

2025 - 2035

Asset Management Plan

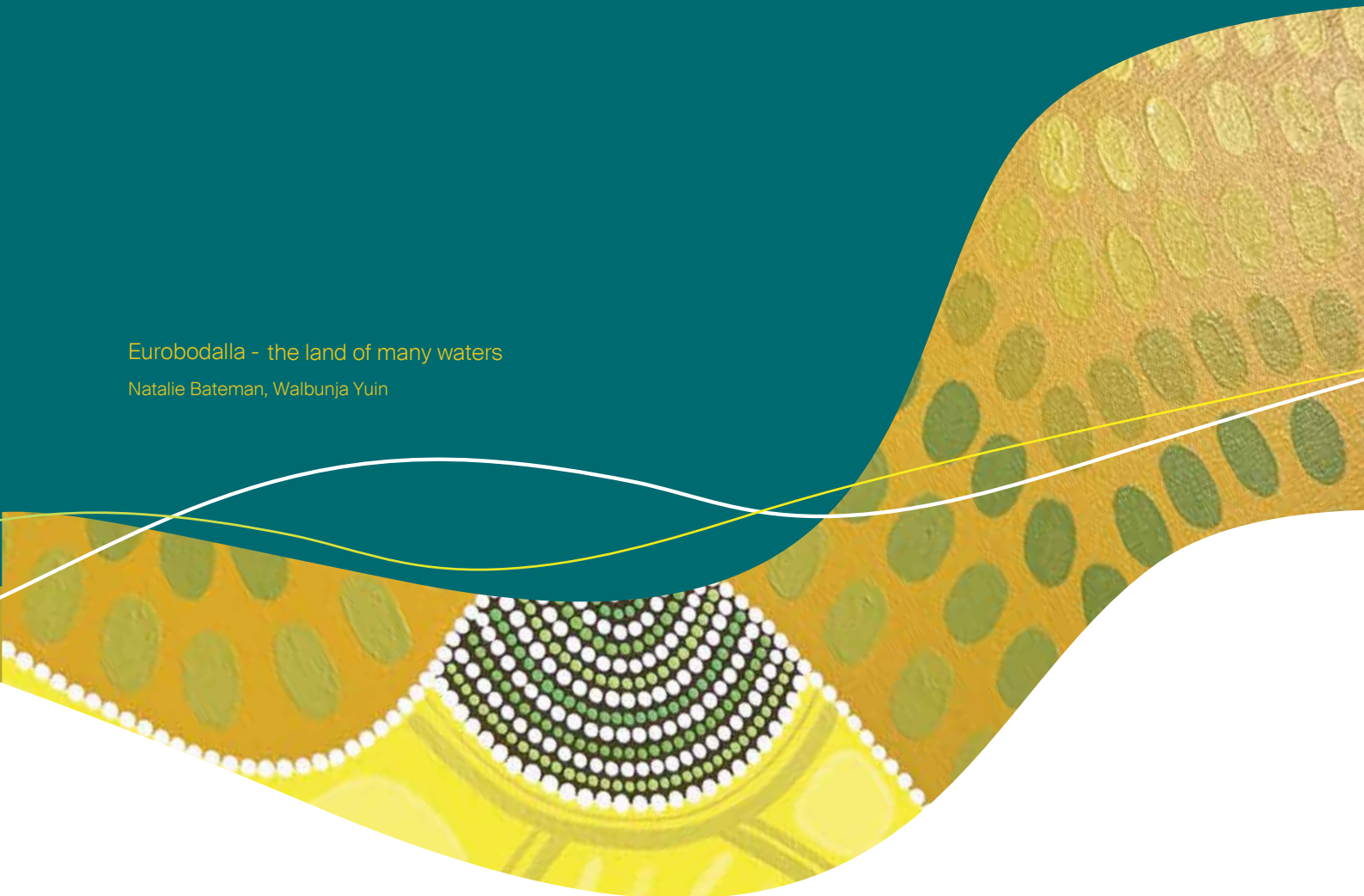


Acknowledgement of Country

Eurobodalla Shire Council recognises Aboriginal people as the original inhabitants and custodians of all land and water in the Eurobodalla and respects their enduring cultural and spiritual connection to it. Eurobodalla Shire Council acknowledges the Traditional Owners of the land in which we live. Council pays respect to Elders past, present and aspiring. We are on Yuin Country.

Eurobodalla - the land of many waters

Natalie Bateman, Walbunja Yuin



Document Control

Document Control		Asset Management Plan			
Document ID :					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1.0	2022	New Asset Management Plan – General Fund	Rob Burke	Carl Ginger	ELT
2.0	2025	Amended to include ISO55000:2024 updates. Updated information to reflect current data and situation.	Maggie Sale / Kirsty Cameron	Tom Franzen	ELT

This Asset Management Plan (AMP) is one of a suite of plans for Council’s infrastructure that help inform the Resourcing Strategy including the Long-Term Financial Plan and Strategic Asset Management Plan (SAMP).

General Fund Infrastructure Assets – Asset Management Plan

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1. Executive summary

1.1. Purpose

Asset management planning is a comprehensive process to ensure that infrastructure services are provided in a financially sustainable manner taking account of the current and future social, economic, and environmental context, and the need to ensure intergenerational equity.

This Asset Management Plan (AMP) details information on Council's infrastructure assets, excluding water and sewer assets which are currently managed through the 'Integrated Water Cycle Management Strategy and Strategic Business Plan'.

The AMP outlines the actions required to provide an agreed level of service cost-effectively while outlining associated risks. It defines the services to be provided, how they will be provided, and the funding needed over a 10 year period which links to the Long-Term Financial Plan.

1.2. Asset description

This plan covers Council's infrastructure assets, excluding water and sewer assets (refer Section 1.1). These assets and their services are described below in Table 1-1.

Table 1-1: Assets and services provided

Asset Category	Description of Infrastructure	Services Provided
Transport and Stormwater	Sealed and unsealed urban and rural roads, bridges, causeways, culverts, pathways, footpaths, car parks, bus shelters, and traffic management facilities (signs, roundabouts, traffic lights). Pits, pipes, culverts, tide flaps sediment ponds, and detention basins.	Facilitate safe and efficient movement of people and goods into and throughout Eurobodalla, accommodating all transport modes including pedestrians, wheelchairs, bicycles, cars, buses, and transport operators. Collect, control, and manage stormwater to address safety, risk, and amenity issues and protect property and maintain waterway quality through effective discharge management.
Recreation and Open Space	Sports grounds, parks and reserves, aquatic centres, playgrounds, tennis, netball, skate parks, cemeteries, park furniture, and viewing platforms.	Provide safe, accessible, and appropriate recreation and open space facilities to support the community's lifestyle, health, and wellbeing, enabling residents and visitors to enjoy Eurobodalla's natural areas and outdoor activities through facilities for group sports, events, markets, play, and exercise.
Buildings and Facilities	Community, operational, commercial, public toilets, and emergency services buildings.	Provide safe, accessible, and affordable buildings and facilities that support community activities and events.

Asset Category	Description of Infrastructure	Services Provided
Marine Facilities	Boat ramps, wharves, jetties, fish cleaning tables, pontoons, rock walls, and shark net.	Provide safe, accessible, and appropriate marine facilities that support the community's lifestyle, health, wellbeing, and economic growth, offering access to waterways for recreation, tourism, and commercial users while considering sensitive environmental factors.
Moruya Regional Airport	Runways, taxiways, aprons, lighting and navigation systems, buildings, fences, and windsocks.	Enhance Eurobodalla's connectivity with improved transport links, including air facilities to support passenger, freight, aeromedical, and general aviation services.
Waste Facilities	Two waste management facilities and one waste transfer station.	Enable efficient and sustainable waste management by providing waste handling services, including rubbish collection and recycling, with a focus on reducing waste, resource recovery, and maintaining a clean, healthy environment, and legislative and environmental compliance.
Batemans Bay Holiday Resort	Buildings, roads, paths, pool, tennis court, mini golf, jumping pillow, picnic sets, BBQs, shelters, amphitheatre, and site services.	Provide an accommodation resort with various lodging options, including deluxe spa beachfront cabins, large two-story cabins, group lodgings, ensuite sites, an easy access cabin, and beachfront powered and camping sites, while maintaining financial sustainability and returning benefits to the community.

The above infrastructure assets have a replacement value estimated at \$1,612M as at 30 June 2024.

This plan does not cover:

- Kings Highway and Princes Highway
 - The NSW State Government, through the Transport for NSW, has responsibility for funding the maintenance and improvement of the Kings Highway and Princes Highway. These highways are the primary means of transport to/from our community. They are vitally important to the wellbeing of our community, to support growth and to the economic development and employment opportunities within Eurobodalla. This asset management plan does not address the ongoing management of these state-owned assets. Council will need to continue to show leadership in advocating on behalf of our community for upgrades to these highways, working with the South East Australian Transport Strategy Inc (SEATS) and Institute of Public Works Engineering (IPWEA) to promote regionally important projects.
 - For the Kings Highway, Council undertakes maintenance and other works under contract to the Transport for NSW on the section from the Princes Highway to the top of the Clyde Mountain (36.7km)

- State owned marine assets. The NSW Government is responsible for:
 - artificial reefs
 - entrance and navigation rock walls
 - moorings
 - navigation aids
 - ongoing dredging of navigation channels
 - beach nourishment of northern Batemans Bay beaches by utilising dredged material when it becomes available
 - marinas and deep-water marinas
 - the T-wharf and pontoon east of Batemans Bay Bridge
 - wharves of jetties for commercial operations under Crown lease or permissive occupancy

1.3. Levels of service

The allocation in the planned budget is insufficient to continue providing all existing services at current levels for the planning period without additional external funding. Council will advocate for available external funds.

The main service consequences for most asset categories of the Planned Budget without obtaining further external funding are:

- Increase in cost to bring to satisfaction (CTBS)
- Outstanding defects expected to increase

These service consequences will be managed by implementing actions outlined within this plan and by continuing to advocate for, and source additional funding from the Australian and NSW Governments (In line with Eurobodalla Shire Council's Grants Strategy 2024-28) as well as sourcing funding further through Development Contributions for priority works.

1.4. Future demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Population growth
- Tourism Growth
- State Significant Development (e.g. Eurobodalla Regional Hospital, Eurobodalla Regional Emergency Services Precinct etc)
- Climate Change

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management

practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

1.5. Lifecycle management plan

1.5.1. What does it cost?

The forecast lifecycle costs, or whole of life costs, necessary to provide the services covered by this AMP over the 10 year planning period is \$542M, averaging \$54.2M per year. This includes maintenance, renewal, acquisition (new or capital upgrade), and disposal of assets

Consistent with the Long-Term Financial Plan (LTFP), a key assumption of 2.5% per annum increase in construction costs has been made for this plan. There is a risk this cost increase will be exceeded given historic demands in the infrastructure space.

Historically construction cost increases have outstripped rate pegging, inevitably requiring catch-up special rate variations in 2003-04, 2005-06, 2006-07 and 2015-16, 2016-17, and 2017-18 largely based on infrastructure renewal.

During the period from when the previous Asset Management Plan was published and now, between 2022 and 2025, actual cost increases again exceeded rate pegging. If this trend continues, then the required lifecycle costs would increase further over that predicted in this asset management plan and the gap between the required cost and actual funding available would widen unless strategies outlined within this Plan are successfully implemented.

1.6. Financial summary

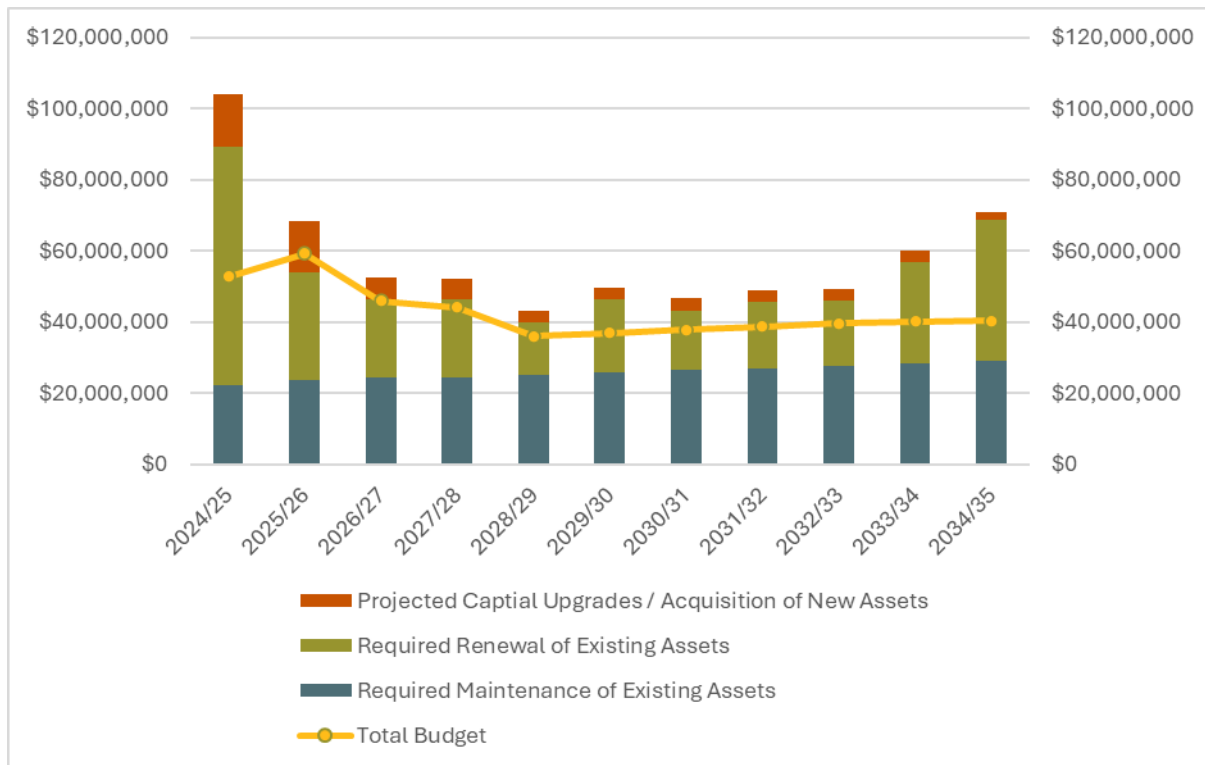
1.6.1. What we will do

Estimated available funding for the 10 year period is \$420M, averaging \$42.0M per year, as per the Long-Term Financial Plan (noting the assumptions stated in 7.3.3). Therefore, the current known projected expenditure represents 77% of the cost required to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the Long-Term Financial Plan can be provided. The informed decision making depends on the AMP emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated planned budget for infrastructure assets leaves a shortfall of \$12.2M on average per year of the forecast lifecycle costs required to provide the services in the AMP compared with the planned budget currently included in the Long-Term Financial Plan. The lifecycle costs summary and planned budget is shown in Figure 1-1.

Figure 1-1: Forecast lifecycle costs and planned budgets



Without additional funding from the NSW and Australian governments or the implementation of strategies outline in this AMP, Council does not have the budget to sustain the current service levels or provide all new services required.

Even allowing for historical levels of external grant funding, Council may not meet the demands identified in this plan, including to maintain the current condition of assets, achieve the actions of Council's strategies and plans, address the resilience of assets to natural disasters and climate change, facilitate growth and liveability challenges and maintain the current levels of community satisfaction.

We plan to provide the following services:

- Implement actions within Eurobodalla Shire Council's Grants Strategy 2024-2028. Ensure all grant funded projects align with Council being a finance-led and delivery focussed organisation.
- Prioritise renewal work first over capital upgrades or acquisitions, integrate renewals into capital upgrades, seek funding for upgrade projects identified from the Operational Plan.
- Maintain and upgrade assets to maximise their use before constructing new facilities.
- Undertake required asset inspections and preventative and routine maintenance to meet all applicable legislative requirements.
- Use the hierarchy of assets to effectively manage risk and timing of treatments.

- Undertake condition assessments of long-lived assets such as road pavements, stormwater systems, sports fields and skate parks to optimise replacement timing.
- Integrate required upgrades and renewals within and between asset categories where feasible.
- Reconstruct and seal rural roads under the Section 7.11/7.12 Plan until the program is complete and Council's legal commitments are met.
- Prioritise stormwater upgrades that address urban flooding.
- Facilitate acquisition of required waste facilities.

1.6.2. Managing the risks

Our present budget levels are insufficient to continue to manage risks in the medium term.

The main risk identified are:

- Assets progressively deteriorating over time leading to reduced safety, increased maintenance costs and higher risk of structural failure.

We will endeavour to manage these risks within available funding by:

- Continue to improve data knowledge to ensure available funding is applied where needed most
- Optimise use of grants and developer contributions to deliver priority projects within Council's strategic plans

1.7. Asset management planning practices

This AMP uses the Asset Register to forecast renewal lifecycle costs based on a reliable level of confidence information, with financial and asset data stored in TechnologyOne and the Oracle spatial database. Assets requiring renewal are identified using acquisition year and remaining useful life, calculated from condition data, and external modelling supplemented by expert knowledge.

1.8. Monitoring and improvement program

The next steps resulting from this AMP to improve asset management practices are:

- Establish and Asset Management Matrix group
- Undertake an asset management maturity assessment
- Incorporate water and sewer asset categories into this AMP using the IP&R framework

- Develop separate asset management categories for Bay Pavilions and Eurobodalla Regional Botanic Garden
- Review the Batemans Bay Holiday Resort asset management plan
- Complete the Southern Area Transport Network Plan
- Update the Eurobodalla Road Safety Plan
- Update the Eurobodalla Pathways Strategy
- Update the Recreation and Open Space Strategy
- Continue to develop and review plans of management and landscape masterplan plans
- Complete review and update the Airport Masterplan
- Regularly review and update current replacement costs used in the asset register
- Regularly review and revise customer level of service measures and forecast trends
- Determine costs associated with the network deficiencies identified in the rural road safety review for inclusion in the next asset management plan
- Periodically review and update this AM plan
- Develop new dynamic traffic and movement model and study, and parking plan for Batemans Bay
- Update the Moruya and Narooma Parking Plans by undertaking new parking surveys

2. Introduction

2.1. Background

This AMP communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AMP is to be read with Council's planning documents. This should include the Asset Management Policy and Strategic Asset Management Plan, along with other key planning documents:

- Batemans Bay Holiday Resort Management Contract
- Batemans Bay Parking Study 2011
- Batemans Bay Traffic and Transport Study 2010
- Batemans Bay Waterfront Masterplan and Activation Strategy 2020
- Beach Resort Long Term Financial Plan
- Delivery Program 2022-26 and Operations Plan 2022-23
- Eurobodalla Climate Action Plan 2022-2032
- Eurobodalla Coastal Management Plans
- Eurobodalla Community Strategic Plan
- Eurobodalla Local Environmental Plan 2012
- Eurobodalla Local Infrastructure Contributions Plan 2022
- Eurobodalla Nature Based Tourism Feasibility Study Summary Report 2020
- Eurobodalla Pathway Strategy 2017
- Eurobodalla Road Safety Plan 2019-2022
- Eurobodalla Waste Strategy
- Fit for Future Improvement Plan 2015
- Local Strategic Planning Statement
- Long-Term Financial Plan 2022-32
- Mogo Adventure Trails Hub Masterplan 2020
- Moruya Airport Aerodrome Manual 2021
- Moruya Airport Masterplan 2015 (currently under revision)
- Moruya and Narooma Parking Study 2011
- Northern Area of Eurobodalla Shire Traffic Study 2011
- Northern Area Transport Network Plan 2021
- NSW Maritime Infrastructure Plan 2019-2024
- Recreation and Open Space Strategy 2018
- Relevant adopted Plans of Management, Landscape Masterplans and Coastal Management plans

The infrastructure assets covered by this AMP include Transport and Stormwater, Buildings and Facilities, Recreation and Open Space, Marine Facilities, Moruya Regional Airport, Waste Facilities, and the Batemans Bay Holiday Resort. For a detailed summary of the assets covered in this AMP refer to Section 1.2. For information on the value of these assets, refer to Section 5.1.1.

The services provided by these assets include safe and efficient transport network, stormwater management, recreation and open space facilities, community buildings, marine facilities, connectivity via air, waste management, and diverse tourist lodging options, all aimed at supporting the community's lifestyle, health, wellbeing, and economic growth.

The infrastructure assets included in this plan have a total replacement value of \$1,612M] as at 30 June 2024.

Key stakeholders in the preparation and implementation of this AMP are shown in Table 2-1 below.

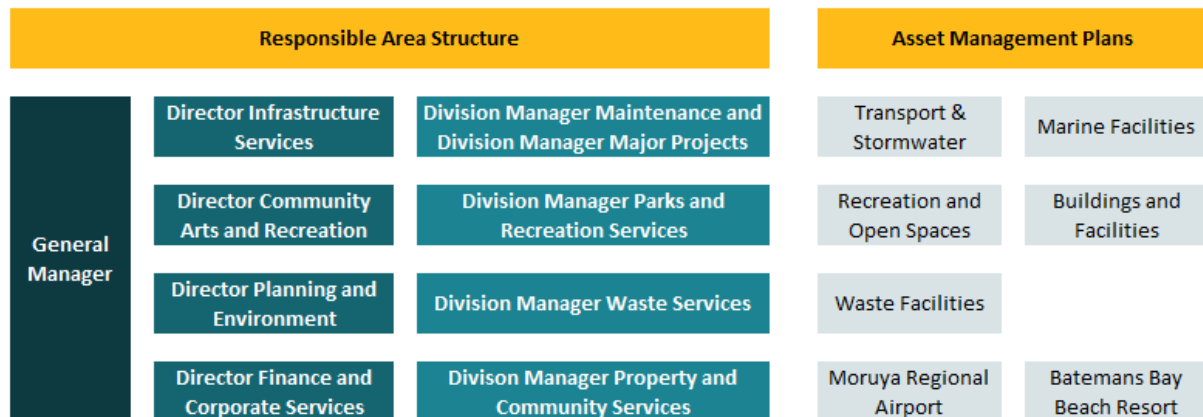
Table 2-1: Key stakeholders in the AMP

Key Stakeholder	Role
Councillors	• Represent needs of community. • Allocate resources to meet planning objectives in providing services while managing risks. • Ensure organisation is financially sustainable.
Executive Leadership Team	• Endorse the development of AMPs and provide the resources required to complete this task. • Set high level priorities for asset management development and raise the awareness of this function among staff and contractors. • Support the implementation of actions resulting from this plan and prepared to make changes to a better way of managing assets and delivering services. • Support for an asset management driven budget and Long-Term Financial Plan.
Finance Division	• Ensure budget allocations are sustainable through providing decision makers with the information required to make informed decisions. • Development of supporting policies such as capitalisation and depreciation. • Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards.
Asset Management Team	• Maintaining the asset register, ensuring the asset valuations are accurate and up to date, and other asset management support. • Ensure all options and the risks and consequences are clearly identified for each option in the AMP for the decision makers.
Asset Custodian Divisions	• Provide local knowledge level detail on all the assets under their care and control. Verify the size, location and condition of assets.

Key Stakeholder	Role
	- Describe the maintenance standards deployed and the ability to meet technical and customer levels of service. - Describe the risks and consequences of different levels of services. - Ensure all details provided are realistic and reflect the actual situation.
External Parties	- Community residents & businesses as users and providers. - Federal and State Government authorities & agencies for legislation, rules, and procedures. - Tourist and Visitors as occasional users.

Our organisational structure for service delivery from infrastructure assets is detailed in Figure 2-1 below.

Figure 2-1: Organisational structure for asset service delivery



2.2. Goals and objectives of asset ownership

Our goal for managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and

- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

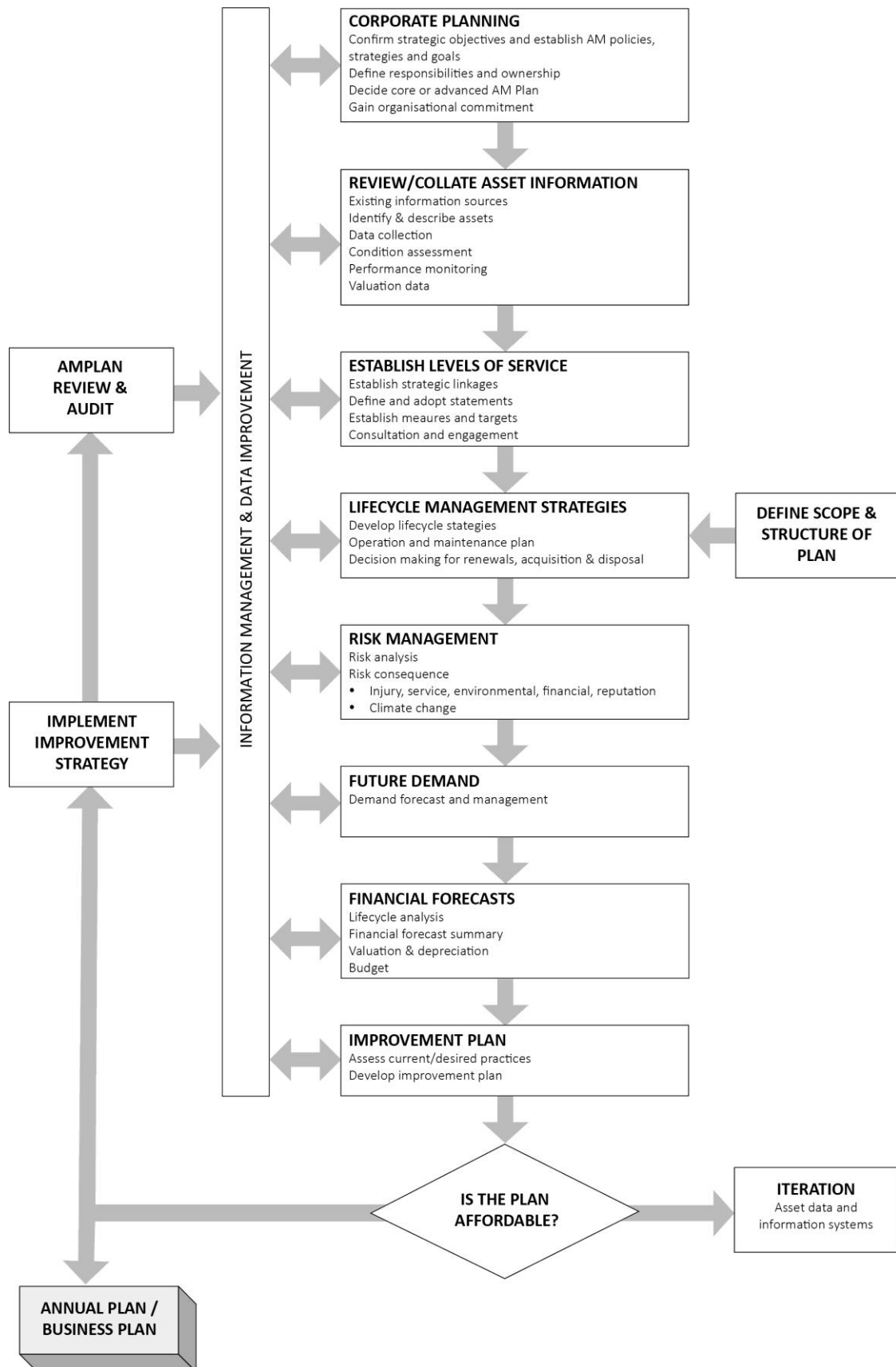
- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met, and
- Asset management improvement plan – how we increase asset management maturity.

Other references to the outcomes and benefits, principles and objectives of asset management can be found in:

- ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- IPWEA International Infrastructure Management Manual (IIMM)

A road map for preparing an AMP is shown in the figure below.

Figure 2-2: Road map for preparing an asset management plan (Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11)



3. Levels of service

3.1. Customer research and expectations

The Council periodically conducts community satisfaction surveys to identify major community issues. Independent researchers (Micromex Research) carried out the most recent surveys in 2021 and 2023. These provided feedback on the importance and satisfaction level of various services. A summary of the results is shown in the table below.

Table 3-1: Customer satisfaction survey levels

Service Facility	Importance		Increase in importance	Satisfaction		Increase in Satisfaction
	2021	2023		2021	2023	
Capacity of infrastructure, including traffic management and congestion at peak times	81%	80%	-1%	58%	57%	-0%
Maintenance of sealed roads	87%	88%	+1%	73%	37%	-36%
Maintenance of unsealed road	62%	59%	-3%	65%	49%	-15%
Footpaths and shared pathways	80%	82%	+2%	80%	75%	-5%
Stormwater and flood mitigation infrastructure	84%	80%	-4%	79%	73%	-6%
Bus shelters	43%	50%	+7%	84%	64%	-20%
Provision of street lighting	69%	68%	-2%	84%	81%	-3%
Public toilets	87%	86%	-1%	67%	61%	-6%
Appearance of town centres	86%	82%	-4%	75%	74%	-1%
Pools and aquatic facilities	71%	73%	+2%	59%	85%	+26%
Parks, playgrounds, and open spaces	88%	90%	+2%	83%	81%	-1%
Waste management facilities	87%	88%	+1%	81%	85%	+4%
Community centres and halls	76%	68%	-7%	71%	79%	+8%
Accessibility of public facilities and places	86%	87%	+1%	83%	81%	-1%
Kerbside collection service	90%	89%	-0%	90%	91%	+2%
Cemeteries	72%	74%	+2%	87%	91%	+4%
Sportsgrounds and sporting amenities	71%	83%	+12%	87%	86%	-1%
Moruya Airport excluding the passenger flight service	71%	68%	-3%	90%	85%	-5%

Service Facility	Importance		Increase in importance	Satisfaction		Increase in Satisfaction
	2021	2023		2021	2023	
Boating facilities such as boat ramps and fishing cleaning tables	62%	63%	+1%	81%	87%	+5%
Library services	73%	72%	-1%	96%	94%	-2%
Arts and cultural programs and services	61%	60%	-1%	85%	83%	-1%

The customer satisfaction survey results show a major decrease in satisfaction levels for the maintenance of sealed and unsealed roads and bus shelters. In context, road network has been heavily impacted by numerous natural disasters and significant rain events, and understandably, satisfaction for this has dropped considerably.

A lot of rehabilitation works have been carried out on the devastated road network, and it is expected that the next customer satisfaction survey will reflect this.

3.2. Strategic and corporate goals

This AMP is prepared under the direction of the Council vision, mission, goals and objectives as per the Community Strategic Plan.

Our vision is:

From our beaches to our bushlands, rivers and mountains... Our Eurobodalla is a place of inclusive communities embracing sustainable lifestyles. Our future balances our natural assets and thriving economy. Our community is resilient and collaborative, and this underpins all that we do.

Strategic goals have been set by Council. The relevant goals are summarised in the table below.

