

2025 - 2035

Draft Resourcing Strategy



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.

Access to information

The best way to find out information about Council is to read our news on the website, subscribe to our monthly e-newsletters, follow us on Facebook, Instagram and LinkedIn, and read the Living in Eurobodalla residents' newsletter each quarter. You can also read the Council Meeting agenda papers online or by dropping into a library in Narooma, Moruya or Batemans Bay, watch the Council Meeting livestream, participate in the meeting by attending Public Access or Public Forum, or attend a Councillor Catch Up. Our Customer Service Centre in Moruya welcomes community members every weekday to provide access to information and answer questions.

How to contact us

In person	Customer Service Centre 89 Vulcan Street, Moruya Monday to Friday, 8.30am to 4.30pm
Phone	02 4474 1000 For after-hours emergencies call 1800 755 760
Mail	PO Box 99, Moruya NSW 2537
Email	council@esc.nsw.gov.au
Web	www.esc.nsw.gov.au
Councillors	See contact details on our website

About this strategy

The Resourcing Strategy 2025-35 outlines Council's role in pursuing our community's aspirations for the future of Eurobodalla, as detailed in the Community Strategic Plan (CSP) – Our Eurobodalla 2042.

The CSP was developed in consultation with the community and describes our long-term goals for the shire, as well as strategies to get us there. In our Delivery Program 2025 – 2029, these strategies have been broken down further into the activities that will take place over a four-year period.

The Resourcing Strategy provides an important link between the CSP and the Delivery Program by detailing the resources – including finances, staff, and assets – needed to implement our strategies. It includes key documents that evidence how Council will allocate their resources and includes Council's:

- Long-Term Financial Plan 2025-35
- Asset Management Strategy (known as the Strategic Asset Management Plan 2025-35) and the Asset Management Plan 2025-35
- Workforce Management Strategy 2025-29

The Resourcing Strategy also supports Council's other strategic plans by defining its areas of responsibility. It clarifies Council's specific responsibilities within the collaborative framework of the CSP, where other levels of government, NGOs, community groups, and businesses also share accountability for achieving community aspirations.

The Resourcing Strategy has been developed to meet the requirements of the Local Government Act 1993 and the NSW Office of Local Government's Integrated Planning and Reporting Guidelines.

The Integrated Planning and Reporting Framework

All councils in NSW are required to use the Integrated Planning and Reporting Framework to guide their planning and reporting activities. Through the framework, councils work with their communities, stakeholders, and other levels of government, to prepare a suite of documents. The documents will consider and identify for the local government area:

- Where we want to go
- How we get there
- How we know when we've arrived

The suite includes documents that will either focus on forward planning to guide future actions or reporting that will describe the work achieved to enact the plans.

Planning

Community Strategic Plan

The Community Strategic Plan (CSP) is the highest-level plan that a council prepares. Councils engage, collaborate, collate, and endorse the CSP on behalf of their community. It identifies the community's visions and goals for the future, looking 10 to 20 years ahead, and strategies for achieving these in all aspects of community life. It guides all other council strategies and plans, and before each new Council term the community is engaged to ensure the plan still accurately reflects their aspirations for the future.

Delivery Program

The Delivery Program is a Council's response to its community, outlining what activities it intends to deliver, within available resources, to work towards the CSP's goals. The program is redeveloped with the new Council following local government elections and spans a four-year period.

Resourcing Strategy

The Resourcing Strategy identifies the resources—money, assets, and people—available to Council to support its efforts towards the integrated plans. It includes a Long-term Financial Plan – a rolling plan that considers how commitments will be financially resourced and funded; an Asset Management Plan to ensure assets are managed in an efficient and sustainable way to meet service delivery needs; and a Workforce Management Strategy that guides the current and future workforce capabilities and capacity of Council.

Operational Plan

The Operational Plan is a council's annual workplan, listing the actions it will undertake to work towards its Delivery Program and CSP. It incorporates budgets allocated for the year, and the Statement of Revenue Policy which states the rates, fees, charges, pricing methodologies, and borrowings for the year.

Reporting

Six Month Performance Updates

After the first six months of a workplan year, a report is presented to council to describe the efforts and progress made in the time to date enacting the plans.

Annual Report

Each year, Council report their performance and progress towards achieving the community's priorities and aspirations in its Annual Report. The report will describe the efforts and achievements for the year, present financial performance information, and legislative disclosures.

State of the Shire

The State of the Shire report is prepared and presented to a newly elected Council and the community for a four-year period. It reports the previous Council's efforts in moving towards the CSP's vision and future goals. It may also cover matters that are not directly Council's responsibility but contribute to community life.

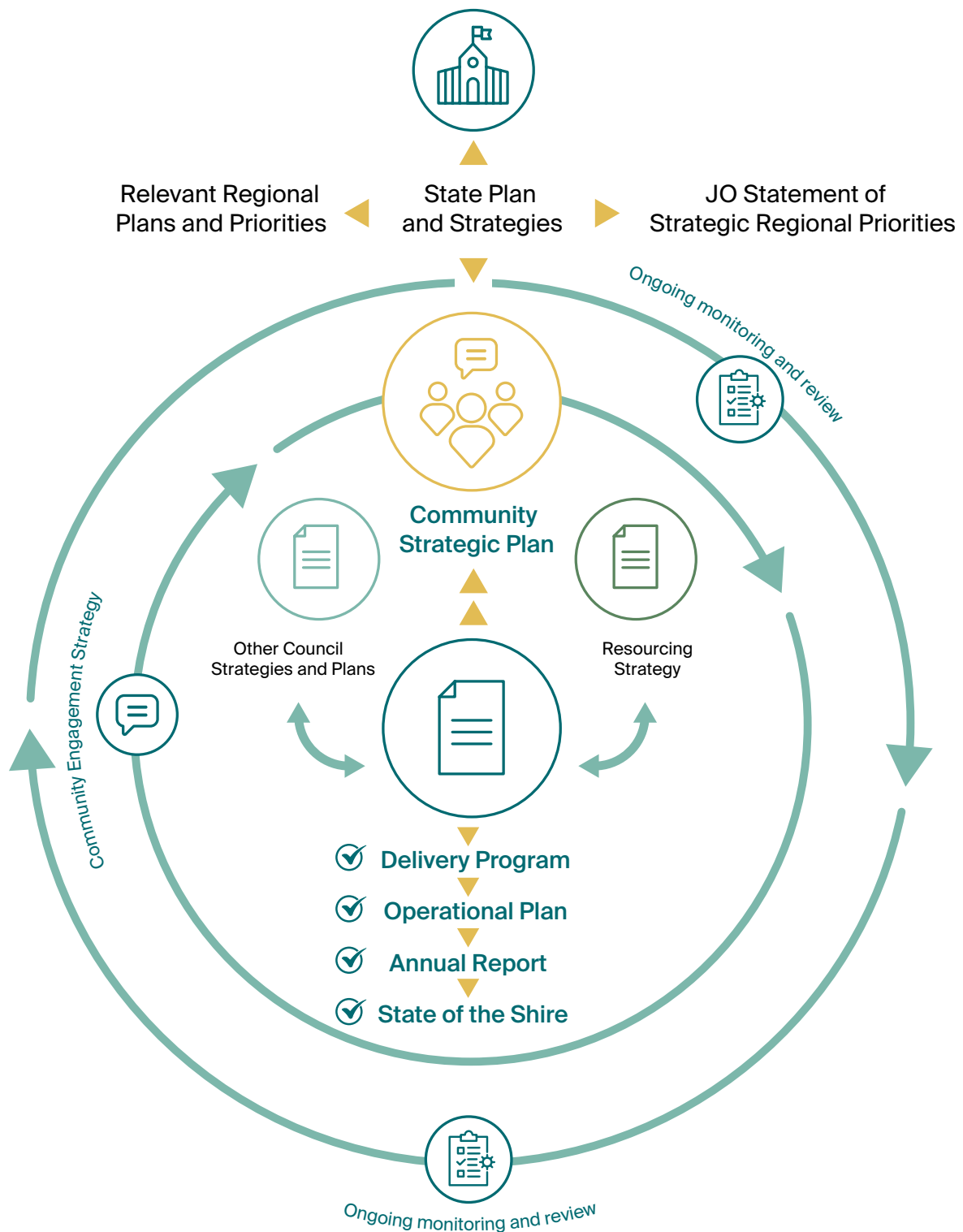


Image: The Integrated Planning and Reporting Framework.

Understanding the roles and responsibilities of local government

In Australia, local government is one of three tiers of government that provide services and infrastructure, develop plans and policies, and collect taxes or rates. Although each level of government intersects with communities, local government is seen as the level closest to community life. This means that local governments need to be agile and responsive to the changing needs of their community, whilst also continuing to enact its plans. Local governments, via their councils, are also required to work closely with other levels of government and foster strong relationships.

Eurobodalla Shire Council continually works towards meeting the community's needs and their goals of our shire, in line with our Community Strategic Plan, Delivery Program, and other supporting plans. Council also works closely with our state and federal governments who share some areas of responsibility with us. An example of the shared responsibilities between the three tiers of government can be illustrated through our road networks. Whilst many roads in Eurobodalla are the responsibility of local government (Council), larger regional roads are the responsibility of the NSW Government, and the Australian

Government provides support for the entire road networks through grants and funding opportunities. Local government also works closely with non-government entities, volunteers, and community groups, to better community life. Examples of these collaborations include Landcare and WIRES, who care for our environment and native species.

Councils in NSW are governed by the *Local Government Act 1993* and adhere to over 50 other pieces of legislation, the majority that sit against State or Federal law.

