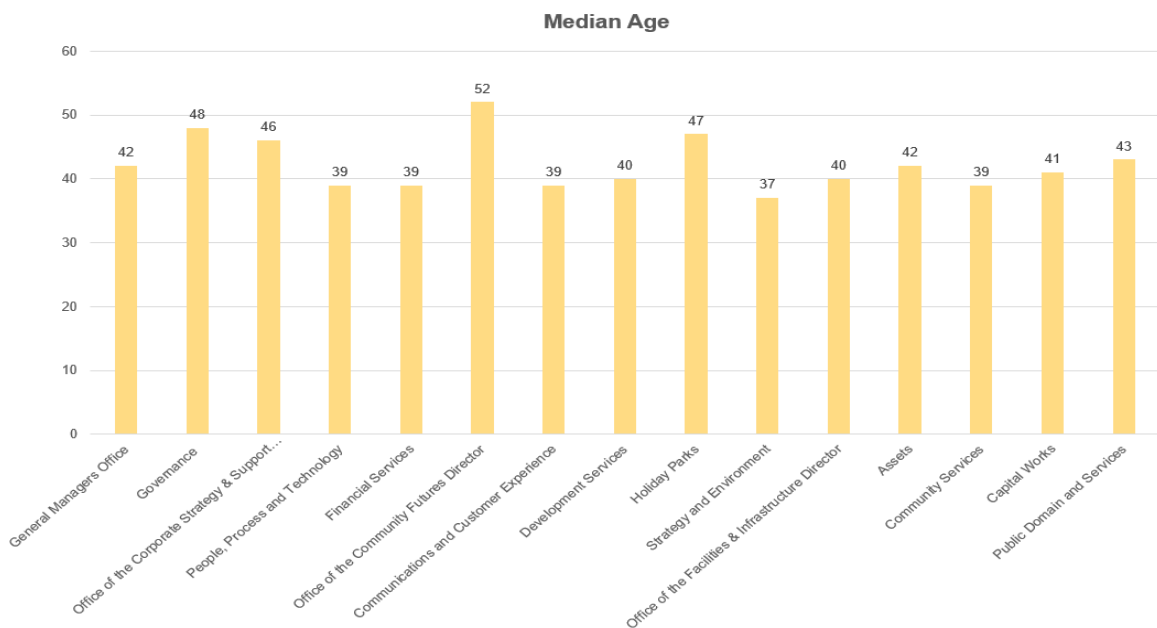
These reasons indicate that employees are leaving Council due to different phases within the employee lifecycle.

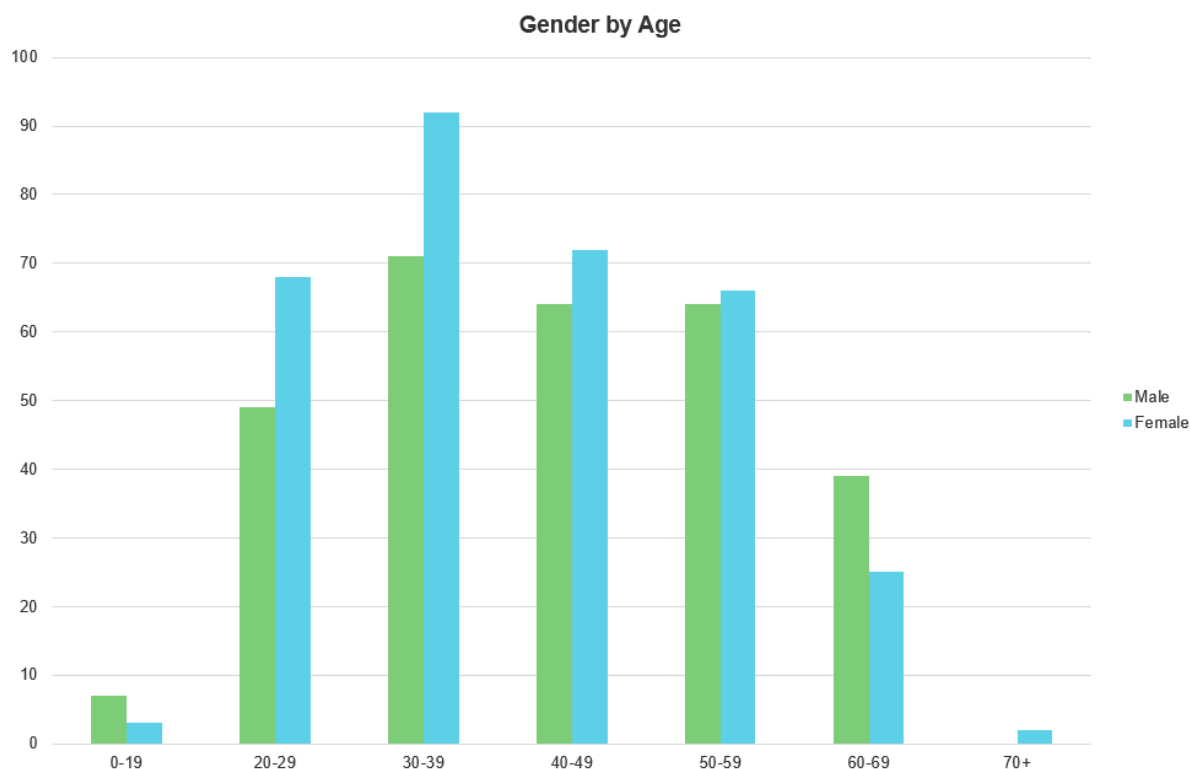
* All figures listed in 1.1 are as of 30 June 2025.



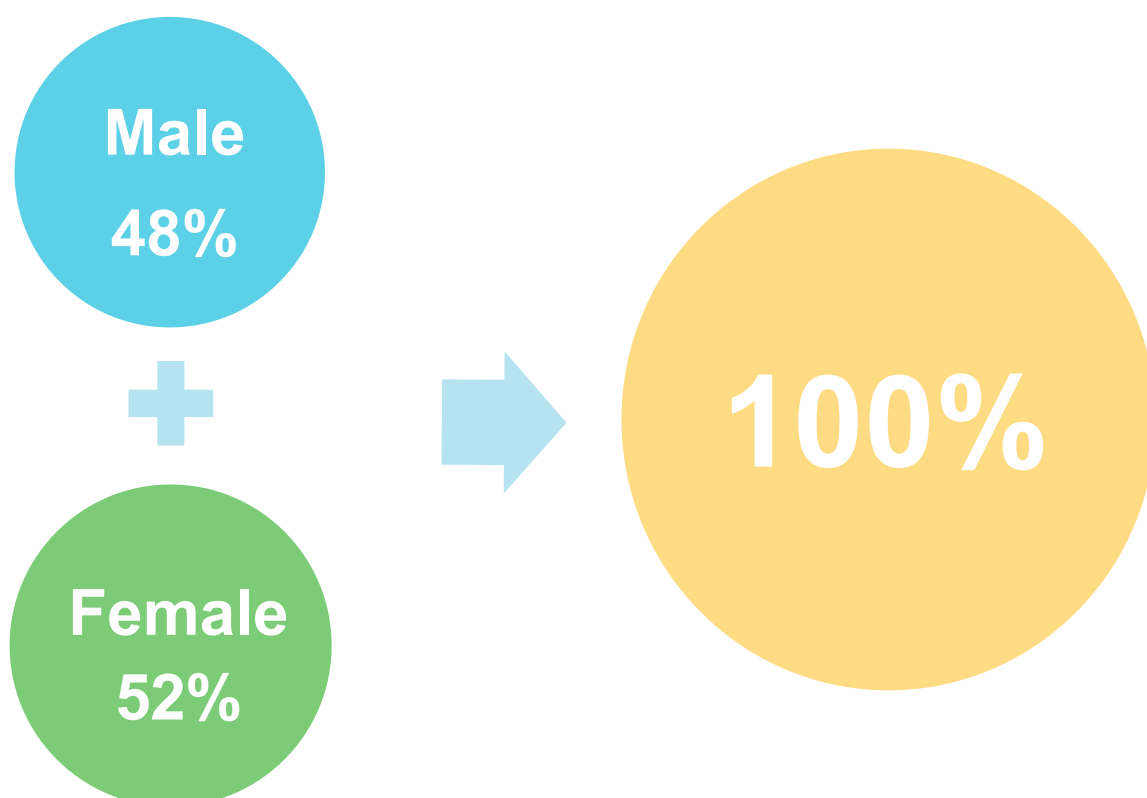


The current median age of employees at Port Stephens Council is 42 years old.

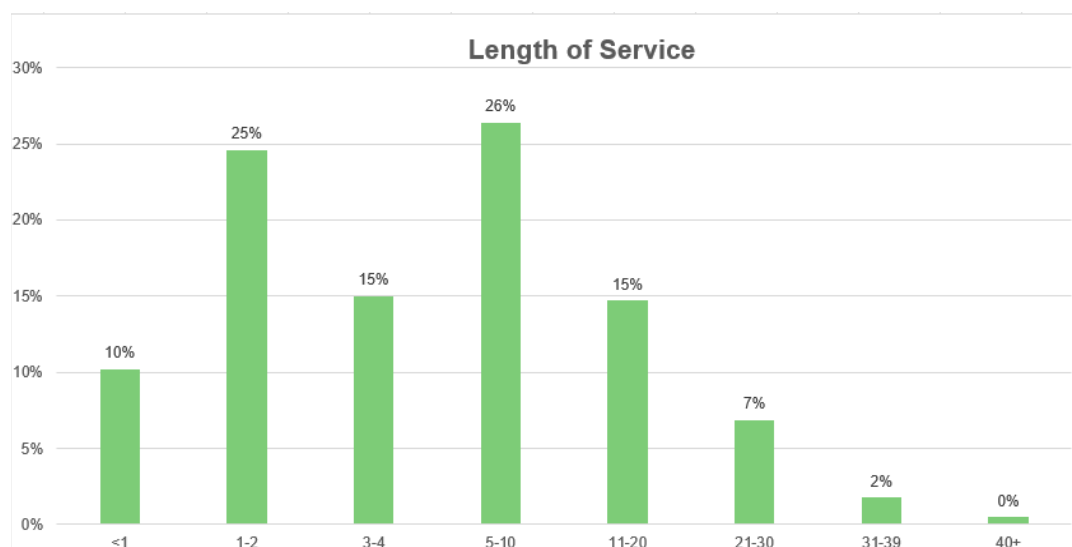




Port Stephens Council has a closely balanced gender profile across the organisation, with 52% of its employees being women, which is higher than the average for NSW Councils.

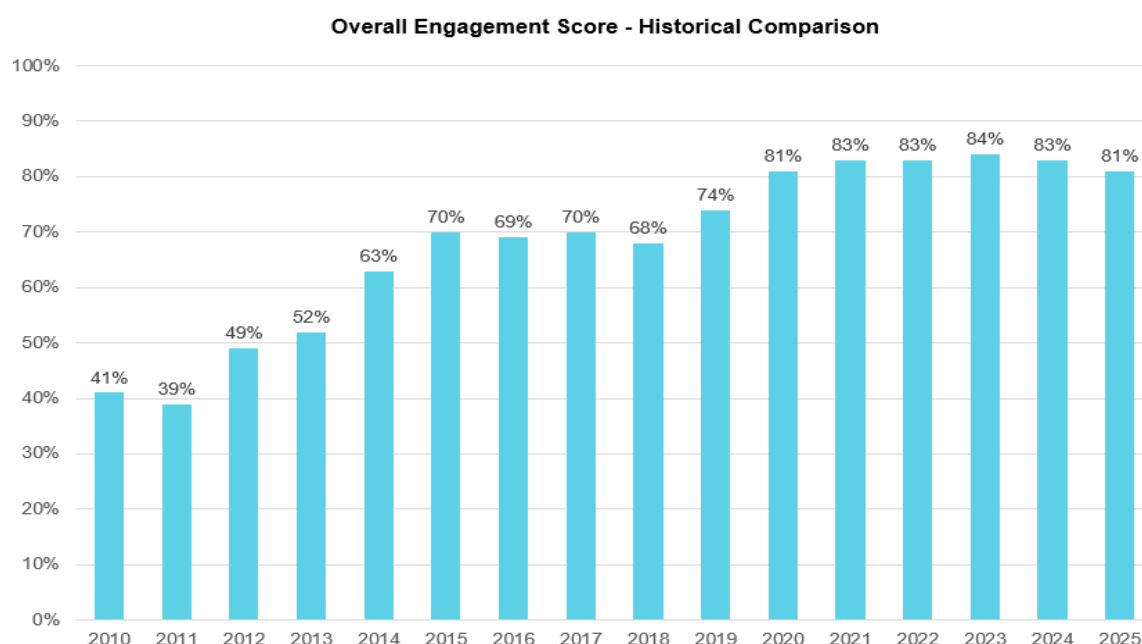


The average length of service with Port Stephens Council, across all employee demographics, is 7.41 years.



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.

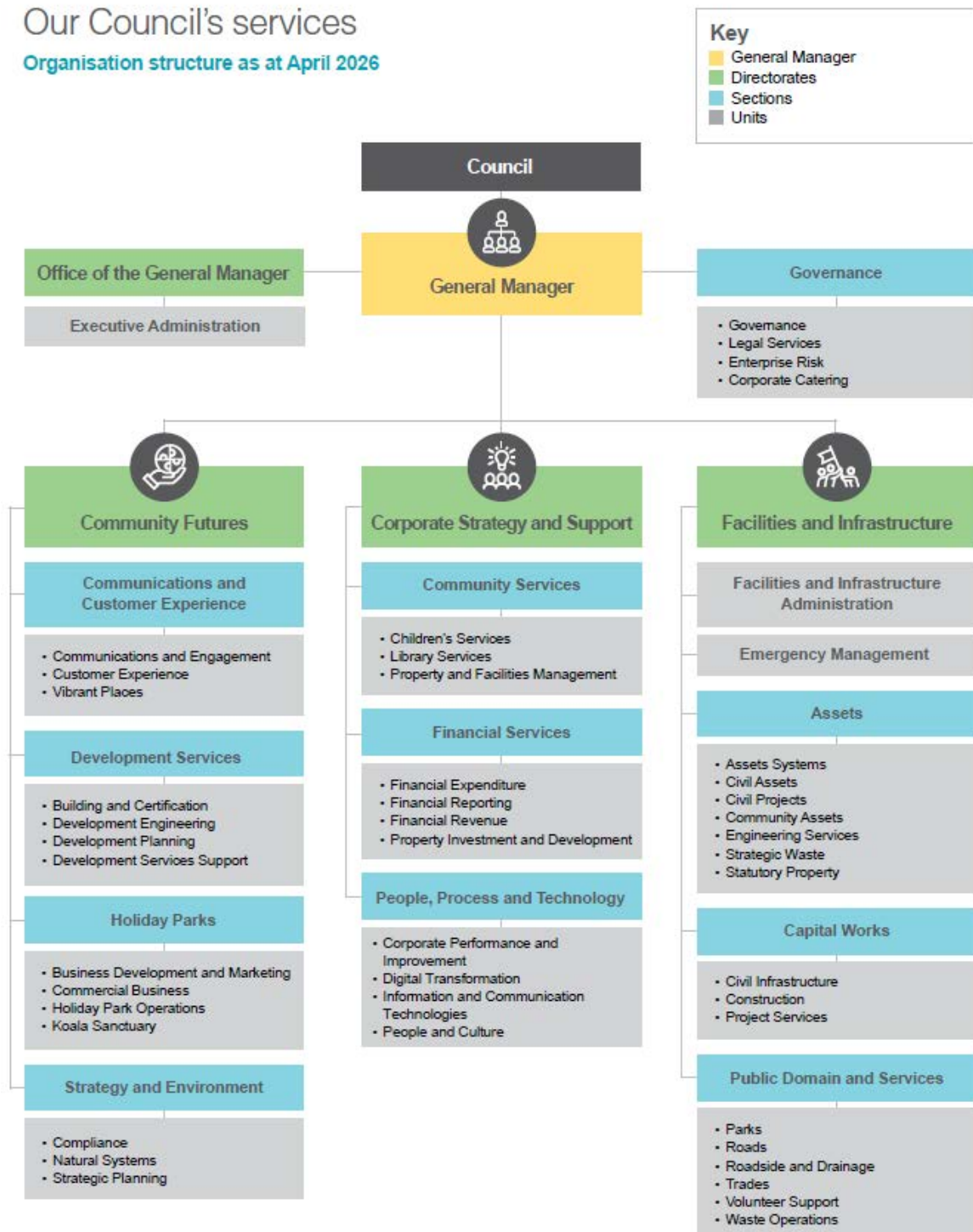
At Port Stephens Council, we have been working to improve the engagement of our workforce for some time. We have achieved great results that make us part of the upper quartile of highly engaged organisations in the Australian workforce.



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.

Organisation structure

Our Council's services
Organisation structure as at April 2026



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.

R I T E S	RESPECT Creating a unique, open and trusting environment in which each individual is valued and heard	Expected Behaviours • Being fair and courteous to each other. • Acknowledging individual contributions and differences. • Listening to our customers and keeping them involved. • Embracing the complexities of local government.	Unacceptable Behaviours • Making promises we know we can't keep. • Tolerating a blame culture. • Gossiping. • Disregarding the differing views of the community.
	INTEGRITY Being honest and inspiring trust by being consistent, matching behaviours to words and taking responsibility for our actions.	Expected Behaviours • Doing what we say we are going to do. • Leading by example and setting a positive direction. • Making the right choices, not just the easy ones. • Being present and actively listening.	Unacceptable Behaviours • Making excuses for not delivering what is expected of us. • Doing the bare minimum just to get by. • Allowing personal interest to affect our judgement. • Giving different messages to different people.
	TEAMWORK Working together as one Council, supporting each other to achieve better results for everyone.	Expected Behaviours • Tapping into the knowledge and experience of our people. • Helping each other and provide support to a workmate in need. • Communicating clearly and often. • Acknowledging and celebrate work well done.	Unacceptable Behaviours • Working in isolation or pursuing personal agendas. • Taking credit for the work of others. • Being negative about our workmates behind their back. • Acting in a way that impacts negatively on others.
	EXCELLENCE Improving the way we work, to meet the challenges of the future.	Expected Behaviours • Working according to the business excellence principles. • Basing all decisions on data and experience. • Seeking feedback to continuously improve what we do. • Encouraging ideas and suggestions and empowering people to develop new approaches.	Unacceptable Behaviours • Resisting change because 'we have always done it this way'. • Taking unnecessary risks when trying new things. • Avoiding responsibility for negative outcomes. • Using jargon over plain English.
	SAFETY Providing a safety focused workplace culture to ensure the wellbeing of staff, their families and the community	Expected Behaviours • Working safely at all times. • Taking responsibility for the safety of others as well as ourselves. • Speaking up and reporting unsafe acts. • Using our risk management system to create an even safer workplace.	Unacceptable Behaviours • Continuing with a job or task if we feel unsafe. • Using equipment that we aren't trained to use. • Taking short cuts because we are busy, or pressed to do so • Taking risks that compromise the safety and welfare of staff, volunteers, contractors and/or members of the public.

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'.

Employer Value Proposition

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

At PSC staff **are**:

- Celebrated by their team and our leaders
- Making a difference to the lives of our community
- Fully resourced with everything they need to get the job done
- 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**:

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

While working at PSC they **feel**:

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



Council's goal is to maintain 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 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 (2025-2028)** 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 has a clearly articulated and corresponding **Digital Strategy and Roadmap**. This ensures that we manage technology improvements in a considered manner, synergising technology requirements with workforce management strategies.

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 Strategic Asset Management Plans to ensure that Council can continue to develop a high-performing organisation and offer employment to the Port Stephens community.



Consultation

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

Council's Consultative Committee is comprised 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 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.



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’s Employer Value Proposition to attract top talent’.

Strategic Objective 2: Retain

‘Support our people to be healthy, resilient and engaged’.

Strategic Objective 3: Develop

‘Empower our people to grow and develop through lifelong learning’.

Strategic Objective 4: Inspire

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





Strategic Priority One – Recruit

Promote Port Stephens Council's Employer Value Proposition to attract top talent.

Strategic Intent

Our goal is to attract and retain an agile, engaged and highly performing workforce. Where employees are celebrated and are proud to be making a difference to the lives of our community.

Actions

- Continue to embed our Employer Value Proposition, which includes promotion of why Port Stephens Council is a great place to work.
- Continue to improve our Talent Acquisition function 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.





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.
- Enhance the workforce and succession planning processes to ensure that gaps are identified and future needs are met.
- Review our Employee Recognition Scheme to ensure it is relevant, contemporary and that its purpose is still to develop and promote the organisational culture and Values.



♥ Mind

- Worker's Health Initiative
- Employee skin cancer checks
- Ergonomic assessments
- Flu shots

♥ Body

- Employee Assistance Program (EAP)
- R U OK? Day
- Mental health contact officers

♥ Culture

- RITES
- EDI Committee
- EAP financial coaching
- One on ones
- Leadership training



Strategic Priority Three – Develop

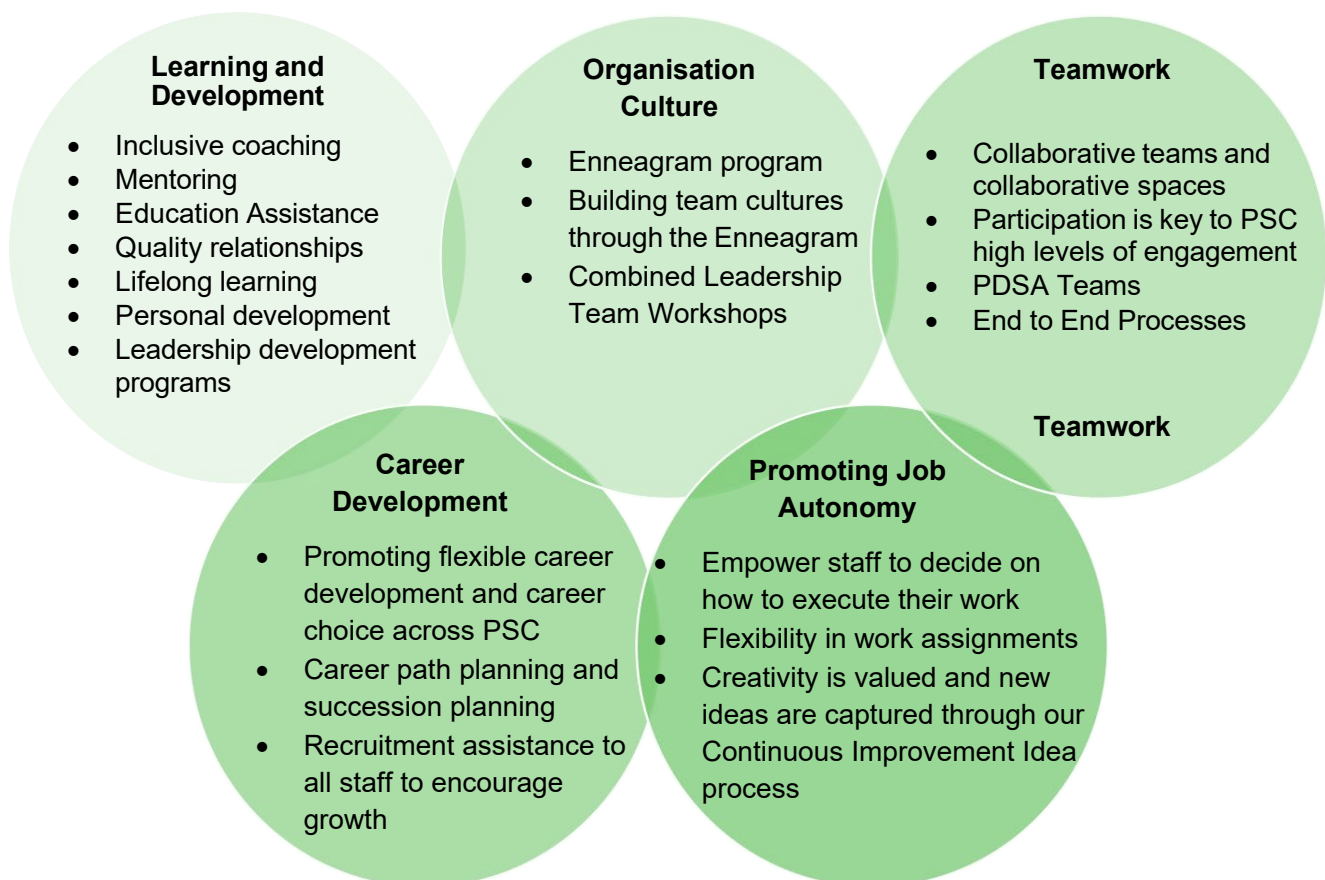
Empower our people to grow and develop through lifelong learning.

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 PSCheck-in process.

Actions

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





Strategic Priority Four – Inspire

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

Strategic Intent

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

Actions

- Continue to evolve Continuous Improvement 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
- Implement the ageing workforce initiatives



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 can meet and exceed these organisation-wide targets.

CORPORATE RESULT MEASURES (LAG INDICATORS)

1. Asset Management
2. Community Satisfaction
3. Employee Wellbeing
4. Risk Management
5. Asset Management
6. Financial Sustainability

CORPORATE TARGETS – 2025-2026

1. Integrated Plans delivered on time: >95%
2. Community satisfaction score: Better than baseline of 3.01 out of 5
3. Employee engagement: >80%
4. Risk management maturity score: >85%
5. Asset Maintenance Ratio: $\geq 100\%$
6. Underlying financial result is 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:

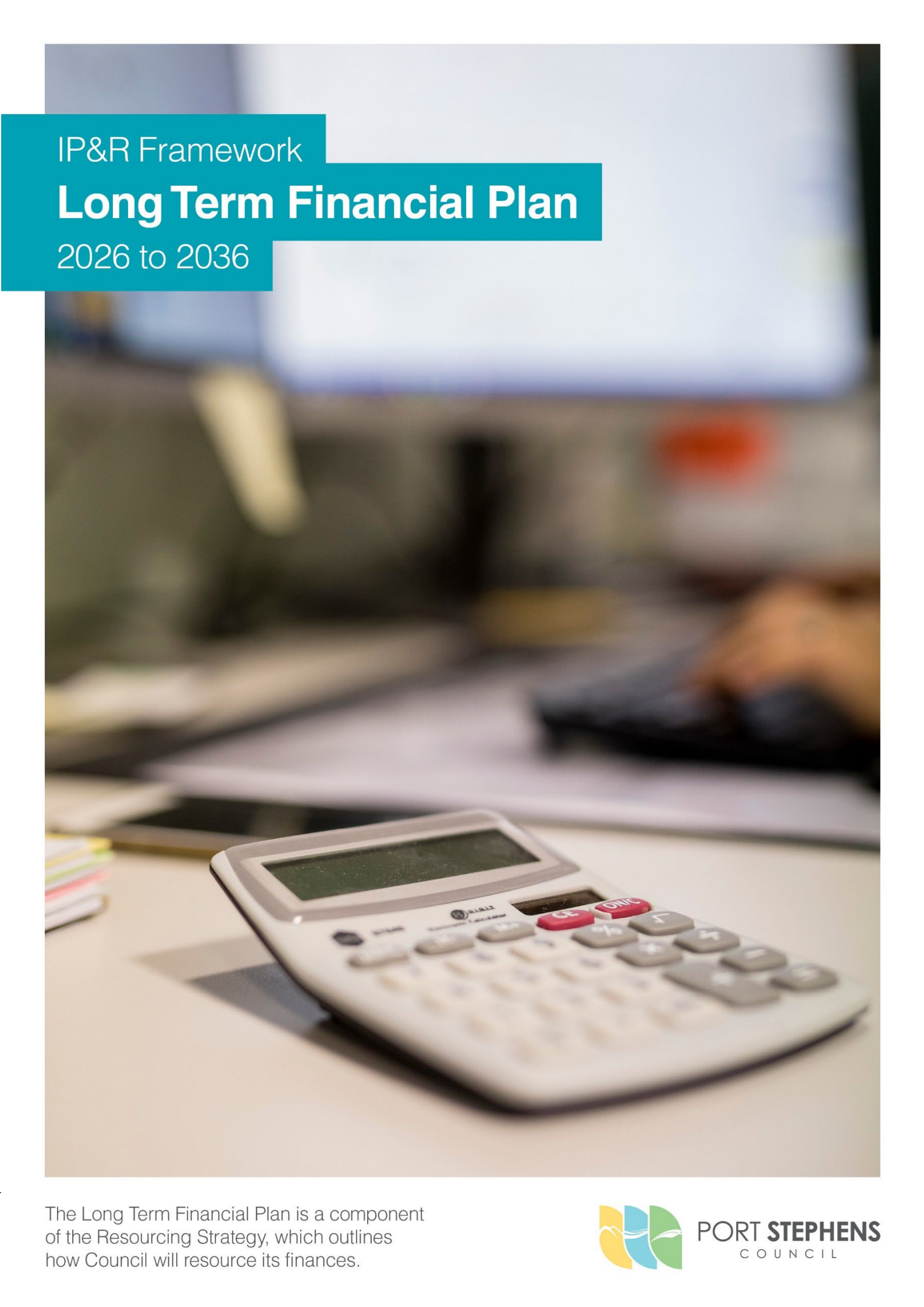
- Annual leave hours
- Average workforce tenure
- Base salary costs
- Engagement – based on check-in and engagement surveys
- Excessive Leave – Annual Leave and Long Service Leave
- First-year turnover
- Full-time equivalent staff
- Spread of generations
- Headcount
- Internal vs external recruitment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

Port Stephens Council's supporting documents

- Port Stephens Council Enterprise Agreement 2025-2028
- Recruitment, Selection and Employment Guide
- Apprentice, Trainee and Cadet Guide
- Port Stephens Council Business Operating System
- Digital Strategy and Roadmap
- PSCheck-in 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
- Strategic Asset Management Plan
- Organisation Structure 2025

Resourcing Strategy Attachments

Attachment B – Long Term Financial Plan



IP&R Framework

Long Term Financial Plan

2026 to 2036

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



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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.

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

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 (SAMP) and the Workforce Management Strategy (WMS) are major contributors to the LTFP.



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 optimise our income, minimise 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 - Reserve management - Cash flow forecasting	A financially strong and resilient Council
2	Attain underlying surplus - Operational efficiencies - Reinvestment	A better than break even budget result annually, building to a 1% underlying target.
3	Funding significant infrastructure and projects - 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 - 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 - 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 Avoid, minimise and mitigate external impacts	Relationships that achieve the best possible outcomes for the community.

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.

Digital transformation

Council's current corporate systems are primarily hosted on premise and reaching end-of-life. New versions and future roadmaps for these solutions are all cloud based and offer new capabilities to support service delivery to the community, but transition to these new services will require significant planning, investment and resources.

A Digital Strategy and Roadmap has been developed that defines a program of work to improve and modernise Council's digital services and capabilities which will support and enable components of Council's key strategic plans. The outcomes of the transformation will enhance customer service and enable business innovation.

Roads Acceleration Program

Council has established a Roads Acceleration Program (RAP) to fast-track improvements to the local road network across the LGA. The RAP is focused on improving the overall condition of roads across the LGA and will be supported by the development of a comprehensive Roads Strategy. Projects under the RAP will be incorporated into the budget once funding has been confirmed, with each funding source aligned to specific works to ensure clarity, accountability and the timely delivery of road improvements for the community. This approach will help guide investment decisions, prioritise works based on need and condition, and ensure a coordinated, long-term program of road improvements that delivers better outcomes for the community.

Housing Supply

Council recognises the significant challenges posed by the current housing crisis and is committed to playing an active role in supporting increased housing supply across the LGA. This will be achieved through a combination of policy leadership and advocacy, including setting planning and housing policies that enable appropriate development. Council will also actively pursue grant opportunities to unlock essential infrastructure and will work in partnership with community housing providers to incorporate a mix of housing supply, including affordable housing, within Council-led property developments where appropriate.

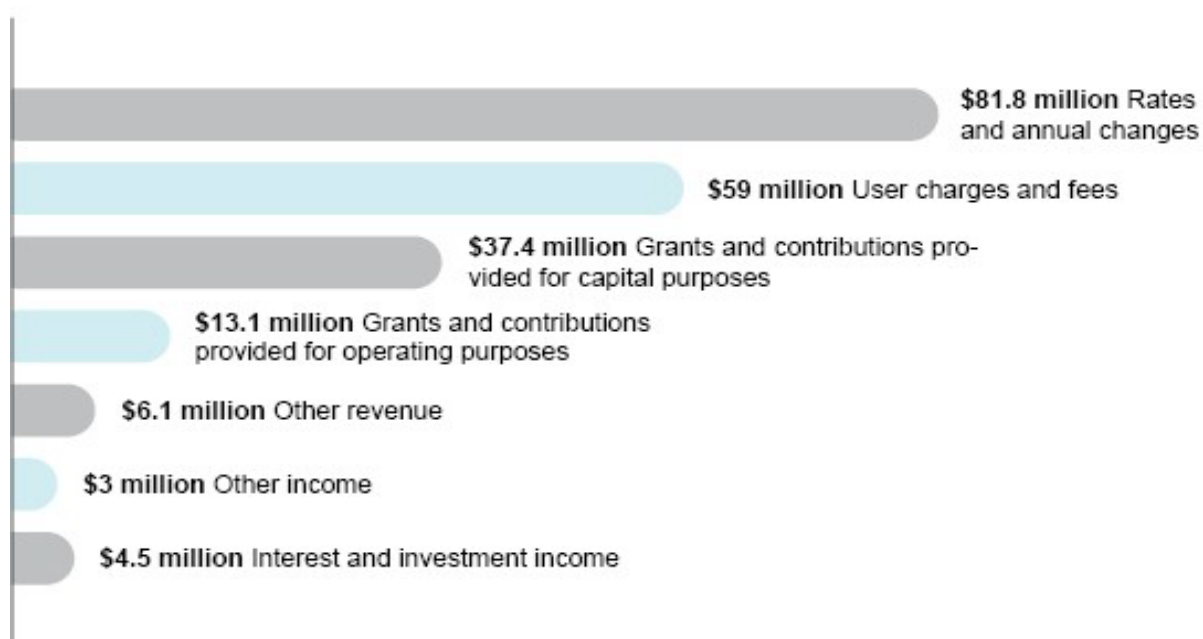
Financial snapshot – 2024/2025

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.

Our revenue – where the money came from

We received \$205.2 million in revenue in the 2024-25 financial year. The largest income sources were rates and annual charges, which totalled \$81.8 million, and user charges and fees which totalled \$59 million. These were also our largest sources of income in 2023-24.

Rates and annual charges such as domestic waste management service charges are crucial income sources for Council. User charges and fees such as holiday park fees and Transport for NSW work charges are also important sources of income.



Our expenses – where the money was spent

We spent \$266 million during the year - \$168.9 million on operations and \$97.1 million on capital projects.

Major Infrastructure spending included:

	Roads, bridges, footpaths and carparks \$9 million
	Drainage \$2 million
	Buildings \$2.1 million
	Other open space or recreational assets \$2.6 million

The above figures include assets that have been dedicated to Council.

The total value of assets dedicated to Council in 2024-25 is \$8.4 million.

Total equity

What we own, minus what we owe

	Port Stephens Council community equity (defined as our net worth) was \$1.8 billion at 30 June 2025.
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Our assets – what we own

Our infrastructure, property, plant and equipment was valued at \$1.7 billion and our investment property assets were valued at \$42.6 million at 30 June 2025. The value of our infrastructure includes:

	Plant and equipment \$13.8 million
	Office equipment, furniture and fittings \$2.7 million
	Land \$372.8 million
	Land improvements \$7.8 million
	Roads, bridges, footpaths and carparks \$686.5 million
	Buildings \$180.4 million
	Drainage \$298.2 million
	Other infrastructure \$60 million
	Other assets \$1.8 million

Financial risks & 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.

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. While 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 while 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. While 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.

Planning assumptions

Income	Assumption	
Rates	4.10%	2027
	3.00%	2028 onwards
Annual Charges	3.70%	2027
	2.70%	2028 onwards
User Charges & Fees	3.70%	2027
	2.70%	2028 onwards
Operating grants & contributions	3.70%	2027
	2.70%	2028 onwards
Interest & Investment Revenue*	4.25%	2027
	2.50%	2028 onwards
Rental Income	3.70%	2027
	2.70%	2028 onwards

Expense	Assumption	
Materials & Contracts	3.70%	2027
	2.70%	2028 onwards
Water charges**	7.50%	2027
	6.50%	2028-2030
	2.50%	2031 onwards
Other expenses	3.70%	2027
	2.70%	2028 onwards
Employee benefits & oncosts	As per increases under the Local Government (State) Award 2023 (NSW)	

*Interest & investment revenue assumption decreases from 2028 onwards, reaching 2.5% in 2032

**Water charges for the period 2027-2030 per IPART ruling

Rates

Council is subject to an annual rate-capping regime to be determined by The Independent Pricing and Regulatory Tribunal (IPART) each year.

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 Group 5. The data published by the OLG indicates Councils ordinary rates are low compared with other Hunter Councils and other Group 5 Councils.

User Fees & 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 & Contributions

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 2026 was paid (50%) in advance by 30 June 2025. It is unknown if the payment schedule will revert to being paid within the financial year that it relates. Due to the level of support received from the Financial Assistance Grant 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 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 return.

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 have been factored into the LTFP.

Workers Compensation

Workers Compensation premiums have been modelled off known levels, increasing with inflation. Any increases in the premium that occurs due to claims history will adversely affect Council's 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 Reserve Bank of Australia; Australian Bureau of Statistics; and specific increases and one-off expenditure where known.

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 to recover any negative impacts.

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

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.

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.

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.

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 the 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 while 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 financial sustainability. 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.

Property Development

Development costs will be included in the LTFP when it is certain that the development will go ahead. A reasonable estimate of the costs will be included based on quantity surveying estimates.

The net proceeds are restricted in accordance with Council policy to fund further strategic initiatives.

Sensitivity analysis

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

Impact of +/- 1% \$'000	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Level of control	Impact rating
Major Income Items												
Rates and annual charges	933	960	987	1,014	1,041	1,067	1,095	1,123	1,152	1,181	Low	High
Fees and charges	397	408	418	428	439	450	461	473	485	497	Medium	Medium
Interest and investment revenue	38	36	52	58	73	82	82	81	82	85	Low	Low
Operating grants and contributions	154	159	164	168	173	178	184	189	194	200	Low	High
Major Expense Items												
Employee benefits and on-costs	665	687	709	731	752	772	793	814	835	858	Medium	High
Materials & contracts	604	614	624	628	642	658	685	692	709	727	Medium	High
Depreciation and Amortisation	195	205	214	225	236	242	250	257	264	272	Medium	High
Other expenses	85	86	88	91	93	95	98	100	102	105	Medium	Medium
Surplus Impact	(27)	(29)	(16)	(6)	3	9	(3)	4	1	2		

Scenario modelling

Scenario modelling is a critical component of a robust Long Term Financial Plan because it enables Council to understand the financial consequences of different strategic choices and external risks before they occur. By testing variables, scenario modelling provides visibility over how decisions impact liquidity, sustainability ratios, asset renewal capacity, and service levels over time. It supports informed decision-making, strengthens transparency with stakeholders, and ensures Council can proactively respond to economic volatility or policy changes while maintaining financial sustainability.

The LTFP has been developed with consideration of alternative scenarios as follows:

Planned Scenario (Section 12)

The Planned scenario represents Council's baseline position and reflects the key assumptions outlined in this Long-Term Financial Plan. It has been developed as the central reference point for decision-making and is grounded in prudent financial governance, a strategic focus on diversifying Port Stephens Council's reliance on rates revenue, and ensuring spending remains financially sustainable over the 10-year horizon.

This scenario balances service delivery, asset renewal, and capital investment within realistic funding parameters, providing a stable and responsible pathway to long-term financial sustainability.

Capital Scenario (Appendix 2)

The Capital Scenario reflects a single material change to the baseline assumptions, being an additional \$10 million per annum investment in the road's capital works program over the next 10 years, with no corresponding increase in revenue streams to support this uplift.

Importantly, this program would comprise a mixture of renewal and new works, as road projects typically incorporate upgrade elements to improve safety, capacity and resilience rather than like-for-like replacement. While this approach would accelerate road improvements and deliver enhanced community outcomes, the absence of additional funding places significant strain on Council's financial position.

Under this scenario, both the Unrestricted Current Ratio and Cash Expense Ratio fall below benchmark levels, indicating reduced liquidity and diminished capacity to meet short-term obligations. To sustain this level of expenditure, Council would need to draw down reserves, reallocate funding from other services, defer non-road capital projects, or reduce operating expenditure, which would inevitably impact service delivery and Council's broader asset base

Maintenance Scenario (Appendix 3)

The Maintenance Scenario reflects a single variation from the Planned Scenario, being an additional \$2 million per annum allocated to asset maintenance across the forecast period. While this increased investment strengthens asset condition outcomes and may reduce long-term renewal pressures, it places immediate pressure on Council's operating position.

The additional recurrent expenditure adversely impacts the Operating Performance Ratio and the underlying operating result and results in both the Cash Expense Ratio and Unrestricted Current Ratio falling below benchmark levels in the first three years of the forecast due to reduced liquidity.

In the absence of new revenue streams, accommodating this uplift would require reprioritisation within existing budgets, resulting in reduced service levels or deferred initiatives across other operational areas in the early years of the plan.

The modelling indicates Incremental increases over time to maintenance and capital budgets over time is a more sustainable practice without materially compromising key financial sustainability benchmarks.

Both the Capital and Maintenance Scenarios highlight Council's commitment to strengthening asset renewal and maintenance outcomes, while also demonstrating the financial trade-offs required in the absence of additional revenue. Council is actively exploring alternative pathways to increase investment in infrastructure without further increasing rates, including strong advocacy for additional grant funding, strategic use of the Resilience Fund where appropriate, driving organisational efficiencies through its digital transformation program, improving financial returns on assets (such as road reserve closures to help fund capital works), and leveraging property development opportunities. While these initiatives may create capacity to support enhanced asset investment, they each carry inherent financial, operational and community risks, and would require careful planning, governance oversight and appropriate community consultation before implementation.

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 and Office of Local Government 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, timing differences, or allocations into the Resilience Fund. Council aims for a modest 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 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.	<10%
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.	>3 months

Financial modelling

Projected result – scenario summary (planned)

Financial Year	Underlying Result \$'000
2026-2027	1,553
2027-2028	2,146
2028-2029	1,620
2029-2030	2,051
2030-2031	1,345
2031-2032	1,268
2032-2033	1,046
2033-2034	1,057
2034-2035	1,595
2035-2036	1,334

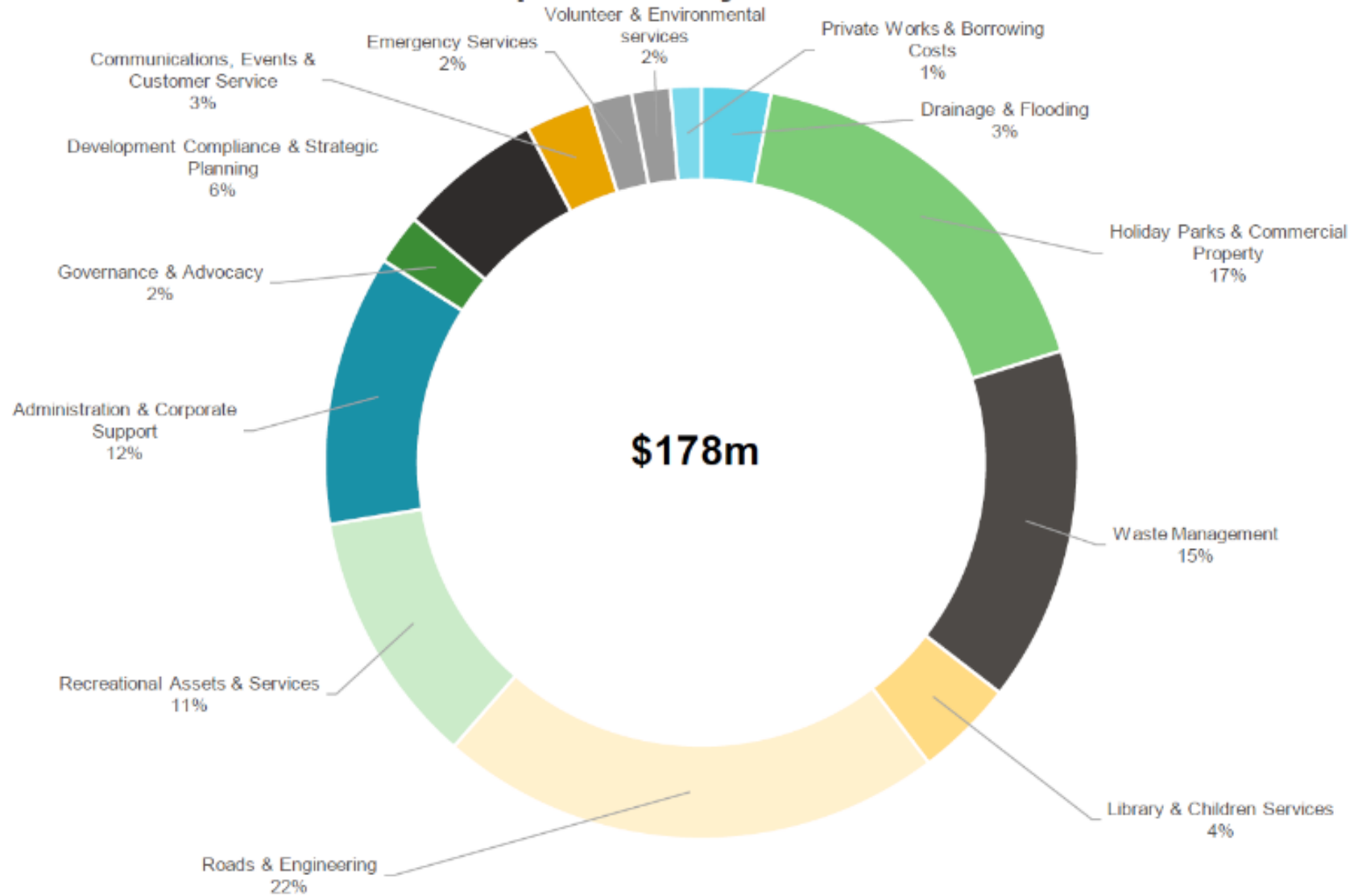
Financial statements

Budgeted income and expenditure (planned – General Fund)

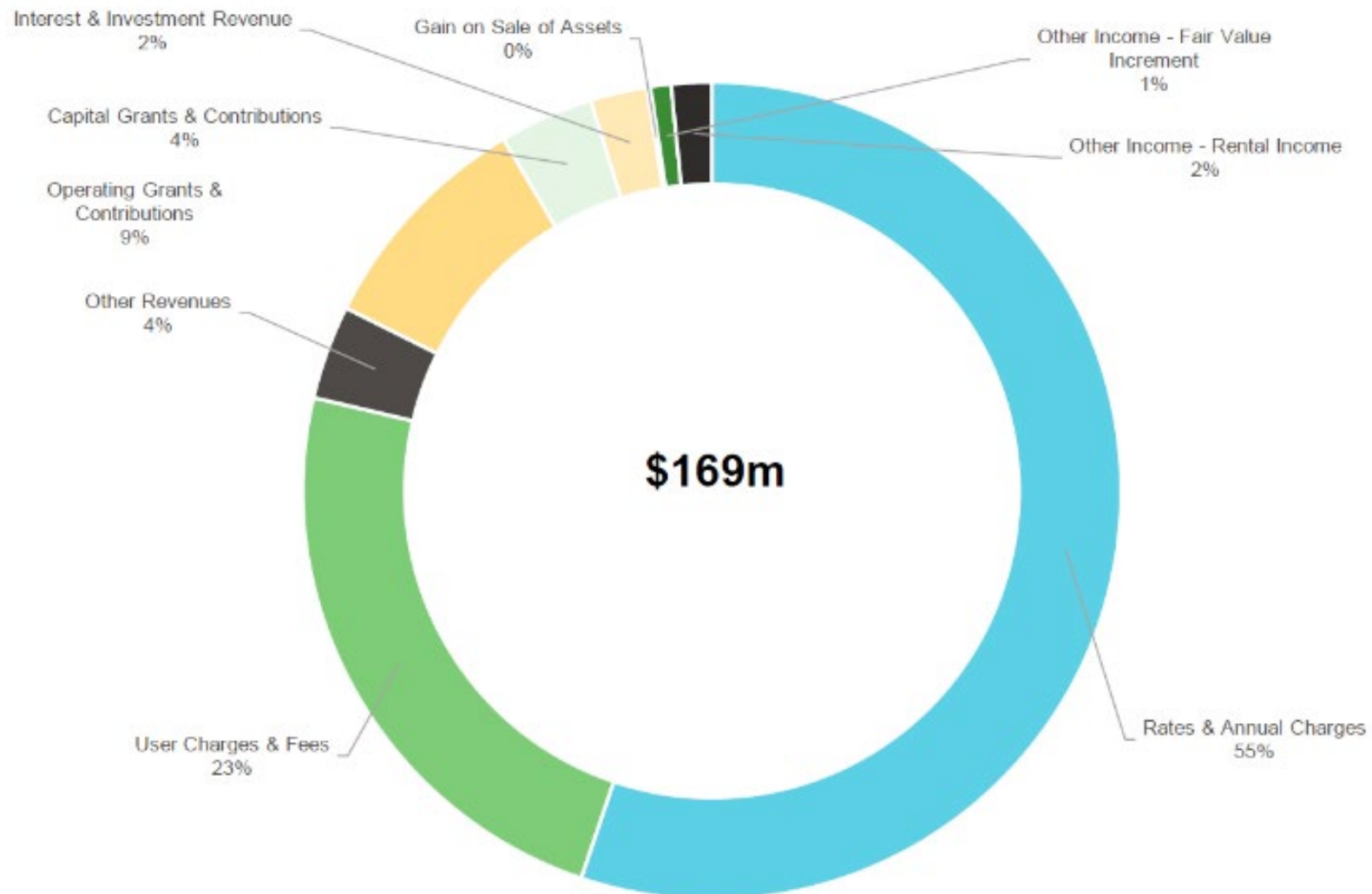
Functions	Expenses from continuing operations		Total expenditure	Income from continuing operations		Net (Cost) / Surplus of Service
	Non-capital	Capital		Specific Purpose Grants & Contributions	Specific Purpose Revenue	
Drainage & Flooding	3,598,621	1,679,091	5,277,712	-	-	(5,277,712)
Holiday Parks & Commercial Property	14,809,324	15,820,000	30,629,324	-	22,402,579	(8,226,745)
Waste Management	26,931,455	200,000	27,131,455	-	29,172,535	2,041,080
Library & Children Services	7,273,207	250,000	7,523,207	835,962	4,204,055	(2,483,190)
Roads & Engineering	18,550,995	20,035,425	38,586,420	3,954,680	7,648,728	(26,983,012)
Recreational Assets & Services	18,350,209	1,135,000	19,485,209	-	3,348,022	(16,137,187)
Administration & Corporate Support	19,846,028	870,000	20,716,028	130,000	6,424,315	(14,161,712)
Governance & Advocacy	3,851,414		3,851,414	-	32,812	(3,818,602)
Development Compliance & Strategic Planning	10,996,529		10,996,529	-	6,820,665	(4,175,863)
Communications, Events & Customer Service	5,030,354		5,030,354	18,293	200,567	(4,811,494)
Emergency Services	3,216,101		3,216,101	1,276,200	-	(1,939,900)
Volunteer & Environmental services	2,961,701		2,961,701	18,167	-	(2,943,534)
Private Works & Borrowing Costs	489,320	1,847,176	2,336,496	-	485,048	(1,851,448)
Totals - Functions net (cost) / surplus	135,905,257	41,836,692	177,741,949	6,233,302	80,739,327	(90,769,320)
Rates						66,644,404
General Purpose Grants & Contributions						15,449,259
Operating result including capital						(8,675,657)
Add back: Capital expense						41,836,692
Add back: Local election costs (net)						(250,000)
Less: Capital works income & fair value adjustments						(11,835,214)
Less: Depreciation & Amortisation						(19,523,271)
Underlying Operating Result						1,552,550

Note: Data displayed above is exclusive of Newcastle Airport

Total expenditure by service 2026/27



Funding Summary 2026/27



Port Stephens Council

10 Year Financial Plan for the Years ending 30 June 2036

INCOME STATEMENT - GENERAL FUND

Scenario: Base Scenario	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	93,293	96,025	98,699	101,377	104,057	106,732	109,477	112,292	115,179	118,141
User Charges & Fees	39,705	40,777	41,796	42,841	43,912	45,010	46,135	47,289	48,471	49,683
Other Revenues	6,290	6,460	6,621	3,794	3,888	3,986	4,085	4,187	4,292	4,399
Grants & Contributions provided for Operating Purposes	15,405	15,883	16,355	16,840	17,329	17,834	18,353	18,889	19,440	20,009
Grants & Contributions provided for Capital Purposes	6,278	6,498	6,719	6,947	7,176	7,413	7,658	7,910	8,172	8,441
Interest & Investment Revenue	3,782	3,629	5,175	5,838	7,320	8,193	8,152	8,120	8,163	8,489
Other Income:										
Net Gains from the Disposal of Assets	250	250	250	250	250	250	250	250	250	250
Fair value increment on investment properties	1,367	1,408	1,451	1,494	1,539	1,585	1,633	1,682	1,732	1,784
Other Income	2,697	3,369	3,454	3,540	3,629	3,719	3,812	3,908	4,005	4,105
Total Income from Continuing Operations	169,066	174,298	180,519	182,921	189,100	194,722	199,555	204,526	209,705	215,302
Expenses from Continuing Operations										
Employee Benefits & On-Costs	66,514	68,704	70,947	73,120	75,212	77,212	79,266	81,375	83,542	85,767
Borrowing Costs	522	500	432	355	308	244	280	237	166	103
Materials & Contracts	60,391	61,439	62,359	62,841	64,238	65,844	68,491	69,180	70,910	72,684
Depreciation & Amortisation	19,523	20,461	21,446	22,479	23,565	24,249	24,953	25,679	26,426	27,196
Other Expenses	8,479	8,621	8,836	9,057	9,284	9,516	9,754	9,997	10,247	10,504
Total Expenses from Continuing Operations	155,429	159,725	164,020	167,853	172,606	177,065	182,744	186,468	191,292	196,254
Net Operating Result for the Year	13,638	14,574	16,500	15,068	16,494	17,657	16,811	18,058	18,413	19,048
Net Operating Result before Capital Grants & Contributions	7,360	8,076	9,781	8,121	9,318	10,244	9,153	10,148	10,241	10,607
Adjustments for Underlying Result										
Less: Non Cash items & Capital works income	(5,899)	(5,822)	(7,011)	(3,320)	(3,572)	(3,776)	(3,957)	(4,290)	(4,096)	(4,723)
Less: Local Election allocation	(250)	(250)	600	(250)	(250)	(250)	750	(250)	(250)	(250)
Less: Resilience fund allocation	-	(300)	(1,750)	(2,500)	(4,150)	(4,950)	(4,900)	(4,550)	(4,300)	(4,300)
Add: Digital Transformation costs	342	442	-	-	-	-	-	-	-	-
Underlying Result	1,553	2,146	1,620	2,051	1,345	1,268	1,046	1,057	1,595	1,334

Port Stephens Council
10 Year Financial Plan for the Years ending 30 June 2036

BALANCE SHEET - GENERAL FUND

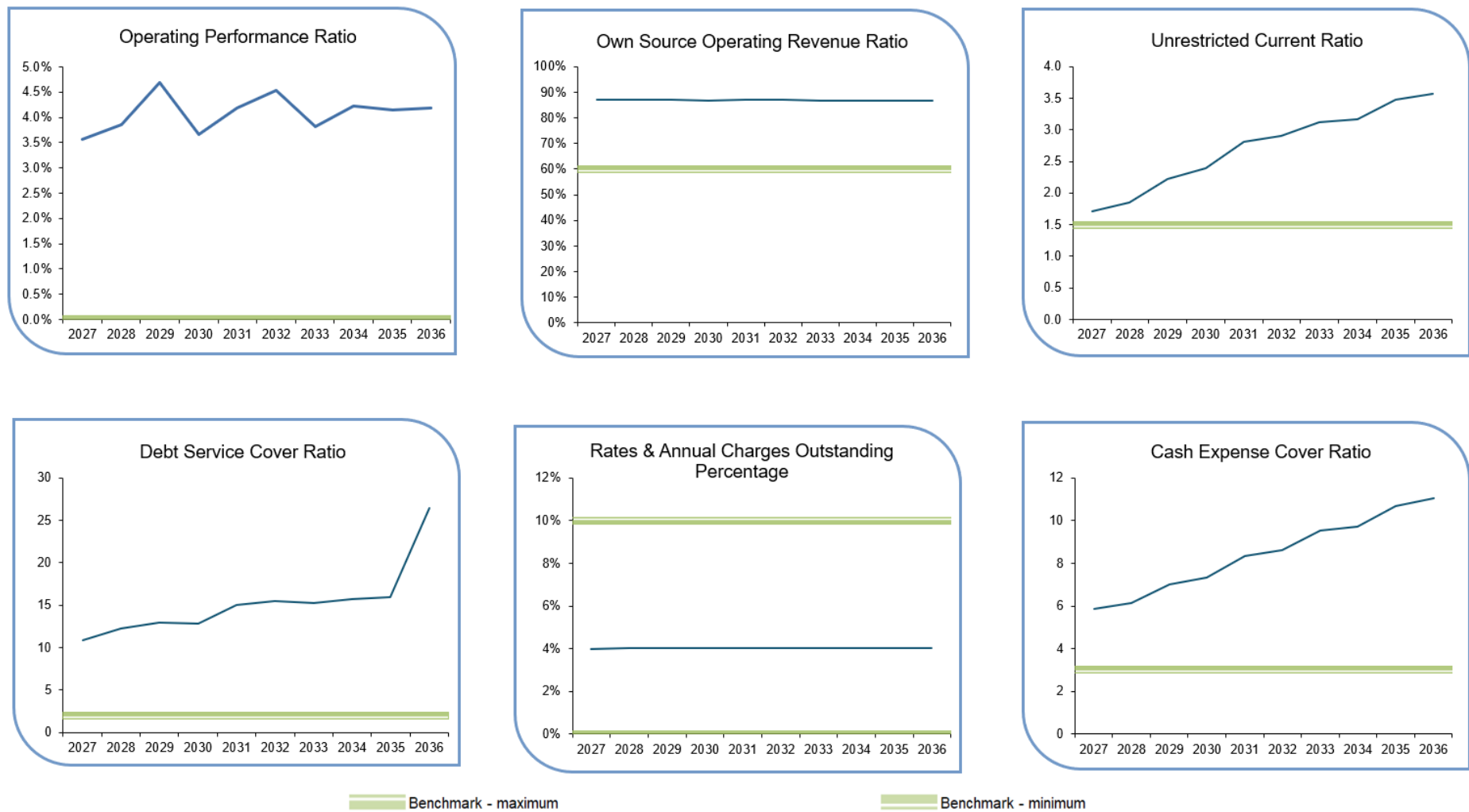
Scenario: Base Scenario	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,959	2,164	2,825	2,919	3,264	3,653	2,862	3,232	3,205	3,629
Investments	40,618	44,447	51,468	55,298	64,233	68,063	78,275	81,466	91,678	96,784
Receivables	10,618	10,985	11,452	11,646	12,170	12,544	13,089	13,458	14,031	14,469
Inventories	210	215	218	219	224	228	236	238	243	249
Contract assets and contract cost assets	1,871	1,965	2,063	2,166	2,274	2,388	2,507	2,633	2,764	2,903
Other	1,687	1,716	1,744	1,761	1,801	1,846	1,917	1,940	1,988	2,038
Total Current Assets	57,963	61,492	69,770	74,010	83,966	88,722	98,886	102,967	113,910	120,072
Non-Current Assets										
Investments	23,021	25,192	29,171	31,341	36,406	38,576	44,364	46,173	51,961	54,855
Receivables	163	168	172	99	101	104	106	109	112	114
Inventories	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796
Infrastructure, Property, Plant & Equipment	1,628,685	1,674,943	1,716,865	1,763,584	1,803,834	1,853,741	1,894,477	1,946,538	1,988,727	2,040,528
Investment Property	46,942	48,350	49,801	51,295	52,833	54,418	56,051	57,733	59,464	61,248
Intangible Assets	4,827	4,761	4,694	4,628	4,562	4,496	4,429	4,363	4,297	4,231
Right of use assets	2,659	2,808	2,105	1,402	1,647	4,184	3,482	3,833	3,131	2,428
Other	39	40	41	41	42	43	45	45	46	47
Total Non-Current Assets	1,722,132	1,772,057	1,818,644	1,868,186	1,915,221	1,971,359	2,018,750	2,074,590	2,123,534	2,179,248
TOTAL ASSETS	1,780,096	1,833,549	1,888,415	1,942,196	1,999,187	2,060,081	2,117,636	2,177,557	2,237,444	2,299,320
LIABILITIES										
Current Liabilities										
Payables	20,482	20,870	21,244	21,531	21,993	22,494	23,203	23,535	24,075	24,628
Contract liabilities	5,483	5,648	5,811	5,978	6,146	6,320	6,499	6,684	6,873	7,068
Lease liabilities	611	918	967	704	950	918	684	987	1,026	764
Borrowings	919	957	964	832	898	936	977	1,034	225	235
Employee benefit provisions	16,055	16,858	17,700	18,585	19,515	20,491	21,515	22,591	23,720	24,906
Total Current Liabilities	43,549	45,251	46,686	47,630	49,503	51,160	52,878	54,830	55,919	57,603
Non-Current Liabilities										
Lease liabilities	2,590	2,309	1,341	637	394	2,683	1,999	1,798	772	8
Borrowings	7,889	6,932	5,968	5,137	4,238	3,302	2,325	1,291	1,066	831
Employee benefit provisions	943	990	1,039	1,091	1,146	1,203	1,263	1,326	1,393	1,462
Total Non-Current Liabilities	11,422	10,230	8,349	6,865	5,778	7,188	5,587	4,416	3,231	2,301
TOTAL LIABILITIES	54,970	55,481	55,035	54,494	55,281	58,348	58,465	59,246	59,150	59,904
Net Assets	1,725,126	1,778,067	1,833,380	1,887,702	1,943,906	2,001,733	2,059,171	2,118,311	2,178,294	2,239,416
EQUITY										
Retained Earnings	825,626	840,200	856,699	871,768	888,262	905,919	922,730	940,788	959,201	978,249
Revaluation Reserves	899,500	937,868	976,680	1,015,934	1,055,644	1,095,814	1,136,441	1,177,523	1,219,093	1,261,167
Total Equity	1,725,126	1,778,067	1,833,380	1,887,702	1,943,906	2,001,733	2,059,171	2,118,311	2,178,294	2,239,416

Port Stephens Council
10 Year Financial Plan for the Years ending 30 June 2036

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Base Scenario	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	93,234	95,978	98,654	101,332	104,011	106,687	109,430	112,244	115,131	118,091
User Charges & Fees	39,695	40,769	41,789	42,834	43,904	45,002	46,127	47,280	48,462	49,674
Investment & Interest Revenue Received	3,995	3,516	4,952	5,723	7,043	8,069	7,864	8,014	7,860	8,327
Grants & Contributions	18,633	22,398	23,086	23,797	24,512	25,251	26,013	26,799	27,610	28,445
Other	9,040	9,749	9,998	7,502	7,443	7,629	7,820	8,015	8,215	8,421
Payments:										
Employee Benefits & On-Costs	(65,704)	(67,855)	(70,054)	(72,183)	(74,228)	(76,179)	(78,181)	(80,236)	(82,346)	(84,511)
Materials & Contracts	(59,954)	(61,287)	(62,216)	(62,752)	(64,033)	(65,613)	(68,129)	(69,062)	(70,661)	(72,429)
Borrowing Costs	(522)	(500)	(432)	(355)	(308)	(244)	(280)	(237)	(166)	(103)
Other	(8,276)	(8,488)	(8,705)	(8,946)	(9,138)	(9,364)	(9,557)	(9,880)	(10,084)	(10,336)
Net Cash provided (or used in) Operating Activities	30,140	34,281	37,072	36,952	39,206	41,238	41,107	42,938	44,020	45,579
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	12,000	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	(6,000)	(11,000)	(6,000)	(14,000)	(6,000)	(16,000)	(5,000)	(16,000)	(8,000)
Purchase of Infrastructure, Property, Plant & Equipment	(26,670)	(27,332)	(23,536)	(28,926)	(23,086)	(32,967)	(24,043)	(35,639)	(26,026)	(35,904)
Purchase of Real Estate Assets	(13,320)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(27,990)	(33,332)	(34,536)	(34,926)	(37,086)	(38,967)	(40,043)	(40,639)	(42,026)	(43,904)
Cash Flows from Financing Activities										
Payments:										
Repayment of Borrowings & Advances	(913)	(919)	(957)	(964)	(832)	(898)	(936)	(977)	(1,034)	(225)
Repayment of lease liabilities (principal repayments)	(934)	(826)	(918)	(967)	(944)	(983)	(918)	(952)	(987)	(1,026)
Net Cash Flow provided (used in) Financing Activities	(1,847)	(1,744)	(1,875)	(1,931)	(1,776)	(1,881)	(1,855)	(1,929)	(2,021)	(1,251)
Net Increase/(Decrease) in Cash & Cash Equivalents	303	(795)	661	94	344	389	(791)	371	(27)	424
plus: Cash & Cash Equivalents - beginning of year	2,656	2,959	2,164	2,825	2,919	3,264	3,653	2,862	3,232	3,205
Cash & Cash Equivalents - end of the year	2,959	2,164	2,825	2,919	3,264	3,653	2,862	3,232	3,205	3,629
Cash & Cash Equivalents - end of the year										
Cash & Cash Equivalents - end of the year	2,959	2,164	2,825	2,919	3,264	3,653	2,862	3,232	3,205	3,629
Investments - end of the year	63,639	69,639	80,639	86,639	100,639	106,639	122,639	127,639	143,639	151,639
Cash, Cash Equivalents & Investments - end of the year	66,598	71,803	83,464	89,558	103,903	110,292	125,501	130,871	146,844	155,268

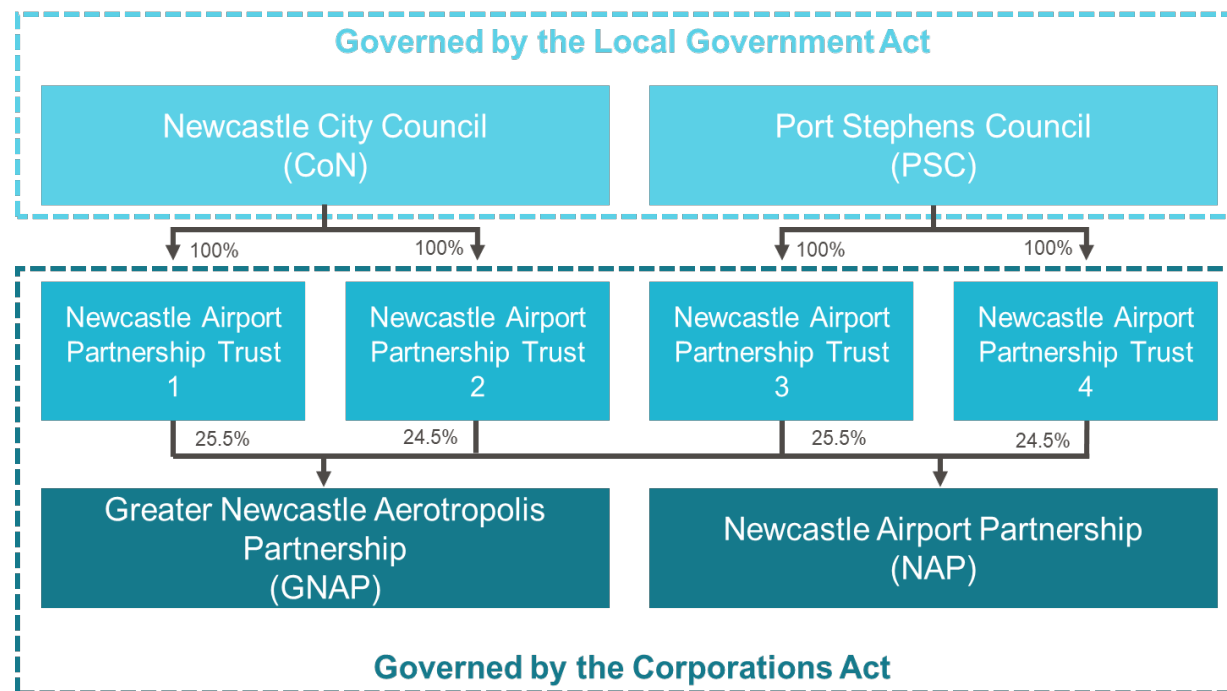
Key Performance Ratios – General Fund



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. The structure makes it the largest Australian airport remaining in public ownership, with all distribution returned to the communities which it serves.