Table 3-2: Goals and how these are addressed in this plan

Goal	Objective
1. Our sustainable shire, that celebrates our natural environment and outdoor lifestyles	1.1 Move together for a sustainable future 1.2 Value, protect, and enhance our natural environment 1.3 Respond to our changing climate and natural hazards 1.4 Work together in the management and use of our valuable resources

Goal	Objective
2. Our community that welcomes, celebrates, and supports everyone	2.1 Acknowledge our beginnings, embrace our diversity 2.2 Encourage community spirit and enable healthy lifestyles 2.3 Provide rich learning opportunities and experiences 2.4 Foster a safe community
3. Our region of vibrant places and spaces	3.1 Balance development between the needs of people, place and productivity 3.2 Support diversified industry and thriving businesses 3.3 Embrace and value our creative arts 3.4 Celebrate our unique region through inclusive places and spaces
4. Our connected community through reliable and safe infrastructure networks	4.1 Provide integrated and active transport networks to enable a connected and accessible Eurobodalla 4.2 Strengthen linkages through air, road, and marine transport options 4.3 Enhance connectivity through improved telecommunications and power supply
5. Our engaged community with progressive leadership	5.1 Acknowledge our shared responsibility through an informed community 5.2 Proactive, responsive and strategic leadership 5.3 Work together to achieve our collective vision

3.3. Legislative requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the services within this plan are outlined in Table 3-3 below.

Table 3-3: Legislative requirements

Legislation	Requirement
NSW Local Government Act 1993	This act governs the administration and functions of local councils, ensuring they operate effectively and transparently. It outlines the responsibilities and powers of councils to manage local issues and services.
NSW Civil Liability Act 2002	This act regulates the recovery of damages for personal injury or death caused by negligence, aiming to balance the interests of plaintiffs and defendants. It sets out the principles for determining liability and the extent of compensation.
NSW Local Government Amendment (Governance and Planning) Act 2016	This amendment enhances the governance and planning functions of councils, promoting better decision-making and accountability. It introduces reforms to improve strategic planning and community engagement.
NSW Work Health and Safety Act 2011	This act ensures the health, safety, and welfare of workers at work by setting out duties and responsibilities for employers and employees. It aims to prevent workplace injuries and illnesses through proactive risk management.

Legislation	Requirement
NSW Work Health and Safety Regulation 2017	This regulation provides detailed requirements to support the Work Health and Safety Act 2011, specifying the standards for workplace safety. It includes provisions on hazard identification, risk assessment, and control measures.
Disability Discrimination Act 1992	This act prohibits discrimination against people with disabilities in various areas of public life, including employment, education, and access to goods and services. It aims to promote equal opportunities and eliminate barriers for people with disabilities.
NSW Disability Inclusion Act 2014	This act promotes the inclusion and accessibility of people with disabilities in the community, ensuring they have the same rights and opportunities as others. It requires public authorities to develop disability inclusion plans and provide accessible services.
NSW Environmental legislation: • Environmental Planning and Assessment Act 1979 • Protection of the Environment Operations Act 1997 • Threatened Species Conservation Act 1995 • Native Vegetation Act 2003 • Noxious Weeds Act 1993 • Fisheries Management Act 1994 • Marine Estate Management Act 2014 • Coastal Management Act 2016 • Heritage Act 1977	NSW's environmental legislation aims to promote sustainable development, protect biodiversity, and manage natural resources effectively. They includes topics such as land use planning, pollution control, conserving marine and coastal environments, protecting cultural heritage, and managing biosecurity risks. These Acts require the Council to consider various environmental impacts when conducting projects. This involves assessing potential effects such as noise, air pollution, waterway contamination, and harm to threatened species, ecosystems, and heritage sites.
NSW Crown Lands Act 1989	This act manages the administration and use of Crown land, ensuring it is used sustainably and for the benefit of the public. It sets out the processes for leasing, licensing, and managing Crown land.
NSW Roads Act 1993	This act regulates the opening, closing, and management of public roads, ensuring they are safe and accessible for all users. It outlines the responsibilities of road authorities and the procedures for roadworks and maintenance.
NSW Work Health and Safety (Mines and Petroleum Sites) Act 2013 (NSW)	This act ensures health and safety in mines and petroleum sites by setting out specific duties for operators and workers. It aims to prevent accidents and incidents through rigorous safety standards and practices.
NSW Work Health and Safety (Mines and Petroleum Sites) Regulation 2022 (NSW)	This regulation provides specific safety requirements for mines and petroleum sites, supporting the Work Health and Safety (Mines and Petroleum Sites) Act 2013. It includes provisions on emergency management, hazard control, and worker training.
National Construction Code	This code sets the minimum requirements for the design, construction, and performance of buildings, ensuring they are safe, healthy, and sustainable. It covers aspects such as structural integrity, fire safety, and energy efficiency.
NSW Public Health Act 2010	This act regulates public health matters, including the management of swimming pools to prevent health risks. It sets out the responsibilities of pool operators and the standards for water quality and safety.
NSW Public Health Regulation 2022	This regulation provides specific regulations for public health, including detailed requirements for the operation and maintenance of swimming pools. It aims to protect public health by ensuring pools are safe and hygienic.

Legislation	Requirement
Civil Aviation Act 1988 (Australia)	This act regulates civil aviation safety and operations, ensuring the safety of aircraft, passengers, and crew. It sets out the responsibilities of aviation authorities and operators to maintain high safety standards.
Aviation Transport Security Act 2004 (Australia)	This act ensures the security of aviation transport by setting out measures to prevent unlawful interference with aircraft and airports. It includes provisions on security screening, access control, and incident response.
Aviation Transport Security Regulations 2005	These regulations provide detailed security requirements for aviation transport, supporting the Aviation Transport Security Act 2004. They specify the standards for security equipment, procedures, and personnel.
Part 139 (Aerodromes) Manual of Standards 2019 (Australian Government)	This manual sets standards for the operation and maintenance of aerodromes, ensuring they are safe and efficient. It covers aspects such as runway design, lighting, and emergency planning.
NSW Residential (Land Lease) Communities Act 2013	This act regulates residential land lease communities, protecting the rights of residents and operators. It sets out the terms for site agreements, rent increases, and dispute resolution.
NSW Holiday Parks (Long-Term Casual Occupation) Act 2002	This act governs the long-term casual occupation of holiday parks, ensuring fair and transparent agreements between park operators and occupants. It includes provisions on site fees, maintenance, and termination of occupancy.
NSW Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021	This regulation regulates the management of manufactured home estates, caravan parks, camping grounds, and moveable dwellings. It sets out the standards for site layout, amenities, and safety.
NSW Dam Safety Regulation 2019	This regulation sets out the requirements of a Dam Safety Management System for declared dams in NSW.

3.4. Customer values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- What aspects of the service is important to the customer,
- Whether they see value in what is currently provided, and
- The likely trend over time based on the current budget provision.

Section 3.1 identifies the services valued by the customers and their immediate trends. It is expected that customer satisfaction is likely to retain the current performance based on the planned budget.

3.5. Customer levels of service

The Customer Levels of Service are considered in terms of:

Condition How good is the service ... what is the condition or quality of the service?

Function Is it suitable for its intended purpose is it the right service?

Capacity/Use Is the service over or under used ... do we need more or less of these assets?

In the following tables, under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

3.5.1. Transport and Stormwater

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Condition of assets	Reduction in value of assets in unsatisfactory condition (condition 4)	Cost to bring to satisfactory (CTBS) \$46.0M .	The shortfall in required budget will result in CTBS \$103.8M by 2035 unless addition external funding is obtained
	Confidence levels		Medium	Medium
Function	Assets are appropriate for intended use	Reduction in length of urban road without kerb & gutter , adequate stormwater and satisfactory pavement	15.2km of urban roads identified as in need of kerb and gutter, stormwater and pavement renewal Reduction of 0.8km over 2 years	Steady reduction in outstanding works
		Reduction in percentage of urban road with pathway on only one side of the road	Two in three urban roads do not have a pathway on at least one side of the road.	Steady reduction in outstanding works
		Reduction in length of rural roads requiring construction under requirements of the Eurobodalla Local Infrastructure Contributions Plan 2022	4.5km of unsealed rural road remains to be constructed. Additional deficiencies identified in relevant sealed sections	Steady reduction in outstanding works

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
		Infrastructure resilience	Significant improvements made using NDRRA and Fixing Country Bridges program and Eurobodalla Critical Infrastructure Plan 2022.	Continue to make improvements where funding permits.
		Network deficiencies limiting our ability to provide for diversified modes of transport e.g., higher mass limit and oversize transport vehicles	Further work required to determine full extent of deficiencies	Council to continue designing roads to cater for high mass limit vehicles and continue advocating TfNSW to make progressive upgrades to the state road network
	Confidence levels		Medium	Medium
Capacity	Capacity of the transport and stormwater assets are sufficient.	Levels of traffic congestion	Only minor traffic congestion issues outside of peak periods	Expected to increase due to future demand drivers exceeding budgeted network improvements
		Reduction in urban areas with inadequate stormwater system capacity	Many urban areas with inadequate stormwater system capacity and overflow paths including higher urban density zones and commercial business districts Council has made some progressive improvements to stormwater infrastructure in the South Batemans Bay CBD	Upgrade of undercapacity systems will continue where funding permits
	Confidence levels		Medium	Medium

3.5.2. Building and Facilities

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Condition of assets	Reduction in value of assets in unsatisfactory condition (condition 4)	Cost to bring to satisfactory (CTBS) \$0.4M.	The shortfall in required budget will result in CTBS \$0.6M by 2035

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
	Confidence levels		Medium	Medium
Function	Measure of whether the asset is appropriate for the intended use	Delivery of priority actions from Recreation and Open Space Strategy and other relevant plans	Steady roll out of priority actions from Recreation and Open Space Strategy (ROSS) and other relevant plans.	As per current performance
	Confidence levels		Medium	Medium
Capacity	Whether the capacity of the buildings and facilities assets are sufficient	Facility usage/ bookings Alignment of facilities with ROSS	Customer satisfaction with community buildings has significantly increased and satisfaction with libraries remains high.	As per current performance
	Confidence levels		Medium	Medium

3.5.3. Recreation and Open Space

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Condition of assets	Reduction in value of assets in unsatisfactory condition (condition 4)	Cost to bring to satisfactory (CTBS) \$5.0M	The shortfall in required budget will result in CTBS \$16.0M by 2035
	Confidence levels		Medium	Medium
Function/ Capacity	Measure of whether the asset is appropriate for the intended use	Increase in percentage of assets meeting intended use standards	Steady roll out of priority actions from the ROSS and other relevant plans Replacement of park furniture park furniture (e.g. chairs and tables) is moving towards aluminium street and park furniture as this will improve the condition, increase the life of the relevant assets, and reduce maintenance costs	As per current performance

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
		Number of days sportsground/facilities have to be closed	Reduction in closures due to wet weather impacts with drainage improvements being implemented to relevant sportsgrounds and facilities.	As per current performance
	Confidence levels		Medium	Medium

3.5.4. Marine Facilities

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Condition of assets	Reduction in value of assets in unsatisfactory condition (condition 4)	Cost to bring to satisfactory (CTBS) \$2.1M	The shortfall in required budget will result in CTBS \$6.6M by 2035
	Confidence levels		Medium	Medium
Function/ Capacity	Measure of whether the asset is appropriate for the intended use	Increase in percentage of assets meeting intended use	Currently unfunded in future years. \$5.1M shortfall over the life of the plan. Grant funding applied for	As per current performance unless significant grant funding can be achieved
	Confidence levels		Medium	Medium

3.5.5. Moruya Regional Airport

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Condition of assets	Reduction in value of assets in unsatisfactory condition (condition 4)	Cost to bring to satisfactory (CTBS) \$1.0M.	The shortfall in required budget will result in CTBS \$1.4M by 2035
	Confidence levels		Medium	Medium

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Function & Capacity	Measure of whether the asset is appropriate for the intended use with sufficient capacity	Airport's ability to cater for user needs	Terminal, runways and other assets able to cater for current and expected future aircraft types and users	Airport to continue to cater for current and expected future aircraft types and users. Changes in aircraft type and/or security requirements may require capital upgrades to meet this demand. Council is seeking funding to address the outstanding priority actions in the Airport Masterplan (\$20M)
	Confidence levels		Medium	Medium

3.5.6. Waste Facilities

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Condition of assets	Reduction in value of assets in unsatisfactory condition (condition 4)	Cost to bring to satisfactory (CTBS) \$0.2M	The shortfall in required budget will result in CTBS \$23.2M by 2035.
	Kerbside Collection	Frequency of kerbside collection		
	Confidence levels		Medium	Medium
Function		Collections missed	Nil	Nil
	Availability of service	Opening hours landfill sites	66 hours per week	As per current performance
		Opening hours transfer station	40 hours per week	As per current performance
	Confidence levels		Medium	Medium
Capacity	Kerbside Collection	Frequency of collection	- Weekly General waste red 80l bin - Fortnightly Recyclables yellow 240l bin - Green waste 240l bin	As per current performance
	Ongoing capacity of landfill sites	Volume meets future demands	Additional cells planned to meet demand	Additional cells planned to meet demand
	Confidence levels		Medium	Medium

3.5.7. Batemans Bay Holiday Resort

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Condition of assets	Reduction in value of assets in unsatisfactory condition (condition 4)	Cost to bring to satisfactory (CTBS) \$0K	The shortfall in required budget will result in CTBS of \$0.2M by 2035
	Confidence levels		Medium	Medium
Function & Capacity	Measure of whether the asset is appropriate for the intended use with sufficient capacity	Resort's ability to cater for user needs	Resort is meeting user needs	As per current performance
	Confidence levels		Medium	Medium

3.6. Technical levels of service

Technical Levels of Service, to deliver the customer values and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Maintenance:** Activities to keep an asset in serviceable condition throughout its planned lifespan. This includes tasks like road patching, unsealed road grading, building repairs, and operational tasks such as cleaning, mowing, and inspections.
- **Renewal:** Activities designed to restore an asset's original service capability. Examples include road resurfacing and pavement reconstruction, pipeline replacement, and building component replacement.
- **Capital Upgrade/ Acquisitions:** Activities to enhance service levels. This includes widening roads, sealing unsealed roads, replacing pipelines with larger ones, or constructing new facilities that did not previously exist, such as a new library.

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.

In the following tables, the activities expected to be provided under the current 10 year planned budget allocation, and the forecast activity requirements being recommended in this AMP.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

3.6.1. Transport and Stormwater

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
Capital Upgrades/ Acquisitions	Delivery of priority capital upgrade actions from Eurobodalla Road Safety Plan, integrated transport plans and other relevant strategies	Budget allocation	Funding allocated where available	Optimise use of grants and developer contributions to deliver priority projects within Council's strategic plans (for e.g. CSP, Road Safety Plan, Transport Network Plans, Development Contribution Plans, Master Plans)
	Reconstruct urban roads without kerb & gutter, built to poor standards,	Budget allocation	Funding allocated where available	Optimise use of grants, developer contributions and kerb and gutter contributions to deliver

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
	without adequate stormwater and ageing pavements			priority projects within Council's strategic plans
	Reconstruct rural roads under requirements of the Eurobodalla Local Infrastructure Contributions Plan 2022	Budget allocation	Funding allocated where available	Optimise use of grants and developer contributions to deliver priority projects within Council's strategic plans
	Extend pathway network	Budget allocation	Funding allocated where available	Optimise use of grants and developer contributions to deliver priority projects within Council's strategic plans
	Increase in carparking	Budget allocation	Reduced annual budget allocations	Optimise use of grants and developer contributions to deliver priority projects within Council's strategic plans
	Address urban areas with inadequate stormwater system capacity and overflow paths including higher urban density zones and commercial business districts	Budget allocation	Funding allocated where available	Optimise use of grants and developer contributions to deliver priority projects within Council's strategic plans
	Bus shelters	Budget allocation	Funding allocated where available	Optimise use of grants and developer contributions to deliver priority projects within Council's strategic plans
	Guard Rail	Budget allocation	Funding allocated where available	Optimise use of grants and developer contributions to deliver priority projects within Council's strategic plans
		Budget	\$2.3M Annual Average over 10 years	\$2.3M Annual Average over 10 years
Maintenance	Sealed roads (includes road, road furniture, road drainage)	Inspection frequency	- Regional roads four times per year. - Collector and distributor roads twice per year. - Local roads once per year. Includes annual night	As per current performance

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
			inspection of regional, distributor and collector roads	
		Defects repaired in accordance Local & Regional Road Risk Management Policy	Outstanding defects increasing due to network growth and natural disasters	Increase using grants to maintain current customer levels of services (CTBS)
	Unsealed Roads (includes road, road furniture)	Inspection frequency	As per maintenance grading schedule	As per current performance
		Maintenance grading Schedule	>95% of schedule achieved (subject to suitable weather)	As per current performance
	Bridges and Major Culverts	Inspection frequency	- Level 1 inspections Annually - Level 2 inspections every 3 years	As per current performance
		Defects repaired on a risk priority basis		Outstanding defects to remain at current levels of service. Advocacy for external funding
	Carparks	Inspection frequency	- CBD carparks twice per year. - Non CBD carparks once per year	As per current performance
		Defects repaired in accordance Local & Regional Road Risk Management Policy	Outstanding defects increasing as a result of network growth and natural disasters	Increase using grants to maintain current customer levels of services (CTBS)
	Pathways	Inspection frequency	- CBD pathways twice per year. - Non CBD pathways once per year	As per current performance
		Defects repaired in accordance Pathways and Shared Pathways Risk Management Code of Practice	Outstanding defects increasing due to network growth	Increase using grants to maintain current customer levels of services (CTBS)
	Bus shelters	Inspection frequency	3 time per year	As per current performance

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
		Defects repaired on a risk priority basis	Outstanding defects increasing due to network growth	Increase using grants to maintain current customer levels of services (CTBS)
	Stormwater	Inspection frequency	- GPTs twice per year. - Tide flaps twice per year during king tide periods - Stormwater lines CCTV limited by existing budget	As per current performance
		Defects repaired on a risk priority basis	Outstanding defects increasing due to network growth	Increase using grants to maintain current customer levels of services (CTBS)
	Causeways	Maintenance Frequency	Once per year	As per current performance
	Surf Beach Detention Basin	Inspection frequency	Inspect prior to major rain events and as per Dam Safety Regulations	As per current performance
		Budget	\$6.1M Annual Average over 10 years	\$6.8M Annual Average over 10 years
Renewal	Sealed roads (includes road, road furniture, road drainage)	Budget Allocation	Limited by existing budget	Increase using grants to maintain current customer levels of service (CTBS)
	Unsealed Roads (includes road, road furniture)	Budget Allocation	Funding allocated where available	As per current performance
	Renewal of bridges and Major Culverts	Budget Allocation	Funding annual depreciation	Maintain current funding levels. Shift in renewal focus to major culverts, older concrete/saltwater environment bridges and replacement of corrugated iron culverts with ongoing reduction in timber bridge asset stock
	Carparks	Budget Allocation	Funding short lived surfaces. Budget short fall in long lived assets e.g., pavements	Increase using grants to maintain current service levels (CTBS)
	Pathways	Budget Allocation	Pathways – sufficient funding years 1-5, budget shortfall outer years with timber and asphalt paths	Increase using grants to maintain current customer levels of service (CTBS). Continue to prioritise renewal of existing infrastructure.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
			coming up for renewal	
	Bus Shelters	Budget Allocation	Limited by existing budget	Increase using grants to maintain current customer levels of services (CTBS)
	Stormwater	Budget Allocation	Funding sufficient to maintain current levels of service in short to medium term	As per current performance
		Budget	\$8.7M Annual Average over 10 years	\$15.0M Annual Average over 10 years
Disposal	Disposal of assets no longer in use	As identified	No disposal planned	No disposals planned
		Budget	\$0 Annual Average over 10 years	\$0 Annual Average over 10 years

* Current activities related to planned budget.

** Expected performance related to forecast lifecycle costs.

3.6.2. Building and Facilities

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
Capital Upgrades/Acquisitions	Provide for facilities as per strategies and plans	Budget Allocation	Funding allocated where required	Optimise use of grants and developer contributions to deliver priority projects within Council's strategic plans
		Budget	\$0.5M Annual Average over 10 years	\$0.5M annual average over 10 years
Maintenance	Public Facilities	Maintenance Frequency	Per pre-determined intervals in line with asset maintenance system	As per current performance
		General usage review	Brief review of care of building pre/post event	Quarterly or as required
		Defects repaired in accordance with current Australia Standards	Outstanding defects increasing due to network growth	Outstanding defects to remain at current levels of service. Advocacy for external funding
		Security Monitoring	If installed 24/7	As per current performance
		<u>Service provision</u> Gas, Electrical, Water	24/7	As per current performance
	<u>Essential Services</u> Electrical testing, Fire Services testing,	Testing Frequency	To legislative requirements	As per current performance

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
	Thermostat Mixing Valve testing, Automatic Doors			
				If installed 24/7
	Air Conditioning Servicing	6 monthly	As per current frequency	6 monthly
	Cleaning Services Toilet cleaning, Facility cleaning, Garbage/Litter, Waste Servies	Cleaning Frequency	As per agreed contract	As per agreed contract
	Pest Inspections	Inspection Frequency	Annually	Annually and 6 monthly servicing
	Garden/Landscap e	Maintenance Frequency	Seasonal	As required
	Gutters	Maintenance Frequency	6 monthly	6 monthly or as required
		Budget	\$9.4M Annual Average over 10 years	\$9.9M Annual Average over 10 years
Renewal	Buildings and Facilities assets	Budget Allocation	Limited by existing budget	Increase using grants to maintain levels of service (CTBS)
		Budget	\$1.1M Annual Average over 10 years	\$1.1M Annual Average over 10 years
Disposal	Disposal of assets no longer in use	As identified	No disposal planned	No disposals planned
		Budget	\$0 Annual Average over 10 years	\$0 Annual Average over 10 years

* Current activities related to planned budget.

**Expected performance related to forecast lifecycle costs.

3.6.3. Recreation and Open Space

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
Capital Upgrades/ Acquisitio ns	Provide for facilities as per the Recreation and Open Space Strategy (ROSS), and landscape masterplans	Budget Allocation	Enhanced by increased grant opportunities over recent years	Optimise use of grants and developer contributions to deliver priority projects within Council's strategic plans
		Budget	\$0.1M Annual Average over 10 years	\$0.1M Annual Average over 10 years
Maintena nce	Recreation and Open Space	Inspection Frequency	Adhoc as part of routine maintenance works and CRMs	As per current performance

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
		Defects repaired on a risk priority basis	Resources only support rectification of higher-level risks and overall asset condition is falling	Increase using grants to increase levels of service
	Playgrounds	Inspection Frequency	- Routine weekly - Comprehensive yearly	As per current frequency aligned to industry standards
	Trees	Inspection Frequency	Reactively	As per current performance
		Defects repaired on a risk priority basis	Outstanding defects increasing as a result of network growth and natural disasters	Increase using grants to increase levels of service
	Beach signs	Inspection Frequency	Yearly	As per current performance
	Mowing	Mowing Frequency	As per mowing schedule	As per current performance
	CBD maintenance	Maintenance Frequency	3 mornings per week	As per current performance
	Sports field	Maintenance Frequency	Once per week per field	As per current performance
	Cemeteries	Maintenance Frequency	Every 3 weeks	As per current performance
	Bushfire mitigation	Maintenance Frequency	Limited by existing budgets based on priorities identified in Bush Fire Risk Management Plan	Increase using RFS grants
		Budget	\$6.7M Annual Average over 10 years	\$7.3M Annual Average over 10 years
Renewal	Recreation and Open Spaces	Budget Allocation	Limited by existing budget and staff resources	Increase using grants to maintain levels of service (CTBS)
		Budget	\$0.8M Annual Average over 10 years	\$2.2M Annual Average over 10 years
Disposal	Disposal of assets no longer in use	As identified	No disposal planned	No disposals planned
		Budget	\$0 Annual Average over 10 years	\$0 Annual Average over 10 years

* Current activities related to planned budget.

**Expected performance related to forecast lifecycle costs.

3.6.4. Marine Facilities

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
Capital Upgrades/ Acquisitions	Projects to provide required capacity and functionality upgrades	Budget Allocation	Funding allocated where available	Optimise use of grants and developer contributions to deliver priority projects within Council's strategic plans
		Budget	\$1.5M Annual Average over 10 years	\$1.5M Annual Average over 10 years
Maintenance	Marine facilities	Inspection Frequency	- Formal Inspection annually - Informal inspections as required	As per current frequency
		Defects repaired on a priority basis based on risk and budget availability	Outstanding defects increasing as a result of asset growth	Outstanding defects to remain at current levels of service. Advocacy for external funding
	Marine timer assets	Inspection Frequency	- Visual inspection annually - Condition inspection three yearly	As per current frequency
	Rock Walls	Inspection Frequency	Annual	As per current frequency
	Shark nets	Inspection Frequency	Biannual	As per current frequency
	Boat ramp	Cleaning Frequency	- Priority 1 ramps every 2 months - Priority 2 ramps prior to peak tourism (Easter, Labour day weekend, Christmas)	As per current frequency
		Budget	\$0.3M Annual Average over 10 years	\$0.3M Annual Average over 10 years
Renewal	Marine facilities	Budget allocation	Limited by existing budget	Increase using grants to maintain levels of service (CTBS)
		Budget	\$0.9M Annual Average over 10 years	1.4M Annual Average over 10 years
Disposal	Disposal of assets no longer in use	As identified	No disposal planned	No disposals planned
		Budget	\$0 Annual Average over 10 years	\$0 Annual Average over 10 years

* Current activities related to planned budget.

**Expected performance related to forecast lifecycle costs.

3.6.5. Moruya Regional Airport

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
Capital Upgrades/ Acquisitions	Provide for facilities as per Moruya Airport Masterplan	Budget Allocation	No Budget allocation	Optimise use of grants and developer contributions to deliver priority projects within Council's strategic plans
		Budget	\$0 Annual Average over 10 years	\$0 Annual Average over 10 years
Maintenance	Airport buildings and facility assets	Inspection Frequency	As per Aerodrome Manual and other associated documents	As per current frequency
		Defects repaired on a risk priority basis	Defect and risks managed effectively	As per current frequency which will require additional funding for new assets or cost increases.
	Mowing and weed spraying	Maintenance Frequency	As required	As per current frequency
		Budget	\$0.2M Annual Average over 10 years	0.2M Annual Average over 10 years
Renewal	Renewal of airport buildings and facility assets	Budget allocation	Limited by existing budget	Increase using council funds and grants to maintain levels of service (CTBS)
		Budget	\$0.1M Annual Average over 10 years	\$0.2M Annual Average over 10 years
Disposal	Disposal of assets no longer in use	As identified	No disposal planned	No disposals planned
		Budget	\$0 Annual Average over 10 years	\$0 Annual Average over 10 years

* Current activities related to planned budget.

** Expected performance related to forecast lifecycle costs.

3.6.6. Waste Facilities

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
Capital Upgrades/ Acquisitions	Provide for facilities to meet demand	Budget Allocation	Funding allocated where available	Optimise use of grants and developer contributions to deliver priority projects within Council's strategic plans

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
		Budget	<i>\$0.3M Annual Average over 10 years</i>	<i>\$0.3M Annual Average over 10 years</i>
Maintenance	Waste Assets	Inspection Frequency		
		Defects repaired on risk priority basis	Outstanding defects increasing as a result of asset growth	Outstanding defects to remain at current levels of service. Advocacy for external funding
		Budget	<i>\$1.3M Annual Average over 10 years</i>	<i>1.6M Annual Average over 10 years</i>
Renewal	Renewal of Waste assets	Budget Allocation	Limited by existing budget	Increase using grants to maintain levels of service (CTBS)
		Budget	<i>\$1.4M Annual Average over 10 years</i>	<i>\$3.2M Annual Average over 10 years</i>
Disposal	Disposal of assets no longer in use	As identified	No disposal planned	No disposals planned
		Budget	<i>\$0 Annual Average over 10 years</i>	<i>\$0 Annual Average over 10 years</i>

* Current activities related to planned budget.

**Expected performance related to forecast lifecycle costs.

3.6.7. Batemans Bay Holiday Resort

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
Capital Upgrades/ Acquisitions	Provide for facilities to meet demand	Budget Allocation	Funding allocated where available	As per current performance
		Budget	<i>\$0.02M Annual Average over 10 years</i>	<i>\$0.02M Annual Average over 10 years</i>
Maintenance/Renewal	BBHR Assets	Inspection Frequency	As required	As per current frequency
		Defects repaired	Defects are repaired as required by Resort Contractor	As per current frequency
		Budget	<i>\$0.2M Annual Average over 10 years</i>	<i>\$0.2M Annual Average over 10 years</i>
Renewal	Renewal of BBHR assets	Budget Allocation	Renewals are undertaken as required by Resort Contractor	As per current performance

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
		Budget	<i>\$0.05M Annual Average over 10 years</i>	<i>\$0.07M Annual Average over 10 years</i>
Disposal	Disposal of assets no longer in use	As identified	No disposal planned	No disposals planned
		Budget	<i>\$0 Annual Average over 10 years</i>	<i>\$0 Annual Average over 10 years</i>

4. Future demand

4.1. Demand drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

4.2. Demand forecast, impact and management plan

Demand for new services will be managed through a combination of managing and/or upgrading existing assets, providing new assets, and implementing demand management practices such as non-asset solutions, risk insurance, and failure management.

The impact of demand drivers that may affect future service delivery and asset use, along with current opportunities for demand management are shown in Table 4-1.

Further opportunities will be developed in future revisions of this AMP.

Table 4-1: Demand management plan

Demand Driver	Current Position	Projection	Impact on Service	Demand Management Plan
Population growth	42,392 ¹	46,953 ¹	Increase in required services and assets	Optimise infrastructure to meet increasing community need
Tourism Growth	1.0Million ¹	1.9Million ²	Increase in required services and assets	Optimise infrastructure to meet increasing visitor need
State Significant Development (e.g. Eurobodalla Regional Hospital, Eurobodalla Regional Emergency Services Precinct etc)		Significant increases in local employment opportunities	Increase in required services and assets	Optimise infrastructure to meet increasing community need. Ensure appropriate supporting infrastructure and services are provided through development to allow for future growth
Climate Change		Significant changes to asset external environment	Change in LOS	Design to high standards meeting the current and predicted requirements

^{1.} Information sourced from forecast.id Eurobodalla <https://forecast.id.com.au/eurobodalla>

^{2.} Information calculated from historic trend provided at profile.id Eurobodalla <https://economy.id.com.au/eurobodalla/tourism-visitors-nights?Tourismtype=2>

4.3. Asset programs to meet demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the Long-Term Financial Plan (Refer to Section 5).

4.4. Climate change adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.¹

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4-2.

Table 4-2: Managing the impact of climate change on assets and services

Climate Change Description	Projected Change	Potential Impact on Assets and	Management
Sea level rise	23cm by 2050 72cm by 2100	Increased impacts on low level transport facilities	Decisions need to give consideration to future longer-term impacts of sea level rise
Bushfire	Increase in events and severity	Increased damage to assets and loss of services and network access	Ensure all new assets constructed by Council and by developers of new subdivisions are built to high standards meeting the current and predicted demands including resilience considerations. Compliance with development codes, national construction codes and Australian standards. Ensure preventative maintenance programs are carried out.
Storm, flood, and coastal inundation	Increase in events and severity	Increased damage to assets and loss of services and network access	Ensure all new assets constructed by Council and by developers of new subdivisions are built to high standards meeting the current and predicted demands including resilience considerations. Compliance with development codes, national construction codes and Australian standards.