2025 - 2035
**Draft Long Term
Financial Plan**

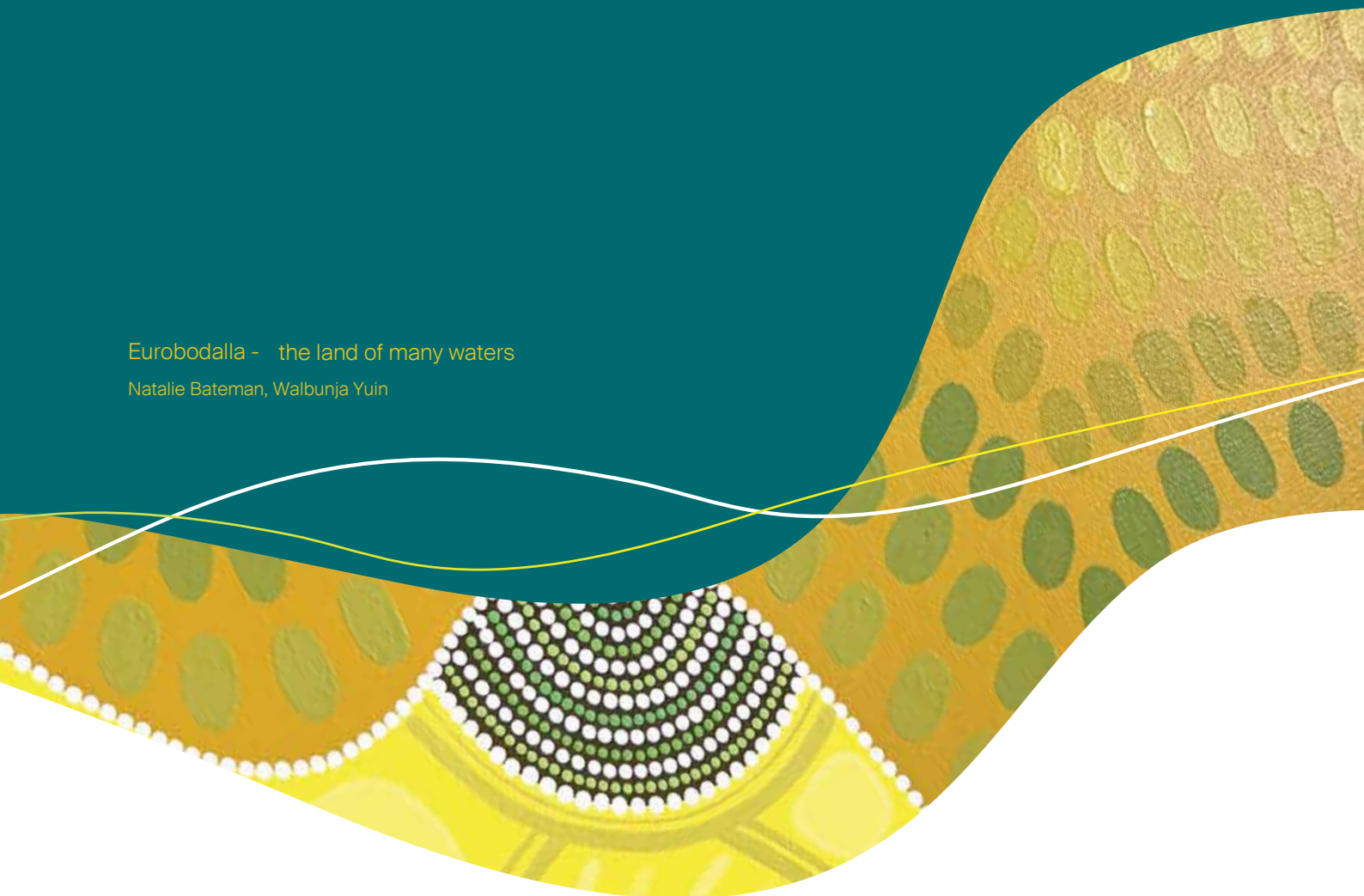


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Eurobodalla - the land of many waters

Natalie Bateman, Walbunja Yuin

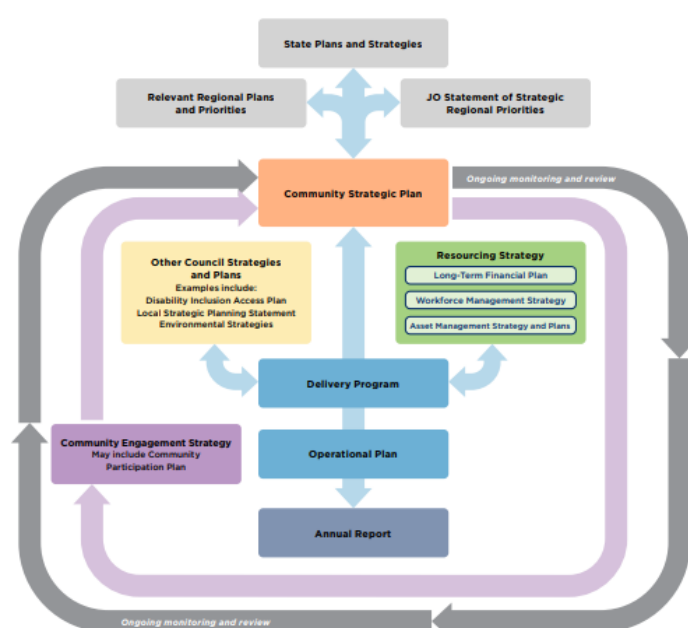


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INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting (IP&R) Framework consists of a Community Strategic Plan (CSP), a four-year Delivery Program (DP) and one-year Operational Plan (OP) or budget. These are accompanied by a Resourcing Strategy for the provision of resources required to implement the strategies established by the CSP (*Local Government Act NSW 1993, s403*). The Resourcing Strategy outlines the financial, asset, and personnel resources that council will utilise to implement the CSP strategies over the next 10 years. The Resourcing Strategy consists of three documents: The Long-Term Financial Plan (LTFP), the Workforce Management Strategy and the Asset Management Strategy and Plans. The LTFP serves as an important tool in Council's strategic planning process and focuses on matters identified in the CSP that are the responsibility of Council.



To ensure Council has reflected the community aspirations, extensive community engagement has been undertaken to develop Council's CSP, DP and OP. The Council adoption timing for these plans is as follows:

- Eurobodalla Shire Community Strategic Plan 2042 (CSP) was endorsed at the Ordinary Meeting of Council held 25 February 2025.
- Delivery Program (DP) 2025-29, Operational Plan (OP) 2025-26.
- Resourcing Strategy 2025-35 (incorporating this Long-Term Financial Plan (LTFP)) will be placed on public exhibition on from 30 April to 27 May 2025.

PURPOSE

The purpose of the LTFP is to provide a guide for future action, it is not to provide details of an individual program of works or services. It is a tool to assess the community's aspirations and goals against financial realities and will inform decision making during the development and revision of its DP and OP. The LTFP is an evolving document that is reviewed annually, responding to changes to the community's expectations and external influences, as more information comes to hand and as decisions are made. This plan covers a 10-year time span, from 2025-26 to 2035-36.

The LTFP includes:

- Overview
- Key underlying assumptions
- Council's projected financial statements
- Performance monitoring
- Sensitivity analysis

OVERVIEW

Council's overall operations are presented as the consolidated entity, however, its services can be separated into three funds for financial purposes. The three funds are the general fund (which includes waste and environmental activities), the sewer fund, and the water fund. Separate rates are raised to fund general, environmental, waste, sewer and water services. Each entity has a number of different considerations, for example, general fund rates are subject to rate pegging, whilst water and sewer seek a stable pricing path and any surpluses are restricted in these funds.

Council's general fund includes its general, environmental and waste functions. Its general rate (residential, business and farmland) is subject to rate pegging, where the NSW Independent Pricing and Regulatory Tribunal (IPART) determines the maximum percentage amount by which a council may increase its general income for the year. Under the *Local Government Act 1993*, councils are able to seek additional increases in general income beyond the annual rate peg by applying to IPART for a special rate variation (SRV). There is no SRV request considered in this plan.

Balancing the community's needs and expectations for service delivery and mix, while maintaining its infrastructure is a key challenge for the general operations of Council. Often, the costs of maintaining and renewing infrastructure, as well as providing services, increase more each year than a council's income. Council has planned to continue to undertake major capital projects including the Southern Water Storage Facility, Surf Beach landfill, Moruya Housing Infrastructure and Regional co-located emergency services precinct. Whilst significant grant funding was received for the construction of these assets, Council needs to fund the ongoing maintenance and renewal.

Council endorsed a finance strategy in December 2023 that outlined 12 key actions to achieve and maintain the financial resilience of Council. A copy of the Finance Strategy is available on Council's [website](#). See below snapshot of the key actions in the Finance Strategy.

#	Action	Summary
1	Cash Reserves	A review of existing internal and external cash reserves.
2	Property Strategy	A review of current property holdings comparing future service and revenue potential with short term divestment opportunities.
3	Budget Reset 2023	Council wide 'reset' of the 2024 Operational Plan Budget targeting 10% ongoing cash savings.
4	Borrowings	A review of existing loans by value, time remaining, purpose and eligibility for payout.
5	Capital Program Review	A review of the capital works program for the next four years.
6	Major Projects Governance	Establishment of a project management function.
7	Procurement Training & Framework	Targeted training in procurement and contract management.
8	Bay Pavilions Sustainability Plan	Develop and implement a Sustainability Plan for the Bay Pavilions.
9	Grants Strategy	A review of the current approach to grants and advocacy.
10	Processes	Assess if any administrative or other processes are being duplicated.
11	Financial Transparency	Improved financial reporting and community engagement.
12	Risk Framework	Develop a risk management framework.

Actions already undertaken include a review of existing borrowings, targeting our capital works program towards projects that align to Council's strategic goals and adoption of a grant's strategy. A 'Budget Reset' was undertaken in mid-2023 with the intention of understanding why and where Council is spending more than is it receiving and furthermore, identifying where there is opportunity to reduce costs and/or increase income. As a result of implementing these actions Council's cash position has stabilised, improving resilience against unknown or unexpected events.

This year's LTFP was developed with a clear focus on 'living within our means' and whilst Council has been able to stabilise unrestricted cash there are still several ongoing challenges that impact Council's business-as-usual operations. These include;

- Limited income generation by Council's operating under current IPART rate pegging methodology
- Increased costs and inflationary pressures which means Council's delivery of services has become more expensive
- Resourcing constraints including staff retention, market salary relativity, and contractor availability
- Significant growth in Council's assets and the associated renewal and maintenance costs
- Unfavourable budgeted operating performance of the Bay Pavilions and
- Cost shifting by State and Federal Government

Councils are vulnerable to the impacts of inflation and a volatile economy both domestically and internationally. In 2025, six New South Wales Councils applied for a special rate variation signalling many Councils continue to struggle financially to provide deliverables to their community.

The general fund is projected to run an operating deficit (before capital grants and contributions) which reduces slightly over the duration of the LTFP. This is based on a service mix and level as described in the current Delivery Program and Operational Plan. Any future request for additional services, or increase to the service levels budgeted for, will need to be fully funded, or a change in services required. To minimise the impact of any unknown events or events outside the control of Council, adequate funds are held in unrestricted cash. Council adopted a cash reserves policy at the Ordinary Meeting held 25 March 2025. This policy formally documents the intended purpose and calculation methods for cash reserves and outlines the agreed direction with regard to the extent of reserves required for the strategic purposes and goals of Council.

While Council's general fund is in an operating deficit before capital, Council's financial reserves are adequate to meet its upcoming obligations. It must be remembered that an operating deficit before capital in the general fund does not consider funds already held in reserves, and is impacted by the timing of operating grants, as well as including depreciation which is a significant non-cash expense. In assessing Council's financial reserves, it needs to ensure it manages its money, including cash and investments, and the income (including grants) expected to be collected in the short term to then be able to meet its upcoming obligations. This is referred to as liquidity. Council's liquidity position is measured by the unrestricted current ratio and remains both positive and above the benchmark set by the Office of Local Government for the duration of the LTFP.

It is important to consider the level of unrestricted cash, which is the cash and investments held by Council, which are not bound by legislation or Council resolution to be used for a specific purpose. As shown in the consolidated cash flow statement (page 19), Council's unrestricted cash is at an adequate level (which per the new Cash Reserves Policy is between \$5 million - \$10 million) and increasing over the duration of the LTFP.

Council's water and sewer operations have the financial flexibility to maintain a sound financial position as they have separate charges and user fees to recover the cost of their capital base as well as recurrent operating costs of service provision. Key considerations for these operations focus on ensuring a stable pricing path for ratepayers and meeting the Regulatory and Assurance Framework for Local Water Utilities issued by the Department of Planning and Environment. Council's 30-year Integrated Water Cycle Management Strategy has informed the development of the water and sewer fund budgets.