Under the Australian Accounting Standards, Council is required to consolidate and report on its 50% proportionate ownership of the Newcastle Airport, including the Airports loan portfolio. Council is obligated under the Accounting Standards to consolidate its financial interests, as a shareholder. As a corporate shareholder Council is not liable for any debts owed by the Newcastle Airport. In addition the Airport functions under its own corporate structure and is governed by the Corporations Act 2001. As a result, the operations of the airport facility are removed from Council's direct control.



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.

Port Stephens Council

10 Year Financial Plan for the Years ending 30 June 2036

FINANCIAL PERFORMANCE INDICATORS

Scenario: Base Scenario		OLG Benchmark	2026/27	2027/28	2028/29	2029/30	Projected Years					
							2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Key Performance Indicator												
Underlying Result (\$'000)	N/A	1,553	2,146	1,620	2,051	1,345	1,268	1,046	1,057	1,595	1,334	
Operating Performance Ratio	> 0%	3%	4%	5%	5%	5%	5%	4%	5%	4%	4%	
Own Source Operating Revenue Ratio	> 60%	89%	90%	90%	90%	90%	89%	89%	89%	89%	89%	
Unrestricted Current Ratio	> 1.5 months	1.9	2.1	2.5	2.7	3.1	3.2	3.5	3.5	3.8	4.0	
Debt Service Cover Ratio	> 2	4.2	3.5	3.0	4.0	3.3	3.4	3.4	3.4	3.9	4.2	
Rates & Annual Charges Outstanding Percentage	< 10%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	
Cash Expense Cover Ratio	> 3 months	5.3	5.8	6.2	6.6	7.3	7.6	8.4	8.5	9.5	10.0	

Port Stephens Council
10 Year Financial Plan for the Years ending 30 June 2036

INCOME STATEMENT - CONSOLIDATED

Scenario: Base Scenario	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	93,293	96,025	98,699	101,377	104,057	106,732	109,477	112,292	115,179	118,141
User Charges & Fees	72,527	82,519	87,806	91,791	94,288	96,473	98,346	100,443	102,668	105,505
Other Revenues	6,433	6,642	6,822	4,008	4,109	4,211	4,314	4,420	4,529	4,644
Grants & Contributions provided for Operating Purposes	15,405	15,883	16,355	16,840	17,329	17,834	18,353	18,889	19,440	20,009
Grants & Contributions provided for Capital Purposes	6,278	6,498	6,719	6,947	7,176	7,413	7,658	7,910	8,172	8,441
Interest & Investment Revenue	4,191	3,850	3,999	3,949	3,798	3,885	3,903	4,233	4,539	4,756
Other Income:										
Net Gains from the Disposal of Assets	250	250	250	250	250	250	250	250	250	250
Fair value increment on investment properties	1,367	1,408	1,451	1,494	1,539	1,585	1,633	1,682	1,732	1,784
Other Income	2,697	3,369	3,454	3,540	3,629	3,719	3,812	3,908	4,005	4,105
Total Income from Continuing Operations	202,441	216,443	225,554	230,196	236,175	242,102	247,745	254,026	260,515	267,636
Expenses from Continuing Operations										
Employee Benefits & On-Costs	72,886	75,268	77,707	80,083	82,385	84,599	86,875	89,212	91,614	94,082
Borrowing Costs	7,217	10,655	10,752	10,550	10,388	10,024	9,640	9,247	9,281	9,218
Materials & Contracts	71,273	72,775	74,123	75,513	77,265	79,202	82,157	83,167	85,228	87,431
Depreciation & Amortisation	26,773	28,241	32,011	33,364	34,920	37,014	39,098	41,039	43,471	44,752
Other Expenses	11,349	13,071	12,556	11,167	10,259	10,016	10,254	10,497	10,747	11,004
Total Expenses from Continuing Operations	189,499	200,010	207,150	210,678	215,216	220,855	228,024	233,163	240,342	246,487
Net Operating Result for the Year	12,943	16,434	18,405	19,518	20,959	21,247	19,721	20,863	20,173	21,149
Net Operating Result before Capital Grants & Contributions	6,665	9,936	11,686	12,571	13,783	13,834	12,063	12,953	12,001	12,708
Adjustments for Underlying Result										
Less: Non Cash items & Capital works income	(5,899)	(5,822)	(7,011)	(3,320)	(3,572)	(3,776)	(3,957)	(4,290)	(4,096)	(4,723)
Less: Consolidated Entities (*) (**)	695	(1,860)	(1,905)	(4,450)	(4,465)	(3,590)	(2,910)	(2,805)	(1,760)	(2,101)
Less: Local Election allocation	(250)	(250)	600	(250)	(250)	(250)	750	(250)	(250)	(250)
Less: Resilience fund allocation	-	(300)	(1,750)	(2,500)	(4,150)	(4,950)	(4,900)	(4,550)	(4,300)	(4,300)
Add: Digital Transformation costs	342	442	-	-	-	-	-	-	-	-
Underlying Result	1,553	2,146	1,620	2,051	1,345	1,268	1,046	1,057	1,595	1,334

(*) All income & expenditure (inc loans and borrowing costs) includes Council's consolidated portion of the Newcastle Airport. The consolidation is required by Australian Accounting Standards to represent Council's financial interests as a result of its 50% shareholding. As a corporate shareholder Council is entitled to financial returns however is not liable for the debts owed by Newcastle Airport.

(**) The operating result is before capital grants and contributions

Port Stephens Council
10 Year Financial Plan for the Years ending 30 June 2036

BALANCE SHEET - CONSOLIDATED

Scenario: Base Scenario	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	7,959	8,364	11,075	10,969	11,914	13,153	13,162	14,232	14,905	19,479
Investments	40,618	44,447	51,468	55,298	64,233	68,063	78,275	81,466	91,678	96,784
Receivables	13,318	13,535	14,002	14,246	14,770	15,194	15,739	16,158	16,731	17,169
Inventories	210	215	218	219	224	228	236	238	243	249
Contract assets and contract cost assets	1,871	1,965	2,063	2,166	2,274	2,388	2,507	2,633	2,764	2,903
Other	2,087	2,116	2,144	2,161	2,201	2,246	2,317	2,340	2,388	2,438
Total Current Assets	66,063	70,642	80,970	85,060	95,616	101,272	112,236	117,067	128,710	139,022
Non-Current Assets										
Investments	23,021	25,192	29,171	31,341	36,406	38,576	44,364	46,173	51,961	54,855
Receivables	163	168	172	99	101	104	106	109	112	114
Inventories	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796
Infrastructure, Property, Plant & Equipment	1,943,498	1,992,257	2,031,864	2,085,105	2,127,266	2,177,775	2,218,058	2,268,713	2,311,247	2,360,040
Investment Property	46,942	48,350	49,801	51,295	52,833	54,418	56,051	57,733	59,464	61,248
Intangible Assets	4,827	4,761	4,694	4,628	4,562	4,496	4,429	4,363	4,297	4,231
Right of use assets	3,009	3,158	2,455	1,752	1,997	4,534	3,832	4,183	3,481	2,778
Other	5,189	4,540	3,941	3,541	3,292	3,043	2,845	2,695	2,496	2,247
Total Non-Current Assets	2,042,446	2,094,221	2,137,893	2,193,657	2,242,253	2,298,743	2,345,481	2,399,765	2,448,854	2,501,310
TOTAL ASSETS	2,108,509	2,164,863	2,218,864	2,278,617	2,337,868	2,400,014	2,457,717	2,516,832	2,577,564	2,640,331
LIABILITIES										
Current Liabilities										
Payables	27,516	27,454	27,428	27,515	27,977	28,428	29,137	29,469	30,426	30,843
Contract liabilities	6,583	6,748	6,911	7,078	7,246	7,420	7,599	7,784	7,973	8,168
Lease liabilities	611	918	967	704	950	918	684	987	1,026	764
Borrowings	919	957	964	832	898	936	977	1,034	225	235
Employee benefit provisions	16,055	16,858	17,700	18,585	19,515	20,491	21,515	22,591	23,720	24,906
Total Current Liabilities	51,683	52,935	53,970	54,714	56,587	58,194	59,912	61,864	63,370	64,917
Non-Current Liabilities										
Payables	2,362	2,302	2,297	2,297	2,282	2,342	2,332	2,377	2,350	2,479
Lease liabilities	2,590	2,309	1,341	637	394	2,683	1,999	1,798	772	8
Borrowings	165,389	163,182	156,968	154,887	148,738	142,302	135,325	127,291	122,316	117,331
Employee benefit provisions	943	990	1,039	1,091	1,146	1,203	1,263	1,326	1,393	1,462
Total Non-Current Liabilities	171,284	168,782	161,646	158,912	152,560	148,530	140,919	132,793	126,831	121,280
TOTAL LIABILITIES	222,966	221,717	215,616	213,625	209,147	206,724	200,831	194,657	190,201	186,197
Net Assets	1,885,543	1,943,146	2,003,248	2,064,992	2,128,721	2,193,291	2,256,886	2,322,175	2,387,363	2,454,134
EQUITY										
Retained Earnings	892,680	909,114	927,518	947,037	967,996	989,243	1,008,964	1,029,827	1,050,000	1,071,149
Revaluation Reserves	992,863	1,034,032	1,075,729	1,117,955	1,160,726	1,204,048	1,247,922	1,292,348	1,337,363	1,382,985
Total Equity	1,885,543	1,943,146	2,003,248	2,064,992	2,128,721	2,193,291	2,256,886	2,322,175	2,387,363	2,454,134

Port Stephens Council
10 Year Financial Plan for the Years ending 30 June 2036

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Base Scenario	Projected Years									
	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	93,234	95,978	98,654	101,332	104,011	106,687	109,430	112,244	115,131	118,091
User Charges & Fees	70,764	72,032	85,389	90,494	93,656	96,130	98,022	100,060	101,822	104,144
Investment & Interest Revenue Received	4,404	3,737	3,776	3,834	3,522	3,761	3,615	4,127	4,236	4,594
Grants & Contributions	18,633	22,398	23,086	23,797	24,512	25,251	26,013	26,799	27,610	28,445
Other	9,184	9,932	10,200	7,716	7,663	7,854	8,048	8,248	8,453	8,665
Payments:										
Employee Benefits & On-Costs	(72,077)	(74,418)	(76,815)	(79,146)	(81,401)	(83,566)	(85,790)	(88,073)	(90,418)	(92,826)
Materials & Contracts	(71,203)	(66,039)	(74,830)	(76,024)	(77,261)	(79,021)	(81,845)	(83,050)	(84,562)	(86,895)
Borrowing Costs	(7,622)	(10,250)	(10,332)	(10,305)	(10,308)	(9,944)	(9,630)	(9,237)	(8,766)	(8,403)
Other	(8,276)	(8,488)	(8,705)	(8,946)	(9,138)	(9,364)	(9,557)	(9,880)	(10,084)	(10,336)
Net Cash provided (or used in) Operating Activities	37,040	44,881	50,422	52,752	55,256	57,788	58,307	61,238	63,420	65,479
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	12,000	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	(6,000)	(11,000)	(6,000)	(14,000)	(6,000)	(16,000)	(5,000)	(16,000)	(8,000)
Purchase of Infrastructure, Property, Plant & Equipment	(69,720)	(35,482)	(29,586)	(43,676)	(33,286)	(43,167)	(34,443)	(46,239)	(39,976)	(46,904)
Purchase of Real Estate Assets	(13,320)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(71,040)	(41,482)	(40,586)	(49,676)	(47,286)	(49,167)	(50,443)	(51,239)	(55,976)	(54,904)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	35,200	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(1,213)	(2,169)	(6,207)	(2,214)	(6,082)	(6,398)	(6,936)	(7,977)	(5,784)	(4,975)
Repayment of lease liabilities (principal repayments)	(934)	(826)	(918)	(967)	(944)	(983)	(918)	(952)	(987)	(1,026)
Net Cash Flow provided (used in) Financing Activities	33,053	(2,994)	(7,125)	(3,181)	(7,026)	(7,381)	(7,855)	(8,929)	(6,771)	(6,001)
Net Increase/(Decrease) in Cash & Cash Equivalents	(947)	405	2,711	(106)	944	1,239	9	1,071	673	4,574
plus: Cash & Cash Equivalents - beginning of year	8,906	7,959	8,364	11,075	10,969	11,914	13,153	13,162	14,232	14,905
Cash & Cash Equivalents - end of the year	7,959	8,364	11,075	10,969	11,914	13,153	13,162	14,232	14,905	19,479
Cash & Cash Equivalents - end of the year	7,959	8,364	11,075	10,969	11,914	13,153	13,162	14,232	14,905	19,479
Investments - end of the year	63,639	69,639	80,639	86,639	100,639	106,639	122,639	127,639	143,639	151,639
Cash, Cash Equivalents & Investments - end of the year	71,598	78,003	91,714	97,608	112,553	119,792	135,801	141,871	158,544	171,118

Appendix 2 – Capital Scenario

Port Stephens Council
10 Year Financial Plan for the Years ending 30 June 2036

INCOME STATEMENT - GENERAL FUND

Scenario: Capital Scenario	Projected Years									
	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	93,293	96,025	98,699	101,377	104,057	106,732	109,477	112,292	115,179	118,141
User Charges & Fees	39,705	40,777	41,796	42,841	43,912	45,010	46,135	47,289	48,471	49,683
Other Revenues	6,290	6,460	6,621	3,794	3,888	3,986	4,085	4,187	4,292	4,399
Grants & Contributions provided for Operating Purposes	15,422	15,829	16,217	16,612	17,016	17,431	17,856	18,292	18,738	19,196
Grants & Contributions provided for Capital Purposes	6,278	6,498	6,719	6,947	7,176	7,413	7,658	7,910	8,172	8,441
Interest & Investment Revenue	3,782	3,629	5,175	5,838	7,320	8,193	8,152	8,120	8,163	8,489
Other Income:										
Net Gains from the Disposal of Assets	250	250	250	250	250	250	250	250	250	250
Fair value increment on investment properties	1,367	1,408	1,451	1,494	1,539	1,585	1,633	1,682	1,732	1,784
Other Income	2,697	3,369	3,454	3,540	3,629	3,719	3,812	3,908	4,005	4,105
Total Income from Continuing Operations	169,084	174,244	180,381	182,693	188,787	194,319	199,058	203,929	209,003	214,489
Expenses from Continuing Operations										
Employee Benefits & On-Costs	66,764	68,963	71,215	73,396	75,497	77,504	79,566	81,684	83,859	86,093
Borrowing Costs	522	500	432	355	308	244	280	237	166	103
Materials & Contracts	60,391	61,439	62,359	62,841	64,238	65,844	68,491	69,180	70,910	72,684
Depreciation & Amortisation	20,023	20,986	21,997	23,058	24,173	24,875	25,598	26,343	27,110	27,900
Other Expenses	8,479	8,621	8,836	9,057	9,284	9,516	9,754	9,997	10,247	10,504
Total Expenses from Continuing Operations	156,179	160,508	164,839	168,708	173,499	177,984	183,690	187,441	192,293	197,284
Net Operating Result for the Year	12,905	13,736	15,542	13,985	15,288	16,336	15,368	16,488	16,709	17,204
Net Operating Result before Capital Grants & Contributions	6,627	7,238	8,824	7,038	8,112	8,923	7,711	8,578	8,538	8,763
Adjustments for Underlying Result										
Less: Non Cash items & Capital works income	(5,899)	(5,822)	(7,011)	(3,320)	(3,572)	(3,776)	(3,957)	(4,290)	(4,096)	(4,723)
Less: Local Election allocation	(250)	(250)	600	(250)	(250)	(250)	750	(250)	(250)	(250)
Less: Resilience fund allocation	-	(300)	(1,750)	(2,500)	(4,150)	(4,950)	(4,900)	(4,550)	(4,300)	(4,300)
Add: Digital Transformation costs	342	442	-	-	-	-	-	-	-	-
Underlying Result	820	1,308	663	967	140	(54)	(397)	(513)	(108)	(510)

Port Stephens Council
10 Year Financial Plan for the Years ending 30 June 2036

BALANCE SHEET - GENERAL FUND

Scenario: Capital Scenario

	2026/27	2027/28	2028/29	2029/30	Projected Years					
	\$'000	\$'000	\$'000	\$'000	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,922	2,721	3,630	1,616	4,497	2,054	2,051	2,817	3,781	2,778
Investments	34,235	31,044	31,044	29,129	29,129	27,214	29,129	24,023	25,300	22,747
Receivables	10,435	10,613	10,887	10,880	11,197	11,357	11,682	11,823	12,161	12,358
Inventories	210	215	218	219	224	228	236	238	243	249
Contract assets and contract cost assets	1,871	1,965	2,063	2,166	2,274	2,388	2,507	2,633	2,764	2,903
Other	1,687	1,716	1,744	1,761	1,801	1,846	1,917	1,940	1,988	2,038
Total Current Assets	51,360	48,274	49,586	45,773	49,122	45,088	47,522	43,474	46,238	43,071
Non-Current Assets										
Investments	19,404	17,595	17,595	16,510	16,510	15,425	16,510	13,616	14,339	12,892
Receivables	163	168	172	99	101	104	106	109	112	114
Inventories	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796
Infrastructure, Property, Plant & Equipment	1,638,185	1,694,188	1,746,085	1,803,016	1,853,718	1,914,335	1,966,045	2,029,352	2,083,065	2,146,675
Investment Property	46,942	48,350	49,801	51,295	52,833	54,418	56,051	57,733	59,464	61,248
Intangible Assets	4,827	4,761	4,694	4,628	4,562	4,496	4,429	4,363	4,297	4,231
Right of use assets	2,659	2,808	2,105	1,402	1,647	4,184	3,482	3,833	3,131	2,428
Other	39	40	41	41	42	43	45	45	46	47
Total Non-Current Assets	1,728,015	1,783,705	1,836,289	1,892,786	1,945,209	2,008,801	2,062,464	2,124,847	2,180,250	2,243,432
TOTAL ASSETS	1,779,375	1,831,980	1,885,875	1,938,559	1,994,331	2,053,889	2,109,986	2,168,322	2,226,488	2,286,503
LIABILITIES										
Current Liabilities										
Payables	20,491	20,880	21,254	21,541	22,004	22,505	23,214	23,546	24,087	24,641
Contract liabilities	5,485	5,640	5,788	5,941	6,096	6,256	6,419	6,588	6,760	6,937
Lease liabilities	611	918	967	704	950	918	684	987	1,026	764
Borrowings	919	957	964	832	898	936	977	1,034	225	235
Employee benefit provisions	16,055	16,858	17,700	18,585	19,515	20,491	21,515	22,591	23,720	24,906
Total Current Liabilities	43,561	45,252	46,674	47,603	49,463	51,106	52,809	54,746	55,818	57,484
Non-Current Liabilities										
Lease liabilities	2,590	2,309	1,341	637	394	2,683	1,999	1,798	772	8
Borrowings	7,889	6,932	5,968	5,137	4,238	3,302	2,325	1,291	1,066	831
Employee benefit provisions	943	990	1,039	1,091	1,146	1,203	1,263	1,326	1,393	1,462
Total Non-Current Liabilities	11,422	10,230	8,349	6,865	5,778	7,188	5,587	4,416	3,231	2,301
TOTAL LIABILITIES	54,982	55,482	55,023	54,468	55,241	58,294	58,396	59,162	59,049	59,785
Net Assets	1,724,393	1,776,497	1,830,852	1,884,091	1,939,089	1,995,595	2,051,590	2,109,160	2,167,439	2,226,718
EQUITY										
Retained Earnings	824,893	838,629	854,172	868,157	883,445	899,780	915,149	931,637	948,346	965,551
Revaluation Reserves	899,500	937,868	976,680	1,015,934	1,055,644	1,095,814	1,136,441	1,177,523	1,219,093	1,261,167
Total Equity	1,724,393	1,776,497	1,830,852	1,884,091	1,939,089	1,995,595	2,051,590	2,109,160	2,167,439	2,226,718

Port Stephens Council
10 Year Financial Plan for the Years ending 30 June 2036

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Capital Scenario

	2026/27	2027/28	2028/29	2029/30	Projected Years					
	\$'000	\$'000	\$'000	\$'000	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
					\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	93,234	95,978	98,654	101,332	104,011	106,687	109,430	112,244	115,131	118,091
User Charges & Fees	39,695	40,769	41,789	42,834	43,904	45,002	46,127	47,280	48,462	49,674
Investment & Interest Revenue Received	4,179	3,703	5,145	5,923	7,249	8,282	8,083	8,241	8,094	8,569
Grants & Contributions	18,653	22,333	22,934	23,555	24,185	24,834	25,501	26,186	26,891	27,615
Other	9,040	9,750	9,999	7,503	7,444	7,630	7,820	8,016	8,216	8,422
Payments:										
Employee Benefits & On-Costs	(65,954)	(68,113)	(70,322)	(72,460)	(74,513)	(76,471)	(78,482)	(80,545)	(82,663)	(84,838)
Materials & Contracts	(59,954)	(61,287)	(62,216)	(62,752)	(64,033)	(65,613)	(68,129)	(69,062)	(70,661)	(72,429)
Borrowing Costs	(522)	(500)	(432)	(355)	(308)	(244)	(280)	(237)	(166)	(103)
Other	(8,267)	(8,488)	(8,704)	(8,946)	(9,137)	(9,364)	(9,557)	(9,879)	(10,084)	(10,336)
Net Cash provided (or used in) Operating Activities	30,103	34,145	36,847	36,633	38,802	40,742	40,514	42,244	43,219	44,665
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	22,000	5,000	-	3,000	-	3,000	-	8,000	-	4,000
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	(3,000)	-	(2,000)	-
Purchase of Infrastructure, Property, Plant & Equipment	(36,670)	(37,602)	(34,063)	(39,716)	(34,146)	(44,303)	(35,663)	(47,549)	(38,234)	(48,417)
Purchase of Real Estate Assets	(13,320)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(27,990)	(32,602)	(34,063)	(36,716)	(34,146)	(41,303)	(38,663)	(39,549)	(40,234)	(44,417)
Cash Flows from Financing Activities										
Payments:										
Repayment of Borrowings & Advances	(913)	(919)	(957)	(964)	(832)	(898)	(936)	(977)	(1,034)	(225)
Repayment of lease liabilities (principal repayments)	(934)	(826)	(918)	(967)	(944)	(983)	(918)	(952)	(987)	(1,026)
Net Cash Flow provided (used in) Financing Activities	(1,847)	(1,744)	(1,875)	(1,931)	(1,776)	(1,881)	(1,855)	(1,929)	(2,021)	(1,251)
Net Increase/(Decrease) in Cash & Cash Equivalents	266	(201)	909	(2,014)	2,880	(2,443)	(3)	767	964	(1,003)
plus: Cash & Cash Equivalents - beginning of year	2,656	2,922	2,721	3,630	1,616	4,497	2,054	2,051	2,817	3,781
Cash & Cash Equivalents - end of the year	2,922	2,721	3,630	1,616	4,497	2,054	2,051	2,817	3,781	2,778
Cash & Cash Equivalents - end of the year	2,922	2,721	3,630	1,616	4,497	2,054	2,051	2,817	3,781	2,778
Investments - end of the year	53,639	48,639	48,639	45,639	45,639	42,639	45,639	37,639	39,639	35,639
Cash, Cash Equivalents & Investments - end of the year	56,561	51,360	52,269	47,255	50,136	44,693	47,690	40,456	43,420	38,417

Appendix 3 – Maintenance Scenario

Port Stephens Council

10 Year Financial Plan for the Years ending 30 June 2036

INCOME STATEMENT - GENERAL FUND

Scenario: Maintenance Scenario

	2026/27	2027/28	2028/29	2029/30	Projected Years		2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	93,293	96,025	98,699	101,377	104,057	106,732	109,477	112,292	115,179	118,141		
User Charges & Fees	39,705	40,777	41,796	42,841	43,912	45,010	46,135	47,289	48,471	49,683		
Other Revenues	6,290	6,460	6,621	3,794	3,888	3,986	4,085	4,187	4,292	4,399		
Grants & Contributions provided for Operating Purposes	15,422	15,829	16,217	16,612	17,016	17,431	17,856	18,292	18,738	19,196		
Grants & Contributions provided for Capital Purposes	6,278	6,498	6,719	6,947	7,176	7,413	7,658	7,910	8,172	8,441		
Interest & Investment Revenue	3,782	3,629	5,175	5,838	7,320	8,193	8,152	8,120	8,163	8,489		
Other Income:												
Net Gains from the Disposal of Assets	250	250	250	250	250	250	250	250	250	250		
Fair value increment on investment properties	1,367	1,408	1,451	1,494	1,539	1,585	1,633	1,682	1,732	1,784		
Other Income	2,697	3,369	3,454	3,540	3,629	3,719	3,812	3,908	4,005	4,105		
Total Income from Continuing Operations	169,084	174,244	180,381	182,693	188,787	194,319	199,058	203,929	209,003	214,489		
Expenses from Continuing Operations												
Employee Benefits & On-Costs	66,514	68,704	70,947	73,120	75,212	77,212	79,266	81,375	83,542	85,767		
Borrowing Costs	522	500	432	355	308	244	280	237	166	103		
Materials & Contracts	62,391	63,493	64,464	64,999	66,450	68,112	70,815	71,562	73,352	75,187		
Depreciation & Amortisation	19,523	20,461	21,446	22,479	23,565	24,249	24,953	25,679	26,426	27,196		
Other Expenses	8,479	8,621	8,836	9,057	9,284	9,516	9,754	9,997	10,247	10,504		
Total Expenses from Continuing Operations	157,429	161,779	166,125	170,011	174,818	179,332	185,068	188,850	193,733	198,756		
Net Operating Result for the Year	11,655	12,466	14,256	12,682	13,969	14,987	13,990	15,079	15,269	15,733		
Net Operating Result before Capital Grants & Contributions	5,377	5,968	7,537	5,735	6,793	7,574	6,332	7,169	7,098	7,291		
Adjustments for Underlying Result												
Less: Non Cash items & Capital works income	(5,899)	(5,822)	(7,011)	(3,320)	(3,572)	(3,776)	(3,957)	(4,290)	(4,096)	(4,723)		
Less: Local Election allocation	(250)	(250)	600	(250)	(250)	(250)	750	(250)	(250)	(250)		
Less: Resilience fund allocation	-	(300)	(1,750)	(2,500)	(4,150)	(4,950)	(4,900)	(4,550)	(4,300)	(4,300)		
Add: Digital Transformation costs	342	442	-	-	-	-	-	-	-	-		
Underlying Result	(430)	38	(624)	(335)	(1,180)	(1,402)	(1,775)	(1,922)	(1,548)	(1,982)		

Port Stephens Council

10 Year Financial Plan for the Years ending 30 June 2036

BALANCE SHEET - GENERAL FUND

Scenario: Maintenance Scenario	Projected Years									
	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,342	2,474	1,927	3,673	2,533	3,295	3,727	2,167	2,045	2,206
Investments	39,979	41,894	48,277	49,553	57,851	59,765	67,424	69,977	78,275	81,466
Receivables	10,589	10,917	11,344	11,495	11,973	12,299	12,794	13,109	13,625	14,004
Inventories	216	221	224	226	230	235	243	245	250	256
Contract assets and contract cost assets	1,871	1,965	2,063	2,166	2,274	2,388	2,507	2,633	2,764	2,903
Other	1,736	1,767	1,796	1,814	1,855	1,902	1,974	1,998	2,048	2,099
Total Current Assets	56,733	59,238	65,631	68,927	76,716	79,884	88,670	90,129	99,008	102,934
Non-Current Assets										
Investments	22,660	23,745	27,362	28,086	32,788	33,874	38,215	39,662	44,364	46,173
Receivables	163	168	172	99	101	104	106	109	112	114
Inventories	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796
Infrastructure, Property, Plant & Equipment	1,628,685	1,674,943	1,716,865	1,763,584	1,803,834	1,853,741	1,894,477	1,946,538	1,988,727	2,040,528
Investment Property	46,942	48,350	49,801	51,295	52,833	54,418	56,051	57,733	59,464	61,248
Intangible Assets	4,827	4,761	4,694	4,628	4,562	4,496	4,429	4,363	4,297	4,231
Right of use assets	2,659	2,808	2,105	1,402	1,647	4,184	3,482	3,833	3,131	2,428
Other	40	41	42	42	43	44	46	47	48	49
Total Non-Current Assets	1,721,772	1,770,611	1,816,837	1,864,932	1,911,605	1,966,657	2,012,602	2,068,080	2,115,939	2,170,568
TOTAL ASSETS	1,778,505	1,829,849	1,882,468	1,933,859	1,988,322	2,046,542	2,101,272	2,158,209	2,214,947	2,273,501
LIABILITIES										
Current Liabilities										
Payables	20,871	21,270	21,653	21,950	22,424	22,935	23,655	23,998	24,550	25,115
Contract liabilities	5,485	5,640	5,788	5,941	6,096	6,256	6,419	6,588	6,760	6,937
Lease liabilities	611	918	967	704	950	918	684	987	1,026	764
Borrowings	919	957	964	832	898	936	977	1,034	225	235
Employee benefit provisions	16,055	16,858	17,700	18,585	19,515	20,491	21,515	22,591	23,720	24,906
Total Current Liabilities	43,940	45,642	47,074	48,013	49,883	51,536	53,250	55,198	56,281	57,959
Non-Current Liabilities										
Lease liabilities	2,590	2,309	1,341	637	394	2,683	1,999	1,798	772	8
Borrowings	7,889	6,932	5,968	5,137	4,238	3,302	2,325	1,291	1,066	831
Employee benefit provisions	943	990	1,039	1,091	1,146	1,203	1,263	1,326	1,393	1,462
Total Non-Current Liabilities	11,422	10,230	8,349	6,865	5,778	7,188	5,587	4,416	3,231	2,301
TOTAL LIABILITIES	55,362	55,872	55,422	54,877	55,661	58,724	58,837	59,613	59,512	60,260
Net Assets	1,723,143	1,773,977	1,827,045	1,878,982	1,932,661	1,987,817	2,042,434	2,098,595	2,155,435	2,213,241
EQUITY										
Retained Earnings	823,643	836,109	850,365	863,047	877,016	892,003	905,993	921,072	936,342	952,074
Revaluation Reserves	899,500	937,868	976,680	1,015,934	1,055,644	1,095,814	1,136,441	1,177,523	1,219,093	1,261,167
Total Equity	1,723,143	1,773,977	1,827,045	1,878,982	1,932,661	1,987,817	2,042,434	2,098,595	2,155,435	2,213,241

Port Stephens Council

10 Year Financial Plan for the Years ending 30 June 2036

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Maintenance Scenario	Projected Years									
	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	93,234	95,978	98,654	101,332	104,011	106,687	109,430	112,244	115,131	118,091
User Charges & Fees	39,695	40,769	41,789	42,834	43,904	45,002	46,127	47,280	48,462	49,674
Investment & Interest Revenue Received	4,025	3,553	4,992	5,765	7,088	8,116	7,914	8,067	7,915	8,386
Grants & Contributions	18,653	22,333	22,934	23,555	24,185	24,834	25,501	26,186	26,891	27,615
Other	9,040	9,750	9,999	7,503	7,444	7,630	7,820	8,016	8,216	8,422
Payments:										
Employee Benefits & On-Costs	(65,704)	(67,855)	(70,054)	(72,183)	(74,228)	(76,179)	(78,181)	(80,236)	(82,346)	(84,511)
Materials & Contracts	(61,703)	(63,334)	(64,315)	(64,904)	(66,239)	(67,873)	(70,446)	(71,437)	(73,095)	(74,924)
Borrowing Costs	(522)	(500)	(432)	(355)	(308)	(244)	(280)	(237)	(166)	(103)
Other	(8,194)	(8,486)	(8,703)	(8,944)	(9,136)	(9,362)	(9,555)	(9,877)	(10,082)	(10,334)
Net Cash provided (or used in) Operating Activities	28,523	32,209	34,864	34,603	36,722	38,611	38,330	40,007	40,926	42,315
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	13,000	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	(3,000)	(10,000)	(2,000)	(13,000)	(3,000)	(12,000)	(4,000)	(13,000)	(5,000)
Purchase of Infrastructure, Property, Plant & Equipment	(26,670)	(27,332)	(23,536)	(28,926)	(23,086)	(32,967)	(24,043)	(35,639)	(26,026)	(35,904)
Purchase of Real Estate Assets	(13,320)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(26,990)	(30,332)	(33,536)	(30,926)	(36,086)	(35,967)	(36,043)	(39,639)	(39,026)	(40,904)
Cash Flows from Financing Activities										
Payments:										
Repayment of Borrowings & Advances	(913)	(919)	(957)	(964)	(832)	(898)	(936)	(977)	(1,034)	(225)
Repayment of lease liabilities (principal repayments)	(934)	(826)	(918)	(967)	(944)	(983)	(918)	(952)	(987)	(1,026)
Net Cash Flow provided (used in) Financing Activities	(1,847)	(1,744)	(1,875)	(1,931)	(1,776)	(1,881)	(1,855)	(1,929)	(2,021)	(1,251)
Net Increase/(Decrease) in Cash & Cash Equivalents	(314)	132	(547)	1,745	(1,140)	762	433	(1,561)	(121)	160
plus: Cash & Cash Equivalents - beginning of year	2,656	2,342	2,474	1,927	3,673	2,533	3,295	3,727	2,167	2,045
Cash & Cash Equivalents - end of the year	2,342	2,474	1,927	3,673	2,533	3,295	3,727	2,167	2,045	2,206
Cash & Cash Equivalents - end of the year										
Cash & Cash Equivalents - end of the year	2,342	2,474	1,927	3,673	2,533	3,295	3,727	2,167	2,045	2,206
Investments - end of the year	62,639	65,639	75,639	77,639	90,639	93,639	105,639	109,639	122,639	127,639
Cash, Cash Equivalents & Investments - end of the year	64,981	68,113	77,566	81,312	93,172	96,934	109,366	111,806	124,684	129,845

Resourcing Strategy Attachments

Attachment C – Strategic Asset Management Plan



IP&R Framework

Strategic Asset Management Plan

2026 to 2036

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.



PORT STEPHENS
COUNCIL

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Abbreviations

ABS	Australian Bureau of Statistics
CIV	Capital Investment Value
CRC	Current Replacement Cost
Council	Port Stephens Council
CPI	Consumer Price Index
CRM	Customer Request Management System
CSP	Community Strategic Plan
DCP	Development Control Plan
EMS	Environmental Management System
EPA	Environment Protection Authority
GIS	Geographic Information Systems
ICT	Information and Communications Technology
IIMM	International Infrastructure Management Manual
IP&R	Integrated Planning and Reporting
IPART	Independent Pricing and Regulatory Tribunal
IPWEA	Institute of Public Works Engineering Australasia
IP&R	Integrated Planning and Reporting
LEP	Local Environment Plan
LGA	Local Government Area
LTFP	Long Term Financial Plan
NAMS	National Asset Management Strategy
PSC	Port Stephens Council
REFLECT	Council's risk prioritisation software program
SAMP	Strategic Asset Management Plan
SES	State Emergency Service
SLA	Service Level Agreement
SRV	Special Rate Variation
TfNSW	Transport for NSW
VIC	Visitor Information Centre
the Plus Plan	Capital Works Plus Plan
the Program	Capital Works 10 year Program

Introduction

Overview or What is the 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 \$1.7 billion of noncurrent assets¹ such as roads, footpaths, buildings, drainage, seawalls, surf clubs, jetties fleet, holiday parks, information technology and so on. These are assets grouped in 4 major headings being:

- Civil assets
- Community and recreation assets
- Commercial assets
- Information communication and technology assets.

¹ Port Stephens Council Audited Financial Statements 2025-2026



What is the purpose and relevance of the 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 (the 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). 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
- Adopted Asset Management Policy at Appendix 1
- Capital Works Program 2026-2036 (the Works Program) at Appendix 2
- Capital Works Plus Plan (the Plus Plan) at Appendix 3.

SAMP includes the individual Asset Management Plans (AMP) for each asset class and are now located on Council's website and shown in Appendix 4.

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 introduced International Standards ISO 55000.

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

Community and Recreation	Smart Infrastructure	Smart Parking (meters, sensors, digital signage and associated hardware), Supervisory Control and Data Acquisition (SCADA) hardware, Video Surveillance System (cameras, recorders and associated hardware)
	Transport Facilities	Public transport, commercial/industrial (freight), transport routes, tourism links
	Trees	Trees in road reserves, parks and property reserves.
	Waste Services	Buildings, weighbridges, legacy waste landfills, boreholes
	Aquatic Centres	Swimming pool/leisure centres
	Aquatic Structures	Wharves, boat ramps, sea walls, boardwalks
	Cemeteries	Operational and closed cemeteries
	Community Buildings	Multipurpose and single-use community buildings including child care centres
	Depots	
	Emergency Services	RFS stations, SES buildings
	Libraries	Library branches, mobile library vehicle, Tilligerry lounge
	Library Collection	Collection items including book stock and other resources
	Parks and Reserves	Parks, foreshores, bushland, wetlands, watercourses, cultural significance and community use
	Playgrounds	
	Public Amenities	Public toilets and showers
	Skate Parks	

	Sports Facilities	Sports grounds/fields, tennis courts, netball courts, amenity buildings, golf course, croquet courts
	Surf Lifesaving Facilities	Buildings and rescue equipment
Commercial	Corporate Buildings	Administration Building, Visitor Information Centre
	Investment Property Portfolio	
	Holiday Parks	
	Operational Lands	
Information Communication Technology	Cabling	
	Desktop Assets	Computers and laptops
	ICT Infrastructure	Servers, storage, network

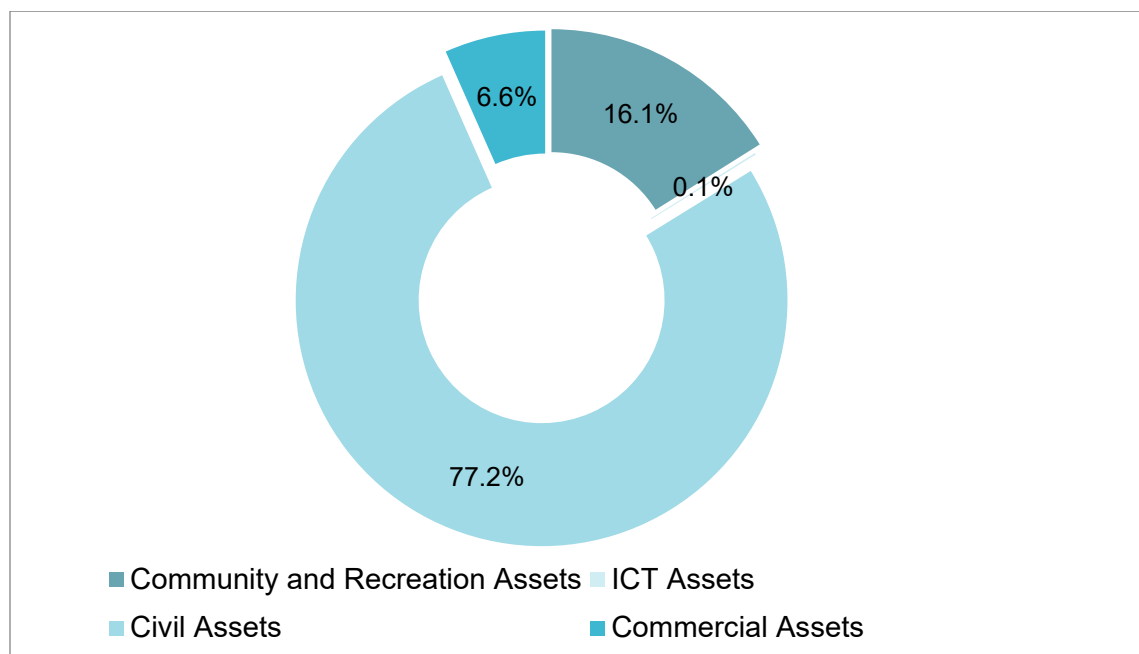


Figure 1: Assets by Category – Percentage of Value – Current Replacement Cost (CRC)

Condition of Assets

With many competing priorities across Council, the asset management aim is to achieve 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'. However, gaining a 'Near Perfect' asset condition is not always financially responsible or possible.

Council's assets are rated in 1 of the following 5 asset condition-rating categories:

1. Near Perfect
2. Good
3. Satisfactory
4. Very Poor
5. Unserviceable

The condition rating data is 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 within Figure 3 below 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.

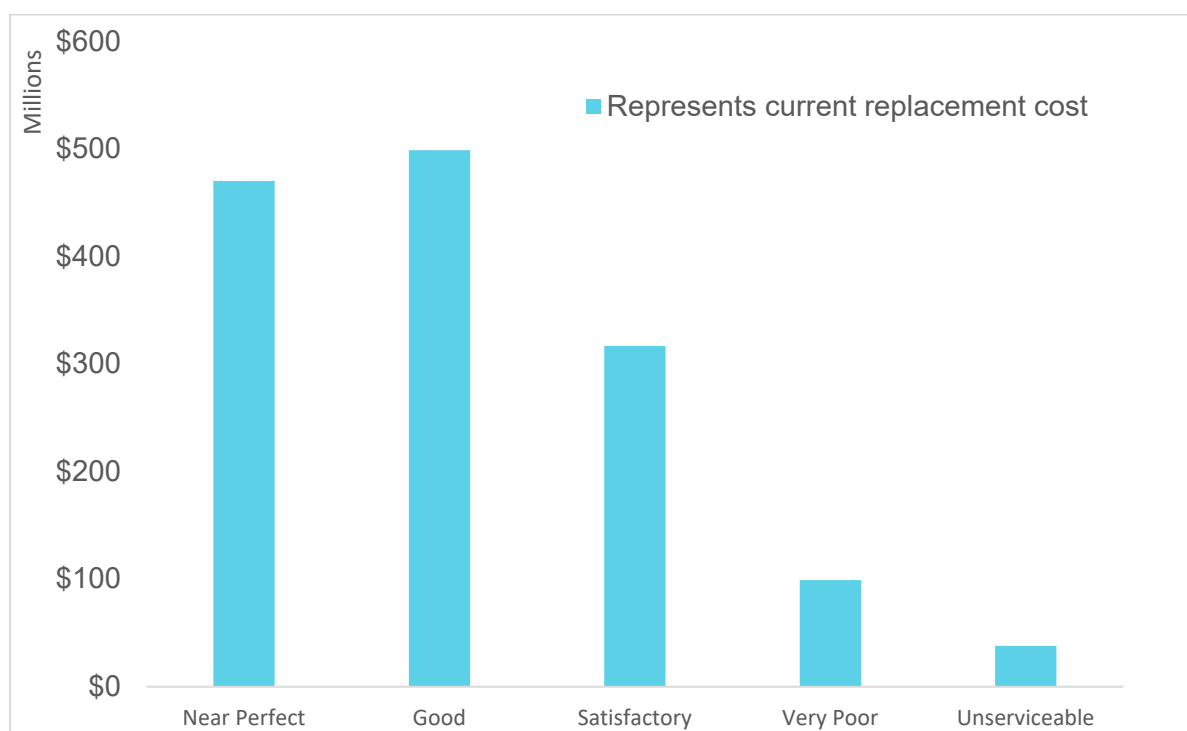


Figure 2: Assets Rating Distribution – Public Assets

With previous years SAMP analysis, the graph above showed the distribution of public assets further skewed towards the Satisfactory (3) to Good (2) condition rating. As this graph is highly influenced by the larger asset, more costly classes such as roads and

drains, a comparative analysis has also been provided without the roads and drainage asset classes in Figure 4 below. The drainage asset class has retained proportionally high condition scores as a long-life robust asset. In contrast, following the recent rains the road network surface has deteriorated. The combination of these two factors shows that the condition distribution for the remaining asset classes are more condensed around the Good (2) to Satisfactory (3) condition rating. It should be noted that:

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.
- A similar analysis is provided within each of the asset classes Asset management sub-chapters.

Only costs to return the asset back to new condition have been used in the infrastructure backlog.



Figure 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. While this was the same 10 years ago, the criteria is still in place.

The criteria that relate to effective infrastructure and service management include:

- Infrastructure Backlog Ratio of less than 2% average over 3 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 =	$\frac{\text{Estimated cost to bring an asset to a Satisfactory Condition Required Asset Maintenance}}{\text{Total Asset Value}}$

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

The 2025 audited figures have shown that the Infrastructure Backlog Ratio is 3.33% and Asset Maintenance Ratio is 108.24%. The average Infrastructure Backlog Ratio has increased in the 2025 financials following severe weather events resulting in further deterioration to pavement condition.

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 Council's Long Term Financial Plan.

The asset funding strategy comprises 3 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 \$41.8 million (2024-2025) and an engineering infrastructure backlog of just over \$109.9 million (2024-2025). 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 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
- Borrowing money to renew assets to reduce asset lifecycle costs
- Discussions with user groups and the community 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 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, for example, the Financial Reserves Policy and Acquisition and Divestment of Land Policy that provide the opportunity to 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
- 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.

Program of Works

Capital Works Program 2026-2036

Council's Capital Works Program 2026-2036 (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 2025-2026 that may need to be carried over into the 2026-2027 financial year.

Capital Works Plus Plan

Council's Capital Works Plus Plan 2026-2036 (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.

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 Plan, Delivery Plan and Operational Plan 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 4: Asset Risk Management practices

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

Risk to Asset and Risk Controls

Table 2 Risk to Asset and Risk Controls

Risk class	Risk sub-class	Key risk management processes
Asset Management	Planning	The identification and management of this risk is supported by:
	Risk	
		- What do we do here for long-term planning? - Community engagement / desire

Risk class	Risk sub-class	Key risk management processes
Asset Maintenance		- Climate Change Adaptation Plan - Future needs / use planning.
	Model Risk	The identification and management of this risk is supported by: - Review of accounting depreciation models - Asset deterioration assessments and community service / use assessments - External professional review of asset models.
	Infrastructure Failure Risk	The identification and management of this risk is supported by: - Review community asset service level - Identifying 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 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. - Document and monitor maintenance programs for Council assets provided for lease or licence.
	Funding Risk	The identification and management of this risk is supported by: - Identify asset maintenance needs by priority - Identify confirmed asset maintenance budget - Assess gap between prioritised maintenance needs and available budget - Assess risk for any unfunded maintenance and determine asset risk strategy: - Update Works Program to reflect determined asset risk strategy.
	Supplier Risk	The identification and management of this risk is supported by: - Annual review of Service Level Agreement(s) – internal and external suppliers - Service Level Agreement performance monitoring program (Works Program delivery – quality and timing)

Risk class	Risk sub-class	Key risk management processes
		• Annual review of maintenance Works Program – agreed with suppliers and funded. The identification and management of this risk is supported by: • Service Level Agreements with Asset Data Collection service providers • Regular periodic Asset Data Collection inspections per Asset Inspection Program • Single asset data source – linked to corporate forward works planning, accounting and finance systems • Quality management systems established with suppliers to monitor service and be informed on asset status and/or needs.
Environment, Heritage, Culture		The identification and management of this risk is supported by: • Centralised environmental risk function • Embedded environmental skills in asset program (construction and maintenance) • Environmental Management System (EMS) • Incident management system.
Compliance		The identification and management of this risk is supported by: • Recruitment and retention of staff with suitable qualifications • Obligation management program – understand current and pending obligations and incorporate into operational practices • Non-complying Assets Register – reviewed regularly and risk priority assessed • Audit program.
Safety – Customer / Community		The identification and management of this risk is supported by: • Works require Council approval through ‘Roads Act’ application or ‘Works on Council Land’ application • Asset maintenance risk-based and incorporated into Works Program • Safety practices applied in construction and maintenance programs • Asset Inspection Program • Incident management program.

The risks to assets listed on the previous page 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, Council adopts and implements Statewide Mutual's Best Practice manuals and guidance notes to mitigate risks associated with some asset classes. 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 of litigation.

With the abolition of the non-feasance rule in the early 2000s, 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 knowing and proactively documenting the defect condition of council 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 topic policies such as roads, cycleways etc. Individually adopted policies are no longer required as they are now adopted as part of this SAMP.

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

- Bitumen and Asphalt Resurfacing
- Roads
- Playgrounds
- Signs as a Remote Supervision
- Trees and Tree Roots
- Footpaths
- Shared Paths
- BMX Tracks
- Skateboard Facilities
- Sporting Facilities
- Storm Water Infrastructure.

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

The Statewide manuals and guidelines do suggest defect rectification response times, though they do also specify that there are adjustments due to Council's limited resources. Where Port Stephens Council has adopted a reduced defect rectification response time, it is noted below.

Pathway Assets - Defect Rectification

Priority	Control Mechanism	Response Time (State-wide Mutual Best Practice values)	Response Time (Port Stephens Council values)
Low	Consideration should be given as to whether action needs to be taken.	As resources permit.	No action
Medium	Consideration should be given as to whether action needs to be taken.	15 Days	No action
High	Make safe Defect repairs - Program into maintenance works.	1 Day 2 Days	2 days As resources permit. Maintenance works completed to available budget. High Priority Defects are not cleared in full prior to next routine inspection.
Very High	Make safe Program immediate repair or renewal.	Within 4 hours 1 Day	2 days 12 months

Pathway Assets - Inspection Program

Risk Zone	Control Mechanism	Frequency (State-wide Mutual)	Frequency (Port Stephens Council values)
High	Routine Inspection -Town Centres.	Regular and ongoing formal inspection.	6 monthly
Medium	Routine Inspection - Constructed assets in urban areas.	Regular and ongoing formal inspection.	2 yearly
Low	Routine Inspection - Constructed assets in non-urban areas. Non-constructed footpaths.	Regular and ongoing formal inspection As resources permit.	2 yearly As resources permit.

Road Assets – Defect Rectification

Priority	Control Mechanism	Response Time (Statewide Mutual)	Ordinary Response Time* (PSC)	Extraordinary Response Time** (PSC)
Urgent	Inspect by competent person and make safe	Within 4 hours	Within 12 hours	Within 24 hours
	Effect repair	Within 2 working days	Within 2 working days	Within 5 working days
High	Inspect by competent person and make safe	Within 24 hours	Within 24 hours	Within 36 hours
	Effect repair	Within 2 working weeks.	Within 2 working weeks.	Within 3 working weeks.
Medium	Programmed into maintenance works	As resources permit	As resources permit	As resources permit
	Effect repair	Within 3 months	Within 6 months	Within 9 months
Low	Programmed into maintenance works	As resources permit	As resources permit	As resources permit
	Effect repair	Within 6 months	Within 12 months.	Within 15 months
Very Low	Monitor	Not applicable	Not applicable	Not applicable

*Ordinary Response Time = All times other than when Wet Weather Response times have been met

**Extraordinary Response Time = Greater than 600 open road defects associated with severe wet weather

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, however, 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, improved valuation, pricing and incentive mechanisms.

Council has developed an Emission Reduction Action Plan to increase environmental sustainability and reduce Council's greenhouse gas emissions over time. This plan is supported by Council's approach to environmental sustainability within an asset management context, which is focussed on achieving environmental and financial benefits through targeted energy and water efficiency projects at Council's largest energy and water consuming Council assets. This approach has been highly successful at delivering positive environmental and financial outcomes with minimal capital investment. These projects were implemented through Council's 10 year Capital Works Program and include lighting retrofits, HVAC upgrades, solar and gas hot water system installations, and building management systems amongst others.

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.

Port Stephens Council 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 3 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**.

Port Stephens Council 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**".

Asset Management Maturity - knowledge capability gap analysis

This review provides a synopsis of Port Stephens Council's 'capability' in undertaking asset management practices. Shortfalls in capability or the 'Capability Gaps', identified have been 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. These assessments are periodically conducted with a review being undertaken at the time of writing this SAMP.

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

The Asset Management Practice Elements and Asset Management Components are described below:

Asset Management Practice Elements

1. **Process and practices** used in the completion of lifecycle asset management activities.
2. **Information systems** required to support the process and practices, store and manipulate the data and knowledge.