Climate Change Description	Projected Change	Potential Impact on Assets and	Management
			Ensure preventative maintenance programs are carried out.
Increased extreme weather conditions	Increase in temperature extremes, number of events, and severity	Asset damage and more rapid deterioration, and increased requirements for shaded open spaces and undercover/ indoor recreation options	Identify in plans and seek grant funding

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future AMP revisions.

5. Lifecycle management plan

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (refer to Section 3) while managing life cycle costs.

All projected costs are provided in future year dollars, assuming a CPI of 2.5% each year. Current gross replacement costs (GRCs) are provided in financial year 2024 dollars.

Gross replacement costs of assets from the previous AMP are provided in financial year 2021 dollars.

5.1. Background

5.1.1. Physical Parameters

The assets covered by this AMP and their replacement value as at 30 June 2024 are identified in Table 5-1 and Figure 5-1. Comparison of assets and their replacement value from 30 June 2021 to 30 June 2024 is provided in Figure 5-2 and Figure 5-3.

Table 5-1 Assets covered by this asset management plan

Asset Category	Replacement Value \$FY24
Transport and Stormwater	\$1,261,641,456
Buildings and Facilities	\$133,756,847
Recreation and Open Space	\$142,273,962
Marine Facilities	\$26,704,193
Moruya Regional Airport	\$11,384,264
Waste Facilities	\$20,320,599
Batemans Bay Holiday Resort	\$15,563,618
Total	\$1,611,644,939

Figure 5-1 Assets covered by this asset management plan

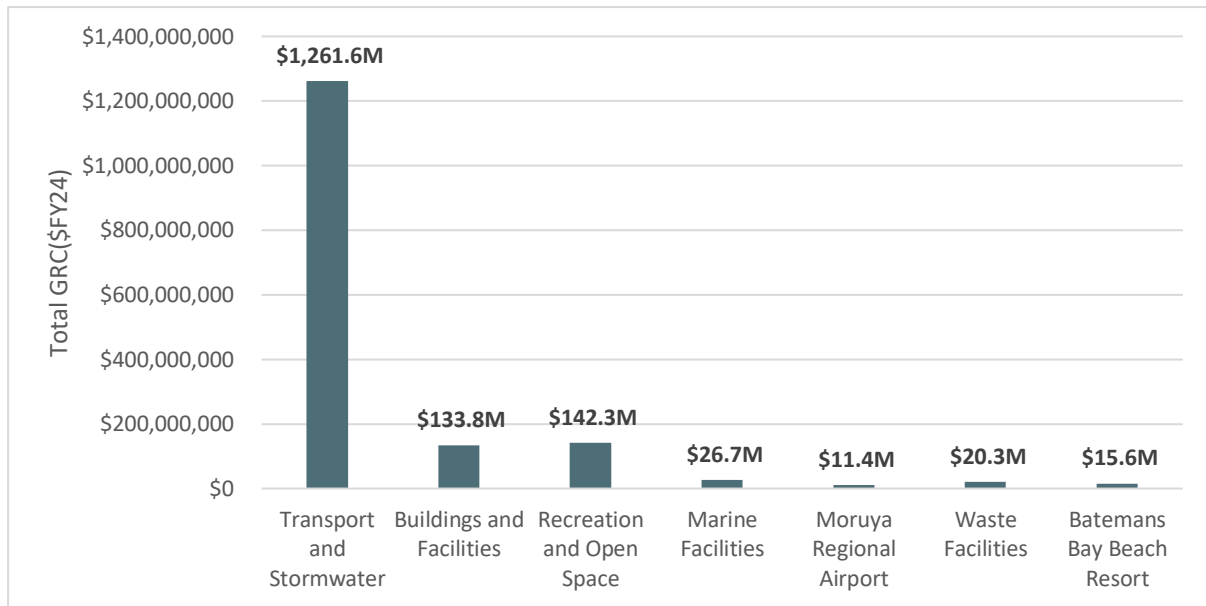


Figure 5-2 Financial Comparison of assets at 30 June 2021 & 30 June 2024

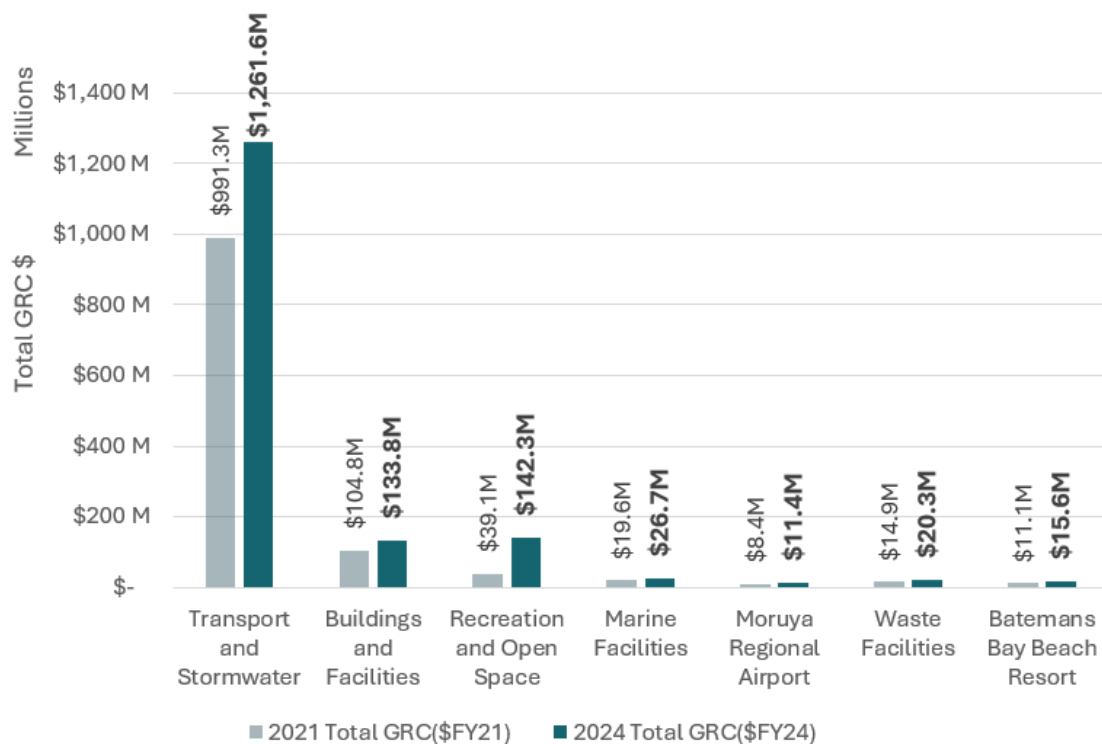


Figure 5-3 Percentage Comparison of assets at 30 June 2021 & 30 June 2024

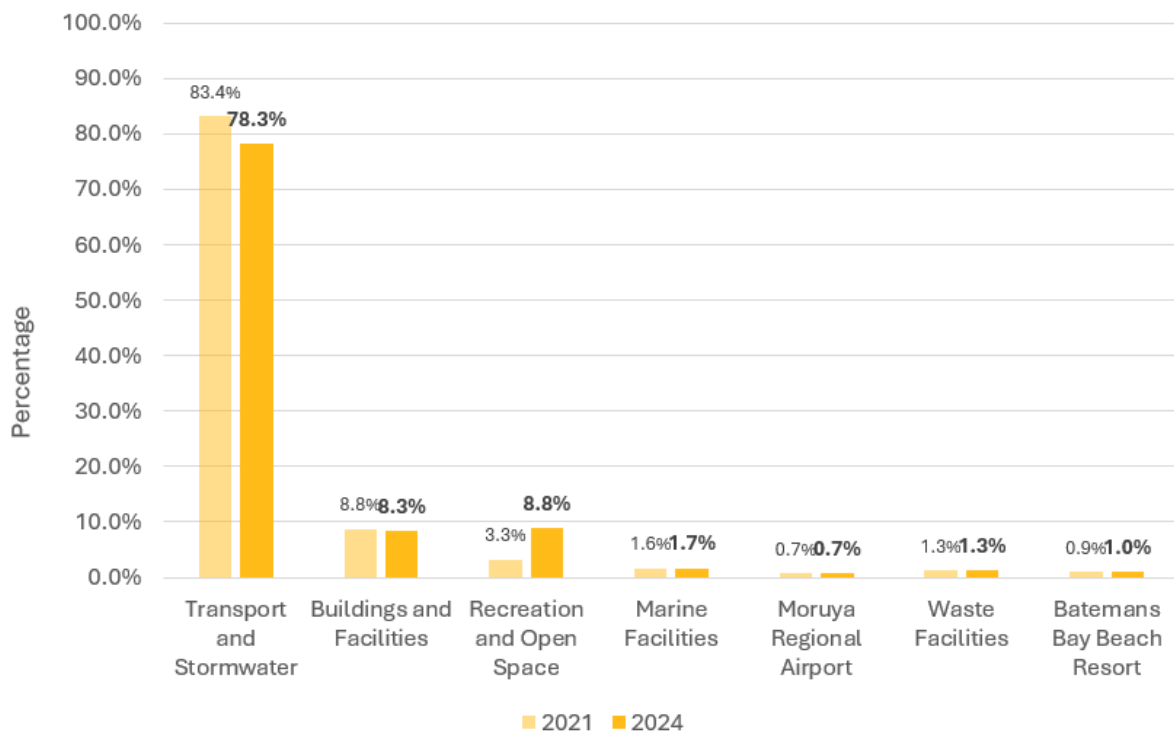


Figure 5-4: Asset age profile

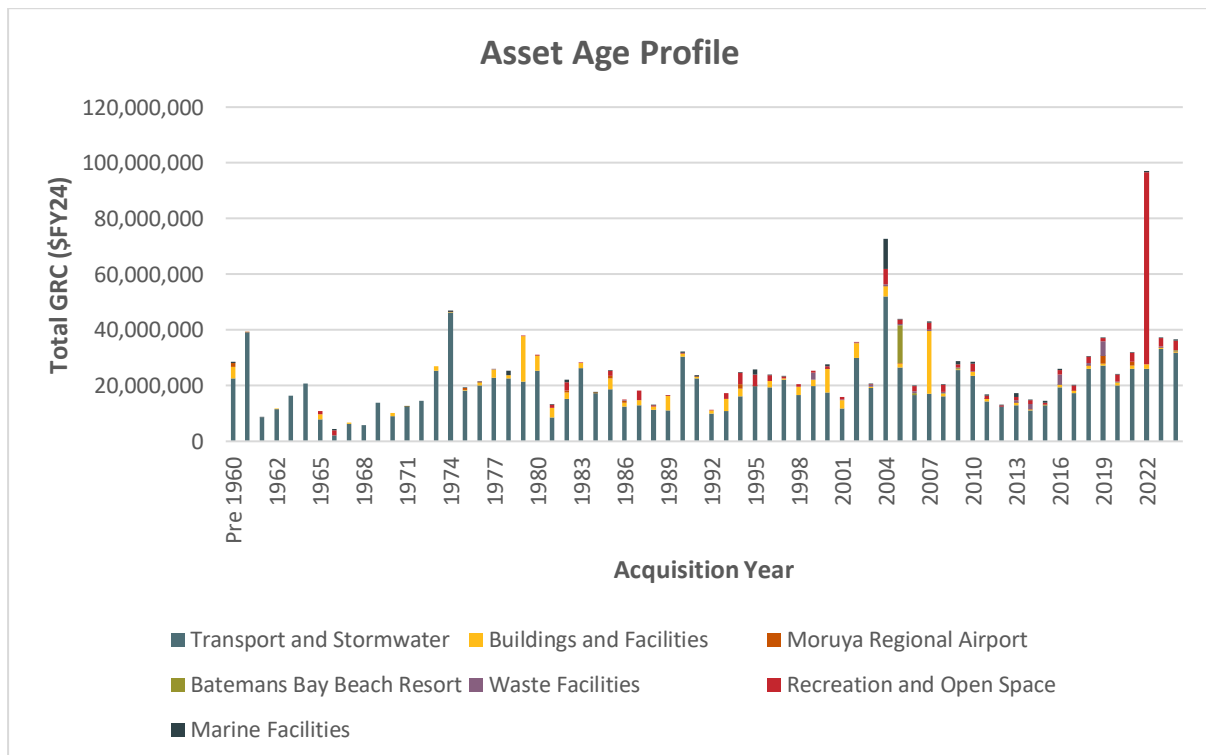


Figure 5-4 highlights years of significant growth in Council assets, particularly 2022 and 2004.

In 2022 the Bay Pavilion was constructed contributing \$66.5M to Council's GRC. Only 1% of the Pavilion GRC will need to be renewed in the planning horizon, however, future planning will be required to reserve funds for large renewal projects in future years.

In 2004 major renewals and acquisitions were achieved in the transport and stormwater area, contributing \$77.6M to the Council's GRC, of which, \$12.2M will need to be renewed in the planning horizon, with significant funding required outside the planning horizon.

5.1.2. Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5-2.

Table 5-2: Known service performance deficiencies

Location	Service Deficiency
All infrastructure assets	Cost to bring to satisfactory as of 30 June 2024 is \$54.7M, this will increase to \$152.0M by 2035
Urban roads	Currently 15.2km without kerb and guttering, built to poor standards, without adequate stormwater and ageing pavements.
Urban areas	Areas with inadequate system capacity and lack of formal overland flow paths. Includes higher urban density zones and commercial and business districts
Rural roads	Currently 13.8km of unsealed rural road still to be reconstructed and sealed under the Eurobodalla Local Infrastructure Contributions Plan 2022 plus additional deficiencies in identified sealed sections.
Urban areas	Only about one in three urban roads has a pathway on at least one side.
Higher trafficked roads	Network deficiencies limiting Council's ability to provide for diversified modes of transport e.g., higher mass limit and oversized transport vehicles.
Roads and bridges	Infrastructure resilience issues including fire affected roadside trees, timber bridges, corrugated culverts, roadside slope stability issues and low level under capacity water crossings.
Marine facilities	Decrease in percentage of assets meeting intended use.
Recreation and Opens pace	Increase risk to bushfire management

5.1.3. Asset condition

Condition is currently monitored in an informal way by work teams and asset inspectors. Formal condition inspections are undertaken on a five yearly basis in line with Council's revaluation cycle.

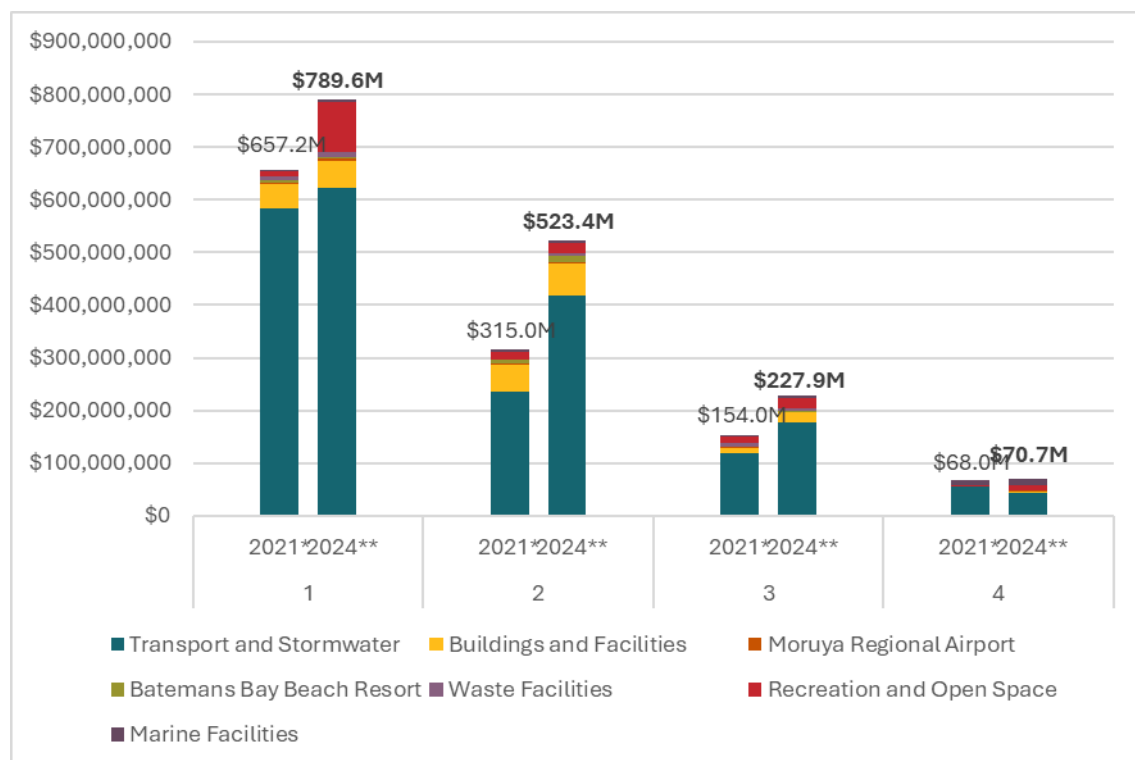
Condition is measured using a 1 – 4 grading system as detailed in Table 5-3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for

reporting in the AMP results are translated to a 1 – 4 grading scale for ease of communication.

Table 5-3: Condition rating grading system

Condition Grading	Condition Category	Condition Description
1	Very Good	Free of defect, only planned and/or routine maintenance required.
2	Good	Minor defects, increasing maintenance required plus planned maintenance.
3	Fair	Defects requiring regular and/or significant maintenance to reinstate service.
4	Poor	Significant defects, higher order cost intervention likely.

Figure 5-5: Asset condition profile 30 June 2024 and Comparison 30 June 2021

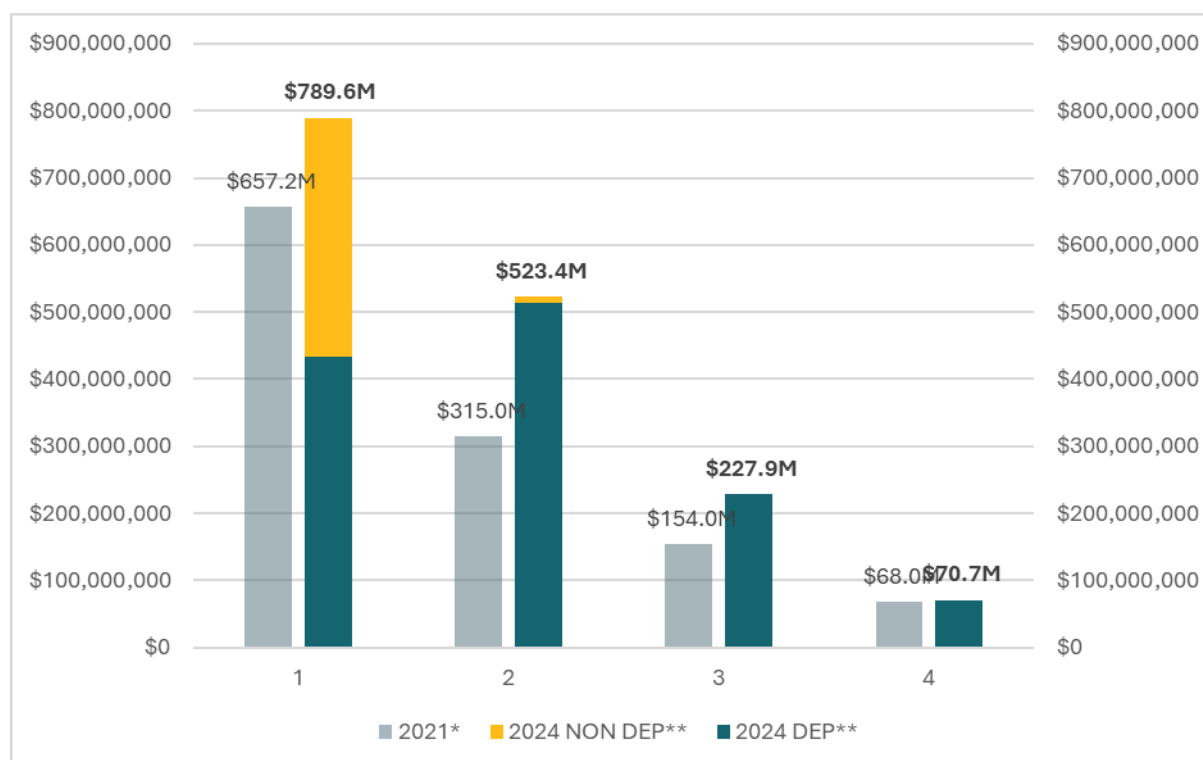


* \$ provided in \$FY21

** \$ provided in \$FY24

Depreciable assets and non-depreciable assets are distinguished by different colours in the Figure 5-6. Depreciable assets include those that wear out over time and need replacement. Non-depreciable assets, such as earthworks, sediment basins, and retention ponds, are not depreciable because they are not replaced. For example, once the base earthworks for a new road are completed, they do not need to be redone, only the road itself requires maintenance and replacement

Figure 5-6 Condition Profile with Depreciable and Non-Depreciable Assets



* \$ provided in \$FY21

** \$ provided in \$FY24

5.2. Operations and maintenance plan

5.2.1. Asset Maintenance Trend

Maintenance costs in this plan include both 'operations' and 'maintenance' costs. This includes costs for activities to keep an asset in serviceable condition throughout its planned lifespan. This includes tasks like road patching, unsealed road grading, building repairs, and some operational tasks such as cleaning, mowing, and inspections. Costs associated with administrative tasks have been removed.

The trend in maintenance budgets are shown in Table 5-4.

Table 5-4: Maintenance budget trends

Year	Maintenance Budget \$
2024/25	21,073,347
2025/26	22,510,601
2026/27	23,061,155
2027/28	22,585,591
2028/29	23,071,036
2029/30	23,647,812
2030/31	24,239,010
2031/32	24,844,984
2032/33	25,466,106
2033/34	26,102,760
2034/35	26,755,321

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AMP and service risks considered in the Infrastructure Risk Management Plan.

Assessment and priority of reactive maintenance is undertaken by staff in accordance with Council's Local and Regional Road Risk Management Policy and Code of Practice, Pathways and Shared Pathways Risk Management Policy and Code of Practice, Tree Risk Management on Council Controlled Land Policy and Code of Practice, and BRIDGE guide 2009 or in accordance with relevant Australian standards, Work Health and Safety Act 2011, Work Health and Safety Regulation 2017, National Construction Codes and the Building Code of Australia. Staff experience and judgement is used for other assets.

5.2.2. Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

The service hierarchy is shown in Table 5-5.

Table 5-5: Asset service hierarchy

Asset Category	Service Hierarchy
<i>Transport and Stormwater</i>	
Sealed Roads	Regional, state, distributor, collector, and local.
Unsealed Roads	Local, local minor, and minor.
Carparks	CBD and non-CBD.

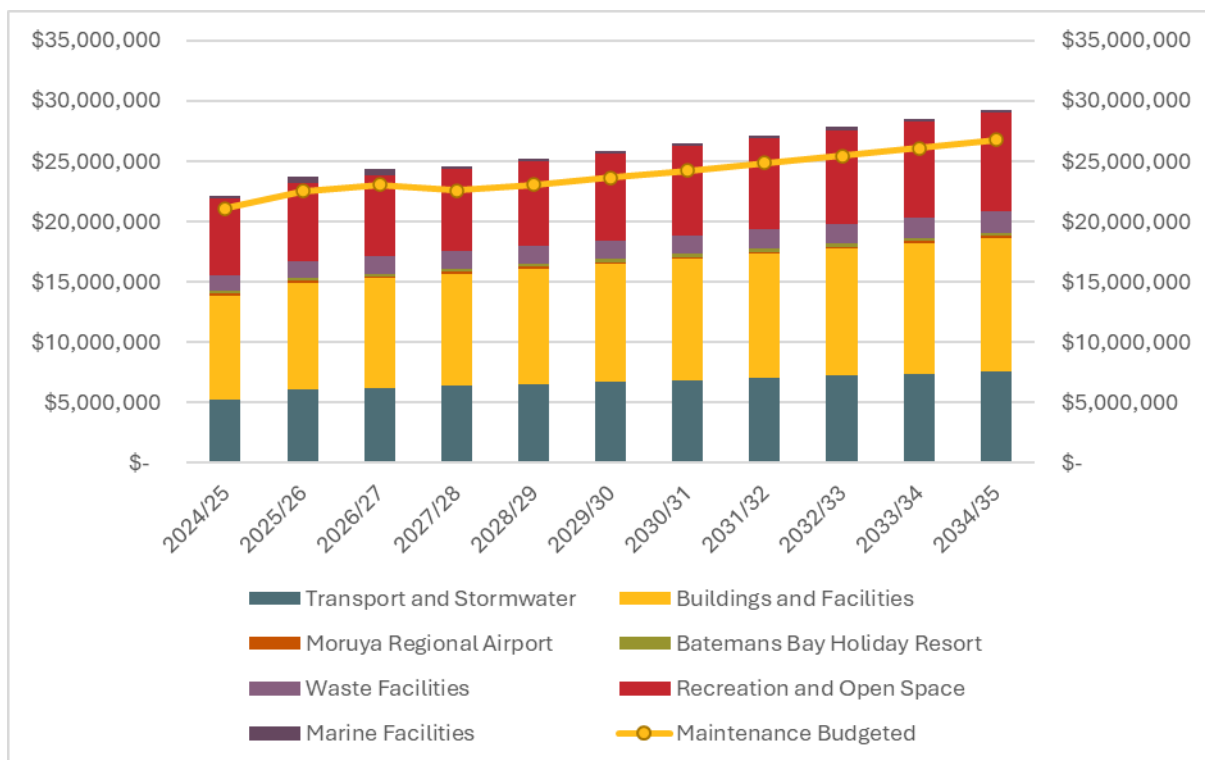
Asset Category	Service Hierarchy
Pathways	CBD and non-CBD.
<i>Buildings and Facilities</i>	Regional, shire, district, and local.
<i>Recreation and Open Space*</i>	
Recreation Park	Regional, district, local, linear, beach access, and formal.
Sports Park	Regional, district, and local.
Specialised Sports Park	Indoor sports, aquatic facilities, and tennis.
Other Open Space	Undeveloped and utility.
Bushland Reserves	Natural areas such as bushland, wetland, escarpment, watercourses, and foreshore.
<i>Marine Facilities</i>	Regional, district, and local.
<i>Moruya Regional Airport</i>	Main Runway, Secondary Runway, Taxi-way

*Refer Eurobodalla Recreation and Open Space Strategy 2018 and *Local Government Act 1993* Part 2 Division 2 Section 36 for further detail.

5.2.3. Summary of forecast maintenance costs

Forecast maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, maintenance costs are forecast to increase, conversely, if assets are disposed of, maintenance costs are expected to decrease. Figure 5-7 shows the forecast maintenance costs relative to the proposed maintenance budget.

Figure 5-7: Maintenance summary



The forecasted maintenance costs over the 10-year planning period amount to \$263.0M, averaging \$26.3M per year. Estimated available funding for this period is \$242.3M, averaging \$24.2M per year, according to the Long-Term Financial Plan. Therefore, the

current known projected expenditure represents 92% of the cost required to sustain the current level of service.

5.3. Renewal plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is a capital upgrade/ acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

Council uses a combination of these two methods to determine required renewals.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5-6. Asset useful lives are reviewed as per the five years cycle revaluation schedule.

Table 5-6: Useful lives of assets

Asset Category	Useful Life	Asset Category	Useful Life
<i>Transport and Stormwater</i>		<i>Marine Facilities</i>	
Sealed Road/Carpark Pavements	50-90	Boat Ramps	100
Sealed Road/Carpark Surfaces	10-18	Pontoons	30
Unsealed Road Pavements	10-15	Wharves and Jetties	40-50
Concrete Bridges	75-120	Fishing Platforms	40-50
Timber Bridges	30	Fish Cleaning Tables	20
Pathways (Concrete)	100	Rock Walls	100
Pathways (Paved, Timber, Asphalt)	30	Shark Net	8
Stormwater	100	Solar Light	15
Road Drainage (Concrete)	100		
Road Drainage (Corrugated Iron)	30	<i>Moruya Regional Airport</i>	
Kerb and Gutter	75	Pavements	50
Bus Shelters	40	Pavement Surfaces	15
Protective Fence	15-30	Buildings	50
Traffic Islands	40	Fences	40
Signs and Guideposts	15	Flood Light	30
Gross Pollutant Traps	50	Windsocks	25

Asset Category	Useful Life	Asset Category	Useful Life
		PAPI and Runway Lighting	25
Recreation and Open Space*			
Pool Shells	60	Waste Facilities	
Pool Reticulation and Filtration	40	Landfill Cells	Dec-15
Monuments	60	Earthworks, Ponds, Dams	Non-depreciable
Fences	25-40	Leachate Pumps and Retic	20
Field Surface	30	Gas Flares	Dec-15
Field Irrigation	20	Road Pavements	50
Hard Court Surface	50	Fences	25-40
Bollard	15-50	Sheds	40
Viewing Platform	35	Shelters	20
Seats	25		
Playground Modules	15	Batemans Bay Holiday Resort	
BBQ's	20	Buildings	50
Picnic Tables	20	Road Pavements	60
Signs	15	Road Surfaces	25-60
Skate Park	25	Paths	100
Field Goals	25	Fencing	20-40
		Pool	50
Buildings and Facilities		Amphitheatre	50
Structure	60	Tennis Court	25
Roof	40	Jumping Pillow	10
Internal	20	Mini Golf	20
Fire	20	Boom Gate	10
Electrical	20	BBQ's	20
Hydraulics	20	Picnic Sets	20
Security	20	Shelters	20
		Site Services	50-70

*Only key asset categories are shown (over 180 subcategories exist in Recreation).

5.3.1. Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5t load limit), or
- Ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,

- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.