Council's water and sewer funds are in a satisfactory financial position. Significant capital works are planned during this LTFP cycle including the completion of the Southern Water Storage Facility, the Southern Water Treatment Plant, and the renewal of several existing sewerage treatment plants, which impact the forecast period results. The cash position for these funds remain adequate throughout the LTFP period.

From a consolidated perspective, an operating deficit (before capital grants and contributions) is forecasted over the first seven years, moving into a surplus position in year eight of the LTFP. Cash balances remain adequate throughout.

ASSUMPTIONS

In planning for the financial year 2025-26 and beyond, several key assumptions have been made to forecast revenue, expenditures, and overall financial health.

The following assumptions have been used in the modelling contained in the LTFP.

Service Level - The service mix and level of service is assumed to be maintained over the planning period as outlined in the current CSP endorsed 25 February 2025. The LTFP assumes that core service delivery remains unchanged.

Rates and Annual Charges - The indexation factor applied is based on guidance provided by IPART which is based on the Local Government Price Index and informs the rate peg. The guidance is a 2.5% increase for future years beyond the 2025-26 rate peg of 4.1% (including 0.1% growth allowance), which is what has been used in the LTFP.

The general fund assumes 4.1% (including 0.1% growth) for 2025-26, and 2.5% thereafter over the LTFP period. Historically the IPART Rate Peg has been 2.6% in 2020-21, 2.0% in 2021-22, 1.7% in 2022-23, 4.3% in 2023-24 and 5.5% in 2024-25.

Water annual charges increased by 3.85% and sewer annual charges by 4.42% and the outer years in line with the current Integrated Water Cycle Management Strategy.

User Fees and Other - Assumes 4.1% for 2025-26 and 2.5% in outer years.

Investment Revenue - Investment revenue is based on the estimate of the returns expected on Council's investment portfolio, primarily being term deposits in accordance with the Minister's investment order, and Council's Investment Policy.

Operating Grants and Contributions - A conservative approach is taken, as only known grant funds are included.

Capital Grants and Contributions - A conservative approach is taken, including known or recurrent funding in the 10-year period.

Net Gain on Disposal of Assets - Disposal of plant and investments are assumed to be for nil gain as they are assets that meet operational needs and are not of a commercial nature. The modelling assumes no write-off of the remaining book value of renewed infrastructure assets. **Interest Expense** - Borrowings are utilised to finance Council's infrastructure programs and enable the benefits and costs of long-life assets to be shared equitably between current and future generations of ratepayers. This is commonly termed 'intergenerational equity'. Borrowings are assumed to attract an average interest rate of 6% over the 10 years. It is assumed no new borrowings in the general fund for the life of the plan.

Depreciation - Depreciation is estimated based on current infrastructure and the projected asset expenditure in the future and is calculated using the straight-line basis over the

estimated useful life of the asset. Modelling assumes 'like for like' replacement of assets when they have reached the end of their useful lives.

Employee Costs - Salary and wages costs are estimated based on Council's approved organisational chart and applicable rates of pay per the Local Government Award. Increases are set at 3.5% for 2024-25, 3.0% for 2025-26 and 2.5% indexation for the remaining duration of the plan.

Materials, Contracts and Other Costs – Assumes 2.5% indexation. Some maintenance programs and contracts are adjusted for growth in the relevant services.

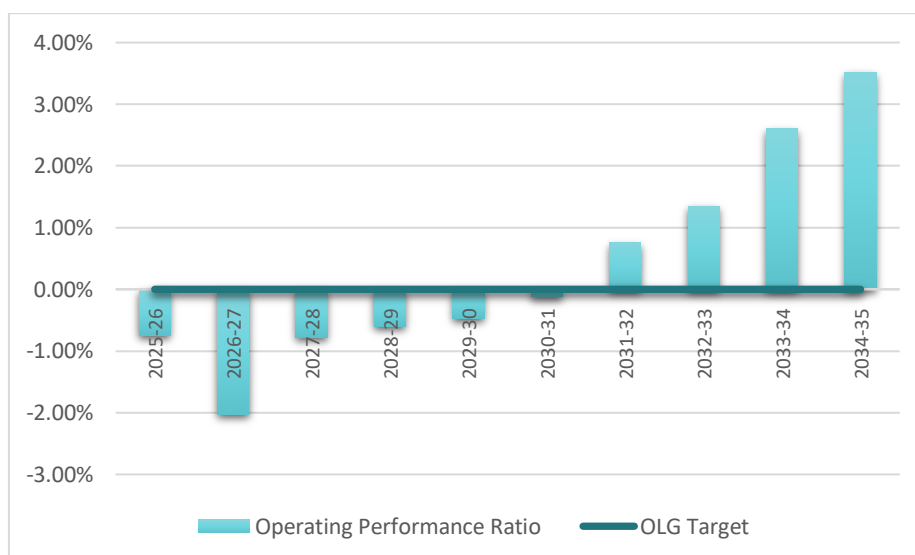
PERFORMANCE MONITORING

Council will continue to monitor performance in accordance with the Local Government Code of Accounting Practice and Financial Reporting 2023/24 (The Code) – G6 Statement of Performance Measures, as prescribed by the Office of Local Government. Council is aware that the Statement of Performance measure have been removed from the most recent update to the code released 15 April 2025. It is anticipated the performance measures will be reintroduced to the code in the future so Council will continue to monitor performance based on the following metrics. These metrics apply to Council's consolidated entity.

OPERATING PERFORMANCE RATIO - Total continuing operating revenue excluding capital grants and contributions less operating expenses.

Total continuing operating revenue excluding capital grants and contributions

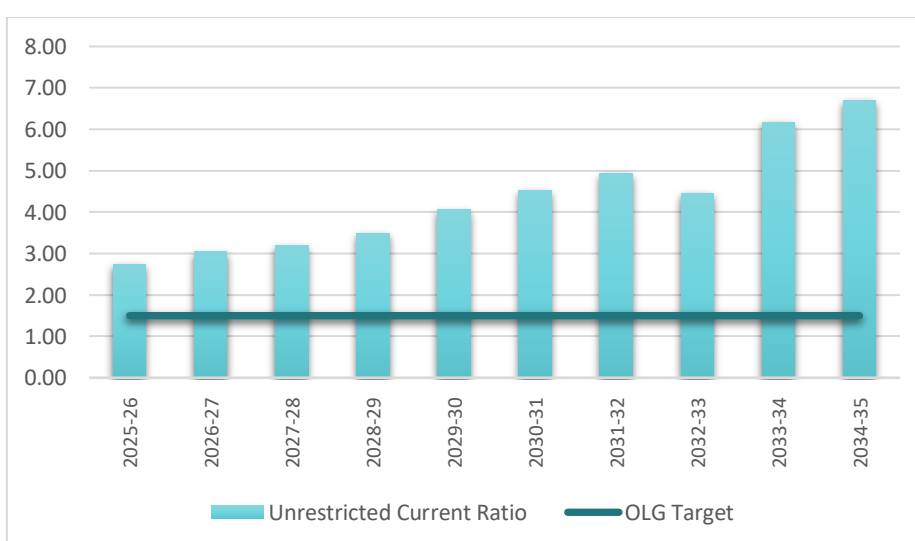
- Indicates Council's achievement of containing operating expenditure within operating revenue and indicates Council's capacity to meet ongoing operating expenditure requirements.
- Benchmark: greater than or equal to 0 (zero)



UNRESTRICTED CURRENT RATIO - Current assets less all external restrictions

Current liabilities less specific purpose liabilities

- Provides an indication of Council's ability to meet its short-term financial commitments.
- Benchmark: greater than or equal to 1.5x

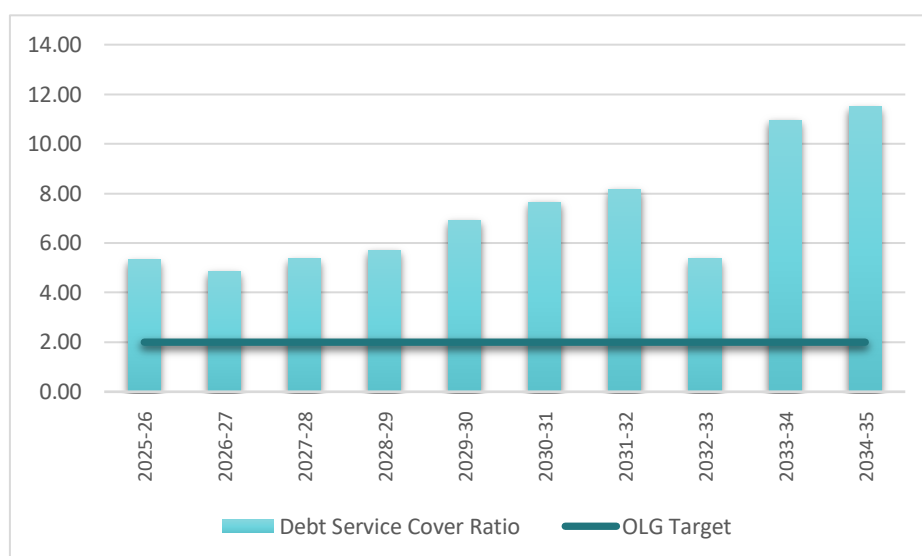


DEBT SERVICE COVER RATIO - Operating result before capital excluding interest and depreciation/impairment/amortisation.

Principal repayments plus borrowing costs

- Indicates the available cash to service Council's debts, including interest, principal and lease repayments.

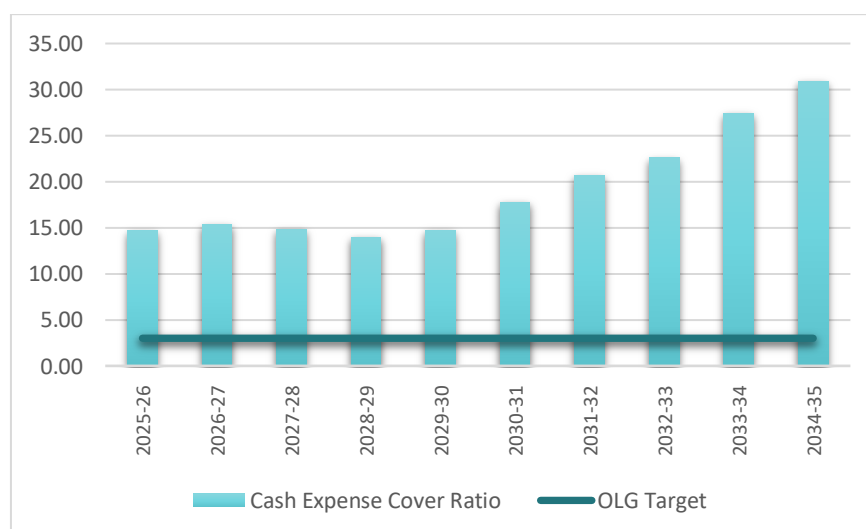
Benchmark: greater than or equal to 2x



CASH EXPENSE COVER RATIO - Current year's cash and cash equivalents plus term deposits

Payments from cash flow of operating and financing activities

- Indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow.
- Benchmark: greater than or equal to 3 months



SCENARIO ANALYSIS

A scenario analysis predicts the financial impact of a deliberate policy decision made by Council. Council operates three separate funds, general (including waste and environmental activities), water, and sewer. The following scenarios relate to the general fund (excluding waste and environmental) operations only, the other funds are assumed to remain the same in both scenarios.