3. **Data and knowledge** of the assets such as performance, accuracy and reliability of data.
4. **Commercial tactics** such as documented service level agreement to efficiently carry out works in the asset lifecycle.
5. **Organisational issues** document structure, roles and responsibilities relating to asset management.
6. **People issues** include such things as attitudes and skills involved in asset management.
7. **Asset Management Plans.**

Asset Management Components

1. Background Data
2. Planning
3. Creation/Acquisition
4. Financial/Risk Management
5. Operations and Maintenance
6. Condition and Performance Monitoring
7. Rehabilitation and Replacement
8. Consolidation/Rationalisation
9. Audit
10. Levels of Service and Sustainability Gap
11. Future Demand
12. Financial Management
13. Asset Management Practices
14. Plan Improvement, Monitoring and Reporting

Since the initial maturity assessments, Council has undergone a number of internal and external audits to review the organisation's 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 excluded from the SAMP as it exists as a separate legal entity and therefore assets are managed by the Newcastle Airport.

Appendix 1 – Asset Management Policy

Policy



FILE NO: PSC2005-3231

TITLE: ASSET MANAGEMENT POLICY

OWNER: ASSETS 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 are 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 3.13 to 3.23 of the Local Government Guidelines sets out requirements for asset management planning for existing and proposed assets under Council's control.
- 2.4 Essential Element 3.17 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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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.

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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, Organisation Support Section Manager, Community Services Section Manager, and Director Corporate Strategy and Support are responsible for implementing the policy.

7. RELATED DOCUMENTS:

- 7.1 NSW Government Local Government Act 1993 and Guidelines.
- 7.2 Port Stephens Council Strategic Asset Management Strategy.
- 7.3 Port Stephens Council Asset Management Guidelines.

CONTROLLED DOCUMENT INFORMATION:

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EDRMS container No.	PSC2005-3231	EDRMS record No.	25/59632
Audience	Mayor and Councillors, Council Staff and Community		
Process owner	Asset Section Manager		
Author	Asset Section Manager		
Review timeframe	4 Years	Next review date	11 March 2029
Adoption date	20 December 2011		

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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
6	11 Feb 2025	Assets Section Manager	Reviewed with minor grammatical formatting. 2.3 - Remove 2.13 and 2.14. Add 3.14 to 3.23. Remove identification of critical assets, risk management strategies for these assets and specifics. Add Asset management planning for existing and proposed assets under Council's control. 2.4 - Remove 2.12. Add 3.17. 6.2 – Amended position titles. 7 - Related Documents: Updated to reflect document owners	007

Policy

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Appendix 2 – Capital Works Program 2026-2036

Year	Asset Category	Project Description	Estimate
2026/2027	Aquatic Structures	Aquatic Structure Assets - Karuah Wharf – Pontoon replacement	\$124,687
2026/2027	Aquatic Structures	Aquatic Structure Assets - Salamander Wharf - Handrail and decking replacements	\$60,000
2026/2027	Carpark Assets	SMART Parking - Path and Access Upgrade - Fly Point Dive Site Access Concrete pathway connection between carpark and dive site entry, combined with new dive benches (Victoria Parade), Nelson Bay	\$50,000
2026/2027	Carpark Assets	SMART Parking - Car Park Reconstruction - Stage 1 - Little Beach Boat Ramp - Design Only Car Park Survey, investigation and detailed design works for carpark reconstruction	\$62,500
2026/2027	Community Buildings	Soldiers Point - RFS Expand current facility to 3 bay - adding training room and amenities	\$250,000
2026/2027	Community Buildings	Community Building Assets - Lemon Tree Passage Old School Centre - Amenities upgrade	\$309,935
2026/2027	Corporate Buildings	Administration Building - Stage 9	\$250,000
2026/2027	Corporate Buildings	Visitors Information Centre – External refurbishment	\$65,000
2026/2027	Drainage Assets	Nelson Bay: Drainage improvement works in the Lagoons Estate / Seabreeze Estate catchment, Dowling Street Area and Fly Point Area	\$1,300,000
2026/2027	Drainage Assets	Raymond Terrace: Bourke Street Pump Station upgrade	\$200,000
2026/2027	Drainage Assets	Emu Street, Raymond Terrace: Pipe upgrade and rehabilitation of the channel at the corner of Emu Street and Mount Hall Road	\$250,000

Year	Asset Category	Project Description	Estimate
2026/2027	Drainage Assets	LGA wide: Future designs, planning, easements and studies	\$75,000
2026/2027	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$75,000
2026/2027	Drainage Assets	Marsh Road floodgates	\$20,000
2026/2027	Fleet Assets	Fleet Replacement	\$2,496,169
2026/2027	Holiday Parks	Holiday Parks Capital Improvements	\$1,500,000
2026/2027	Pavement Assets	Pavement Reconstruction. Tomaree Road, Shoal Bay. Marine Drive to Rigney Street.	\$808,007
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 Assets	Pavement Rehabilitation Franklin Street, Karuah Bundabah Street to Malcolm Road	\$135,000
2026/2027	Pavement Assets	Future Infrastructure Planning	\$1,000,000

Year	Asset Category	Project Description	Estimate
2026/2027	Pavement Assets	Pavement Rehabilitation President Poincare Parade, Tanilba Bay Peace Parade to King Albert Avenue	\$231,800
2026/2027	Pavement Assets	Pavement Rehabilitation Italia Road - SEG 80 - 241 to 301 Italia Road, Balickera	\$798,000
2026/2027	Pavement Assets	Road Safety Upgrade Fingal Bay HPAA. Creation of a High Pedestrian Activity Area in Fingal Bay	\$895,000
2026/2027	Pavement Assets	Nelson Bay Public Domain Work Stockton Street / Church Street roundabout town entry signage	\$80,000
2026/2027	Pavement Reseals	Pavement Reseal	\$1,815,396
2026/2027	Playgrounds	Playground Assets - Bob Cairns Reserve - Replacement	\$150,000
2027/2028	Administration/ Property Assets	Administration Building - Stage 9	\$250,000
2027/2028	Aquatic Centres	Aquatic Centre Assets - Lakeside Leisure Centre - 50m Leisure Pool regROUT, expansion joints, balance tank membrane and filter media	\$287,935
2027/2028	Drainage Assets	Raymond Terrace: Bourke Street Pump Station upgrade	\$1,000,000
2027/2028	Drainage Assets	Rigney Street, 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	\$350,000
2027/2028	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$80,000

Year	Asset Category	Project Description	Estimate
2027/2028	Drainage Assets	LGA wide: Future designs, planning, easements and studies	\$80,000
2027/2028	Drainage Assets	Marsh Road floodgates	\$20,000
2027/2028	Fleet Assets	Fleet Replacement	\$2,598,512
2027/2028	Holiday Parks	Holiday Parks Capital Improvements	\$1,500,000
2027/2028	ICT Assets	Capital Improvements	\$500,000
2027/2028	Libraries	Library Resource Agreement	\$250,000
2027/2028	Parks and Reserves	Parks & Reserves Assets - Boomerang Park - Irrigation upgrades	\$55,000
2027/2028	Pavement Assets	Pavement Reconstruction Rigney Street- Shoal Bay. Reconstruction from Fingal Street towards Messines Street	\$2,227,994
2027/2028	Pavement Assets	Pavement Sealing Duns Creek Road, Duns Creek Forest Road to 291 Duns Creek Road Design and realignment feasibility assessment	\$100,000
2027/2028	Pavement Assets	Pavement Reconstruction Masonite Road, Heatherbrae. Raise road and redirect tabledrains from driveway of 431 to Kierman Circuit roundabout	\$500,000
2027/2028	Pavement Assets	Pavement Rehabilitation Oyster Cove Road, Oyster Cove. 200m north of Lemon Tree Passage Road to Hunter Water access	\$581,800
2027/2028	Pavement Assets	Pavement Rehabilitation Regional Roads	\$600,000

Year	Asset Category	Project Description	Estimate
2027/2028	Pavement Assets	Project Design and Investigation	\$300,000
2027/2028	Pavement Reseals	Pavement Reseal	\$1,700,000
2027/2028	Playgrounds	Playground Assets - Kindlebark Oval - Replacement	\$150,000
2027/2028	Playgrounds	Playground Assets - Garden Place Reserve - Replacement	\$150,000
2027/2028	Playgrounds	Playground Assets - Longworth Park - Replacement	\$150,000
2027/2028	Property Assets	Commercial Property and Development Capital improvements	\$1,000,000
2027/2028	Public Amenities	Public Amenities Assets - Conroy Park Amenities - Replacement	\$230,000
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	\$66,687
2028/2029	Administration/Property Assets	Administration Building - Stage 10	\$250,000
2028/2029	Aquatic Centres	Aquatic Centre Assets - Tomaree Aquatic Centre - Program Pool Liner	\$125,000
2028/2029	Aquatic Centres	Aquatic Centre Assets - Tilligerry Aquatic Centre - Children's play feature replacements	\$224,622
2028/2029	Community Buildings	Community Building Assets - Soldiers Point Hall - Renovation	\$125,000

Year	Asset Category	Project Description	Estimate
2028/2029	Community Buildings	Community Building Assets - Medowie Hall - Remove skylights, repatch and roof	\$50,000
2028/2029	Drainage Assets	Sunset Boulevard, Soldiers Point: Construction of a new drainage system along the Street	\$400,000
2028/2029	Drainage Assets	Kindlebark Drive, Medowie: Upgrade pit and pipe capacities and lower the footpath for an overland flow path	\$100,000
2028/2029	Drainage Assets	Brocklesby Road, Medowie: Upgrade drainage system down to Medowie Road	\$200,000
2028/2029	Drainage Assets	Kula Road, Medowie Upgrade to localised table drain system near 4 Kula Road	\$70,000
2028/2029	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
2028/2029	Drainage Assets	Fullerton Cove Road, Fullerton Cove Construct a drainage system to convey water currently pooling on the road (north end of Fullerton Cove Road) to a discharge location.	\$500,000
2028/2029	Drainage Assets	LGA wide: Future designs, planning, easements and studies	\$80,000
2028/2029	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$80,000
2028/2029	Fleet Assets	Fleet Replacement	\$2,705,051
2028/2029	Holiday Parks	Holiday Parks Capital Improvements	\$1,500,000
2028/2029	ICT Assets	Capital Improvements	\$500,000
2028/2029	Libraries	Library Resource Agreement	\$250,000

Year	Asset Category	Project Description	Estimate
2028/2029	Fleet Assets	Fleet Replacement	\$2,705,051
2028/2029	Holiday Parks	Holiday Parks Capital Improvements	\$1,500,000
2028/2029	ICT Assets	Capital Improvements	\$500,000
2028/2029	Libraries	Library Resource Agreement	\$250,000
2028/2029	Parks and Reserves	Parks & Reserves Assets - Riverside Park - Park furniture replacement	\$95,000
2028/2029	Parks and Reserves	Parks & Reserves Assets - Apex Park - Irrigation upgrades	\$25,000
2028/2029	Pavement Assets	Pavement Reconstruction Sunset Boulevard- Soldiers Point Ridgeway Avenue to Brown Avenue - Widening and K&G	\$2,065,494
2028/2029	Pavement Assets	Pavement Reconstruction Brown Avenue, Soldiers Point	\$414,300
2028/2029	Pavement Assets	Pavement Rehabilitation Sandy Point Road, Corlette From 63 Sandy Point Road to 80 Sandy Point Road	\$365,000
2028/2029	Pavement Assets	Project Design and Investigation	\$300,000
2028/2029	Pavement Assets	Pavement Rehabilitation Regional Roads	\$500,000
2028/2029	Pavement Assets	Pavement Rehabilitation Laverick Avenue, Tomago From 1 Laverick Avenue to 3 Laverick Avenue	\$310,000

Year	Asset Category	Project Description	Estimate
2028/2029	Pavement Assets	Pavement Rehabilitation President Wilson Walk, Tanilba Bay 58 President Wilson Walk to Lemon Tree Passage Road	\$315,000
2028/2029	Pavement Reseals	Pavement Reseal	\$1,700,000
2028/2029	Playgrounds	Playground Assets - Gula Ave Reserve - Replacement	\$150,000
2028/2029	Property Assets	Commercial Property and Development Capital improvements	\$1,000,000
2028/2029	Public Amenities	Public Amenities Assets - Tomago Amenities - Replacement	\$210,000
2028/2029	Sports Facility Assets	Sports Facility Assets - Nelson Bay Tennis - Switchboard replacement	\$10,000
2028/2029	Sports Facility Assets	Sports Facility Assets - Tomaree Sports Complex - Bocce fence replacement	\$15,000
2028/2029	Sports Facility Assets	Sports Facility Assets - Tomaree Sports Complex - Irrigation Controller upgrades	\$15,000
2028/2029	Sports Facility Assets	Sports Facility Assets - Korora Oval - Irrigation upgrades	\$45,000
2028/2029	Sports Facility Assets	Sports Facility Assets - Salamander Sports Complex - Irrigation upgrades	\$45,000
2029/2030	Administration/ Property Assets	Administration Building - Stage 11	\$250,000
2029/2030	Drainage Assets	Morpeth Road, Wallalong: Improvement to the existing detention basin outlet under High Street	\$400,000

Year	Asset Category	Project Description	Estimate
2029/2030	Drainage Assets	Stanley Street, Lemon Tree Passage: Upgrading the drainage system near No 9 Stanley Street	\$330,000
2029/2030	Drainage Assets	President Wilson Walk, Tanilba Bay: Upgrading the drainage system from Lemon Tree Passage Road to Golf Course via President Wilson Walk	\$300,000
2029/2030	Drainage Assets	Pennington Road, Raymond Terrace: Upgrading the pit capacity and constructing overland flowpath	\$300,000
2029/2030	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$80,000
2029/2030	Drainage Assets	LGA wide: Future designs, planning, easements and studies	\$80,000
2029/2030	Fleet Assets	Fleet Replacement	\$2,815,958
2029/2030	Holiday Parks	Holiday Parks Capital Improvements	\$1,500,000
2029/2030	ICT Assets	Capital Improvements	\$500,000
2029/2030	Libraries	Library Resource Agreement	\$250,000
2029/2030	Pavement Assets	Pavement Rehabilitation. Swan Bay Road, Swan Bay.	\$1,211,060
2029/2030	Pavement Assets	Project Design and Investigation	\$300,000
2029/2030	Pavement Assets	Pavement Rehabilitation. Regional Roads	\$600,000
2029/2030	Pavement Assets	Traffic Committee road safety project	\$150,000

Year	Asset Category	Project Description	Estimate
2029/2030	Pavement Assets	Pavement Rehabilitation Lewis Drive, Medowie 10 to 18 Lewis Drive	\$334,900
2029/2030	Pavement Assets	Pavement Rehabilitation Diemars Road, Salamander Bay Seal change to intersection west side of crest	\$456,800
2029/2030	Pavement Assets	Pavement Rehabilitation Elkin Avenue, Heatherbrae. School Bus Bay	\$233,934
2029/2030	Pavement Assets	Pavement Rehabilitation Martin Drive, Tomago From 16 Martin Drive to end	\$933,100
2029/2030	Public Amenities	Public Amenities Assets - Fingal Bay Foreshore Amenities - Replacement	\$210,000
2029/2030	Public Amenities	Public Amenities Assets - Fly Point Amenities Replacement	\$210,000
2029/2030	Sports Facility Assets	Sports Facility Assets - Boomerang Park Dog Club - Renovation	\$80,000
2029/2030	Sports Facility Assets	Sports Facility Assets - Mallabula Sports Complex - Irrigation upgrades	\$30,000
2029/2030	Sports Facility Assets	Sports Facility Assets - Bill Strong Oval - Irrigation upgrades	\$50,000
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	\$229,935
2029/2030	Sports Facility Assets	Parks and Reserves - Longworth Park - Replace shelter	\$44,687

Year	Asset Category	Project Description	Estimate
2030/2031	Administration/ Property Assets	Administration Building - Stage 12	\$250,000
2030/2031	Aquatic Centres	Aquatic Centre Assets - Lakeside Leisure Centre - Shade Shelter replacement	\$90,000
2030/2031	Community Buildings	Community Building Assets - Karuah Hall - Upgrade amenities and finish sewer connection	\$309,935
2030/2031	Drainage Assets	Kingston Parade, Raymond Terrace Upgrading the drainage system from Kingston Parade to the floodplain via 5 Kingston Parade	\$400,000
2030/2031	Drainage Assets	Waratah Avenue, Soldiers Point: Upgrading the drainage system and constructing of a new drainage channel	\$400,000
2030/2031	Drainage Assets	Coolabah Road, Medowie Construct a swale and lower the pathway between 15 & 17 Coolabah Road	\$430,000
2030/2031	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$85,000
2030/2031	Drainage Assets	LGA wide: Future designs, planning, easements and studies	\$85,000
2030/2031	Fleet Assets	Fleet Replacement	\$2,931,412
2030/2031	Holiday Parks	Holiday Parks Capital Improvements	\$1,500,000
2030/2031	ICT Assets	Capital Improvements	\$500,000
2030/2031	Libraries	Library Resource Agreement	\$250,000
2030/2031	Pavement Assets	Project Design and Investigation	\$300,000
2030/2031	Pavement Assets	Pavement Rehabilitation Regional Roads	\$300,000

Year	Asset Category	Project Description	Estimate
2030/2031	Pavement Assets	Traffic Committee road safety project	\$150,000
2030/2031	Pavement Assets	Pavement Rehabilitation Paterson Road, Woodville 765 Paterson Road to 831 Paterson Road	\$1,025,000
2030/2031	Pavement Assets	Pavement Rehabilitation Dixon Drive, Nelson Bay 6 Dixon Drive to 10 Dixon Drive	\$306,800
2030/2031	Pavement Assets	Pavement Rehabilitation Soldiers Point Road, Salamander Bay 324 Soldiers Point Road to 352 Soldiers Point Road	\$791,934
2030/2031	Pavement Assets	Pavement Reconstruction Wychewood Avenue, Mallabula Widening and K&G from Strathmore Road to Eagle Lane	\$1,731,820
2030/2031	Pavement Reseals	Pavement Reseal	\$1,700,000
2030/2031	Playgrounds	Playground Assets - Angophora Reserve - Replacement	\$150,000
2030/2031	Playgrounds	Playground Assets - Dutchmans Beach Reserve - Replacement	\$150,000
2030/2031	Property Assets	Commercial Property and Development Capital improvements	\$1,000,000
2030/2031	Public Amenities	Public Amenities Assets - Pearson Park Amenities - Replacement	\$280,000
2030/2031	Sports Facility Assets	Sports Facility Assets - Lakeside Sports Complex - Water Meter Upgrade and Irrigation Filter	\$60,000

Year	Asset Category	Project Description	Estimate
2030/2031	Sports Facility Assets	Sports Facility Assets - Tomaree Sports Complex - Burwell Oval Irrigation rewire	\$50,000
2030/2031	Sports Facility Assets	Sports Facility Assets - King Park Sports Complex - Site Screens	\$30,000
2031/2032	Administration/ Property Assets	Administration Building - Stage 13	\$250,000
2031/2032	Aquatic Centres	Aquatic Centre Assets - Pool Blanket Replacement	\$329,935
2031/2032	Drainage Assets	Irene Crescent, Soldiers Point: Upgrading the drainage system from Irene Crescent to Cromarty Bay Road between 7 & 9 Irene Crescent.	\$800,000
2031/2032	Drainage Assets	Soldiers Point Road, Soldiers Point: Upgrading the trunk drainage system at the intersection of Fleet Street and Soldiers Point Road	\$300,000
2031/2032	Drainage Assets	Abundance Road, Medowie: Construction of a new drainage system from Abundance Road to Campvale Drain	\$600,000
2031/2032	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$85,000
2031/2032	Drainage Assets	LGA wide: Future designs, planning, easements and studies	\$85,000
2031/2032	Fleet Assets	Fleet Replacement	\$3,051,600
2031/2032	Holiday Parks	Holiday Parks Capital Improvements	\$1,500,000
2031/2032	ICT Assets	Capital Improvements	\$500,000
2031/2032	Libraries	Library Resource Agreement	\$250,000

Year	Asset Category	Project Description	Estimate
2031/2032	Pavement Assets	Project Design and Investigation	\$300,000
2031/2032	Pavement Assets	Pavement Rehabilitation Regional Roads	\$500,000
2031/2032	Pavement Assets	Traffic Committee road safety project	\$200,000
2031/2032	Pavement Assets	Pavement Reconstruction Taylor Road, Fern Bay Widening including K&G and Drainage. Nelson Bay Road to Popplewell Road	\$1,540,000
2031/2032	Pavement Assets	Pavement Rehabilitation Garden Place, Shoal Bay Tomaree Road to Essendene Road	\$367,034
2031/2032	Pavement Assets	Pavement Rehabilitation Barclay Street, Karuah	\$300,000
2031/2032	Property Assets	Commercial Property and Development Capital improvements	\$1,000,000
2031/2032	Public Amenities	Public Amenities Assets - Bagnalls Beach Amenities - Replacement	\$254,687
2031/2032	Sports Facility Assets	Sports Facility Assets - Korora Oval - Field Lighting Replacement	\$250,000
2032/2033	Administration/ Property Assets	Administration Building - Stage 14	\$250,000
2032/2033	Drainage Assets	Tregenna Street, Raymond Terrace: Upgrading the drainage system at the intersection of Tregenna Street and Adelaide Street	\$650,000

Year	Asset Category	Project Description	Estimate
2032/2033	Drainage Assets	Hart Avenue, Mallabula: Extend existing dish drain downstream along the southern side of Hart Avenue to the existing culvert under Bay Street	\$300,000
2032/2033	Drainage Assets	Cook Parade, Lemon Tree Passage: Construction of a secondary drainage outlet from Cook Parade reserve to the boat ramp.	\$200,000
2032/2033	Drainage Assets	Soldiers 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
2032/2033	Drainage Assets	Kent Gardens, Soldiers Point: upgrading the existing drainage system	\$200,000
2032/2033	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$85,000
2032/2033	Drainage Assets	LGA wide: Future designs, planning, easements and studies	\$85,000
2032/2033	Fleet Assets	Fleet Replacement	\$3,176,716
2032/2033	Holiday Parks	Holiday Parks Capital Improvements	\$1,500,000
2032/2033	ICT Assets	Capital Improvements	\$500,000
2032/2033	Pavement Assets	Pavement Reconstruction Kent Gardens, Soldiers Point. Widening including K&G and drainage	\$1,103,094
2032/2033	Pavement Assets	Project Design and Investigation	\$300,000
2032/2033	Pavement Assets	Pavement Rehabilitation Regional Roads	\$500,000

Year	Asset Category	Project Description	Estimate
2032/2033	Pavement Assets	Traffic Committee road safety project	\$140,000
2032/2033	Pavement Reseals	Pavement Reseal	\$1,700,000
2032/2033	Playgrounds	Playground Assets - Medowie Park - Replacement	\$170,000
2032/2033	Playgrounds	Playground Assets - Feeney Park - Replacement	\$150,000
2032/2033	Playgrounds	Playground Assets - Hartree Park - Replacement	\$150,000
2032/2033	Property Assets	Commercial Property and Development Capital improvements	\$1,000,000
2032/2033	Public Amenities	Public Amenities Assets - Riverside Park Amenities - Replacement	\$254,687
2032/2033	Sports Facility Assets	Sports Facility Assets - Tomaree Sports Complex - Bocce shelter Replacement	\$339,935
2033/2034	Administration/Property Assets	Administration Building - Stage 15	\$250,000
2033/2034	Drainage Assets	Adelaide Street, Raymond Terrace: Upgrading the drainage system along Adelaide Street between Kia-Ora Street and Coonanbarra Street and piping the open channel running parallel with Adelaide Street	\$400,000
2033/2034	Drainage Assets	Nelson Bay Road, Anna Bay: Widening of Fern Tree Drain (~600m) - subcatchment 2, 3, 10 near Nelson Bay Road	\$800,000
2033/2034	Drainage Assets	Heritage Avenue, Medowie: Upgrading the culvert under Heritage Avenue	\$300,000

Year	Asset Category	Project Description	Estimate
2033/2034	Drainage Assets	Salamander Place, Raymond Terrace: Install a new drainage system in front of No 22 Salamander Place	\$100,000
2033/2034	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$90,000
2033/2034	Drainage Assets	LGA wide: Future designs, planning, easements and studies	\$90,000
2033/2034	Fleet Assets	Fleet Replacement	\$3,306,961
2033/2034	Holiday Parks	Holiday Parks Capital Improvements	\$1,500,000
2033/2034	ICT Assets	Capital Improvements	\$500,000
2033/2034	Libraries	Library Resource Agreement	\$250,000
2033/2034	Parks and Reserves	Parks & Reserves Assets - Park Infrastructure replacements	\$194,687
2033/2034	Parks and Reserves	Parks & Reserves Assets - Boat Harbour North Headland - Furniture replacements	\$80,000
2033/2034	Pavement Assets	Project Design and Investigation	\$300,000
2033/2034	Pavement Assets	Pavement Rehabilitation Regional Roads	\$300,000
2033/2034	Pavement Assets	Pavement Rehabilitation. East Seaham Road, Seaham Warren Street to Jimmy Scott Bridge	\$500,000
2033/2034	Pavement Assets	Pavement Rehabilitation Port Stephens Drive Horizon Golf course southern boundary to 90 Port Stephens Drive	\$800,000

Year	Asset Category	Project Description	Estimate
2033/2034	Pavement Assets	Pavement Rehabilitation James Road, Medowie 67 James Road to Windeyer Close	\$498,834
2033/2034	Pavement Assets	Pavement Rehabilitation McClymonts Swamp Road High Street to 88 McClymonts Swamp Road	\$484,900
2033/2034	Pavement Assets	Pavement Rehabilitation Paterson Road, Woodville 895 Paterson Road to Iona Lane	\$1,286,060
2033/2034	Pavement Reseals	Pavement Reseal	\$1,700,000
2033/2034	Playgrounds	Playground Assets - Kittyhawk Park - Replacement	\$150,000
2033/2034	Playgrounds	Playground Assets - Conroy Park - Replacement	\$150,000
2033/2034	Playgrounds	Playground Assets - Henderson Park - Replacement	\$180,000
2033/2034	Property Assets	Commercial Property and Development Capital improvements	\$1,000,000
2033/2034	Sports Facility Assets	Sports Facility Assets - Williamtown Park - Fencing and amenities upgrades	\$379,935
2034/2035	Administration/ Property Assets	Administration Building - Stage 16	\$250,000
2034/2035	Drainage Assets	Elizabeth Avenue, Lemon Tree Passage: Construct a new drainage system in front of 30 Elizabeth Avenue and connect this system to the drainage system at the intersection of John Parade and Elizabeth Avenue	\$350,000

Year	Asset Category	Project Description	Estimate
2034/2035	Drainage Assets	James Road, Medowie: Enlarge 200m of existing drain between 102 and 104 James Road, creation of trunk drainage system and easement	\$900,000
2034/2035	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$90,000
2034/2035	Drainage Assets	LGA wide: Future designs, planning, easements and studies	\$90,000
2034/2035	Fleet Assets	Fleet Replacement	\$3,442,547
2034/2035	Holiday Parks	Holiday Parks Capital Improvements	\$1,500,000
2034/2035	ICT Assets	Capital Improvements	\$500,000
2034/2035	Libraries	Library Resource Agreement	\$250,000
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	Pavement Assets	Pavement Rehabilitation Marsh Road, Bobs Farm From 724 Marsh Road to 777 Marsh Road	\$462,034
2034/2035	Pavement Assets	Pavement Rehabilitation Cook Parade, Lemon Tree Passage Morton Avenue to Cambridge Avenue	\$700,000
2034/2035	Pavement Assets	Pavement Rehabilitation Foreshore Drive, Corlette Port Stephens Drive to 500m east	\$624,900

Year	Asset Category	Project Description	Estimate
2034/2035	Pavement Assets	Pavement Rehabilitation Meredith Avenue, Lemon Tree Passage Kennith Parade to Cook Parade	\$1,062,333
2034/2035	Pavement Assets	Pavement Rehabilitation Dawson Road, Raymond Terrace Holwell Circuit to Woodlands Place	\$580,527
2034/2035	Pavement Reseals	Pavement Reseal	\$1,700,000
2034/2035	Playgrounds	Playground Assets - Riverside Park - Replacement	\$150,000
2034/2035	Playgrounds	Playground Assets - Bowthorne Park - Replacement	\$150,000
2034/2035	Playgrounds	Playground Assets - Stuart Park - Replacement	\$150,000
2034/2035	Property Assets	Commercial Property and Development Capital improvements	\$1,000,000
2034/2035	Sports Facility Assets	Sports Facility Assets - Fern Bay Tennis - Surface Replacement	\$140,000
2035/2036	Drainage Assets	Stockton Street, Nelson Bay: Extending and upgrading the drainage system in front of Cinema complex to Donald Street drainage system	\$300,000
2035/2036	Drainage Assets	Campbell Avenue, Anna Bay: Construct a new drainage system through laneway	\$100,000
2035/2036	Drainage Assets	Elizabeth Street, Raymond Terrace Construction of a new drainage system from Elizabeth Street to Phillip Street via Charles Street	\$550,000

Year	Asset Category	Project Description	Estimate
2035/2036	Drainage Assets	Stockton Street, Nelson Bay: Extending and upgrading the drainage system in front of Cinema complex to Donald Street drainage system	\$300,000
2035/2036	Drainage Assets	Campbell Avenue, Anna Bay: Construct a new drainage system through laneway	\$100,000
2035/2036	Drainage Assets	Elizabeth Street, Raymond Terrace Construction of a new drainage system from Elizabeth Street to Phillip Street via Charles Street	\$550,000
2035/2036	Drainage Assets	LGA wide: Rehabilitation / reconstruction of existing drainage infrastructure	\$90,000
2035/2036	Drainage Assets	LGA wide: Future designs, planning, easements and studies	\$90,000
2035/2036	Fleet Assets	Fleet Replacement	\$1,563,000
2035/2036	Holiday Parks	Holiday Parks Capital Improvements	\$1,500,000
2035/2036	ICT Assets	Capital Improvements	\$500,000
2035/2036	Libraries	Library Resource Agreement	\$250,000
2035/2036	Pavement Assets	Pavement Rehabilitation Dowling Street, Nelson Bay From Bay Street to 43 Dowling Street	\$224,900
2035/2036	Pavement Assets	Pavement Rehabilitation Elizabeth Ave - SEG 20 - Raymond Terrace Phillip Street to 18 Elizabeth Avenue	\$400,000
2035/2036	Pavement Assets	Project Design and Investigation	\$300,000
2035/2036	Pavement Assets	Pavement Rehabilitation Regional Roads	\$300,000

Year	Asset Category	Project Description	Estimate
2035/2036	Pavement Assets	Traffic Committee road safety project	\$140,000
2035/2036	Pavement Assets	Pavement Rehabilitation Gowrie Avenue, Nelson Bay Shoal Bay Road to Kerrigan Street	\$535,000

Appendix 3 – Capital Works Plus Plan

Asset Category	Project Description	Estimate
Ancillary Assets	Bus Shelters – Lemon Tree Passage Road at Blanch Street Lemon Tree Passage	\$24,000
Ancillary Assets	Bus Shelters- Nelson Bay Road at Steel Street, Williamtown	\$24,000
Ancillary Assets	Bus Shelters- Elizabeth Avenue at Bareena Street, Raymond Terrace	\$24,000
Ancillary Assets	Bus Shelters- Rees James Road Near SES, Raymond Terrace	\$24,000
Ancillary Assets	Bus Shelters- Fitzroy Street at Campbell Avenue, AB; Admiralty Drive at Caswell Crescent, Tanilba Bay	\$48,000
Ancillary Assets	Bus Shelters- Tarean Road at Golf course, Karuah; Donald Street Nelson Bay	\$48,000
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	\$618,000
Ancillary Assets	Retaining Walls - Government Rd and Frost Rd	\$168,000
Ancillary Assets	Bus Shelters - L.T.P RD at Blanch St LTP	\$24,000
Ancillary Assets	Guardrail- Anna Bay - Port Stephens Dr Sth Holiday park west side	\$36,000
Ancillary Assets	Retaining Walls - Myan Cl - Stage 1	\$732,000
Ancillary Assets	Bridges - Revetment Replacement Program	\$120,000
Ancillary Assets	Retaining Walls - Myan Cl - Stage 2	\$612,000
Ancillary Assets	Bus Shelters- Elizabeth Ave at Bareena St, Raymond Terrace	\$24,000
Ancillary Assets	Guardrail- Shoal Bay - Cnr Marine Dr and Tomaree Rd	\$48,000
Ancillary Assets	Guardrail- Shoal Bay -Cnr Government Rd and Marine Dr	\$36,000
Ancillary Assets	Guardrail- Medowie - Ferodale Road at Campvale Drain crossing	\$36,000
Ancillary Assets	Guardrail- Newline Rd	\$60,000
Ancillary Assets	Guardrail- Fullerton Cove - Coxs Lane under N/Bay Rd	\$60,000
Ancillary Assets	Guardrail - Adelaide St north Rees James Rd	\$60,000
Ancillary Assets	Guardrail - large culvert seg 30. 200m E of Winston Rd, Six Mile Road Eagleton	\$72,000

Asset Category	Project Description	Estimate
Ancillary Assets	Guardrail - Gan Gan Rd north Anna Bay	\$120,000
Ancillary Assets	Install Bicycle Parking Facilities - Medowie traffic and transport	\$60,000
Ancillary Assets	Guardrail- Kula Rd - near Karwin	\$120,000
Ancillary Assets	Guardrail- Extension of guardrail Brandy Hill Drive east of Warrigal Close	\$30,000
Ancillary Assets	Koala fence - Extension of fence - Port Stephens Drive	TBD
Aquatic Centres	Sports Assets - Tomaree Aquatic Centre - Indoor heated program pool	\$18,000,000
Aquatic Centres	Sports Assets - Tomaree Aquatic Centre - Hydrotherapy pool	\$18,000,000
Aquatic Structures	Waterways Assets - Conroy Pk/Sandy Pt - Revetment works	\$9,600,000
Aquatic Structures	Waterways Assets - Kangaroo Pt - Revetment works	\$240,000
Aquatic Structures	Waterways Assets - Little Beach Boat Ramp - Facility and Carpark Upgrade	\$1,800,000
Aquatic Structures	Waterways Assets - Tanilba Bay Boat Ramp area improvement	\$360,000
Bridges	Bridges - Replace Windeyers Cr Cycleway Bridge	\$120,000
Bridges	Bridges- Old Punt Rd major culvert upgrades	\$720,000
Carparking	69 Victoria Parade (Victoria Parade Reserve) - Design and Construct at grade parking	\$1,500,000
Carparking	48A Stockton St and surrounding road verge. (Worimi Park) - Design and construct at grade parking	\$924,000
Carparking	Park and Ride – Investigation, design and construction, incl coach parking facilities	\$600,000
Carparking	Parking Meter expansion	\$420,000
Carparking	Sensors, apps and signage for parking management	\$168,000
Carparking	Grahamstown Sailing Club Carpark Carpark resurfacing	\$292,800
Carparking	Shoal Bay Rd Parking - Anzac Park	\$108,000
Carparking	Conroy Park Carpark rehabilitation	\$360,000
Carparking	Carpark - Longworth Park Karuah. Carpark upgrade, incl. kerb and gutter, drainage and driveways upgrade	\$240,000
Carparking	West Bagnall Beach Carpark Sealing	\$320,000
Community Building	Community Hall Assets - Anna Bay Multi-purpose Community and Recreation facility - Construction	\$1,800,000
Community Building	Port Stephens Youth Centre Facility	\$3,600,000

Asset Category	Project Description	Estimate
Depots	Replacement/Relocation of Nelson Bay depot	\$18,000,000
Drainage Assets	Land acquisition, Abundance Rd, Medowie	\$2,400,000
Drainage Assets	The Buckets Way, Twelve Mile: culvert upgrade	\$180,000
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	\$2,400,000
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	\$1,800,000
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	\$3,000,000
Drainage Assets	Glenelg St, Raymond Terrace: Drainage works along Glenelg St from the Hunter River to Port Stephens Street.	\$1,440,000
Drainage Assets	Glenelg St, Raymond Terrace: Drainage works along Glenelg St from Port Stephens Street to Sturgeon Street	\$1,800,000
Drainage Assets	Glenelg St, Raymond Terrace: Drainage works along Glenelg St from Sturgeon Street to Adelaide Street.	\$1,800,000
Drainage Assets	Glenelg St, Raymond Terrace: Drainage works along Glenelg St from Adelaide Street to Irawang Street	\$960,000
Drainage Assets	Ballat Close, Medowie: Upgrade catchment drainage - detention basin, culvert upgrading, easement acquisition, channel improvement	\$1,800,000
Drainage Assets	Ryan Road, Kula Road, Medowie: Upgrade culverts and upstream and downstream channel improvements	\$1,800,000
Drainage Assets	Wellard/Wilga Road, Medowie: Upgrade culverts, upstream and downstream channel improvements, easement acquisition	\$2,400,000
Drainage Assets	Medowie area: Upgrade Ferodale Road culvert and upstream channel, upgrade Lisadell Road culvert and easement acquisition	\$5,280,000
Drainage Assets	Catchment wide, Shoal Bay: Improvements to the street drainage system with kerb and guttering	\$3,600,000
Drainage Assets	Shoal Bay: Major augmentation of trunk drainage system from Rigney Street to Shoal Bay Beach outlet	\$7,800,000
Drainage Assets	Cabbage Tree Rd, Williamtown: Investigate capacity of culverts conveying flows under Cabbage Tree Rd, and upgrade as required to align with recommendations from State Government agencies	\$1,200,000
Drainage Assets	Catchment Wide, Williamtown: Acquisition of easement for drain widening and access road	\$1,320,000

Asset Category	Project Description	Estimate
Drainage Assets	Halloran Way, Raymond Terrace: Acquisition of land and construction of a detention basin at Benjamin Lee Drive/Richardson Road intersection	\$3,000,000
Drainage Assets	Halloran Way Raymond Terrace: Improvements to the drainage system along Halloran Way, at the intersection of Benjamin Lee Drive and Richardson Road	\$1,200,000
Drainage Assets	Nelson Bay Road, Williamtown: Improvement to Nelson Bay Road trunk drainage system	\$960,000
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	\$5,646,000
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	\$15,678,000
Drainage Assets	Blanch Street & Gan Gan Road, Boat Harbour: Upgrading the drainage outlet from the reserve to the north	\$3,588,000
Drainage Assets	Tanilba Bay Urban Area: Upgrade the drainage system within Tanilba Bay urban area	\$2,724,000
Drainage Assets	Lemon Tree Passage Urban Area: Upgrade the drainage system within Lemon Tree Passage urban area	\$1,236,000
Drainage Assets	Salt Ash: Upgrade cross drainage under Lemon Tree Passage Rd	\$8,100,000
Drainage Assets	Tanilba Bay/Mallabulla: Upgrade cross drainage under Lemon Tree Passage Rd	\$2,700,000
Drainage Assets	Evans Rd, Medowie: Investigation and potential construction of detention basin to reduce flooding impact.	\$840,000
Drainage Assets	Galoola Drive, Nelson Bay: Improve road drainage from Galoola Drive low point to footpath located in Bullawai Ave	\$360,000
Emergency Services	Corlette - Expand current Corlette SES building by three vehicle bays and convert existing vehicle bay to training room	\$360,000
Emergency Services	Eagleton/Kings Hill - Erect new 3 Bay RFS station at Kings Hill Estate	\$1,020,000
Emergency Services	Seaham - Enclose existing carport to provide a training room and kitchen facilities at Seaham RFS	\$96,000
Emergency Services	Lemon Tree Passage - Marine Rescue Building Co-Funding	\$180,000
Libraries	Library Assets - Medowie Library - Constructions of a new library facility	\$12,960,000
Libraries	Library Assets - Tomaree - upgrade of existing facility	\$480,000
Libraries	Library Assets - Raymond Terrace Library - Upgrade of existing facility to include multi-purpose cultural/art space	\$1,920,000

Asset Category	Project Description	Estimate
Libraries	Library Assets - Tomaree Library - upgrade of garden and irrigation system	\$60,000
Libraries	Library Assets - Tomaree Library - Outdoor seating and BBQ Area including water bubbler at entry to building	\$48,000
Libraries	Library Assets - Tomaree Library - Pathway to Waratah room entry at Southern side of building	\$60,000
Parks and Reserves	Parks and Reserves Assets - Apex Park - Implementation of the master plan	\$1,440,000
Parks and Reserves	Parks and Reserves Assets - Boomerang Park - Implementation of master plan	\$1,800,000
Parks and Reserves	Parks and Reserves Assets - Shoal Bay Foreshore - Implementation of master plan	\$3,000,000
Parks and Reserves	Parks and Reserves Assets - Birubi Point Aboriginal Place - Implementation of the master plan	\$12,000,000
Parks and Reserves	Parks and Reserves Assets - Nelson Bay Foreshore - Implementation of the master plan	\$3,000,000
Parks and Reserves	Parks and Reserves Assets - Shoal Bay West Accessible Beach Ramp	\$240,000
Parks and Reserves	Parks and Reserves Assets - Tilligerry Peninsula - Fenced off-leash dog exercise area and facilities	\$60,000
Parks and Reserves	Parks and Reserves Assets - Karuah Foreshore Beautification Works	\$90,000
Parks and Reserves	Parks and Reserves Assets - Tomaree - Fences off-leash dog exercise area and facilities	\$60,000
Parks and Reserves	Parks and Reserves Assets - Fisherman's Bay - Fenced off-leash dog exercise area and facilities	\$60,000
Parks and Reserves	Parks and Reserves Assets - Medowie Town Centre - Acquisitions and establishment of town square	\$3,000,000
Parks and Reserves	Parks and Reserves Assets - McCann Park Lemon Tree Passage - Develop master plan	\$36,000
Parks and Reserves	Parks and Reserves Assets - LGA Wide Drinking Stations along popular walking tracks	\$180,000
Pathway	Stockton St and Yacaaba Street - Complete missing footpath connections and improve pedestrian crossing amenities at Tomaree intersection	\$770,400
Pathway	Fingal Bay to Shoal Bay missing link - Government Road	\$750,000
Pathway	Shared Path - Engel Avenue, Karuah. From Wattle Street to Karuah MPC	\$48,000
Pathway	Footpath - Tarean Road, Karuah. From Bundabah Street to Longworth Park	\$33,600
Pathway	Footpath - Silver Wattle Drive, Medowie. From Medowie Road to Bottle Brush Avenue	\$36,000
Pathway	Shared Path - President Wilson Walk, Tanilba Bay. From Diggers Drive to King Albert Avenue	\$82,800

Asset Category	Project Description	Estimate
Pathway	Shared Path - President Wilson Walk, Tanilba Bay. From Pershing Place to Diggers Drive	\$128,400
Pathway	Shared Path - Avenue of the Allies, Tanilba Bay. Diggers Drive to Peace Parade	TBD
Pathway	Shared Path - Strathmore Road, Mallabula to Skare Park	TBD
Pathway	Shared Path - Campbell Avenue, Anna Bay. From Gan Gan Road to Robinson Street	\$264,000
Pathway	Shared Path - Robinson Street, Anna Bay. From Campbell Avenue to Robinson Reserve	\$198,000
Pathway	Shared Path - Sandy Point Road, Corlette. From Roy Wood Reserve to Foreshore	\$22,800
Pathway	Shared Path - Bagnall Beach Road, Corlette. From Crossing point to Maruway Street	\$60,000
Pathway	Shared Path - Bagnall Beach Road, Corlette. From Marlin Street to Crossing point	\$22,800
Pathway	Shared Path - Foreshore Drive, Corlette. From Cook Street to Sandy Point Road	\$1,117,200
Pathway	Shared Path - Bagnall Beach Road, Corlette. From King Fisher Reserve to Detention basin	\$123,600
Pathway	Shared Path - Bagnall Beach Road, Corlette. From Marlin Street to End of existing	\$30,000
Pathway	Shared Path - Marine Drive, Fingal Bay. From Boulder Bay Road to Barry Park	\$360,000
Pathway	Shared Path - Beach Road, Nelson Bay. From Gowrie Avenue to Harwood Avenue	\$264,000
Pathway	Footpath - Donald Street, Nelson Bay. From Magnus Street to Victoria Parade Reserve	\$9,600
Pathway	Shared Path - Victoria Parade, Nelson Bay. From Magnus Street to Yacaaba Street	\$199,200
Pathway	Shared Path - Salamander Way, Salamander Bay. From Port Stephens Drive to Community Close	\$1,086,000
Pathway	Shared Path - Beach Road, Shoal Bay. From Harwood Avenue to Shoal Bay Road	\$194,400
Pathway	Shared Path - Government Road, Shoal Bay. From Messines Street to Peterie Street	\$290,400
Pathway	Shared Path - Government Road, Shoal Bay. From Peterie Street to Sylvia Street	\$192,000
Pathway	Shared Path - Shoal Bay Road, Shoal Bay. From Beach Road to End of existing	\$187,200
Pathway	Shared Path - Sylvia Street, Shoal Bay. From Government Road to Horace Street	\$44,400
Pathway	Shared Path - Kingston Parade, Heatherbrae. From Kingston Parade to Pacific Highway	\$34,800
Pathway	Shared Path - Pacific Highway, Heatherbrae. From Kingston Parade to Hunter River HS	\$130,800

Asset Category	Project Description	Estimate
Pathway	Shared Path - Paterson Road, Hinton. From High Street to Swan Street	\$300,000
Pathway	Footpath - Swan Street, Hinton. From Hinton Road to Stuart Park	\$103,200
Pathway	Shared Path - Lakeside No.2 Reserve, Raymond Terrace. From Halloran Way to Luskin Close	\$58,800
Pathway	Shared Path - Wattle Street, Raymond Terrace. From Tarean Road to Engel Avenue	\$55,200
Pathway	Shared Path - King Park Reserve, Raymond Terrace. From Newline Road to Fitzgerald Bridge	\$379,200
Pathway	Shared Path - Beaton Avenue, Raymond Terrace. From Kanway Close to King Park	\$264,000
Pathway	Shared Path - Adelaide Street, Raymond Terrace. From Richardson Road to Roslyn Park	\$336,000
Pathway	Shared Path - Mount Hall Road, Raymond Terrace. From Clyde Circuit to Hwy underpass	\$98,400
Pathway	Shared Path - Glenelg Street, Raymond Terrace. From Adelaide Street to Golf course	\$480,000
Pathway	Shared Path - Hunter Street, Raymond Terrace. From William Street to Barnier Lane	\$88,800
Pathway	Shared Path - Newbury Park Reserve, Raymond Terrace. From Adelaide Street to Mount Hall Road	\$108,000
Pathway	Shared Path - Pacific Highway, Raymond Terrace. From Martens Avenue to Rosemount Drive	\$110,400
Pathway	Footpath - Kangaroo Street, Raymond Terrace. From Port Stephens Street to Carmichael Street	\$20,400
Pathway	Shared Path - Adelaide Street, Raymond Terrace. From Pacific Highway to Elkin Avenue	\$55,200
Pathway	Shared Path - Adelaide Street, Raymond Terrace. From Kangaroo Street to Sturgeon Street	\$58,800
Pathway	Shared Path - Rees James Road, Raymond Terrace. From Bellevue Street to end	\$810,000
Pathway	Shared Path - Adelaide Street, Raymond Terrace. From Rees James Road to Richardson Road	\$133,200
Pathway	Shared Path - Adelaide Street, Raymond Terrace. From Rees James Road to Bellevue Street	\$374,400
Pathway	Footpath - Kangaroo Street, Raymond Terrace. From Carmichael Street to Super Cheap	\$8,400
Pathway	Footpath - Kangaroo Street, Raymond Terrace. From Sturgeon Street to median	\$3,600
Pathway	Shared Path - Warren Street, Seaham. From School crossing to Community hall	\$85,200
Pathway	Medowie Road, Medowie Road to Cherry Tree Close, Off-road Shared Path	\$60,000

Asset Category	Project Description	Estimate
Pathway	Off Wilga Road, Wilga Road/Yulong Oval to Town Centre, Off-road Shared Path	\$432,000
Pathway	Kirrang Drive, Ferodale Road to Medowie Road, Off-road Shared Path	\$1,044,000
Pathway	Ferodale Rd, Kirrang Dr to Coachwood Dr, Off-road Shared Path	\$1,296,000
Pathway	Brocklesby Road, Medowie Road to Ferodale Road, Off-road Shared Path	\$1,170,000
Pathway	Ford Avenue to Sylvan Avenue - Complete off-road shared path within cadastral corridor	\$60,000
Pathway	Shared Path - Nelson bay Rd - Salamander Roundabout to Frost Rd	\$360,000
Pathway	Footpaths - Cnr Tomaree St and Yaccaba St Nelson Bay; Ped ramp compliance	\$120,000
Pathway	Shared Path - Salamander Way to Frost Rd.	\$900,000
Pathway	Shared Paths - Nelson Bay Rd shared path Frost Rd to Salamander Way	\$960,000
Pathway	Shared Paths - Salamander Way - Town Centre Cct to existing Compass Cl connection	\$480,000
Pathway	Shared Paths - Rosemount Dr to Joseph Sheen Dr under Pacific Hwy	\$480,000
Pavement Assets	Magnus Street Village Precinct - Large Vision Concept	\$5,257,200
Pavement Assets	Stockton Street - PDP Large Vision	\$2,859,600
Pavement Assets	Intersection Upgrade - Church Street with Donald Street	\$2,100,000
Pavement Assets	Signalise Shoal Bay Road / Trafalgar Street.	\$1,920,000
Pavement Assets	Upgrade Donald Street public transport interchange/intermodal	\$1,200,000
Pavement Assets	Abundance Road, At Ferodale Road, Roundabout Intersection	\$1,082,400
Pavement Assets	Convert existing Stockton Street traffic signals to allow pedestrian scramble and widen crossing;	\$48,000
Pavement Assets	Richardson Road, Grahamstown Road - Intersection upgrade to roundabout	\$2,400,000
Pavement Assets	Ferodale Road – at Peppertree road – signalised intersection to replace existing T intersection	\$1,920,000
Pavement Assets	Dowling St/Fingal St signalised intersection - parking action	\$1,920,000
Pavement Assets	Donald St/Stockton St signalised intersection - parking action	\$1,920,000

Asset Category	Project Description	Estimate
Pavement Assets	Lakeside Sports Complex carpark 2, Raymond Terrace	\$6,683,400
Pavement Assets	Tomaree Sports Complex carpark, Nelson Bay	\$5,769,000
Pavement Assets	Abundance Road, South of Industrial Road, Gateway Treatment	\$39,600
Pavement Assets	Ferodale Road- Campvale drain bridge upgrade	\$1,440,000
Pavement Assets	Adelaide Street, Raymond Terrace - 249a Adelaide St to 251 Adelaide St	\$5,113,200
Pavement Assets	King Park Sports Complex carpark 1, Raymond Terrace	\$4,343,400
Pavement Assets	Brocklesby Road, At Ferodale Road, Install Pedestrian Refuge Island	\$30,000
Pavement Assets	CBD Improvements Shoal Bay Road, Shoal Bay.	\$2,400,000
Pavement Assets	CBD Improvements Williams St, Raymond Terrace	\$31,200,000
Pavement Assets	Clarencetown Road (Reg), Glen Oak - 1598 Clarencetown Rd to 1676 Clarencetown Rd	\$3,840,000
Pavement Assets	Yulong Park, Medowie	\$2,647,800
Pavement Assets	Dowling Street, Nelson Bay - Fingal St to 29 Dowling St	\$1,473,600
Pavement Assets	East Seaham Road, East Seaham - 248 East Seaham Rd to 248 East Seaham Rd	\$2,956,800
Pavement Assets	East Seaham Road, East Seaham - 318 East Seaham Rd to 348 East Seaham Rd	\$1,823,640
Pavement Assets	East Seaham Road, East Seaham - 348 East Seaham Rd to 407 East Seaham Rd	\$2,599,380
Pavement Assets	Ferodale Road, Kirrang Drive, Existing Roundabout Upgrade	\$984,000
Pavement Assets	Ferodale Road, Main Access to Commercial Land, Roundabout Intersection	\$1,090,380
Pavement Assets	Ferodale Road, Medowie - 38 Ferodale Rd to 44 Ferodale Rd	\$1,090,380
Pavement Assets	Ferodale Road, Medowie - 51 Ferodale Rd to 85 Ferodale Rd	\$1,707,600
Pavement Assets	Ferodale Road, Medowie – Roundabout to 38 Ferodale Rd	\$1,221,600
Pavement Assets	Foreshore Drive, Corlette - 45 Foreshore Dr to 83 Foreshore Dr	\$1,556,640
Pavement Assets	Glenelg Street, Raymond Terrace - 12 Glenelg St to Adelaide St	\$1,151,040
Pavement Assets	Boomerang Park carpark 2, Raymond Terrace	\$1,228,200

Asset Category	Project Description	Estimate
Pavement Assets	Kirrang Drive, At Ferodale Road, Install Pedestrian Refuge Island	\$30,000
Pavement Assets	Lisadell Road and Abundance Road, Fairlands Road to Industrial Road pavement Widening Investigation	\$13,350,000
Pavement Assets	Lisadell Road, At Abundance Road, Investigate Road Realignment	\$3,876,480
Pavement Assets	Lisadell Road, At Fairlands Road, Roundabout intersection Widen Road Shoulder for Left Turn into Fairlands Road	\$3,363,360
Pavement Assets	Medowie Rd, At Intersections with Ferodale Rd and South St and access to Kingston Site, Improve Roundabout Approaches	\$3,997,200
Pavement Assets	Medowie Road, At Kindlebark Drive, Roundabout Intersection	\$2,709,000
Pavement Assets	Medowie Road, Between Boundary Road and Kirrang Drive, Horizontal Displacement Mid-block Treatment	\$3,155,400
Pavement Assets	Medowie Road, North of Boundary Road, Gateway Treatment at Entrance to Medowie	\$39,600
Pavement Assets	Medowie Road, North of Kindlebark Drive, Gateway Treatment and Change in Speed Zone	\$39,600
Pavement Assets	Medowie Road, South of Ferodale Road, Install Pedestrian Refuge Island	\$60,000
Pavement Assets	Medowie Road, South of Kindlebark Drive, Upgrade Pedestrian Refuge	\$30,000
Pavement Assets	Medowie Road, South of South Street, Gateway Treatment at Entry to Medowie	\$39,600
Pavement Assets	Medowie Road, South of Ferodale Road, Gateway Treatment and Change in Speed Zone	\$39,600
Pavement Assets	Nelson Bay Town Centre - Expand 40km/hr area	\$528,000
Pavement Assets	Nelson Bay Town Centre - Upgrades	\$8,400,000
Pavement Assets	Paterson Street, Hinton – Bridge to 3 Paterson St	\$598,620
Pavement Assets	Rees James Road, Raymond Terrace - 42 Rees James Rd to 50 Rees James Rd	\$989,280
Pavement Assets	Rees James Road, Raymond Terrace - 50 Rees James Rd to End	\$1,238,880
Pavement Assets	Rees James Road, Raymond Terrace - Bellevue St to Kuranga St	\$2,141,280
Pavement Assets	Rees James Road, Raymond Terrace - Kuranga St to 40 Rees James Rd	\$1,192,680
Pavement Assets	Roundabout Construction - Haig Hexagon, Tanilba Bay	\$3,360,000
Pavement Assets	Six Mile Road, Eagleton - 149 Six Mile Rd to Winston Rd	\$1,643,040

Asset Category	Project Description	Estimate
Pavement Assets	Six Mile Road, Eagleton - 401 Six Mile Rd to 431 Six Mile Rd	\$3,083,640
Pavement Assets	Six Mile Road, Eagleton - Winston Rd to 401 Six Mile Rd	\$6,725,880
Pavement Assets	Tarean Road, Karuah - 370 Tarean Rd to 264 Tarean Rd	\$7,023,240
Pavement Assets	Tarean Road, Karuah - 443 Tarean Rd to 423 Tarean Rd	\$1,206,000
Pavement Assets	Tarean Road, Karuah - 446 Tarean Rd to 443 Tarean Rd	\$1,916,400
Pavement Assets	The Bucketts Way, Twelve Mile Creek - 309 The Bucketts Way to 309 The Bucketts Way	\$4,066,800
Pavement Assets	Pavement Rehabilitation Mount Hall Rd - SEG 30 - Raymond Terrace	\$1,927,200
Pavement Assets	Pavement Rehabilitation Kingsley Dr- Noamunga St to no63 - Boat Harbour	\$1,713,600
Pavement Assets	Tomaree Road, Shoal Bay - Messines St to 86 Tomaree Rd	\$4,822,200
Pavement Assets	Pavement Rehabilitation Hinton Rd - SEG 10 - Hinton	\$1,492,500
Pavement Assets	Pavement Rehabilitation Gloucester St - SEG 20 - Corlette 10000.013.0560	\$1,350,360
Pavement Assets	Pavement Rehabilitation Mount Hall Rd - SEG 40 - Raymond Terrace 10000.013.0560	\$685,800
Pavement Assets	Town Centre Bypass work - Dowling St Reduction in crest height near Golf Club entry and improve road markings and formation	\$900,000
Pavement Assets	Various Intersection Upgrades - kerb and gutter and ramps at Ferodale Road intersection with Waropara, Bottle Brush Avenue and Kirrang Drive	\$189,600
Pavement Assets	Sealed Road Construction Swan Bay Rd - SEG 170 - 879 Swan Bay Road, Swan Bay	\$11,107,800
Pavement Assets	Pavement Reconstruction Fitzroy St & Pacific Ave Intersection- Anna Bay Reconstruction inc K&G, widening and drainage	\$840,000
Pavement Assets	Pavement Reconstruction Rocky Point Rd- Fingal Bay. Widening inc K&G construction from Surf Cl to Marine Drive	\$3,151,800
Pavement Assets	Pavement Rehabilitation Benjamin Lee Dr - SEG 50 - Raymond Terrace From 83 BENJAMIN LEE DR to 92 BENJAMIN LEE DR	\$1,204,440
Pavement Assets	Pavement Reconstruction Riverside Place - Carlsile Cr to Riverside Dr, Karuah	\$371,040
Pavement Assets	Various roads, On-road Routes within Rural Residential Signage and Line Markings - Medowie Traffic and Transport	\$20,400

Asset Category	Project Description	Estimate
Pavement Assets	King Albert Ave- Tanilba Bay. Reconstruction from Ave of the Allies to School	\$2,866,200
Pavement Assets	Pavement Rehabilitation Scott CI - SEG 10. Raymond Terrace	\$1,044,480
Pavement Assets	Pavement Rehabilitation Myan CI - Corlette	\$898,620
Pavement Assets	Pavement Rehabilitation Morten Rd - Swan Bay	\$1,198,260
Pavement Assets	Pavement Rehabilitation. Old Punt Road - Tomago Tomago Road to Pacific Highway	\$13,047,600
Pavement Assets	Pavement Sealing Clarence St - Seg 10 - Wallalong	\$743,400
Pavement Assets	Dean Parade - LTP. Widening and K&G construction	\$2,898,000
Pavement Assets	Pavement Reconstruction Christmas Bush Ave, Nelson Bay	\$1,759,800
Pavement Assets	Pavement Rehabilitation Columbia CI - Nelson Bay	\$467,400
Pavement Assets	Pavement Rehabilitation Argyle CI- Anna Bay Seg 30	\$430,920
Pavement Assets	Pavement Rehabilitation. Gan Gan Rd - Seg 70 - Anna Bay	\$628,800
Pavement Assets	Pavement Reconstruction Rookes Road - Salt Ash	\$7,975,000
Pavement Assets	Pavement Rehabilitation Elizabeth Ave - Lemon Tree Passage. No. 18 to John Parade	\$1,842,600
Pavement Assets	Pavement Rehabilitation Cherry Tree Close - SEG 10 & 20 - Medowie. Wilga Road to end	\$1,216,800
Pavement Assets	Pavement Rehabilitation Corrie Parade - SEG 10 - Drungall Avenue to Fame Avenue, Corlette	\$3,272,100
Pavement Assets	Pavement Rehabilitation Drungall Avenue - SEG 10 - Sandy Point Road to Corrie Parade, Corlette	\$501,600
Pavement Assets	Pavement Rehabilitation Wilga Rd - SEG 10 - Medowie	\$4,027,200
Pavement Assets	Pavement Rehabilitation Ferodale Road, Medowie. Access road opposite Wirreanda Public School and carpark reconstruction	\$900,000
Pavement Assets	Pavement Rehabilitation Newline Road - seg 280 - East Seaham. Killaloe Lane to 1090 Newline Rd	\$6,022,560
Pavement Assets	Pavement Rehabilitation. Cambridge Ave - SEG 10 - From Mount Hall Rd to end, Raymond Terrace	\$1,881,000

Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Bagnall Beach Road - SEG 170 - Corlette From SERGEANT BAKER DR to 40 BAGNALL BEACH RD	\$1,967,280
Pavement Assets	Pavement Reconstruction Montevideo Parade - Nelson Bay - widening and K&G	\$1,486,440
Pavement Assets	Pavement Rehabilitation Soldiers Point Rd - SEG 20 - Soldiers Point	\$1,305,600
Pavement Assets	Pavement Reconstruction Beatty Blvd - SEG 10 - Tanilba Bay	\$1,423,800
Pavement Assets	Pavement Rehabilitation - Dowling Street Seg 60,70,80 Nelson Bay	\$1,296,000
Pavement Assets	Pavement Rehabilitation. Nelson St, Nelson Bay Rehabilitation including K&G from Sproule St to Moorrooba Cr	\$996,600
Pavement Assets	Pavement Rehabilitation Watt St - SEG 10 - Richardson Road to Troman Street, Raymond Terrace	\$3,008,160
Pavement Assets	Pavement Rehabilitation Grey Gum St - SEG 10 - Medowie From 370 to end 620	\$1,246,080
Pavement Assets	Pavement Rehabilitation NOBLES ROAD NELSONS PLAINS From 30 NOBLES RD to SEAHAM RD	\$816,000
Pavement Assets	Pavement Rehabilitation Yangoora Cl - SEG 10 & 20 - Medowie	\$1,654,800
Pavement Assets	Pavement Rehabilitation. Hanna Parade seg 10, One Mile	\$981,000
Pavement Assets	Pavement Rehabilitation. Frederick Drive , Oyster Cove	\$1,153,860
Pavement Assets	Pavement Rehabilitation. Tumut Street, Raymond Terrace	\$395,580
Pavement Assets	Pavement Rehabilitation. Mackie Street, Lemon Tree Passage	\$548,700
Pavement Assets	Pavement Rehabilitation. Mustons Road, Karuah	\$284,040
Pavement Assets	Pavement Rehabilitation. William Close, Lemon Tree Passage	\$937,440
Pavement Assets	Pavement Rehabilitation. Oyster Cove Road, Oyster Cove	\$813,480
Pavement Assets	Pavement Rehabilitation. Tanilba Avenue, Tanilba Bay	\$1,297,680
Pavement Assets	Pavement Rehabilitation. Francene Avenue, Salt Ash	\$323,760
Pavement Assets	Pavement Rehabilitation. Gan Gan Road, Anna Bay	\$1,183,200
Pavement Assets	Pavement Rehabilitation. Mustons Road, Karuah	\$210,000

Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Army Avenue, Tanilba Bay	\$411,000
Pavement Assets	Pavement Rehabilitation. Davidson Street, Anna Bay	\$516,960
Pavement Assets	Pavement Rehabilitation. Elizabeth Avenue, Lemon Tree Passage	\$1,842,600
Pavement Assets	Pavement Rehabilitation. Elizabeth Street, Wallalong	\$1,101,900
Pavement Assets	Pavement Rehabilitation. Johnson Parade, Lemon Tree Passage Widening and K&G	\$1,231,200
Pavement Assets	Pavement Rehabilitation. Marine Drive, Lemon Tree Passage	\$1,274,400
Pavement Assets	Pavement Rehabilitation. Meredith Crescent, Raymond Terrace	\$1,321,020
Pavement Assets	Pavement Rehabilitation. Yoolarai Crescent, Nelson Bay	\$762,120
Pavement Assets	Pavement Rehabilitation. Clarencetown Road, Woodville	\$1,740,240
Pavement Assets	Pavement Rehabilitation. Elizabeth Avenue, Raymond Terrace	\$810,000
Pavement Assets	Pavement Rehabilitation. Oyster Cove Road, Oyster Cove	\$882,120
Pavement Assets	Pavement Rehabilitation. Wahroonga Street, Raymond Terrace	\$948,060
Pavement Assets	Pavement Rehabilitation. Boulder Bay Road, Fingal Bay	\$2,006,700
Pavement Assets	Pavement Rehabilitation. Lakeside Terrace, Medowie	\$203,100
Pavement Assets	Pavement Rehabilitation. Morton Avenue, Lemon Tree Passage	\$363,600
Pavement Assets	Pavement Rehabilitation. Morton Avenue, Lemon Tree Passage	\$460,800
Pavement Assets	Pavement Rehabilitation. Old Farm Road, Medowie	\$103,920
Pavement Assets	Pavement Rehabilitation. Rose Street, Lemon Tree Passage	\$630,000
Pavement Assets	Pavement Rehabilitation. Admiralty Avenue, Tanilba Bay	\$243,000
Pavement Assets	Pavement Rehabilitation. Crawley Avenue, Lemon Tree Passage	\$828,000
Pavement Assets	Pavement Rehabilitation. Edward Street, Shoal Bay	\$264,000
Pavement Assets	Pavement Rehabilitation. Karwin Road, Medowie	\$2,879,760
Pavement Assets	Pavement Rehabilitation. Monkley Avenue, Salamander Bay	\$672,000

Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Ocean Street, Fishermans Bay	\$184,080
Pavement Assets	Pavement Rehabilitation. Pacific Street, Fishermans Bay	\$959,040
Pavement Assets	Pavement Rehabilitation. Popplewell Road, Fern Bay	\$1,026,960
Pavement Assets	Pavement Rehabilitation. The Parkway, Mallabula	\$1,170,300
Pavement Assets	Pavement Rehabilitation. Tonia Avenue, Salt Ash	\$366,600
Pavement Assets	Pavement Rehabilitation. Windsor Street, Raymond Terrace	\$1,043,040
Pavement Assets	Pavement Rehabilitation. Bay Street, Mallabula	\$202,980
Pavement Assets	Pavement Rehabilitation. Cook Parade, Lemon Tree Passage	\$959,400
Pavement Assets	Pavement Rehabilitation. Irambang Street, Nelson Bay	\$983,820
Pavement Assets	Pavement Rehabilitation. Navy Nook, Tanilba Bay	\$823,800
Pavement Assets	Pavement Rehabilitation. Newline Road, Raymond Terrace	\$2,800,800
Pavement Assets	Pavement Rehabilitation. Old Farm Road, Medowie	\$603,000
Pavement Assets	Pavement Rehabilitation. Oxley Close, Raymond Terrace	\$221,700
Pavement Assets	Pavement Rehabilitation. Randall Drive, Salamander Bay	\$164,160
Pavement Assets	Pavement Rehabilitation. Waropara Road, Medowie	\$1,267,800
Pavement Assets	Pavement Rehabilitation. Gowrie Avenue, Nelson Bay	\$1,010,400
Pavement Assets	Pavement Rehabilitation. Dowling Street, Nelson Bay	\$450,120
Pavement Assets	Pavement Rehabilitation. Glenelg Street, Raymond Terrace	\$116,100
Pavement Assets	Pavement Rehabilitation. Glenelg Street, Raymond Terrace	\$758,520
Pavement Assets	Pavement Rehabilitation. Newline Road, Raymond Terrace	\$2,326,200
Pavement Assets	Pavement Rehabilitation. Newline Road, Raymond Terrace	\$671,040
Pavement Assets	Pavement Rehabilitation. Kindlebark Drive, Medowie	\$2,809,680
Pavement Assets	Pavement Rehabilitation. Kindlebark Drive, Medowie	\$2,623,620

Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Nobles Road, Nelsons Plains	\$816,000
Pavement Assets	Pavement Rehabilitation. Oyster Cove Road, Oyster Cove	\$805,260
Pavement Assets	Pavement Rehabilitation. Watt Street, Raymond Terrace	\$2,118,240
Pavement Assets	Pavement Rehabilitation. Frederick Drive, Oyster Cove	\$617,100
Pavement Assets	Pavement Rehabilitation. Elkin Avenue, Heatherbrae	\$624,240
Pavement Assets	Pavement Rehabilitation. Sylvan Avenue, Medowie	\$2,186,340
Pavement Assets	Pavement Rehabilitation. Laverick Avenue, Tomago	\$486,000
Pavement Assets	Pavement Rehabilitation. Mount Hall Road, Raymond Terrace	\$2,130,600
Pavement Assets	Pavement Rehabilitation. Benjamin Lee Drive, Raymond Terrace	\$2,960,220
Pavement Assets	Pavement Rehabilitation. Benjamin Lee Drive, Raymond Terrace	\$960,600
Pavement Assets	Pavement Rehabilitation. Motto Lane, Heatherbrae	\$954,540
Pavement Assets	Pavement Rehabilitation. South Street, Medowie	\$684,480
Pavement Assets	Pavement Rehabilitation. South Street, Medowie	\$1,145,220
Pavement Assets	Pavement Rehabilitation. Foresight Avenue, Tomago	\$1,648,320
Pavement Assets	Pavement Rehabilitation. Martin Drive, Tomago	\$2,389,200
Pavement Assets	Pavement Rehabilitation. Elkin Avenue, Heatherbrae	\$176,280
Pavement Assets	Pavement Rehabilitation. Salt Ash Avenue, Salt Ash	\$781,920
Pavement Assets	Pavement Rehabilitation. Tarean Road, Karuah	\$11,255,220
Pavement Assets	Pavement Rehabilitation. Tarean Road, Karuah	\$10,439,700
Pavement Assets	Pavement Rehabilitation. Kangaroo Street, Raymond Terrace	\$1,270,800
Pavement Assets	Pavement Rehabilitation. Laverick Avenue, Tomago	\$1,782,000
Pavement Assets	Pavement Rehabilitation. Slades Road, Williamtown	\$1,128,240

Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Jura Street, Heatherbrae	\$3,147,600
Pavement Assets	Pavement Rehabilitation. Bonser Lane, Karuah	\$327,360
Pavement Assets	Pavement Rehabilitation. Green Slopes Drive, Raymond Terrace	\$840,000
Pavement Assets	Pavement Rehabilitation. Slades Road, Williamtown	\$656,040
Pavement Assets	Pavement Rehabilitation. Garden Avenue, Raymond Terrace	\$1,787,040
Pavement Assets	Pavement Rehabilitation. Alfred Lane, Mallabula	\$276,000
Pavement Assets	Pavement Rehabilitation. Meehan Road, Raymond Terrace	\$523,680
Pavement Assets	Pavement Rehabilitation. Pond Road, Swan Bay	\$3,729,600
Pavement Assets	Pavement Rehabilitation. Zayne Place, Karuah	\$194,820
Pavement Assets	Pavement Rehabilitation. Rosewood Drive, Medowie	\$194,880
Pavement Assets	Pavement Rehabilitation. Sketchley Street, Raymond Terrace	\$540,000
Pavement Assets	Pavement Rehabilitation. Sansom Road, Williamtown	\$343,200
Pavement Assets	Pavement Rehabilitation. Steel Street, Williamtown	\$1,858,380
Pavement Assets	Pavement Rehabilitation. Corrie Parade, Corlette	\$1,602,600
Pavement Assets	Pavement Rehabilitation. Shoal Bay Road, Shoal Bay	\$529,200
Pavement Assets	Pavement Rehabilitation. Zayne Place, Karuah	\$147,660
Pavement Assets	Pavement Rehabilitation. Armidale Avenue, Nelson Bay	\$594,000
Pavement Assets	Pavement Rehabilitation. Morgan Crescent, Raymond Terrace	\$1,888,740
Pavement Assets	Pavement Rehabilitation. Smith Lane, Raymond Terrace	\$189,000
Pavement Assets	Pavement Rehabilitation. Wallalong Road, Woodville	\$831,360
Pavement Assets	Pavement Rehabilitation. Garden Avenue, Raymond Terrace	\$186,120
Pavement Assets	Pavement Rehabilitation. Hanson Avenue, Anna Bay	\$789,360
Pavement Assets	Pavement Rehabilitation. Oakendale Road, Glen Oak	\$516,060

Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Gray Drive, Karuah	\$695,640
Pavement Assets	Pavement Rehabilitation. Ferodale Road, Medowie	\$771,600
Pavement Assets	Pavement Rehabilitation. Lakeside Terrace, Medowie	\$1,724,400
Pavement Assets	Pavement Rehabilitation. Raymond Close, Medowie	\$710,400
Pavement Assets	Pavement Rehabilitation. Wirreanda Road, Medowie	\$734,400
Pavement Assets	Pavement Rehabilitation. Hillside Close, Raymond Terrace	\$1,190,880
Pavement Assets	Pavement Rehabilitation. Oakfield Road, Salt Ash	\$1,974,300
Pavement Assets	Pavement Rehabilitation. Croft Road, Seaham	\$1,037,880
Pavement Assets	Pavement Rehabilitation. Bay View Street, Soldiers Point	\$338,760
Pavement Assets	Pavement Rehabilitation. Mcclymonts Swamp Road, Wallalong	\$499,200
Pavement Assets	Pavement Rehabilitation. Morpeth Street, Wallalong	\$1,101,600
Pavement Assets	Pavement Rehabilitation. Wallalong Road, Woodville	\$213,360
Pavement Assets	Pavement Rehabilitation. Abel Place, Anna Bay	\$637,920
Pavement Assets	Pavement Rehabilitation. High Street, Fishermans Bay	\$177,600
Pavement Assets	Pavement Rehabilitation. Lorna Street, Fishermans Bay	\$108,000
Pavement Assets	Pavement Rehabilitation. Boyd Avenue, Lemon Tree Passage	\$2,071,440
Pavement Assets	Pavement Rehabilitation. Cambridge Avenue, Lemon Tree Pass	\$1,382,400
Pavement Assets	Pavement Rehabilitation. Tea Tree Drive, Medowie	\$1,090,140
Pavement Assets	Pavement Rehabilitation. Walker Crescent, Raymond Terrace	\$957,720
Pavement Assets	Pavement Rehabilitation. Croft Road, Seaham	\$941,880
Pavement Assets	Pavement Rehabilitation. Storks Road, Glen Oak	\$593,400
Pavement Assets	Pavement Rehabilitation. Wade Close, Medowie	\$1,043,400

Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. The Terrace, Raymond Terrace	\$447,000
Pavement Assets	Pavement Rehabilitation. Sansom Road, Williamtown	\$164,640
Pavement Assets	Pavement Rehabilitation. Gwen Parade, Raymond Terrace	\$151,440
Pavement Assets	Pavement Rehabilitation. Gwen Parade, Raymond Terrace	\$744,840
Pavement Assets	Pavement Rehabilitation. James Baldry Street, Raymond Terrac	\$439,980
Pavement Assets	Pavement Rehabilitation. Drungall Ave, Corlette	\$501,600
Pavement Assets	Pavement Rehabilitation. Corrie Parade, Corlette	\$1,580,040
Pavement Assets	Pavement Rehabilitation. Foreshore Drive, Corlette	\$273,600
Pavement Assets	Pavement Rehabilitation. Harris Street, Nelson Bay	\$113,400
Pavement Assets	Pavement Rehabilitation. Harris Street, Nelson Bay	\$79,740
Pavement Assets	Pavement Rehabilitation. Boulder Bay Rd, Fingal Bay	\$1,425,600
Pavement Assets	Pavement Rehabilitation. Taylor Road, Taylors Beach	\$316,260
Pavement Assets	Pavement Rehabilitation. Albert Street, Taylors Beach	\$576,000
Pavement Assets	Pavement Rehabilitation. Upton Street, Soldiers Point	\$1,590,000
Pavement Assets	Pavement Rehabilitation. Cromarty Bay Rd, Soldiers Point	\$375,480
Pavement Assets	Pavement Rehabilitation. Windsor Street, Raymond Terrace	\$1,043,040
Pavement Assets	Pavement Rehabilitation. Morton Street, Raymond Terrace	\$1,097,820
Pavement Assets	Pavement Rehabilitation. Roslyn Street, Raymond Terrace	\$911,220
Pavement Assets	Pavement Rehabilitation. Rankin Road, Fern Bay Widening including K&G and Drainage. Nelson Bay Rd to Popplewell Rd	\$707,160
Pavement Assets	Pavement Rehabilitation. William Street, Raymond Terrace	\$1,840,320
Pavement Assets	Pavement Rehabilitation. William Street, Raymond Terrace	\$383,040
Pavement Assets	Pavement Rehabilitation. William Street, Raymond Terrace	\$102,300

Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. William Street, Raymond Terrace	\$982,800
Pavement Assets	Pavement Rehabilitation. Elizabeth Street, Hinton	\$200,400
Pavement Assets	Pavement Rehabilitation. Swan Street, Hinton	\$900,000
Pavement Assets	Pavement Rehabilitation. Ann Street, Hinton	\$23,100
Pavement Assets	Pavement Rehabilitation. Cintra Circuit, Raymond Terrace	\$97,020
Pavement Assets	Pavement Rehabilitation. Clarence Town Road, Seaham	\$2,913,540
Pavement Assets	Pavement Rehabilitation. Medowie Road, Medowie	\$4,014,780
Pavement Assets	Pavement Rehabilitation. James Road, Medowie	\$2,235,360
Pavement Assets	Pavement Rehabilitation. Lisadell Road, Medowie	\$3,363,360
Pavement Assets	Pavement Rehabilitation. Meredith Ave, Lemon Tree Passage	\$342,000
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$461,580
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$2,095,800
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$1,269,120
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$1,495,200
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$869,400
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$1,182,300
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$927,780
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$3,255,420
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$446,460
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$865,200
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$2,682,120
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$3,101,280

Asset Category	Project Description	Estimate
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$1,963,680
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$2,817,360
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$2,368,380
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$3,662,400
Pavement Assets	Pavement Rehabilitation. Marsh Road, Bobs Farm	\$498,540
Pavement Assets	Pavement Rehabilitation. Lemon Tree Passage Road, Salt Ash	\$1,777,440
Pavement Assets	Pavement Rehabilitation. Lemon Tree Passage Road, Salt Ash	\$1,069,320
Pavement Assets	Pavement Rehabilitation. Lemon Tree Passage Road, Salt Ash	\$1,983,660
Playgrounds	Playground Assets - Tomaree - Accessible Recreation Space	\$1,020,000
Playgrounds	Playground Assets - Tomaree - Regional Playground	\$3,600,000
Playgrounds	Playground Assets - Raymond Terrace - Accessible Recreation Space	\$1,020,000
Playgrounds	Playground Assets - Raymond Terrace - Regional Playground	\$3,600,000
Playgrounds	Playground Assets - Anna Bay Recreation/ Birubi Lane Reserve	\$240,000
Playgrounds	Playground Assets - Shoal Bay - Exercise Gym/Equipment	\$60,000
Playgrounds	Playground Assets - Lemon Tree Passage - Exercise Gym/Equipment	\$60,000
Public Amenities	Eastern Foreshore - new public domain furniture including picnic tables, litter bins and water station	\$745,200
Public Amenities	Eastern Foreshore - BBQ Amenities and shelter	\$734,400
Public Amenities	Nelson Bay Wayfinding Signage Strategy	\$600,000
Public Amenities	Remove Stockton Street Stage	\$192,000
Public Amenities	Overflow parking - Tom Dwyer Memorial Oval	\$180,000
Public Amenities	Improve signage and lighting to assist visitor wayfinding	\$144,000
Public Amenities	Eastern Foreshore - Implement wayfinding and interpretative signage	\$28,800
Public Amenities	Utilities in Nelson Bay for events. Electricity, marquee anchor points	\$240,000

Asset Category	Project Description	Estimate
Public Amenities	Public Amenities Assets - Birubi Lane Reserve - Installation	\$276,000
Public Amenities	Public Amenities Assets - Hinton Foreshore Reserves	\$300,000
Public Amenities	Public Amenities Assets - Medowie Town Centre	\$240,000
Public Amenities	Public Amenities Assets - Lakeside Reserves No. 2	\$312,000
Public Amenities	Eastern Foreshore - new public domain furniture including picnic tables, litter bins and water station	\$745,200
Public Amenities	Nelson Bay Wayfinding Signage Strategy	\$600,000
Public Amenities	Remove Stockton Street Stage	\$192,000
Public Amenities	Overflow parking - Tom Dwyer Memorial Oval	\$180,000
Public Amenities	Improve signage and lighting to assist visitor wayfinding	\$144,000
Public Amenities	Easter Foreshore - Implement wayfinding and interpretative signage	\$28,800
Skate Parks	Skate Park Assets - Nelson bay Regional Skate Park upgrade	\$720,000
Sports Facilities	Sports Assets - Mallabula Sports Complex - Construction of Croquet Court	\$285,000
Sports Facilities	Sports Assets - Mallabula Sports Complex - Construction of additional Tennis Court	\$139,920
Sports Facilities	Sports Assets - Tanilba Bay Golf Club - Provision of Cart Shed	\$110,400
Sports Facilities	Sports Assets - Ferodale Oval - Implementation of masterplan	\$3,600,000
Sports Facilities	Sports Assets - Lakeside Sporting Complex - Implementation of master plan	\$9,600,000
Sports Facilities	Sports Assets - Mallabulla Sporting Complex - Implementation of master plan	\$9,600,000
Sports Facilities	Sports Assets - Stuart Park - Field Lighting Upgrades	\$240,000
Sports Facilities	Sports Assets - Tomaree Sporting Complex - Implementation of master plan	\$18,000,000
Sports Facilities	Sports Assets - Raymond Terrace Netball - Court resurfacing	\$1,560,000
Sports Facilities	Sports Assets - King Park Complex - Implementation of master plan	\$18,000,000
Sports Facilities	Sports Assets - Port Stephens Yacht Club - Soldiers Point - Accessibility and fire safety upgrades	\$504,000

Asset Category	Project Description	Estimate
Sports Facilities	Sports Assets - Elisabeth Waring Building Lift	\$420,000
Trees	Tree Strategy - Implication of Tree Strategy and Tree Map	TBC

Appendix 4 – Asset Management Plans

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Abbreviations

ABS	Australian Bureau of Statistics
CIV	Capital Investment Value
CRC	Current Replacement Cost
Council	Port Stephens Council
CPI	Consumer Price Index
CRM	Customer Request Management System
CSP	Community Strategic Plan
DCP	Development Control Plan
EMS	Environmental Management System
EPA	Environment Protection Authority
GIS	Geographic Information Systems
ICT	Information and Communications Technology
IIMM	International Infrastructure Management Manual
IP&R	Integrated Planning and Reporting
IPART	Independent Pricing and Regulatory Tribunal
IPWEA	Institute of Public Works Engineering Australasia
IP&R	Integrated Planning and Reporting
LEP	Local Environment Plan
LGA	Local Government Area
LTFP	Long Term Financial Plan
NAMS	National Asset Management Strategy
PSC	Port Stephens Council
PFAS	Per- and poly- fluoroalkyl substances
REFLECT	Council's risk prioritisation software program
REMLAN	Economic and demographic data and analytic company
SAMP	Strategic Asset Management Plan
SES	State Emergency Service
SLA	Service Level Agreement
SRV	Special Rate Variation

TfNSW	Transport for NSW
VIC	Visitor Information Centre
WHS	Work Health and Safety
the Plus Plan	Capital Works Plus Plan
the Program	Capital Works 10 year Program

Overview

Port Stephens Council has prepared this Asset Management Plan (AMP) in accordance with the State Government's Integrated Planning and Reporting Framework requirements. The AMP is part of the suite of asset management documents under the Strategic Asset Management Plan (SAMP) and Council's adopted Asset Management Policy.

The SAMP and Asset Management Policy set 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 55000.

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. They have been created in accordance with the NSW Institute of Public Works Engineering Australasia (IPWEA) Guidelines.

Lifecycle Management: Civil Assets

Civil Assets categories are listed in Table 1.

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 1.

Bus Shelters

Asset Holdings	Number of bus shelters: 134		
Desired Level of Service Statement	- To provide a safer, comfortable, attractive and accessible bus shelters for public transport passengers and operators. - Transport stops complaint with the Disability Standards for Accessible Public Transport 2002 (DSAPT)		
Available Data	Asset data stored in end of year financial Fair Value asset database. Asset Data: location, type, condition rating, and Fair Value calculations.		
Last Condition Survey	A 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)	\$CRC
	1 Near Perfect	24	\$752,030
	2 Good	24	\$750,422
	3 Satisfactory	44	\$1,351,350
	4 Very Poor	8	\$235,950
	5 Unserviceable	0	\$0.00
	Total	100	\$3,089,752
Main Findings	- 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 shelters are provided by new development or through grant funding programs. - Assets are repaired when damage occurs which creates a potential hazard for road users or members of the travelling public.		
Future Actions	- Seek future funding grant opportunities to upgrade and improve bus shelters. - Continue to undertake annual condition inspections of 100% of bus shelter assets.		

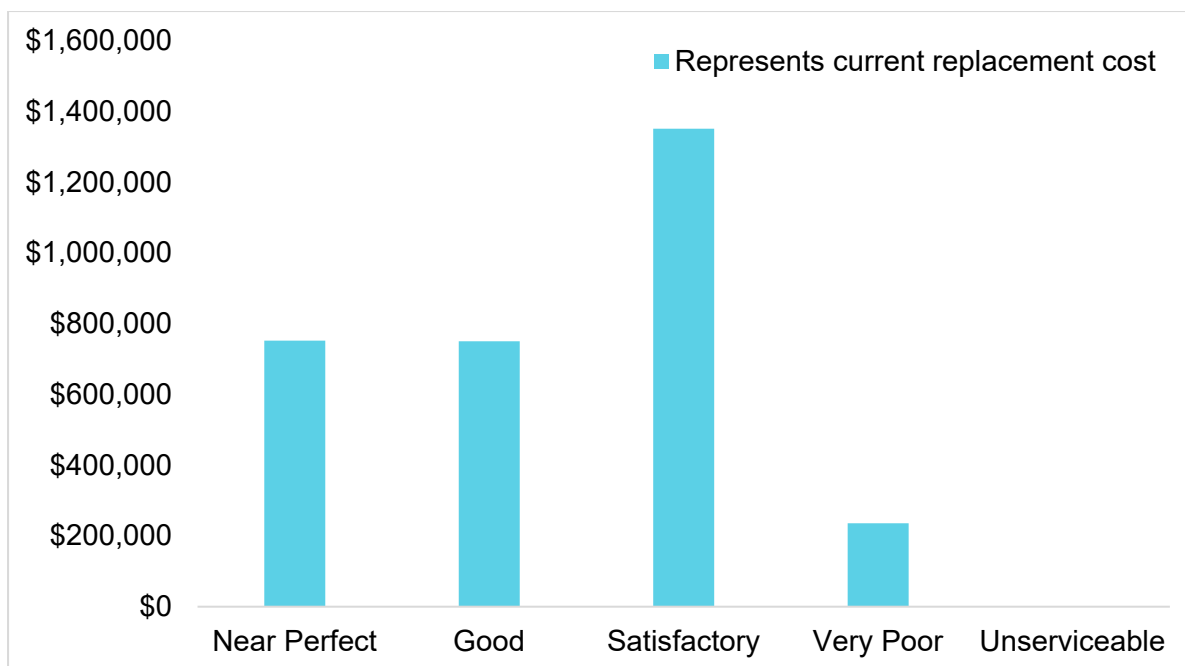


Figure 5: Condition Rating – Bus Shelters

Carparks

Asset Holdings	Carparks: 142		
Desired Level of Service Statement	Parking spaces are maintained for the purpose of parking, are clean, and have a safe surface finish.		
Available Data	- Asset data stored in end of year financial Fair Value asset database. - Asset Data: pavement type, ancillary items, condition rating, and Fair Value calculations.		
Last Condition Survey	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	23	\$5,621,184
	2 Good	45	\$11,248,682
	3 Satisfactory	28	\$6,843,002
	4 Very Poor	4	\$1,010,078
	5 Unserviceable	0	\$0
	Total	100	\$24,722,946

Main Findings	- On street Car parks are currently evaluated as a road pavement with low traffic. Deterioration is predominately based on environmental variables. - Carparks managed across various teams have been consolidated and are now managed by Council's Civil Asset Team. - Components within carparks have all been inventoried and condition assessed individually. - 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.
Future Actions	- 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.

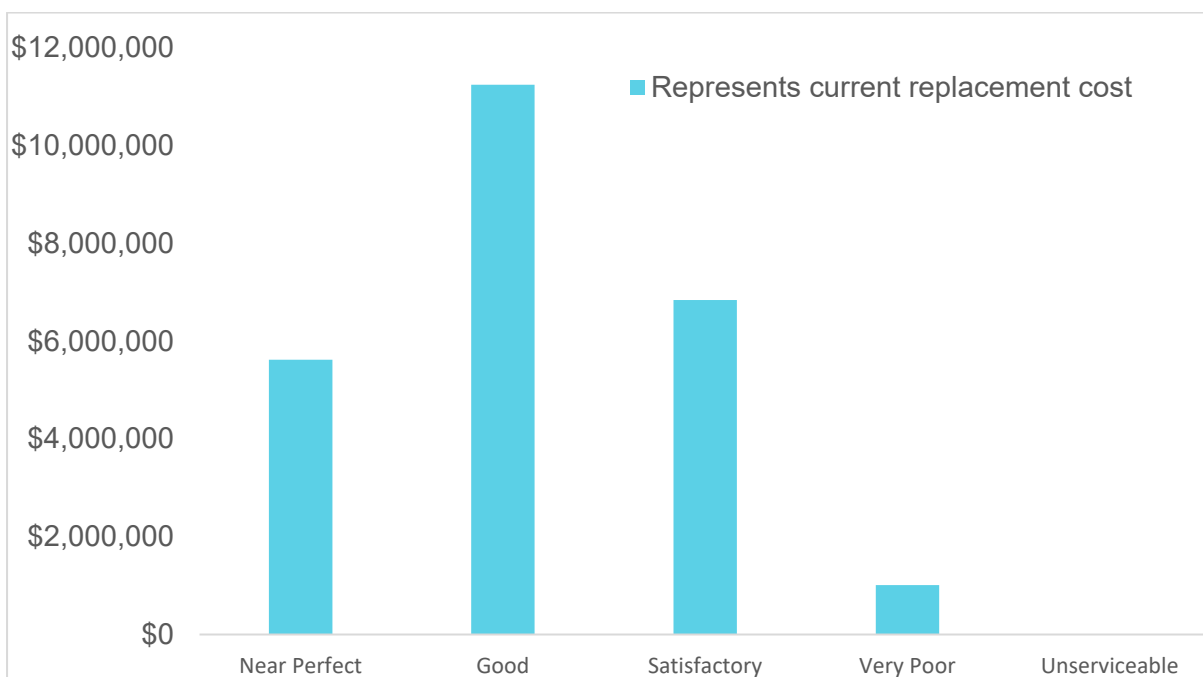


Figure 6: Condition Rating – Carparks

Guard Rails

Asset Holdings	Guardrail: 23,606m		
Available Data	- Asset data stored in end of year financial Fair Value asset database. - Asset Data: location, length and member type, terminal type, speed zone, distance from road centre line, condition rating, and Fair Value calculations.		
Last Condition Survey	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)	\$CRC
	1 Near Perfect	52	\$2,872,297
	2 Good	38	\$2,123,754
	3 Satisfactory	7	\$436,721
	4 Very Poor	2	\$112,413
	5 Unserviceable	1	\$21,909
	Total	100	\$5,567,094
Main Findings	- While the existing guardrails are considered satisfactory, most of the guardrails were installed prior to the release of the current Australian Standard. - Guardrails will be repaired while parts are still legally available, otherwise full replacement to the current standard shall occur. - 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	- Continue to maintain the existing assets. - Continue to undertake annual condition inspections of 20% of guardrail assets.		

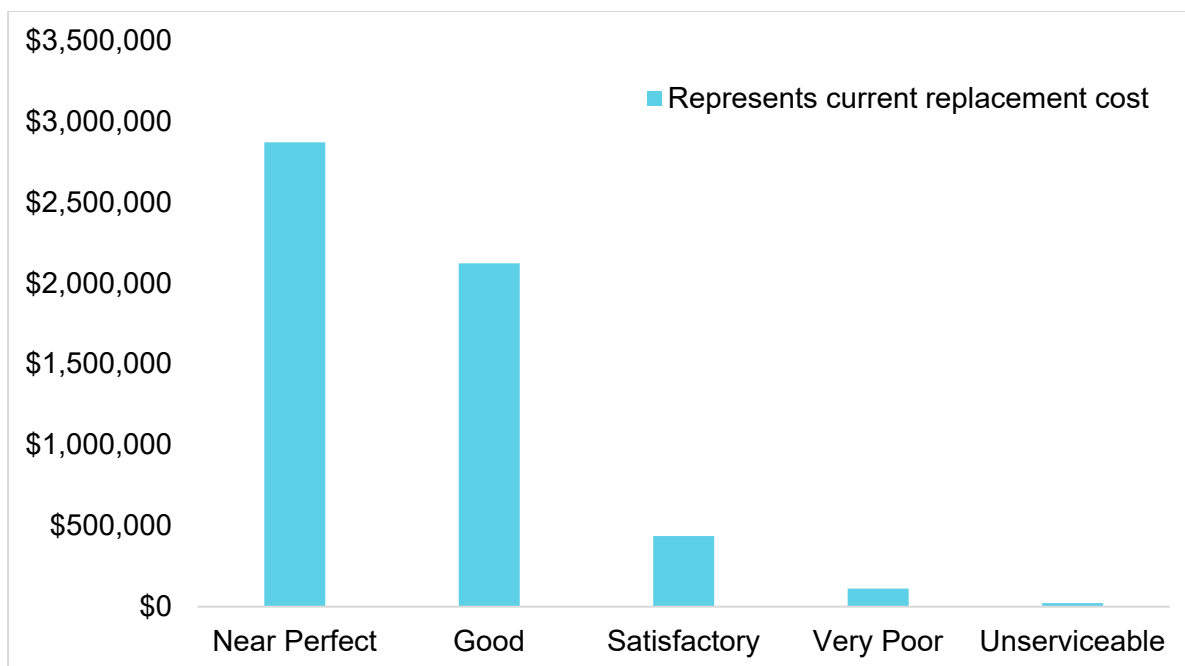


Figure 7: Condition Rating – Guardrails

Heritage items

Heritage items include:

- Summer House Bus Shelter - Tanilba Bay
- Tanilba Gates – Entrance
- Tanilba Gates – Inner
- Tanilba Pillar – East
- Tanilba Pillar – West
- Knitting Circle, Seaham
- Adam Place Canary Island Date Palm planting along Port Stephens St, Raymond Terrace
- Jacaranda Plantings along Jacaranda Ave, Raymond Terrace

These assets are inspected periodically and maintained so as to ensure the safety of the community and the continued structural integrity of the asset.

These items are not valued and as such are not rated for condition due to their age.

Kerb and Guttering

Asset Holdings	Kerb and Guttering: 733 km		
Desired Level of Service Statement	Water is conveyed from the pavement to the nearest drainage system such as pipes or open drains.		
Available Data	Asset data stored in end of year financial Fair Value asset database. Asset Data: location, length, type, condition rating, and Fair Value calculations.		
Last Condition Survey	A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. In 2020, 100% of kerb and guttering was inspected.		
General Assessment of Condition	Condition Rating	% Assets (based on m)	\$CRC
	1 Near Perfect	12	\$7,593,975
	2 Good	68	\$42,379,481
	3 Satisfactory	17	\$10,620,608
	4 Very Poor	2	\$1,297,373
	5 Unserviceable	1	\$298,777
	Total	100	\$62,190,214
Main Findings	- 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 guttering 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. \$CRC actual replacement value of asset in that condition state.		
Future Actions	- Continue to maintain the asset in a functioning manner based on prioritisation across all assets. - Continue to undertake annual condition inspections of 20% of kerb and guttering assets.		



Figure 8: Condition Rating – Kerbs and Guttering

Retaining Walls

Asset Holdings	Retaining Walls: 7997m.		
Available Data	- Asset data stored in end of year financial Fair Value asset database. - Asset Data: location, acquired date (where known), wall type and material, footing type, length, height; condition rating, and Fair Value calculations.		
Last Condition Survey	Condition 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)	\$CRC
	1 Near Perfect	59	\$5,553,036
	2 Good	32	\$3,036,588
	3 Satisfactory	7	\$622,431
	4 Very Poor	2	\$146,740
	5 Unserviceable	0	\$0.00
	Total	100	\$9,358,795
Main Findings	- Myan Close Retaining Wall is on our critical asset list and is inspected monthly and surveyed annually. - 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	- Continue to maintain the existing assets. - Continue to undertake annual condition inspections in line with the risk profile of each retaining wall asset.
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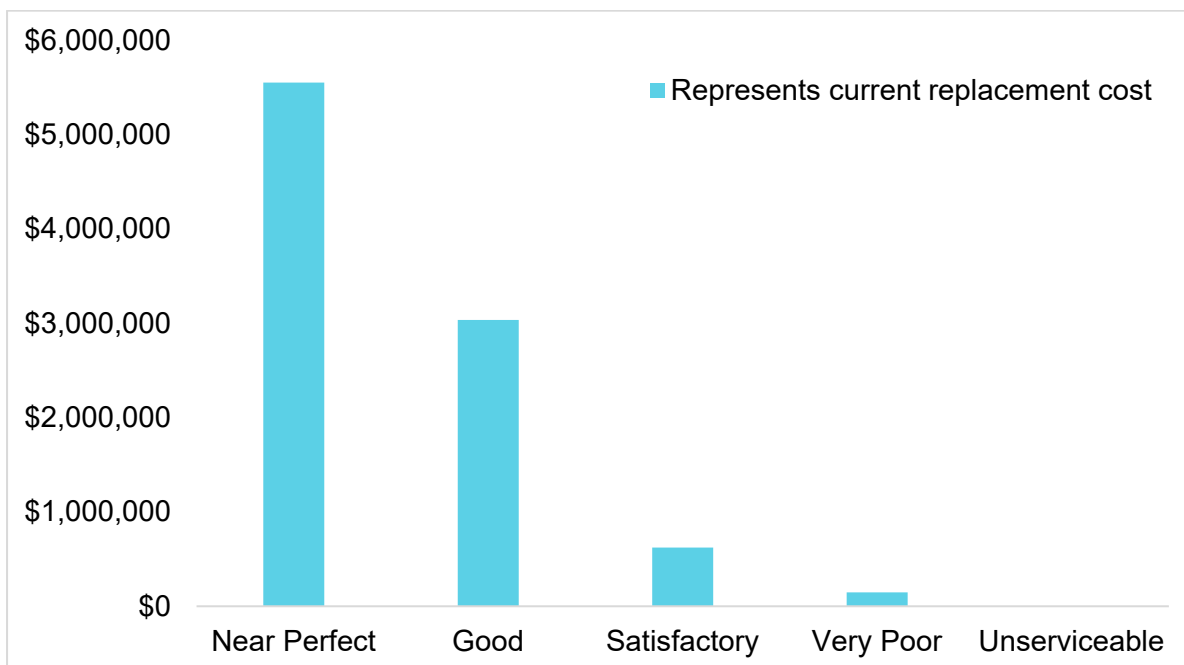


Figure 9: Condition Rating – Retaining Walls

Signs and Guideposts

Asset Holdings	Gateway Signs: 10 Suburb Signs: 79		
Desired Level of Service Statement	Signs are clear, functioning and present.		
Available Data	- Asset data stored in end of year financial Fair Value asset database. - Asset Data: number, condition rating and Fair Value calculations.		
Last Condition Survey	A portion of assets are inspected for condition monitoring annually as part of the asset inspection program. In 2019, 100% of signs and guidepost assets were inspected.		
General Assessment of Condition	Condition Rating	% Assets (based on qty)	\$CRC
	1 Near Perfect	26	\$117,686
	2 Good	3	\$12,504
	3 Satisfactory	38	\$170,534
	4 Very Poor	30	\$137,544
	5 Unserviceable	3	\$12,504
	Total	100	\$450,772
Main Findings	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.
Future Actions	• 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.

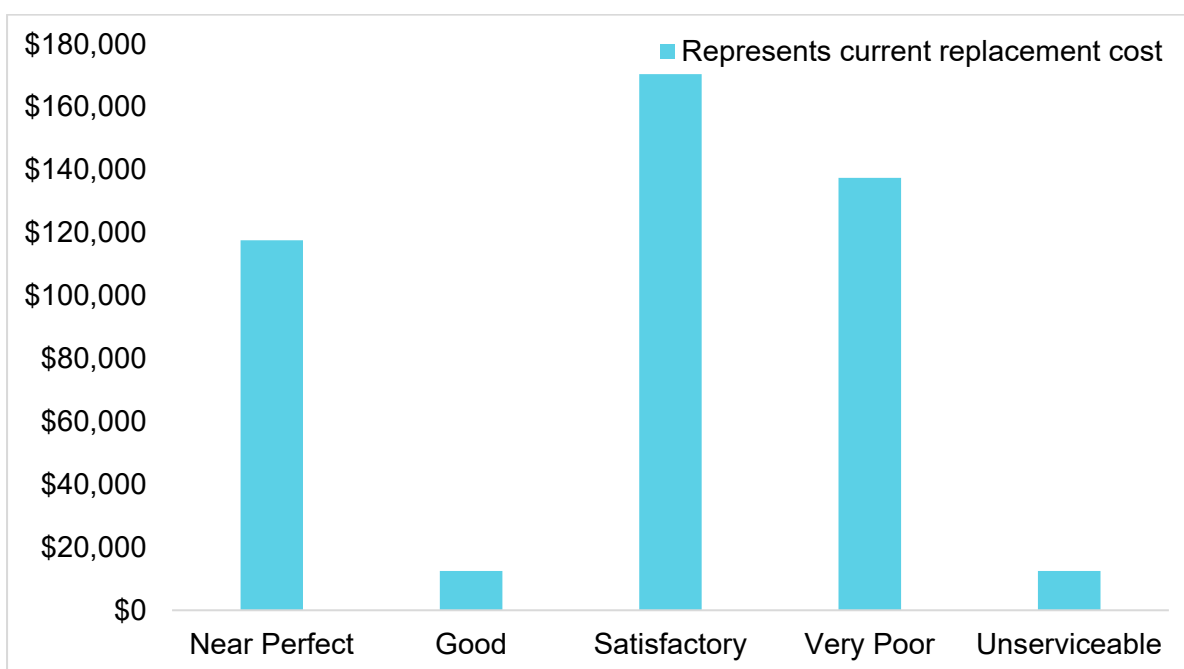


Figure 10: Condition Rating – Signs and Guideposts

Bridges

Asset Holdings	Vehicle Bridges – 11, Pedestrian Bridges - 5.		
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	- Asset data stored in end of year financial Fair Value asset database. - Asset Data: location, acquired date, loading type, material (structural and span), size (width and length), condition rating, and Fair Value calculations.		
Last Condition Survey	Each bridge and major culvert have a routine maintenance inspection annually in addition to after any major storm/flood event.		
General Assessment of Condition	Condition Rating	% Assets (based qty)	\$CRC
	1 Near Perfect	51	\$11,408,061
	2 Good	49	\$11,104,031
	3 Satisfactory	0	\$0
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100	\$22,512,092
Main Findings	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	- 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

LEVEL OF SERVICE

Customer Research and Expectations

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. As funding allows works to repair or renew with similar materials are undertaken following annual inspections.

All bridges are inspected annually. If their level of service/condition is lower than near perfect, then maintenance and repairs are scheduled in the annual maintenance or works program. This program may include short and long-term works. In the event that works cannot be undertaken immediately then access to the bridge will be limited via

a load rating which is applied to keep all users of the bridge safe until works can be completed.

Desired Level of Service

All bridges would ideally meet current design standards for width, load capacity, 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, e.g. 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

Council's bridge maintenance activities are guided by:

- Statewide Mutual Best Practice Manual - Bridges
- NTRO Bridge inspection process
- Relevant Australian Standards

Council maintains all bridges in a satisfactory or better condition at all times. Repairs or renewals occur as soon as a component is considered unserviceable or hazardous. 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.

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. Risks are minimised by condition monitoring, hazard identification and undertaking required works promptly.

A risk treatment plan associated with people jumping or diving from some bridges has resulted in the reinforcement of signposting and handrail installations.

Risk Controls - Bridges		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that a bridge may fail leading to personal injury or death.	• Undertake Asset Inspection program for condition assessment and required works. • Immediately rectify any works required as per the inspection program.	Medium

Financial/Budget Summary

Future works are listed and funded through Council's works plan. External funding opportunities include TfNSW and Australian Government programs.

Plan Improvement and Monitoring

- Continue monitoring inspection effectiveness
- Investigate use of technology for inspections

Summary

Council's bridges are mostly new and associated risks are low. Maintenance works are undertaken promptly to ensure any risk is addressed and a high level of service is maintained.

Smart Infrastructure Assets

Smart Infrastructure Assets are the physical devices and infrastructure components that collect data, enable connectivity, and facilitate an operational outcome.

In previous versions of the SAMP these assets were presented in individual plans, or are new asset. 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 the below tables.

CCTV

Asset Holdings	Council holds; 214 CCTV cameras across 18 remote sites 18 Digital Recorders 41 Wireless Links		
Desired Level of Service Statement	- To deter assault, vandalism and criminal activity, and/or to capture evidence for environmental investigations. - Assist in the prosecution of offenders by providing Police with recorded material. - Maintain and operate the CCTV schemes with due regard for the privacy and civil rights of individuals, employees and the community.		
Available Data	Asset Data: location, type, and condition rating		
Last Condition Survey	CCTV assets are inspected half yearly as per the contracted asset inspection program.		
General Assessment of Condition	Condition Rating	% Assets (qty)	\$CRC
	1 Near Perfect	4	\$20,336
	2 Good	28	\$142,354
	3 Satisfactory	64	\$325,382
	4 Very Poor	4	\$20,336
	5 Unserviceable	0	\$0
	Total	100	\$508,408
Main Findings	- Public Place CCTV assets are located within Nelson Bay and Raymond Terrace town centres. Internal CCTV assets are located across Council administration buildings, Depots, Libraries and Holiday parks. - The network is currently being upgraded from local site data storage to centralised & cloud data storage. 5 of 18 sites have been converted or have received upgraded hardware ready for conversion.		

	Assets are repaired when damage is identified. An extension of the previous contracted rates and service level agreement allows for max 48 hours downtime from notification of fault.
Future Actions	- Seek future funding grant opportunities to expand town centre coverage - Continue to undertake bi-annual routine maintenance and condition inspections of 100% of CCTV assets. - Finalise roll out of Video Management System

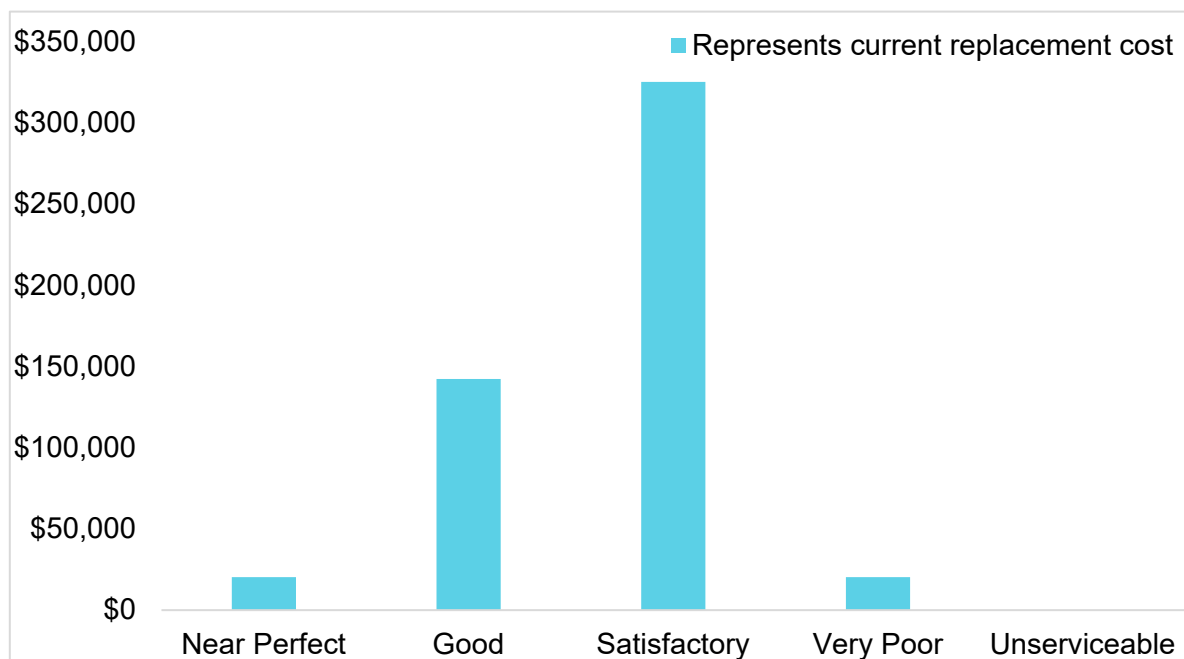


Figure 12: Condition Rating – CCTV

SCADA Infrastructure

Asset Holdings	Council holds 15 Remote Terminal Units (RTU) 1 GeoSCADA Server 2 Server SIM modems Servicing 7 Flood Pump Sites, 8 Sewage Pump Stations and 4 Septic Tanks.		
Desired Level of Service Statement	- To reduce the likelihood and consequence of localised flooding. - Assist in waste management for facilities and amenities located through the LGA. - Provide telemetry on operation status of essential public assets.		
Available Data	Asset Data: Operational Status, Water/waste level, alarm notices, events summary, data trends.		
Last Condition Survey	SCADA assets audited on an annual basis.		
General Assessment of Condition	Condition Rating	% Assets (qty)	\$CRC
	1 Near Perfect	0	\$0
	2 Good	100	\$271,404
	3 Satisfactory	0	\$0
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100	\$271,404
Main Findings	- SCADA assets are located within Councils flood pump stations, some Council facilities with sewer pumps or septic tanks. - The current application of the software can do with some quality of life improvements. - SCADA telemetry provide frequent updates on operation status, states and severity of alarms.		
Future Actions	- Seek future funding grant opportunities to expand SCADA telemetry capabilities. - Implement the Level Sensor data into the SCADA server. - Continue to monitor the condition and operation of SCADA telemetry.		

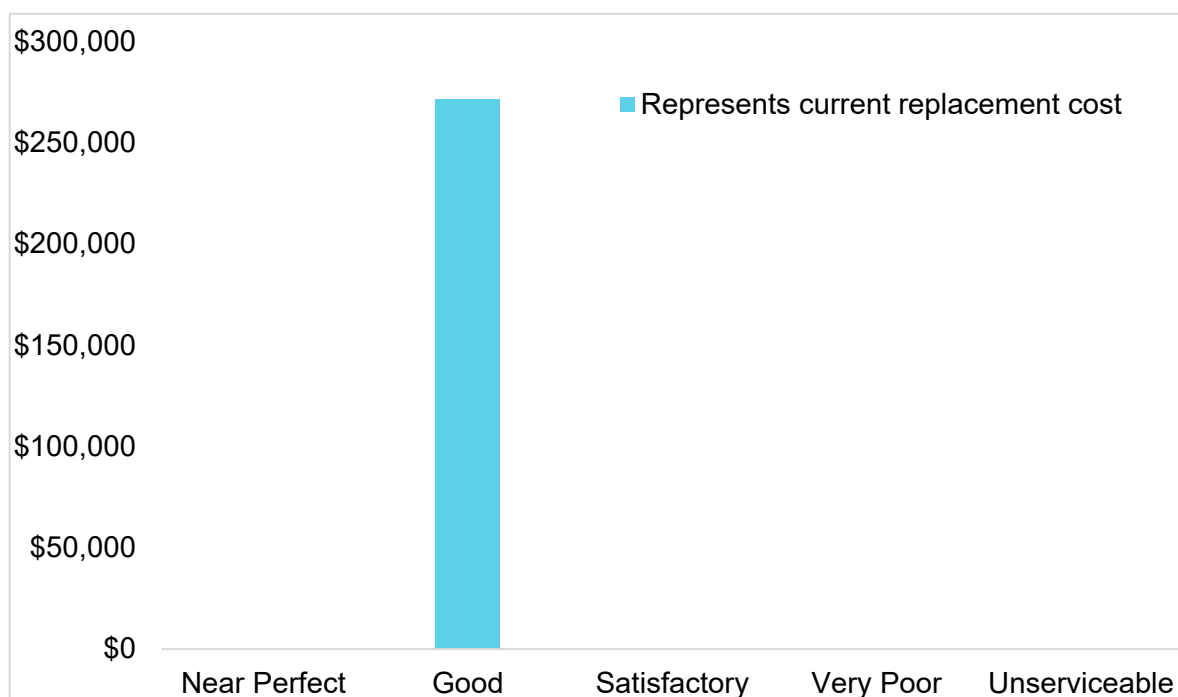


Figure 13: Condition Rating – SCADA

Smart Parking

Asset Holdings	Council holds; 123 Parking Meters 965 In-Ground Parking Sensors 3 Digital Display Boards		
Desired Level of Service Statement	- To improve safety, accessibility, increase parking turnover - Provide a sustainable revenue stream to help fund improvements around our town centres and foreshores. - Ensuring that limited parking supply in high demand areas are shared in an equitable way		
Available Data	Asset Data: location, type, and condition rating		
Last Condition Survey	Smart Parking assets are inspected as part of the contracted asset inspection program.		
General Assessment of Condition	Condition Rating	% Assets (qty)	\$CRC
	1 Near Perfect	55	\$642,442
	2 Good	25	\$298,731
	3 Satisfactory	20	\$236,067
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100	\$1,177,240
Main Findings	The operation and maintenance of Smart Parking infrastructure is managed by contractor with 99%+ uptime recorded		

	- Smart Parking infrastructure combines with a range of Smart Parking software and applications to provide the total smart parking solution. - Refurbishment of Digital Display Boards and replacement of aged parking meters has increased overall condition of Smart parking Assets
Future Actions	- Continue to undertake routine maintenance and condition inspections of 100% of Smart Parking Infrastructure - Monitor existing roll out locations to ensure system settings are optimised and impact on surrounding areas is acceptable.

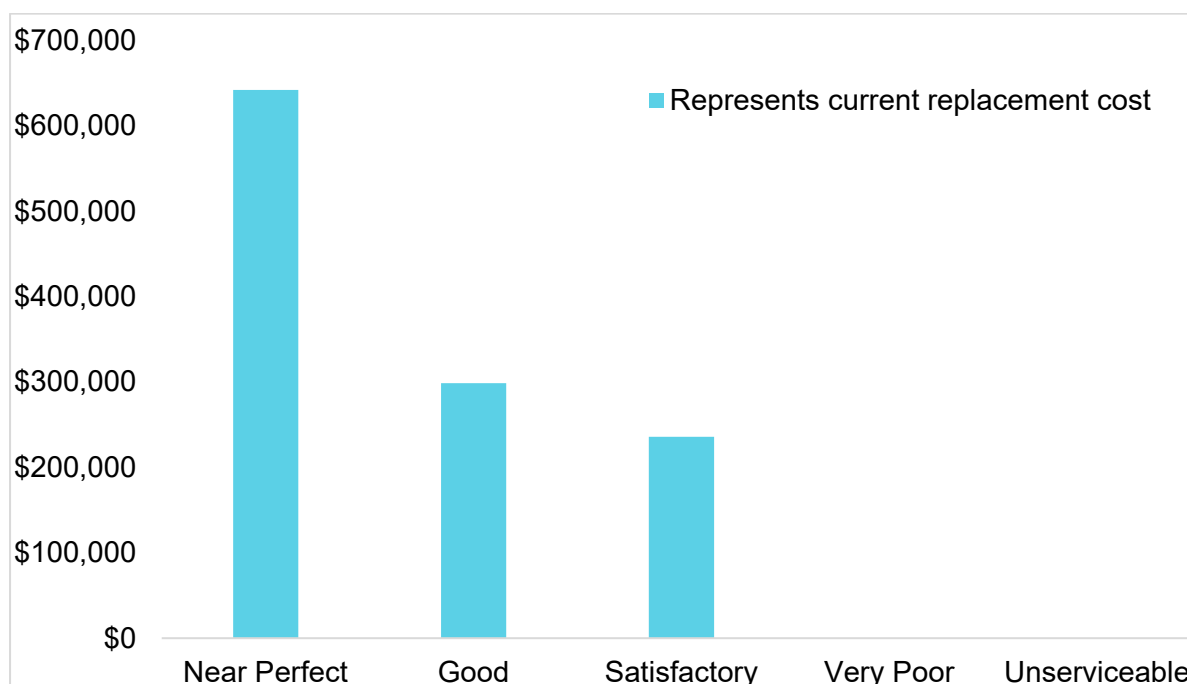


Figure 14: Condition Rating – Smart Parking

Drainage

Asset Holdings	Pipe: 334 kms, Box culvert: 7.1 kms, Open drain: 123 kms; Pits: 11,609; Headwalls: 2,477; Pump stations: 7; Detention Ponds 151; Gross Pollutant Traps: 54; Infiltration Systems 3669m.
Desired Level of Service Statement	The drainage network system is operating without flow restrictions and meets major/minor storm event design and operational criteria with regards to safety, capacity and maintenance. Drainage inspections and maintenance are conducted in a proactive, scheduled manner.
Available Data	Asset data stored in Council's centralised assets and accounting system – Authority. Asset Data: location, type, material, size (length, area, diameter, depth), year acquired (where known), pumps (motor, housing, electrical, telemetry), condition rating and fair value. Drainage assets are geospatially mapped on Council's GIS.

	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	24	\$77,330,967
	2 Good	66	\$214,409,691
	3 Satisfactory	9	\$28,942,902
	4 Very Poor	1	\$3,503,443
	5 Unserviceable	0	\$238,561
	Total	100	\$324,425,564

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	- The pipe condition rating is based on a stationary high zoom and resolution camera to see as much of the pipe as possible from the pit. Council has inspected approximately 10% of network and has found that the previous visual assessments align with the camera inspections. - 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	Proposed works per catchment area - Anna Bay & Tilligerry Creek: pursue grant funding opportunities, as they become available, to implement the recommendations of the Flood Risk Management Plan. - 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: pursue grant funding opportunities, as they become available, to implement the recommendations of the Flood Risk Management Plan. - 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: Investigate and carrying out a drainage study to minimise the flooding problems around Ballat Close basin catchment and surrounding areas. - Medowie: Investigate and carrying out a drainage study to identify alternate solutions to minimise the stormwater inundation and flooding problems in select local catchments.

	• 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. • 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: pursue grant funding opportunities, as they become available, to implement drainage network upgrades as identified in the drainage study 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: pursue grant funding opportunities, as they become available, to implement the recommendations of the Flood Risk Management Plan. • 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 Clark Street Anna Bay, Heatherbrae area (Kinross and surrounding), Shoal Bay. Review infiltration design standards to sustain / improve existing catchment characteristics and environmental outcomes. Overall • Continue to extract newly provided flood and drainage modelling data to centralised mapping layers.
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Figure 15: Condition Rating – Drainage

LEVEL OF SERVICE

Customer Research and Expectations

Council undertakes a [Community Satisfaction Survey](#) to understand how satisfied the community are with the services and facilities we provide.

The 2025 Community Satisfaction Survey did not include drainage as a service. Overall, community satisfaction with the services & facilities that Council provide scored 43%.

In the past there had been no direct community consultation undertaken for the overall drainage network and anecdotal evidence shows that the community expects the drainage network to function when required. Following community workshops conducted in late 2011, the community highlighted its requirement for better service of the open drains and confirmed the previous anecdotal evidence. It should be noted that the definition of a functioning drain has varied in the past depending on those having an environmental or a traditional engineering perspective.

Managing the drainage network involves balancing community expectations and their willingness /ability to pay.

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, pits 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

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. The national document, Australian Rainfall & Runoff, contains guidance on designing new drainage infrastructure appropriately to meet current major/minor storm event and operational criteria.

FUTURE DEMAND

Key Drivers

The key drivers influencing demand for the drainage infrastructure are:

- change in storm intensity, climate change, coastal inundation, & tidal inundation
- change in guidelines and standards
- population growth
- community expectations
- business and residential development resulting in a change of natural flow paths and greater percentage of impervious areas
- strategic extensions to the network

Changes in demand will directly impact the remaining capacity of the drainage network. Increase in population reduces the time before the drainage network has reached capacity. Areas with growth and a drainage network that has already reached capacity will have an increased frequency of drainage problems such as localised water retention or flooding.