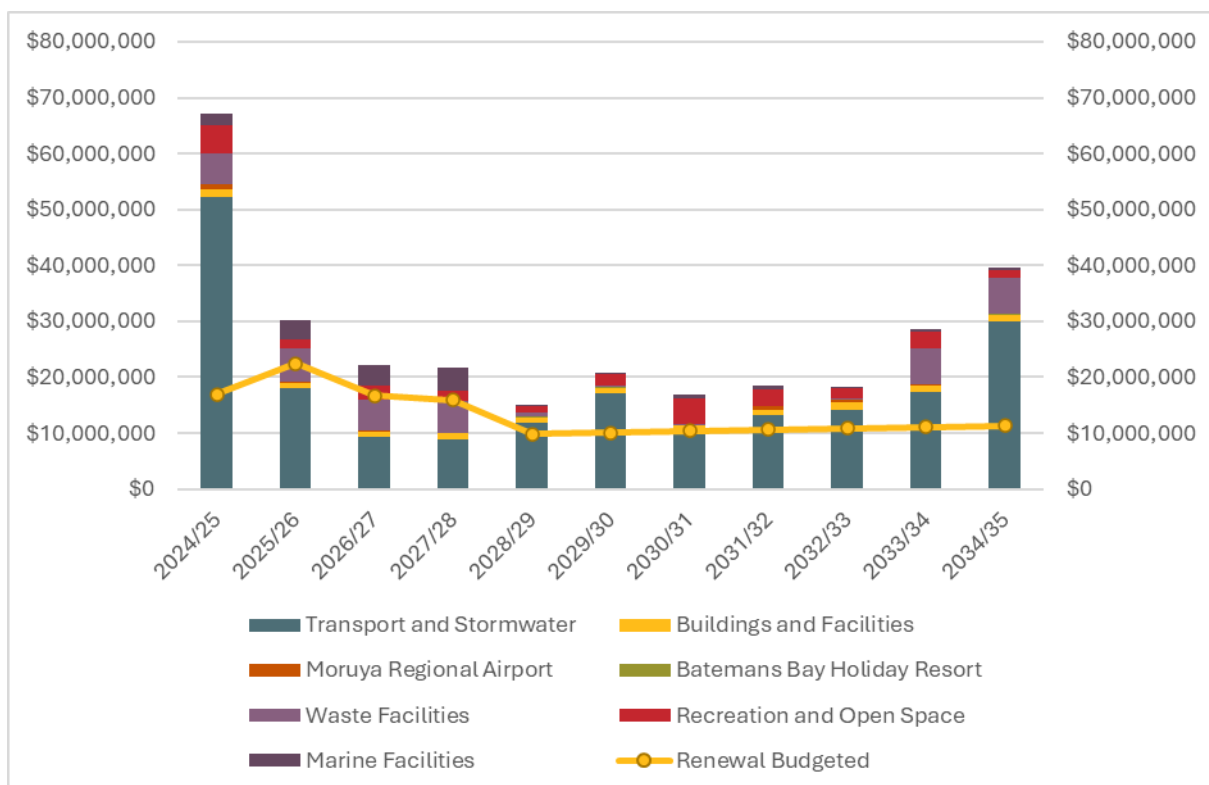
Assets requiring renewal are identified and prioritised based on the data held in Council's asset database (including remaining useful life) and Maintenance Management Systems, other factors such as hierarchy, location, condition, and judgement from experienced engineering personnel.

Significant asset renewals that all come due in one year, may be spread out over consecutive years to reduce the resource and budget burden.

5.3.2. Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5-8. A detailed summary of the forecast renewal costs is shown in Appendix C: Renewal forecast.

Figure 5-8: Forecast renewal costs



The forecasted renewal costs over the 10-year planning period amount to \$231.1M, averaging \$23.1M per year. Estimated available funding for this period is \$129.4M, averaging \$12.9M per year, according to the Long-Term Financial Plan. Therefore, the

current known projected expenditure represents 56% of the cost required to sustain the current level of service.

On 30 June 2024, the estimated cost to bring to satisfactory for assets (CTBS) covered in this plan was \$54.7M. With the current renewal ratio, the CTBS is expected to increase to \$152.0M by 2035.

5.4. Capital upgrade/ acquisition plan

Capital upgrades/acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, or safety, social, or environmental needs. Assets may also be donated to Council such as subdivision assets.

5.4.1. Capital upgrade/ acquisition selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans, master plans, or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to Council's needs. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes.

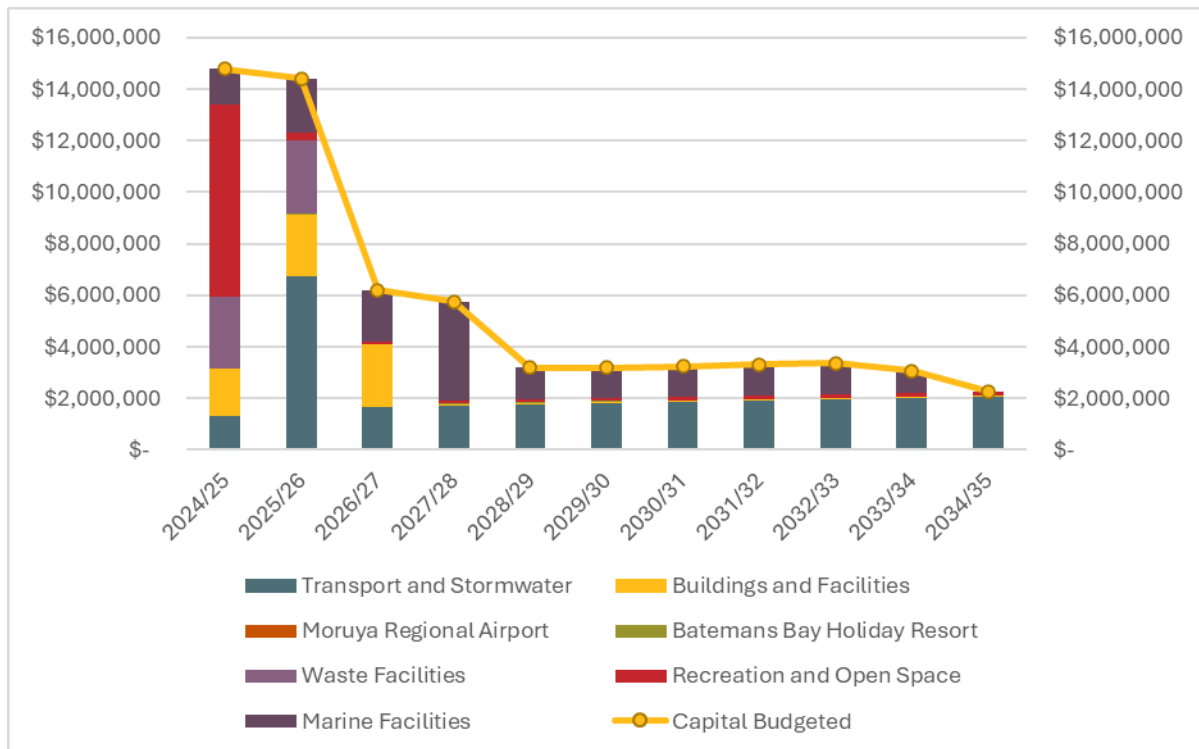
When Council commits to new assets, they must be prepared to fund future maintenance and renewal costs to ensure that the services are sustainable over the longer term (whole of life impact consideration). They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by Council.

Capital acquisitions shall be considered in line with Eurobodalla Shire Council's Grants Strategy 2024-2028 to ensure all grant funded projects align with Council being a finance-led and delivery focussed organisation. Council will prioritise renewal work first over capital upgrades or acquisitions and integrate renewals into capital upgrades.

5.4.2. Summary of future asset capital upgrade/ acquisition costs

Forecast acquisition asset costs are summarised in Figure 5-9 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A: Capital upgrade/ acquisition forecast.

Figure 5-9: Capital works/ acquisition (constructed) summary



The forecasted capital upgrade/ acquisition costs over the 10-year planning period amount to \$48.0M, averaging \$4.8M per year. Estimated available funding for this period is \$48.0M, averaging \$4.8M per year, according to the Long-Term Financial Plan. Therefore, the current known projected expenditure represents 100% of the cost required to sustain the current proposed projects.

Understanding the full extent of required capital upgrade/acquisitions is not always complete in the outer years of the planning horizon as Council adapts to a dynamic environment of future demands and political incentive. The capital upgrades and acquisitions of the current financial year and first 3 years of the planning horizon are well understood and a response to community need and availability of State and Federal funds.

Major capital upgrade and acquisition project of the current financial year to year 3 of the planning horizon (2027/28) are:

- Coastal Management Plan Construction works contributing \$8.5M
- Local Sealed Roads contributing \$5.5M
- Regional Co-located Emergence Services Precinct – Moruya SES contributing \$5.0M
- Mogo Adventure Trail Stage 1 contributing \$2.8M
- Coastal Headlands Walk contributing \$1.4M
- Urban Roads Reconstruction contributing \$1.3M

Expenditure on new assets and services in the capital works program will be accommodated in the Long-Term Financial Plan, but only to the extent that there is available funding.

Council also maintains and renews gifted assets, such as subdivisions. Although the timing of when these assets will be recorded and Council assumes responsibility for them can be unpredictable and are not included in this plan, they are still considered an important long-term factor in ensuring cost control and financial sustainability.

5.5. Disposal plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. It does not include cases where an old asset is renewed/replaced with a new one in the same location, for example, if a playground is removed and a new one is built in its place. It does include when assets are completely removed without replacement, like a toilet block being entirely removed and not replaced.

Assets identified for possible decommissioning and disposal are shown in Table 5-7, along with a summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets. Any costs or revenue gained from asset disposals is included in the Long-Term Financial Plan.

Table 5-7: Assets identified for disposal

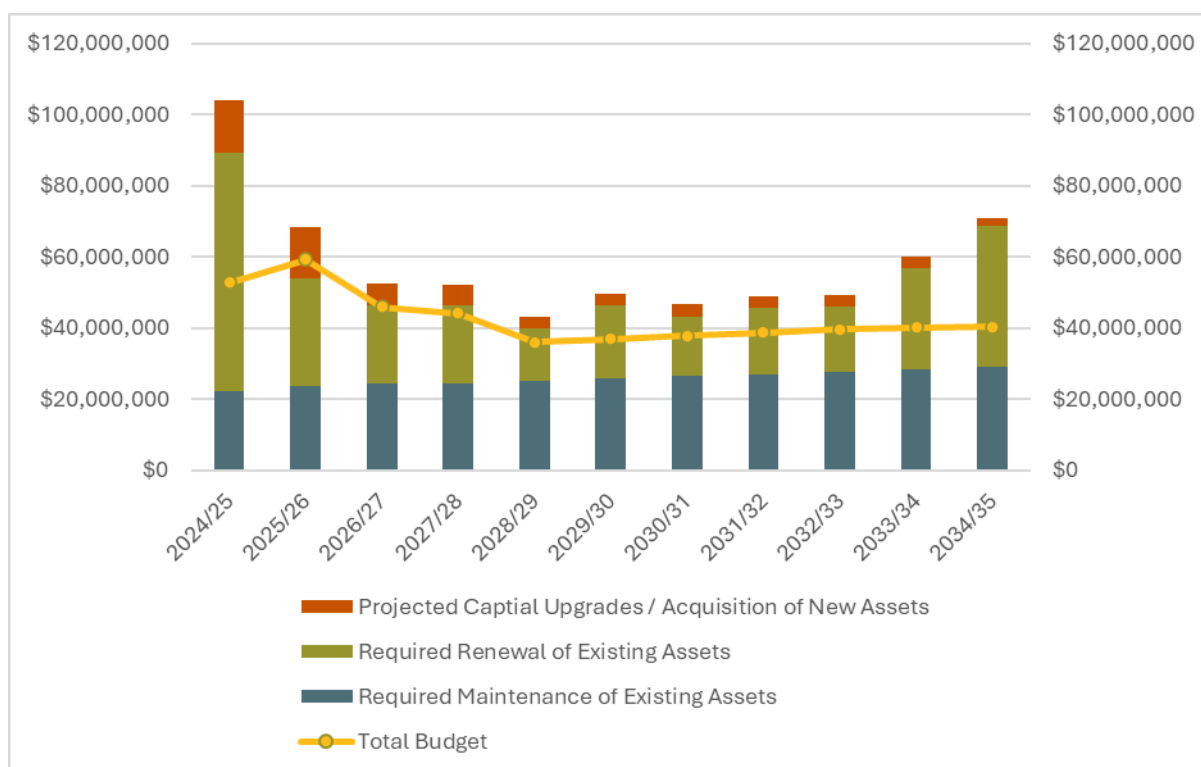
Asset	Reason for Disposal	Timing	Disposal Costs	Maintenance Annual Savings
None	n/a	n/a	n/a	n/a

5.6. Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5-10. These projections include forecasted lifecycle costs for maintaining and renewing existing assets, as well as capital upgrades for new or expanded assets, and disposal (as required). These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5-10: Lifecycle summary



The forecasted lifecycle costs over the 10-year planning period amount to \$542.1M, averaging \$54.2M per year. Estimated available funding for this period is \$419.7M, averaging \$42.0M per year, according to the Long-Term Financial Plan. Therefore, the current known projected expenditure represents 77% of the cost required to sustain the current level of service at the lowest lifecycle cost.

The first half of the planning period (2025/26 to 2029/30), projected expenditure represents 84% of the cost required to sustain current level of service.

The second half of the planning period, projected expenditure represents 71% of the cost required to sustain current level of services.

The forecast budget figures are worst case position and assumes no additional grant funding received through the planning period. It is expected that, as evidence from past years, grant funding will be received from State and Federal agencies to augment the Council renewal funds.

The following assumptions for the available funding are considered:

- Current funding levels from Council's own sources are maintained and increased in line with growth.
- Grants are not included in the projected budget unless they have already been approved and awarded to Council.
- Developer contributions are not included in finance provided budget.
- Consistent with the Long-Term Financial Plan, a 2.5% annual increase in construction costs has been assumed, however, this is likely to be inaccurate due to

sharp rises in construction and material costs. Historically, construction cost increases have exceeded rate pegging, leading to special rate variations (SRVs), largely based on infrastructure renewal demands. Eurobodalla ratepayers have endured SRVs six times in a 20-year period. Current projections suggest this trend will continue, potentially reducing service levels across all asset categories. If this trend persists, required lifecycle costs will increase, widening the gap between predicted costs and available funding.

- For AMP purposes, construction of waste facility cells have been captured as renewals, as it represents the continuation of the current level of service. However, construction of new waste cells may be considered as acquisition in future AMP reviews due to cell construction involving acquisition of land while old cells remain in place..

6. Risk management planning

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1. Critical assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6-1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6-1: Critical assets

Asset Category	Critical Asset(s)	Failure Mode	Impact
All	Council’s administration building	Physical failure and/or fire damage	Loss of reputation.
All	Council’s offsite records facility	Physical failure, fire damage, and/or flooding	Loss of Council’s physical files.
All	Heritage assets	Physical failure	Loss of local history.
Transport & Stormwater	Surf Beach Detention Basin	Physical failure and/or overtopping	Flooding and risk to public downstream of structure.
Transport & Stormwater	Bridges	Physical failure and/or overtopping	Risk to public and loss of network access.
Recreation & Open Space	Aquatic centres (pools)	System and/or function failure	Substantial gap in the recreation network for that community.
Recreation & Open Space	Sports fields	Physical failure due to flooding	Substantial gap in the recreation network for that community/sport.
Marine Facilities	Casey’s Beach rock wall	Physical failure and/or overtopping	Further damage to wall and Beach Road. Risk to public.
Moruya Regional Airport	Airport runways/ taxiway/ aprons	Pavement failure	Airport becomes inoperable or levels of service severely impacted, reducing the

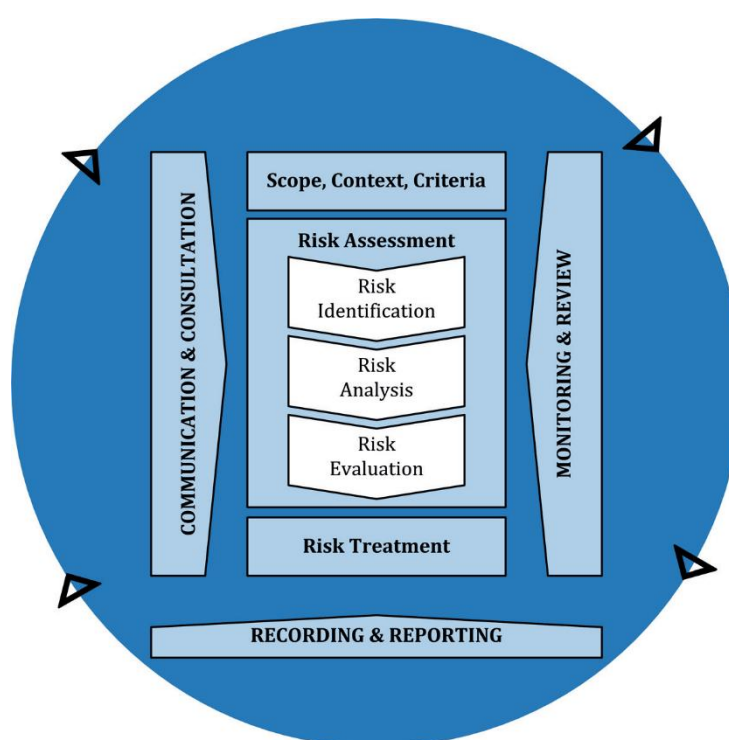
Asset Category	Critical Asset(s)	Failure Mode	Impact
			number, and type, of planes that can use the airport.
Moruya Regional Airport	Airport movement and Guidance systems	Lighting/PAPI failure	Airport becomes inoperable, impacting the type, and number of flights.
Waste Facilities	Landfill cells	Reduced capacity due to increased volumes of waste	The diversion or inability to accept large volumes of waste disrupting community services.
Waste Facilities	Weighbridges	Mechanical failure and/or damage from vehicles	Council's weighbridge will be temporarily closed, impacting patrons and business using the weighbridge.
Waste Facilities	Leachate Systems	Damage to system infrastructure	Release of leachate into the environment, causing an environmental and safety hazard. Temporary closure of landfill site whilst leachate system is repaired, impacting levels of service.
Batemans Bay Holiday Resort	Main switchboard	Electrical failure	Batemans Bay Holiday Resort becomes inoperable, requiring immediate repair and temporary closure, severely impacting user experience and existing patrons of the resort.
Batemans Bay Holiday Resort	Site services – water, sewer, gas, electrical and telephone	Essential service disruption	Batemans Bay Holiday Resort becomes inoperable, requiring immediate repair and temporary closure, severely impacting user experience and existing patrons of the resort.

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2. Risk assessment

The risk management process used is shown in Figure 6.2 below. It is an analysis and problem-solving technique, based on the fundamentals of International Standard ISO 31000:2018, designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

Figure 6-1: Risk management process - abridged (Source: ISO 31000:2018, Figure 1, p 9)



The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in following Sections. It is essential that these critical risks and costs are reported to management and the Council.

6.2.1. Transport and Stormwater

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk*	Treatment Costs
All Assets	Assets progressively deteriorating over time leading to reduced safety, increased maintenance costs and higher risk of structural failures	H	Continue to improve data knowledge. Fund shortfall in maintenance and renewal funding	L	\$6.9M Annual budget shortfall unless strategies outlined in this Plan are achieved

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk*	Treatment Costs
	Network deficiencies such as poor road alignment, intersection treatments and run off areas, lack of off road pathways, stormwater overflow paths leading to reduced public safety	H	Implement actions in Road Safety Plan, Pathways Strategy and other Transport related strategies within current budget limitations. Fund shortfall and improve data knowledge	M-H	Within current budget. Included in budget shortfall above
Sealed Roads & Carparks	Pavement defects such as potholes, shoves causing increased risk to users	H	Implement Local & Regional Road Risk Management Policy Fund shortfall for growth	M L	Within current budget Included in budget shortfall above
Unsealed Roads	Pavement defects such as potholes, shoves causing increased risk to users	H	Undertake grading schedule	M	Within current budget
Bridges and Major Culverts	Failure of bridge or bridge components	H-VH	Continue to undertake level 1 and 2 inspections and defect repair on a priority basis	M	Within current budget
Pathways	Pathway defects such as trip hazards, edge drop off, slipperiness, unevenness causing increased risk to users	H	Implement Pathways and Shared Pathways Risk Management Code of Practice Fund shortfall for growth	M L	Within current budget Included in budget shortfall above
Bus Shelters	Defects such as trip hazards, structure defects causing increased risk to users	M	Continue to undertake inspections and defect repair on a priority basis	L	Within current budget
Stormwater	Defects such as blocked pipes, joint displacement causing increased risk to public	M	Continue to undertake inspections and CCTV and defect repair on a priority basis Fund shortfall for growth	M-L L	Within current budget Included in budget shortfall above

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk*	Treatment Costs
Surf Beach Detention Basin	Structural failure or overtopping during storm events causing risk to properties and public down stream	VH	Continue to undertake inspections and defect repair on a priority basis	M	Within current budget

*The residual risk is the risk remaining after the selected risk treatment plan is implemented.

6.2.2. Building and Facilities

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk*	Treatment Costs
All Assets	Assets progressively deteriorating over time leading to reduced safety, increased maintenance costs and higher risk of structural failures	H	Continue to improve data knowledge. Fund shortfall in maintenance and renewal funding	L	\$0.6M annual budget shortfall unless strategies outlined in this Plan are achieved

6.2.3. Recreation and Open Space

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk*	Treatment Costs
All Assets	Assets progressively deteriorating over time leading to reduced safety, increased maintenance costs and higher risk of structural failures	H	Continue to improve data knowledge. Fund shortfall in maintenance and renewal funding	L	\$2.1M annual budget shortfall unless strategies outlined in this Plan are achieved
	Vandalism or accidental breakage/damage to equipment	VH	Immediate inspection and rectification or closure until repairs can be completed	L	Within current budget May lead to shortfalls in other asset maintenance
Sports fields	Weather impacts causing fields to be unsafe or too damaging to use	VH	Regular inspection during wet weather Immediate closure of fields upon waterlogging	L (note: L risk to asset but M-H risk to community satisfaction)	Within current budget

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk*	Treatment Costs
Aquatic centres (pools)	System or function failure	H	Undertake regular maintenance inspections. Fund identified work prior to failure.	L	Within current budget Included in budget shortfall above
Skateparks	Personal injury due to skatepark condition Reputation loss due to condition of skate facilities	H	Seek additional funding to implement recommendations of 2022 Condition Assessment	M	Included in budget shortfall above

6.2.4. Marine Facilities

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk*	Treatment Costs
All Assets	Assets progressively deteriorating over time leading to reduced safety, increased maintenance costs and higher risk of structural failures	H	Continue to improve data knowledge. Fund shortfall in maintenance and renewal funding	L	\$0.5M annual budget shortfall unless strategies outlined in this Plan are achieved
	Capacity and functionality issues	H	Delivery of priority projects to provide required capacity and functionality	L	Funded in initial years. Unfunded in future years. Included in budget shortfall above

6.2.5. Moruya Regional Airport

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk*	Treatment Costs
All Assets	Assets progressively deteriorating over time leading to reduced safety, increased maintenance costs and higher risk of structural failures	H	Continue to improve data knowledge. Fund shortfall in maintenance and renewal funding	L	\$0.1M annual budget shortfall unless strategies outlined in this Plan are achieved
	Capacity and functionality issues	H	Delivery of priority projects to provide required capacity and functionality upgrades	L	Funded in initial years. Unfunded in future years. Included in budget shortfall above

6.2.6. Waste Facilities

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk*	Treatment Costs
All Assets	Assets progressively deteriorating over time leading to reduced safety, increased maintenance costs and higher risk of structural failures	H	Continue to improve data knowledge. Fund shortfall in maintenance and renewal funding	L	\$2.0M annual budget shortfall unless strategies outlined in this Plan are achieved
	Sudden increases in waste from natural disasters	H	Working with government to improve strategic planning for disaster resilience and recovery and secure funding for implementation	M	Funded in initial years. Unfunded in future years. Included in budget shortfall above

6.2.7. Batemans Bay Holiday Resort

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk*	Treatment Costs
All Assets	Assets progressively deteriorating over time leading to reduced safety, increased maintenance costs and higher risk of structural failures or security risks	H	Continue to improve data knowledge. Continue to regulate the contract requirements are fulfilled.	L	\$0.03M annual budget shortfall
	Resort could become financially unviable and/or unable to adapt to future demands	H	Continue to review future demand drivers and provide capital upgrades to meet demand	L	TBD

6.3. Infrastructure resilience approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service. This is achieved through resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

Council has dedicated significant resources to restoring safe access and improving resilience of the transport network and has successfully advocated for funding through the NSW and Australian governments' Natural Disaster Relief and Recovery Arrangements and the NSW Government Fixing Country Bridges program. Council has prepared the Eurobodalla Critical Infrastructure plan to direct efforts towards infrastructure resilience.

Further funding is required to improve resilience to natural disasters to keep communities connected, improve the safety of first responders and address the impacts of changing climate e.g., sea level rise. This will require a shift to a higher infrastructure resilience focus in existing and future funding streams.

We do not currently measure our resilience in service delivery and will form part of our improvement plan.

6.4. Service and risk trade-offs

The decisions made in adopting this AMP are based on the objective to achieve the optimum benefits from the available resources.

6.4.1. What we cannot do

There are some maintenance activities, and renewal projects that are unable to be undertaken within the next 10 years if external funding is not obtained.

AMP Category	Shortfall Average Annual over 10 year planning horizon
Transport and Stormwater	\$6,936,144
Buildings and Facilities	\$568,479
Recreation and Open Space	\$2,114,744
Marine Facilities	\$512,270
Moruya Regional Airport	\$95,018
Waste Facilities	\$1,983,854
Batemans Bay Holiday Resort	\$27,237

It is expected that external funding will be secured to meet the majority of required renewals as evidenced by previous year grant acquisitions.

6.4.2. Service trade-off

If there is forecast work (maintenance, renewal, capital, or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

Transport and Stormwater

- Traffic congestion expected to increase
- Outstanding defects expected to increase
- Significant Increase in cost to bring to satisfaction (CTBS)

Building and Facilities

- Outstanding defects expected to moderately increase
- Moderate increase in cost to bring to satisfaction (CTBS)

Recreation and Open Space

- Outstanding defects expected to moderately increase
- Increase risk to bushfire management
- Increase in cost to bring to satisfaction (CTBS)

Marine Facilities

- Outstanding defects expected to moderately increase

- Increase in cost to bring to satisfaction (CTBS)
- Decrease in function and capacity

Moruya Regional Airport

- Increase in cost to bring to satisfaction (CTBS) in outer years

Waste Facilities

- Increase in cost to bring to satisfaction (CTBS) in outer years

Batemans Bay Holiday Resort

- Service remains at current levels

6.4.3. Risk trade-off

The maintenance activities, and renewal and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences, actions and expenditures are considered and included in the forecast costs, and where developed, the associated Risk Management Plan.

- Local and Regional Roads Risk Management Policy and Code of Practice
- Parks Playgrounds and Reserves Risk Management Policy
- Pathways and Shared Pathways Risk Management Policy and Code of Practice
- Risk Management Policy
- Tree Risk Management On Council Controlled Land Policy and Code of Practice

7. Financial summary

The section contains the financial requirements resulting from the information presented in the previous sections of this AMP. The financial projections will be improved as the discussion on desired levels of service and asset performance improves.

7.1. Financial sustainability and projections

7.1.1. Sustainability of service delivery

There are two key indicators of sustainability service delivery that are considered in the AMP for this service area. The two indicators are the:

- Asset Renewal Funding Ratio (proposed renewal budget for the next 10 years / proposed renewal outlays for the next 10 years shown in the AMP, and
- Lifecycle Funding Ratio (proposed lifecycle budget for the next 10 years / proposed lifecycle outlays for the next 10 years shown in the AMP).

Asset renewal funding ratio

Asset Renewal Funding Ratio: 56%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 56% of the funds required for the optimal renewal of assets.

The forecast renewal work, along with the proposed renewal budget and the cumulative shortfall where one exists, is illustrated in Appendix C: Renewal forecast summary.

Lifecycle funding ratio – 10 year financial planning period

This AMP identifies the forecast maintenance and renewal costs required to provide an agreed and affordable level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast maintenance and renewal costs over the 10 year planning period is \$49.4M] on average per year.

The proposed (budget) maintenance and renewal funding is \$37.2M on average per year giving a 10 year funding shortfall of \$12.2M per year. This indicates that 75% of the forecast costs needed to provide the services documented in the AMP are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays, and financing to achieve a financial indicator of approximately 1.0 for the first years of the AMP and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.2. Forecast costs (outlays) for the long-term financial plan

Table 7-1 shows the forecast costs (outlays) required for consideration in the 10 year Long-Term Financial Plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed services levels with the planned budget allocations in the Long-Term Financial Plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing services levels in the AMP and/or financial projections in the Long-Term Financial Plan

We will manage any 'gap' by developing this AMP to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in future dollar values.

Table 7-1: Forecast costs (outlays) for the Long-Term Financial Plan

Year		Maintenance	Renewal	Acquisition (new or capital upgrade)	Disposal
1	2025/26	\$22,510,601	\$22,399,605	\$14,424,208	\$-
2	2026/27	\$23,061,155	\$16,747,098	\$6,212,966	\$-
3	2027/28	\$22,585,591	\$15,942,659	\$5,755,861	\$-
4	2028/29	\$23,071,036	\$9,871,753	\$3,193,278	\$-
5	2029/30	\$23,647,812	\$10,118,549	\$3,206,209	\$-
6	2030/31	\$24,239,010	\$10,371,513	\$3,256,365	\$-
7	2031/32	\$24,844,984	\$10,630,801	\$3,307,775	\$-
8	2032/33	\$25,466,106	\$10,827,135	\$3,360,468	\$-
9	2033/34	\$26,102,760	\$11,104,700	\$3,062,367	\$-
10	2034/35	\$26,755,321	\$11,375,258	\$2,269,842	\$-
Total		\$242,284,376	\$129,389,072	\$48,049,341	\$-

7.2. Funding strategy

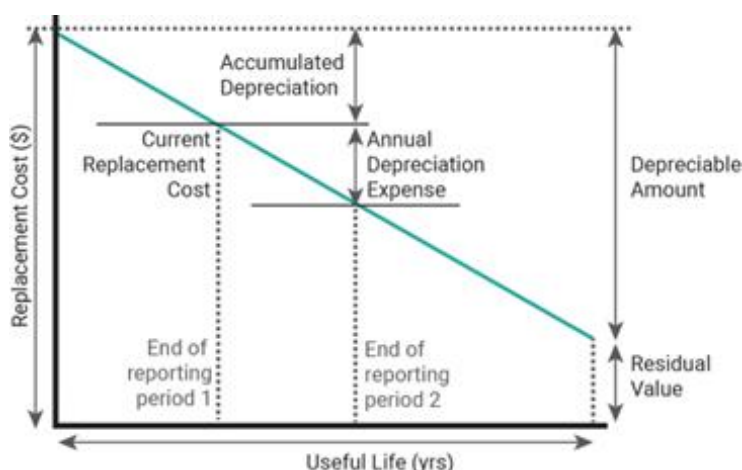
The proposed funding for assets is outlined in Council's budget and Long-Term Financial Plan.

The financial strategy of the entity determines how funding will be provided, whereas the AMP communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3. Valuation forecasts

7.3.1. Asset valuations

The best available estimate of the value of assets included in this AMP at 30 June 2024 are shown below in .



Replacement Cost (Gross) \$1,611,644,939

Depreciable Amount* \$536,276,668

*Depreciable Amount excludes items that are not depreciable such earthworks, sediment basins, and retention ponds.

Current Replacement Cost** \$1,075,368,271

**Current Replacement Cost also known as Written Down Value (WDV), Carrying Amount, or Net Book Value.

Annual Depreciable Expense \$26,034,790

7.3.2. Valuation forecast

Asset values are forecast to increase as additional assets are added.

Additional assets will generally add to the maintenance needs in the longer term, require additional costs due to future renewals, and add to future depreciation forecasts.