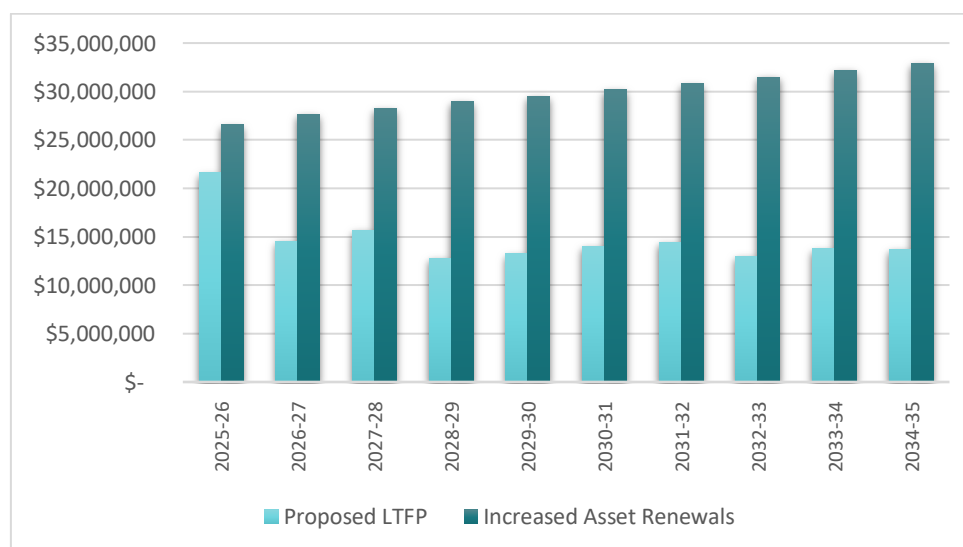
Scenario – Increased Asset Renewals

Under IPR Guidelines, due regard must be given to promoting the financial sustainability of the council by ensuring that adequate funding of infrastructure maintenance and renewal. The current industry benchmark for building and infrastructure asset renewals is 100% i.e. expenditure on renewal of infrastructure should equate to depreciation. From a general fund perspective this ratio of renewal to depreciation has been on average 80% over the past five years. Renewal is defined as the replacement of existing assets (as opposed to new assets) to equivalent capacity or performance capacity. Depreciation measures the annual consumption of the service potential of the assets. Prudent asset management would dictate that on average the rate of renewal should equal the rate by which assets are depreciating.

This scenario promotes spending on infrastructure renewals for the following benefits:

- Maximise service potential of the assets to the community
- Addressing safety risks
- Reducing long-term maintenance costs

Adequate funding within Council's existing internal cash reserves or grants would be required to meet the shortfall in funding for increased renewal expenditure as demonstrated in the below graph.



SENSITIVITY ANALYSIS

A sensitivity analysis predicts the financial impact of movements in external factors outside of Council's control.

Sensitivity – Wages growth

Salary growth is largely subject to the NSW Local Government Award. In 2024, the Local Government (State) Award rates of pay were increased by 3.5% with the new rate applying from 1 July 2024. The award covers three years of remuneration rates.

This plan has assumed a 3% increase in 2025-26 and 2.5% in 2026-27 which is an 5.5% cumulative increase over the remaining period of the award. The subsequent years assume 2.5% award rate increases.

The following tables outline the effect on the operating result if the award increases after 2027 are 5% or 10% (as opposed to 2.5%)

5% Award increase to rates of pay

Award Increase Rate Sensitivity 5% Inc (\$'000)	1 Yr	5 Yr	10 Yr
Increased Employee Costs (Cumulative)	0	4,321	12,090

10% Award increase to rates of pay

Award Increase Rate Sensitivity 10% Inc (\$'000)	1 Yr	5 Yr	10 Yr
Increased Employee Costs (Cumulative)	0	27,063	46,829

PROJECTED FINANCIAL STATEMENTS

INCOME STATEMENT - The Income statement, also known as the profit and loss statement, primarily focuses on Council's revenues and expenses.

BALANCE SHEET - The balance sheet, also known as the statement of financial position, reports Council's assets, liabilities and equity. It provides a snapshot of what Council owns and owes as at the date of the report.

CASH FLOW STATEMENT - The cash flow statement, also known as statement of cash flows, show the source of cash and helps monitor incoming and outgoing money.

The following pages show each of the projected financial statements for the consolidated council entity and general fund.

INCOME STATEMENT – CONSOLIDATED

Income Statement - Consolidated Fund												
	2023-24 Actuals	2024-25*	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Revenue												
Rates & Annual Charges	75,619	78,910	82,965	86,001	88,850	91,519	94,201	96,956	99,788	102,698	105,688	108,761
User Charges & Fees	42,141	40,300	40,387	41,387	42,381	43,414	44,496	45,604	46,741	47,906	49,100	50,324
Other Income	2,574	2,707	3,053	3,130	3,208	3,288	3,370	3,455	3,541	3,629	3,720	3,813
Investment Revenues	8,138	6,833	6,328	6,605	6,924	6,829	6,590	6,769	7,731	8,733	9,683	10,875
Operating Grants & contributions	21,802	27,527	17,251	17,620	17,695	18,164	18,398	18,367	18,632	19,062	19,364	19,792
Capital Grants & Contributions	69,372	52,867	38,609	19,925	17,300	14,960	15,290	15,652	16,023	16,404	16,555	16,394
Total Revenue	219,646	209,144	188,593	174,667	176,359	178,175	182,345	186,804	192,457	198,432	204,110	209,959
Less Expenses												
Profit/Loss on Disposal of Assets	3,628	800	408	416	424	433	442	450	459	469	478	488
Employee costs	51,358	51,667	52,169	53,350	54,315	55,673	57,196	58,343	59,802	61,297	62,830	64,400
Interest	4,075	2,556	2,282	4,276	3,986	3,702	3,429	3,204	2,968	2,742	2,244	2,053
Depreciation	45,376	46,853	49,781	53,081	54,372	55,775	57,159	58,719	59,958	61,258	62,578	63,917
Other Costs (incl materials & contracts)	54,672	57,638	46,868	47,173	47,616	49,044	50,049	51,095	52,372	54,278	55,024	56,399
Total Expenses	159,109	159,513	151,508	158,296	160,714	164,628	168,275	171,811	175,560	180,044	183,154	187,257
Net Operating Result for the Year	60,537	49,631	37,086	16,371	15,645	13,547	14,070	14,992	16,897	18,388	20,956	22,701
Net Operating Result Before Grants and Contributions provided for Capital Purposes	(8,835)	(3,236)	(1,524)	(3,554)	(1,655)	(1,413)	(1,220)	(660)	874	1,984	4,401	6,307
*current year based on December Quarterly budget review statement												

BALANCE SHEET – CONSOLIDATED

Balance Sheet - Consolidated Fund												
	2023-24 Actuals	2024-25*	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Assets												
Current Assets												
Cash & cash equivalents	26,387	(6,412)	991	10,673	6,954	1,881	10,276	41,526	74,827	108,949	151,230	195,575
Investments	132,020	132,020	132,020	132,020	132,020	132,020	132,020	132,020	132,020	132,020	132,020	132,020
Receivables - Current	26,233	26,233	26,233	26,233	26,233	26,233	26,233	26,233	26,233	26,233	26,233	26,233
Inventories	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888
Contract Assets	11,347	11,347	11,347	11,347	11,347	11,347	11,347	11,347	11,347	11,347	11,347	11,347
Other - Current	900	900	900	900	900	900	900	900	900	900	900	900
Total Current Assets	198,775	165,976	173,379	183,061	179,343	174,270	182,664	213,915	247,215	281,337	323,618	367,964
Non-Current Assets												
Receivables - Non-current	5	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
Infrastructure, Property, Plant & Equipment	2,186,257	2,280,283	2,302,664	2,302,482	2,315,195	2,327,256	2,327,703	2,306,576	2,285,252	2,259,886	2,234,442	2,208,516
Right of Use Assets	496	496	496	496	496	496	496	496	496	496	496	496
Total Non-Current Assets	2,186,758	2,280,776	2,303,157	2,302,975	2,315,688	2,327,749	2,328,196	2,307,069	2,285,745	2,260,379	2,234,935	2,209,009
TOTAL ASSETS	2,385,533	2,446,753	2,476,536	2,486,036	2,495,030	2,502,018	2,510,861	2,520,984	2,532,960	2,541,717	2,558,554	2,576,973
LIABILITIES												
Current Liabilities												
Lease Liabilities - Current	131	131	131	131	131	131	131	131	131	131	131	131
Payables - Current	17,841	17,841	17,841	17,841	17,841	17,841	17,841	17,841	17,841	17,841	17,841	17,841
Contract Liabilities	20,331	20,331	20,331	20,331	20,331	20,331	20,331	20,331	20,331	20,331	20,331	20,331
Borrowings - Current	8,102	8,102	7,302	6,871	6,651	6,559	5,228	4,869	4,921	9,632	4,119	4,282
Employee Benefit Provisions - Current	12,209	12,209	12,209	12,209	12,209	12,209	12,209	12,209	12,209	12,209	12,209	12,209
Provisions - Current	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	58,614	58,614	57,814	57,383	57,163	57,071	55,740	55,381	55,433	60,144	54,631	54,794
Non-Current Liabilities												
Lease Liabilities - Non-current	420	420	420	420	420	420	420	420	420	420	420	420
Borrowings - Non-current	55,122	66,710	60,208	53,768	47,337	40,870	36,974	32,463	27,491	13,148	14,542	10,097
Employee Benefit Provisions - Non-current	917	917	917	917	917	917	917	917	917	917	917	917
Provisions - Non-current	3,383	3,383	3,383	3,383	3,383	3,383	3,383	3,383	3,383	3,383	3,383	3,383
Total Non-Current Liabilities	59,842	71,430	64,928	58,488	52,057	45,590	41,694	37,183	32,211	17,868	19,262	14,817
TOTAL LIABILITIES	118,456	130,044	122,742	115,871	109,220	102,661	97,433	92,564	87,643	78,012	73,893	69,611
Net Assets	2,267,077	2,316,708	2,353,794	2,370,165	2,385,810	2,399,357	2,413,427	2,428,420	2,445,317	2,463,705	2,484,661	2,507,362
EQUITY												
Retained Earnings	1,121,236	1,170,867	1,207,953	1,224,323	1,239,969	1,253,516	1,267,586	1,282,578	1,299,476	1,317,864	1,338,820	1,361,521
Revaluation Reserves	1,145,841	1,145,841	1,145,841	1,145,841	1,145,841	1,145,841	1,145,841	1,145,841	1,145,841	1,145,841	1,145,841	1,145,841
Total Equity	2,267,077	2,316,708	2,353,794	2,370,164	2,385,810	2,399,357	2,413,427	2,428,419	2,445,317	2,463,705	2,484,661	2,507,362