Future State

Areas of significant increased demand in the next 24 months include Anna Bay, Lemon Tree Passage, Medowie, Raymond Terrace, Heatherbrae, Nelson Bay, Shoal Bay, Soldiers Point, Tanilba Bay and Williamstown. 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 inspections and maintenance is conducted on the pump stations, open drains, pits, 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

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 are continuously reviewed as part of Council cyclic inspection programme. Closed circuit television (CCTV) inspections are completed 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.

To determine the performance of the drainage network investigation studies are undertaken on each catchment. These studies highlight areas that require modifications or upgrades to account for current or future loadings on the system. Upgrades are not included in the estimated backlog costs.

Areas of focus for drainage / flood studies include:

1. Heatherbrae: Investigation on the suitability of an infiltration system and its usage for storm water disposal.
2. Karuah: Drainage study to identify extent of flooding problems in select catchments and determine the improvement strategy.
3. Little Beach: Drainage study to identify extent of flooding problems in select catchments and determine the improvement strategy.
4. Medowie: Drainage study of the Ballat Close basin catchment to determine the improvement strategy.

5. Medowie: Drainage study of select catchments to determine the improvement strategy.
6. Soldiers Point: Drainage study to identify extent of flooding problems in George Reserve catchment and determine the improvement strategy.

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.

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 were addressed as part of 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.	- 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.	- 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	High

	works program or through minor maintenance works.	
There is a risk that the old butt joint pipe network will fail by pipes moving; this could cause asset or property damage surrounding the pipeline.	Undertake an inspection program of all the butt jointed pipe networks and develop a repair program from the identified risk priorities.	High
There is a risk that the Bagnall Beach detention basin may fail leading to property damage and personal injury.	- A maintenance and inspection regime has been adopted commensurate with the Low consequence category of the dam. - Undertake any required remedial works as necessary.	Low
There is a risk that open drains and detention basins do not have adequate safety provisions such as fencing, vegetation, signage etc leading to personal injury.	Utilise the Statewide Mutual Best Practice manuals for open drains/detention basins as a guide to create the works program.	High
There is a risk that the Council owned open drains in the Williamstown PFAS Management area are maintained in a way that could lead to spreading of PFAS.	- Maintenance works are undertaken in accordance with agreed maintenance approvals, protocols, notifications and community communications. - At the time of writing this SAMP it was proposed that Council follow NSW Office of Environmental and Heritage "Fullerton Cove Waste Management Plan – Mechanical Weed Removal" process.	High
There is a risk that stormwater drain inlets may have inadequate safety provisions leading to personal injury or even death during storms or floods.	- 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

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	Council holds 612 fleet assets comprising, • 93 Light Vehicles • 40 Heavy Vehicles • 74 Plant & Attachments • 19 Yellow Plant • 42 Trailers • 280 Small Plant • 13 Shipping Containers • 51 RFS Plant items		
Desired Level of Service Statement	Council operate and maintain the optimum number and combination of fleet assets to enable efficient and safe service delivery.		
Available Data	• Market assessments and industry benchmarking. • Asset data is stored in the Council centralised assets and accounting system • Assets and maintenance history is stored in the Fleet management database • The previous SAMP reported 147 IVMS Items as individual fleet assets. This asset class has now been integrated into the fleet as fitted accessories and are no longer considered individual assets		
Last Condition Survey	November 2025		
General Assessment of Condition			
	Condition Rating	% (based on CRC)	\$CRC

	1	Near Perfect	29	\$5,708,535
	2	Good	32	\$6,455,883
	3	Satisfactory	34	\$6,793,392
	4	Very Poor	4	\$806,304
	5	Unserviceable	1	\$115,295
		Total	100	\$19,879,409
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 42% of fleet items due or overdue for replacement based on optimum lifecycles.			
Future Actions	- Return replacement program to optimum lifecycle model - Where appropriate move fleet to low or zero emission models - Ensure the most appropriate replacement items are sourced and managed within their lifecycles.			

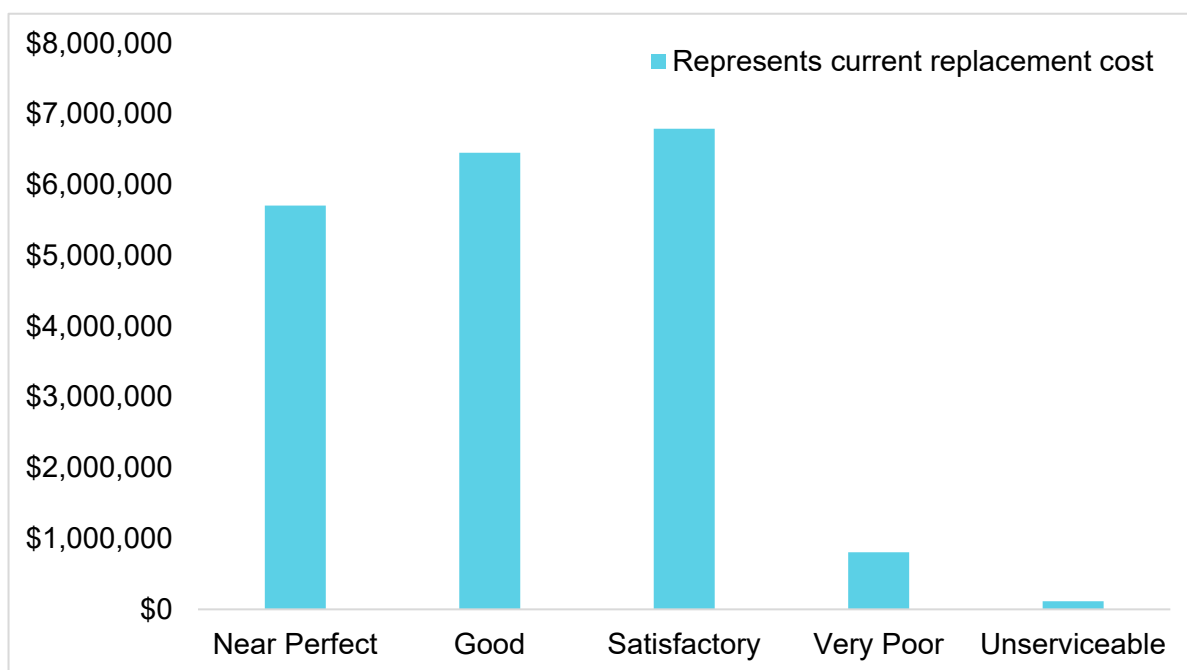


Figure 16: Condition Rating – Fleet

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 procured and 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.

All Council plant will be maintained by Council's Mechanical Workshop and replaced according to IPWEA optimum replacement intervals.

Legislative Requirements

- Heavy Vehicle National Law NSW Jan 2021
- Road Transport Act 2013
- Work Health and Safety Act 2011
- Work Health and Safety Regulation 2017

Current Level of Service

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 42% 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 DEMAND

Key Drivers

Excluding the proposed Coastal Management Program, total 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 Emissions Reduction Plan (ERAP) will require all future fleet acquisitions to evaluate emission output as part of the procurement process and includes Fleet actions to transition assets to low or zero emission alternatives. The implementation of the ERAP is expected to increase fleet capital expenditure in the near term and also require capital investment in electric vehicle charging infrastructure

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

Council's Costal Management Program will result in an increase of Fleet assets held by Council.

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 light trucks and utes serviced according to the manufacturers' specifications. Other categories of fleet assets are also routinely inspected as part of Council's workplace safety system.

Consolidation/Disposal Plan

Best practice disposal is currently provided via independent auctioneers 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	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.	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

- Risk Assessment Consolidation. Council has recently engaged a 3rd party to provide Risk Assessments for all Fleet items with a programmed schedule of assessments at initial purchase and an additional mid-life assessment.
- Electronic Prestart Checks. Council has a current project to move Plant Prestart Checks to an electronic system that integrates directly with Councils fleet Management Database.
- As part of Council's emission reduction strategy, each procurement activity is currently tested for fit of a zero or low emission alternative.

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 Councils ERAP. The adoption of zero emission and or fuel-efficient fleet items will ensure that the Council maintains its emission reduction 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	• all pathways being maintained in a satisfactory, or better, condition; • all of the missing links documented in the PSC Pathway Plan Maps to be constructed in a prioritised order; • pathway gradients (slope) meet Disability Access standards; • improved accessibility at all buildings, parks, and facilities; • the inclusion of additional way-finding signage; • increased pathway width for micromobility vehicle users, including mobility scooter users.
Available Data	Asset data is stored in the Council centralised assets and accounting system called Authority and are mapped in Council's GIS. Asset Data: Area, material type, condition rating and fair value. Calculations for fair value and depreciation has been completed in Asset Valuer Pro (APV).

Last Condition Survey	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	25	\$20,161,574
	2 Good	19	\$15,227,017
	3 Satisfactory	50	\$39,415,848
	4 Very Poor	6	\$4,750,090
	5 Unserviceable	0	\$36,427
	Total	100	\$79,590,956
Main Findings	• Risk inspection, undertaken in accordance with the Council's Assessment and Maintenance of Footpath and Cycleway Policy based on Statewide Mutual Best Practice Guidelines, is used to determine the condition rating. • 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 guides future pathway construction locations. • 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	• Continue to seek funding and fund the proposed works as documented in PSC Pathways Plan Maps. • Proposed works in the Raymond Terrace and Heatherbrae Strategy including CBD paver replacement will reduce future maintenance repair costs. • A major revision to the Pathways Plan is currently underway. Including the development of a prioritisation matrix.		

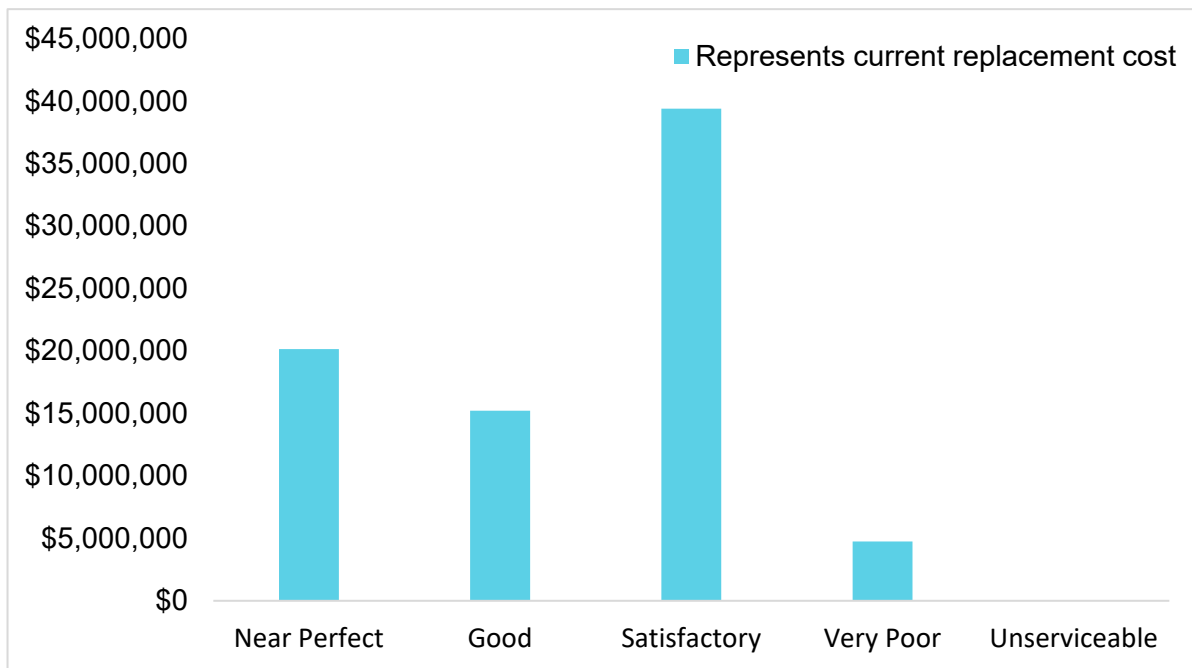


Figure 17: Condition Rating – Pathways

LEVEL OF SERVICE

Customer Research and Expectations

Council's CRM system, written communication from the community and surveys are used to determine the community's expectations for level of service. Footpaths and pathways are part of the general [Community Satisfaction Survey](#) of Council's assets, which is conducted annually. In the 2025 survey, 31% of respondents were satisfied with the condition of footpaths & pathways. Council undertook a Place Score survey in 2024 which identified that the community desires more pathways to improve connectivity throughout the LGA.

Council undertook a Place Score survey in 2024 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 micromobility vehicle users, including mobility scooter users

Pathway Plan Maps have been compiled using the criteria:

- Create and maintain pathway connections linking town and village centres to residential areas and public transport interchanges
- Complete the missing links in the pathways network
- Promote the benefits of walking and cycling
- Improving safety and security for the Port Stephens community

Standards

Standards applicable to the provision of footpaths and shared paths include Disability Standards for Accessible Public Transport 2002 (DSAPT); Australian Standard AS1428.1 – 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	• Connectivity to the main road network • High usage • Higher speed environment	• Quality construction to permit higher travel speeds • Separation provided from high speed traffic • End-of-trip facilities	• Nelson Bay Road – Frost Road to Salamander Way – off road shared path
District	High quality routes connecting residential streets and trip generating locations to regional routes and providing circulation within the locality	• Connectivity to the main road network • Lower speed environment to cater for a mix of user categories	• Maximum width off-road shared path • Connection to existing facilities where possible • Directional signage	• Medowie Road • Foreshore Drive • Kirrang Drive • Gan Gan Road • Boomerang Park
Local	Providing accessible connection for all categories of user to local residences and trip destinations	• Local population • Public transport connections • Commercial areas	• Full width footpath in commercial areas • Accessible facilities at bus stops • Footpath connections to pedestrian traffic generators – schools, parks, beaches, sports fields	• 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;
- active transport needs.

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. Council utilises these funding opportunities to fund dedicated investigation, planning and design stages of projects, as well as dedicated construction projects.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

The largest contributor to pathway network acquisitions is through works associated with development. The second contributor is through Council's Capital Works Program. The Capital Works Program has mostly been funded through external grants or an ancillary to road reconstructions and bus shelter augmentation.

The Pathway Plan for Council was 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 is 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 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.	- Undertake inspection program as per the Statewide Mutual Best Practice Manual. - Prioritise and undertake maintenance works as per the Statewide Mutual Best Practice Manual risk rating.	Low
There is a risk that Nelson Bay CBD pavers may become slippery leading to personal injury.	- Undertake annual inspection of the co-efficient of friction (slipperiness) of the pavers. - Any pavers that do not meet the Australian Standards are to be treated in accordance	Medium

	with the Statewide Mutual Best Practice Manual.	
There is a risk that Raymond Terrace CBD pavers may significantly move causing trip hazards and additional maintenance costs to Council.	• Undertake inspection program as per the Statewide Mutual Best Practice Manual. • Review and add replacement works to the Capital Works Program in line with the Public Domain plan produced for the Raymond Terrace and Heatherbrae Strategy.	Low

Financial/Budget Summary

The following are major points or assumptions made in formulating the long-term financial asset forecast:

- Capital

Desired expenditure for the upgrade to satisfactory condition is to be spread over the next 10 years.

- Recurrent/Operational

Current maintenance is based on historical expenditures. The overall pathway network condition is considered satisfactory and has been managed under this maintenance allocation. There is no operational component for pathways.

Plan Improvement and Monitoring

- Use technology to improve inspections and data transfer durations;
- Assess/review the effectiveness of risk management against the condition of the asset and the number of litigation claims.

Summary

The ongoing improvements to the Port Stephens pathway network will provide the community with safe and equitable access. The adoption of the 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.

Roads

Asset Holdings	Located within the LGA, Council has approximately: - Sealed Local Road Pavement: 682 km - Sealed Regional Road Pavement: 57 km - Unsealed Local Road Pavement: 54 km Roads included in this documentation are Local roads and Regional roads. Roads that are owned privately, by TfNSW or Crown are not included.		
Desired Level of Service Statement	Roads facilitate the movement of people and goods, connecting communities to essential services and enabling transportation of goods between regions. Council's roads are safe, convenient, reliable and environmentally sustainable. Council desires to maintain and rehabilitate roads in accordance with industry best practice intervention levels.		
Available Data	Asset inventory data is stored in Councils centralised assets and accounting system – Authority. 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. Roads are geospatially mapped on Council's GIS. Calculations for fair value and depreciation has been completed in Asset Valuer Pro (APV). Data is stored in GoAsset Pavement Management System (PMS) which assists Council in decision making for optimised life-cycle management.		
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 2023 by a suitability experienced and qualified contractor. Since then, 20% of the road network is inspected every year.		
General Assessment of Condition	Road Surface Condition Rating	% Roads (m2)	\$CRC
	1 Near Perfect	8	\$47,827,954
	2 Good	16	\$97,757,560
	3 Satisfactory	11	\$69,113,388
	4 Very Poor	41	\$250,651,353
	5 Unserviceable	24	\$148,988,449
	Total	100	\$614,338,704
Main Findings	• The Special Schedule 7 calculations show a current backlog of works to bring assets to a satisfactory condition is calculated at \$94.4 million. This is an increase of approximately \$60 million from what was reported last year. This large increase can be attributed to prolonged wet weather,		

	multiple natural disasters, and major updates to unit rates and condition scores, based on 100% visual inspection of the road network. • The road network condition is based on the data collected by a visual inspection completed in 2023. Unsealed roads were visually inspected. The condition shown combines all components of both sealed and unsealed roads in the scores above. • The condition data is updated annually 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. • New roads are generally provided as a result of new development in Port Stephens.
Future Actions	• Council will continue to work on improving the quality and accuracy of data in the 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 aim to undertake annual condition inspections of 100% of road assets by utilising emerging technology and processes. • Council will develop a Roads Futures Strategy to optimise the approach, processes and resources associated with Road Management, Planning, Maintenance and Construction within our Council. The catalyst for the review is a Council resolution directing the development of the Road Futures Strategy.

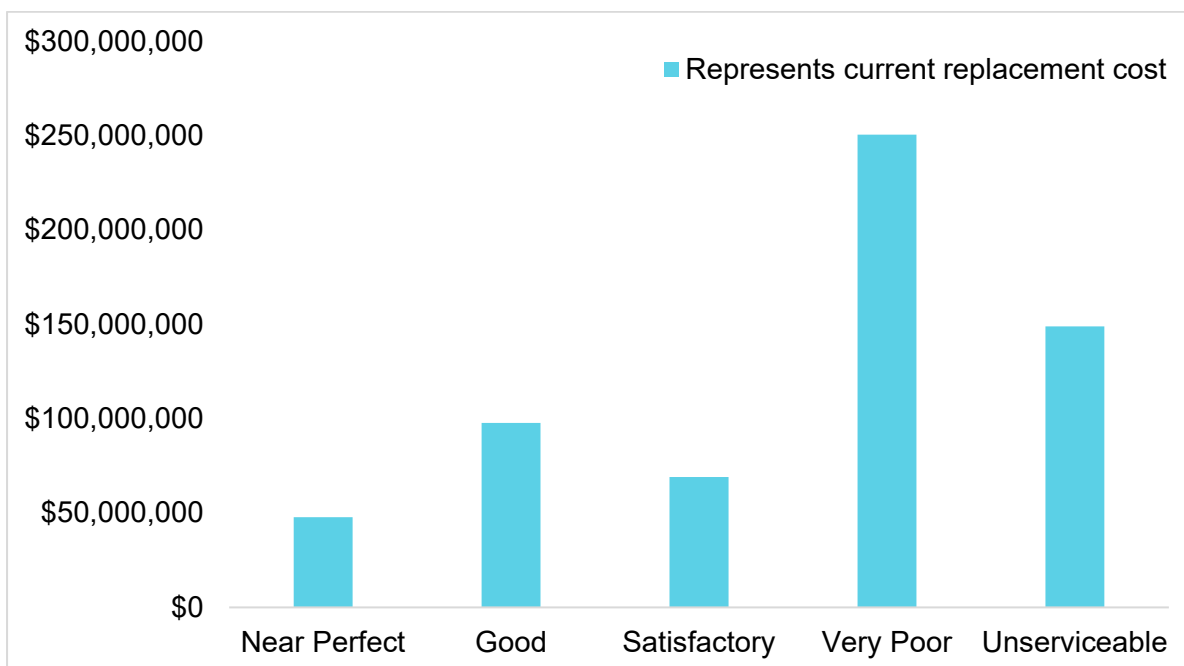


Figure 18: Condition Rating – Roads

LEVEL OF SERVICE

Customer Research and Expectations:

Council undertakes an annual [Community Satisfaction Survey](#) to understand community sentiment toward the services and facilities we provide.

The 2025 Community Satisfaction Survey indicates that 14% of customers are satisfied with the condition of local roads, representing a 14% decrease from the previous year. This decline is likely due to significant road deterioration as a result of 8 natural disaster events that have hit Port Stephens since March 2021. These events, combined with extended periods of rainfall and flooding, impacted road conditions and Council's ability to maintain the network.

Council secured \$10 million in additional grant funding for road repairs and continues to pursue funding to address infrastructure backlog.

Managing the road network involves balancing legislative requirements, community expectations and their willingness/ability to pay.

Legislative Requirements

The Roads Act 1993 provides the administrative framework for managing road infrastructure; however, no specific legislation details operational requirements for pavement maintenance. Council therefore relies on industry standards, risk-based processes, and best practice guidelines to determine maintenance intervention levels.

Operational requirements and service delivery commitments are further supported by Council's Roads Operational Plan, which outlines inspection types, frequency of inspections and roles and responsibilities for ongoing road management.

Current Level of Service:

The current level of service is influenced by pavement condition, risk-based inspection processes, industry standards, community requests and available funding.

Based on current funding, the following levels of service can be achieved:

- Gravel re-sheeting every 18 years (5.7% annually)
- Resealing of sealed roads every 55 years (1.8% annually)
- Asphalt resurfacing every 121 years (0.9% annually)
- Asphalt rejuvenation every 24 years (4.3% annually)
- Heavy patching: 8% every 30 years (0.2% annually)
- Pavement rehabilitation every 100–150 years (0.8% annually)

Defect rectification timeframes are detailed in the previous chapter (Asset Risk Management) and are based on Statewide Mutual Best Practice criteria. These timeframes guide response priorities and ensure that defects are addressed in accordance with assessed risk levels.

Desired Level of Service

Council aims to maintain roads that are safe, convenient, reliable and environmentally sustainable. Desired intervention levels reflect industry benchmarks, AAS27 documentation, consultant data, and Fit for the Future modelling.

Desired levels include:

- Gravel re-sheeting every 8 years (12.5% annually)
- Resealing every 15 years (7% annually)
- Asphalt resurfacing every 35 years (3% annually)
- Asphalt rejuvenation every 10 years (10% annually)
- Heavy patching: maximum 20% every 30 years (0.7% annually)
- Pavement rehabilitation every 50 years (2% annually)

Standards

Council applies AUS-SPEC, Standards Australia and National Transport Research Organisation (NTRO) (formerly ARRB) guidelines for materials and workmanship to ensure road assets meet required levels of service

Hierarchy

The road hierarchy defines purpose, function, management requirements and design parameters for each road class. The hierarchy is detailed in Council's Infrastructure Specification.

FUTURE DEMAND

Key Drivers

Key drivers affecting future demand include population growth, business and residential development, increased Higher Mass Limit vehicle movements, and climate change impacts such as rainfall intensity, flooding and coastal/tidal inundation.

Future State

The Pavement Management System (PMS) will optimise intervention levels and support long-term financial modelling. The proposed Road Futures Strategy will introduce a consistent framework for road prioritisation, maintenance, renewals and upgrades.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

New road assets are primarily acquired through subdivision development. Additional roads are occasionally transferred from agencies such as NSW Crown Lands and TfNSW. The increasing road network has not been matched with proportional increases in maintenance funding.

Operations/Maintenance Plan

Maintenance is prioritised through visual inspections recorded in Council's defect management system (Reflect) and aligned with Statewide Mutual's Best Practice Roads Manual. Council's Roads Operational Plan outlines inspection types, frequency of inspections and roles and responsibilities for ongoing road management.

Defect response timeframes referenced in the previous Asset Risk Management chapter also apply to pavement maintenance activities and guide operational priorities.

Condition and Performance Monitoring

The condition rating provided in the General Assessment of Conditions is based on the surface component of Council's road network. This forms part of a greater pavement condition which is monitored using the Pavement Condition Index (PCI) with full assessments undertaken every 5–7 years. Having up to date and current data allows Council to gauge the performance of previous maintenance and renewal practices.

Rehabilitation/Renewal/Replacement Plan

Renewal and replacement of road assets are listed in Council's Capital Works Program, with works undertaken in priority order and/or when budget allocations or external grant funding become available as outlined in the Financial Summary. The adoption of the Road Futures Strategy will provide Council with a documented and consistent framework to model forward works programs using the Pavement Management System (PMS), enabling more transparent, data-driven and prioritised decision-making.

Consolidation/Disposal Plan

There are no consolidation or disposal actions proposed for the existing road pavement network. However, Council continues to investigate parcels of road reserve where no constructed road currently exists. Where these parcels are assessed as not being required for future road construction, their sale may be considered. Any proceeds from such sales are allocated to support delivery of road projects.

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 (Reflect). 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 Reflect. While the assessment is risk orientated, the inspection criteria are closely linked to the indicators used in pavement performance. Hence, the risk plan is used to inform the maintenance program.

Risk Controls - Roads		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that road pavement conditions and ancillary facilities can change rapidly leading to asset failure, road user vehicle damage or personal injury.	• Undertake inspection program as per the Statewide Mutual's Best Practice Manual. • Prioritise and undertake maintenance works as per Council's defect management system and the Statewide Mutual's Best Practice Manual risk rating.	Medium

Financial/Budget Summary

Funding sources include Council revenue, Section 7.11 Heavy Haulage contributions, Transport for NSW, and State and Federal grants. Current maintenance funding is insufficient to maintain the existing network condition, and without increased funding ongoing deterioration is expected.

Future sources of income may be from Council land sales.

- Capital

Proposed capital works are documented in the Capital Works Program attached at the end of this document.

- Recurrent/Operational:

Current maintenance budget allocation is based on historical expenditure and available resources.

Plan Improvement and Monitoring

Improvements include confirming agreed Levels of Service with the community, adopting new technology for inspections, evaluating risk management effectiveness, undertaking asset capacity modelling, and improving PMS data quality.

Summary

The adoption of a Road Futures Strategy will provide a clear framework for prioritising road maintenance, renewal and upgrades. However, current funding for road pavements both capital and operational is insufficient to maintain current conditions, and deterioration will continue without additional investment.

Trees

Asset Holdings	Trees in road reserves, parks and property reserves.			
Desired Level of Service Statement	From an asset management / risk mitigation perspective, the desired level of service is that persons and property are safe from injury/damage resulting from the lifecycle of tree.			
Available Data	Reactive inspections and Council's CRM system.			
Last Condition Survey	- Reactive – ongoing. - Proactive – no cyclic program in place.			
General Assessment of Condition	Condition Rating		No. of Assets	% Assets
	1	Near Perfect	Unknown	Unknown
	2	Good	Unknown	Unknown
	3	Satisfactory	Unknown	Unknown
	4	Very Poor	Unknown	Unknown
	5	Unserviceable	Unknown	Unknown
		Total	Unknown	Unknown
Main Findings	- Process and response to reactive inspections is well documented and implemented. - A trial of proactive inspections for the Raymond Terrace and Nelson Bay town centres has improved the documentation and processes.			
Future Actions	- Investigate expansion of the proactive inspection program to high risk locations/trees. - Investigate the inclusion of additional sub chapters catering for natural assets/bushland.			

Condition Rating – Trees

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

LEVEL OF SERVICE

Customer Research and Expectations:

Customer research is obtained through the Council's overall customer service survey and anecdotal evidence through verbal communication and written correspondence. The community expectation is polarised depending on the scenario, the location of the tree and the impact that the tree has on real or perceived injury/damage to persons/property.

Legislative Requirements

The Council's management of trees is required to comply with the following legislation to ensure the safety of those who use them:

- Port Stephens Council Local Environmental Plan 2013
- Local Government Act 1993

- Tree (Disputes between Neighbours) Act 2006
- Threatened Species Conservation Act 2005
- Rural Fires Act 1979
- Environmental Planning and Assessment Act 1979
- Roads Act 1993
- Biodiversity Conservation Act 2016

Current Level of Service:

The current level of service is based on inspecting trees following a reactive notification from the community or staff.

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. 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
- Aust Std 4373 and 4970
- Council's Technical Specifications
- ISA Basic Tree Risk Assessment

Hierarchy

While there is no tree hierarchy, there is a hierarchy of proactive inspections as noted in the Asset Lifecycle below.

FUTURE DEMAND

There are no known future demand implications for the management of trees from an asset perspective.

Key Drivers

This section is intentionally left blank for now.

Supply versus Standards

This section is intentionally left blank for now. Refer to trial program for Nelson Bay and Raymond Terrace as below.

Current Supply versus Provision Standard

This section is intentionally left blank for now.

Future State

That trees are placed and maintained in correct locations to minimise the injury/damage to persons and property – acknowledging the organisation risk appetite.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

The creation, acquisition and augmentation of tree assets is mostly undertaken through subdivision, community members, 355c committees and Council's staff. Irrespective of the interface between Council, "the planter" and the tree; the species of tree and location is chosen as part of Council's Tree Technical Specification.

Operations/Maintenance Plan

The maintenance of existing trees including the practice of inspection, assessment and hence action in a prioritised manner is documented. Trees are inspected, prioritised and provided a risk assessment priority (as noted just below). Only trees that have gained a risk category priority of 1 and 2 are able to have works undertaken given the available funding.

Condition and Performance Monitoring

Tree conditions are assessed through the Council Tree Hazard Assessment Process for reactive inspections. Trees are prioritised into 4 risk categories:

1. Works undertaken within 2 weeks.
2. Works undertaken within 12 months.
3. Would like to undertake works in the future pending funds aiming for 1 to 2 years.
4. Would like to undertake works in the future pending funds.

Trees that are prioritised are re-inspected within 12 months for any change in condition.

Refer to the Risk Plan below for proactive tree inspection program.

Rehabilitation/Renewal/Replacement Plan

There is a formula to determine how many trees need to replace each tree removed. This number depends on the ecological value of the tree removed. This assessment is undertaken by 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. 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.	• Implement a proactive inspection program to assess and review the risk of trees causing a hazard to persons or property. • Ensure funding remains available for maintenance.	Medium
There is a risk that tree roots may result in trip hazards causing damage persons.	• Implement a proactive inspection program to assess and review the risk of trees causing a hazard to persons or property. • Ensure funding remains available for maintenance.	Medium
There is a risk that trees are located in locations leading to damage to infrastructure or property.	• Commence the proactive inspection program to undertake inspections for high hazard locations such as travel paths as noted below. • Ensure funding remains available for maintenance.	Medium

The proactive inspection program will focus on travel paths:

- between schools and bus stops
- CBD and urban centres
- playgrounds and proximity
- car parks
- foreshores (areas of high occupancies and not the whole foreshore)
- areas of high occupancies
- critical infrastructure

The level of detail that the trees will be inspected will be dependent on the trial inspection program to be conducted in Raymond Terrace. This trial inspection is critical to implement the program across the whole Council area.

Financial/Budget Summary

- Capital

No capital allocation is required at present.

- Recurrent:

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised using

Plan Improvement and Monitoring

Once the trial program is completed the following will be able to be implement the program across all other "travel paths":

- the level of assessment;
- mobile computing for data collection;
- determine the organisations risk appetite; and
- set an appropriate funding allocation.

Summary

The reactive management of trees is well document and delivered. The proactive management is being implemented and this section is being used as the catalyst for these works.

Waste Services

Asset Holdings	• Buildings – 8 • Weighbridges – 3 • Waste landfill capping systems – 178,200 sq. metres • Ground water bore holes – 25 • Landfill leachate ponds – 2 • Roads (sealed) – 5,820 sq. metres • Hardstand areas (sealed) – 10,470 sq. metres		
Desired Level of Service Statement	To provide a convenient, safe and affordable service to the residents and businesses of Port Stephens at Salamander Bay Waste Transfer Station. To monitor and maintain decommissioned landfill sites		
Available Data	• Asset data stored in end of year financial Fair Value asset database. • Asset data: location, floor area, height, year installed, original cost, current replacement value, condition rating.		
Last Condition Survey			
General Assessment of Condition	Condition Rating		% Assets (based on number of asset groups)
	1	Near Perfect	83
	2	Good	14
	3	Satisfactory	3
	4	Very Poor	0
	5	Unserviceable	0
		Total	100
			\$CRC
			\$7,780,000
			\$1,313,600
			\$300,000
			\$0
			\$0
			\$9,393,600

Main Findings	- Landfill capping systems and ground water bore holes are assumed to be in near perfect condition given that a physical inspection cannot be undertaken and ground water quality is not showing increased landfill leachate generation. Investigations are continuing with 10% now downgraded to satisfactory - Waste Transfer Station buildings and roads are in very good condition. - Road surfaces and hardstand areas that were previously on a downward trajectory from satisfactory to poor condition have been renewed and are at a good condition.
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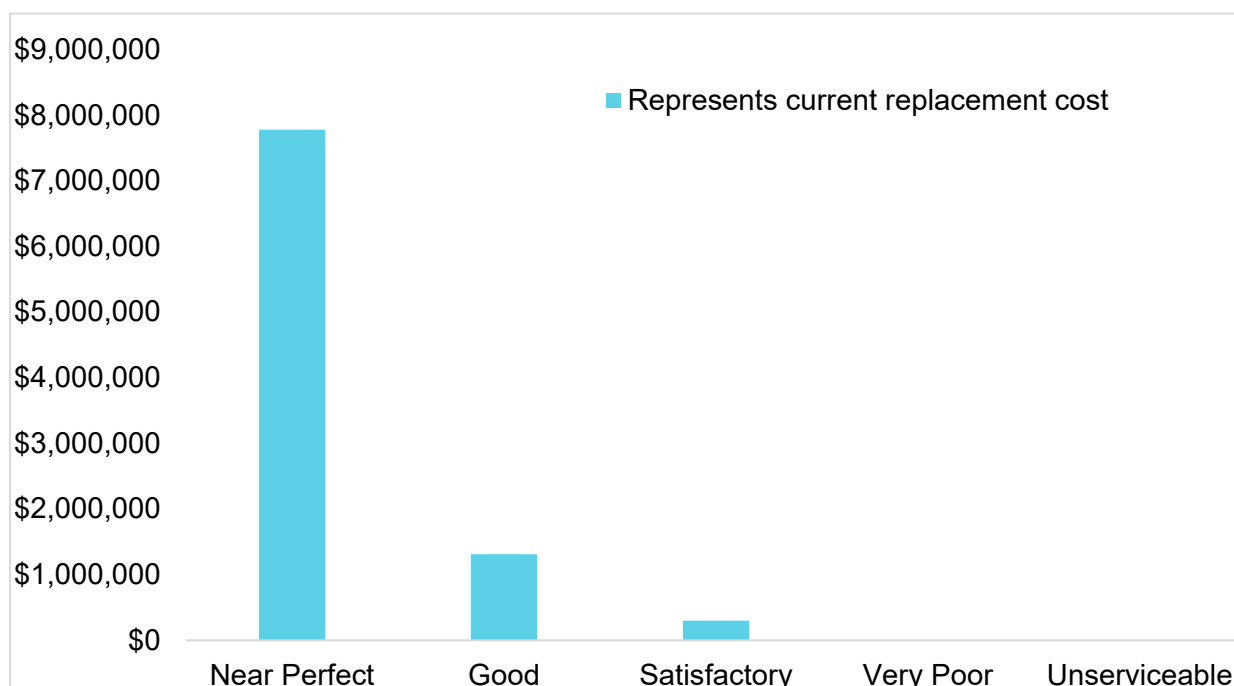


Figure 19: Condition Rating – Waste Services

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 2025 [Community Satisfaction Survey](#) showed a satisfaction score of 67% for waste for access to waste facilities and 82% for garbage collection services. This shows that the community is generally satisfied with the current number of services and level of service provided at the Salamander Bay Waste Transfer Station.

Legislative Requirements

The Salamander Bay Waste Transfer Station is operated under NSW Environment Protection Authority (EPA) license number 13267. This license outlines all of the legislative requirements for the facility.

In addition to this the former landfills at Salamander Bay and Lemon Tree Passage both have EPA surrender notices that outline the ongoing requirements such as ground water monitoring and management of the sites.

Also, all waste operations need to be conducted in accordance with the Pollution of the Environment Operations Act 1997.

The closure of all previous landfills was performed in accordance with environmental legislation; and the risk profiles determined the condition of the landfill capping systems and ground water bore holes.

The weighbridges onsite are also required to be calibrated every 12 months to meet legislative guidelines. This is completed in June of each year.

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 48,000 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 2025/26 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 is monitored to investigate the need to be increased to cater for extreme high rainfall events into the future.

The reduction in the need for ground water monitoring bore holes is desirable as old landfills stabilise and the need for continued monitoring ceases.

Standards

Benchmarking the waste services provided in Port Stephens shows that Council's waste service charges are comparable with other surrounding councils. However, the waste services provided by Council are wider in variety and frequency than most other councils.

FUTURE DEMAND

The demand forecast is based on population statistics recently revised by the NSW Department of Planning.

Factors influencing future demand on Waste Transfer Stations are:

- Population growth
- Residential development
- Types of households (detached dwellings, multi-unit dwellings).

There will be no user demand on landfill sites as all landfill sites owned by Council have been decommissioned. All waste destined for landfill, which is handled by Council is sent to the Port Stephens Waste Management Group landfill site at Newline Road, Raymond Terrace 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.

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 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 has improved waste diverted from landfill and was the first step to Port Stephens Council transitioning to FOGO service.

The percentage of waste diverted from landfill in Port Stephens (45% 2024/25) is below state average. This result is due to the EPA revoking the Mixed Waste Organic Output (MWOO) Exemption in October 2018. It will take Council a number of years to change to an alternative system. This is currently being investigated through the mandating of Food Organic Garden Organics and is due to be implemented through the contract renewal process in mid-2027.

The Salamander Bay Waste Transfer Station has operated within all requirements of its EPA license and has never been served with any form of breach notice.

The environmental monitoring data from the decommissioned landfills show that they are not having a detrimental effect on the surrounding environment.

Future State

As the awareness of environmental damage caused by waste generation and disposal becomes more widespread within the general population, Council will be expected to deliver services that further increase the diversion of waste from landfill and the betterment of the environment. It is anticipated that with the development of new waste processing technology and to align with the NSW Government mandates, the manner in which Council delivers waste services will change over the coming decade.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

In 2012, a second weighbridge and realignment of the entrance to Salamander Bay Waste Transfer Station was constructed. This allowed greater accuracy of weighing and payments, and ensures that Council delivers a user's pay system 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 were undertaken over the site for a majority of the road network. Proposed works for 2025/2026 include ongoing investigations into decommissioned landfill at Salamander Bay and repairs to the leachate dam irrigation systems.

The facility had also outgrown the amenities onsite and a new amenities building was delivered to the site in 2023.

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	- EPA approved capping plans of management - Quarterly monitoring of all decommissioned landfills - Annual review of data to check for trends	Medium
There is a risk that fire or explosion could damage infrastructure, which could close the site	- All switchboards are vented and conduits leading into switch boards are capped - All dangerous goods are stored correctly - Staff have appropriate dangerous goods training - No smoking on site	Low

Financial/Budget Summary

- Capital

There is some renewal and rehabilitation capital expenditure planned for 2025/2026 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 have developed a ten-year capital works program, delivered 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.

The operating budget for 2025/2026 is \$2.8 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.

Lifecycle Management: Community and Recreation Assets

Community and Recreation Assets categories are listed in Table 1.

Aquatic Centres

Asset Holdings	Three (3) swimming pools/leisure centres. Building components: - Exterior Works – Retaining walls, fencing, signage, landscaping. - Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. - Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings. - Services – Hydraulic, mechanical, fire, electrical, security. Other components/assets: - Swimming pools, shade structures, pool plants, pool based equipment including blankets, winches etc., BBQs, park furniture, playground equipment, car parking.		
Desired Level of Service Statement	One aquatic facility for every 36,000 people.		
Available Data	Fair Value as at 30 June 2025, 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	\$11,336,845
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100	\$11,336,845
Main Findings	- The current condition of swimming pool assets has been assessed as satisfactory. - There is no requirement for building replacement or acquisition in the next 10 years.		
Future Actions	Lakeside Leisure Centre 50m pool regROUT and expansion joints replacement.		

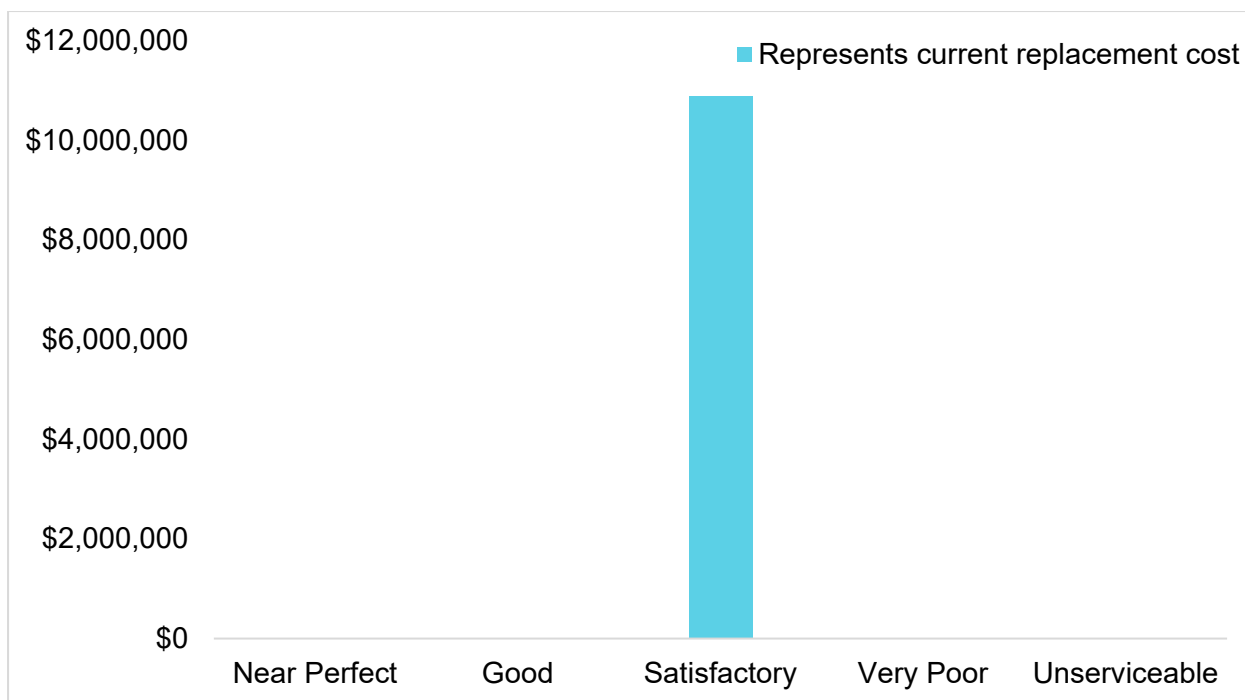


Figure 20: Condition Rating – Aquatic Centres

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:
- 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 2017;
- Royal Life Saving Society and Standards Australia;
- National Construction Codes and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific.

Current Level of Service

Council provides three leisure centres being the Lakeside Leisure Centre, Tomaree Aquatic Centre and Tilligerry Aquatic Centre. The centres provide year round swimming in outdoor heated water with one indoor swimming facility being the

program and leisure pool at Lakeside Leisure Centre. The 2025 [Community Satisfaction Survey](#) resulted in 65% satisfaction score.

Lakeside Leisure Centre Lakeside Leisure Centre was constructed in February 2000 and is part of a broader sporting complex situated on Leisure Way, Raymond Terrace which includes sporting fields and two supporting amenities buildings. The centre contains the only heated indoor Council owned pool.	
Facilities provided:	• Indoor program and leisure heated pool • Outdoor eight lane 50m heated pool • Lifeguard station, first aid room, reception area/office • Kiosk/café • Change rooms (male, female and accessible) • Playground • Car parking
Tomaree Aquatic Centre Tomaree Aquatic Centre was constructed in 1988 and is part of a broader sporting complex situated on Aquatic Close, Salamander Bay which includes sporting fields, tennis courts, netball courts and four supporting amenities buildings.	
Facilities provided	• Outdoor eight lane 50m heated pool • Outdoor program and toddler heated pool • Water slide • First aid room, reception area/office • Kiosk/café • Change rooms (male, female and accessible) • Car parking
Tilligerry Aquatic Centre Tilligerry Aquatic Centre was constructed in 1997 and is part of a broader sporting complex situated on Lemon Tree Passage Road, Mallabula which includes sporting fields, tennis courts and two supporting amenities buildings.	
Facilities provided	• Outdoor eight lane 25m heated pool • Splash pad including water fountains, water jets and sprays • First aid room, reception area/office • Kiosk/café • Change rooms (male, female and accessible) • Playground • Car parking

Desired Level of Service

Council has a desired provision of one aquatic centre for every 36,000 people.

Standards

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking – Aquatic Centres			
Council		Provision	Year
Port Stephens Council		One aquatic centre for every 36,000 people.	2024
Lake Macquarie Council	City	One aquatic centre for every 36,500 people.	2024
Maitland City Council		One aquatic centre for every 45,250 people.	2024

FUTURE DEMAND

Council provides three leisure centres being the Lakeside Leisure Centre, Tomaree Aquatic Centre and Tilligerry Aquatic Centre. The centres provide year round swimming in heated water however the only indoor swimming facility is the program and leisure pool at Lakeside Leisure Centre.

Key Drivers

The design and development of aquatic and leisure facilities has undertaken several major changes over the past two decades. The primary focus is now on expanding the facility mix to introduce multiple attractors for the community, including a combination of 'wet' and 'dry' options. The composition of facilities is concentrating on those elements that encourage year round access, longer stays and higher returns.

Across the aquatics industry, operators have been confronted by ageing facilities, increasing annual maintenance costs and falling attendances. In part, some of these trends can be attributed to the pool design supporting shorter seasonal access and greater commitment to club and lap swimming activities (e.g. traditional 50m pool). This results in reduced opportunities for flexibility and a diverse range of contemporary aquatic activities and programs to be conducted at many of these ageing venues.

There is a noticeable trend in Australian aquatic facility design and operation towards the integration of a wider range of expanded leisure facility services, such as cafés, merchandising/retail, health and fitness centres, multi-purpose program spaces, and increased emphasis on 'leisure water' and multi-purpose indoor sports courts.

The combination of facilities into one integrated venue provides synergies in use and the potential for cross marketing between activities, while also providing a major focus as a leisure destination for the community. This can result in increased throughput and activity at the venue as well as improved financial performance.

Supply versus Standard

Using the provision of one facility for every 36,000 there will be a marginal surplus even in 2041 however, the dispersed settlement pattern makes it more important to have strategically positioned facilities across the LGA.

Current Supply vs Provision Standard - Aquatic Centres			
	2024	2031	2041
Projected Population	75,390	82,526	96,076
Benchmark Demand	2.1	2.3	2.6
Existing Supply	3.0	3.0	3.0
Surplus/Shortage	0.9	0.7	0.4

Future State

As the population grows and ages it is likely that there will be increasing demand for contemporary aquatic facilities. Modern aquatic centres contain a variety of 'wet' and 'dry' spaces, provide more reasons to visit, more often, and enable improved patronage and viability. Design elements may comprise such things as heated water spaces that respond to different motivations for use e.g. lap swimming, aquatic programs/learn to swim, adventure water, leisure water with play elements and beach entry, health and fitness/wellness services, multi-purpose program spaces and multi-purpose indoor sports courts.

Of the three aquatic centres only one (Lakeside Leisure Centre) would be described as a contemporary aquatic facility offering a number of the elements described above. The fact that this pool records the highest patronage numbers of the three facilities is evidence of patron preferences for contemporary facilities.

With the expected increase in competition regionally, it is important for Council to ensure that it continues to invest in upgrading the infrastructure at its aquatic centres to ensure they are economically viable and the ratepayer subsidy stays at an acceptable level.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

Council has master plans for its aquatic centres which provide the future investment areas for each of the aquatic centres. The aim of these documents is to clearly develop the facilities in a manner that:

- enhances the facilities to provide greater opportunities to both the local community and the tourists who frequent the sites;
- reduces the current subsidy that Council invests in the centres, so that it can redistribute the financial investment into other community services; and

- redevelops any land within each facility that could offer complementary services and reduce the subsidy levels.

The master plans show the following developments:

- Lakeside Leisure Centre – the addition of a three 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 – Potential relocation of aquatic centre entrance to include a gym, fitness centre and hydrotherapy pool.

Works Plus Plan project list - Aquatic Centres				
Project		Estimate	Source of Funds	Trigger
Lakeside Centre	Leisure	\$15,000,000	Developer contributions and grant funding	Funding
Tomaree Centre	Aquatic	\$30,000,000	Developer contributions and grant funding	Funding

Operations/Maintenance Plan

Asset maintenance is performed reactively when issues arise, in addition to the regular planned pool plant preventative maintenance schedules. The building structures, fixed plant and equipment all have 10-year life cycle costs.

Condition and Performance Monitoring

Condition inspections on the buildings are undertaken every two years and are used to assess the management of these assets. An annual condition report for fixed plant equipment, amusement devices and pool structures is also undertaken.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewal works are identified in condition reports which also inform the timing and implementation of the Aquatic Centre Management Program. The proposed works are listed in the Capital Works Program.

Consolidation/Disposal Plan

This is no plan to consolidate or dispose of these assets.

Risk Plan

The contracted operator of the aquatic centres conducts daily risk inspections of areas frequented by the public and staff. Council has developed a risk inspection checklist in line with the Royal Life Saving Society guidelines. Checklists are submitted to Council every month as part of contractual requirements.

Council staff undertake audits every quarter to ensure statements written by the contractor in their risk inspection checklists are compliant.

Risk Controls - Aquatic Centres		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc.	- Identify the gaps to bring the buildings up to standard. - Cost the works. - Prioritise works based on risk.	High
There is a risk that the building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	- Install working at heights systems on buildings that require known frequent working at heights for the purpose of accessing utilities such as AC units, box gutters, etc. - Create a program to install and fund working at heights systems on these buildings. - For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. - Undertake annual certification of installed anchor points.	Medium
There is a risk that pool plant is ageing leading to inefficient resource consumption such as power and gas when compared to a renewed asset.	- Utilise the pool plant condition report and create asset works program. - Fund the renewal/replacement of pool plant and equipment to reduce power consumption and expenditure over the life of the asset. - Implement energy efficiency and improvements such as solar PV	Low

Financial/Budget Summary

- Capital

The most recent capital upgrades include a new shade structure at Tomaree Aquatic and indoor air handler upgrades at Lakeside Leisure Centre.

- 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 \$1,156,634 and indexed for CPI annually.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecasts.

Summary

The current aquatic centres, complemented by the tidal pools and beaches are sufficient to cater for the needs of the existing and future population. The focus for these assets is to continue to embellish the existing facilities to ensure they remain economically viable while meeting the needs of the users.

Aquatic Structures

Asset Holdings	• 18 Wharfs • 19 Boat ramps • 25 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 2025, condition inspection reports, Boating and Aquatic Infrastructure Strategy and asset management plans/reports.		
Last Condition Survey	2025		
General Assessment of Condition	Condition Rating	% Assets	\$CRV
	1 Near Perfect	3	\$541,615
	2 Good	54	\$9,749,081
	3 Satisfactory	31	\$5,596,695
	4 Very Poor	12	\$2,166,464
	5 Unserviceable	0	\$0
	Total	100	\$18,053,855
Main Findings	• The majority of assets are in the good to satisfactory condition. • Mallabula Boat Launching Facility and Nelson Bay Public Wharf were deemed very poor. • Sandy Point, Swan Bay, King Park, Longworth Park and Koala Reserve Sea Walls were deemed very poor. • Replacement of Longworth Park (Karuah) Sea Wall and upgrades to the swimming net and pontoon are currently funded with project planning underway.		

Future Actions	• Short term – Continue to manage foreshore erosion through the movement of sand to the areas of need throughout Port Stephens in accordance with the Coastal Management Program. • Medium term – Identify funding priorities with Transport for NSW for boating projects.
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Figure 21: Condition Rating – Aquatic Structures

LEVEL OF SERVICE

Customer Expectations

The NSW Marine Infrastructure Plan 2019 – 2024 identifies that across NSW recreational boating numbers are increasing and coastal tourism is growing, placing increasing pressure on coastal environments and supporting aquatic infrastructure. Port Stephens is recognised as a popular boating destination which will require investment in modern boat ramp facilities and break water structures to make water use more accessible and enjoyable. The challenge for Council will be to provide functional aquatic facilities suitable for local use while also being of a capacity adequate for the seasonal tourist market.

The Port Stephens Boating and Fishing Infrastructure Plan 2022 found that while the community is satisfied with the number of boat ramps in Port Stephens, there is a need to improved support facilities such as parking, lighting and fish cleaning, and ramp maintenance. Pontoons and ease of boat launching/retrieval is also important to the community.

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:

- Local Government Act 1993;
- AS 4997 – 2005 Guidelines for the design of maritime structures;
- AS 3962-2001 Guidelines for design 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 18 wharves or jetties located across the LGA. This current provision in Port Stephens is high when compared to councils with similar geographical attributes such as being located on a large port, river or lake, and in a coastal location. However, considering the high level of boat ownership and tourism in Port Stephens this high supply is not considered to be a concern. Seawall provision is in line with the Port Stephens Foreshore Management Plan.

Desired Level of Service

Council has a desired provision of one boat ramp per 6,000 people and one wharf/jetty for every 6,000 people. Seawalls will continue to be provided as required.

Standards

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking – Aquatic Structures		
Council	Provision	Year
Boat Ramps		
Port Stephens Council	One boat ramp for every 6,000 people	2024
Lake Macquarie City Council	One boat ramp for every 7,300 people	2024
MidCoast Council	One boat ramp for every 2,656 people	2019
Wharfs/Jetties		
Port Stephens Council	One wharf/jetty for every 6,000 people	2024
Lake Macquarie City Council	One wharf/jetty for every 7,552 people	2024
MidCoast Council	One wharf/jetty for every 1,038 people	2019

Hierarchy

A hierarchy of Regional, District and Local facilities has been established for boat ramps which will guide the development of each site. This will allow a minimum level of service to be defined and supporting infrastructure to be determined for each facility. The minimum standard of each facility forms the basis of what level of facility provision can be expected when utilising a facility. It has been created to establish a hierarchy of options for the community to gain fair and equitable access to waterways. This will allow the community to have access to a range of facilities to meet their individual boating needs.

- **Regional**

Regional facilities are a main location for boating and recreation activity. The user catchment for these facilities extends to a region and they anticipate high and continual use.

- **District**

District facilities provide a location for minor boating and recreation activity. The user catchments for these facilities are generally limited to the surrounding area, however they may act as an overflow for when demand at Regional facilities exceeds capacity.

- **Local**

Local facilities provide for local water activities and access. The user catchments for these activities are limited. Usage patterns are low or sporadic and should anticipate casual usage.

Hierarchy - Aquatic Structures				
Hierarchy	Description	Environmental factors	Facilities provided	Proposed facilities
Regional	Regional facilities are a main location for boating and recreation activity. The user catchment for these facilities extends to a region and they experience high and continual use.	• Sufficient water access • Connectivity to main road network • High population catchment/Town Centre • High and continual usage • Located in key tourism areas	• Multiple boat ramps (>3) • Pontoon/Jetty access • Soft retrieval area • 25-30 car parking spaces per ramp on site • Fish cleaning facilities • Toilets • Lighting • Signage	• Little Beach • Henderson Park • Soldiers Point

			• Managed open space • Access to ancillary features
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 when demand for Regional facilities exceeds capacity.	• Sufficient water access • Connectivity to local road network • Smaller population	• Less than 3 boat ramps • Pontoon/Jetty access • Soft retrieval area • 10-15 car parking spaces per ramp on site (where possible) • Local on street overflow parking • Fish cleaning facilities • Toilets • Lighting • Signage • Managed open space • Shoal Bay • Fitzgerald Bridge • Karuah
Local	Local facilities provide for local water activities and access. The user catchments for these activities are limited. Usage patterns are low or sporadic and should anticipate casual usage.	• Sufficient water access • Strong environmental constraints • Local population catchment • Low or casual use	• One boat ramp (gravel or concrete) • Soft retrieval area • 5-10 car parking spaces per ramp (where possible) • Local on street overflow parking • Signage • Fingal Bay • Salt Ash • Lilli Pilli • Foster Park • Seaham • Salamander • Shelly Beach • Peace Park • Mallabula • Taylors Beach • Tomago

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.

The increase of tourism numbers has seen an increase in the demand for boating infrastructure in key tourism areas such as Nelson Bay, Soldiers Point and Shoal Bay. This has resulted in several facilities exceeding their usable capacity during peak tourism season. Tourism operators also place additional demand on facilities. Operators such as ferry services, boat hire and sightseeing tours require access to supporting infrastructure such as pontoons and jetties.

Future Boating Forecasts

A study carried out by NSW Maritime predicts that boat ownership for the larger region (Hunter Inland NSW) will increase as a linear projection based on historical boat ownership rates (NSW Boat Ownership and Storage: Growth Forecasts to 2026).

Boat ownership figures for the larger region (Hunter and Inland NSW) indicate high boat ownership figures, with on average 56 boats per 1,000 people (aged 16+). This will result in Hunter and Inland NSW growing from 53,705 boats in 2009 to 92,140 in 2026. Though the report does not provide a breakdown of smaller areas within the Hunter and Inland NSW region in the study, it is assumed that the Port Stephens area will match the anticipated growth rates of boat ownership.

- Boating Infrastructure and Dredging Scheme

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 2041 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			
	2024	2031	2041
Projected Population	75,390	82,526	96,076
Benchmark Demand	12.6/12.6	13.8/13.8	16/16
Existing Supply	19/18	19/18	19/18
Surplus/Shortage	6.4/5.4	5.2/4.2	3/2

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 is a total of 19 boat ramps and 18 wharves/jetties provided by Council across the LGA of varying size and condition. These facilities are required to satisfy demand in the Port Stephens area. Sites have been classified based on the potential user catchment, carrying capacity, and facilities provided.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

The creation/acquisition/augmentation of facilities will be in line with Councils Boating and Fishing 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.

Risk Controls - Aquatic Structures		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that components of the facilities do not meet the current guidelines for the design of marine structures and relevant Australian Standards – backflow testing.	- Identify the gaps to bring the buildings up to standard. - Cost the works. - Prioritise works based on risk.	High
There is a risk that works may be carried out foreshores without Council's knowledge leading to damage to the reserve and/or exposing the reserve users to unknown risks.	- Determine guidelines for approved foreshore structures. - Increased frequency of foreshore inspections.	Medium
There is a risk that the erosion of foreshores will lead to the loss of community assets and amenity.	Coastal Management Program.	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.

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. The Port Stephens Boating and Fishing Infrastructure Plan identifies key actions for aquatic structures and council will continue to seek funding from Transport NSW for future infrastructure upgrades.

Cemeteries

Asset Holdings	Nine cemeteries – five operational, four closed (no further burials) No building components. Other components/assets: • four pergolas - foundations, footings with painted timber and lattice walls and iron roof • eleven brick columbarium walls • two terrazzo columbarium walls • sixty-three concrete beams - foundations, footings, concrete beam for headstone installation • seven gardens - landscaped and numbered for ash installations • two gardens - landscaped and numbered for planting of memorial trees • Irrigation systems, landscaping, fences, seats, signs. Cemeteries are: • Land used for cemetery purposes • Built assets on cemetery land (walls, gazebos, concrete beams, fencing, landscaping) • Cemetery infrastructure (memorialisation, headstones, sections, rows, plots)
Desired Level of Service Statement	One active cemetery for every 14,000 people and one niche wall for every 5,000 people.