7.3.3. Key assumptions made in financial forecasts

In compiling this AMP, it was necessary to make some assumptions. This section details the key assumptions made in the development of the AMP and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AMP are:

- Asset replacement cost data used in the development of this plan is from 30 June 2024.
- The forecast required costs have been increased by 2.5% annually to match proposed budgeted increases. Additional costs required over and above because of acquisitions has been applied to required maintenance budgets. No analysis has been performed on the forecast costs of required works exceeding the budgeted increases i.e., construction costs outstripping budgeted increases.
- Professional judgement has been applied to determine to asset category/subcategory assignment of proposed budgets.

7.3.4. Forecast reliability and confidence

The forecast costs, proposed budgets, and valuation projections in the AMP are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A – E level scale in accordance with Table 7-2.

Table 7-2: Data confidence grading system

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$.
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$.
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolates from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$.
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$.
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this AMP is shown in Table 7-3.

Table 7-3: Data confidence assessment for data used in AMP

Data	Confidence Assessment	Comment
Demand Drivers	B-C	From subject matter experts and existing works programs
Growth Projections	A-B	From Forecast.id data

Data	Confidence Assessment	Comment
Maintenance Forecast	B	Based on actual maintenance in previous years
Renewal Forecast		
- Asset Values	A-B	From asset database based on recent audited revaluation
- Asset Useful Lives	A	From asset database
- Condition Modelling	B	From asset database and subject matter experts
Capital Upgrade / Acquisition Forecast	B	From existing strategies and contributions plans
Disposal Forecast	B	Zero identified in plans and strategies

The estimated confidence level for and reliability of data used in the AMP is considered to be High.

8. Plan improvement and monitoring

8.1. Data and information sources

8.1.1. Accounting and financial data sources

This AMP utilised accounting and financial data. The source of the data is Council's financial management system TechnologyOne.

8.1.2. Asset management data sources

This AMP also utilised asset management data. The source of the data is Council's financial management system TechnologyOne, and Council's Oracle spatial database.

8.2. Improvement plan

It is important that an entity recognise areas of their AMP and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AMP is shown in Table 8-1.

Table 8-1: Improvement plan

Task No.	Task	Responsibility	Resources Required	Timeline
1	Establish and Asset Management Matrix group	Asset Manager	In-house	30 June 2025
2	Undertake an asset management maturity assessment	Asset Management Matrix Group	In-house	30 June 2026
3	Incorporate water and sewer asset categories into this AMP using the IP&R framework	Asset Manager	In-house	30 June 2026
4	Develop separate asset management categories for Bay Pavilions and Eurobodalla Regional Botanic Garden	Divisional Manager Recreation Services & Asset Manager	In house	30 June 2026
5	Review the Batemans Bay Holiday Resort asset management plan	Divisional Manager Property and Commercial Services	In-house	30 June 2026
6	Investigate opportunities to build climate change resilience into new and existing assets	Relevant Divisional Managers	In-house	
7	Complete the Southern Area Transport Network Plan	Transport and Stormwater Engineer	In house	30 June 2027
10	Update the Eurobodalla Road Safety Plan	Director Infrastructure Services	In house	30 June 2025
11	Update the Eurobodalla Pathways Strategy	Divisional Manager Strategic Planning	In house	30 June 2026

Task No.	Task	Responsibility	Resources Required	Timeline
12	Update the Recreation and Open Space Strategy	Divisional Manager Recreation Services	External consultant and internal resources	30 June 2025
13	Continue to develop and review plans of management and landscape masterplan plans	Divisional Manager Recreation Services	External consultant and internal resources	Ongoing
14	Review and update the Airport Masterplan	Divisional Manager Property and Commercial Services	External consultant and internal resources	30 June 2025
15	Regularly review and update current replacement costs used in the asset register	Asset Manager	In house	As per revaluation schedule
16	Regularly review and revise customer level of service measures and forecast trends and include LOS targets	Asset Manager	External consultant	After next customer survey
17	Determine costs associated with the network deficiencies identified in the rural road safety review for inclusion in the next asset management plan	Asset Manager	In house	30 June 2026
18	Periodically review and update this AM plan	Asset Manager	In house	Minor update annually. Major update in line with revaluation schedule
19	Engage a suitably qualified consultant to develop a new dynamic traffic and movement model and study, and parking plan for Batemans Bay CBD to take account of the changes arising as a result of the new Batemans Bay bridge and the options proposed increase in density in the Batemans Bay CBD	Divisional Manager Technical Services	External consultant (in conjunction with Transport for NSW)	To be complete subject funding availability
20	Update the Moruya and Narooma Parking Plans by undertaking new parking surveys	Divisional Manager Technical Services	External consultant	To be complete subject funding availability and liaison with TfNSW

8.3. Monitoring and review procedures

This AMP will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs, and proposed budgets as a result of budget decisions.

The AMP will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast maintenance, renewals, capital upgrade / acquisition, and disposal costs, and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AMP has a maximum life of 4 years. The AMP is due for complete revision within twelve months of the next transport and stormwater assets revaluation.

8.4. Performance measures

The effectiveness of the AMP can be measured in the following ways:

- The degree to which the required forecast costs identified in the AMP are incorporated into the Long-Term Financial Plan.
- The degree to which the one to five year detailed works programs, budgets, business plans, and corporate structures consider the 'global' works program trends provided by the AMP.
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans.
- The Asset Renewal Funding Ratio achieving the Organisation target (this target is often 90 – 100%).

9. References

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- ISO. (2018). *Risk management – guidelines* (ISO 31000:2018, Ed. 2.).
- Eurobodalla Shire Council Community Strategic Plan
- Eurobodalla Shire Council Delivery Program and Operational Plan

10. Appendices

Appendix A: Capital upgrade/ acquisition forecast

A.1 – Capital upgrade / acquisition project summary

The project titles included in the lifecycle forecast are included here.

Year	Project	Estimate (\$)
Batemans Bay Holiday Resort		623,839
All	1000552 - Batemans Bay Beach Resort Capital specific	623,839
Buildings and Facilities		5,386,599
All	1000118 - Depot Renewals	169,329
All	1000133 - Disability Access Works	93,943
2025/26 – 2026/27	1003004 - Regional Co-located Emergency Services Precinct – Moruya SES	4,700,000
All	1003197 - Bay Pavilions Recurrent Capital - Aquatic Buildings (25%)	139,775
All	1003197 - Bay Pavilions Recurrent Capital - Community Buildings (50%)	279,551
2025/26	1003207 - ESC Admin Building - Stairs and Concrete Chair	4,000
Marine Facilities		14,823,321
All	1002995 - Coastal Management Plan - Construction Works	14,823,321
Recreation and Open Space		1,420,583
All	1000067 - Cemetery Improvement Program	562,541
All	1000564 - Parks and Reserves Improvements	178,030
All	1002676 - Sculpture Installation - Eurobodalla Shire	321,536
2025/26	1002970 - Hanging Rock Field 3 Multi-Sport Upgrade	218,700
All	1003197 - Bay Pavilions Recurrent Capital - Aquatic Centres (25%)	139,775
Transport and Stormwater		23,429,079
All	1000141 - Drainage Construction Program	3,293,562
All	1000244 - Local Rural - Drainage Culvert Improvements	473,692
All	1000249 - Local Urban - Roads Reconstruction Program	3,974,536
All	1000373 - Rural Road Reconstruction - Local Sealed Roads (90%)	9,383,706
All	1000373 - Rural Road Reconstruction - Local Unsealed Roads (10%)	1,042,634
2025/26	1003000 - Moruya Housing Precinct - Transport Works - Local Sealed Roads (80%)	4,080,145
2025/26	1003000 - Moruya Housing Precinct - Transport Works - Stormwater (20%)	1,020,036
All	1003217 - Virtual Fence Program	160,769
Waste Facilities		2,833,799
2025/26	1002770 - Brou Rezoning - EPA	351,240
2025/26	1002771 - Surf Beach Organics Area Expansion - EPA	343,634
	1002772 - Enabling Works Surf Beach Waste Management Facility - EPA	2,138,925
Total		48,517,220

A.2 – Capital upgrade / acquisition forecast summary

Year		Constructed
1	2025/26	\$14,424,208
2	2026/27	\$6,212,966
3	2027/28	\$5,755,861
4	2028/29	\$3,193,278
5	2029/30	\$3,206,209
6	2030/31	\$3,256,365
7	2031/32	\$3,307,775
8	2032/33	\$3,360,468
9	2033/34	\$3,062,367
10	2034/35	\$2,269,842
Total		\$48,049,341

Appendix B: Maintenance forecast

B.1 – Maintenance forecast assumptions and source

Maintenance forecast amounts have been derived from actual maintenance expenditure in previous years achieving current level of service.

B.2 – Maintenance forecast summary

Year		Budgeted Maintenance Forecast	Additional Maintenance Forecast	Total (Required) Maintenance Forecast
1	2025/26	22,510,601	1,172,278	23,682,879
2	2026/27	23,061,155	1,255,720	24,316,875
3	2027/28	22,585,591	2,020,561	24,606,152
4	2028/29	23,071,036	2,150,270	25,221,306
5	2029/30	23,647,812	2,204,026	25,851,838
6	2030/31	24,239,010	2,259,125	26,498,134
7	2031/32	24,844,984	2,315,604	27,160,588
8	2032/33	25,466,106	2,373,496	27,839,602
9	2033/34	26,102,760	2,432,833	28,535,593
10	2034/35	26,755,321	2,493,661	29,248,982
Total		242,284,376	20,677,573	262,961,950

Appendix C: Renewal forecast summary

C.1 – Renewal forecast assumptions and source

The required renewal forecast figures were calculated using a combination of asset expiry dates and replacement costs from the asset system and using staff judgement/average renewal amounts.

The budgeted renewal forecast figures do not include any allowance for annualised external grant funding and developer contributions.

C.2 – Renewal forecast summary

Year		Renewal Forecast	Renewal Budget
1	2025/26	\$30,304,581	\$22,399,605
2	2026/27	\$22,066,997	\$16,747,098
3	2027/28	\$21,779,785	\$15,942,659
4	2028/29	\$14,768,612	\$9,871,753
5	2029/30	\$20,659,596	\$10,118,549
6	2030/31	\$16,884,798	\$10,371,513
7	2031/32	\$18,413,867	\$10,630,801
8	2032/33	\$18,118,197	\$10,827,135
9	2033/34	\$28,526,720	\$11,104,700
10	2034/35	\$39,565,807	\$11,375,258
Total		\$231,088,960	\$129,389,072

Appendix D: Disposal summary

D.1 – Disposal forecast assumptions and source

Nil disposals identified

D.2 – Disposal project summary

Nil disposals identified

D.3 – Disposal forecast summary

Nil disposals identified

Year		Renewal Forecast	Renewal Budget
n/a	n/a	n/a	n/a

Appendix E: Budget summary by lifecycle activity

Estimated available funding for this period is \$419.7M or \$42.0M on average per year as per the long term financial plan or budget forecast. These figures include the following assumptions:

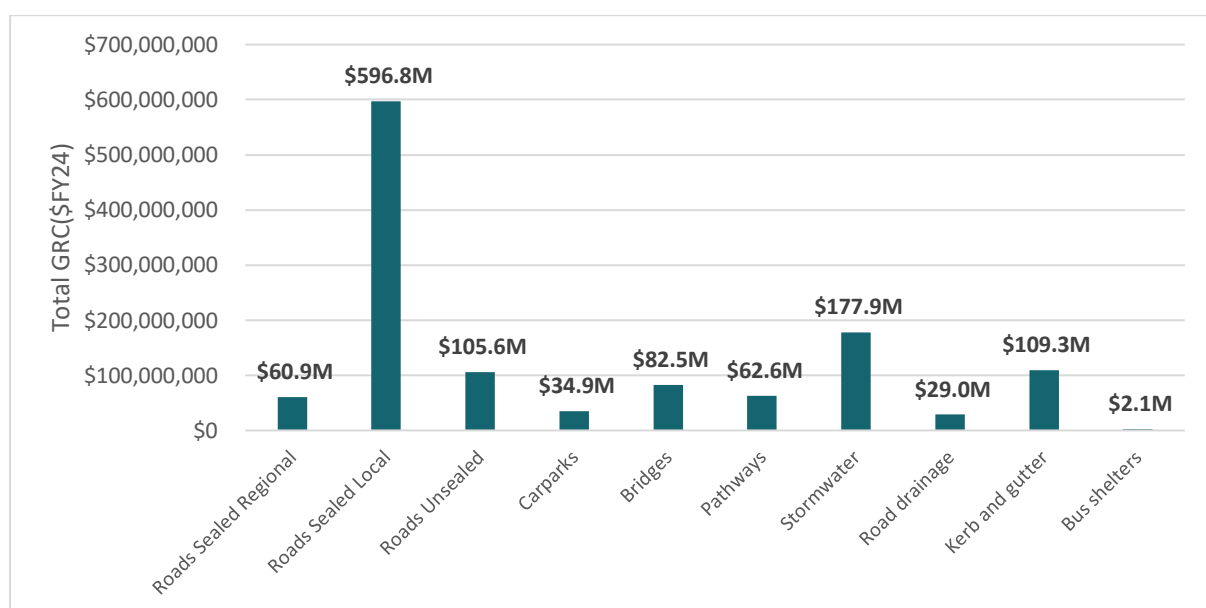
- Current funding levels from Council's own sources are maintained and increased in line with growth
- Grant funding is not included in figures, but expect an average external grant funding is achieved through individual grant applications and leveraged developer contributions in line with Council's Grant Strategy of at least \$5M per annum

Year		Capital upgrade / acquisition	Maintenance	Renewal	Disposal	Total
1	2025/26	\$14,424,208	\$22,510,601	\$22,399,605	\$-	\$59,334,414
2	2026/27	\$6,212,966	\$23,061,155	\$16,747,098	\$-	\$46,021,220
3	2027/28	\$5,755,861	\$22,585,591	\$15,942,659	\$-	\$44,284,111
4	2028/29	\$3,193,278	\$23,071,036	\$9,871,753	\$-	\$36,136,067
5	2029/30	\$3,206,209	\$23,647,812	\$10,118,549	\$-	\$36,972,571
6	2030/31	\$3,256,365	\$24,239,010	\$10,371,513	\$-	\$37,866,887
7	2031/32	\$3,307,775	\$24,844,984	\$10,630,801	\$-	\$38,783,560
8	2032/33	\$3,360,468	\$25,466,106	\$10,827,135	\$-	\$39,653,710
9	2033/34	\$3,062,367	\$26,102,760	\$11,104,700	\$-	\$40,269,826
10	2034/35	\$2,269,842	\$26,755,321	\$11,375,258	\$-	\$40,400,422
Total		\$48,049,341	\$242,284,376	\$129,389,072	\$-	\$419,722,789

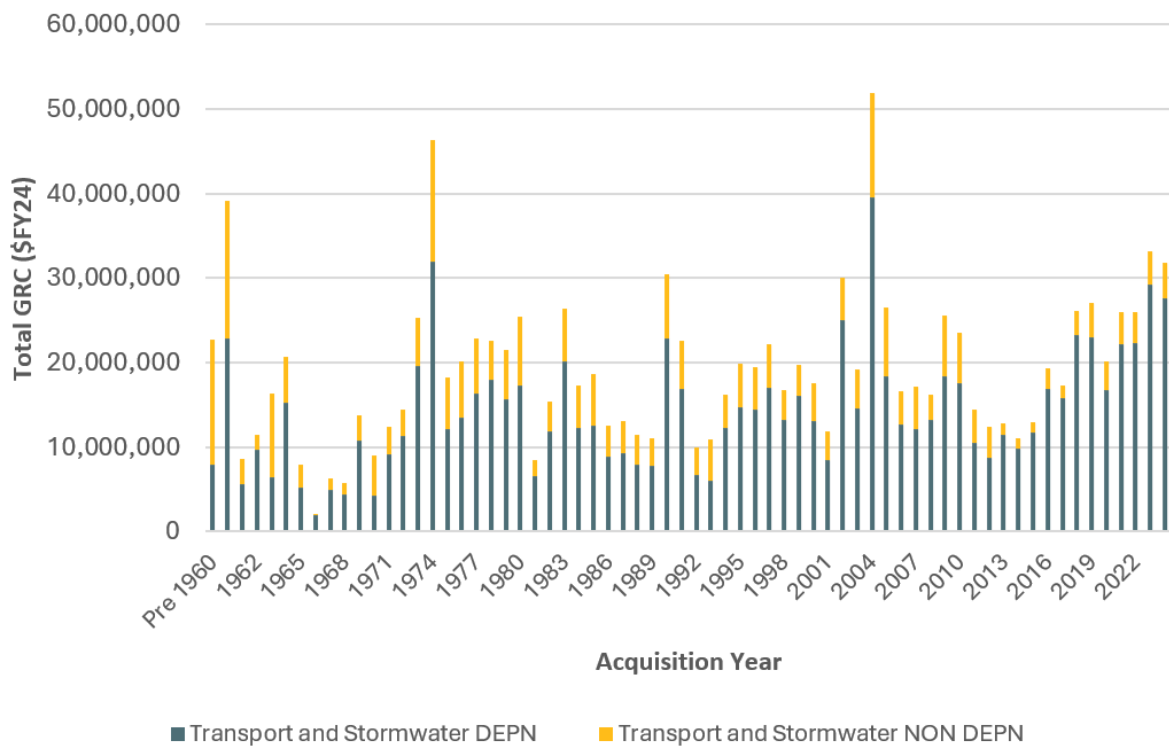
Appendix F: Individual asset management class summary data

F.1 – Transport and Stormwater

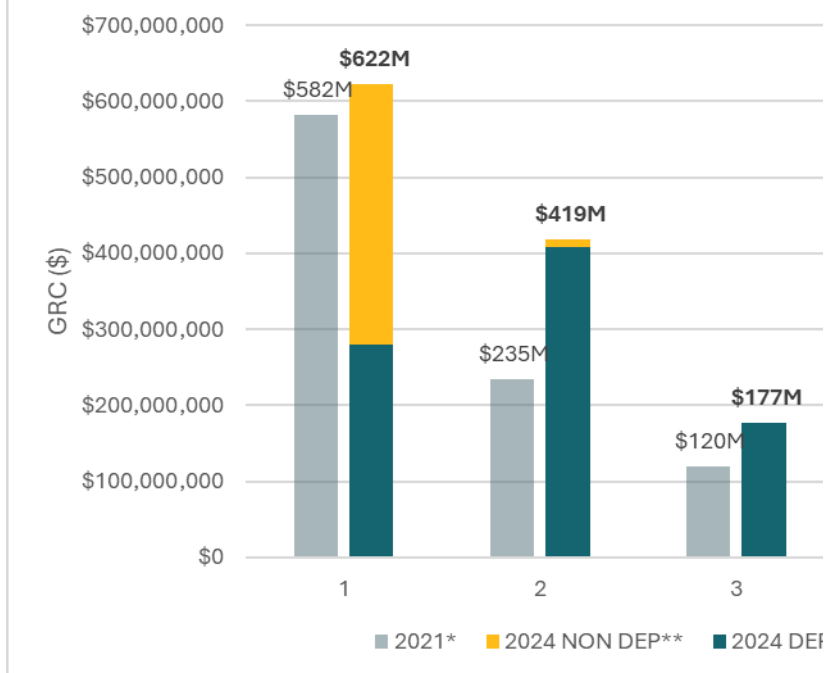
Asset Sub-Category	Dimension	Unit	Replacement Value (\$FY24)
Roads Sealed Regional	57,439	Length (m)	\$60,929,955
Roads Sealed Local	575,954	Length (m)	\$596,819,937
Roads Unsealed	390,321	Length (m)	\$105,624,073
Carparks	12	Each	\$34,887,444
Bridges	115	Each	\$82,486,556
Pathways	152,937	Length (m)	\$62,576,282
Stormwater	205,055	Length (m)	\$177,949,498
Road drainage	26,469	Length (m)	\$28,957,234
Kerb and gutter	556,805	Length (m)	\$109,261,665
Bus shelters	68	Each	\$2,148,813
		Total	\$1,261,641,456



Asset Age Profile - Transport and Stormwater



Asset Condition Profile - Transport and



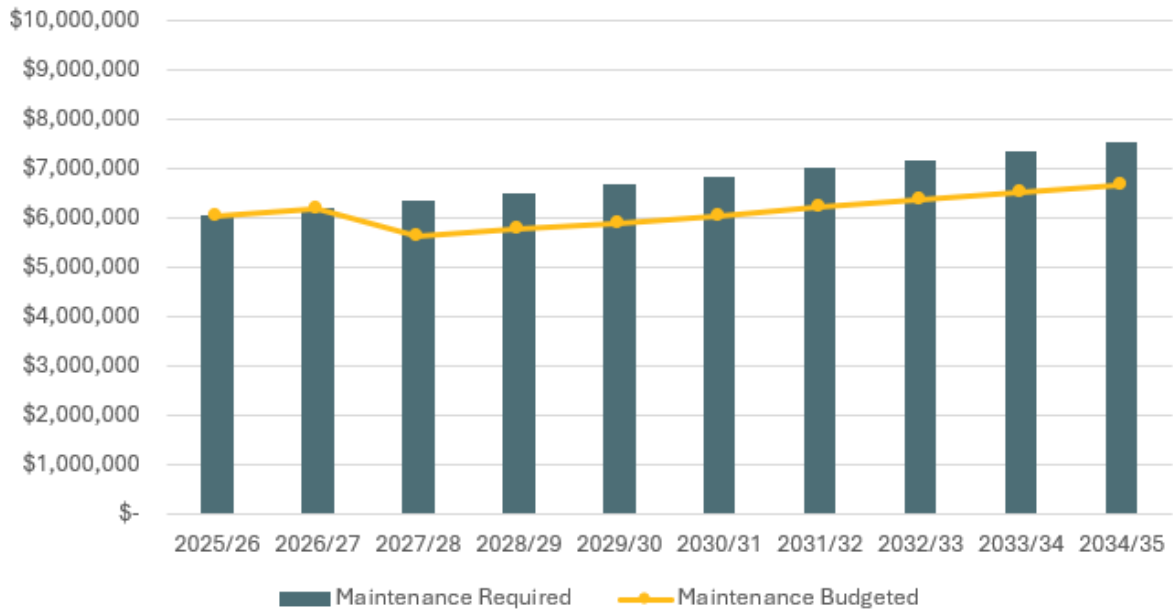
*

\$ provided in \$FY22

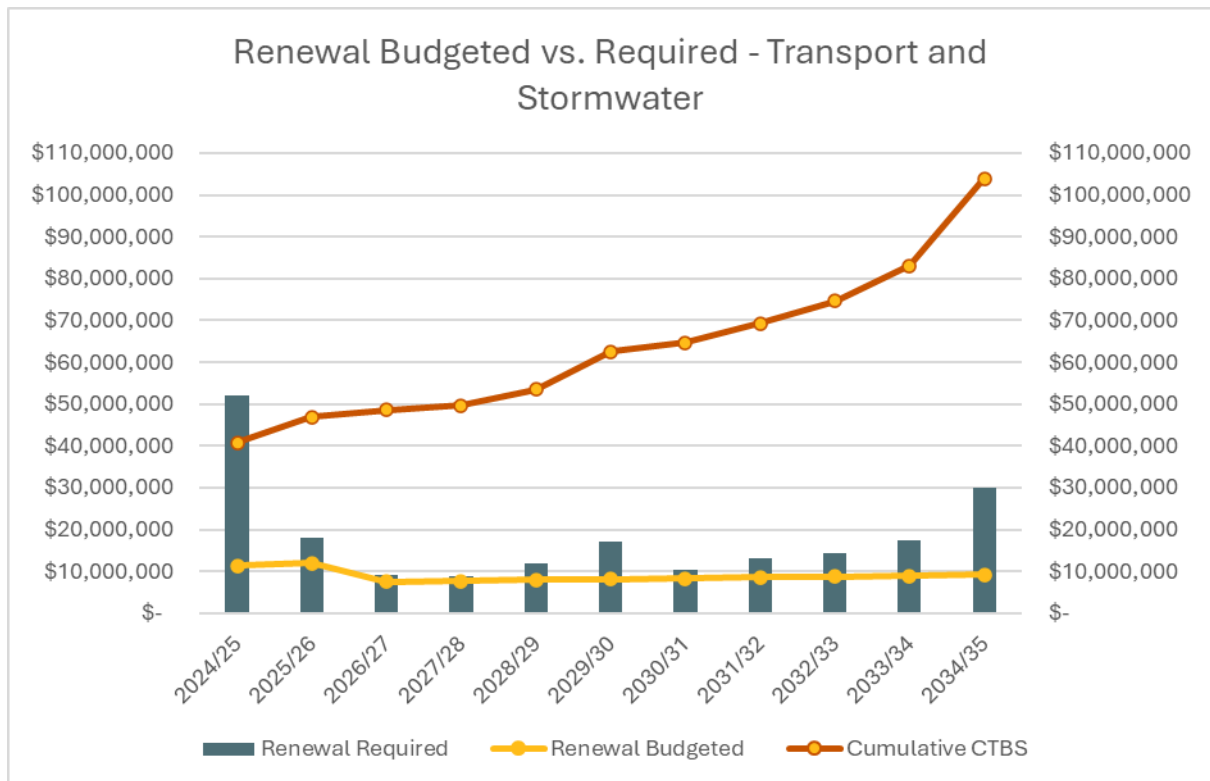
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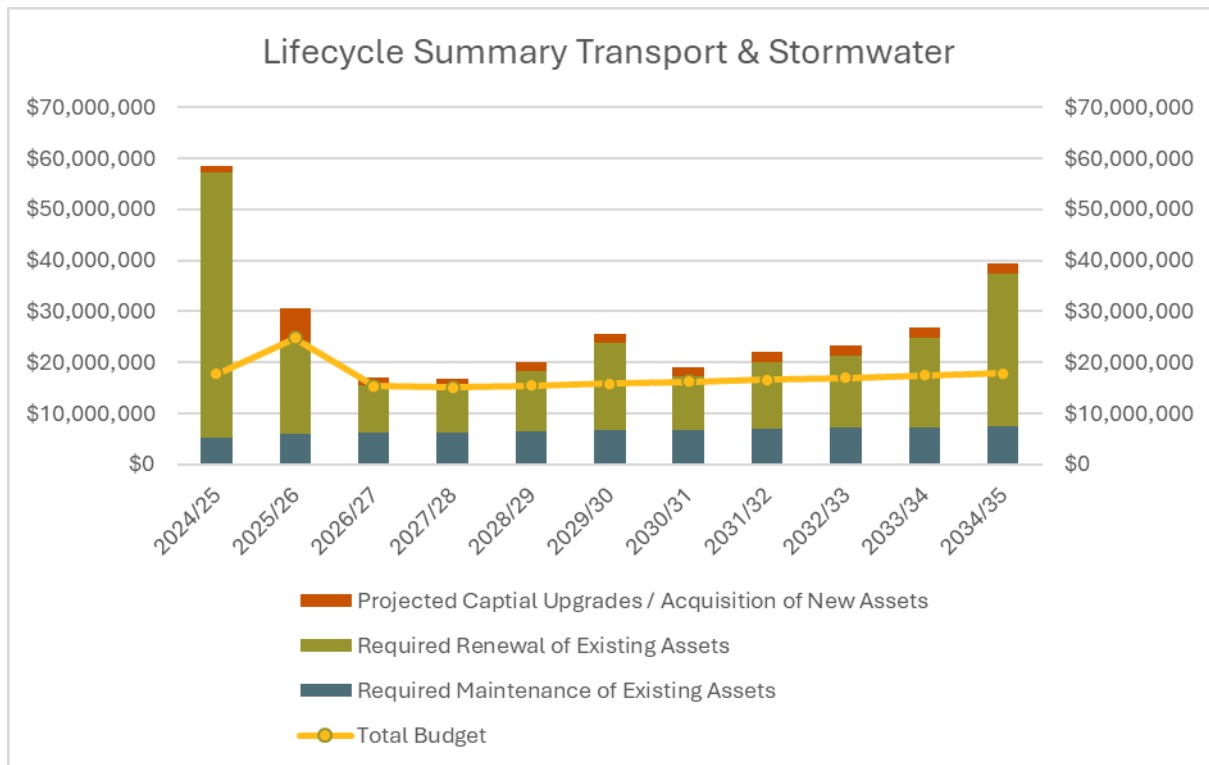
\$ provided in \$FY24

Maintenance Budgeted vs. Required - Transport and Stormwater



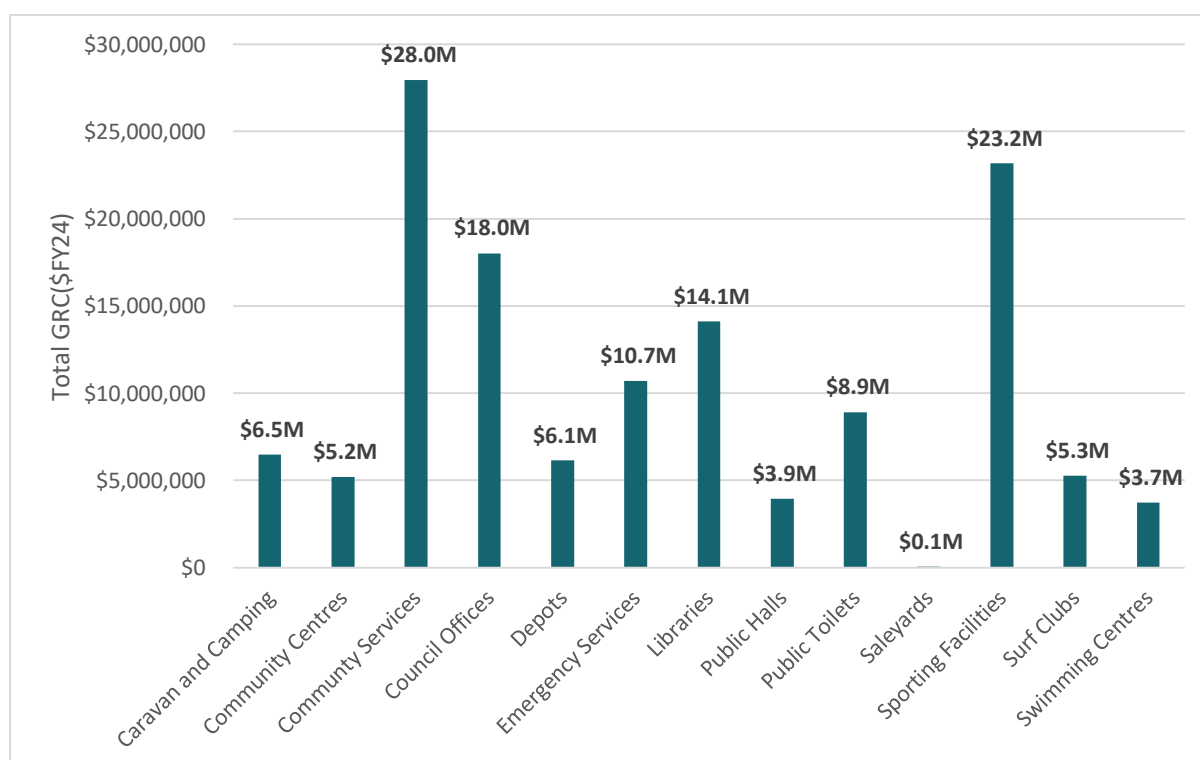
Renewal Budgeted vs. Required - Transport and Stormwater