*current year based on December Quarterly budget review statement

CASH FLOW STATEMENT – CONSOLIDATED

Cash Flow Statement - Consolidated Fund												
	2023-24 Actuals	2024-25*	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Cash Flows from Operating Activities												
Receipts												
Rates & Annual Charges	75,306	78,910	82,965	86,001	88,850	91,519	94,201	96,956	99,788	102,698	105,688	108,761
User Charges & Fees	40,993	40,300	40,387	41,387	42,381	43,414	44,496	45,604	46,741	47,906	49,100	50,324
Other Income	5,749	2,707	3,053	3,130	3,208	3,288	3,370	3,455	3,541	3,629	3,720	3,813
Investment Revenues	7,645	6,833	6,328	6,605	6,924	6,829	6,590	6,769	7,731	8,733	9,683	10,875
Operating Grants & contributions	21,802	27,527	17,251	17,620	17,695	18,164	18,398	18,367	18,632	19,062	19,364	19,792
Capital Grants & Contributions	59,039	43,731	29,245	10,327	7,462	4,876	4,953	5,057	5,164	5,273	5,145	4,699
Payments												
Employee costs	(51,110)	(51,667)	(52,169)	(53,350)	(54,315)	(55,673)	(57,196)	(58,343)	(59,802)	(61,297)	(62,830)	(64,400)
Interest	(2,847)	(2,556)	(2,282)	(4,276)	(3,986)	(3,702)	(3,429)	(3,204)	(2,968)	(2,742)	(2,244)	(2,053)
Other Costs (incl materials & contracts)	(58,052)	(57,638)	(46,868)	(47,173)	(47,616)	(49,044)	(50,049)	(51,095)	(52,372)	(54,278)	(55,024)	(56,399)
Net Cash provided (or used in) Operating Activities	98,525	88,148	77,910	60,270	60,604	59,671	61,334	63,568	66,455	68,984	72,603	75,411
Cash Flows from Investing Activities												
Investing Fund Flows												
Asset & Investment Sales	1,307	883	801	544	940	602	702	861	723	470	507	679
Deferred Debtor Repayments	8	8	-	-	-	-	-	-	-	-	-	-
Purchase of Assets	(117,812)	(133,426)	(64,007)	(44,261)	(58,611)	(58,787)	(48,414)	(28,309)	(28,956)	(25,700)	(26,710)	(27,463)
Redemption of Term Deposits	82,990	-	-	-	-	-	-	-	-	-	-	-
Acquisition of Term Deposits	(56,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(89,507)	(132,535)	(63,206)	(43,716)	(57,671)	(58,185)	(47,712)	(27,448)	(28,233)	(25,230)	(26,203)	(26,784)
Cash Flows from Financing Activities												
Proceeds from Borrowings	-	19,691	-	-	-	-	-	-	-	-	-	-
Repayments of Borrowings	(7,777)	(8,102)	(7,302)	(6,871)	(6,651)	(6,559)	(5,228)	(4,869)	(4,921)	(9,632)	(4,119)	(4,282)
Net Cash Flow provided (used in) Financing Activities	(7,777)	11,588	(7,302)	(6,871)	(6,651)	(6,559)	(5,228)	(4,869)	(4,921)	(9,632)	(4,119)	(4,282)
Net Increase/(Decrease) in Cash, Cash Equivalents & Investments	1,241	(32,799)	7,403	9,682	(3,718)	(5,073)	8,395	31,250	33,301	34,122	42,281	44,346
plus: Cash, Cash Equivalents & Investments - beginning of year	157,166	158,407	125,608	133,011	142,693	138,974	133,901	142,296	173,546	206,847	240,969	283,250
Cash, Cash Equivalents & Investments - end of the year	158,407	125,608	133,011	142,693	138,974	133,901	142,296	173,546	206,847	240,969	283,250	327,595
Representing:												
External Restrictions	73,654	55,897	50,548	48,485	47,700	52,079	56,747	64,066	72,084	80,811	89,581	97,527
Internal Restrictions	34,900	29,279	27,580	25,633	23,644	22,380	21,295	20,359	19,239	18,223	17,624	17,106
Unrestricted Cash - General Fund (including Environment Fu	8,166	9,345	14,950	22,784	27,986	35,423	44,707	54,403	64,582	76,294	88,228	101,190
Restricted Cash - Sewer Fund	22,699	19,964	26,378	27,894	22,811	10,104	9,139	18,851	29,788	37,874	52,742	68,744
Restricted Cash - Water Fund	18,988	11,124	13,555	17,896	16,833	13,916	10,408	15,868	21,153	27,768	35,074	43,028
	158,407	125,608	133,011	142,693	138,974	133,901	142,296	173,546	206,847	240,969	283,250	327,595
*current year based on December Quarterly budget review statement												

INCOME STATEMENT – GENERAL

Income Statement - General Fund (excluding Environment & Waste)

	2023-24 Actuals	2024-25*	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Revenue												
Rates & Annual Charges	33,713	35,232	36,859	37,927	39,019	40,139	41,287	42,465	43,674	44,913	46,184	47,488
User Charges & Fees	22,004	21,161	20,270	20,773	21,266	21,794	22,336	22,891	23,459	24,042	24,640	25,252
Other Income	2,537	2,707	3,053	3,130	3,208	3,288	3,370	3,455	3,541	3,629	3,720	3,813
Investment Revenues	3,957	3,705	4,100	4,195	4,337	4,482	4,631	4,784	4,940	5,100	5,264	5,433
Operating Grants & contributions	19,736	26,202	16,321	16,716	16,987	17,441	17,660	17,613	17,862	18,276	18,561	18,972
Capital Grants & Contributions	34,066	21,693	23,845	15,671	12,940	10,491	10,709	10,956	11,210	11,470	11,498	11,211
Total Revenue	116,013	110,700	104,449	98,413	97,757	97,635	99,992	102,163	104,686	107,431	109,867	112,168
Less Expenses												
Profit/Loss on Disposal of Assets	2,970	-	-	-	-	-	-	-	-	-	-	-
Employee costs	39,538	39,501	39,640	40,444	41,087	42,114	43,167	43,964	45,063	46,189	47,344	48,528
Interest	1,237	1,055	833	704	583	474	374	318	268	221	181	141
Depreciation	27,023	28,231	30,305	31,431	32,200	32,973	33,708	34,457	35,220	36,038	36,872	37,716
Other Costs (incl materials & contracts)	25,592	29,165	18,409	18,126	18,059	18,916	18,892	19,158	19,637	20,664	20,632	21,147
Total Expenses	96,360	97,953	89,187	90,706	91,928	94,477	96,141	97,897	100,188	103,113	105,029	107,532
Net Operating Result for the Year	19,653	12,747	15,262	7,707	5,829	3,158	3,852	4,266	4,498	4,318	4,838	4,637
Net Operating Result Before Grants and Contributions provided for Capital Purposes	(14,413)	(8,946)	(8,583)	(7,964)	(7,111)	(7,333)	(6,857)	(6,690)	(6,712)	(7,152)	(6,659)	(6,574)

*current year based on December Quarterly budget review statement

BALANCE SHEET – GENERAL

Balance Sheet - General Fund (excluding Environment & Waste)

	2023-24 Actuals	2024-25*	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Assets												
Current Assets												
Cash & cash equivalents	26,387	13,346	7,800	13,937	18,499	26,271	36,121	46,565	57,341	69,785	82,902	97,163
Investments	55,638	55,638	55,638	55,638	55,638	55,638	55,638	55,638	55,638	55,638	55,638	55,638
Receivables - Current	20,650	20,650	20,650	20,650	20,650	20,650	20,650	20,650	20,650	20,650	20,650	20,650
Inventories	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888
Contract Assets	80	80	80	80	80	80	80	80	80	80	80	80
Other - Current	860	860	860	860	860	860	860	860	860	860	860	860
Total Current Assets	105,504	92,463	86,917	93,054	97,616	105,388	115,239	125,682	136,458	148,902	162,019	176,280
Non-Current Assets												
Receivables - Non-current	5	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
Infrastructure, Property, Plant & Equipment	1,452,349	1,474,041	1,490,986	1,489,122	1,487,108	1,479,295	1,471,423	1,463,835	1,456,205	1,446,878	1,437,430	1,426,602
Right of Use Assets	496	496	496	496	496	496	496	496	496	496	496	496
Total Non-Current Assets	1,452,851	1,474,534	1,491,479	1,489,616	1,487,601	1,479,789	1,471,916	1,464,329	1,456,698	1,447,371	1,437,923	1,427,096
TOTAL ASSETS	1,558,355	1,566,997	1,578,396	1,582,669	1,585,217	1,585,176	1,587,155	1,590,011	1,593,156	1,596,273	1,599,942	1,603,375
LIABILITIES												
Current Liabilities												
Lease Liabilities - Current	131	131	131	131	131	131	131	131	131	131	131	131
Payables - Current	9,104	9,104	9,104	9,104	9,104	9,104	9,104	9,104	9,104	9,104	9,104	9,104
Contract Liabilities	18,889	18,889	18,889	18,889	18,889	18,889	18,889	18,889	18,889	18,889	18,889	18,889
Borrowings - Current	5,795	5,795	3,863	3,434	3,281	3,199	1,873	1,410	1,352	1,202	1,169	1,204
Employee Benefit Provisions - Current	12,209	12,209	12,209	12,209	12,209	12,209	12,209	12,209	12,209	12,209	12,209	12,209
Total Current Liabilities	46,128	46,128	44,195	43,766	43,614	43,531	42,206	41,743	41,685	41,534	41,502	41,536
Non-Current Liabilities												
Lease Liabilities - Non-current	420	420	420	420	420	420	420	420	420	420	420	420
Borrowings - Non-current	25,595	21,491	19,560	16,556	13,427	10,310	9,763	8,815	7,521	6,470	5,333	4,095
Employee Benefit Provisions - Non-current	916	916	916	916	916	916	916	916	916	916	916	916
Total Non-Current Liabilities	26,932	22,827	20,896	17,892	14,763	11,646	11,099	10,151	8,857	7,806	6,670	5,432
TOTAL LIABILITIES	73,059	68,955	65,092	61,658	58,377	55,178	53,305	51,894	50,542	49,340	48,171	46,968
Net Assets	1,485,295	1,498,042	1,513,304	1,521,011	1,526,840	1,529,999	1,533,850	1,538,117	1,542,614	1,546,933	1,551,771	1,556,408
EQUITY												
Retained Earnings	681,114	693,861	709,123	716,830	722,659	725,817	729,669	733,935	738,433	742,751	747,589	752,226
Revaluation Reserves	804,182	804,182	804,182	804,182	804,182	804,182	804,182	804,182	804,182	804,182	804,182	804,182
Total Equity	1,485,295	1,498,042	1,513,304	1,521,011	1,526,840	1,529,999	1,533,850	1,538,117	1,542,614	1,546,933	1,551,771	1,556,408