Available Data	Fair Value as at 30 June 2025, condition inspection reports and asset management plans/reports.		
Last Condition Survey	2025		
General Assessment of Condition	Condition Rating		% Assets
	1	Near Perfect	0
	2	Good	22
	3	Satisfactory	67
	4	Very Poor	11
	5	Unserviceable	0
	Total		100
			\$CRC
			\$0
			\$248,495
			\$756,781
			\$124,249
			\$0
			\$1,129,525
Main Findings	- Majority of assets are in a good to satisfactory condition. - Continue with approvals process for the expansion of the Anna Bay Cemetery.		
Future Actions	- Assessment of historic cemeteries to determine maintenance strategy to preserve ageing grave sites. - Investigation and construction of additional Columbarium Walls		

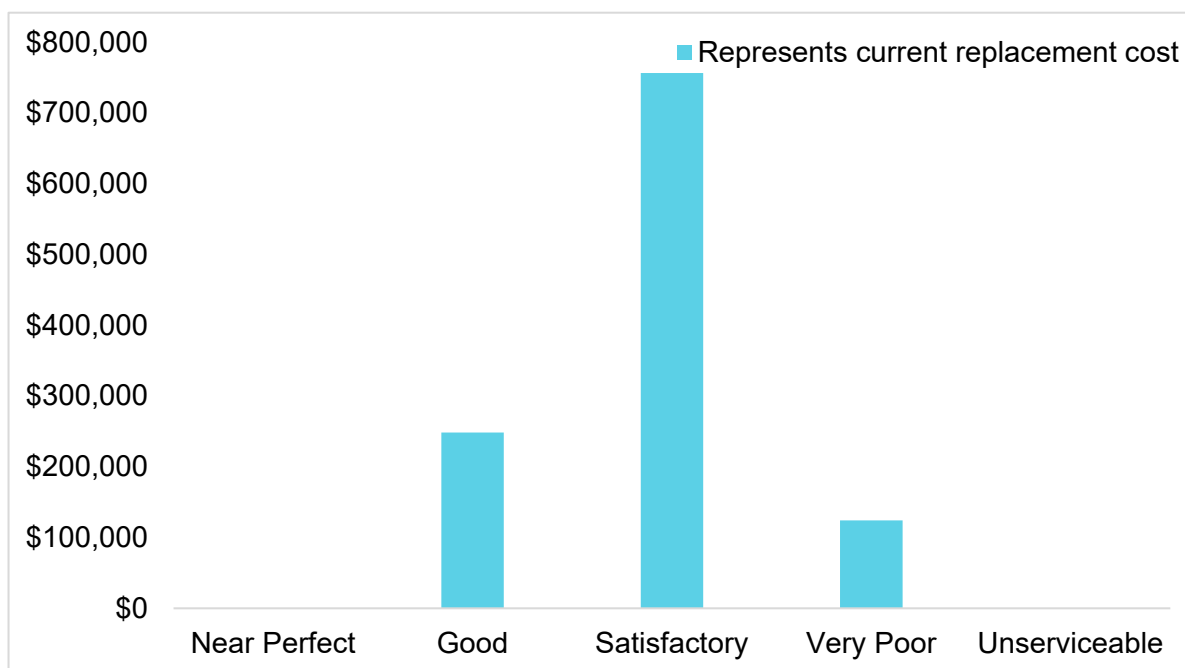


Figure 22: Condition Rating – Cemeteries

LEVEL OF SERVICE

Customer Expectations

Customers expect the provision of adequate and appropriate places for interment, grieving and quiet remembrance. Providing open, accessible and operational cemeteries is a valued community service. Cemeteries are an important part of the

community's social and cultural heritage and many of the sites are important places of local historical significance.

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 specially 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.

Desired Level of Service

Council has a desired provision of one active cemetery for every 14,000 people and one niche wall for every 5,000 people.

Benchmarking

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table on the follow page:

Benchmarking - Cemeteries		
Council	Current Provision	Year
Port Stephens Council	1 active cemetery per 14,000 people 1 niche wall for every 5,000 people	2019
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 additional future shortages in supply.

Categories

There are three categories of cemeteries currently in Port Stephens: monumental (7), lawn (1) and niche walls (12). The tables below outline the minimum level of infrastructure required for each facility. The minimum standard of each facility forms the basis of what the community can expect when they utilise a facility.

Category Description - Cemeteries				
Category	Description	Factors	Facilities Provided	Examples
Monumental	Traditional style of cemetery that has monuments that cover the entire grave.	Designated for the interment of human remains including burial and memorialization of the dead.	- Adjacent car parking - Signage - Fencing - Managed open space	- Nelson Bay Cemetery - Karuah Cemetery - Historical cemeteries
Lawn	Features grassed lawns with graves marked with recumbent type headstones or plaques and no monuments over the grave site.	- Designated for the interment of human remains including burial and memorialization of the dead. - To ensure the look of the lawn cemetery remains consistent, trees, pot plants and	- Onsite car parking - Signage - Fencing - Managed open space	Anna Bay Cemetery

		fences are not allowed on or near graves.		
Niche Walls	Specially designed walls where ashes are placed and covered with a memorial plaque with inscription.	• For cremation only.	• Adjacent car parking • Signage • Fencing • Managed open space	• Carumbah Memorial Gardens • Also located in other cemeteries

FUTURE DEMAND

Port Stephens Council's cemeteries range from quiet rural settings to more traditional urban surroundings. The cemeteries offer burial plots and niches in Columbarium Walls/Gardens.

The Council understands the importance of adequate and appropriate places for interment, grieving and quiet remembrance. Providing open, accessible and operational cemeteries is a valued community service.

The NSW Government passed new legislation in 2013, Cemeteries and Crematoria Bill 2013 to regulate cemetery and crematorium operations across all sectors of the interment industry. Its primary purpose is to ensure there is sufficient land to meet current and future burial needs in NSW and that people continue to have equitable access to cemetery and crematoria services.

The Council aims to source alternative avenues of funding, such as grants and donations, when capital works are scheduled to ensure that cemetery fees are kept to a minimum. Current alternate sources of assistance include community volunteer groups who help with the maintenance and appearance of cemetery sites.

The population and percentage of aged persons in Port Stephens are increasing at a high rate. Council is home to an estimated 75,390 people in 2024 (ABS Data). The population continues to increase and is predicted to reach 96,076 people by the year 2036 (Source: Port Stephens Housing Supply Plan 2024). 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 2021 ABS census, 38.7% of Australians stated that they had no

religious affiliations. This is an increase of 20% from 2011 census data. As religious affiliations decline, 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 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 Port Stephens Council has a Cemetery Operator Licence as required under the NSW Govt Interment Industry Scheme.

Supply versus Standards

Based on benchmarked figures, it is recommended that Council provide one active cemetery per 14,000 people and one niche wall per 5,000 people as its benchmark. An active cemetery has an average of 3,500 burial plots.

Current Supply versus Provision Standard: Cemetery Plot

Current Supply vs Provision Standard – Cemetery Plots			
	2024	2031	2041
Projected Population	75,390	82,526	96,076
Benchmark Demand	5.3	2.3	2.6
Existing/Future Supply	5.0	5.89	6.86
Surplus/Shortage of cemeteries	-0.3	-0.89	-1.86

Note - Benchmarking against “active cemeteries” does not demonstrate the number of available lots and cemetery capacity. For example, the data does not show the increased lots at Anna Bay Cemetery undertaken to meet future demand.

Current Supply versus Provision Standards - Niche Wall

Current Supply vs Provision Standards - Niche Walls			
	2024	2031	2041
Projected Population	75,390	82,526	96,076
Benchmark Demand	15.0	16.1	19.2
Existing/Future Supply	16.0	16.0	16.0
Surplus/Shortage of cemeteries	1.0	-0.1	-3.2

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 expanded to provide an additional 560 burial spaces.

Operations/Maintenance Plan

Asset maintenance is performed reactively. The building structures on the cemeteries all have 10 year life cycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of cemetery assets.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports which also inform the timing and implementation of the Cemeteries Management Program. Funded works are listed in the Capital Works Program.

Consolidation/Disposal Plan

There are no plans for disposal, and consolidation is not relevant.

Risk Plan

Cemeteries are insured under Council's public liability insurance policy. Risk is managed through a detailed biannual condition inspection by staff. Contractors also undertake inspections when carrying out maintenance on any site, with an agreement to identify issues that may present a risk.

Risk Controls - Cemeteries		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that monuments may not be constructed to Councils specifications leading to potential hazard to users.	• Ensure only Council approved stonemasons complete monumental works in the cemeteries. • Provide monument specification to all contractors on an annual basis.	Low
There is a risk that historical cemeteries will deteriorate	• Develop a maintenance strategy for historic cemeteries	Medium

into an unserviceable condition		
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Financial/Budget Summary

- Capital

Most recent capital works include irrigation system upgrades at Anna Bay Lawn Cemetery. Proposed future capital works are based on findings through biannual condition inspections with future programmed works formulated from the condition inspections.

- Recurrent

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council, and works are prioritised on Council's risk matrix. The reactive and programmed maintenance works are done through Council asset inspections and the customer request system.

- Operational

The average operational expenditure budget over the last five years has been approximately \$82,000 per annum.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecasts.

Summary

The provision of active cemeteries and niche walls is a valued service for the people of Port Stephens. The expansion of Anna Bay Cemetery will allow for needs in the foreseeable future.

Community Buildings

Asset Holdings	Multipurpose Community Facilities have been grouped according to their current key functionality. These include: • 24 Multipurpose Community Facilities • 18 Single Use Community Buildings (includes Amphitheatre Men's Sheds, Cruise Terminal and childcare facilities) Building components: • Exterior Works – Retaining walls, fencing, signage, landscaping. • Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. • Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings • Services – Hydraulic, mechanical, fire, electrical, security. Other components/assets: • Playground equipment, shade structures, car parking, landscaping.
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Desired Level of Service Statement	One multipurpose community facility for every 5,000 people.		
Available Data	Fair Value at 30 June 2025, condition inspection reports, asset management plans/reports.		
Last Condition Survey	2024		
	Condition Rating		% Assets
	1	Near Perfect	0
	2	Good	21
	3	Satisfactory	72
	4	Very Poor	7
	5	Unserviceable	0
	Total		100.00
			\$CRC
			\$0
			\$11,688,702
			\$40,075,551
			\$3,896,235
			\$0
			\$55,660,488
Main Findings	- The majority of facilities are in satisfactory or good condition. - Bobs Farm Community Hall, Soldiers Point Community Hall and Raymond Terrace Early Family Education Centre were the only facilities deemed to be in very poor condition.		
Future Actions	- Short term – Complete a strategic assessment of Council's multipurpose community facilities to determine the long-term viability of the facilities in the current locations. - Short term – Accessibility upgrades at Lemon Tree Passage Old School Centre. - Medium term – Upgrades to occur at Karuah Hall, Soldiers Point Community Hall and Medowie Hall.		



Figure 23: Condition Rating – Community Buildings

LEVEL OF SERVICE

Customer Research and Expectations

Residents and user groups expect clean, presentable facilities that are in convenient locations.

Legislative Requirements

The Council's multipurpose community facilities are required to be designed in accordance with the following:

- Local Government Act 1993.
- Crime Prevention Through Environmental Design
- 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

Current levels of service across the LGA equate to 24 halls/centres. The majority of the centres are in a satisfactory working condition. Community volunteers belong to Council's 355c committees and manage the day-to-day operations such as bookings and fees, requests and cleaning.

All centres charge different hiring fees and are available for public use at various days/times according to each individual centre's capacity and amenity.

Desired Level of Service

Council currently aims to provide one multipurpose community facility for every 5,000 people.

Provision

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Multipurpose Community Facilities		
Council	Provision	Year
Port Stephens Council	One multipurpose community facility for every 5,000 people	2024
Maitland City Council	One community multipurpose centre for every 9,955 people	2024

Cessnock City Council	One community multipurpose centre for every 5,199 people	2024
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Based on the above benchmarking, a standard of one multipurpose community facility for every 5,000 people is considered appropriate for Port Stephens Council.

Hierarchy

Facility provision across Port Stephens is based on a hierarchical model. This model is for multipurpose community facilities and is designed to service different catchment levels of population based on the type of the community building and level of service provision. The hierarchy of facilities includes:

District

These are larger community facilities offering a wide range of programs and services. They may be co-located with other urban centre functions. For example, a district multipurpose community centre (500-600m²), children’s centre, vacation care, before and after school care, youth centre, senior citizens centre and community art/cultural centre. Examples include Nelson Bay Community Hall, Medowie Community Centre and Fern Bay Community Hall.

Local

These are small community facilities that generally cater to residents living in the immediate area or nearby suburbs. For example, a local multipurpose community centre (300-400m²), community hall, children’s centre and youth centre. Examples include Corlette Hall and Salt Ash Community Hall.

FUTURE DEMAND

Council currently provides a network of 24 multipurpose community facilities and 18 single use community buildings throughout the LGA for the benefit of the community. Community facilities make a fundamental contribution to our communities in the following key areas:

- They provide a space for groups to interact which supports the building of community connections, participation and ownership;
- They provide suitable spaces to deliver services, programs and activities to meet the social needs of the community and build community capacity. This includes a range of educational, lifelong learning, recreational, leisure, cultural, skills development and social activities and programs for residents of all ages and backgrounds.

The category of community buildings includes community halls, community centres, youth centres, senior citizen centres, childcare 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 2041. With this in mind Council, has commenced a strategic assessment of Council's multipurpose community facilities to determine the long-term viability of the facilities in the current locations.

Current Supply versus Provision Standard

Current Supply vs Provision Standard - Multipurpose Community Facilities			
	2024	2031	2041
Projected Population	75,390	82,526	96,076
Benchmark Demand	15.1	16.5	19.2
Existing Supply	24	24	24
Surplus/Shortage of Community Buildings	8.9	7.5	4.8

Future State

The Port Stephens Council Housing Supply Plan has the LGA's population size increasing to approximately 96,076 persons by the year 2041.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

The creation/acquisition/augmentation of facilities will be outlined with the development of Council's strategic assessment of multipurpose community facilities. This assessment is identified as a short-term action.

Operations/Maintenance Plan

Asset maintenance is performed reactively. The building structures, fixed plant and equipment all have 10 year life cycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of assets. Data on utilisation of the centres by user groups is gathered to determine usage rates.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports which also inform the timing and implementation of the Community Buildings Management Program.

Consolidation/Disposal Plan

Community Buildings that are deemed as excess to the standards and demand will be treated as surplus property. At present there are investigations underway for the future of Medowie Sports and Community Centre (Medowie Social) which was officially opened in 2021.

Risk Plan

Community halls/centres are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the buildings and is undertaken annually by staff and management committees. Inspections are also undertaken by trades' staff when carrying out maintenance on any site, with an agreement to identify any issues that may present a risk.

Risk Controls - Multipurpose Community Facilities		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc.	• Identify the gaps to bring the buildings up to standard. • Cost the works. • Prioritise works based on risk.	High
There is a risk that a building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	• Install working at heights systems on buildings that require known frequent working at heights for the purpose of accessing utilities such as AC units, box gutters, etc. • Create a program to install and fund working at heights systems on these buildings. • For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. • Undertake annual certification of installed anchor points.	Medium

There is a risk that material containing asbestos is present in the buildings leading to potential exposure of users.	• Document the buildings with potential material containing asbestos. Test these buildings for asbestos containing material and residual asbestos. Remove or isolate the asbestos containing material. • Monitor the condition of the building for the presence of material containing asbestos. • Educate hall users and workers about the presence and management of material containing asbestos in buildings. • Develop site-specific management plans.	Medium
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Financial/Budget Summary

- Capital

The most recent capital works include the facility upgrades at Seaham and Hinton School of Arts Halls. 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 \$250,000 per annum. Some years have sustained higher expenditures when urgent reactive repairs were required beyond the allowable budget.

- Operational

The average operational expenditure budget over the last five years has been approximately \$190,000 per annum to pay for usage charges such as water and electricity.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

The standards clearly indicate that there is a surplus of facilities as far as numbers goes to meet the current and future demand. To ensure Council is providing suitably located and maintained facilities for the future, a strategic assessment of Council's Community Buildings to determine the long term viability of the facilities in the current locations is being undertaken.

Depots

Asset Holdings	Raymond Terrace, 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 2025 condition inspection reports, asset management plans/reports.			
Last Condition Survey	2024			
General Assessment of Condition	Condition Rating		% of Assets	\$CRC
	1	Near Perfect	25	\$4,214,147
	2	Good	25	\$4,214,147
	3	Satisfactory	50	\$8,428,293
	4	Very Poor	0	\$0
	5	Unserviceable	0	\$0
		Total	100.00	\$16,856,587
Main Findings	Discussions commencing on the relocation of Nelson Bay Works depot to facilitate implementation of the Tomaree Sports Complex Master Plan.			

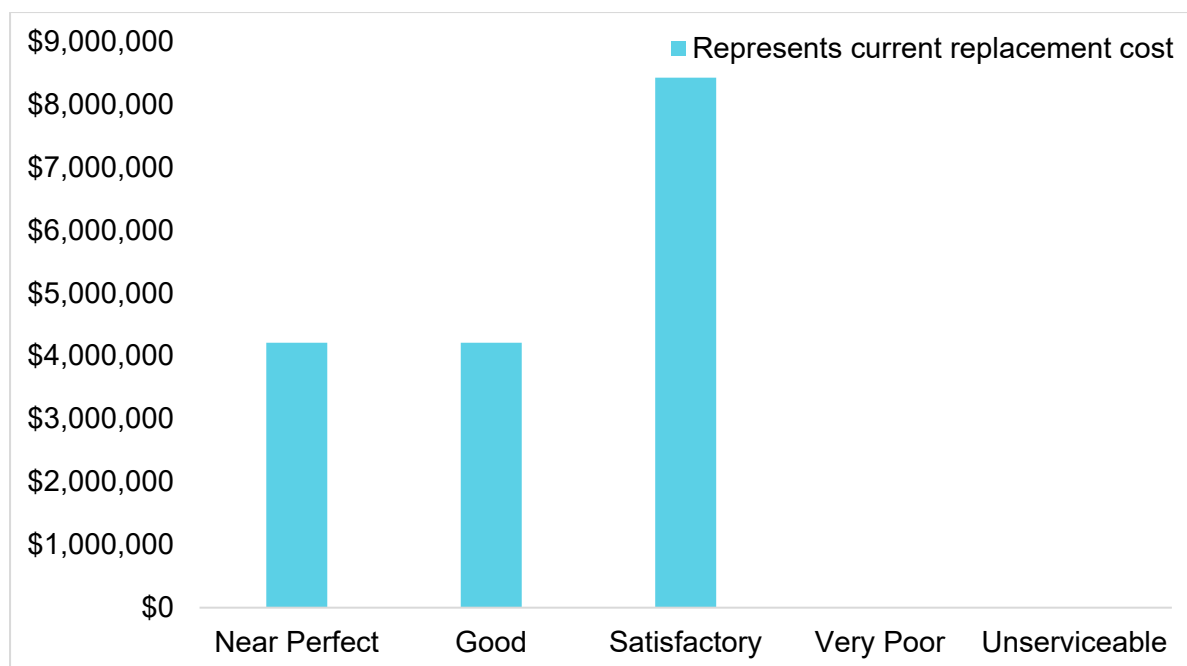


Figure 24: Condition Rating – Depots

LEVEL OF SERVICE

Customer Research and Expectations

The depots are required to meet various service levels, the majority of which are categorised as internal demands. For example, the depots are strategically located to provide geographic availability of stockpiled materials, personnel and plant and machinery required for road works and other building or trade operations.

The ability to effectively service and maintain machinery and plant and the requirement to have on hand large quantities of signage and other materials and to adequately and securely house those stocks are paramount in being able to effectively meet services demand.

Legislative Requirements

- Protection of the Environment Act 1997
- Environmental Planning and Assessment Act, 1979
- Threatened Species Conservation Act 1995
- Noxious Weeds Act 1993
- Hunter Water Corporation Act 1991
- National Construction Code and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific.

Current Level of Service

Council currently operates two main depots located in Raymond Terrace and Nelson Bay as well as two satellite depots in 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.

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.

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

Raymond Terrace Depot

New facility and main depot servicing all work teams across the LGA.

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 have been 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 in Raymond Terrace.

The relocation of the Nelson Bay depot has also been under consideration for a number of years as it is located on Crown Land and Council is under instruction that we need to remove the depot and return its use to recreation purposes. The future use of this land is outlined within Council's Master Plan as being for more sporting fields to accommodate future growth in the area.

It is proposed to relocate Nelson Bay depot to Salamander Bay Waste Transfer Station in accordance with concept plans and preliminary costings. The existing Nelson Bay depot is currently situated on NSW Crown land which is not suitable for this location. Similar to the Raymond Terrace depot, combining Council facilities at a more centrally located area reduces the overall Council facility footprint and improves the Council's overall staffing and services function, hence reducing administration waste and rework.

The positives and negatives for each option examined was documented in SAMP 2018-2028.

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.

Consolidation/Disposal Plan

The consolidation of Heatherbrae and Raymond Terrace Depots has seen the disposal of the 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 re-location of the Nelson Bay depot is unfunded but a necessity due to Crown Land restrictions	• Undertake a Nelson Bay Depot redevelopment plan and cost works. • Review funding options for the above potential works.	Medium

Financial/Budget Summary

- Capital:

Major capital works to the depots are funded through the completion of a quarterly budget review, accessing funds from the depot restricted fund or alternate funding sources.

- Recurrent/Operational:

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are implemented through Council's asset inspections and the customer request system.

The average recurrent expenditure budget over the last five years has been approximately \$250,000 per annum. Some years have sustained higher expenditures when urgent reactive repairs were required beyond the allowable budget.

Current maintenance is based on historical expenditures and sourced from general revenue.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

The opening of the new 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: - Exterior Works – Retaining walls, fencing, signage, landscaping. - Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. - Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings - Services – Hydraulic, mechanical, fire, electrical, security. Other components/assets: - Car parking - Communications hut.		
Available Data	Fair Value as at 30 June 2025 condition inspection reports, asset management plans/reports.		
Last Condition Survey	2024		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	0	\$0
	2 Good	28	\$2,461,931
	3 Satisfactory	72	\$6,330,678
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100	\$8,792,609
Main Findings	Facility upgrades required at Tomaree SES Headquarters.		

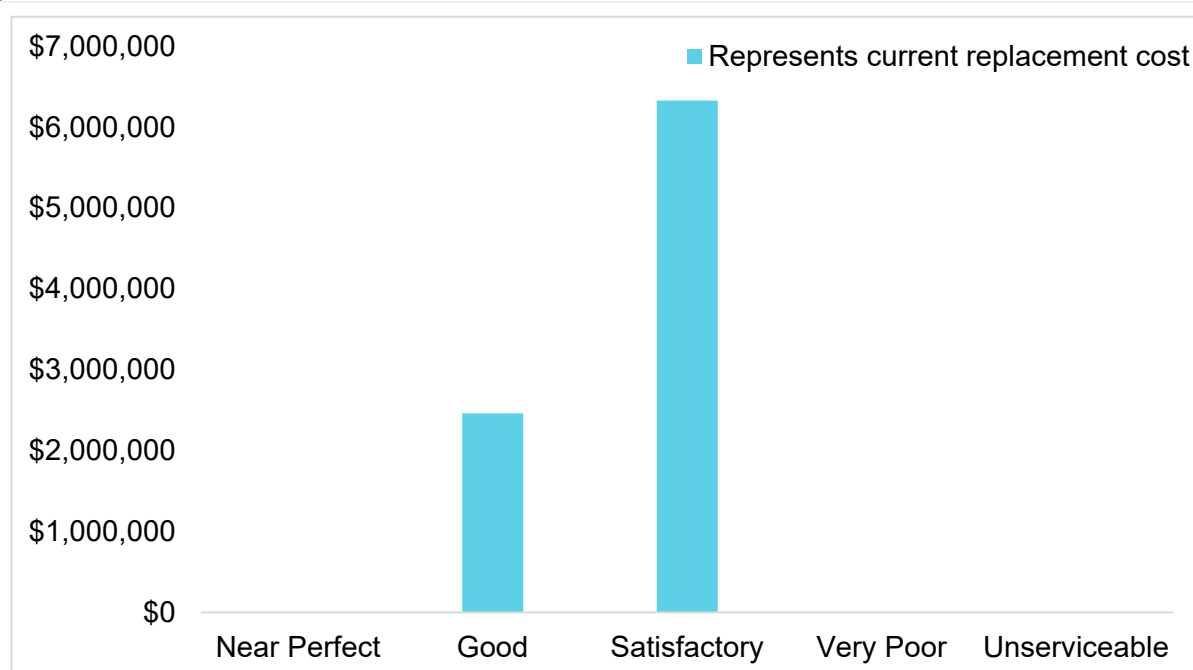


Figure 25: Condition Rating – Emergency Services

LEVEL OF SERVICE

Customer Expectations

The customers expect Emergency Services facilities that provide adequate shelter, storage, training and meeting areas, which are safe for staff, suppliers and stakeholders.

Current Level of Service

The current levels of service across Emergency Services facilities are variable. Most facilities are in good condition. The shortfalls are generally related to buildings having inadequate facilities for meetings or training.

Desired Level of Service

Current level of service is reliant on reactive response to facilities maintenance. The development level of service 'steps' or minimum standards over time will allow facilities to be progressively improved in a systematic and affordable manner. Items identified for improvement are added to the works plan for completion when funding becomes available. This has been the basis for the recent and future capital works in replacing stations.

Standards and Legislative Requirements

- 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.

Operations/Maintenance Plan

Asset maintenance is performed reactively. The building structures, fixed plant and equipment all have 10 year life cycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of assets. Data on utilisation of the centres by user groups is gathered to determine usage rates.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports which also inform the timing and implementation of the Emergency Services Management Program. Funded works are listed in the Capital Works Program.

Consolidation/Disposal Plan

When it is determined that a facility is no longer required, a disposal plan for the facility is to be created. There are currently no disposal plans for the existing buildings without the site being replaced/upgraded.

Risk Plan

Based on historical evidence, emergency facilities pose a low liability risk for Council. Both the Rural Fire Service and State Emergency Service organisations have their own insurances in place, while Council removes any identified risks during maintenance.

Financial/Budget Summary

- Capital

Emergency response in New South Wales is performed by a number of combat agencies subject to jurisdictional review from time to time. The reviews in the Port Stephens LGA relate to the increased role of the New South Wales Fire Brigade as urban development continues. As a consequence, the number of NSW RFS Brigades may potentially decrease over the next 25 years, rendering a number of RFS facilities redundant over this period.

Plan Improvement and Monitoring

Council is continuously monitoring legislation and having discussions with combat agency staff and volunteers so that facility improvements can be planned. As a result, renewal/modifications to facilities are placed into Council's Works Plan.

Libraries

Asset Holdings	Two branch libraries (Raymond Terrace and Tomaree Library) a Mobile Library and a Community Library at Tilligerry). Building components: - Exterior Works – Retaining walls, fencing, signage, landscaping - Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. - Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings - Services – Hydraulic, mechanical, fire, electrical, security. Other components/assets: Mobile Library Delivery Van/Vehicle		
Desired Level of Service Statement	Council has a desired provision of one branch library for every 30,000 people and one small library branch for every 10,000 people.		
Available Data	Fair Value as at 30 June 2025, condition inspection reports, asset management plans/reports, NSW Living Learning Libraries Standards.		
Last Condition Survey	2025		
General Assessment of Condition	Condition Rating		% of Assets
	1	Near Perfect	0
	2	Good	33
	3	Satisfactory	34
	4	Very Poor	33
	5	Unserviceable	0
	Total		100
Main Findings	The Tilligerry Library was found to be in a very poor condition due to the age of the building, general wear and tear and a high level of asbestos found within the fabric of the building.		
Future Actions	- 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.		

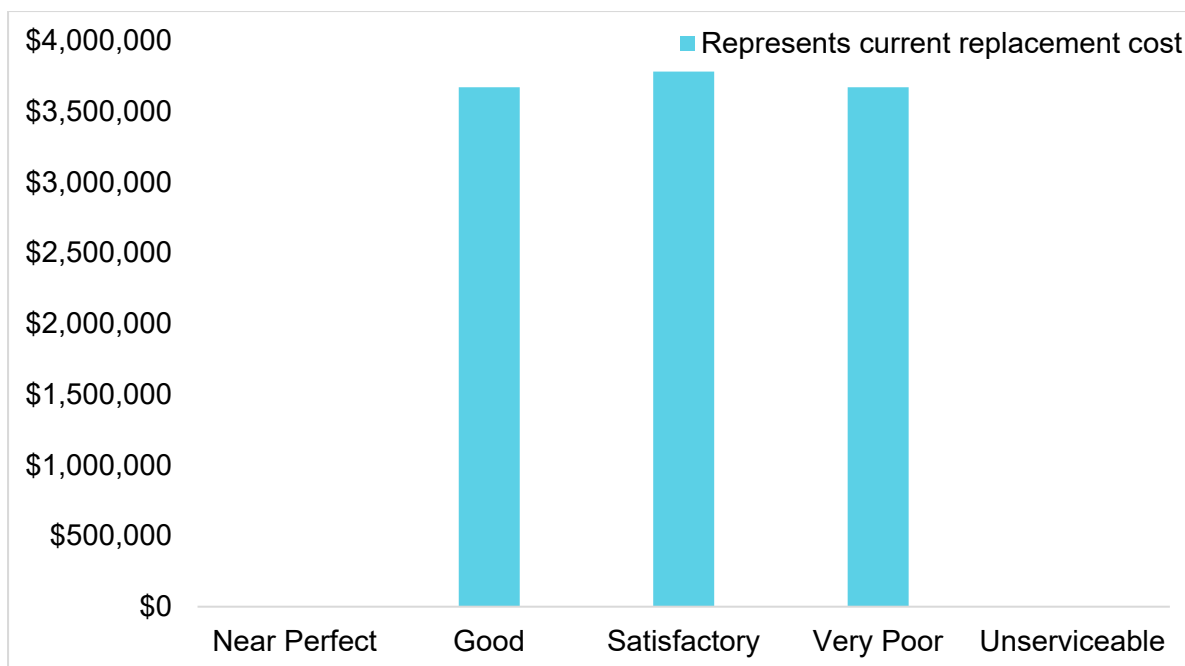


Figure 26: Condition Rating – Libraries

LEVEL OF SERVICE

Customer Expectations

An annual [Community Satisfaction Survey](#), the Council CRM system, customer comment forms, and direct consultation and feedback are used to determine community expectations for quality, cost of services and specific service levels. Other methods include information gathering, use of the NSW Living Learning Libraries Standards, benchmarking and market research on comparable Library facilities and services.

Council's [Community Satisfaction Survey](#) showed a 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

- Standards and Guidelines for Australian Public Libraries, Australian Library and Information Association, 2021
- 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 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	2024
Cessnock City Council	One branch library for every 33,795 people	2023
Singleton Council	One branch library for every 25,332 people	2023
Library Lounge		
Port Stephens Council	1 small library branch for every 10,000 people	2024
Lake Macquarie City Council	One small library branch for every 10,000 people	2011

FUTURE DEMAND

Public libraries support the information, education, cultural and recreational needs of local communities. The branches provide a focal point for community activity. They are welcoming spaces, offering opportunities for social interaction and connection. A diverse range of programs to inform, educate and entertain is available, encouraging community participation and creativity. Equitable, unbiased access to information, leisure and technology resources are provided, facilitating independent decision-making, lifelong learning and information literacy.

Key Drivers

Population growth and new development will place additional pressure on library services. Remote populations will continue to be a characteristic of the LGA, which, combined with the ageing of the population will require alternative forms of delivery including mobile and special needs services. This could include the expansion of housebound services and services to residents of aged care and nursing homes, and the provision of electronic services.

Supply versus Standards

Using the provision of one branch library for every 30,000 people and one small library branch for every 10,000 people there will eventually be a shortfall in 2031. 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			
	2024	2031	2041
Projected Population	75,390	82,526	96,076
Benchmark Demand	2.0/2.0	2.0/2.2	3.0/0.6
Existing Supply	2.0/2.0	2.0/2.0	2.0/2.0
Surplus/Shortage	0.0/0.0	0.0/-0.2	-1.0/1.4

Future State

Annual Library Customer Satisfaction Surveys and Annual Council Community 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:

- 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 PLAN

Creation/Acquisition/Augmentation Plan

Demographic analysis indicates that a service point should be provided in Medowie within the next 3-5 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 8-10 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

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 8-10 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. In 2024 the outreach delivery van was upgraded and replaced with a new Renault EV.

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 is managed through fleet assets.

Risk Plan

The Library's buildings are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the buildings

undertaken annually by staff.

Risk Controls - Libraries		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, height safety equipment, electrical systems, switchboard rooms, etc.	- Identify the gaps to bring the buildings up to standard. - Cost the works. - Prioritise works based on risk.	High
There is a risk that material containing asbestos may be present in Tilligerry Library that could lead to potential exposure by users.	- Monitor the condition of the building for the presence of material containing asbestos. - Educate users, volunteers and workers about the presence and management of material containing asbestos in buildings. - Develop site-specific management plans.	Medium

Financial/Budget Summary

- Capital

The most recent capital works include air conditioning replacement at Tomaree Library and Community Centre.

- 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 \$140,000 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 need a facility such as a small library branch by 2031.

Libraries Collections

Asset Holdings	98,000 collection items – including book stock and other Library resources.		
Available Data	• Stocktake records, assessment against NSW Living Learning Libraries Standards 2023/2024, 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 is due to be undertaken in late 2025/early 2026. An assessment against the NSW Living Learning Library Standards and Guidelines was last conducted in 2023/2024.		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	16	\$325,924
	2 Good	37	\$755,994
	3 Satisfactory	35	\$717,533
	4 Very Poor	12	\$234,073
	5 Unserviceable	0	\$0.00
	Total	100	\$2,033,464
Main Findings	The existing Library Collection totals 98,000 items of which 83% are in satisfactory to near perfect condition. However, a 2023/2024 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.		

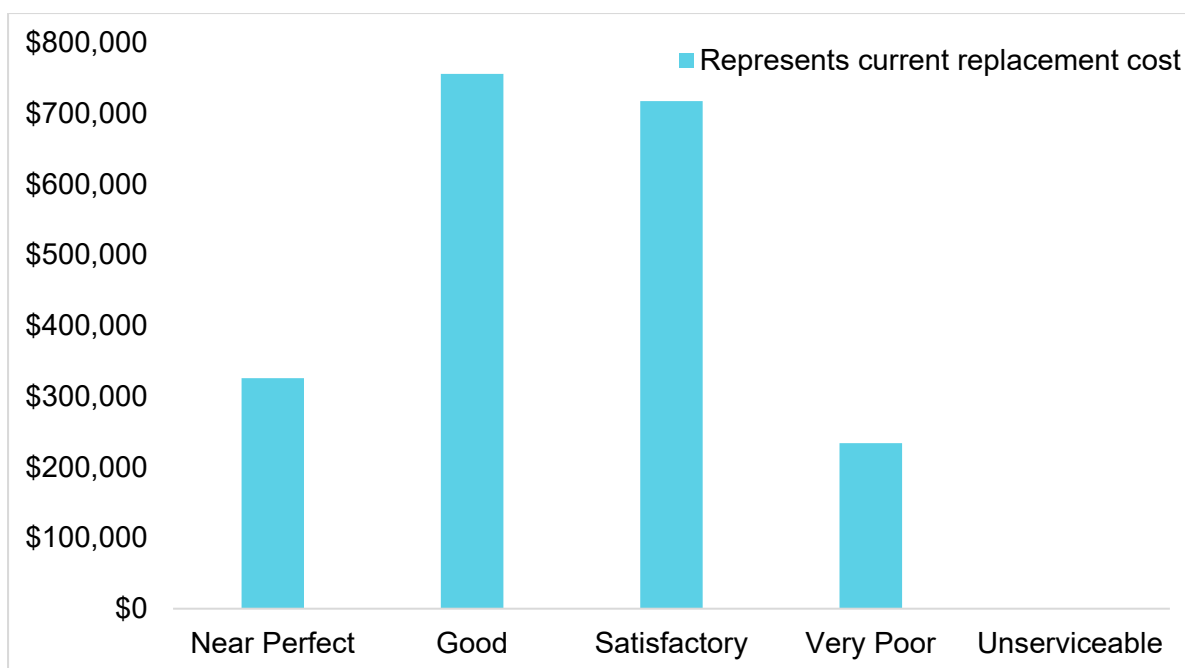


Figure 27: Condition Rating – Library Collection

LEVELS OF SERVICE

Customer Research and Expectations

The Library uses numerous methods to determine community expectations in regard to its collection including – the Collection Development Policy, Annual Customer Satisfaction Survey, customer purchase recommendations, the electronic library management system and direct consultation and feedback. Other methods include the use of the NSW Living Learning Libraries Standards and Guidelines, Standards and Guidelines for Australian Public Libraries, 2021 (ALIA) and benchmarking against comparable Library collections.

As a primary tool, the Collection Development Policy outlines the procedures, rationale and processes in relation to the selection, development and management of the Port Stephens Library Collection. The document is reviewed every two years, as customer needs change, as the collection develops and as new technologies and formats evolve.

The objective of the policy is to facilitate better planning, to communicate collection development processes both internally and externally, to define priorities for collecting areas and to provide a management tool for Library staff.

Current Level of Service:

Level of service relates to the Library Collection and the condition in which it is maintained. Library Services seek to provide the community with a balanced Library Collection, while responding to a broad range of customer needs. In developing its Collection, the Library complies with the NSW Library Act 1939 and the Local Government Act 1993.

The Collection is evaluated on an ongoing basis and branch librarians monitor the condition, relevance and coverage of library stock. The Library undertakes an ongoing de-selection program to ensure that the Collection is up-to-date, reflects the changing needs of the community, is adequately housed and in good condition.

Desired Level of Service:

The desired level of service is to provide a range of Library services, including an adequate collection that meets the minimum outlined in the NSW Living Learning Libraries: Standards and Guidelines for NSW Public Libraries.

Living Learning Libraries provides information that enables councils and public libraries to compare current performance within a meaningful framework and to ascertain whether Library services are capable of meeting the needs of their communities. In order to achieve this, it is necessary to examine the gap between the current level of service delivery and desired level of service delivery, and availability of funding.

Standards and Legislative Requirements:

Efforts are made to continually maintain the Library collection according to the relevant legislative requirements and to balance this against available budget provisions.

Key Legislation, Acts, Standards, Guidelines and Regulations include:

- NSW Local Government Act 1993
- NSW Library Act 1939
- NSW Library Regulation 2018
- Living Learning Libraries: Standards and Guidelines for NSW Public Libraries, Library Council of NSW 2020
- 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 DEMAND

Demand Forecast:

The key drivers influencing demand for the Library Collection are:

- population growth;
- residential development;
- demographic changes;
- market demand for libraries and community passive indoor/office space;
- government policy and legislative changes; and
- technological change and development.

The key areas of population growth, residential development and demographic changes will influence the demand for library services into the future. Library services will continue to conduct community satisfaction surveys to assess changes in utilisation of assets and customer expectations.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

The total number of Collection items across all library branches is 98,000. This can be broken into individual branch collections of:

- Mobile Library – 23,313
- Raymond Terrace Library – 37,370
- Tomaree Library – 37,317

Stock from all three Library branches forms the Tilligerry Community Library Collection and is rotated between libraries on a bi-monthly basis.

The Libraries Acquisition plan forms part of the existing Collection Development policy, which outlines the process for selection and de-selection of stock. As a member of Newcastle Libraries, Port Stephens has access to consortium arrangements with various publishers that enable participation in group discounts of up to 30% including the purchase of 'shelf ready' items.

Continued acquisition and improvement of the Collection relies heavily on participation in the Cooperative Library Agreement with Newcastle Libraries and the ongoing availability of a capital budget to facilitate Collection expansion.

Library Services has kept pace with technological advances, in particular the expansion of Radio Frequency Identification (RFID), which as a result of \$112,050 in Library Infrastructure Grant Funding, was installed at Raymond Terrace and Tomaree Library in mid-2018. In addition, we implemented a Print Management System in 2020, which was upgraded in 2024, 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 also upgraded. An enhancement of the Envisionware Customer PC Booking System is currently underway and will be completed in early 2026.

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 is due to be undertaken in late 2025/early 2026 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 earlier. 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 existing level require the ongoing allocation of a capital budget. An injection of additional funds would result in the move towards reaching the Baseline Standard, but the ability to do so is also dependant on having adequate space to house a collection.

Consolidation/Disposal Plan

Last copies of material still in good physical condition are offered to other libraries within the Region. Other materials are offered for sale by Port Stephens Library branches via the second-hand book sale or at the annual Library book sale held by Newcastle Libraries. Those materials in poor condition are recycled.

Risk Plan

Council has an adequate Business Recovery plan in place to address disaster recovery.

Financial/Budget Summary

- Capital:

Port Stephens Library Services has spent an average of \$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.		
Available Data	Fair Value as at June 30 2025 condition inspection reports, asset management plans/reports, Recreation Strategy, Open Space Maintenance Specification.		
Last Condition Survey	2025		
General Assessment of Condition	Condition Rating		% Assets
	1	Near Perfect	1
	2	Good	25
	3	Satisfactory	73
	4	Very Poor	1
	5	Unserviceable	0
	Total		100
Main Findings	• The majority of facilities are in a good to satisfactory condition. • Boat Harbour North Headland and Old Wharf Park were deemed to be in a very poor condition.		
Future Actions	• Short Term – Infrastructure upgrades at Fly Point Park and Nelson Bay Foreshore. • Short Term – Update Community Land and Crown Managed Reserve Plans of Management • Medium Term – Master Plan a large-scale centrally located park in Medowie.		

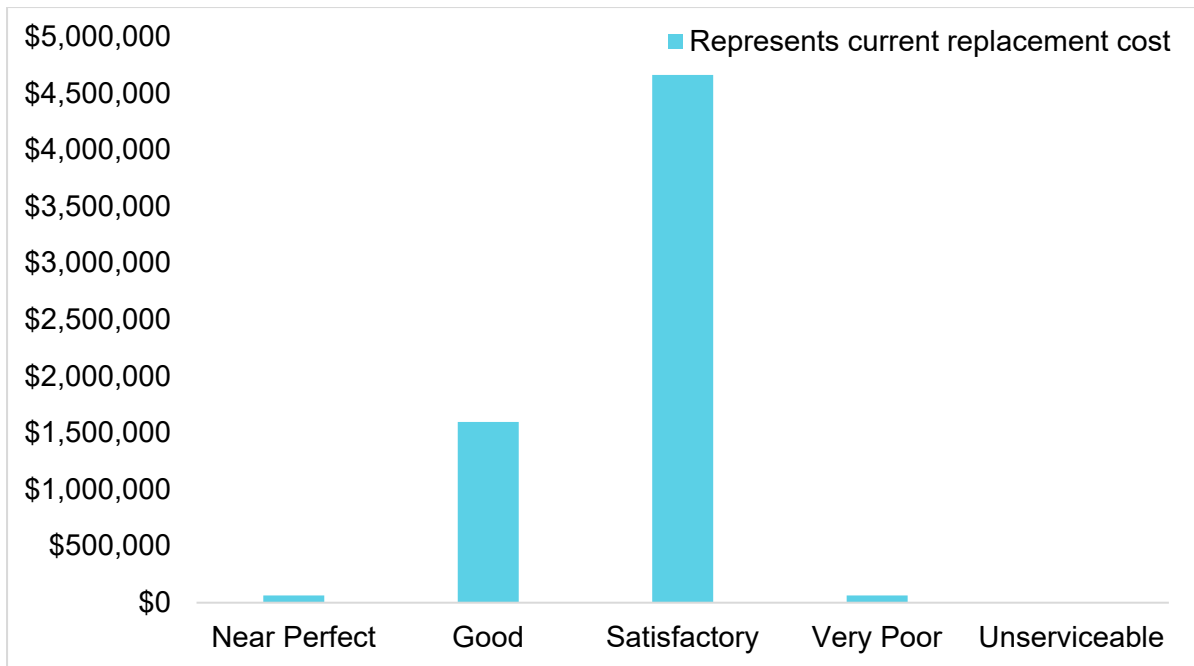


Figure 28: Condition Rating – Parks and Reserves

LEVEL OF SERVICE

Customer Expectations

Council's 2025 [Community Satisfaction Survey](#) show a satisfaction score of 51% for parks and reserves. 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:

- Local Government Act 1993
- Legislation, Regulations, Environmental Standards and Industry and Australian Standards that impact on the way assets are managed
- Design Standards and Codes of Practice
- Australian Design Standards also provide the minimum design parameters for infrastructure delivery

Current Level of Service

Current Levels of Service Parks and Reserves				
Planning District	Population (2016)	Total Hectares	Proportion of the total open space area	Provision (hectares) per 1,000 residents
1. Raymond Terrace	13,654	240.784	18%	20.00
2. Rural West	5,293	61.222	4.5%	11.57
3. Medowie	9,684	60.495	4.5%	6.25
4. Tilligerry Peninsula	6,767	173.252	13%	25.60
5. Tomaree	26,737	717.297	55%	26.83
6. Rural East	2,296	46.770	3.5%	20.37
7. Fern Bay	3,330	0.941	0.5%	0.28
8. Karuah/Swan Bay	1,776	12.559	1%	7.07

Desired Level of Service

Council has a desired provision of 2.5 hectares of parks and reserves for every 1,000 people.

Benchmarking

Benchmarking of provision in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking – Parks and Reserves		
Council	Provision	Year
Port Stephens Council	2.5 hectares for every 1,000 people	2018
Maitland City Council	1.7 hectares for every 1,000 people	2019
Cessnock City Council	4.57 hectares for every 1,000 people	2019

Hierarchy

- Local Parks

Local parks are typically 0.5+ hectares in size and generally cater for people within the local area within one or two suburbs. These parks will cater for local activities including relaxation, walking or play. Examples include Bettles Park, Edstein Park and Iluka Close Reserve.

- District Parks

District parks cover an area of 1+ hectares and typically have the capacity to draw people from more than one Planning District area. These parks have the capacity to cater for a number of visitors/users and activities, including community events. Examples include Fly Point Park, Wattle Street Park and Fern Bay Reserve.

- Regional Parks

A regional park has the capacity to attract people from the wider Port Stephens area and beyond. These parks 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 2041. This is a total of parks and reserves of 430 hectares which include the parks, foreshores, culturally significant and general community use classifications. This shows that there is a large surplus of land dedicated to parks and reserves in Port Stephens.

Current Supply versus Provision Standard

Current Supply vs Provision Standard – Parks and Reserves			
	2024	2031	2041
Projected Population	75,390	82,526	96,076
Benchmark Demand	188.5	206.3	240.2
Existing Supply	430	430	430
Surplus/Shortage	241.5	223.7	189.8

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. 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.

Consolidation/Disposal Plan

As shown, there is a surplus of parks and reserves which will require a review of open space to determine areas where acquisition or disposal is required to continue to meet the needs of the population into the future. A number of local parks and reserves are underutilised. These parks will be retained in public ownership however park embellishments and infrastructure will be reduced to ensure routine maintenance tasks can be catered for at higher use locations. At present only a portion of Boomerang Park, Raymond Terrace is proposed to be disposed of as detailed in the Boomerang Park Master Plan.

Risk Plan

Parks and reserves (building structures and grounds) are insured under Council's public liability insurance policy. Risk is managed through inspections undertaken by Council's Parks Maintenance staff when carrying out maintenance on any site.

Risk	Control to Mitigate Risk	Residual Risk
There is a risk that • Components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc. • Ground surfaces are unsafe.	• Identify the gaps to bring the buildings and grounds up to standard. • Cost the works. • Prioritise works based on risk.	High

Financial/Budget Summary

- Capital

The most recent capital works include the new facilities within Aliceton Reserve and Fingal Bay 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.

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

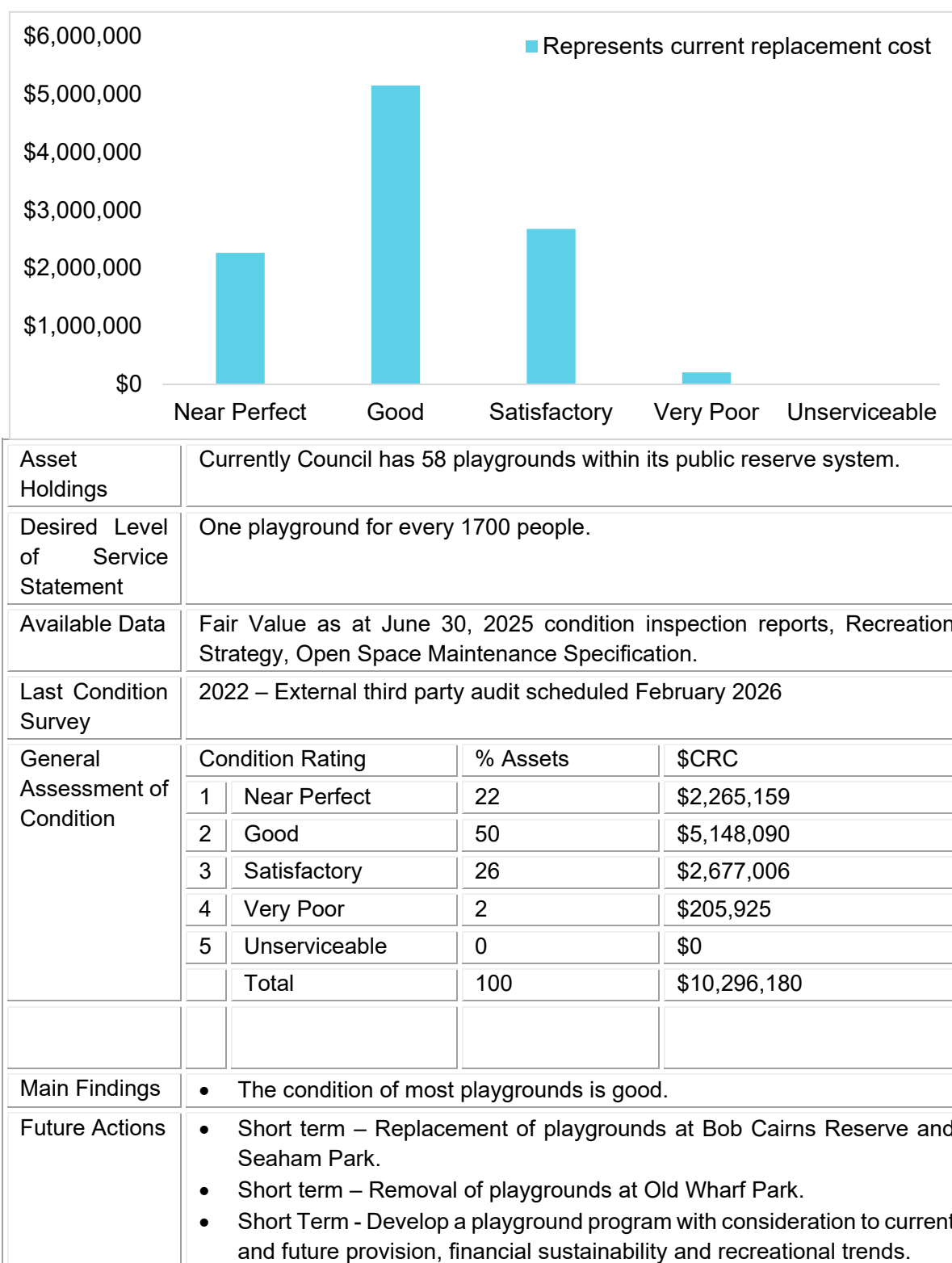


Figure 29: Condition Rating – Playgrounds

LEVEL OF SERVICE

Customer Research and Expectations:

The Port Stephens LGA has an active tourism industry which results in a large increase in population during peak periods. High visitor numbers have resulted in an increase in the demand for playgrounds in key tourism areas.

Legislative Requirements

The Council's playgrounds are required to be designed, developed and managed in accordance with the following Australian Standards:

- AS 4422: 2016, Impact attenuating Playground Surfacing
- AS/NZS 4486.1: 1997, Playground Equipment - Installation, inspection, maintenance and operation
- AS 4685.0 - 2017, Risk management strategies for injury prevention
- AS 4685.1 – 2021, General safety requirements and test methods
- AS 4685.2 – 2021, Safety requirements and test methods for Swings
- AS 4685.3 – 2021, Safety requirements and test methods for Slides
- AS 4685.4 – 2021, Safety requirements and test methods for Runways
- AS 4685.5 – 2021, Safety requirements and test methods for Carousels
- AS 4685.6 – 2021, Safety requirements and test methods for Rocking Equipment
- AS 4685.11 – 2014, Safety requirements and test methods for Spatial networks
- AS 1428.1 – 2009, Design for access and mobility

Current Level of Service

Port Stephens Council's Development Control Plan 2007 required a park with a playground be located within 400m walking distance of each residential lot. This level of service encouraged a large spread of minimalist style facilities in an attempt to meet this need.

The revised Development Control Plan 2014 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	2024
Lake Macquarie Council	One playground per 1830 people	2021
MidCoast Council	One playground for every 1225 children	2023

Hierarchy

A hierarchy of Regional, District and Local facilities has been established which will guide the development of each site. This will allow a minimum level of service to be defined and supporting infrastructure to be determined for each facility. The minimum standard of each facility forms the basis of what the community can expect when they utilise a facility. This hierarchy also allows for the impact of tourism on provision of facilities, in that a larger number of regional or district facilities can be provided in the tourism areas to cater for this increased demand during peak periods.

Hierarchy – Playgrounds		
Hierarchy	Definition	Potential Activity Level
Regional	Regional open space has the capacity to attract people from the wider Port Stephens area and beyond.	- A regional sports facility has the capacity to cater for a number of sporting codes, higher grade sport teams, state or national competitions and may also attract community events. - A regional park or foreshore reserve has a high recreational value and the potential for major recreation or visitor focus, including through community events.
District	District open spaces typically have the capacity to draw people from more than one Planning District area.	- A district sports facility may have the capacity to cater for a number of sporting codes and be a potential venue for regional competitions and events. - A district park or foreshore reserve has the capacity to cater for a number of visitors/users and activities, including community events.
Local	Local open spaces will generally cater for people within the local area within one or two suburbs.	- Generally local sports facilities will typically cater for local sporting competition and/or team training. - Local parks and foreshore reserves will cater for local activities including relaxation, walking or play.

FUTURE DEMAND

There are 58 playgrounds within Council's Public Reserve System. The type of play equipment ranges from a set of swings to large sets of equipment.

The Council understands the importance of play and is committed to ensuring children have sufficient, safe and suitable play opportunities. Council believes that playgrounds should be in a convenient location and accessible for everyday play opportunities.

Play develops emotional and social skills, improves motor skills and enhances creativity and imagination. Community playgrounds encourage outdoor activity and provide children with access to play opportunities which may not be available in their homes. Playgrounds are an integral part of a community's health and well-being, and encourage community cohesion through providing a place for members of the community to socially engage.

Key Drivers

Whilst the population continues to increase, the 0-14 year age group is predicted to grow only slightly. In the 2021 census there was 12,895 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 13.7 playgrounds in 2024, 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.

	2024	2031	2041
Projected Population	75,390	82,526	96,076
Benchmark Demand	44.3	48.5	56.5
Existing Supply	58	58	58
Surplus/Shortage of playgrounds	13.7	9.5	1.5

Source: ABS and Department of Planning and Infrastructure Population Projections

Future State

As shown in the 2021 playground audit a number of playgrounds across the LGA are approaching the end of their lifecycle. The life span for individual playground equipment and soft fall is an average of 15 years.

With this in mind the locations of the playgrounds have been strategically assessed in line with the key drivers to determine if they are still relevant for the current and future needs of the surrounding community. Following this assessment recommendations have been made to show where playgrounds can be removed or relocated and have minimal impact on community access to these facilities.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

Due to the increase in population or the expected land reclassifications and rezoning's in some areas a number of new locations have been identified requiring the provision of playgrounds in the future.

Further acquisitions may take place depending on the timing of developments. For example, when a new land release area is proposed a new playground may be required as part of this development. The timing of these acquisitions is largely dependent on the developer and the sale of lots within the development so exact timing cannot be attributed to these types of playgrounds.

Operations/Maintenance Plan

A programmed maintenance schedule is in place for Council's assets. When a fault or breakdown occurs with an asset, reactive maintenance is performed, to allow the asset to perform its intended function. The playground structures and equipment all have 15-year lifecycle costs.

Condition and Performance Monitoring

A triannual Condition Assessment audit was undertaken in 2021. The condition audit checks the playground's condition, usability, safety, and compliance with relevant Australian Standards. The results from these inspections are used to create maintenance and capital works plans.

Operational inspections are undertaken quarterly on playgrounds to provide the community with safe, convenient, reliable, and affordable facilities and services.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewal works are identified in condition reports which also inform the timing and implementation of the Playground Management Program.

The Playground Management Program indicates the list of all playgrounds, condition rating, and the proposed timing of replacement or rationalisation in the asset lifecycle. These priorities are reviewed annually and respond to the adopted standard, condition rating reports, funding and external factors such as acquisition of new facilities.

Consolidation/Disposal Plan

Refer to the Playground Management Program above.

Risk Plan

Risk Controls - Playgrounds		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that non-compliant playgrounds are in service leading to injury of users.	• Fund the playground rehabilitation and replacement plan over a number of years. • Continue regular maintenance inspections as per the Asset Inspection program to check for changes in condition. • Remove unserviceable playground components.	Medium
There is a risk that the condition of playgrounds will change rapidly with use or abuse leading to failure of the asset or injury to the user.	• Undertake inspections as per the Condition and Performance Monitoring detailed above. • Any hazards identified will be prioritised and undertaken as either Urgent Maintenance or listed and undertaken as Programmed Maintenance. • Undertake urgent works immediately as soon as resources are available.	Low
There is a risk that poor quality playgrounds will impact on Port Stephens' tourism reputation leading to decreased tourist numbers in the future.	• Undertake inspections as per the Condition and Performance Monitoring detailed above. • Develop a comprehensive Playground Management Program to ensure Council is providing strategically located and appropriate facilities.	Low
There is a risk that a lack of planning for playgrounds could result in duplication or gaps in provision leading to lower customer satisfaction.	• Develop a comprehensive Playground Management Program to ensure Council is providing strategically located and appropriate facilities.	Low

Financial/Budget Summary

- Capital

The most recent capital works include the construction of new playgrounds Dunmore Reserve and Boronia Gardens. 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	48 Public Amenities. Building components: - Exterior Works – Retaining walls, fencing, signage, landscaping. - Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors. - Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings - Services – Hydraulic, mechanical, fire, electrical, security.		
Desired Level of Service Statement	One Public Amenity for every 2,000 people.		
Available Data	Fair Value as at 30 June 2025 condition inspection reports, asset management plans/reports, Recreation Strategy.		
Last Condition Survey	2024		
General Assessment of Condition	Condition Rating		% Assets
	1	Near Perfect	15
	2	Good	36
	3	Satisfactory	38
	4	Very Poor	11
	5	Unserviceable	0
Total		100	
			\$CRC
			\$1,646,403
			\$3,951,368
			\$4,170,889
			\$1,207,364
			\$0
			\$10,976,024
Main Findings	- The condition of most public amenities is good to satisfactory. - Public amenities that have materials containing asbestos materials have been managed through isolation of the materials or removal. - Changing Places amenities now provided at Little Beach. This is the first within the LGA. - Tomago Foreshore, Salt Ash, Pearson Park, Conroy Park, Spencer Park, Iluka Reserve and Tanilba Bay Foreshore Hall amenities were deemed very poor.		