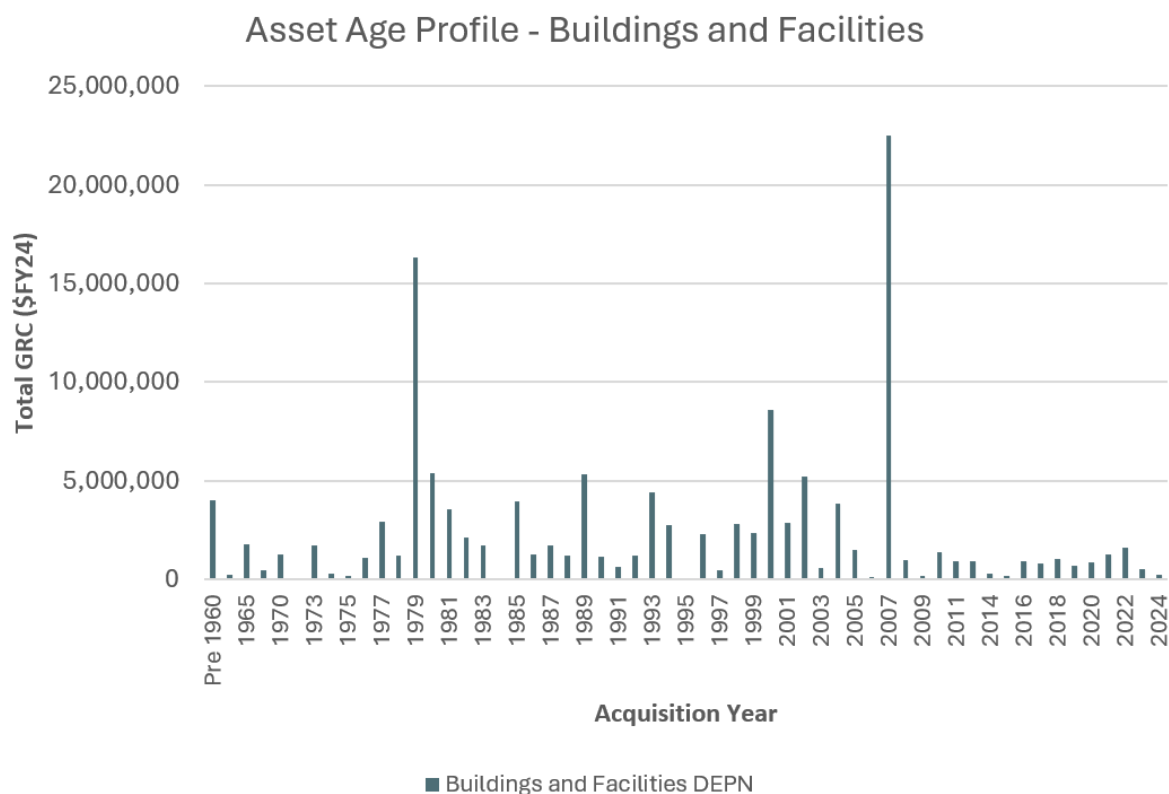




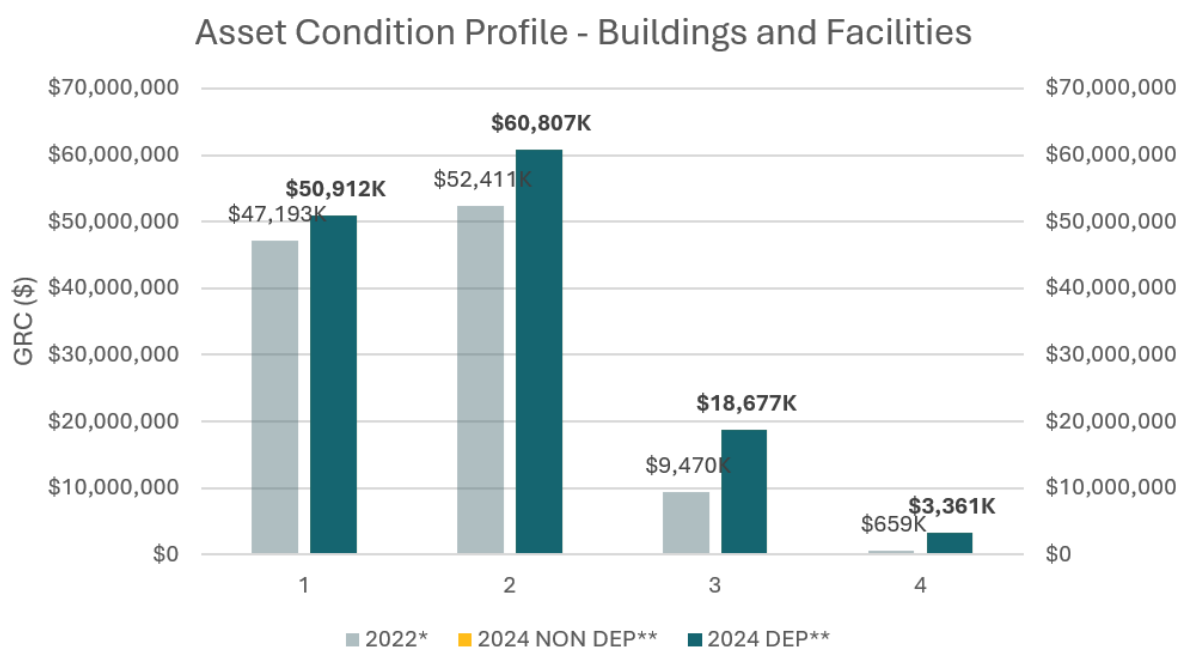
F.2 – Building and Facilities

Asset Sub-Category	Dimension	Unit	Replacement Value (\$FY24)
Caravan and Camping	8	Each	\$6,487,818
Community Centres	4	Each	\$5,210,218
Community Services	6	Each	\$27,965,127
Council Offices	3	Each	\$18,020,436
Depots	5	Each	\$6,144,724
Emergency Services	7	Each	\$10,713,401
Libraries	3	Each	\$14,109,777
Public Halls	5	Each	\$3,947,700
Public Toilets	44	Each	\$8,909,035
Saleyards	0	Each	\$71,298
Sporting Facilities	14	Each	\$23,171,021
Surf Clubs	3	Each	\$5,268,227
Swimming Centres	3	Each	\$3,738,066
Total		Total	\$133,756,847





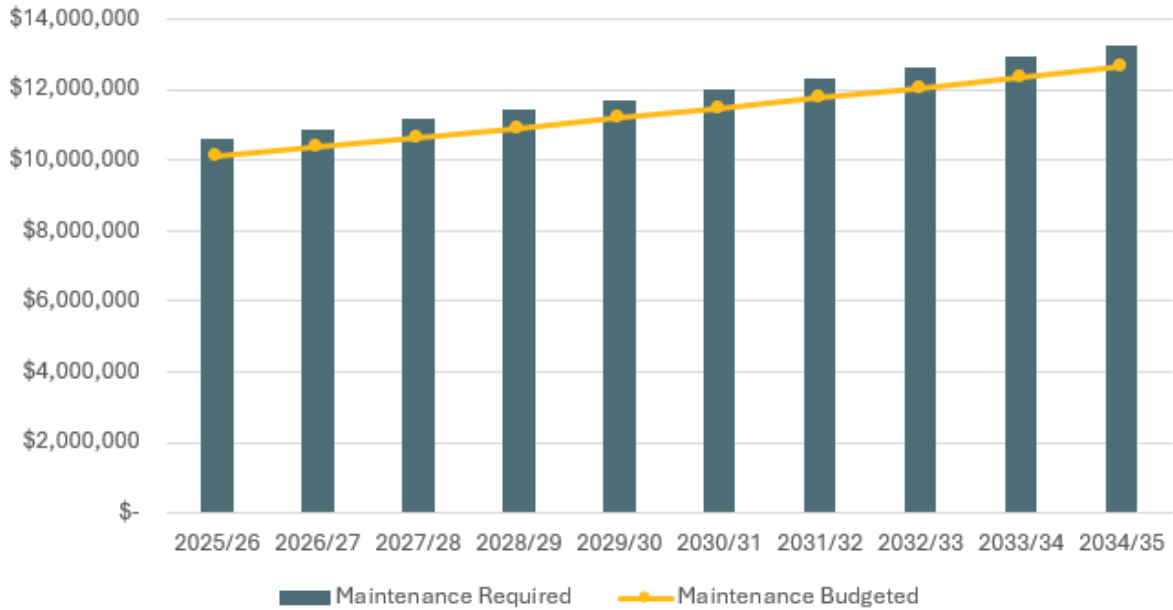
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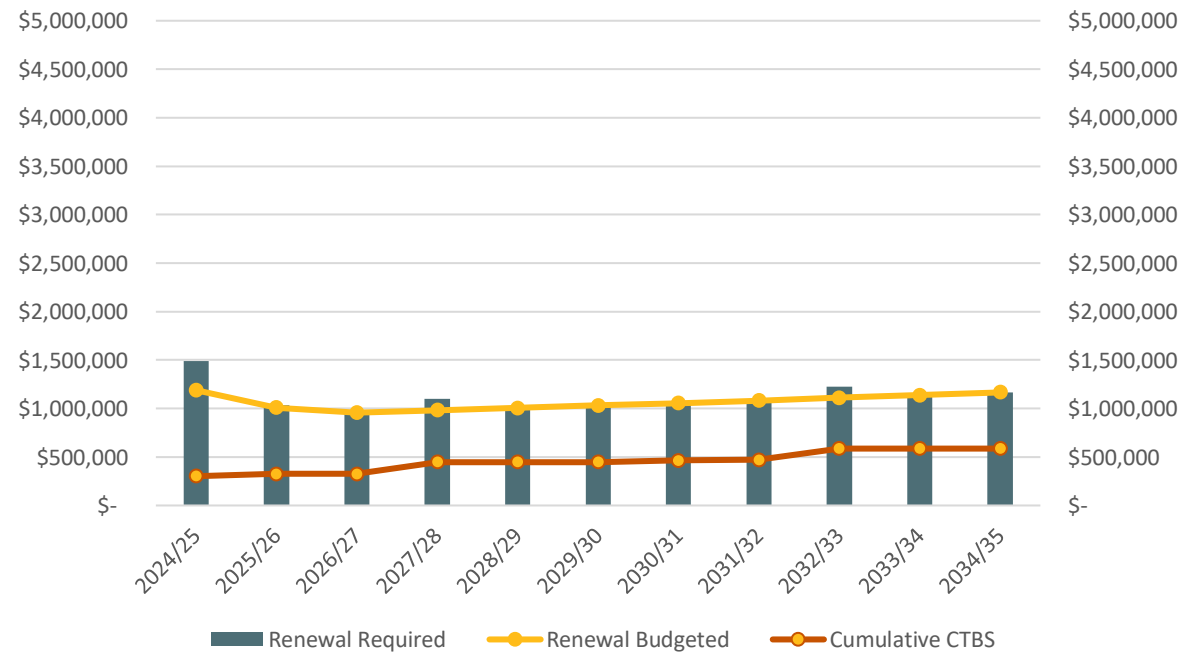
* \$ provided in \$FY22

** \$ provided in \$FY24

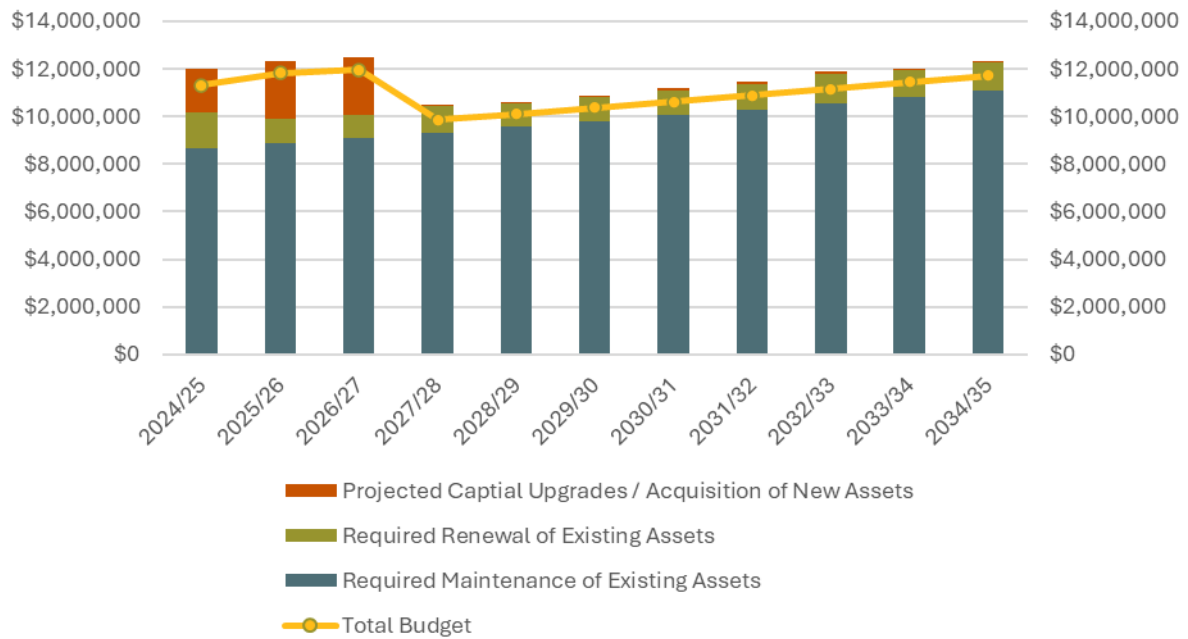
Maintenance Budgeted vs. Required - Buildings and Facilities



Renewal Budgeted vs. Required - Buildings and Facilities

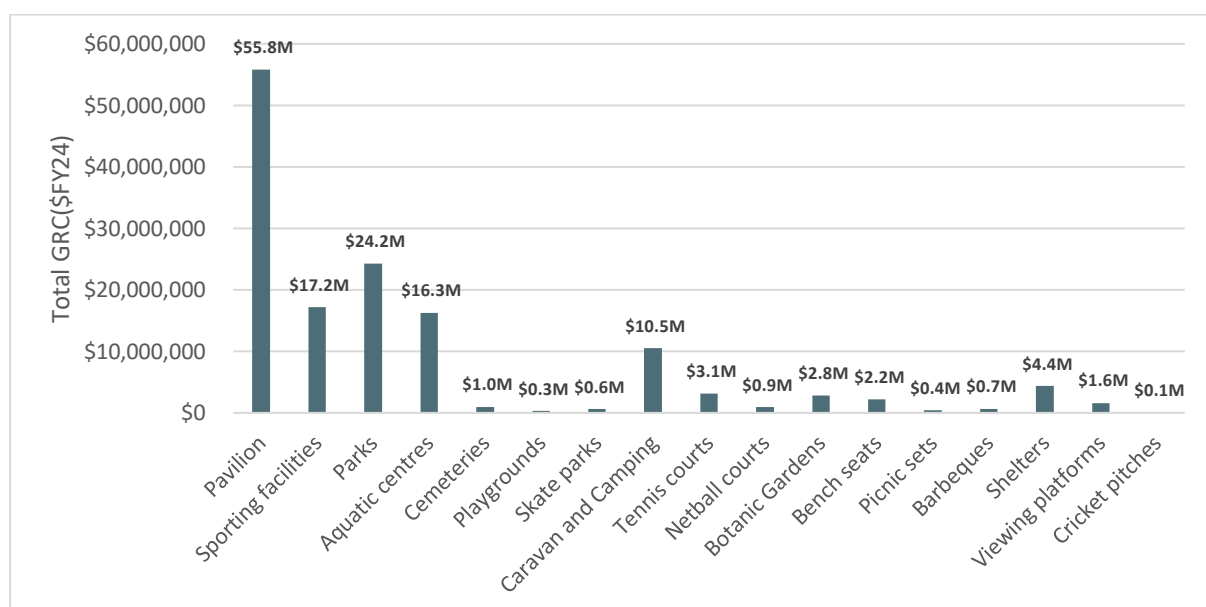


Lifecycle Summary Buildings and Facilities

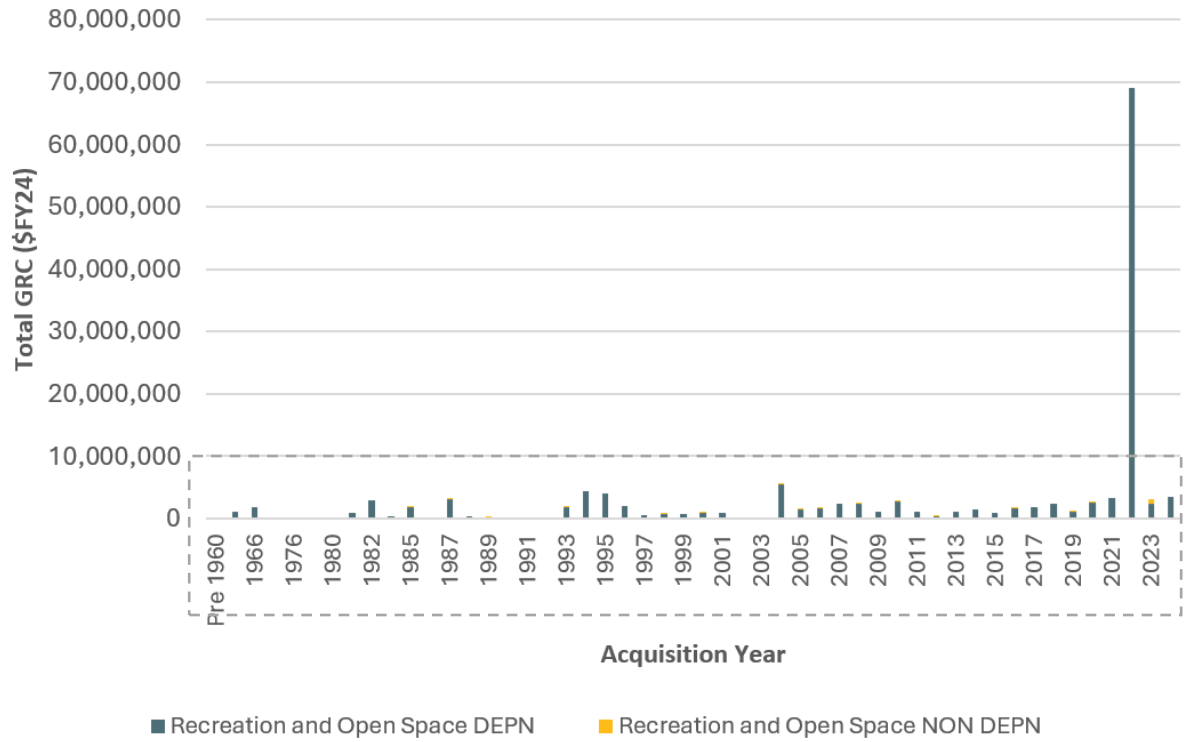


F.3 – Recreation and Open Space

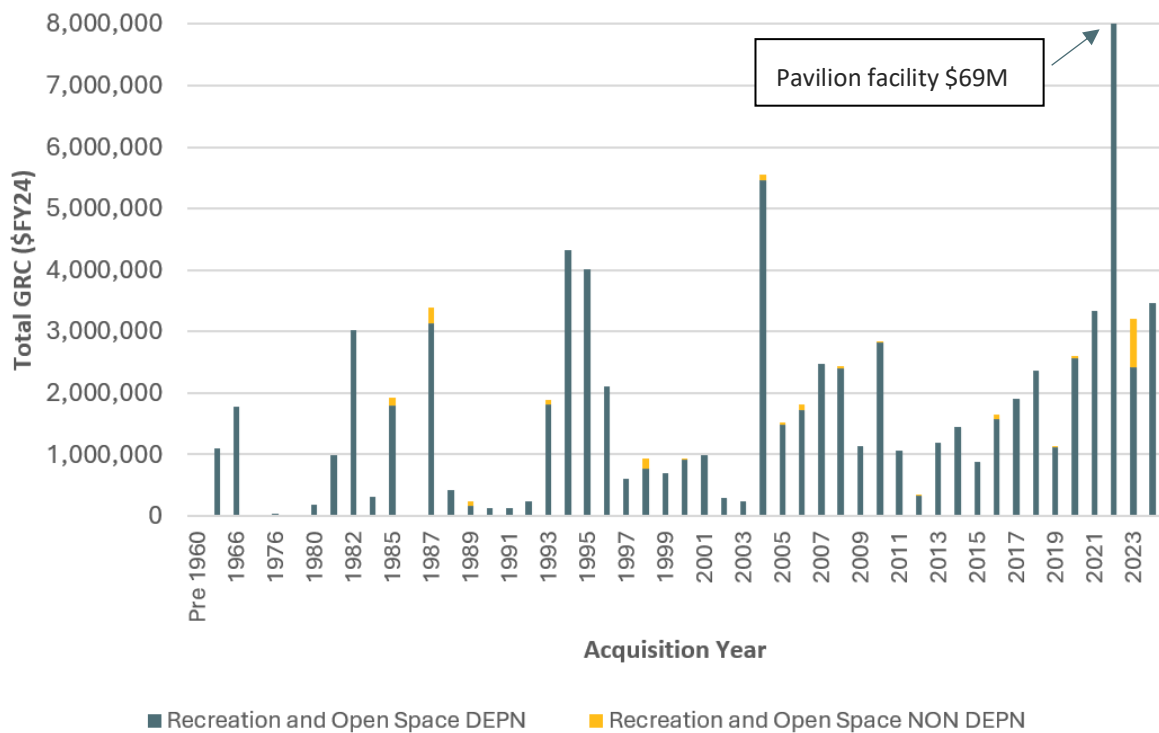
Asset Sub-Category	Dimension	Unit	Replacement Value (\$FY24)
Pavilion	1	Each	\$55,820,425
Sporting facilities	19	Each	\$17,224,942
Parks	103	Each	\$24,220,347
Aquatic centres	3	Each	\$16,280,302
Cemeteries	9	Each	\$971,347
Playgrounds	35	Each	\$323,032
Skate parks	5	Each	\$642,571
Caravan and Camping	8	Each	\$10,485,512
Tennis courts	31	Each	\$3,111,502
Netball courts	5	Each	\$940,103
Botanic Gardens	1	Each	\$2,822,315
Bench seats	515	Each	\$2,230,141
Picnic sets	297	Each	\$436,827
Barbeques	39	Each	\$661,502
Shelters	134	Each	\$4,356,268
Viewing platforms	17	Each	\$1,624,666
Cricket pitches	13	Each	\$122,162
Total			\$142,273,962



Asset Age Profile - Recreation and Open Space

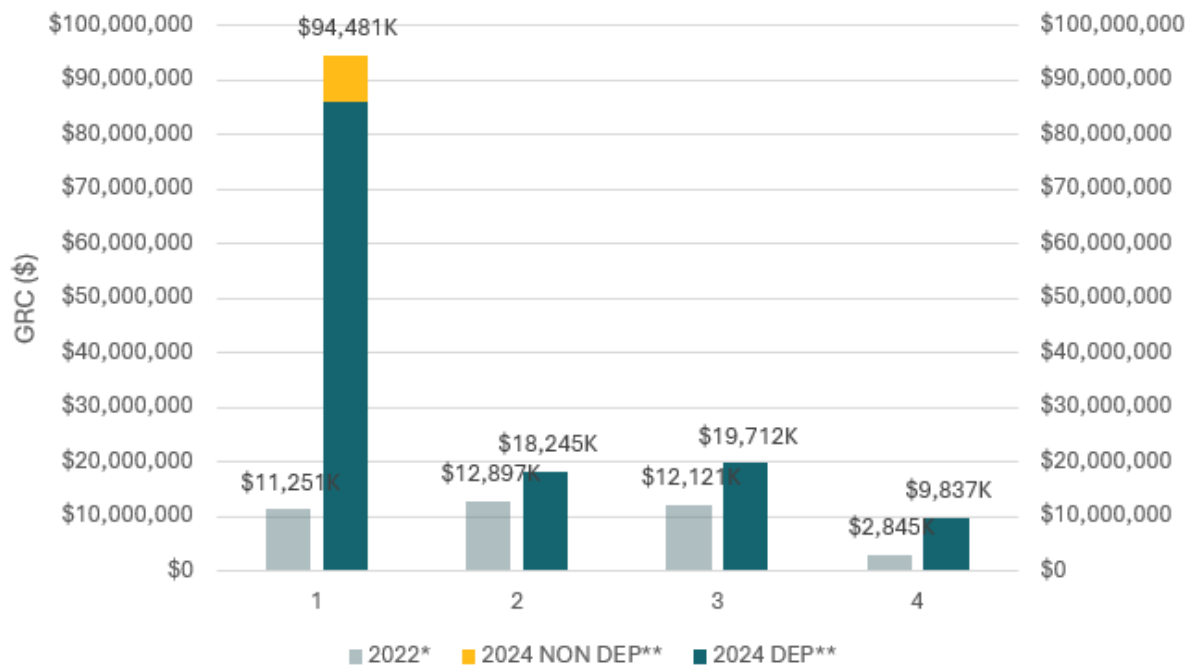


Asset Age Profile - Recreation and Open Space



2022

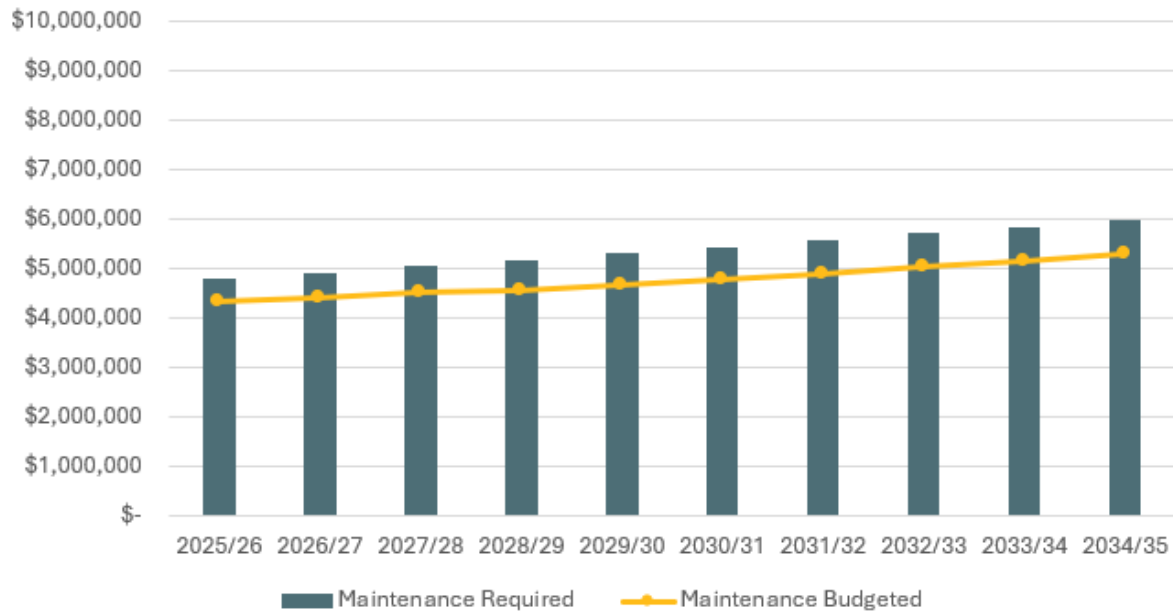
Asset Condition Profile - Recreation and Open Space