*current year based on December Quarterly budget review statement

CASH FLOW STATEMENT – GENERAL

Cash Flow Statement - General Fund (excluding Environment & Waste)												
	2023-24 Actuals	2024-25*	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Cash Flows from Operating Activities												
Receipts												
Rates & Annual Charges	33,400	35,232	36,859	37,927	39,019	40,139	41,287	42,465	43,674	44,913	46,184	47,488
User Charges & Fees	20,856	21,161	20,270	20,773	21,266	21,794	22,336	22,891	23,459	24,042	24,640	25,252
Other Income	5,712	2,707	3,053	3,130	3,208	3,288	3,370	3,455	3,541	3,629	3,720	3,813
Investment Revenues	3,464	3,705	4,100	4,195	4,337	4,482	4,631	4,784	4,940	5,100	5,264	5,433
Operating Grants & contributions	19,736	26,202	16,321	16,716	16,987	17,441	17,660	17,613	17,862	18,276	18,561	18,972
Capital Grants & Contributions	23,733	13,941	15,900	7,527	4,592	1,934	1,938	1,967	1,996	2,026	1,817	1,288
Payments												
Employee costs	(50,452)	(39,501)	(39,640)	(40,444)	(41,087)	(42,114)	(43,167)	(43,964)	(45,063)	(46,189)	(47,344)	(48,528)
Interest	(9)	(1,055)	(833)	(704)	(583)	(474)	(374)	(318)	(268)	(221)	(181)	(141)
Other Costs (incl materials & contracts)	(28,972)	(29,165)	(18,409)	(18,126)	(18,059)	(18,916)	(18,892)	(19,158)	(19,637)	(20,664)	(20,632)	(21,147)
Net Cash provided (or used in) Operating Activities	27,467	33,226	37,621	30,994	29,682	27,575	28,790	29,734	30,504	30,912	32,030	32,430
Cash Flows from Investing Activities												
Investing Fund Flows												
Asset & Investment Sales	1,099	881	689	487	766	546	614	646	628	432	430	364
Deferred Debtor Repayments	8	8	-	-	-	-	-	-	-	-	-	-
Purchase of Assets	(34,604)	(43,052)	(39,993)	(21,911)	(22,604)	(17,151)	(17,680)	(18,526)	(19,004)	(17,698)	(18,173)	(17,330)
Redemption of Term Deposits	82,990	-	-	-	-	-	-	-	-	-	-	-
Acquisition of Term Deposits	(56,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,507)	(42,163)	(39,304)	(21,424)	(21,838)	(16,604)	(17,065)	(17,880)	(18,376)	(17,267)	(17,743)	(16,965)
Cash Flows from Financing Activities												
Proceeds from Borrowings	-	1,691	-	-	-	-	-	-	-	-	-	-
Repayments of Borrowings	(5,173)	(5,795)	(3,863)	(3,434)	(3,281)	(3,199)	(1,873)	(1,410)	(1,352)	(1,202)	(1,169)	(1,204)
Net Cash Flow provided (used in) Financing Activities	(5,173)	(4,105)	(3,863)	(3,434)	(3,281)	(3,199)	(1,873)	(1,410)	(1,352)	(1,202)	(1,169)	(1,204)
Net Increase/(Decrease) in Cash, Cash Equivalents & Investments	15,787	(13,041)	(5,546)	6,137	4,562	7,772	9,851	10,443	10,776	12,444	13,117	14,261
plus: Cash, Cash Equivalents & Investments - beginning of year	71,735	87,522	74,481	68,935	75,072	79,634	87,406	97,256	107,700	118,476	130,920	144,037
Cash, Cash Equivalents & Investments - end of the year	87,522	74,481	68,935	75,072	79,634	87,406	97,256	107,700	118,476	130,920	144,037	158,298
Representing:												
External Restrictions	44,456	32,852	23,262	23,525	24,942	26,616	28,353	30,130	31,947	33,807	35,709	37,655
Internal Restrictions	34,900	32,269	30,569	28,623	26,634	25,369	24,284	23,349	22,229	21,213	20,614	20,096
Unrestricted Cash - General Fund (excluding Environment & Waste)	8,166	9,360	15,103	22,924	28,059	35,420	44,619	54,222	64,300	75,900	87,715	100,547
Total	87,522	74,481	68,935	75,072	79,634	87,406	97,256	107,700	118,476	130,920	144,037	158,298

*current year based on December Quarterly budget review statement

2025 - 2035

Draft Strategic Asset Management Plan (Asset Management Strategy)

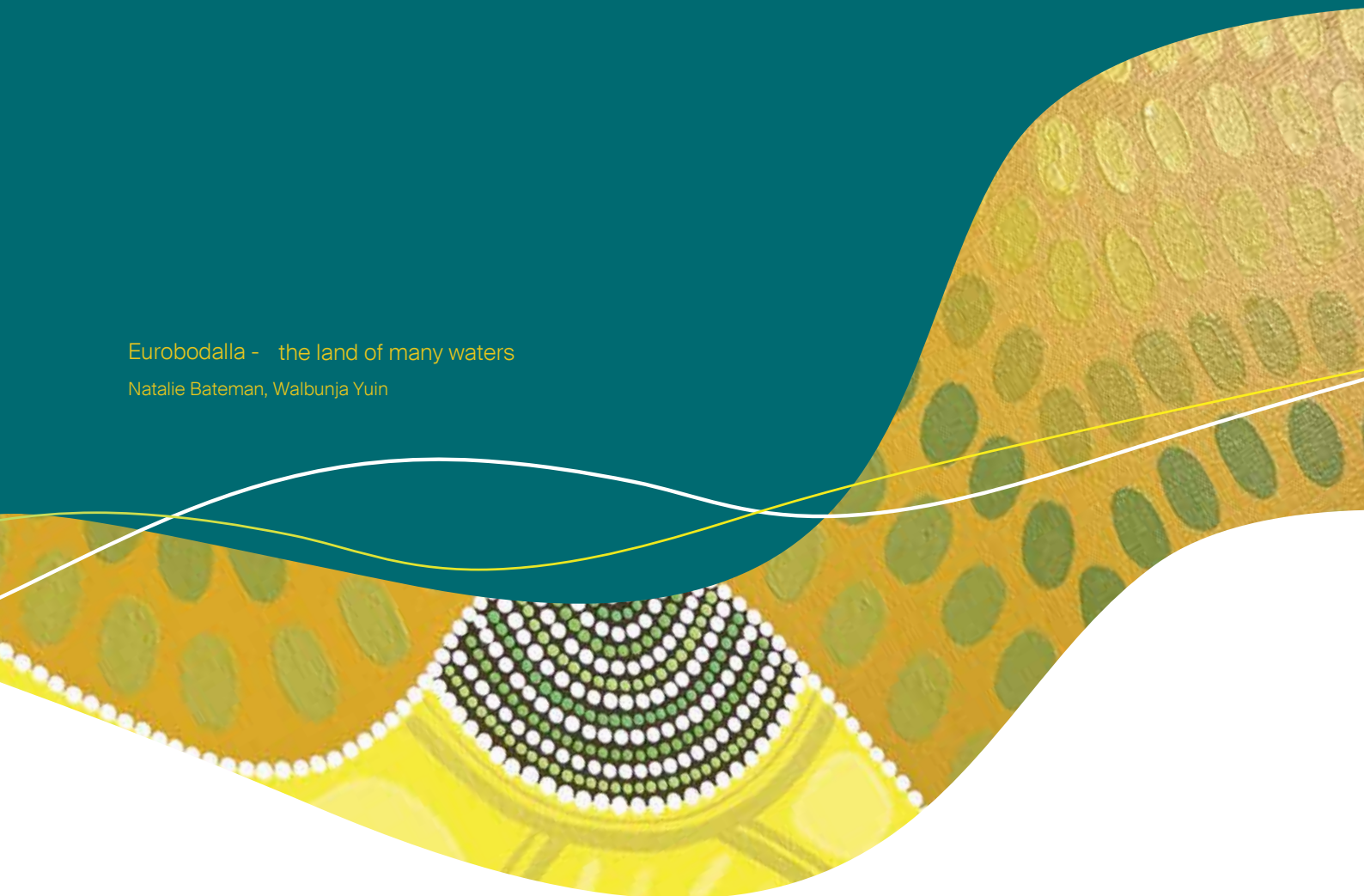


Acknowledgement of Country

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		Strategic Asset Management Plan			
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Rev No	Date	Revision Details	Author	Reviewer	Approver
1.0	May 2022	Rework of original strategy into new template.	Rob Burke	Carl Ginger	ELT
2.0	2025	Amended to include ISO55000:2024 updates Renamed to Strategic Asset Management Plan (SAMP) from Asset Management Strategy as per ISO update. Updated information to reflect current data and situation.	Maggie Sale/ Kirsty Cameron	Tom Franzen	ELT

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

Strategic Asset Management Plan (SAMP)

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1. Executive summary

1.1. Purpose

The Strategic Asset Management Plan (SAMP), previously known as Asset Management Strategy (prior to 2024), provides a framework and methodology for managing our asset portfolio throughout their lifecycle, including planning, acquisition/construction, renewal, maintenance, and operation of infrastructure. It ensures:

- Integration of asset management practices with the Council's long-term strategic plan, including the Community Strategic Plan, Resourcing Strategy, Finance Strategy 2024-2028, and Grants Strategy 2024-2028.
- Balances community needs and service expectations with Council's ability to maintain infrastructure for current and future generations in a financially sustainable manner, i.e. best meets community needs without increasing the infrastructure funding shortfall.
- Assists in meeting the requirements of national sustainability frameworks and NSW Integrated Planning and Reporting Guidelines by demonstrating what level of service can be delivered in a financially sustainable manner.

1.2. Asset description and current state

Eurobodalla Shire Council (ESC) owns and manages a large and diverse asset portfolio. This SAMP sets the direction for our Transport & Stormwater, Buildings and Facilities, Recreation and Open Space, Marine Facilities, Moruya Regional Airport, Waste Facilities, and Batemans Bay Holiday Resort. Water and sewer assets are not currently considered in this Strategy as they are managed through the 'Integrated Water Cycle Management Strategy and Strategic Business Plan'.

As at 30 June 2024:

- Total replacement cost \$1,642M
- 77% of asset value in Transport and Stormwater
- 81% of assets in very good/good condition
- 4% of assets in poor condition

1.3. Financial Summary

The anticipated planned budget for assets represented by this SAMP represents only 77% of the asset lifecycle cost.

Over a 10 year planning period:

- Planned budget \$420M, average of \$42.0M per year
- Forecasted lifecycle costs \$542M, average 54.2M per year

- Budget shortfall estimated average \$12.2M per year

The planned budget figures are worst case position and assumes no additional grant funding or developer contributions received through the planning period. Council will continue to advocate for grant funding in alignment with Council’s Grant Strategy. It is expected that, as evidence from past years, grant funding will be received from State and Federal agencies to augment the Council renewal and maintenance budgets.

2. Introduction

2.1. 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.
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	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.

Legislation	Requirement
- Fisheries Management Act 1994 - Marine Estate Management Act 2014 - Coastal Management Act 2016 - Heritage Act 1977	
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.
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.

Legislation	Requirement
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.

2.2. Policy framework

The Integrated Planning and Reporting (IP&R) Guidelines, first issued by the Office of Local Government (OLG) in 2010 and updated in September 2021, to reflect legislative changes from the Local Government Amendment (Governance and Planning) Act 2016, guide the planning and reporting activities of all NSW councils. The main components are summarised Figure 2.1 and Table 2-1Error! Reference source not found. below.