Future Actions	• Short Term – Replacement of amenities at Tanilba Foreshore Hall and One Mile Beach. • Medium Term – Undertake a public amenities needs assessment • Long – Removal of public amenities at Iluka Reserve (Boat Harbour).
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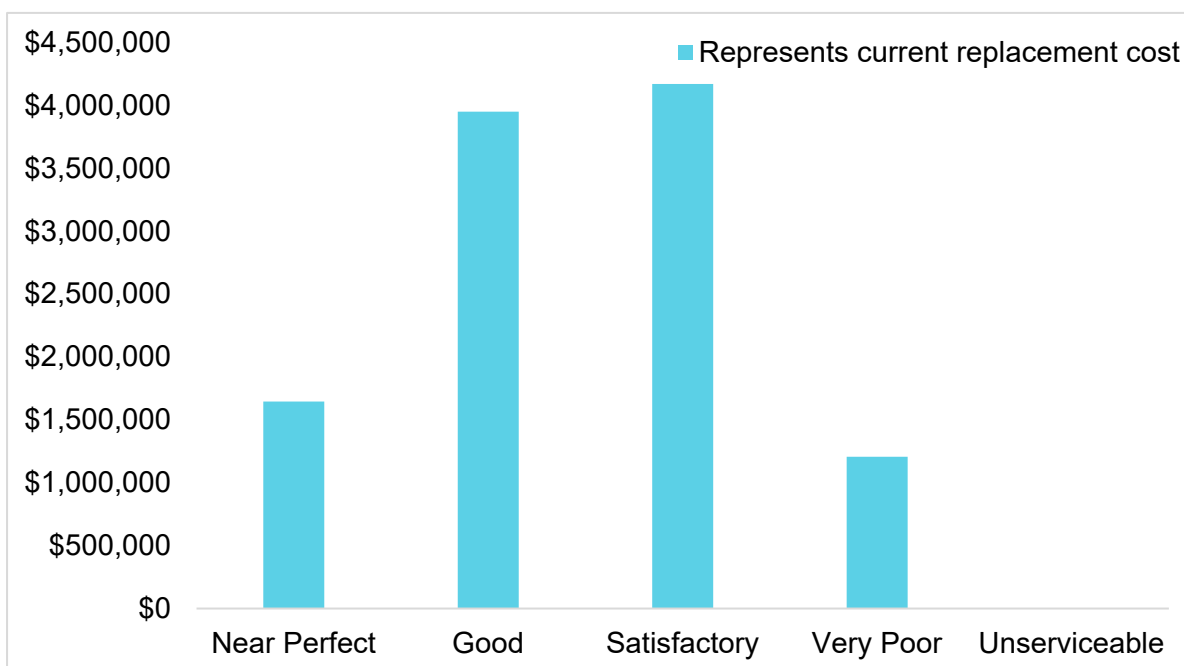


Figure 30: Condition Rating – Public Amenities

LEVEL OF SERVICE

Customer Expectations

Residents and tourists expect clean, presentable amenities that are in convenient locations. Council's 2025 [Community Satisfaction Survey](#) showed a satisfaction score of 39% for public amenities. These levels are quite low, despite 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;
- Discrimination Act 1992

Current Level of Service

The current provision of public toilets in Port Stephens is generally appropriate, with most public toilets being located in open space areas and aligned with other attractors such as beaches, foreshores, playgrounds or boat ramps. The demand for public

toilets in these locations is expected to continue or increase, and it is important that good quality and fit for purpose public toilets are provided in these locations.

Desired Level of Service

Council has a desired provision of one public amenity for every 2,000 people.

Provision

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Public Amenities		
Council	Provision	Year
Port Stephens Council	One public amenity for every 2,000 people	2018
Cessnock City Council	One public toilet for every 3,214 people	2023
Lake Macquarie City Council	One public toilet for every 2,047 people	2021

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' and tourists' activity. The user catchment for these facilities extends to a region and they anticipate high and continual use.	• Minimum of six unisex toilets • Accessible facilities • May provide male and female facilities • Minimum of four showers if required	• As shown in the Public Amenities Management Program
District	District facilities are provided at a location for minor resident and tourist activity. The user catchments for these facilities are generally limited to the surrounding area, however they may act as an overflow for when demand at Regional facilities exceeds capacity.	• Minimum of three unisex toilets • Accessible facilities • Minimum of two showers if required	• As shown in the Public Amenities Management Program
Local	Local facilities provide for local water activities and access. The user catchments for these activities are limited. Usage patterns are low or sporadic and should anticipate casual usage.	• Minimum of one unisex toilet • Accessible facilities • Minimum of two showers if required	• As shown in the Public Amenities Management Program

FUTURE DEMAND

Public toilets within the Council area provide convenience for our diverse community that includes residents and visitors of all ages and abilities. A lack of public toilets is most acutely felt by groups with specific needs - older people, people living with disabilities or health problems, and families with young children. For these groups, a lack of convenient and accessible toilets may impact negatively on their quality of life, mobility, or dignity by restricting freedom of travel to and within the Council area.

Key Drivers

Tourism numbers are expected to increase in the Port Stephens area in future years. The Tomaree Peninsula experiences high tourist numbers in the peak seasons and this places additional demand on public amenities facilities in this area. For this reason, 28 of Council's public amenities are located on the Tomaree Peninsula.

The provision of public amenities at parks and open space areas optimises the benefits of open space for a range of recreational pursuits including children's play.

Public toilets attract more families to use parks and encourage longer visits. In contrast, parks without public toilets attract fewer family visitors and visits are shorter.

Supply versus Standards

Using the provision of one public toilet for every 2,000 people there is a surplus still in 2031; 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			
	2024	2031	2041
Projected Population	75,390	82,526	96,076
Benchmark Demand	37.7	41.3	48.0
Existing Supply	48	48	48
Surplus/Shortage	10.3	6.7	0

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 are 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.

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) and Seaham Boat Ramp Reserve (Seaham).

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) and the old Boomerang Park (Raymond Terrace) amenities building be disposed of. As shown in the public amenities mapping this facility is closely located to other public amenities which can service the demand in this area.

Risk Plan

Amenities are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the buildings undertaken annually by staff. There is a high frequency of maintenance issues reported by the community. Cleaning staff also undertake periodic inspections when they are carrying out duties on site, with an agreement to identify any issues that may present a risk.

Risk Controls - Public Amenities		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc.	• Identify the gaps to bring the buildings up to standard. • Cost the works. • Prioritise works based on risk.	High
There is a risk that material containing asbestos is present in the buildings leading to potential exposure by users.	• Document the buildings with potential asbestos-containing material. Test these buildings for asbestos-containing material and residual asbestos. Remove or isolate any material containing asbestos from the building. • Monitor the condition of the building for the presence of asbestos. • Educate workers about the presence and management of material containing asbestos. • Site specific management plans.	Medium
There is a risk that the building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers	• 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

while undertaking work at heights.	• 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.	
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Financial/Budget Summary

- Capital

The most recent capital works include the construction of new public amenities at Neil Carrol Reserve (Nelson Bay), Shoal Bay East and Aliceton Reserve (Karuah). Proposed future capital works are scheduled through biannual condition inspections.

- Recurrent/Operational

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are determined through Council's asset inspection and the customer request systems.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

The provision of suitable public amenities has a significant impact as a support function to the enjoyment of the benefits of other facilities within the area. In the short term a standard design guide for public amenities has been developed to ensure facilities are suitable for both the community and large visitor population.

Skate Parks

Asset Holdings	Nine (9) skate parks. Skate Park components include: • Concrete slab • Modules • Handrails
Desired Level of Service Statement	One Public Amenity for every 4,000 5-24 year olds.
Available Data	Fair Value as at 30 June 2025, condition inspection reports, asset management plans/reports, Recreation Strategy.

Last Condition Survey	2025			
General Assessment of Condition	Condition Rating		% Assets	\$CRC
	1	Near Perfect	10	\$228,370
	2	Good	70	\$1,598,588
	3	Satisfactory	20	\$456,740
	4	Very Poor	0	\$0
	5	Unserviceable	0	\$0
		Total	100.00	\$2,283,698
Main Findings	The condition of most skate parks is good.			
Future Actions	Short Term – Focus on increasing skate park quality and improving basic amenities and support facilities such as seating, shade and water taps/bubblers. Medium Term – Relocation of Medowie skate park within CDB developments.			

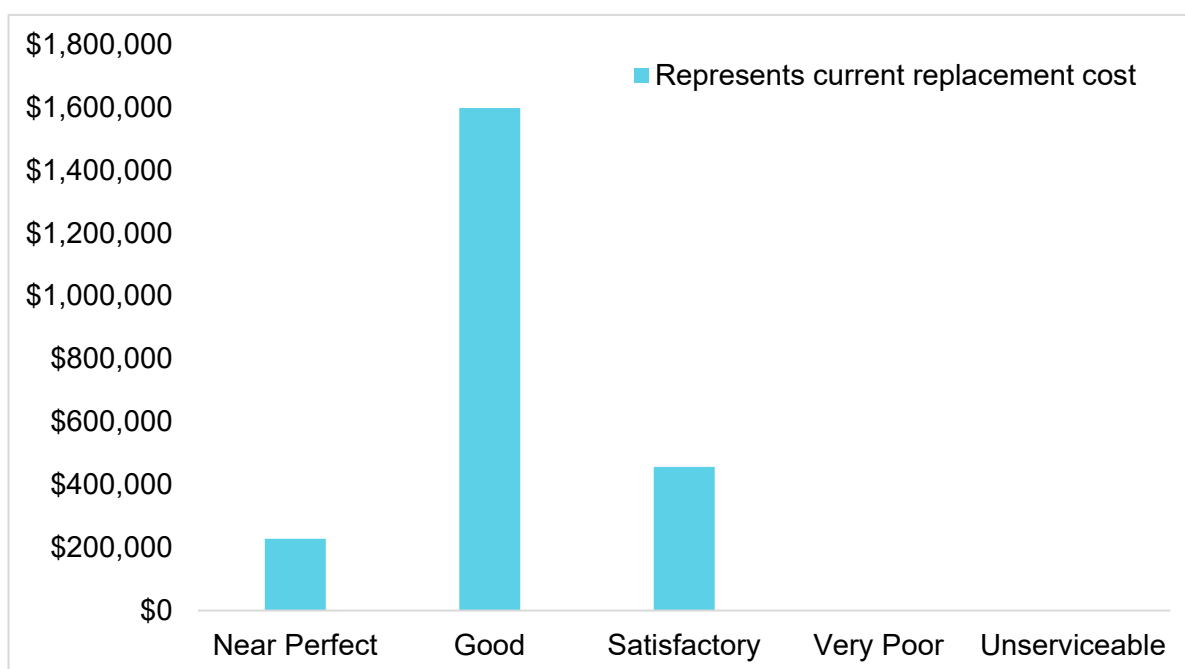


Figure 31: Condition Rating – Skate Parks

LEVEL OF SERVICE

Customer Research and Expectations

Council conducted a comprehensive community consultation in 2013 to ascertain local skate park user needs to inform the provision of skate park facilities. From this consultation and a benchmarking exercise it was found that the provision of skate parks across the LGA was high when compared with benchmarks set by similar

councils and the building of further skate parks in additional towns is not a priority. The key recommendation from this study was the construction of regional scale skate park facilities at West and East locations of the LGA.

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	2024
Maitland City Council	One skate park for every 3,441 5-24 year olds	2024
Cessnock City Council	One skate park for every 4,034 5-24 year olds	2024

Hierarchy

A hierarchy of District 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.	• 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	• Onsite car parking • Toilets • 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 may see increased demand during school holidays.	• A medium sized skate park with a minimum of capacity of 10 participants • District population catchment	• Walking distance to residences • Signage • Seating • Local on street overflow parking • Managed open space	All other skate parks are currently at District status

FUTURE DEMAND

Skateboarding, scooters, rollerblading and BMX riding are popular recreational sports for young people. Local government bodies throughout Australia are experiencing increasing pressure to provide skate park facilities in order to meet the growth in skateboarding popularity and to solve conflict issues, which arise between skate park users, business and property owners, and the general community.

Skate parks aim to improve community well-being through encouraging families and youth to engage in an active, outdoor recreation different to mainstream activities.

Skate parks can foster the building of social and interpersonal skills as users interact and become involved with their community. Providing skate facilities encourages skaters to move off roads, footpaths and shopping areas, where they present a danger to themselves and the general public.

Key Drivers

The majority of skate park users are in the 5-24 year age group. Whilst the population continues to increase, predicted growth in the 5-24 year age group is low. In the 2021 there was 17,203 5-24 year olds. This is predicted to increase to only 19,626 by 2032 (Source: REMPLAN and AEC Group).

This slight predicted population increase will generate a focus on skate park quality and appropriate site locations rather than an increase in skate park numbers.

High visitor rates have seen an increase in the demand for community infrastructure in key tourism areas, especially on the Tomaree Peninsula. Tomaree skate parks in peak tourism season are an attraction for families visiting the area.

Skateboard, scooter, BMX and rollerblade participation trends will drive future skate park use and demand. According to an ABS survey conducted in 2012, children's participation in active recreational activities had increased since 2009. The proportion of children skateboarding, rollerblading or riding a scooter has risen from 49% in 2009 to 54% in 2012.

This information demonstrates that skateboard, scooter, BMX and rollerblade participation rates are increasing and user demand for skate park facilities will continue.

Supply versus Standards

Using the provision of one facility for every 4,000 young people, there will continue to be a surplus even in 2032; however, the dispersed settlement pattern makes it more important to have strategically positioned facilities across the area.

Current Supply versus Provision Standard

Current Supply vs Provision Standard – Skate Parks			
	2022	2027	2032
Projected Population of 5 to 24 Years	17,203	18,764	19,626
Benchmark Demand	4.3	4.7	4.9
Supply	9	9	9
Surplus/shortage of skate parks	4.7	4.3	4.1

This benchmark standard was selected as a base number but should be considered in the context of the dispersed settlement pattern and limited access to public transport and/or their own private vehicle for the targeted age group. Although applying the standard indicates a significant surplus a greater number of facilities would be required to achieve equitable access for the community. It should also be noted that there is no facility in the Fern Bay/Fullerton Cove catchment, however developer contributions are collected for skate parks and provided to Newcastle Council which has a facility at Stockton.

Future State

The age and quality of skate parks vary across the LGA. As the skate parks move through the asset lifecycle, strategic decisions on renovations, replacements and consolidations will need to be made. The locations of the skate parks will be assessed in line with the key drivers to determine if they are still relevant for the current and future needs of the surrounding community.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

Council's adopted standards for community and recreation facilities have been used to establish criteria for the creation or acquisition of skate parks. As there is an ongoing surplus of facilities in accordance with the standards there is no need for any future acquisitions.

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 insured under Council's Public Liability Insurance policy. Risk is managed through a detailed inspection of all facilities undertaken biannually by staff. Inspections are also undertaken by staff carrying out maintenance in the parks or when a customer request is received.

Risk Controls - Skate Parks		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that non-compliant skate parks are in service leading to injury of users.	- Continue regular inspections for condition rating. - Ensure funding remains available for maintenance.	Low

There is a risk that the condition of skate parks will change rapidly with abuse leading to failure of the asset or injury to the user.	- Continue to undertake inspections for condition rating. - Any hazards will be prioritised and undertaken either as Priority Maintenance or listed and undertaken as Programmed Maintenance. - Undertake urgent works immediately as soon as resources are available.	Low
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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	45 sportsground/fields (183.2 hectares), 51 tennis courts, 26 netball courts, 3 croquet courts, 67 amenities buildings and one golf course (63.7 hectares). Building components: - Exterior Works – Retaining walls, fencing, signage, landscaping - Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors - Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings - Services – Hydraulic, mechanical, fire, electrical, security. Open Space components: - Sports grounds/fields - Tennis courts, netball courts - Crickets nets - Storages
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	- Shelters - Croquet, bocce, softball, basketball, BMX tracks, grandstands, light towers, fences, car parking, subsurface drainage, irrigation and multi-sports courts.		
Desired Level of Service Statement	Council has a desired provision of 1.55 hectares of sports facilities for every 1,000 people. For court sports facilities the desired levels of service are: - Netball Court – 1:3,000 - Tennis Court – 1:1,800 - Croquet Court – 1:40,000		
Available Data	Fair Value as at 30 June 2025, condition inspection reports, asset management plans/reports, Recreation Strategy.		
Last Condition Survey	2025		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	4	\$2,980,971
	2 Good	30	\$22,357,274
	3 Satisfactory	53	\$39,497,850
	4 Very Poor	13	\$9,688,152
	5 Unserviceable	0	\$0
	Total	100	\$74,524,247
Main Findings	- 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	- Short Term – Irrigation upgrades at Lakeside and Salamander Sports Complexes. - Short Term – Field expansion works at Don Waring Oval. - Short Term – Review Tomaree Sports Complex Masterplan. - Medium Term – Review Ferodale Sports Complex Masterplan.		



Figure 32: Condition Rating – Sports Facilities

LEVEL OF SERVICE

Legislative Requirements

The Council's sporting facilities are required to be designed in accordance with the following:

- Local Government Act 1993
- Australian Standards
- National Construction Codes and Australian Standards relevant to all aspects of building and construction. Specifications are provided where substantial works are being undertaken and are site specific

Current Level of Service

Council administers a very successful structure of Sports Councils within the LGA. There are four local Sports Councils made up of representatives from local sport clubs, schools, special interest groups, elected Councillors and community representatives. Sports Councils are the formal consultation link between Council, various government departments and the sporting community. They assist with the coordination of a range of needs such as facility planning and development, resource allocation and facility use.

As well as providing the broader community with a range of opportunities to be involved in the decision-making processes within Council, Sports Councils:

- assist with strategic planning
- provide education and training to members
- provide a mechanism for community consultation/advice

- promote sport and recreation
- organise Sports Development Levy setting and facility bookings
- plan facility development and
- prioritise and fund improvements

Council and its four Sports Councils have for some time had the approach of providing large scale multi-use facilities that are centrally located to service the entire population. Examples include the development of facilities such as King Park Sports Complex, Ferodale Sports Complex, Mallabula Sports Complex and Tomaree Sports Complex. These facilities all provide for multiple users and are large enough to accommodate large sporting events.

Desired Level of Service

Council has a desired provision of 1.55 hectares of sports facilities for every 1,000 people. For court sports facilities the desired levels of service are:

- Netball Court – 1:3,000
- Tennis Court – 1:1,800
- Croquet Court – 1:40,000

Provision

Benchmarking of provisions in councils with similar attributes to Port Stephens has taken place. Two comparative Lower Hunter Councils have been provided who are best fit considering the local context. Benchmarking standards are shown in the table below:

Benchmarking - Sports Facilities		
Council	Provision	Year
Sports Facilities		
Port Stephens Council	1.55 hectares for every 1,000 people	2019
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	2021
Lake Macquarie City Council	One netball court for every 2,017 people	2021
Mid Coast Council	One netball court for every 3,715 people	2021
Tennis Court		
Port Stephens Council	One tennis court for every 1,800 people	2021
Lake Macquarie City Council	One tennis court for every 3,055 people	2021
Croquet Court		
Port Stephens Council	One croquet court for every 40,000 people	2015
Coffs Harbour Council	One croquet court for every 45,000 people	2011
Port Macquarie Hastings Council	One croquet court for every 35,000 people	2011

Hierarchy

A hierarchy of Regional, District and Local facilities has been established which will guide the development of each site. This will allow a minimum level of service to be

defined and supporting infrastructure to be determined for each facility. The minimum standard of each facility forms the basis of what level of facility provision can be expected when utilising a facility.

- **Regional**

Regional facilities are a major location for residents and visitors. The user catchment for these facilities extends to a region, requires multi-use, and aims to attract large state or national events to the region.

- **District**

District 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.

- **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 continuous use.	• Cater for multiple sports • Amenities building with a minimum of four change rooms or multiple amenities buildings at a complex • Tiered seating or raised spectator areas. • Sealed car parking with capacity for over 100 cars	• As shown in the Sports Facilities Management Program
District	District facilities are provided at a location for moderate resident and tourist activity. Have the capacity to draw people from more than one Planning District area. However, they may act as an overflow when demand at Regional facilities exceeds capacity.	• Cater for multiple sports • Amenities building with a minimum of four change rooms or multiple amenities buildings at a complex • Sealed car parking with capacity for over 50 cars	• As shown in the Sports Facilities Management Program
Local	Local facilities provide for local activities and access. The user catchments for these activities are limited and specific.	• Cater for specific sports • Amenities building • Car parking	• As shown in the Sports Facilities Management Program

Facility Component	Regional	District	Local
Buildings and Amenities	• Large quality clubhouse building including changing rooms, showers, toilets, referees room, kitchen and kiosk, social/ community room, storage areas administration area • Accessible public toilets	• Clubhouse building including changing rooms, showers, toilets, referees room, kitchen and kiosk, social/ community room, storage areas administration area • Accessible public toilets	• Small clubhouse building including changing rooms, showers, toilets, referees room, and administration area • Accessible public toilets
Other Recreational Facilities	• Playground with shade structure where appropriate • Exercise equipment • Skate park or BMX • Bike and scooter circuits or paths • Other facilities e.g. tennis hit up wall, half courts, parkour	• Playground with shade structure where appropriate • Exercise equipment • Skate park or BMX • Bike and scooter circuits or paths • Other facilities e.g. tennis hit up wall, half courts, parkour	• Exercise equipment • Skate park or BMX • Bike and scooter circuits or paths where appropriate
Pathways and Connections	• 3m wide shared pathways	• Walking paths (minimum 2m)	• May not include pathways
Supporting Infrastructure	• Scoreboard • Spectator seating • Seating, tables, shelters and BBQs • Bins • Water drinking fountain • Bike racks • Car parking • Reserve fencing	• Scoreboard • Spectator seating • Seating, tables and shelters • Bins • Water drinking fountain • Bike racks • Car parking	• Seating • Bins
Landscape	• Shade trees	• Shade trees	• Shade trees

	• High quality fields with markings and excellent drainage	• High-medium quality fields with markings and good drainage	
Signage	• Interpretive, regulatory and way finding signage • Site specific art work or features	• May not be included and merit based approach • Interpretive, regulatory and way finding signage	• May not be included and merit based approach • Interpretive, regulatory and way finding signage

FUTURE DEMAND

Council is committed to the provision of quality leisure and recreation opportunities and recognises the value of accessibility and participation to enhance quality of life for the individual and the community.

Key Drivers

Sport and recreation activities attract investment; support local sport and recreation businesses; and provide spaces for major events, attracting tourists and visitors to boost local economies.

Participation rates: The participation trends in sport generally indicate an increase. Along with population growth, it is expected that demands on facilities will continue to increase.

Participation increases are expressed in a number of ways:

- More casual and unstructured participation with numbers of participants increasing at a greater rate than members of clubs/competitions
- Evidence that non-organised participation is higher than organised, with participation in organised/structured sport being higher for males than females
- The number of females participating in sports that have been primarily male dominated is increasing as shown by the development of sports such as league tag.

Supply versus Standard

Using the provision of 1.55 hectare of sports facilities for every 1,000 people there will continue to be a surplus in 2041. 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 netball and tennis show a shortage of supply by 2041.

Current Supply versus Provision Standard

Current Supply vs Provision Standard – Sports Facilities			
	2024	2031	2041
Projected Population	75,390	82,526	96,076
Benchmark Demand	116.9	127.9	148.9
Existing Supply	183.2	183.2	183.2
Surplus/Shortage	66.3ha	55.3ha	34.3ha

Current Supply vs Provision Standard – Netball Courts			
	2024	2031	2041
Projected Population	75,390	82,526	96,076
Benchmark Demand	25.1	27.5	32.0
Existing Supply	25	25	25
Surplus/Shortage	-0.1	-2.5	-7.0

Current Supply vs Provision Standard – Tennis Courts			
	2024	2031	2041
Projected Population	75,390	82,526	96,076
Benchmark Demand	41.9	45.8	53.4
Existing Supply	50	50	50
Surplus/Shortage	8.1	4.2	-3.4

Current Supply vs Provision Standard - Croquet Courts			
	2024	2031	2041
Projected Population	75,390	82,526	96,076
Benchmark Demand	1.9	2.1	2.4
Existing Supply	3.0	3.0	3.0
Surplus/Shortage	1.1	0.9	0.6

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, Lakeside Sports Complex, Mallabula Sports Complex and King Park Sports Complex will guide the expansion of these facilities into the future.

Operations/Maintenance Plan

Asset maintenance is performed reactively. The building structures, sports surfaces and equipment all have 10 year life cycle costs.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to inform the management of Sports Facilities assets.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewals works are identified in condition rating reports, which also inform the timing and implementation of the Sports Facilities Management Program. Proposed funded works are listed in the Capital Works Program.

Consolidation/Disposal Plan

Sport facilities land that is deemed as excess to the standards and demand will be treated as surplus property. At present there are no plans to dispose of any of these land assets.

Risk Plan

Amenities are insured under Council's public liability insurance policy. Risk is managed through a detailed inspection of all aspects of the buildings undertaken annually by staff. There is a high frequency of maintenance issues reported by the community which are prioritised and scheduled for maintenance.

Cleaning staff also undertake periodic inspections when they are carrying out duties on site, with an agreement to identify any issues that may present a risk.

Risk Controls - Sports Facilities		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc leading to public safety risk to users.	- Identify the gaps to bring the buildings up to standard. - Cost the works. - Prioritise works based on risk.	High
There is a risk that material containing asbestos is present in the buildings	Document the buildings potentially containing asbestos material. Test these buildings for asbestos and residual asbestos. Remove or isolate the asbestos from the building.	Medium

leading to potential exposure by users.	• 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.	
There is a risk that the building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	• Install working at heights systems on buildings that require known frequent working at heights for the purpose of accessing utilities such as AC units, box gutters, etc. • Create a program to install and fund working at heights systems on these buildings. • For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. • Undertake annual certification of installed anchor points.	Medium
There is a risk that works may be carried out on the building without Council's knowledge leading to damage to the building and or exposing the users to unknown risks.	• Review licensing agreements with the tenants to ensure that all understand that Council must be notified and consent to any proposed works.	Low
There is a risk that the field lighting does not meet required illumination (lux) standards for intended usage leading to personal injury.	• Inspect the lighting to determine the gaps in illumination. • Create a prioritised works program based on risk.	Low

Financial/Budget Summary

- Capital

The most recent capital works include LED lighting upgrades at Mallabula Sports Complex, King Park Sports Complex and Lakeside Sports Complex. Plus facility upgrades at Salamander Sports Complex and expansion of Don Waring Oval underway. Proposed future capital works are scheduled through biennial condition inspections.

- Recurrent/Operational

Funding for reactive and programmed maintenance is allocated in the Public Domain and Services section of Council and works are prioritised based on Council's risk matrix. The reactive and programmed maintenance works are determined through Council's asset inspection and the customer request systems.

Plan Improvement and Monitoring

New systems are being developed to improve data on asset management including a greater emphasis on proactive data collection, works and future financial forecast.

Summary

The standards indicate sufficient supply of land dedicated to sporting facilities for the future; however, improvements to the existing facilities will need to be closely monitored to ensure that they can handle the increased load that higher populations will bring. Development of facilities such as Ferodale Sports Complex and Tomaree Sports Complex that have additional available land to allow expansion should be planned for and scoped to allow the facilities to be available and funded when required by the increased population.

Surf Lifesaving Facilities

Asset Holdings	Five buildings including Birubi Surf Club, Birubi Café/Residence, One Mile Lifeguard Facility, Fingal Bay Surf Club and Fingal Bay Café/Residence. Building components: - Exterior Works – Retaining walls, fencing, signage, landscaping - Exterior Fabric – Access stairs and ramps, roof, external walls, windows, external doors - Interior Finishes – Floors, ceilings, joinery, linings, fixture and fittings - Services – Hydraulic, mechanical, fire, electrical, security Other components/assets: - Rescue equipment i.e. rescue tubes, boards, flags, poles, and signage		
Desired Level of Service Statement	One lifesaving club for every 30,000 people		
Available Data	Fair Value as at 30 June 2025, condition inspection reports, asset management plans/reports, Australian Surf Lifesaving's Port Stephens Beach Audit.		
Last Condition Survey	2025		
General Assessment of Condition	Condition Rating	% Assets	\$CRC
	1 Near Perfect	0	\$0
	2 Good	20	\$3,178,430
	3 Satisfactory	80	\$12,713,718
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100.00	\$15,892,148
Main Findings	The Surf Lifesaving Facilities are all in Good to satisfactory condition.		
Future Actions	Short Term – Landscaping upgrades at Birubi Surf Club.		

- There is no requirement for building replacement or acquisition in the next 10 years.



Figure 33: 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.
- Local Government Act 1993

Current Level of Service

Council provides three surf lifesaving facilities being the Birubi Surf Lifesaving Club, Fingal Bay Surf Lifesaving Club and the One Mile Beach Surf Lifeguard Facility. They all provide facilities for professional lifeguarding during the summer months while the

facilities at Birubi and Fingal Bay also cater for Surf Club activities, public amenities and café/restaurants.

Birubi Surf Lifesaving Club

Birubi Surf Lifesaving Club was constructed in 2013 and is the home of the Birubi Point SLSC. The club was formed in 1993 to protect swimmers at Birubi Point.

Facilities provided	• Volunteer and Professional lifeguard services available during summer season (October – April) • Amenities • Kiosk/café • Caretaker facilities • Lifeguard tower • Car parking
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Fingal Bay Surf Lifesaving Club

Fingal Bay Surf Lifesaving Club was constructed in 2012 and is the home of the Fingal Beach SLSC.

Facilities provided	• Volunteer and Professional lifeguard services available during summer season (October – April) • Amenities • Kiosk/café • Restaurant • Caretaker facilities • Lifeguard tower • Car parking
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One Mile Beach Lifeguard Facility

One Mile Beach Lifeguard Facility was constructed in 2017 and provides storage and amenities for the professional lifeguard service at One Mile Beach.

Facilities provided	• Volunteer and Professional lifeguard services available during summer season (October – April) • Lifeguard amenities
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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 on the following page:

Benchmarking - Surf Lifesaving Facilities		
Council	Provision	Year
Port Stephens Council	One surf lifesaving facility for every 30,000 people	2021
Lake Macquarie City Council	One surf lifesaving facility for every 53,461 people	2021
MidCoast Council	One surf lifesaving facility for every 13,797 people	2021

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 satisfactory 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 until 2031. 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			
	2024	2031	2041
Projected Population	75,390	82,526	96,076
Benchmark Demand	2.5	2.75	3.2
Existing Supply	3.0	3.0	3.0
Surplus/Shortage	0.5	0.25	-0.2

Future State

The Birubi, Fingal Bay and One Mile facilities are all in satisfactory condition and there will be no need for additional facilities. However, after 2031 close monitoring will need to occur regarding capacity of support facilities such as public amenities.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

Council's adopted standards have been used to establish a base understanding as to the appropriateness of the facilities provided. No additional facilities are required.

Operations/Maintenance Plan

Although these structures are new the environment in which they are located is very harsh which requires a timely response to address any faults to ensure sound lifecycle management. As a result, a programmed maintenance schedule is in place for Council's assets.

Condition and Performance Monitoring

Condition inspections are undertaken every two years and are used to assess the management of Surf Lifesaving assets.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewal works are identified in condition reports which also inform the timing and implementation of the Surf Lifesaving Facilities Management Program.

Proposed funded works are listed in the Capital Works Program.

Consolidation/Disposal Plan

There are no plans to consolidate or dispose of surf clubs.

Risk Plan

Surf clubs/amenities are insured under Council's Public Liability Insurance policy. Risk is managed through a detailed risk inspection of all aspects of the buildings undertaken annually by staff and management committees. Inspections are also undertaken by trades' staff when carrying out maintenance on any site.

Risk Controls - Surf Lifesaving Facilities		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that components of the building do not meet the current Building Code for mandatory requirements – fire safety, electrical systems, switchboard rooms, etc.	• Identify the gaps to bring the buildings up to standard. • Cost the works. • Prioritise works based on risk.	High
There is a risk that the building does not comply with working at heights systems such as anchor points and walkways,	• 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.	Medium

leading to injury to workers while undertaking work at heights.	• Create a program to install and fund working at heights systems on these buildings. • For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. • Undertake annual certification of installed anchor points.	
There is a risk that works may be carried out on the building without Council's knowledge leading to damage to the building and or exposing the users to unknown risks.	• Review licensing agreements with the tenant to ensure that everyone understands that Council must be notified and approved about any proposed works.	Low

Financial/Budget Summary

- Capital

The most recent capital works include Air Conditioning replacements and landscaping 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 \$601,630 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 satisfactory condition into the future.

Corporate Buildings

Asset Holdings	Administration Building, Raymond Terrace: 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
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	which is part of a larger lot of commercially zoned land that will be developed for commercial interests into the medium term. Visitor Information Centre, Nelson Bay		
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. - To provide a modern attractive tourism facility for the visitors to Port Stephens.		
Available Data	Fair Value as at 30 June 2025, condition inspection reports (internal and external contractors), asset management plans/reports.		
Last Condition Survey	2024		
General Assessment of Condition	Condition Rating	% Asset	\$CRC
	1 Near Perfect	16	\$4,090,594
	2 Good	71	\$18,152,004
	3 Satisfactory	13	\$3,323,606
	4 Very Poor	0	\$0
	5 Unserviceable	0	\$0
	Total	100	\$25,566,204
Main Findings	Internal refurbishment of the Administration Building staff office areas completed December 2025.		
Future Actions	Short Term – Continue internal refurbishment within Council Chambers and training room. Short Term - External renovation of the Visitors Information Centre.		



Figure 34: 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.
- Visitor to the VIC expect a functional and welcoming venue that supports the Port Stephens Tourism brand image.

Legislative Requirements

The Council's Administration Building and VIC 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

- The Administration 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. The current layout is not efficient operationally due to increases in staffing levels. As a result, Council has been undertaking staged building refurbishments.
- 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

- Council has a desire to continue to provide quality and cost efficient municipal accommodation and facilities at the Administration Building.
- Into the future there may be the requirement to provide significant capital upgrades to the VIC in order to adequately service the increased tourism numbers within Nelson Bay and Port Stephens generally.

FUTURE DEMAND

Key Drivers

- The drivers for the Administration Building is the adequate provision of accommodation for staffing numbers and public space requirements. The building accommodates 52% of Council's total permanent staff (279 employees) as at 31 December 2019.

- The key driver for the Visitor Information Centre (VIC) is tourism and tourism related industry and visitation.

Future State

- Administration Building staff numbers are expected to hold into the future and new technological advances will provide flexibility to improve the municipal function and amenity of the asset.
- VIC operations anticipate that increasing tourism numbers and the growing popularity of Port Stephens generally will increase demand for the level of service provided by the facility.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

- The Administration Building is currently facilitating the requirements of staff and visitors. There is no proposed need for acquisition of additional administration facilities. 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.
- There are currently no plans for creation or augmentation for the VIC 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. 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 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 renewals works are identified in condition rating reports, which also inform the timing and implementation of the asset's Management Program.

Consolidation/Disposal Plan

There is no proposed consolidation or disposal plan in place for the Administration Building or the VIC as the building is deemed fit for purpose and continues to fulfil requirements.

Risk Plan

Risk Controls - Administration Building		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that non-compliant services within the building could lead to breaches in legislative provisions.	- Regular compliance programs are in place to ensure compliance. - Continue regular maintenance inspections as per the Asset Inspection program to check for changes in condition.	Medium
There is a risk that poor space management will lead to functional obsolescence of some areas of the accommodation.	Continue to proactively manage the space design in accordance with best practice and current trends.	Low
There is a risk that Contractors or others within the building could be injured as a result of non-compliance with WHS legislation.	Continue to ensure vigilance in management of onsite contractors and others while performing works within the asset.	Low
There is a risk that the building does not comply with working at heights systems such as anchor points and walkways, leading to injury to workers while undertaking work at heights.	- Install working at heights systems on buildings that require known frequent working at heights for accessing utilities such as AC units, box gutters, etc. - Create a program to install and fund working at heights systems on these buildings. - For all other buildings and buildings without anchor points, utilise the works practice risk assessments before and during the works. - Undertake annual certification of installed anchor points.	Medium

Financial/Budget Summary

• Capital

Administration Building: The most recent capital works includes an additional 112Kw of solar PV on the roof to supplement the existing 99Kw system and the internal refurbishment currently underway.

Visitor Information Centre: 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 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.
- 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.

Investment Property Portfolio

Asset Holdings	Currently Council has twelve 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 12. 11 Laverick Avenue Tomago NSW 2322		
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		
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	\$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.
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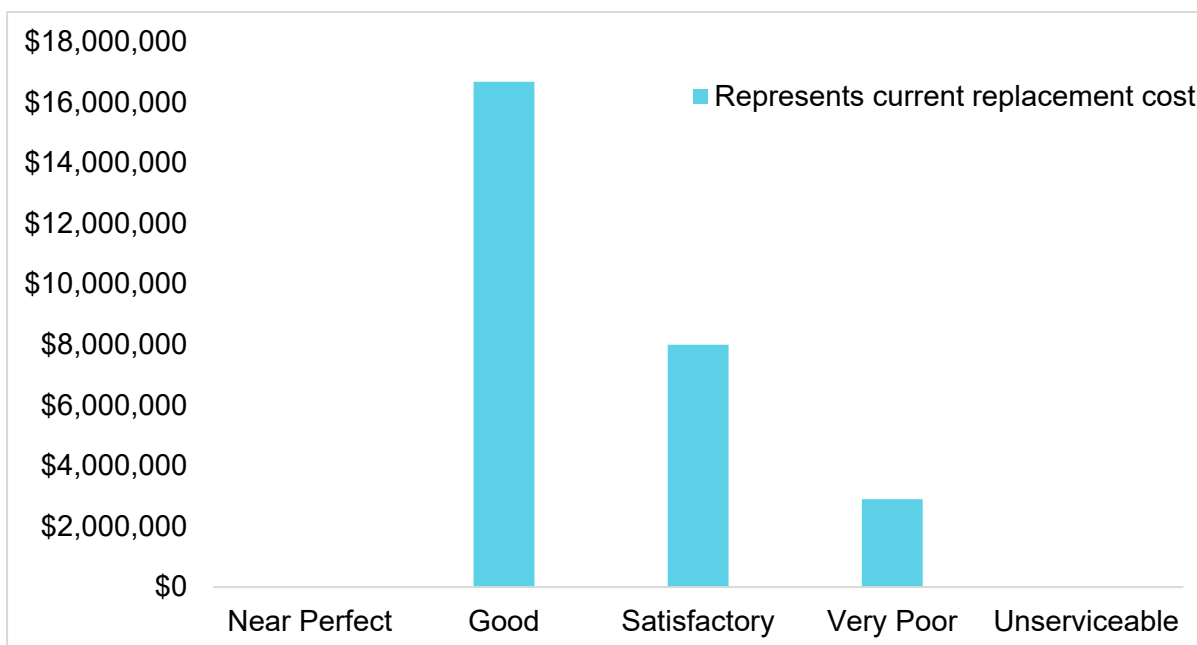


Figure 35: Condition Rating – Investment Property Portfolio

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:

- Conveyancing Act 1919
- Retail Leases Act 1994
- 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 to ensure that the capital value of the assets continues to grow.

It is imperative for the portfolio returns to continue so that Council can attract and retain core commercial tenants.

Standards

Commercial leasing is a dynamic market driven by competing offerings, technological change, 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 DEMAND

Key Drivers

There are many drivers around the level of future demand for office accommodation in the Newcastle CBD. There have been significant additions to the availability and the quality of available stock over the last 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.

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.

Risk Plan

Management assesses financial risk on an ongoing basis while insurance risk is catered for under Council's industrial special risk and public liability policies while the tenant attends to the daily WHS responsibilities. Matters arising, which are the responsibility of the landlord are addressed as a matter of highest priority and where necessary in negotiation with the tenant.

In relation to the Investment Property Portfolio, a number of risks have been identified which are common to all assets under the Strategic Property portfolio. These are being

monitored and addressed in accordance with the availability of resources and the wider organisational program of works.

Risk Controls - Investment Property Portfolio		
Risk	Control to Mitigate Risk	Residual Risk
There is a risk that material containing asbestos is present in the buildings leading to the potential exposure of users.	- Document the buildings with potential asbestos-containing material. Test these buildings for asbestos and residual asbestos. Remove or isolate the asbestos material from the building. - Monitor the condition of the building(s) for the presence of asbestos. - Educate users and workers about the presence and management of asbestos-containing material. - Develop site-specific management plans.	Medium
There is a risk that tenants occupying either single holdings or large floor plates of leased premises, will vacate and find a more competitive space, leading to the long-term vacancy of some premises.	Ensure that infrastructure is upgraded or replaced as it reaches the end of its functional life.	Medium
There is a risk that the buildings do not comply with working at heights systems such as anchor points and walkways, leading to the potential injury of workers while undertaking work at heights.	- Working at heights systems installed on buildings where required for the purpose of accessing utilities such as AC units, box gutters, etc. - Implement compliance matrix for all buildings in the portfolio. - Undertake annual certification of installed anchor points.	Medium

Financial/Budget Summary

- Capital

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 of Fingal Bay Holiday Park, Halifax Holiday Park and 35% of Shoal Bay Holiday Park and now the Port Stephens Koala Sanctuary are managed by Port Stephens Council on behalf of the Crown through the Crown Reserve Trust. Thou Walla Holiday Park at Soldiers Point is a Council owned Park which is currently operated by Port Stephens Council. Broadly the current assets can be broken down as follows: • reception and residence buildings • amenities, laundries and camp kitchens • recreation centres and games rooms • playgrounds, outdoor recreation areas, shade structures and pools • tennis courts • kiosk at Halifax Park • relocatable cabin and villa accommodation buildings • work and storage sheds • roads and car parks • block paving • boardwalks • footpaths • concrete slabs – van sites and driveways • boom gates • street lighting • BBQ facilities • electrical power heads • signs • boundary/internal fencing and landscaping
Desired Level of Service Statement	Asset maintenance and capital projects delivery are planned and executed in response to demand levels which are informed by tourism and leisure markets. Council's Holiday Parks are highly regarded as high quality accommodation destinations both within the market and amongst competitors.
Available Data	Condition inspection reports, asset management plans/reports.
Last Condition Survey	2018

General Assessment of Condition	Condition Rating		% Assets	\$CRC
	1	Near Perfect	29	\$13,103,393
	2	Good	21	\$9,542,174
	3	Satisfactory	42	\$19,027,629
	4	Very Poor	5	\$2,640,982
	5	Unserviceable	3	\$1,423,043
		Total	100.00	\$45,737,221

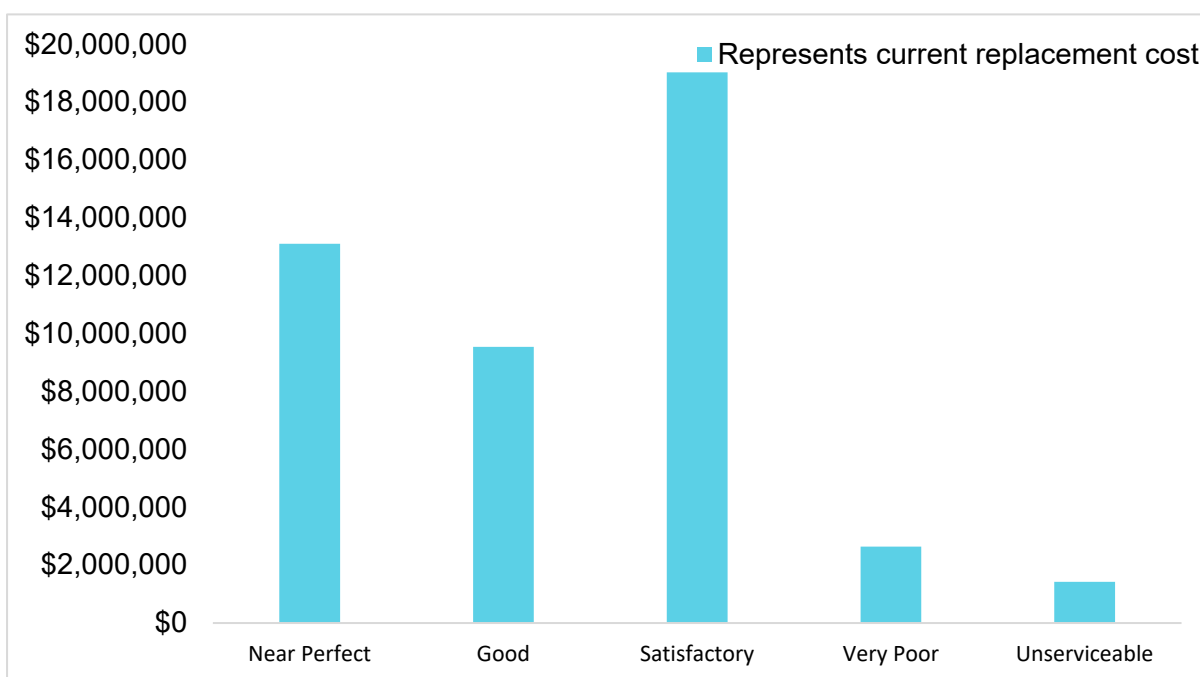


Figure 36: Condition Rating – Holiday Parks

LEVEL OF SERVICE

Customer Research and Expectations

Research includes tourism industry trend data from government agencies and peak bodies together with [Community Satisfaction Survey](#) results.

The Holiday Parks are widely recognised by the delivery of consistently strong visitor experiences. Customer feedback reflects that the properties are well managed, efficient and offer high quality facilities equal to or better than most in the market.

Legislative Requirements

Like any other commercial venture Council's businesses are to be managed in accordance with various pieces of legislation; in the case of the Holiday Parks the key legislative instruments are:

- Crown Lands Management Act 2018
- Local Government Act 1993

Current Level of Service

The current level of service delivers accommodation and guest services that represent holiday experiences that meet or exceed guest expectations of quality and value for money.

The indicators for these service performance standards are:

- Repeat guest visitation
- New visitor attraction
- Occupancy levels
- Net promoter score
- Return on investment.

Desired Level of Service

Although the parks currently hold a strong market position, it is important that the business continues to both strengthen this position and explore new market segments. High quality assets play a key role in attracting visitors, particularly in the increasingly competitive accommodation market.

To maintain and grow market share, we will need to lift operational performance and the overall guest experience. This will be supported through the development of a targeted capital works and maintenance program.

FUTURE DEMAND

Future demand for these properties is expected to remain strong, driven by continued growth in domestic travel, investment in the Newcastle Airport and increasing interest in nature-based experiences, short-break experiences, and traditional family holidays.

As expectations for comfort, amenities and sustainability continue to rise, the quality, condition and mix of our assets will play a critical role in attracting and retaining guests.

This means our asset management approach must be proactive and forward-looking, ensuring that facilities are well maintained, renewed at the right time, and upgraded where needed to meet changing market needs, support higher yield, and protect the long-term performance and value of the portfolio.

Key Drivers

The key drivers influencing demand for infrastructure are:

- Destination appeal
- Affordability and market competition
- Accessible accommodation and experiences
- Customer satisfaction (value for money, quality and presentation)
- Visitor demand and travel trends.

Future State

Visitor accommodation and supporting infrastructure will be fit for purpose, resilient, and aligned to defined levels of service, enabling the organisation to meet current and forecast demand across peak and shoulder seasons. Assets will be maintained to consistent standards that support quality visitor experiences while remaining operationally efficient and financially sustainable.

Investment will be strategic and evidence-based, guided by asset condition, risk, performance, and demand. Renewal and upgrade programs will prioritise assets that protect revenue, improve visitor satisfaction, and reduce whole-of-life costs, with capital works staged to maximise value.

The asset portfolio will be future-ready, adaptable to changing visitor expectations and tourism trends, with accessibility and inclusivity embedded across facilities. Infrastructure will be climate-resilient and environmentally responsible, addressing coastal, flood, bushfire, and extreme weather risks while incorporating sustainable design and efficient resource use.

Assets will continue to deliver community and economic value, supporting local employment, year-round visitation, and reinvestment into asset renewal and broader community infrastructure.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

The creation and acquisition of assets are business decisions based on commercial and financial capabilities aligned to 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 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 condition inspections.

Rehabilitation/Renewal/Replacement Plan

Proposed rehabilitation and renewal works are identified in condition reports which also inform the timing and implementation of the Holiday Parks Management Plan.

Proposed schedules for rehabilitation, renewal and replacement of visitor accommodation assets are detailed within the plans of management and supporting business plans.

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.

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 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 the deterioration of assets leading to service failure, safety issues or loss of demand.	Asset condition assessments are completed with clearly defined condition ratings supported by a 10 year capital renewal program and regular maintenance schedules.	Low
There is a risk that assets will be damaged or disrupted from natural disasters or hazards.	Resilient design standards, emergency management and business continuity plans.	Low
There is a risk that service levels will not be met due to asset condition.	Assets are fit for purpose with clear levels of service for each asset type.	Low
There is a risk of higher lifecycle costs if investment is not effectively planned.	Yield, occupancy and asset performance form part of the risk and condition-based prioritisation framework.	Low

Financial/Budget Summary

- Capital

Capital expenditure provisions are as detailed under Holiday Parks Management Program.

- Recurrent/Operational

Recurrent expenses are planned and budgeted for under the Council's budgetary process while capital projects in the Crown Reserve Parks are funded by agreement with the Crown Reserve Trust and in line with the published Plans of Management.

Plan Improvement and Monitoring

The SAMP is reviewed and updated annually. New assets are recorded and allocated asset numbers in the Corporate Asset Register. The performance of existing assets is monitored throughout the year via regular inspections. Reports are prepared and priorities determined for improvements in preparation for the annual budget process.

Summary

The current status of the asset maintenance program across the Council holiday parks indicates that further strategic planning is required to meet the desired level of service and expected market need.

Operational Lands

Asset Holdings	Currently Council has 160 lots classified Operational Land including: - those held as properties designated for potential future development; and - those improved with buildings under the care and control of Council's Facilities and Infrastructure directorate. 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).
Desired Level of Service Statement	Not applicable as the Active parcels form part of the Property Investment and Development land bank.
Available Data	Land Register is the responsibility of Assets - Statutory Property team.
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 Infrastructure directorate.
Active Sites	Karuah 210 -262 Tarean Road – 7 lots Medowie 3 Industrial Road – 1 lot 38 Ferodale Road – 1 partial lot 15 Peppertree Road – 1 partial lot Raymond Terrace 112 Adelaide Street – 1 lot 50 William Street – 1 lot 7A Bourke Street – 1 lot 18A Sturgeon Street – 1 partial lot 116 Adelaide Street – 1 partial lot 118-126 Adelaide Street – 5 lots Salamander Bay 155 Salamander Way – 2 lots 22 Homestead Street – 1 partial lot

	Tomago • 20 Enterprise Drive- 1 lot • 15 Enterprise Drive – 1 lot Williamtown • 282-282B and 398 Cabbage Tree Road – 4 lots
Main Findings	• None of the Operational Lands listed above, 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;
- Most but not all are flood free;
- Services are readily available;
- Demonstrated demand for the end development.

The inactive parcels can be characterised by a variety of the following:

- Low lying and/or flood prone;
- Small sites not capable of individual development;
- Heavily vegetated;
- Services may not be readily available;
- Unusually shaped, making development problematic;
- Community considers land is "open space" or "parkland".

LEVEL OF SERVICE

Legislative Requirements

Apart from the general provisions of the Local Government Act 1993, there is no legislative requirement in relation to these Operational Lands.

FUTURE DEMAND

Development of these Operational Lands is typically demand-driven. When the market is indicating upcoming demand for the likely end land use, the Property Investment and Development team of Council commences a process to rezone and or secure development consent for the end land use. Once consent conditions are available, Property Investment and Development team 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.

Lifecycle Management: Information Communication Technology Assets

Information Communication Technology (ICT) Assets categories are listed in Table 1.

Cabling

Asset Holdings	Structured Data Cabling		
Available Data	Limited		
Last Condition Survey	2025		
General Assessment of Condition	Condition Rating		% Assets
	1	Near Perfect	34
	2	Good	48
	3	Satisfactory	15
	4	Very Poor	3
	5	Unserviceable	0
	Total		100.00
			\$CRC
			\$195,000
			\$278,750
			\$86,250
			\$15,000
			\$0
			\$575,000
Main Findings	Structured cabling is required to provide connectivity from staff equipment to the core ICT infrastructure. Major components of the structured cabling in the Administration building including the primary data centre have been replaced as part of the building refurbishment program. A subsequent review of the structured cabling across Council buildings and sites beyond the Administration building has determined an degrading standard, leading to intermittent and poor performance. Council is reviewing opportunities to implement a program of works to remediate its ICT infrastructure at remote locations to industry standard, subject to prioritisation and budget review.		

	Where existing structured cabling is non-compliant to category 5e Standards (ratified in 1999), the cabling will be replaced. Where the existing structured cabling is of category 5e or greater, it will be certified to ensure the Standard is met. New cabling installations will be compliant to the category 6a standard (ratified in 2008).
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LEVEL OF SERVICE

Customer Expectations

Internal customers expect that the structured cabling at their place of work is reliable and is capable of operating at a speed that enables the delivery of corporate applications, data and telecommunications services; and that there are adequate "ends" that cater for organisational growth.

Current Level of Service

The current level of service is now meeting or existing customer expectations, due to cabling upgrades. Where structured cabling at some buildings does not comply with current structured cabling standards, service levels may not meet customer expectations.

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 2025 to 2029.

LIFECYCLE MANAGEMENT PLAN

Creation/Acquisition/Augmentation Plan

Not applicable for this asset type.

Operations/Maintenance Plan

Maintenance is conducted on an as-required basis where faults are detected.

Condition and Performance Monitoring

Cabling is regularly monitored to anticipate failures given the condition of the asset stated above.

Rehabilitation/Renewal/Replacement Plan

Renewal and replacement is being undertaken as part of an on-going ICT infrastructure remediation program of works and the Administration building refurbishment. All procurement activities are being undertaken in line with Council's procurement guidelines.

Consolidation/Disposal Plan

Cabling removed from buildings is sent to recyclers.

Risk Plan

Building cabling is covered in the Enterprise Risk Management Plan.

Financial/Budget Summary

- Recurrent and Operational

2025 refurbishment activities invested >\$80,000 in remediation program of the administration building.

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

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	52
	2	Good	21
	3	Satisfactory	22
	4	Very Poor	5
	5	Unserviceable	0
	Total		100
			\$479,000
Main Findings	32% of Desktop assets are recently replaced (within 12 months) to ensure compatibility with supported essential Windows Operating System. An additional 31% of Desktop assets that are out of warranty are planned for replacement during the next financial year to improve functionality, performance and compatibility to operating systems and applications as they modernise. The remaining 37% of Desktop assets have >12 months of remaining lifecycle and have transitioned to a rolling annual uplift to encourage proactive lifecycle management to meet the 4year industry standard.		

Level of Service

As the Desktop Assets are critical to Council's operations, suppliers and customers, the assets are required to be fully functional during Council and remote site business hours.

Desktop Assets must provide appropriate functionality at fixed locations for desktop systems or provide flexibility and remote connectivity if a laptop or tablet is used.

It is in the best interest of Council to maintain equipment with manufacturers' warranty and sufficient support provisions. This applies to both hardware and software.

Council and associated business units such as holiday parks, libraries and the VIC expect to be able to access the entire suite of ICT applications and systems during business hours and from time to time outside normal business hours.

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, there has been a corresponding move to laptops and tablets. Work from home requirements are also increasing the demand for laptop / mobile devices.

Desktop PCs will still have a place for permanently deskbound roles; however, any functions performed could easily be performed by a current laptop machine. Desktop Mini PCs currently supporting videoconferencing and meeting room functionality report poor reliability and have impacted critical public sessions including Council Chambers, this is currently being reviewed for viability to refresh with fit-for-purpose videoconferencing technology instead of Desktop assets as per industry standard.

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. Council have introduced competitive procurement practices in 2025 to mitigate this and build cost efficiencies with bulk purchasing for planned refresh.

LIFECYCLE MANAGEMENT PLAN

Desktop Assets require little or no traditional maintenance or servicing.

From time to time, software, firmware or operating systems require updates, which are applied during regularly scheduled system outages, timed to minimise any impact to Council and remote site operations. Physical failures, which are infrequent, are resolved by manufacturer representatives under factory warranty.

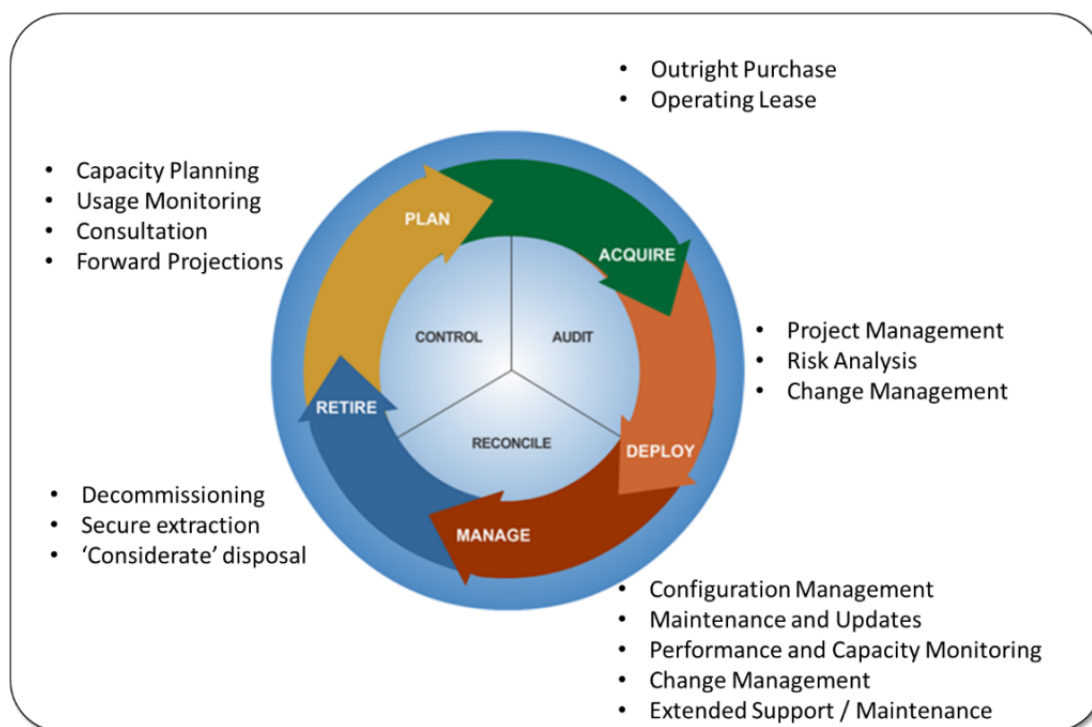


Figure 37: Lifecycle Management Plan – Desktop Assets

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. Hence, desktop assets are usually replaced every three to five years to ensure staff have access to current technology that can support all systems and services staff require to do their job. New desktop assets will carry appropriate hardware warranty.

Condition and Performance Monitoring

Any desktop hardware failures are reported to the ICT Service Desk. Staff monitor the frequency and type of failures to ensure that the desktop assets being issued to staff will meet business requirements.

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 program of works, which for desktop and laptop computers, depending on operating system versions, is between three and four years. Tablets have an active service life of between two and four years. All procurement activities are being undertaken in line with Council's procurement guidelines.

Consolidation/Disposal Plan

At end-of-life, systems are disposed of in line with the asset disposal management directive.

Risk Plan

ICT Infrastructure is covered in the Enterprise Risk Management Plan.

Financial/Budget Summary

Depending on Council's financial position and procurement strategies at the time, ICT Desktop Assets can either be procured through outright purchase, or operating leases.

All future purchases will include support and maintenance provisions for the entire projected life of the asset, eliminating increased operating costs as the assets age.

The financial forecasts are made with the following assumptions:

- Capacity of newer equipment increases, while purchase costs decrease;
- A combination of Council's financial data, combined with experience at other organisations provides the basis for any financial estimates or projections;
- Upcoming operating system or applications updates may force a change in hardware.

Plan Improvement and Monitoring

This plan must be reviewed annually due to the continually evolving ICT landscape and the different classes of ICT Desktop Assets

ICT Infrastructure

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		
Last Condition Survey	2022		
General Assessment of Condition	While the condition of ICT Infrastructure degrades over an extended lifecycle (5+ years), functionality drops in comparison to available modern network technology while serviceability and maintenance are likely to increase.		
	Condition Rating		% Assets
	1	Near Perfect	30
	2	Good	53
			\$CRC
			\$195,000
			\$350,000

	3	Satisfactory	13	\$88,000
	4	Very Poor	4	\$25,000
	5	Unserviceable	0	\$0
		Total	100	\$658,000
Main Findings	The core ICT server and storage assets were replaced in 2023. These assets were procured with a view to support Council requirements for the target 5-year asset life of this equipment. Hardware warranty is included in the purchase price however licensing and support requirements are renewed annually. The microwave network assets have reached a degraded state and are due for replacement. WiFi hardware providing internet coverage to both staff and guests is also degraded, with mixed levels of support. This asset replacement process will be coordinated by the ICT team. The cost of ownership dramatically increases over time with escalating support and maintenance costs usually exceeding the cost of replacement within five years.			

Level of Service

As ICT infrastructure is critical to Council's operations, suppliers and customers, the assets are required to be fully functional during business hours and should also be available to support 24x7 operations.

Council operates redundant servers and storage hosted in the Administration Building and the Raymond Terrace depot. This duplication of assets increases the resilience of ICT services and reduces the risk of system outages and data loss. The servers and storage are connected using Councils ICT network assets and telecommunications services from commercial providers.

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.

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. Council will maintain equipment with manufacturers' warranty and sufficient support provisions.

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

The Digital Strategy 2024-2028 confirms the transition of our email, SharePoint, corporate system (Civica Authority), telephony and other corporate applications to cloud based solutions. This transition will reduce the demand for on-premise servers and storage over the next 3 years but will not reduce Council requirements for network

and security infrastructure. Even after the transition to Cloud services, Council will still require ICT infrastructure assets onsite, but the capacity and value of these assets is likely to decrease.