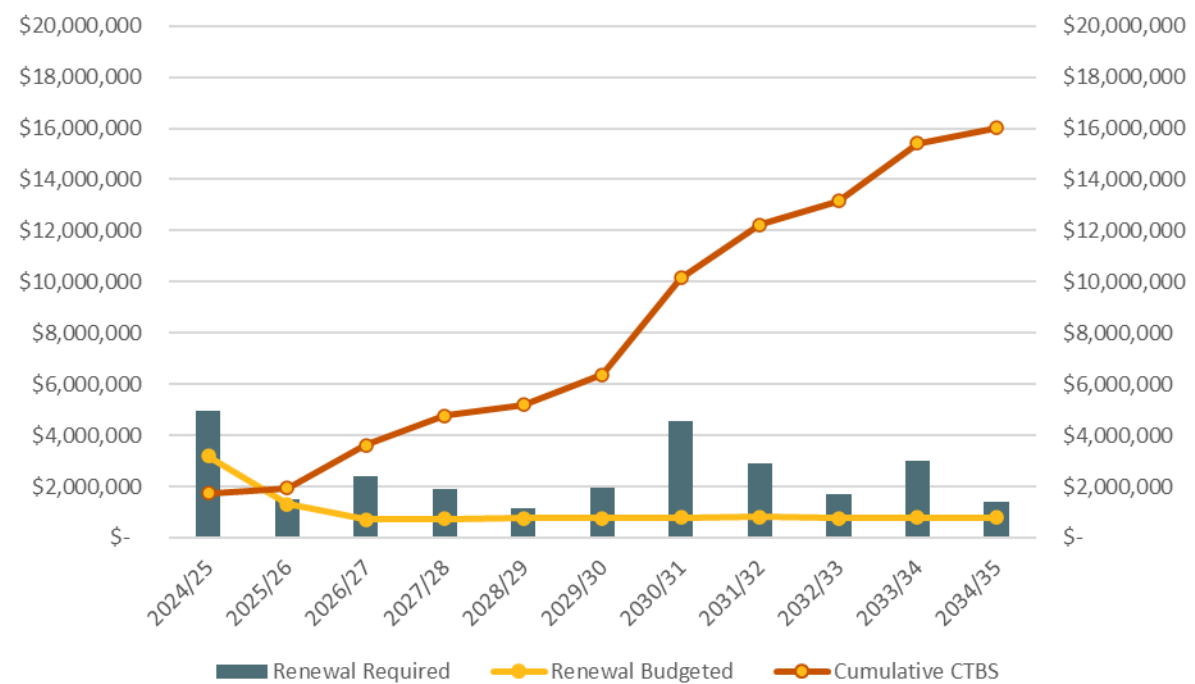
* \$ provided in \$FY22

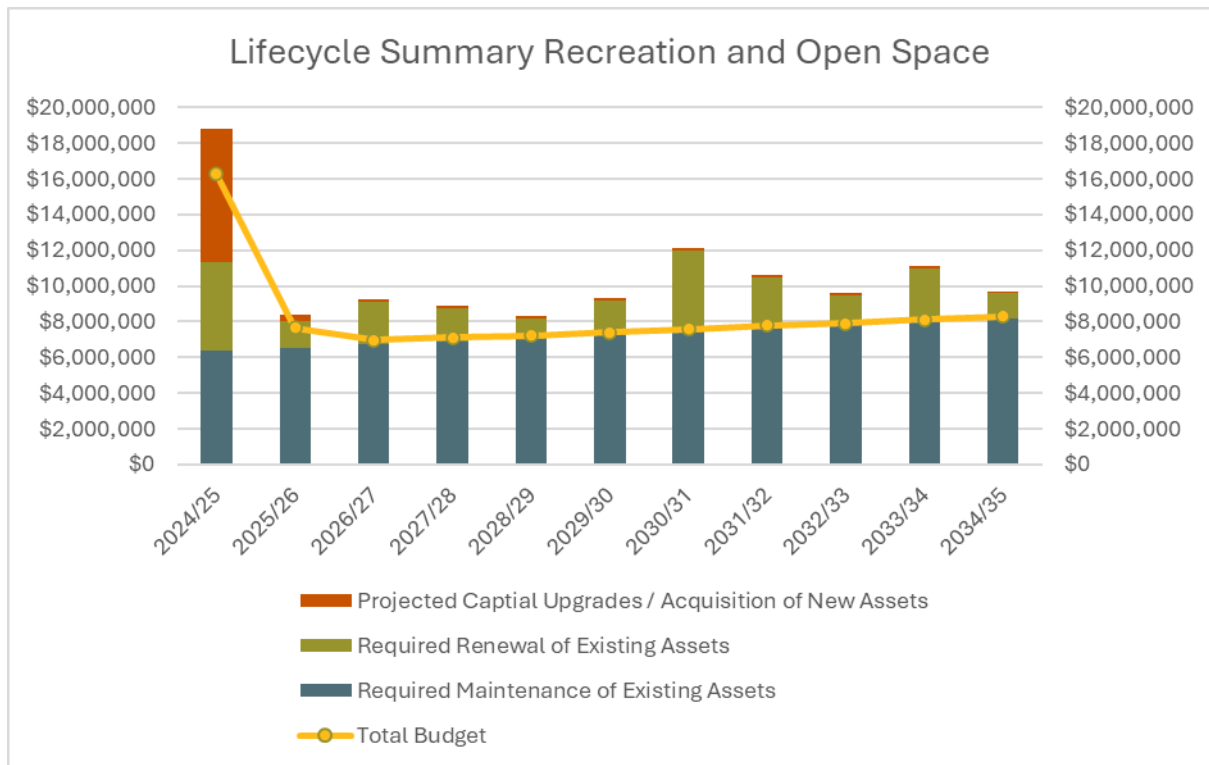
** \$ provided in \$FY24

Maintenance Budgeted vs. Required - Recreation and Open Space



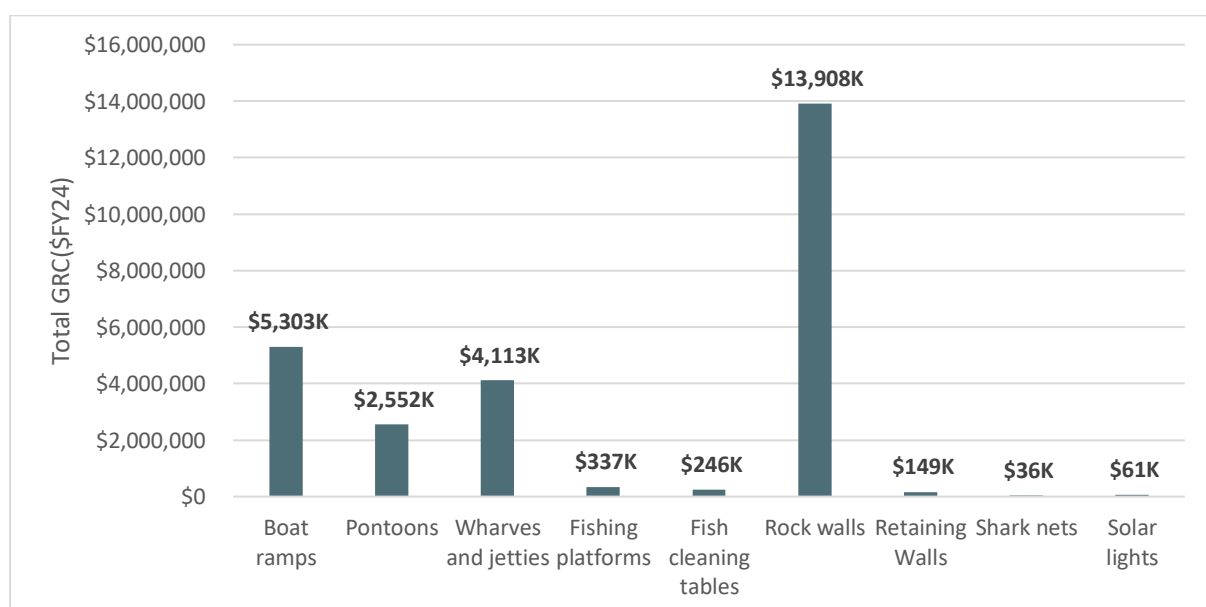
Renewal Budgeted vs. Required - Recreation and Open Space



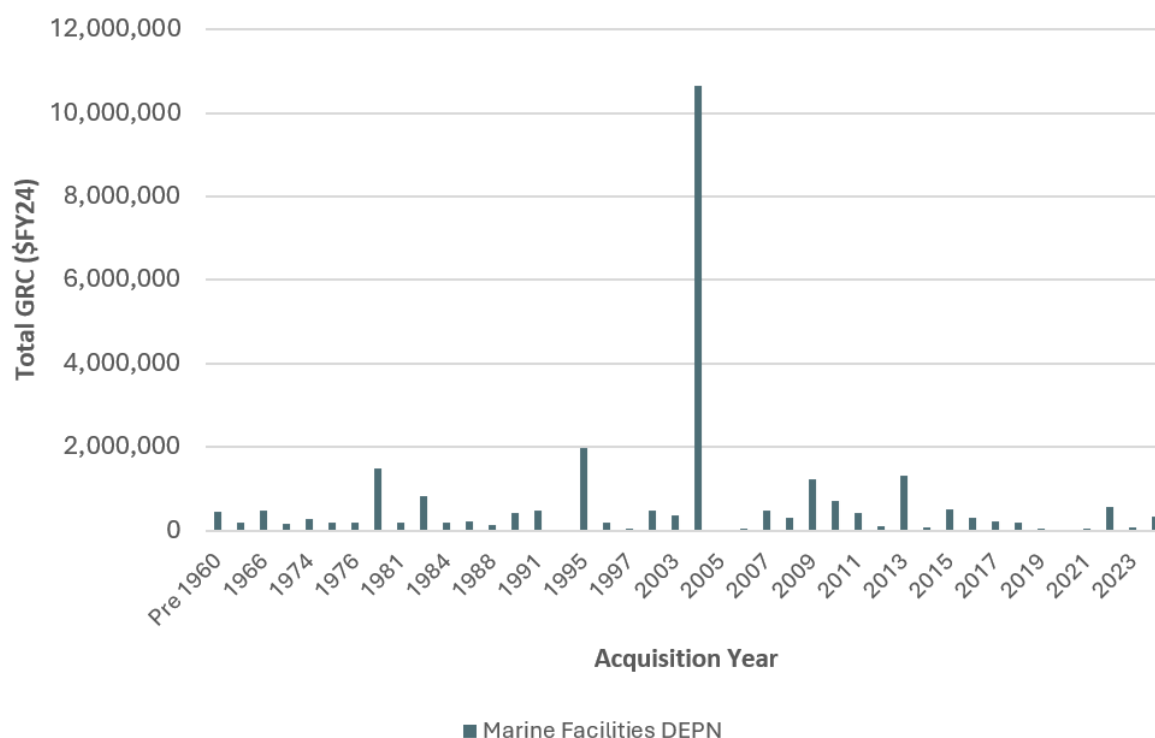


F.4 – Marine Facilities

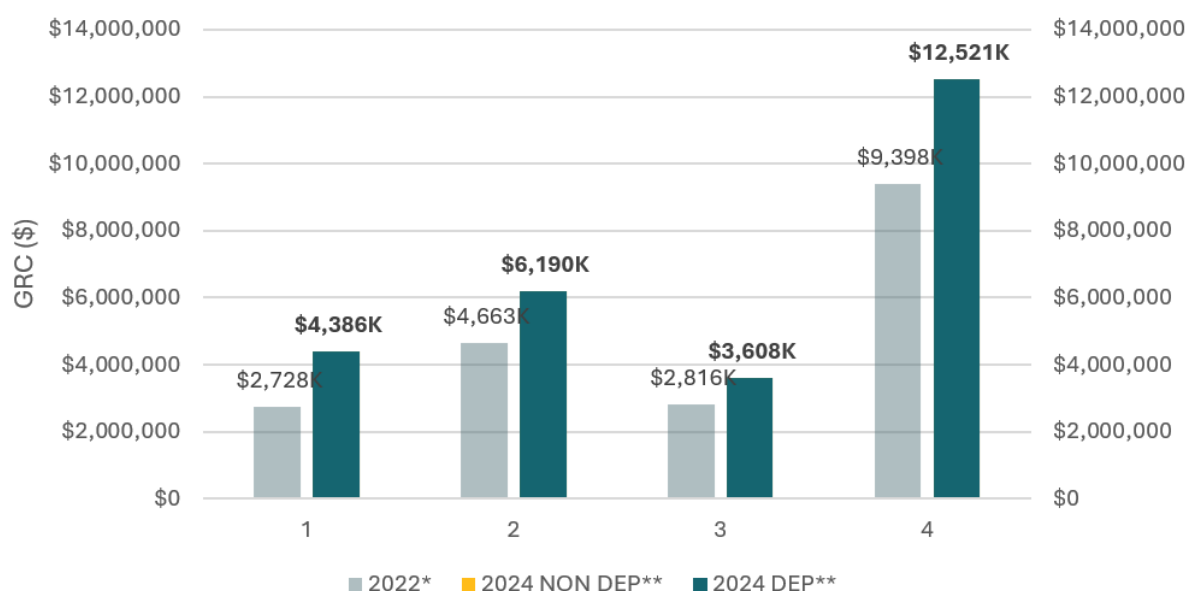
Asset Sub-Category	Dimension	Unit	Replacement Value (\$FY24)
Boat ramps	22	Each	\$5,303,077
Pontoons	9	Each	\$2,552,005
Wharves and jetties	12	Each	\$4,112,462
Fishing platforms	5	Each	\$337,287
Fish cleaning tables	25	Each	\$245,683
Rock walls	43	Each	\$13,907,959
Retaining Walls	1	Each	\$148,921
Shark nets	1	Each	\$36,157
Solar lights	6	Each	\$60,642
Total			\$26,704,193



Asset Age Profile - Marine Facilities



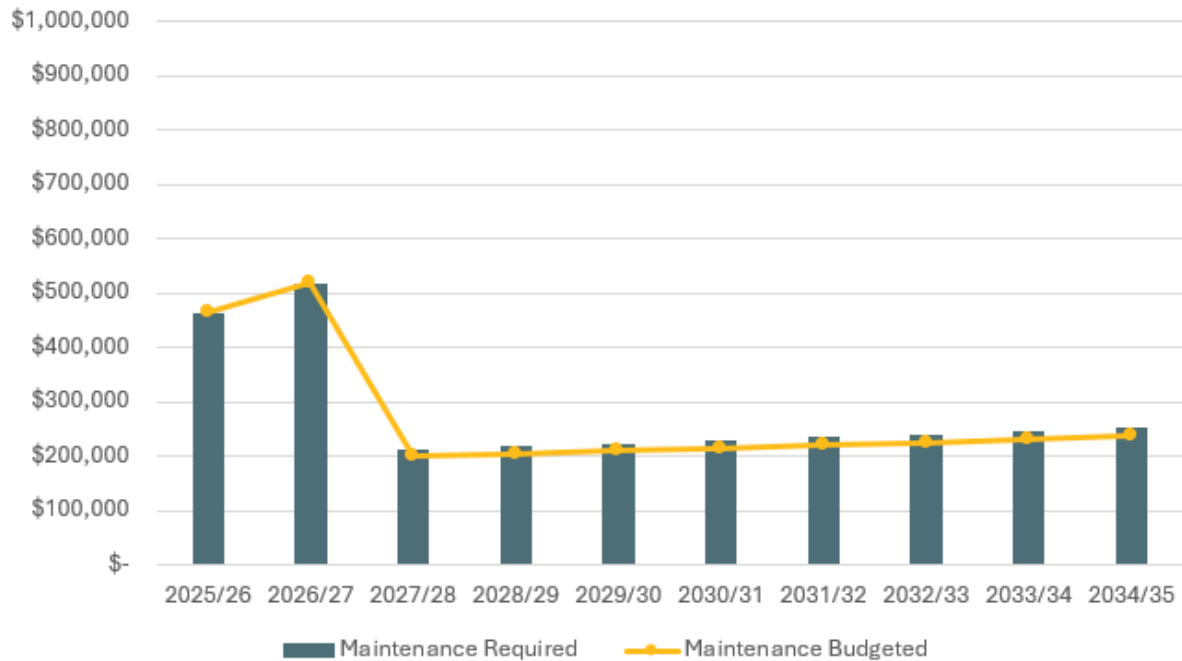
Asset Condition Profile - Marine Facilities



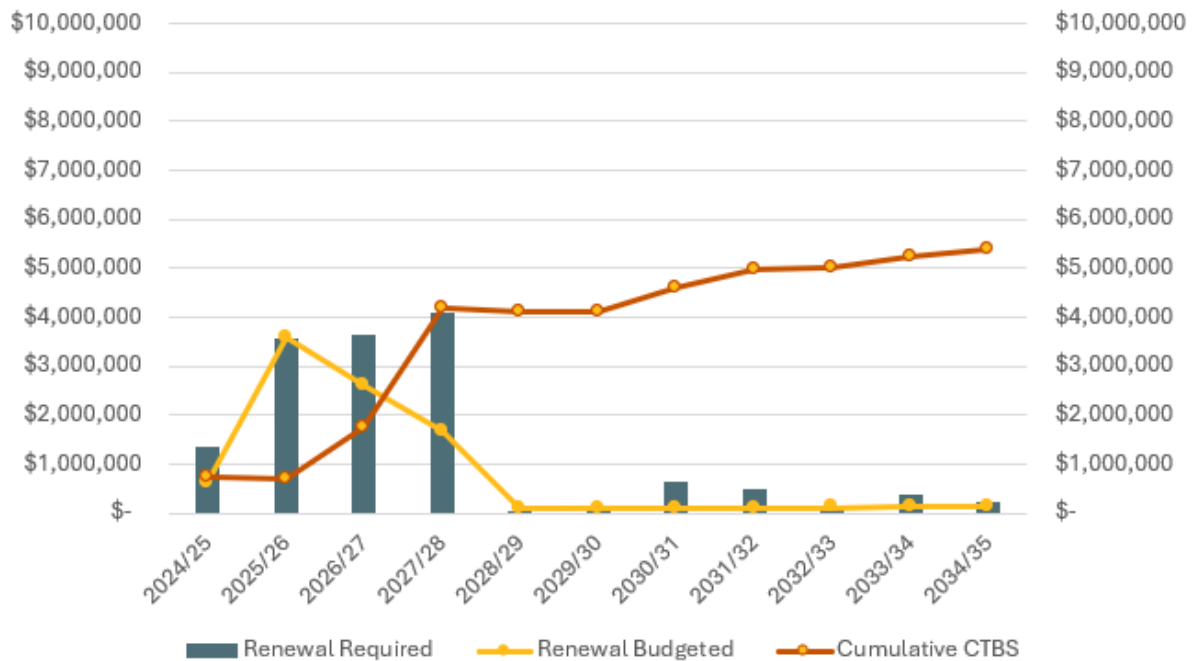
* \$ provided in \$FY22

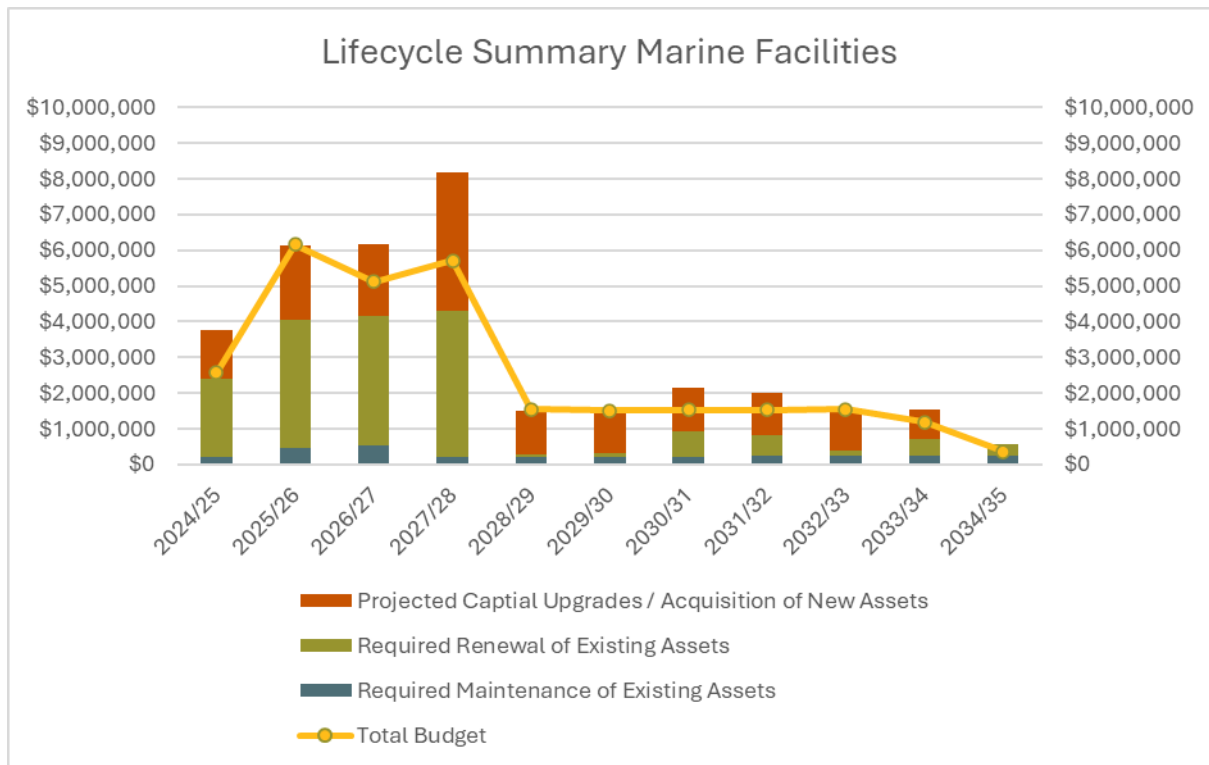
** \$ provided in \$FY24

Maintenance Budgeted vs. Required - Marine Facilities



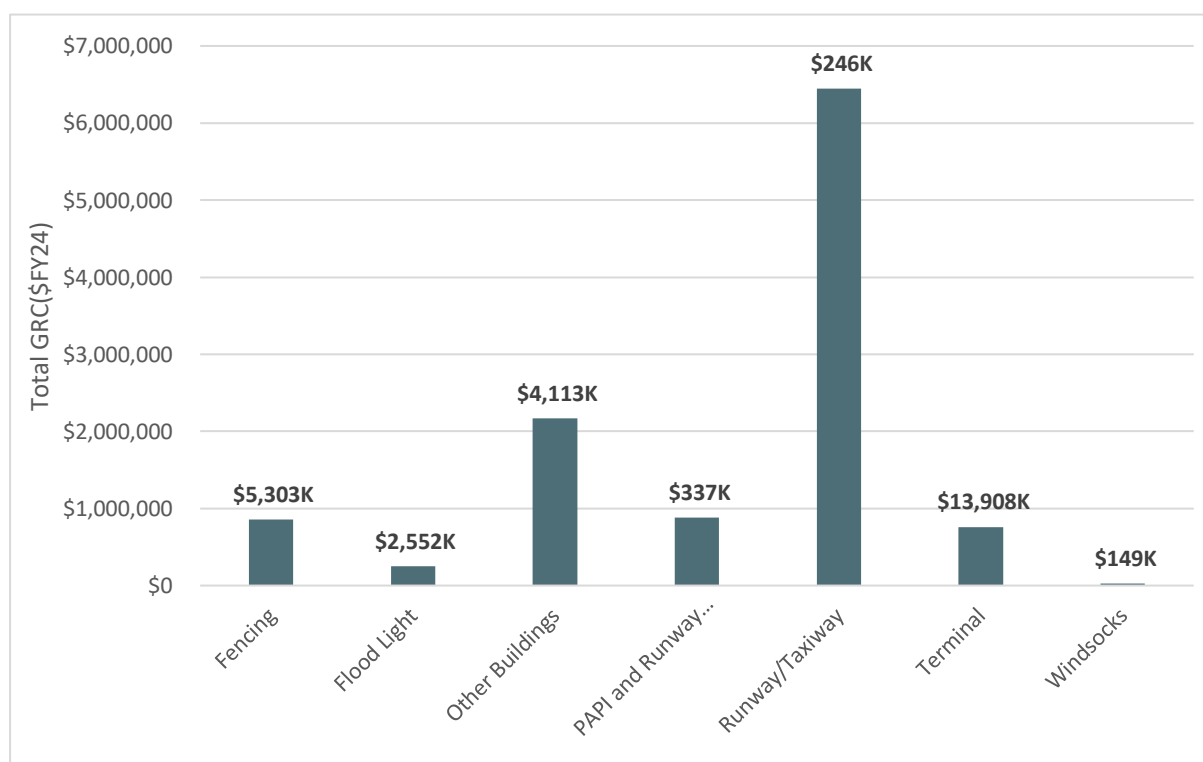
Renewal Budgeted vs. Required - Marine Facilities



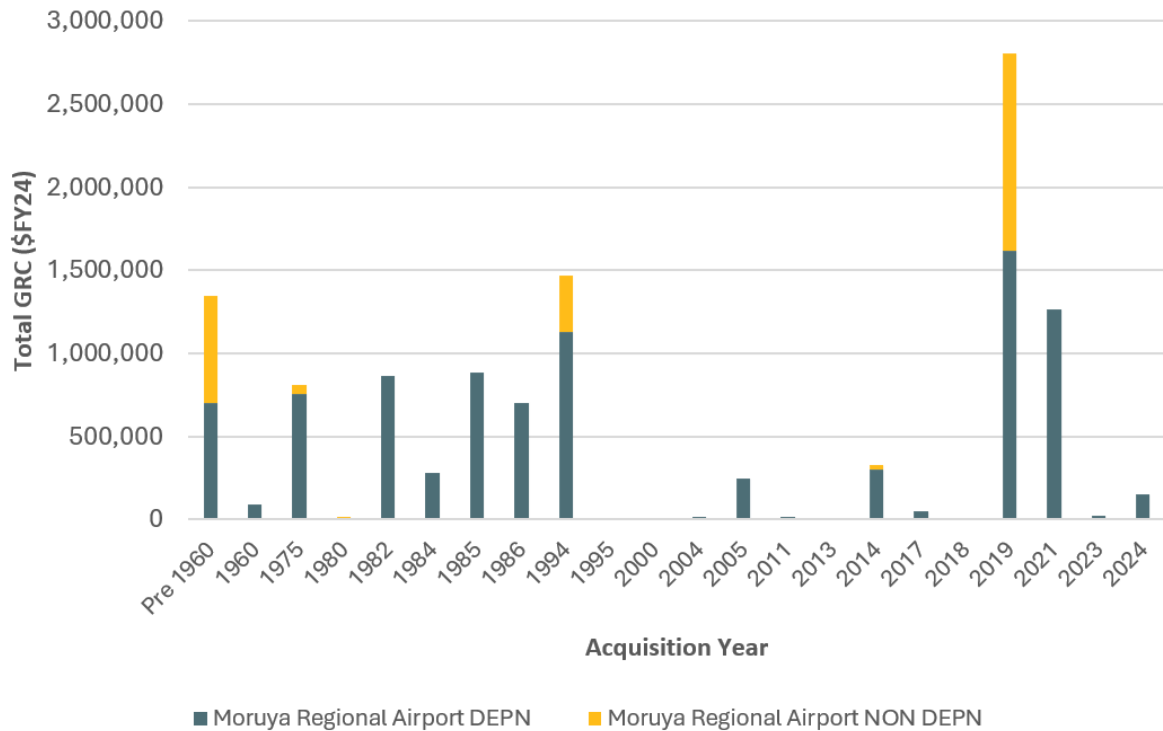


F.5 – Moruya Airport

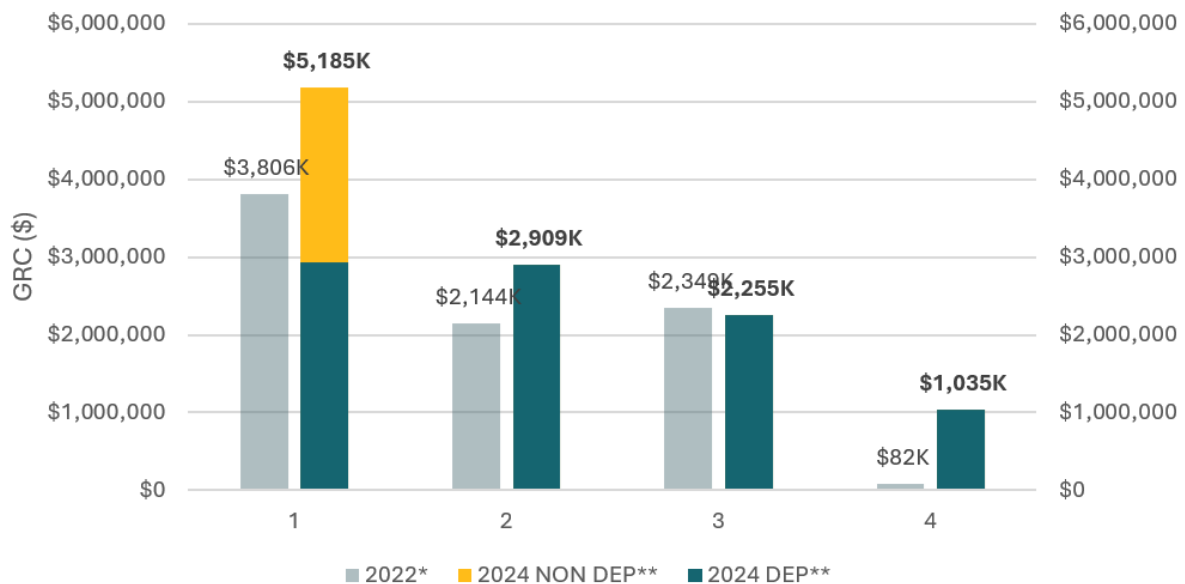
Asset Sub-Category	Dimension	Unit	Replacement Value (\$FY24)
Fencing		Length (m)	\$855,625
Flood Light	4	Each	\$248,506
Other Buildings	3	Each	\$2,168,016
PAPI and Runway Lighting	4	Each	\$879,299
Runway/Taxiway	20,969	Area (m2)	\$6,447,548
Terminal	1	Each	\$759,384
Windsocks	105	Each	\$25,886
Total			\$11,384,264



Asset Age Profile - Moruya Regional Airport



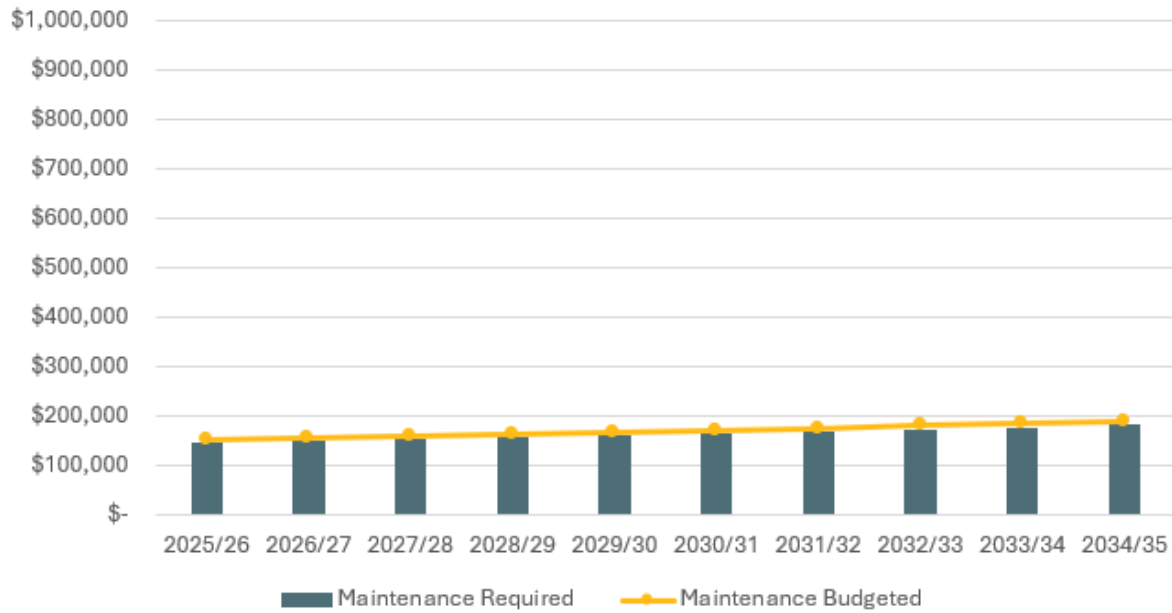
Asset Condition Profile - Moruya Regional Airport