Figure 2.1: ESC integrated planning and reporting framework (adapted from IP&R 2021)

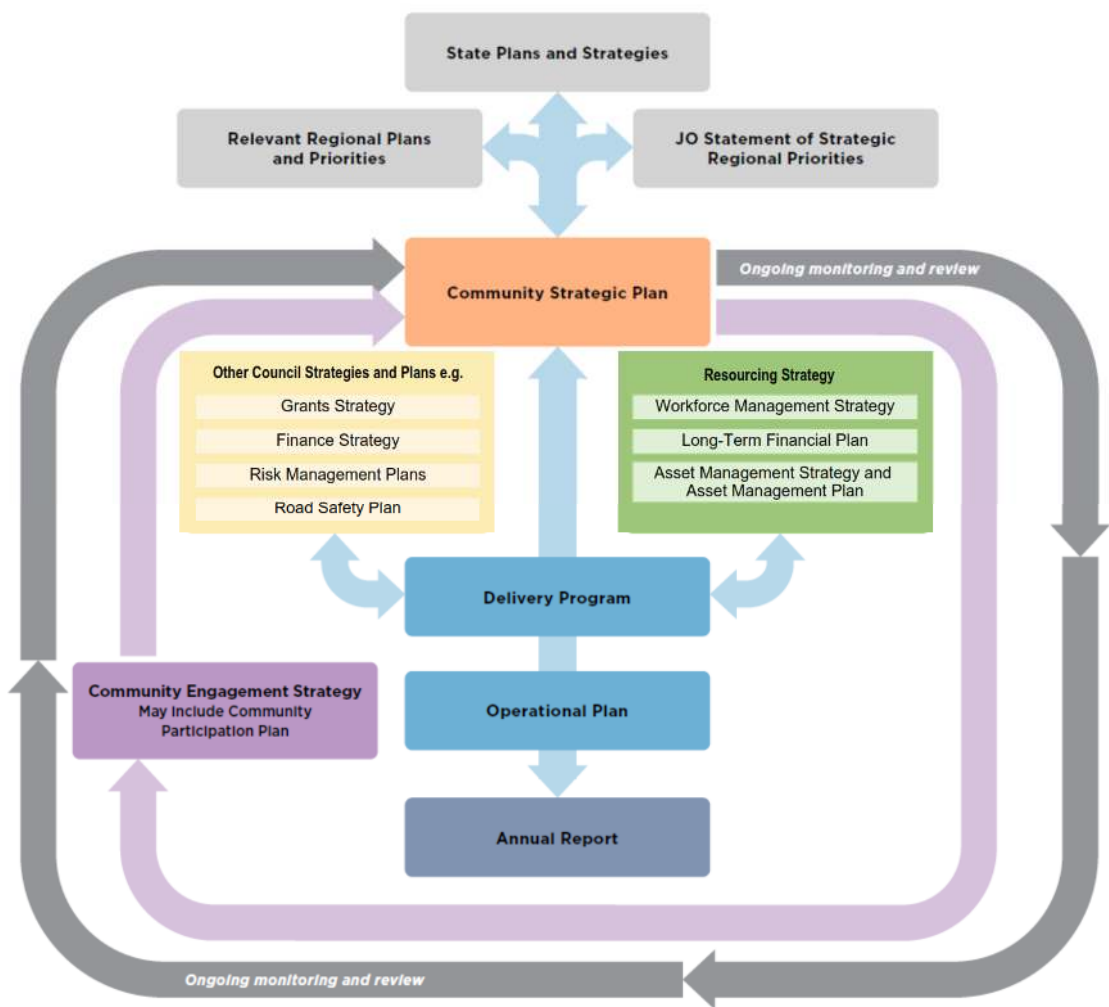


Table 2-1IP&R framework planning and reporting activities

Component	Description
Community Strategic Plan	The highest level of strategic planning undertaken by a council, with a ten-year plus timeframe. All other plans must support achievement of the Community Strategic Plan objectives.
Resourcing Strategy	Shows how council will resource its strategic priorities, identified through IP&R. The Resourcing Strategy includes three inter-related elements: 1. Long-Term Financial Planning 2. Workforce Management Planning 3. Asset Management Planning a) Asset Management Policy b) Strategic Asset Management Plan (SAMP): Aligns policy, objectives, strategies, systems, and plans. c) Asset Management Plan (AMP): The activities, resources, costs, timeframes, and risks of the services and service levels provided.
Delivery Program	The council’s commitment to the community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives.
Operational Plan	Shows the individual projects and activities a council will undertake in a specific year. It includes the Council’s annual budget and Statement of Revenue Policy.
Annual Report	Reports back to the community on the work undertaken by a council each year to deliver on the commitments of the Delivery Program via that year’s Operational Plan. Councils also report on their financial and asset performance against the annual budget and longer-term plans.

2.3. What is asset management?

Asset management includes coordinating activities to maximise asset value through balancing costs, risks, needs, opportunities, and performance throughout the asset’s life cycle. This includes daily operations, monitoring, and maintenance, as well as long-term planning, creation, renewal, and disposal tasks. ESC utilises three main categories:

- **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.

The asset management planning process involves capturing asset data, maintaining information systems, and creating policies and plans that align with strategic and financial goals, legal requirements, and stakeholder expectations. This comprehensive process ensures assets are managed to provide affordable and optimal services.

3. What assets do we have?

Council uses infrastructure assets to provide services to the community. The range of general fund infrastructure assets and services provides from assets is shown in Table 3-1Error! Reference source not found. below.

Table 3-1 Assets used to provide services

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.
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.

4. Our assets and their management

4.1. State of the assets

This section shows the state of Council’s assets as of 30 June 2024.

4.1.1. Financial status

The financial status of the organisation’s assets is shown in Table 4-1.

Table 4-1: Financial status of general fund assets

Asset Class	Replacement Cost (\$000)	Depreciable Amount * (\$000)	Depreciated Replacement Cost ** (\$000)	Annual Depreciation Amount (\$000)
Transport and Stormwater	1,261,641	414,685	846,956	17,405
Recreation and Open Space	133,757	43,855	89,902	1,655
Marine Facilities	142,274	43,036	99,238	4,524
Marine Facilities	26,704	17,890	8,814	843
Moruya Regional Airport	11,384	3,659	7,725	197
Waste Facilities	20,321	8,628	11,692	1,026
Batemans Bay Holiday Resort	15,564	4,523	11,041	385
Total	1,611,645	536,277	1,075,368	26,035

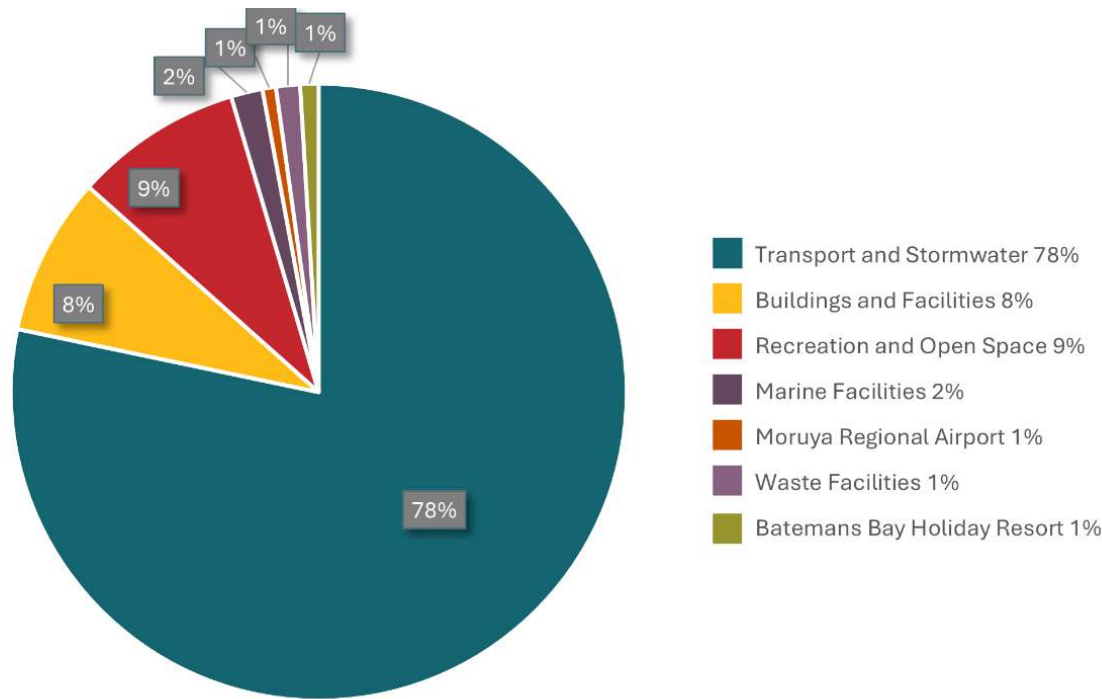
* Depreciable Amount excludes items that are not depreciable such as earthworks, sediment basins and retention ponds.

** Depreciated Replacement Cost is also known as the written down value of asset or net book value of the asset.

4.1.2. Asset distribution

The following figure demonstrates the distribution of asset classes by replacement cost.

Figure 4.1: General fund asset replacement values distribution



4.1.3. Condition profile

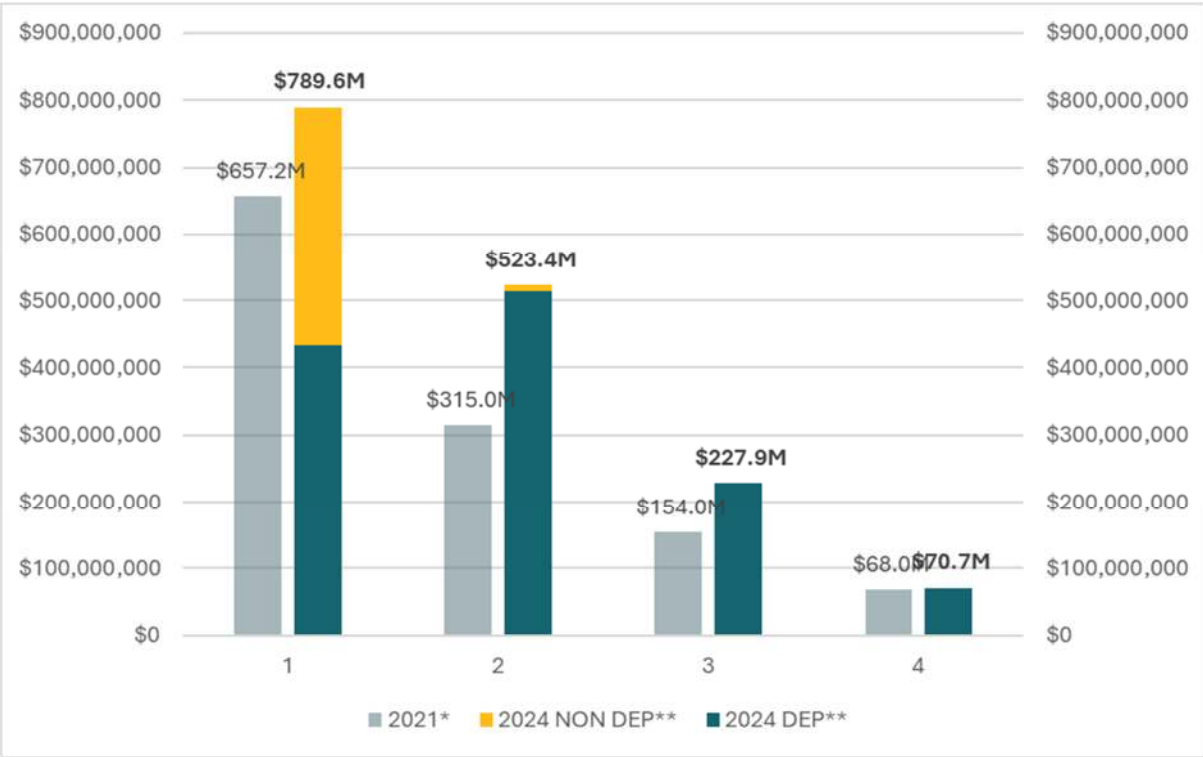
Assets are given a condition rating using a one (1) to four (4) grading system. The table below details the split.