May cause an increase in demand

- Increased demand for local data processing or data storage, that is integrated with the new cloud-based solutions being implemented by Council
- Security uplift to support Essential Eight Level 1 standard will require modern network hardware configuration alternatives and elevated support to minimise enterprise risk appetite
- Increased demand for bandwidth and increased number of access points for staff to utilise Council's digital services
- Increase in natural disasters in region and reliance on network infrastructure to enable emergency response and flood pumps increases demand on network redundancy in the case of power or network outage
- Records Management legislation may increase data storage and backup requirements

May cause a decrease in demand

- Increased use of Cloud Applications
- Additional transitions of current on-premise solutions to cloud or hosted solutions
- Migration to modern cloud-based print and telephony
- Structured off-line archiving of electronic records

Other Factors

Emerging technologies may increase or decrease projected costs, as well as developments of Cloud Solutions, improved connectivity such as NBN or Wireless point to point connectivity.

World commodity prices may also have a significant impact.

LIFECYCLE MANAGEMENT PLAN

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.

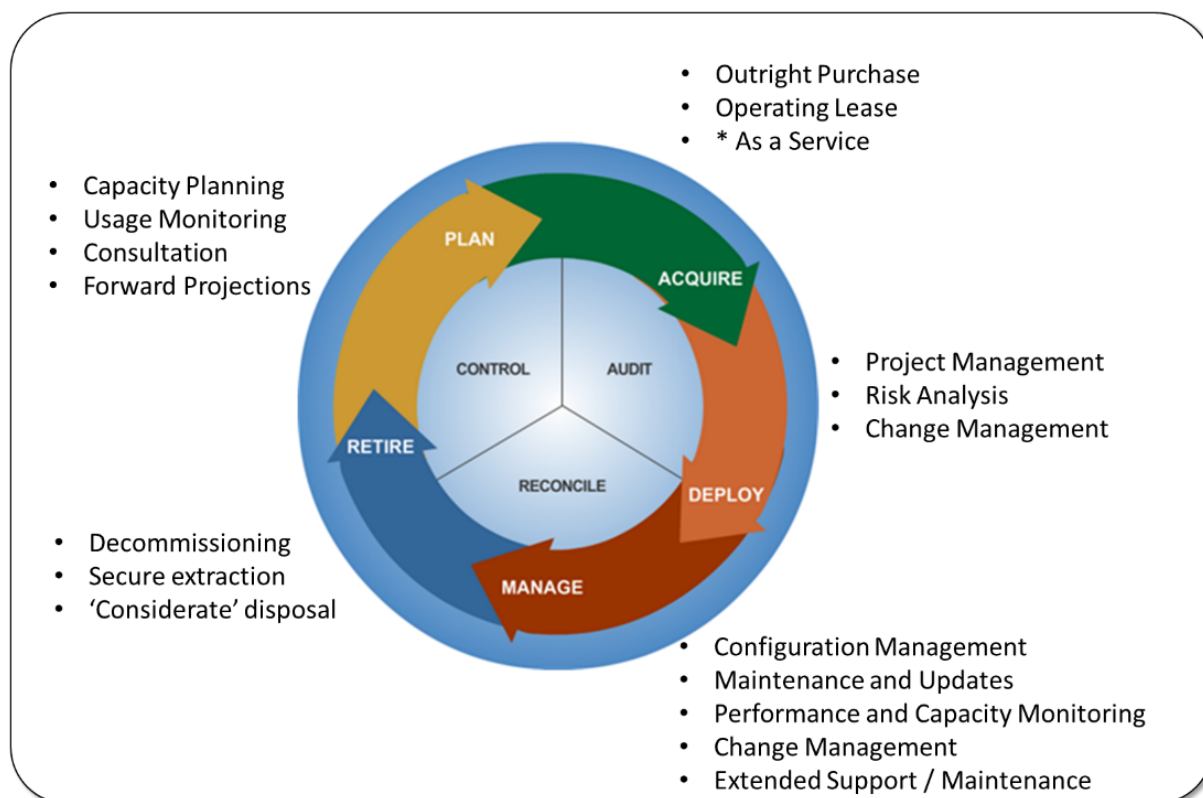


Figure 38: Lifecycle Management Plan – ICT Infrastructure

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, which has prompted Council to include replacement of degraded network and security infrastructure in the 2026 roadmap.

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 not required for server and storage assets until end-of

life of the current assets. This is forecast for 2028 and will be included in the on-going ICT infrastructure scheduled program of works.

Most of the communications network assets are reaching end of life and will be replaced as part of the scheduled ICT program of work. Any procurement activities will be 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.

All infrastructure assets must be checked / cleaned to ensure that all Council data has been removed and cannot be recovered after disposal of the asset.

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:

- Demand of on-premise server capacity will remain the same or be reduced due to the transition to cloud services
- 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

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.

Appendix 5 – Dashboards

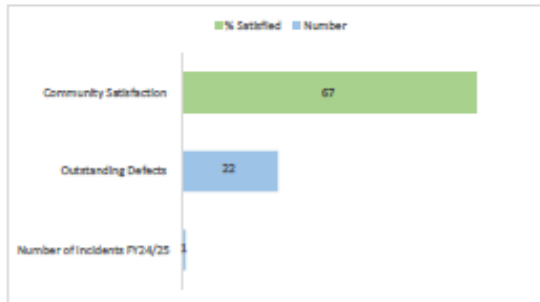
Aquatic Centres



Service Aims

To plan, provide and manage aquatic centres for the community

Community Satisfaction



Key Notes:

- PSC provides three leisure centres, Lakeside Leisure Centre, Tomaree Aquatic Centre and Tilligerry Aquatic Centre.
- These Centres are complemented by tidal pools located in Karuah and Lemon Tree Passage.

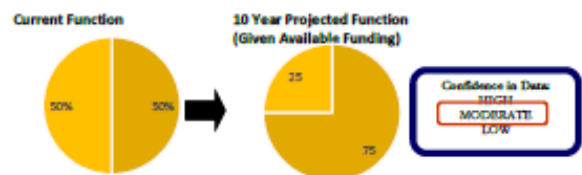
\$ 11,336,845 Total Value of Aquatic Centres (CRV)

\$0 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION

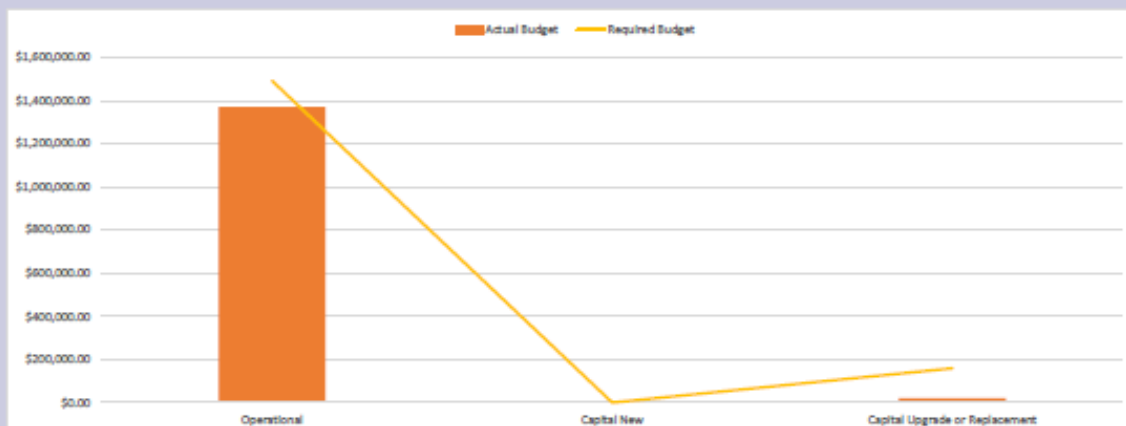


Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Aquatic Centre Services

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Aquatic Centres



Working Documents—This document has been developed on the best available information and continues to be refined.

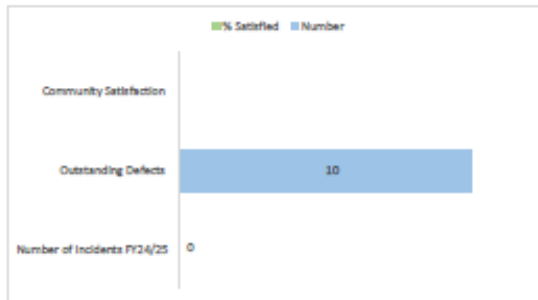
Aquatic Structures



Service Aims

To plan, provide and manage aquatic structures for the community

Community Satisfaction



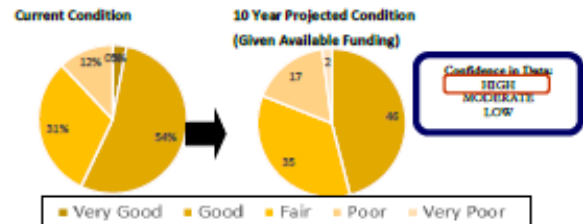
Key Notes

- LGA Asset Holdings
- 18 Wharfs
- 19 Boat ramps
- 25 Sea Walls

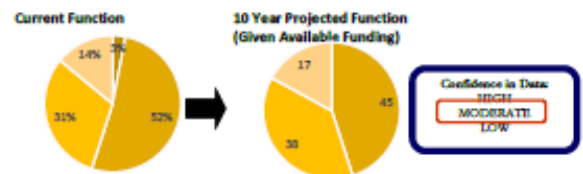
\$18,053,955 Total Value of Aquatic Structures (CRV)

\$2,120,000 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION



Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Aquatic Structures Services

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Aquatic Structures



Working Document—This document has been developed on the best available information and continues to be refined.

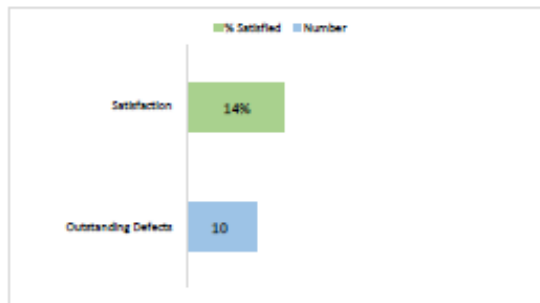
Bridges



Service Aims

To plan, provide and manage bridges for the community

Satisfaction



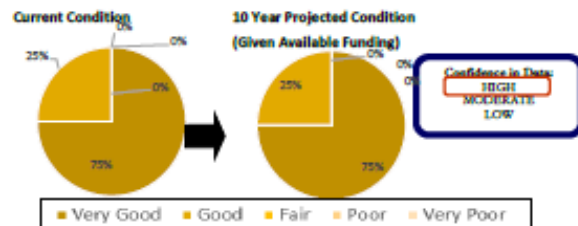
Key Data & Sources

- There are currently 16 Bridges within the LGA
- Vehicle Bridges - 11
- Pedestrian Bridges - 5
- Strategic Asset Management Plan
- 10 Year Capital Works Plan
- Works Plus Plan
- Authority Asset Data
- Reflect Defect Data
- Special Schedule 7

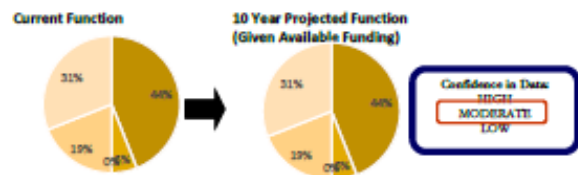
\$22,512,092 Total Value of Bridges (CRV)

\$0 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION



Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Bridge Services

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Bridges



Working Document—This document has been developed on the best available information and continues to be refined.

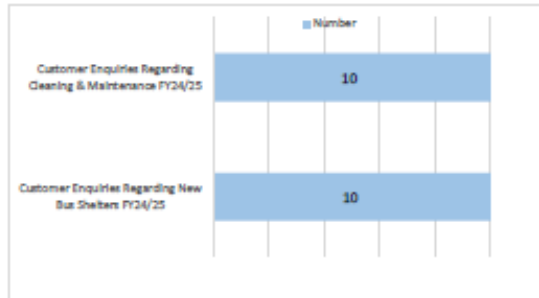
Bus Shelters



Service Aims

To plan, provide and manage bus shelter assets for the community

Satisfaction



Key Data, Sources & Assumptions

- Currently there are 134 Bus Shelters in the LGA
- 118 of these have capacity for Bus Shelter Advertising
- Council Acquire 2 Bus Shelters Annually on Average
- Strategic Asset Management Plan
- 10 Year Capital Works Plan
- Works Plus Plan
- Authority Asset Data
- Reflect Defect Data

\$3,089,752 Total Value of Bus Shelters (CRV)

\$235,950 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION

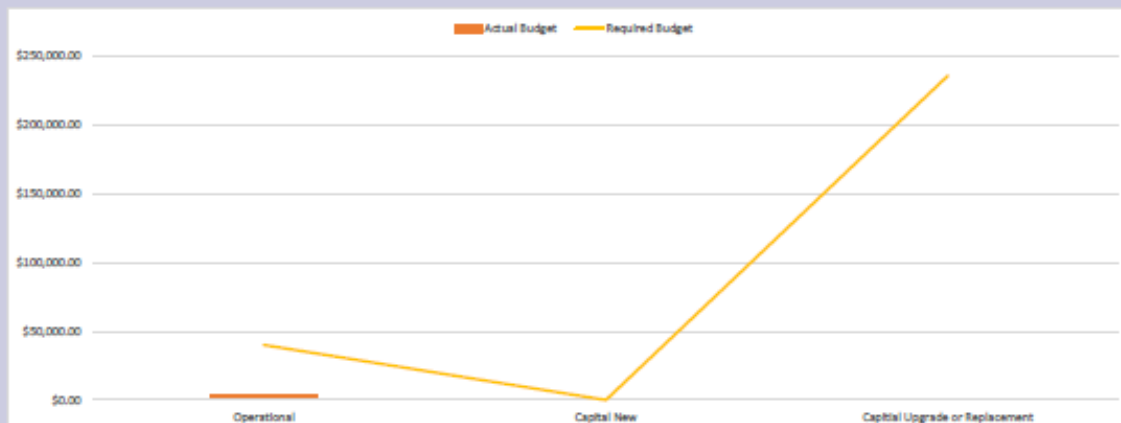


Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Bus Shelter Services

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Bus Shelters



Working Document—This document has been developed on the best available information and continues to be refined.

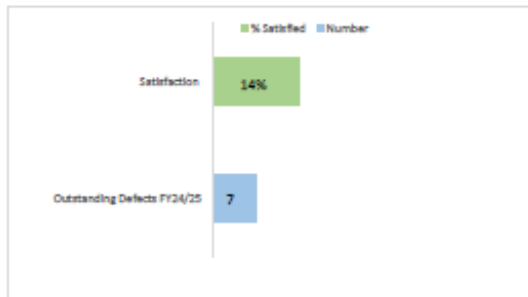
Carparks



Service Aims

To plan, provide and manage carparks for the community

Satisfaction



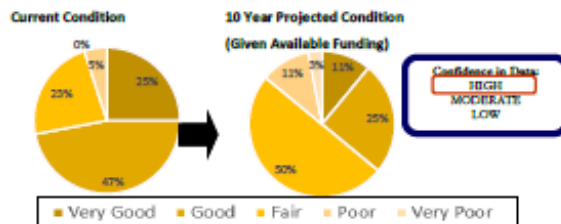
Key Data, Sources & Assumptions

- There are currently 142 Carparks within the LGA
- Strategic Asset Management Plan
- 10 Year Capital Works Plan
- Works Plus Plan
- Authority Asset Data
- Reflect Defect Data
- Special Schedule 7

\$27,964,726 Total Value of Carparks(CRV)

\$540,434 Asset Backlog (To restore to Condition 3)

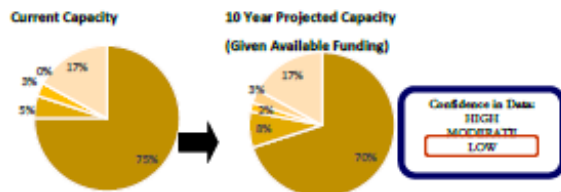
Overall Service Level — CONDITION



Overall Service Level — FUNCTION

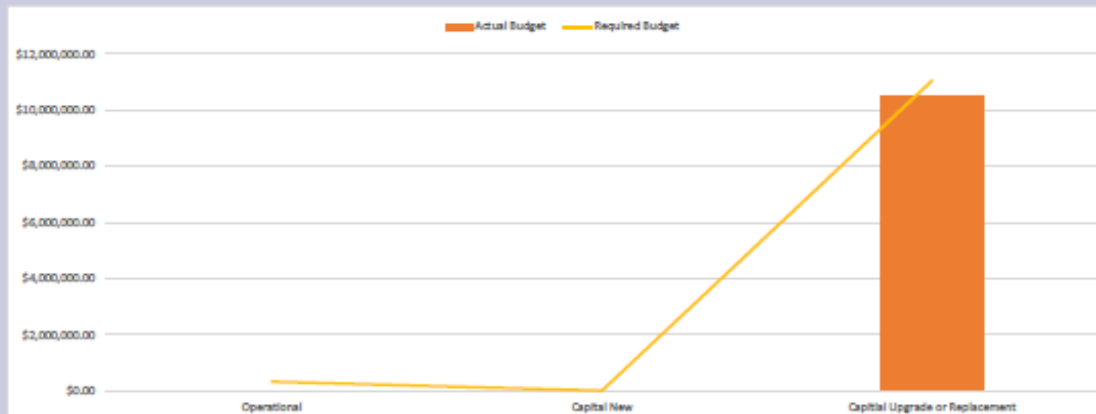


Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Carparks

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Carparks



Working Document—This document has been developed on the best available information and continues to be refined.

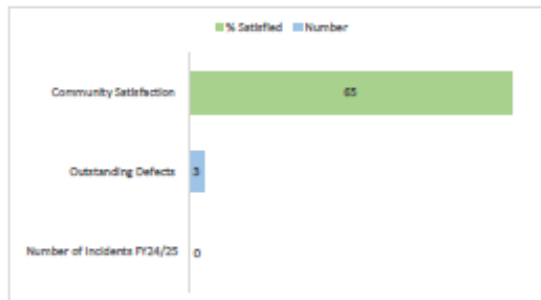
Cemeteries



Service Aims

To plan, provide and manage cemeteries for the community

Community Satisfaction



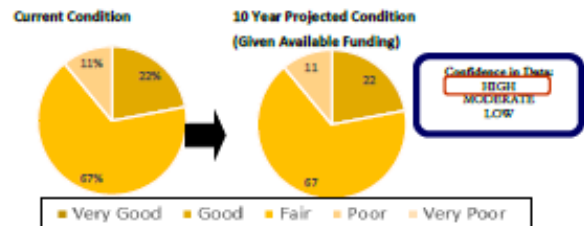
Key Notes

- LGA Asset Holdings
- 5 operational cemeteries
- 4 closed cemeteries (no further burials)

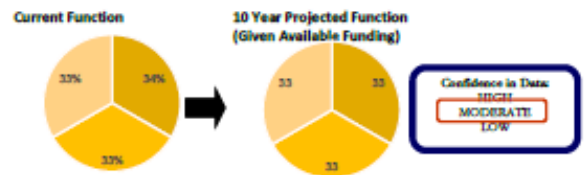
\$1,129,525 Total Value of Cemeteries (CRV)

\$0 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION

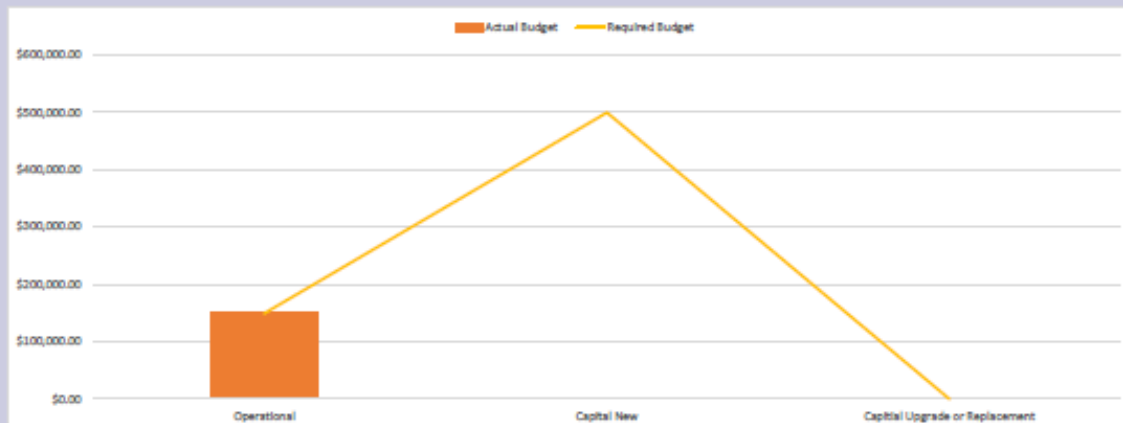


Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Cemeteries Services

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Cemeteries



Working Document—This document has been developed on the best available information and continues to be refined.

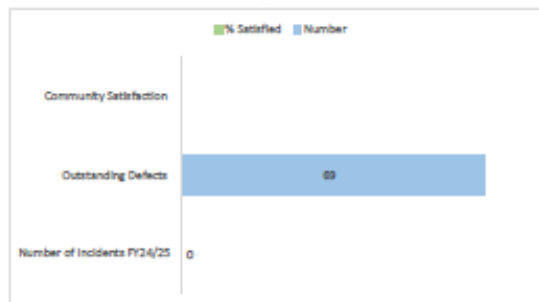
Community Buildings



Service Aims

To plan, provide and manage community buildings and child care centres for the community

Community Satisfaction



Key Notes

- LGA Asset Holdings
- 24 Multipurpose Community Facilities
- 18 Single Use Community Facilities

\$55,660,488 Total Value of Community Buildings (CRV)

\$766,000 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION

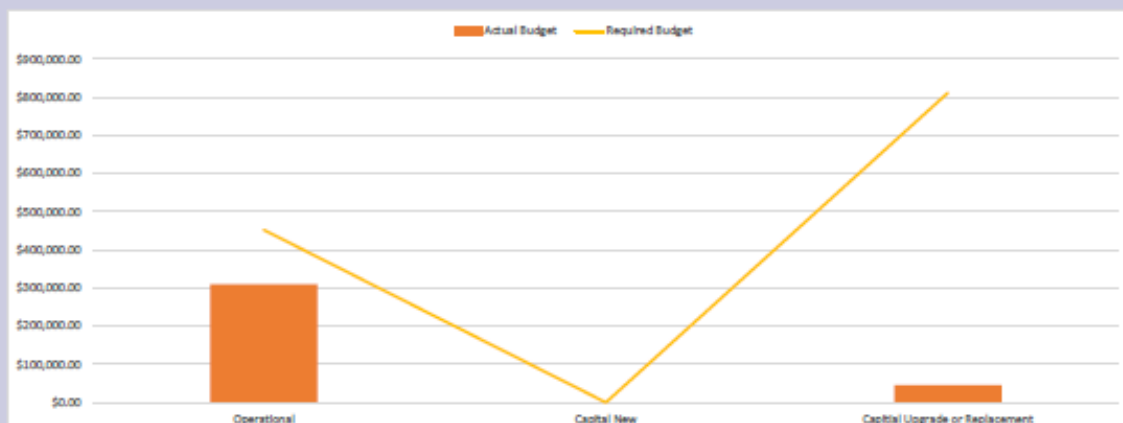


Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Community Building Services

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Community Buildings



Working Document—This document has been developed on the best available information and continues to be refined.

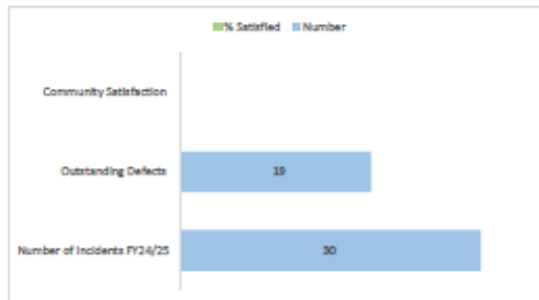
Depots



Service Aims

To plan, provide and manage depots

Community Satisfaction



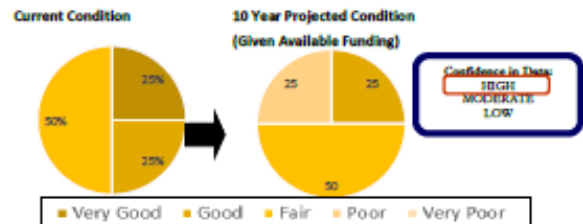
Key Notes

- Depots located at Raymond Terrace, Mallabula, Medowie and Nelson Bay

\$16,856,587 Total Value of Depots (CRV)

\$0 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION

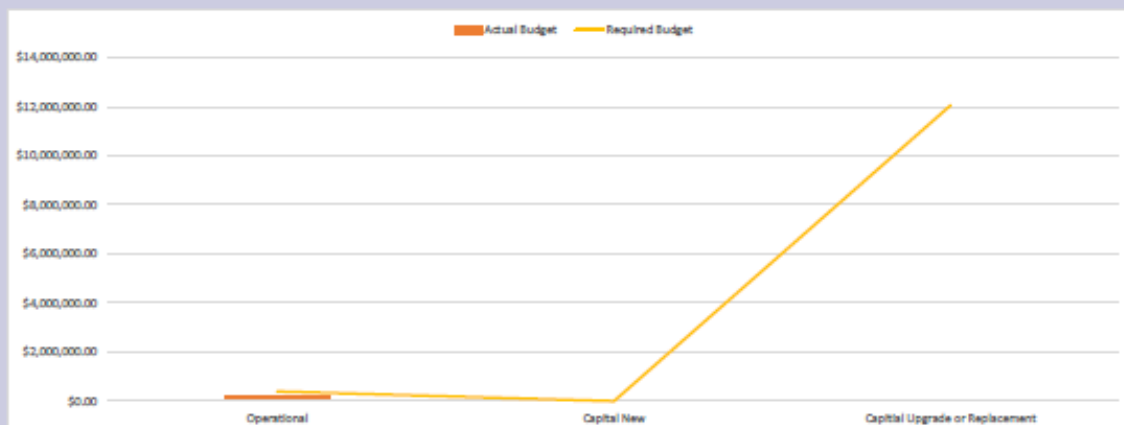


Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Depot Services

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Depots



Working Document—This document has been developed on the best available information and continues to be refined.

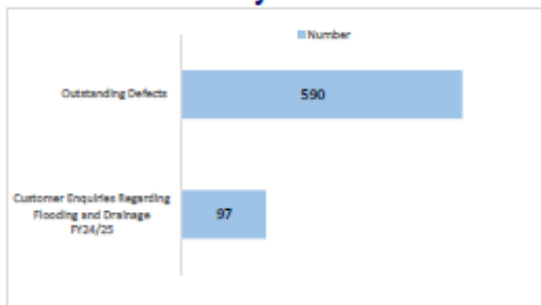
Drainage



Service Aims

To plan, provide and manage drainage assets for the community

Community Satisfaction



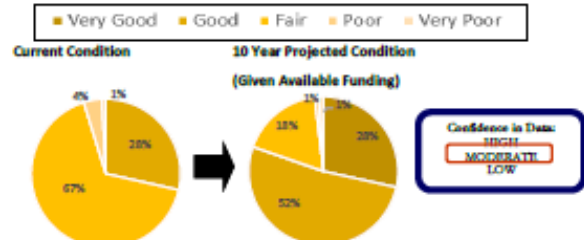
Key Notes:

- 334km of Stormwater Pipe
- 11,609 Stormwater Pits.
- 141 Stormwater Management Basins
- 7km of Stormwater Culvert
- 2,477 Headwalls
- 124km of Open Drain
- 10 Flood Pumps
- Strategic Asset Management Plan
- 10 Year Capital Works and Works Plus Plan

\$324,425,564 Total Value of Drainage(CRV)

\$966,682 Asset Backlog (To restore to Condition 3)

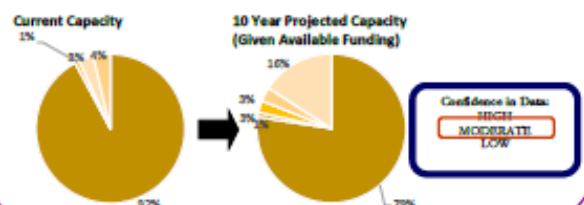
Overall Service Level — CONDITION



Overall Service Level — FUNCTION

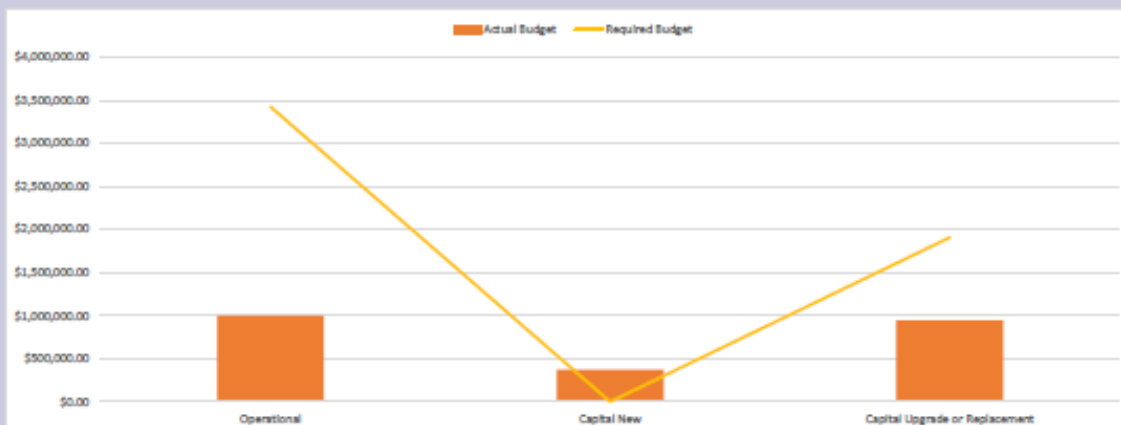


Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Drainage

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Drainage



Working Document—This document has been developed on the best available information and continues to be refined.

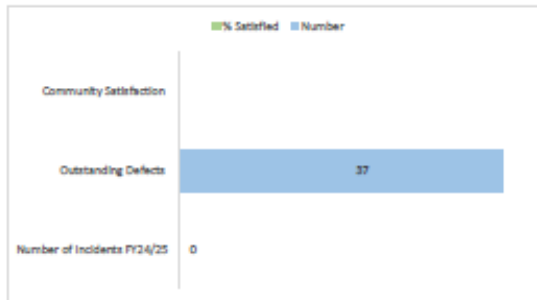
Emergency Services



Service Aims

To plan, provide and manage emergency services for the community

Community Satisfaction



Key Notes

- LGA Asset Holdings
- 11 Rural Fire Service Stations
- 2 State Emergency Service Buildings
- 1 Communication Hut

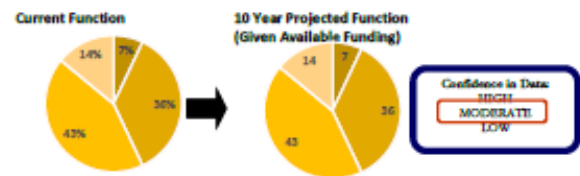
\$8,792,609 Total Value of Emergency Services (CRV)

\$0 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION



Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Emergency Services

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Emergency Services



Working Document—This document has been developed on the best available information and continues to be refined.

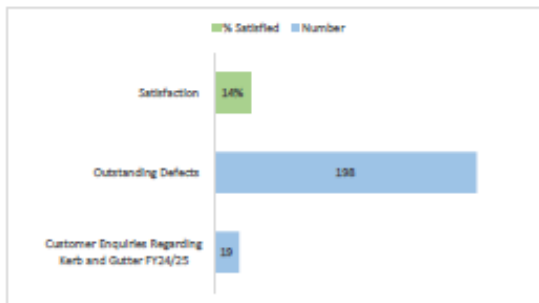
Kerb and Guttering



Service Aims

To plan, provide and manage kerb & guttering for the community

Satisfaction



Key Data, Sources and Assumptions

- There is currently 733km of Kerb & Guttering in the LGA
- 4km of Road are Acquired through Development Annually
- New Roads Follow PSC's Geometric Road Design Spec
- Strategic Asset Management Plan
- 10 Year Capital Works Plan
- Works Plus Plan
- Authority Asset Data
- Reflect Defect Data
- Special Schedule 7

\$62,190,213 Total Value of Kerb & Guttering (CRV)

\$319,230 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION

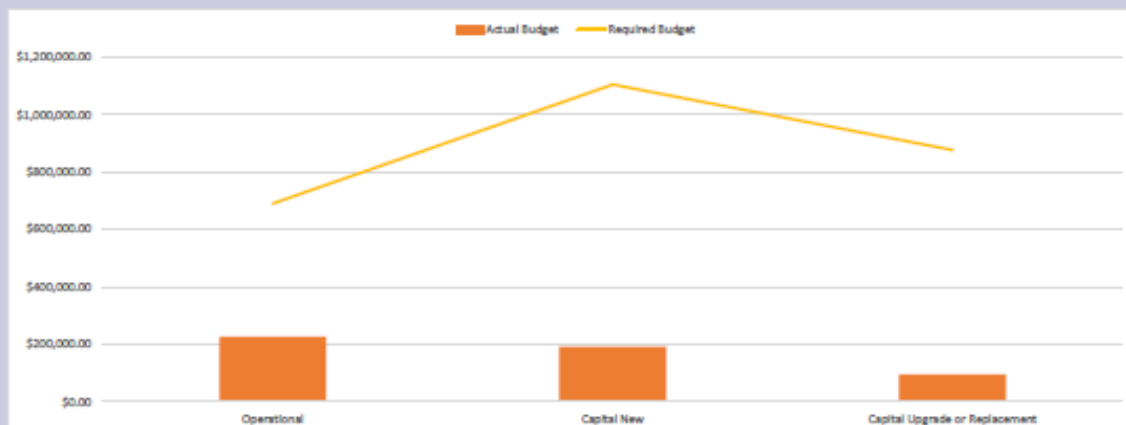


Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Kerb & Guttering

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Kerb & Guttering



Working Document—This document has been developed on the best available information and continues to be refined.

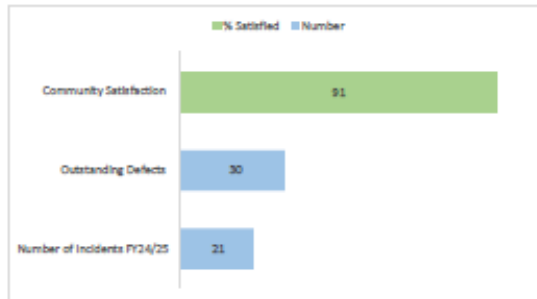
Libraries



Service Aims

To plan, provide and manage libraries for the community

Community Satisfaction



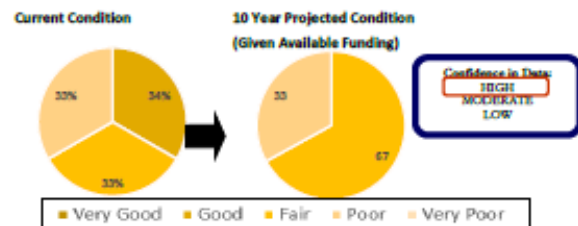
Key Notes

- LGA Asset Holdings
- 2 Council operated libraries located at Raymond Terrace and Salamander Bay.
- 1 Community operated library located at Lemon Tree Passage
- Mobile library service also provided

\$11,124,970 Total Value of Libraries (CRV)

\$158,500 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION

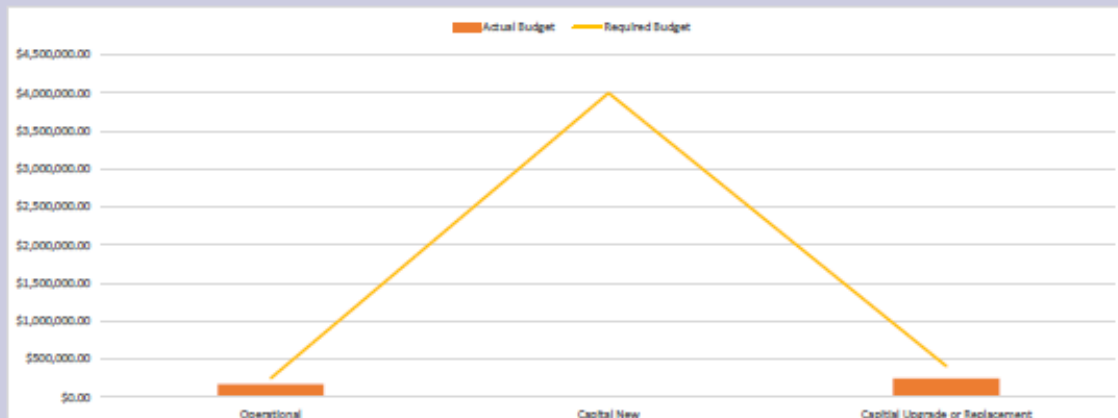


Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Library Services

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Libraries



Working Document—This document has been developed on the best available information and continues to be refined.

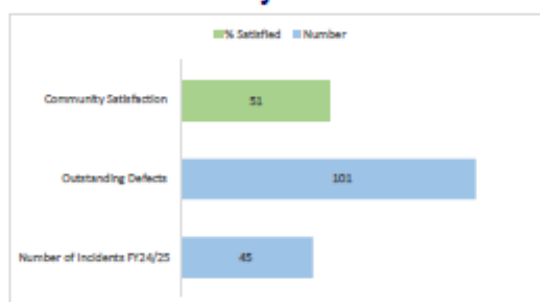
Parks and Reserves



Service Aims

To plan, provide and manage parks and reserves for the community

Community Satisfaction



Key Notes

LGA Asset Holdings

- 81 Parks
- 86 Foreshores
- 79 Bushland
- 21 Wetlands
- 21 Watercourse
- 10 Cultural Significance Sites
- 133 Community Use Areas

\$6,388,222 Total Value of Parks and Reserves (CRV)

\$72,000 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION

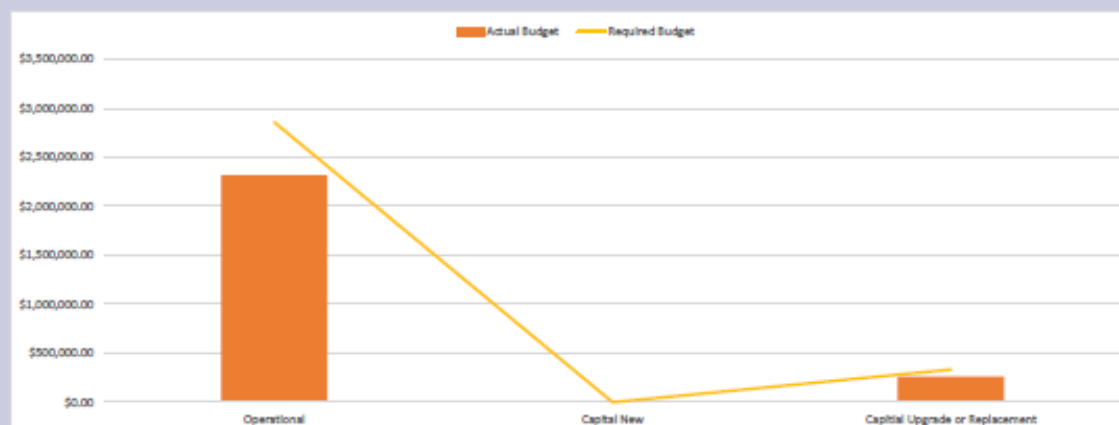


Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Parks and Reserves

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Parks and Reserves



Working Document—This document has been developed on the best available information and continues to be refined.

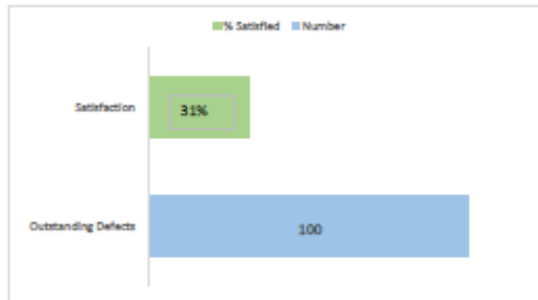
Pathways



Service Aims

To plan, provide and manage pathways for the community

Satisfaction



Key Data, Sources & Assumptions

- Currently there are 277kms of Pathway in the LGA
- Council Acquire Approximately 2km of Pathway Annually
- Strategic Asset Management Plan
- 10 Year Capital Works Plan
- Pathways Plan
- Works Plus Plan
- Authority Asset Data
- Reflect Defect Data
- Special Schedule 7

\$79,590,956 Total Value of Pathways (CRV)

\$4,786,517 Asset Backlog (To restore to Cond 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION

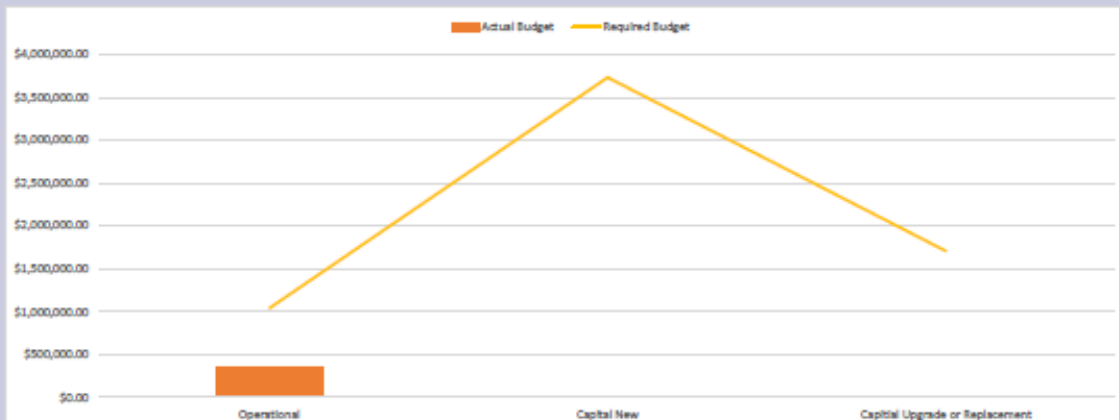


Overall Service Level — CAPACITY



2025-26 Financial Year Budget to Deliver Pathways

The chart below shows the required cost to deliver the service for the following 2025-26 Financial Year for Pathways



Working Document—This document has been developed on the best available information and continues to be refined.

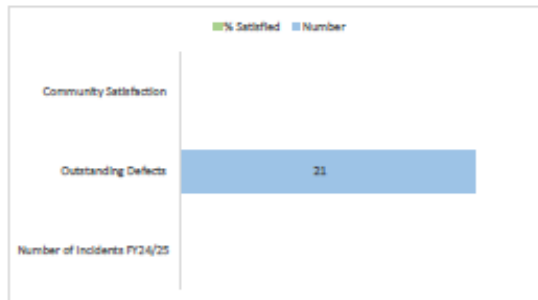
Playgrounds



Service Aims

To plan, provide and manage playgrounds for the community

Community Satisfaction



Key Notes

LGA Asset Holdings

- 58 playgrounds within the Port Stephens LGA

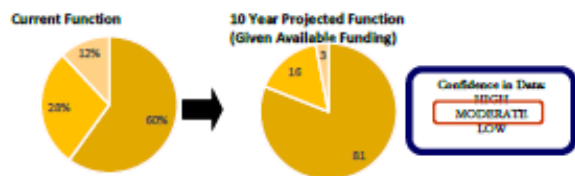
\$10,296,180 Total Value of Playgrounds (CRV)

\$1,000,000 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION

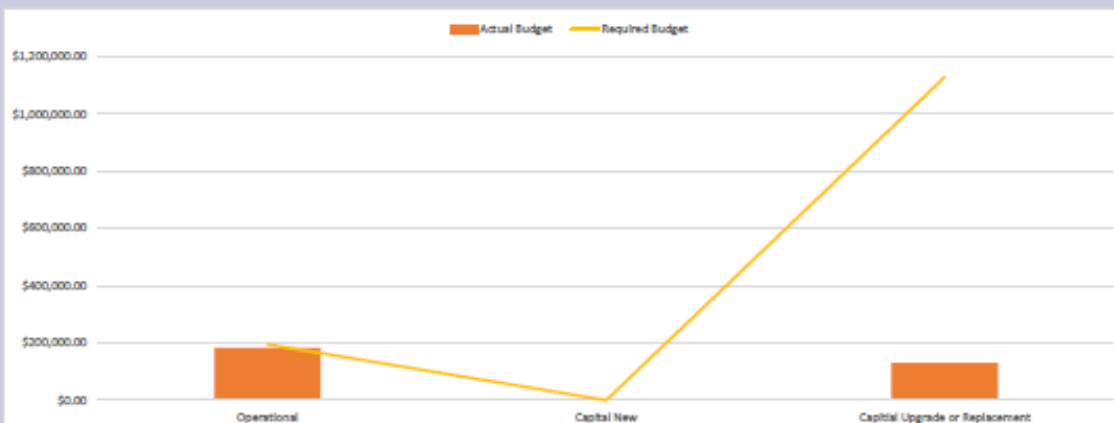


Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Playgrounds

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Playgrounds



Working Document—This document has been developed on the best available information and continues to be refined.

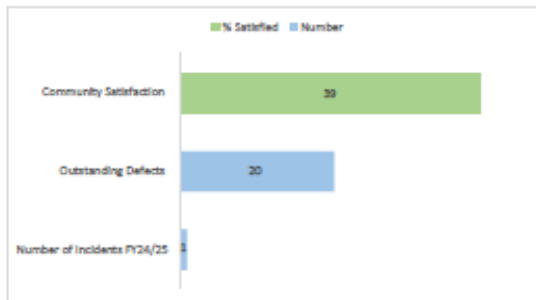
Public Amenities



Service Aims

To plan, provide and manage public amenities for the community

Community Satisfaction



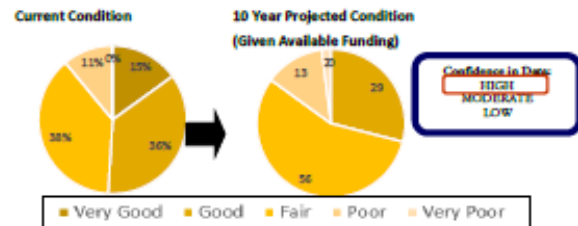
Key Notes

- There is currently 48 Public Amenities within the LGA
- Standard designs developed for future replacements to decrease cleaning costs and improve accessibility.
- Changing Places Amenities provided at Little Beach.

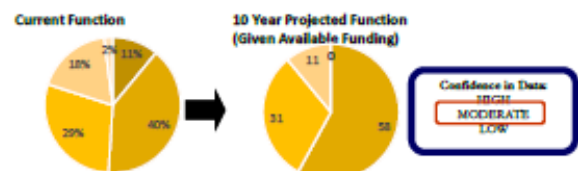
\$10,976,024 Total Value of Public Amenities (CRV)

\$143,500 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION



Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Public Amenities

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Public Amenities



Working Document—This document has been developed on the best available information and continues to be refined.

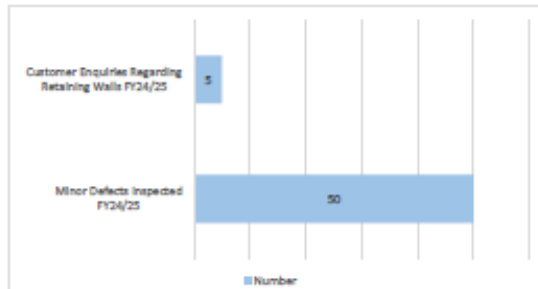
Retaining Walls



Service Aims

To plan, provide and manage retaining wall assets for the community

Satisfaction



Key Data, Sources and Assumptions

- Council own 114 retaining walls in the LGA
- Includes timber, concrete, gabion, rock and block walls
- Wall Heights Vary from 0.3m to 4.9m
- Slope Management is not included (Future Opportunity)
- Strategic Asset Management Plan
- 10 Year Capital Works Plan
- Works Plus Plan
- Authority Asset Data
- Reflect Defect Data
- Special Schedule 7

\$9,358,794 Total Value of Public Amenities (CRV)

\$146,739 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION

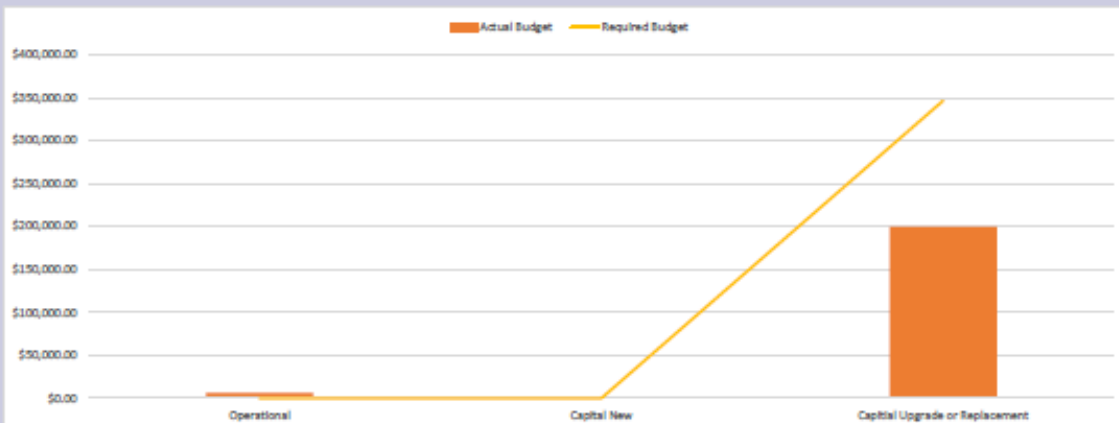


Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Retaining Wall Services

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Public Amenities



Working Document—This document has been developed on the best available information and continues to be refined.

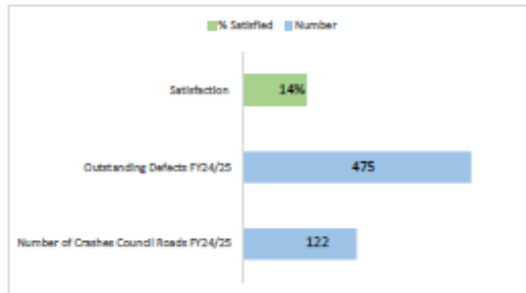
Sealed Roads



Service Aims

To plan, provide and manage sealed roads for the community

Satisfaction



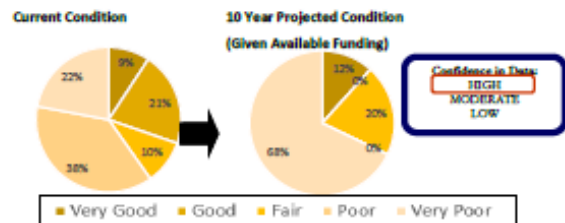
Key Data, Sources & Assumptions

- Currently we have 682km of Sealed Local Roads in the LGA
- We also have 57km of Sealed Regional Roads
- Council Acquire Approximately 2km of Road Annually
- These Developer built roads are constructed to meet the requirements of Council's Infrastructure Specifications
- Strategic Asset Management Plan
- 10 Year Capital Works Plan
- Works Plus Plan
- Authority Asset Data
- Reflect Defect Data

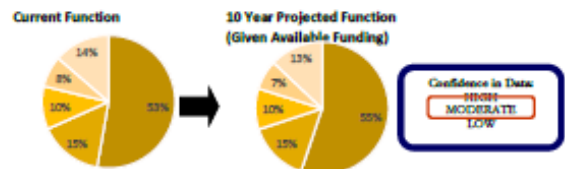
\$596,809,183 Total Value of Sealed Roads (CRV)

\$94,422,453 Asset Backlog (Restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION

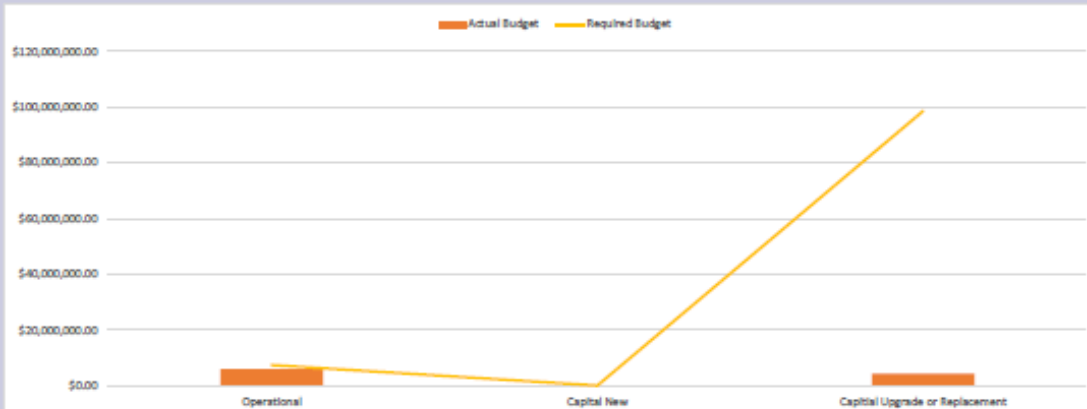


Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Sealed Roads

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Sealed Roads



Working Document—This document has been developed on the best available information and continues to be refined.

Skate Parks



Service Aims

To plan, provide and manage skate parks for the community

Community Satisfaction



Key Notes

LGA Asset Holdings

- 9 skate parks throughout the LGA

\$2,283,698 Total Value of Skate Parks (CRV)

\$0 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION



Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Skate Parks

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Skate Parks



Working Document—This document has been developed on the best available information and continues to be refined.

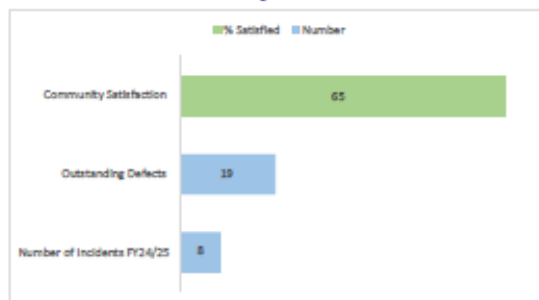
Sports Facilities



Service Aims

To plan, provide and manage sport facilities for the community

Community Satisfaction



Key Notes

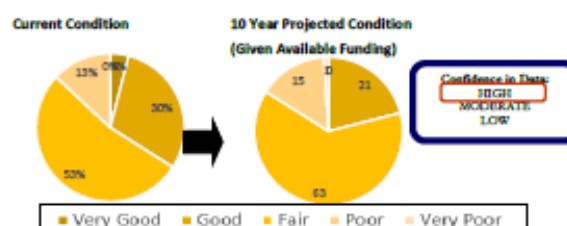
LGA Asset Holdings

- 45 Sportsfields
- 51 Tennis Courts
- 26 Netball Courts
- 3 Croquet Courts
- 67 Amenities Buildings
- 1 Golf Course

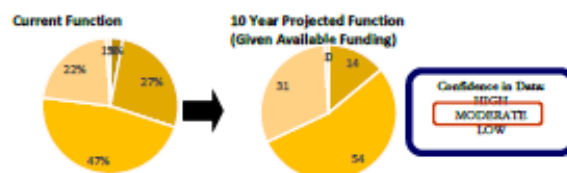
\$74,524,247 Total Value of Sports Facilities (CRV)

\$2,902,300 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION

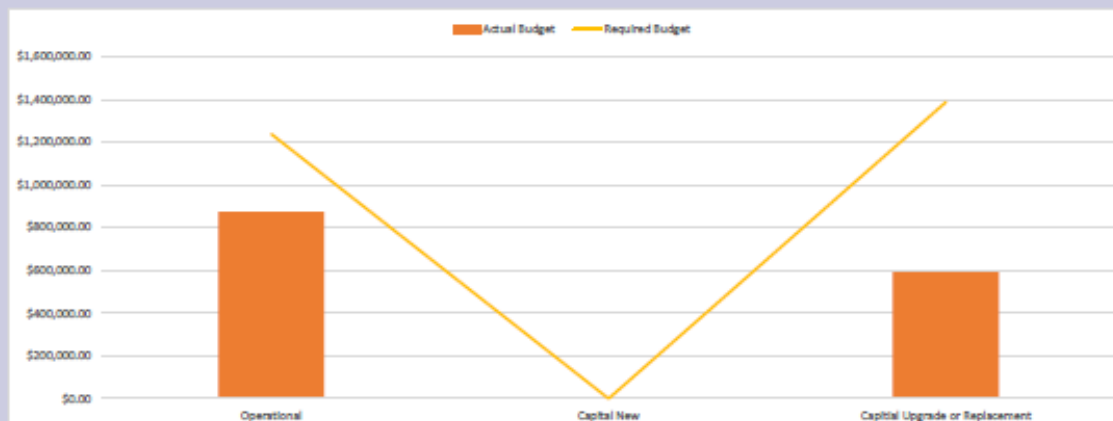


Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Sports Facilities Services

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Sports Facilities



Working Document—This document has been developed on the best available information and continues to be refined.

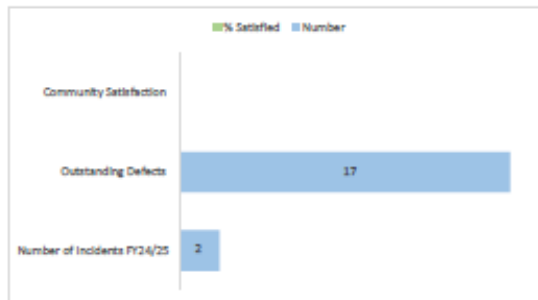
Surf Clubs



Service Aims

To plan, provide and manage surf clubs for the community

Community Satisfaction



Key Notes

- Fingal Bay and Birubi Point SLSC's have live in caretaker facilities
- PSC has 5 SLSC buildings in 3 locations
- Volunteer and Professional lifeguard services are available from October -April

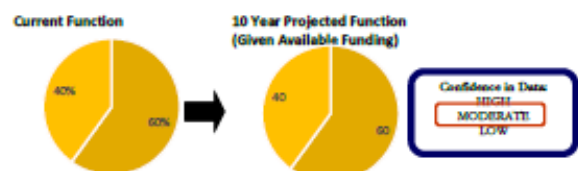
\$15,892,148 Total Value of Surf Clubs (CRV)

\$0 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION



Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Surf Club Services

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Surf Clubs



Working Document—This document has been developed on the best available information and continues to be refined.

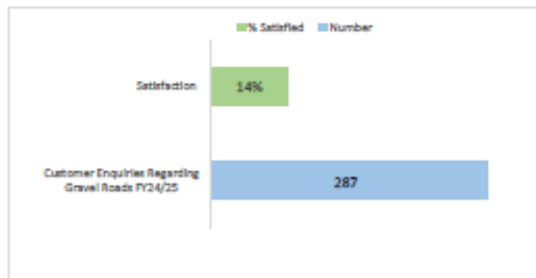
Unsealed Roads



Service Aims

To plan, provide and manage unsealed roads for the community

Satisfaction



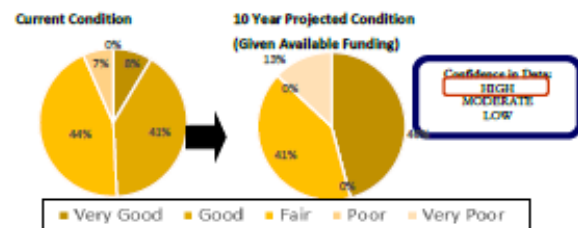
Key Notes:

- Unsealed Local Roads 54 km
- We resheet 2km of Unsealed Road Per Year
- There is no asset backlog for unsealed roads as they are continuously maintained under the grading schedule.
- Council do not acquire new Unsealed Roads
- Strategic Asset Management Plan
- 10 Year Capital Works Plan
- Works Plus Plan
- Authority Asset Data
- Reflect Defect Data

\$17,529,521 Total Value of Unsealed Roads (CRV)

\$0 Asset Backlog (To restore to Condition 3)

Overall Service Level — CONDITION



Overall Service Level — FUNCTION



Overall Service Level — CAPACITY



2024-25 Financial Year Budget to Deliver Unsealed Roads

The chart below shows the required cost to deliver the service for the following 2024-25 Financial Year for Unsealed Roads



Working Document—This document has been developed on the best available information and continues to be refined.



PORT STEPHENS
COUNCIL