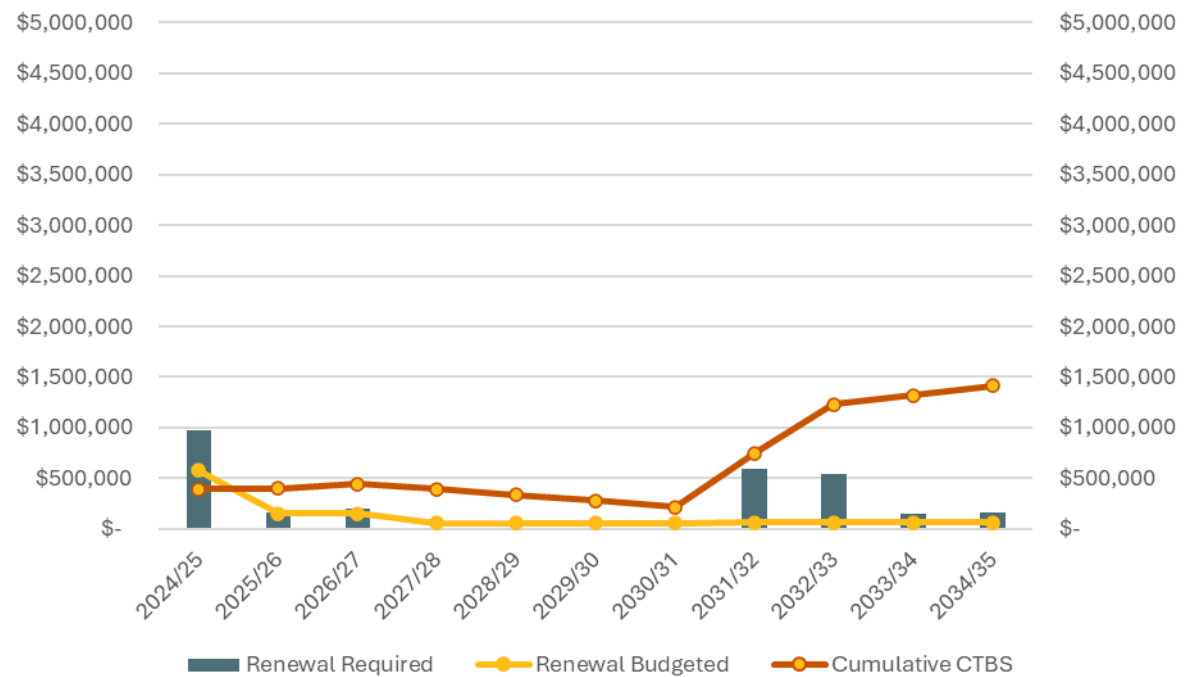
* \$ provided in \$FY22

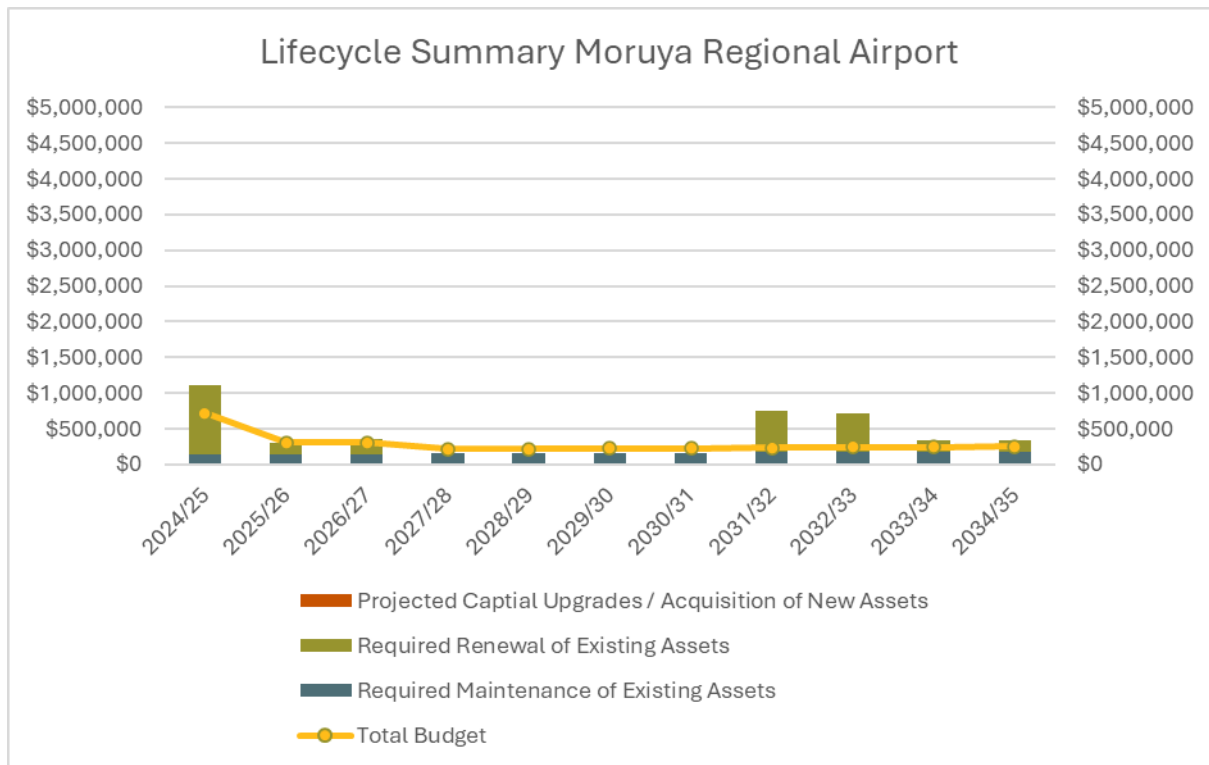
** \$ provided in \$FY24

Maintenance Budgeted vs. Required - Moruya Regional Airport



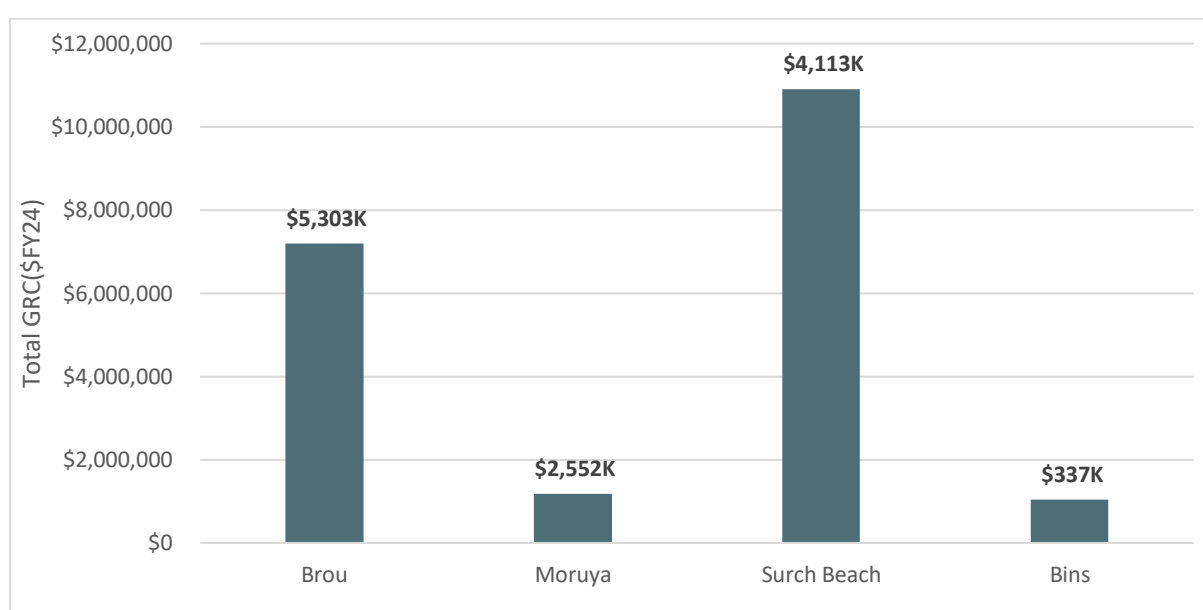
Renewal Budgeted vs. Required - Moruya Regional Airport



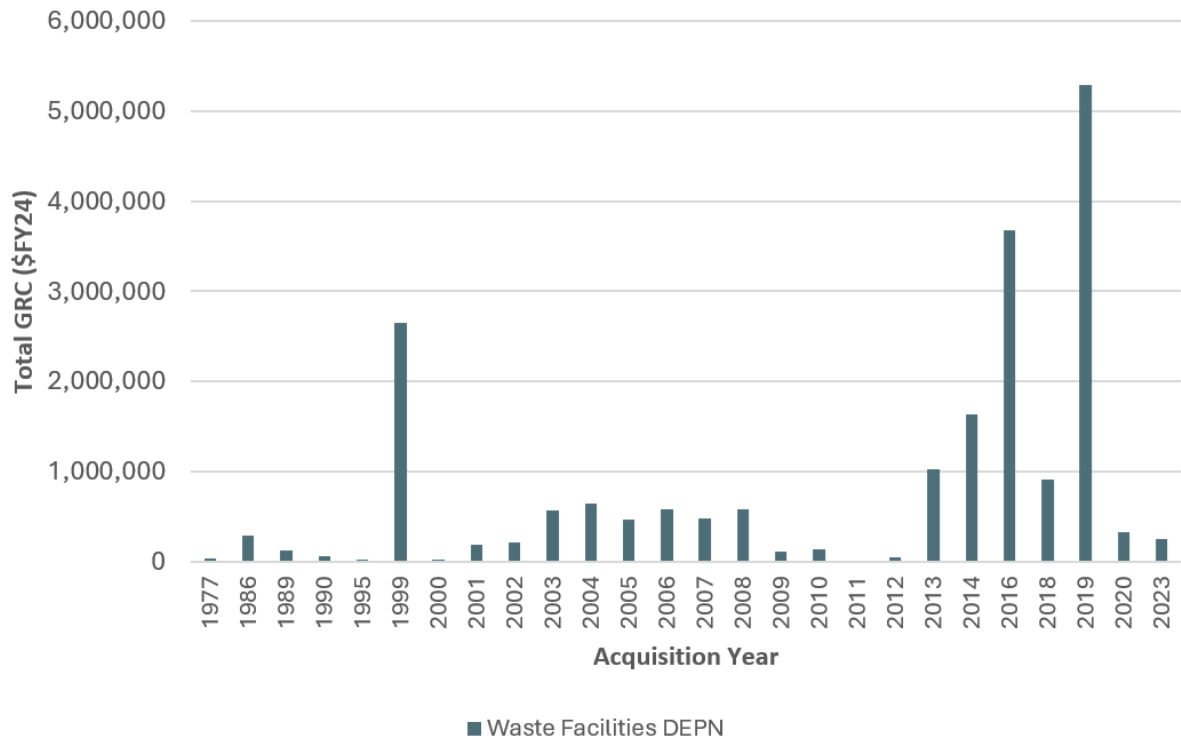


F.6 – Waste Facilities

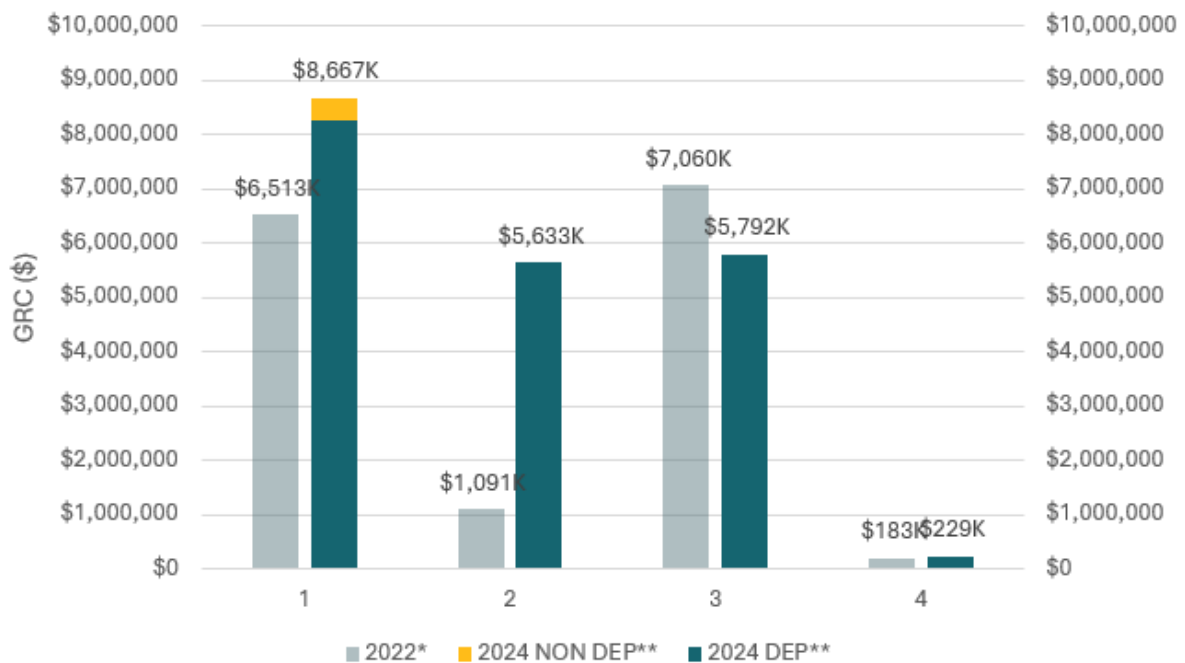
Asset Sub-Category	Dimension	Unit	Replacement Value (\$FY24)
Brou Waste Management Facility	0	Each	\$7,189,218
Moruya Waste Transfer Station	3	Each	\$1,184,729
Surf Beach Waste Management Facility	4	Each	\$10,902,543
Bins			\$1,044,108
Total			\$20,320,599



Asset Age Profile - Waste Facilities



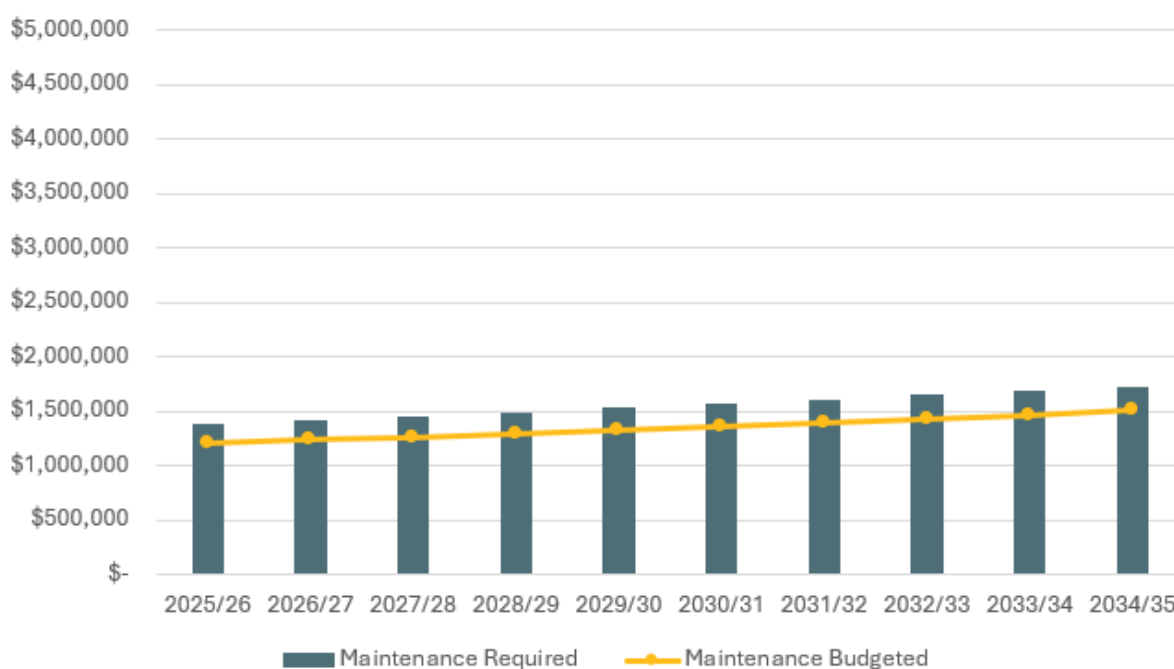
Asset Condition Profile - Waste Facilities



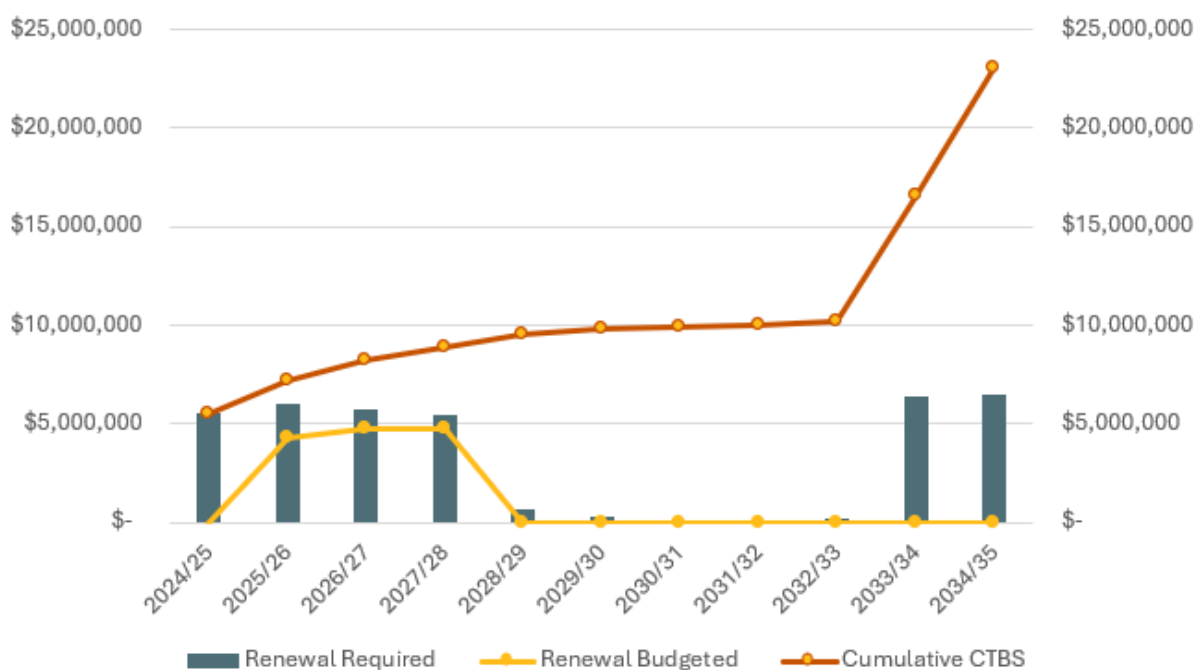
* \$ provided in \$FY22

** \$ provided in \$FY24

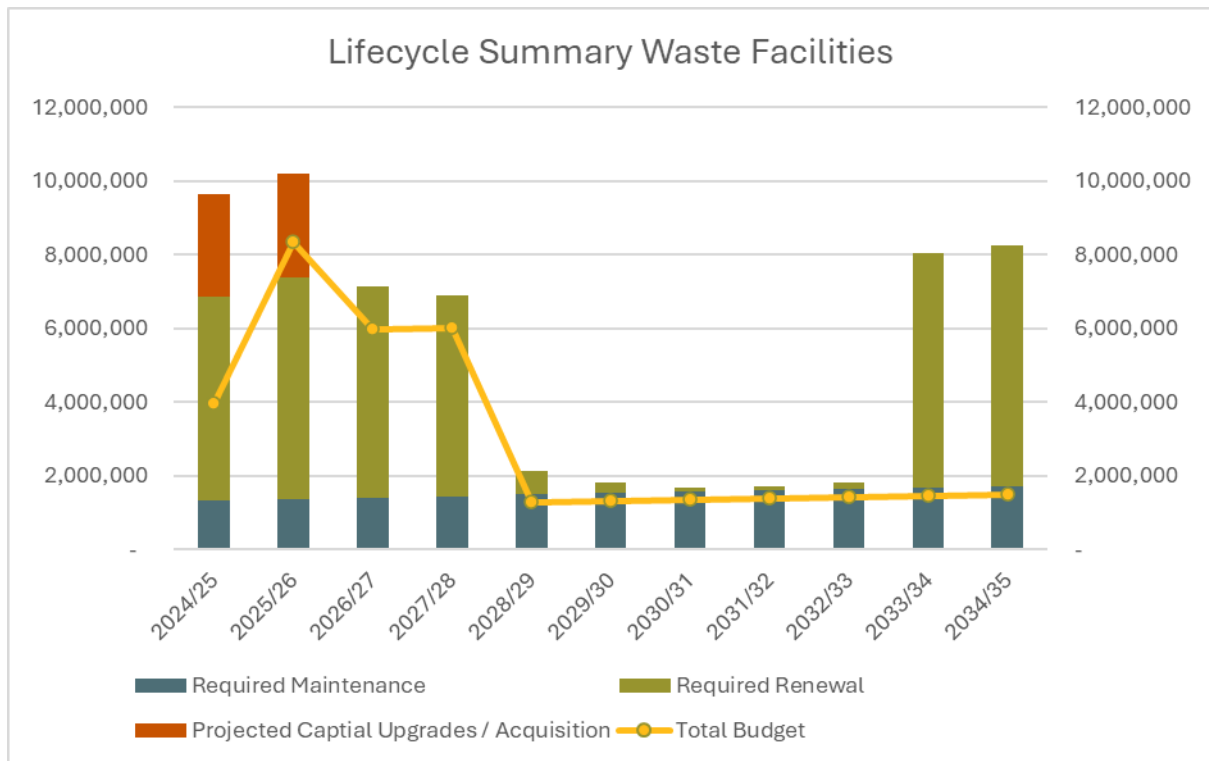
Maintenance Budgeted vs. Required - Waste Facilities



Renewal Budgeted vs. Required - Waste Facilities

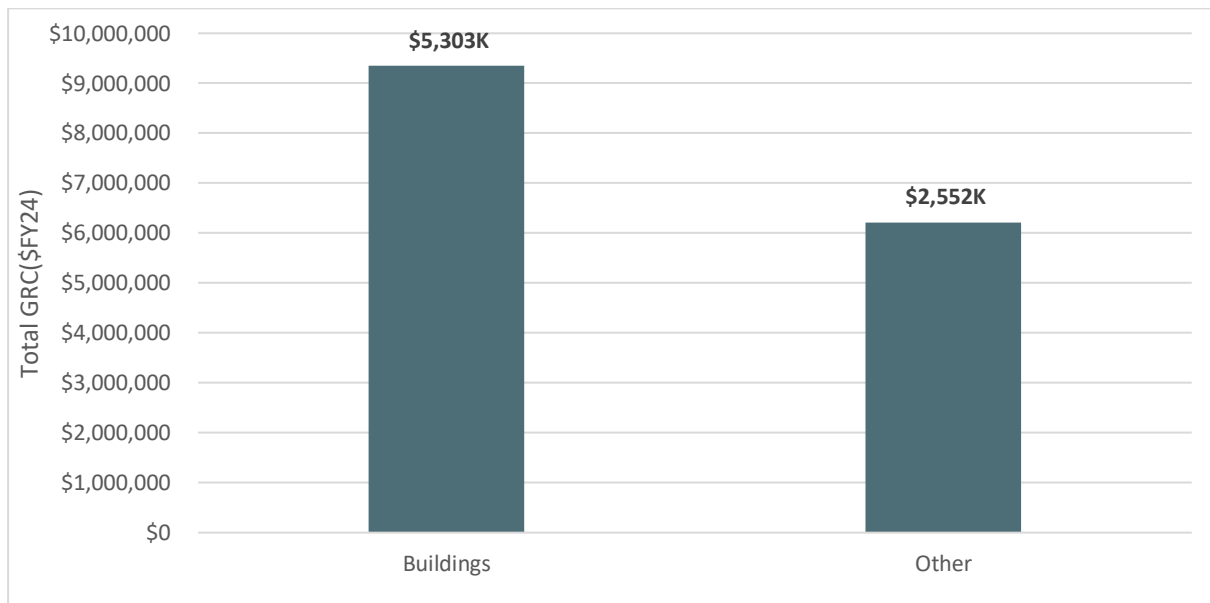


The primary source of proposed new waste assets are the budgeted upgrades at Surf beach and Brou facilities, and new introduced mandated services (e.g., FOGO).

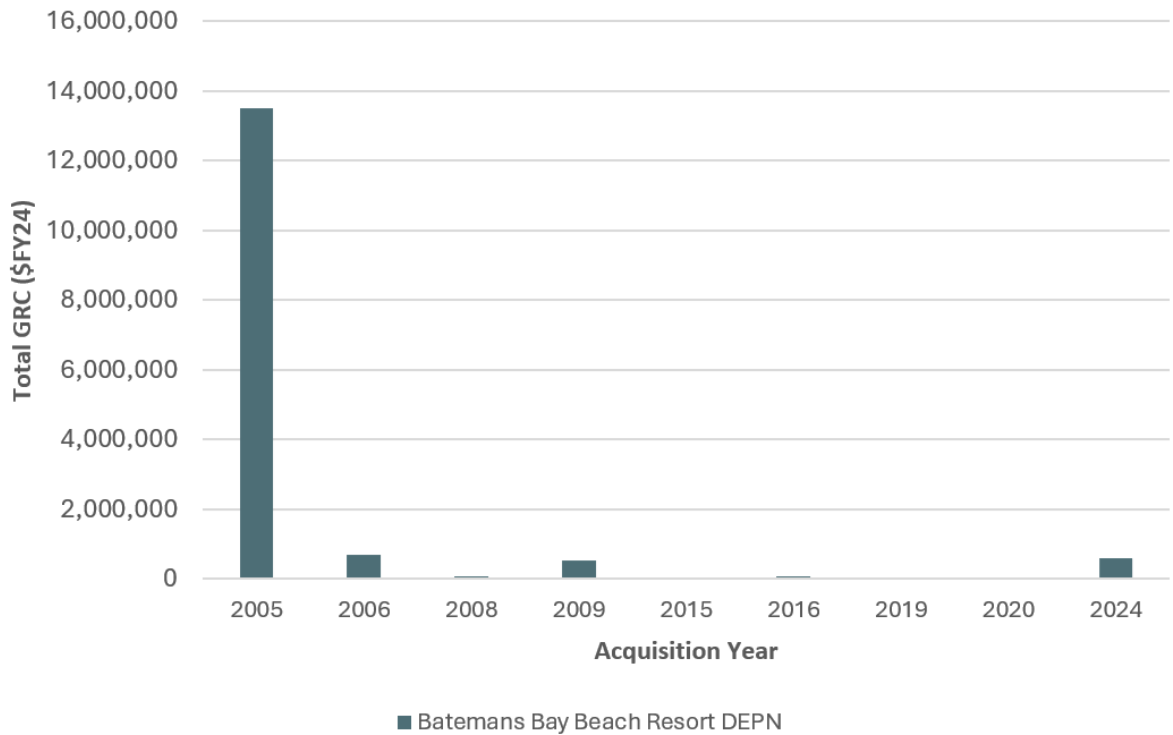


F.7 – Batemans Bay Holiday Resort

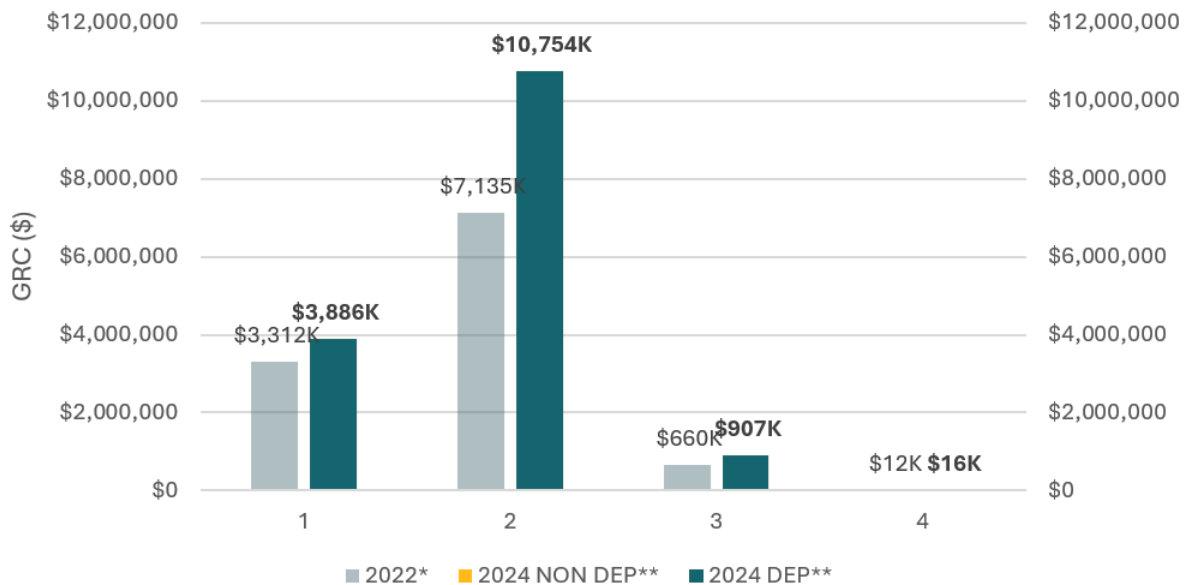
Asset Sub-Category	Dimension	Unit	Replacement Value (\$FY24)
Buildings		Length (m)	\$9,352,781
Other	0	Each	\$6,210,837
Total			\$15,563,618



Asset Age Profile - Batemans Bay Beach Resort

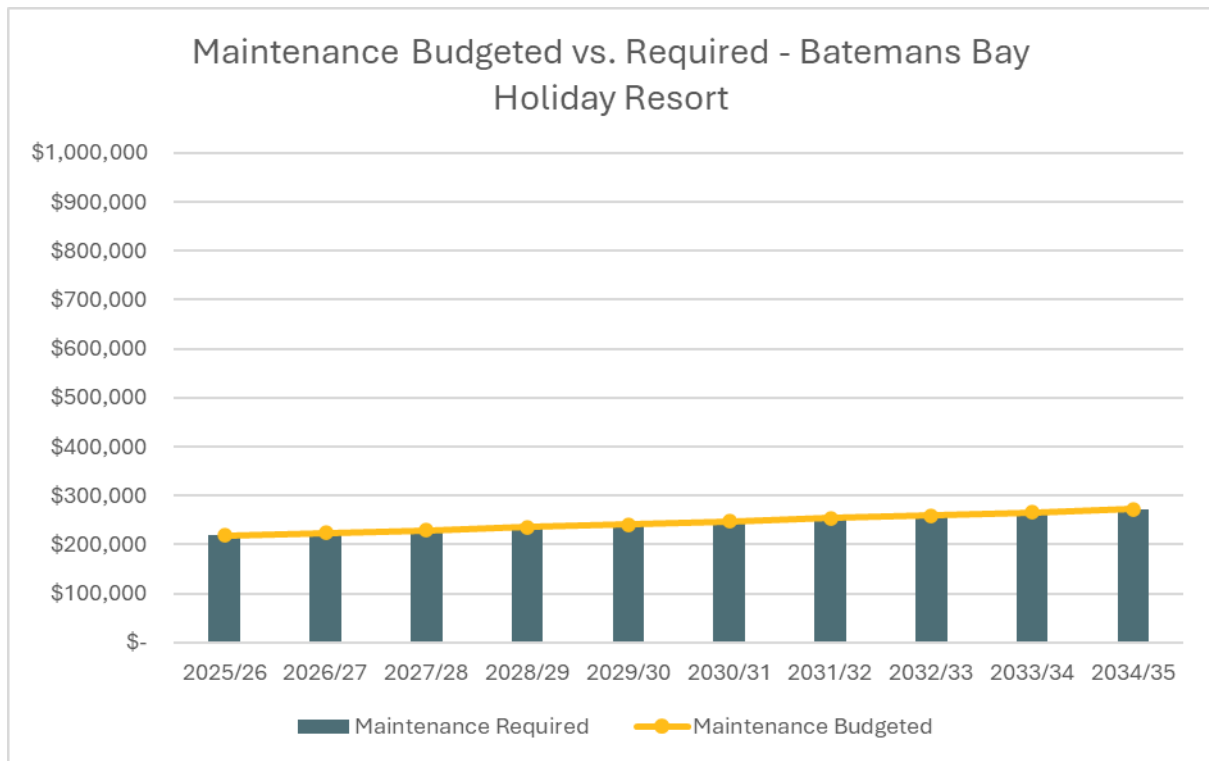


Asset Condition Profile - Batemans Bay Beach Resort



* \$ provided in \$FY22

** \$ provided in \$FY24



Maintenance for the Batemans Bay Holiday Resort is a provision under the contract with the current contractor.