Table 4-2: 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.

The condition of the general fund infrastructure assets shown below demonstrates that Council has a high proportion of its assets in in very good or good condition, however, there is still a large value of assets in condition 4 totalling \$70.7M. The percentage of assets in condition 4 has decreased from 6% to 4% since 2022.

Figure 4.2: General fund infrastructure asset condition profile



Depreciable assets and non-depreciable assets are distinguished by different colours in the figure above. 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.

4.2. Lifecycle costs

Lifecycle costs, or whole of life costs, represent the average annual expenses needed to sustain service levels over the longest asset life. This strategic plan includes forecasted lifecycle costs for maintaining and renewing existing assets, as well as capital upgrades for new or expanded assets.

All projected costs are provided in future year dollars, assuming a CPI of 2.5% each year.

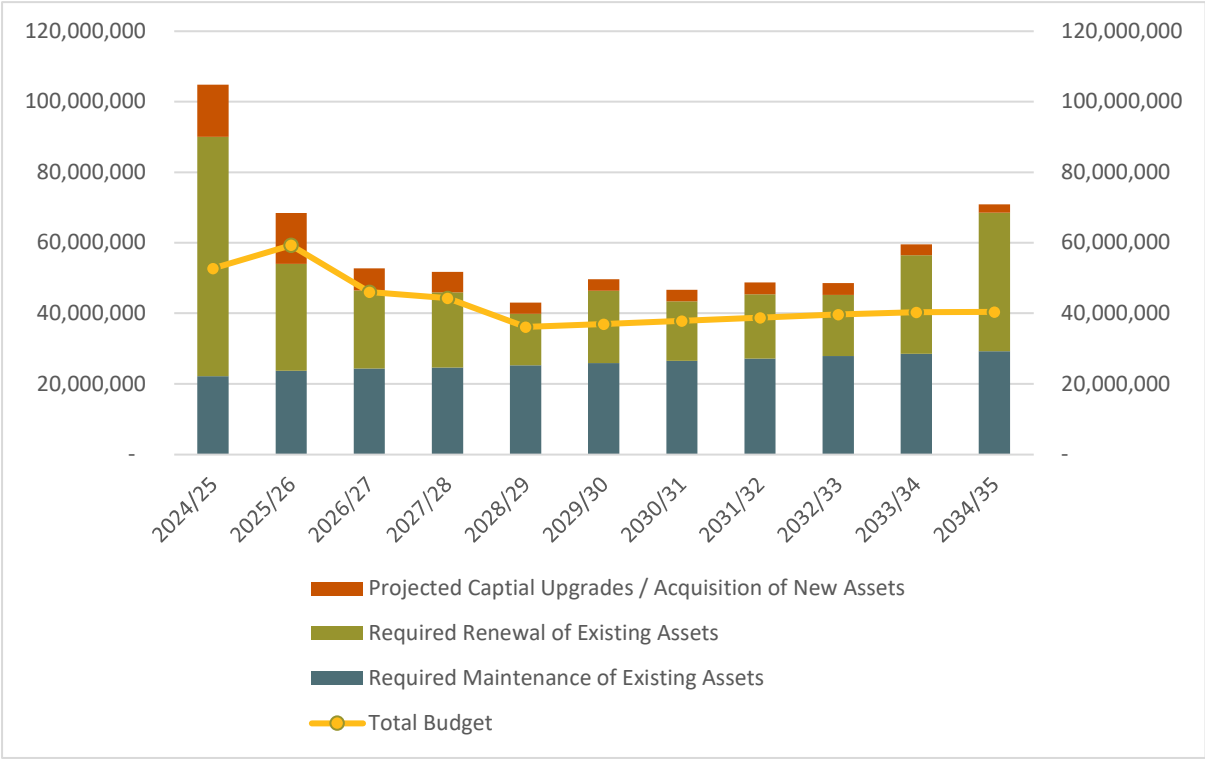
The lifecycle costs of the general fund infrastructure assets are shown in Figure 4.3 below.

In summary, forecasted lifecycle costs over the 10-year planning period for the general fund infrastructure assets 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 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.

Figure 4.3: Forecast lifecycle cost and planned budgets



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 and maintenance funds.

4.3. Asset management structure

Council’s infrastructure asset information and management team sits within Technical Services, a division of the Infrastructure Services directorate. The table below provides a summary of the roles and responsibilities of this team.

Table 4-3: Infrastructure assets team roles and responsibilities

Role	Responsibility
Asset Manager	Overall responsibility for coordinating Council’s infrastructure asset management functions.
Asset Information Support Officers	Responsible for infrastructure asset data collection and management.
Asset Information Support Officers (Systems)	Responsible for entering, amending, and maintaining infrastructure asset management systems.

The Assets team collaborates closely with the Finance team, especially the Assistant Accountant (Assets), and the relevant asset owners within Council.

4.4. Financial and asset management maturity

The National Framework on Asset Planning and Management and Financial Planning and Reporting define 10 elements. 11 practice areas have been developed from these elements to assess maturity under the National Framework. The core competencies are:*Asset Planning and Management*

- Asset Management Policy
- Strategic Asset Management Plan
- Asset Management Plan
- Governance and Management
- Levels of Service
- Data and Systems
- Skills and Processes
- Evaluation

Financial Planning and Reporting

- Strategic Longer-Term Plan
- Annual Budget
- Annual Report

Council has previously undertaken maturity assessments. A key task of the reformed Asset Matrix Group will be to complete a new assessment and develop an asset maturity improvement plan.

4.5. Strategy outlook

- 1. The organisation is not able to fund current infrastructure life cycle cost at current levels of service and available funds without additional external funding
- 2. Council will advocate for available external funds in line with our Grant Strategy 2024-28.
- 3. The organisation’s is working towards continually improving the current asset management maturity level and will undertake a maturity assessment and develop an improvement plan.

5. Where do we want to be?

5.1. Council’s vision, mission, goals, and strategies

Council has adopted a vision for the future in the Eurobodalla Community Strategic Plan.

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.

The Community Strategic Plan outlines themes and strategic objectives to be achieved in the planning period. The goals show what our vision will look like, and the strategies are the steps needed to get there. Table 5-1 demonstrates these below.

Table 5-1: ESC Themes and strategic Objectives

CSP Theme and Strategic Objective	CSP Strategy
Theme 1 - Our community Eurobodalla welcomes, celebrates and supports everyone.	1.1 Acknowledge our beginnings, embrace our culture and diversity.
	1.1 Acknowledge our beginnings, embrace our culture and diversity.
	1.2 Celebrate and support people of all ages
	1.3 Foster a safe community
	1.4 Promote access to quality health and community services
Theme 2 - Our economy We have a strong economy with learning, employment and business opportunities.	2.1 Support diversified industry and thriving business.
	2.2 Promote vibrant events and tourism to become a top destination.
	2.3 Support rich learning opportunities and experiences.
Theme 3 - Our environment We sustain our shire by balancing growth and protecting our natural environment.	3.1 Value, protect and enhance our natural environment.
	3.2 Respond to our changing climate and natural hazards.
	3.3 Balanced development between the needs of people, place and productivity.
Theme 4 - Our infrastructure Our community has reliable and	4.1 Provide integrated active transport networks to enable a connected and accessible Eurobodalla.

safe infrastructure networks and community facilities.	4.2 Strengthen linkages through utilities, digital communications, and transport options.
	4.3 Service community with resilient water, waste, sewage, and stormwater infrastructure.
	4.4 Ensure community facilities and public spaces are clean, safe and have great amenity
Theme 5 - Our civic leadership We are an engaged community progressive leadership.	5.1 Our community is informed and participates in decision making
	5.2 Proactive, responsive and strategic leadership
	5.3. Well managed and governed resources systems and processes

5.2. Asset management policy

Council’s Asset Management Policy defines Council’s vision and service delivery objectives for asset management in accordance with the Strategic Plan, legislative requirements, community needs, and affordability.

The Strategic Asset Management Plan supports the Asset Management Policy by:

- Showing how its asset portfolio will meet the affordable service delivery needs of the community into the future,
- Enabling Councils’ asset management policies to be achieved, and
- Ensuring the integration of Councils’ asset management practices with its long-term strategic plan.

A copy of the Asset Management Policy can be found on Council’s website through the following link. [Asset Management Policy](#).

5.3. Asset management vision

To ensure the long-term financial sustainability of Council, it is essential to balance the community’s expectations for services with the ability to pay for the general fund infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset lifecycle.

To assist in achieving this balance, Council aims to develop and maintain asset management governance, skills, process, systems, and data to provide the level of service the community need at present and in the future, in the most cost-effective and fit for purpose manner.

In line with this vision, the objectives of the Strategic Asset Management Plan are to:

- Ensure Councils’ infrastructure assets are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to Council’s financial sustainability.
- Safeguard Council’s assets including physical assets by implementing appropriate asset management strategies and appropriate financial resources for those assets.
- Meet legislative requirements for all Council’s operations.

- Ensure resources and operational capabilities are identified and responsibility for asset management is allocated.
- Provide high level oversight of financial and asset management responsibilities through reporting to Council on development and implementation of the Strategic Asset Management Plan, Asset Management Plan, and Long-Term Financial Plan.

6. How will we get there?

The Strategic Asset Management Plan presents the following strategies to enable the objectives of the Asset Management Vision, Asset Management Policy, Asset Management Plan, and Asset Management Improvement Plan to be achieved.

Table 6-1: Asset management strategies

No.	Strategy	Desired Outcome
1	Establish an Asset Matrix Group.	Develop a whole of organisation approach to asset management.
2	Implement an Improvement Plan to realise ‘core’ maturity for the financial and asset management competencies within 2 years.	Improved financial and asset management capacity within the organisation.
3	Review and update asset management plans and long-term financial plans annually after adoption of annual budgets.	Identification of services needed by the community and required funding to optimise ‘whole of life’ costs.
4	Adopt a Long-Term Financial Plan covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide Council services.
5	Incorporate Year 1 of Long-Term Financial Plan revenue and expenditure projections into annual budgets.	Long term financial planning drives budget deliberations.
6	Develop and implement strategies to minimise risks and improve funding levels. Engage the community regarding any consequences of funding decisions on service levels and risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions. Risks are minimised and increased funding is achieved to improve levels of service.
7	Report Council’s financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability, and performance against strategic objectives in Annual Reports.	Financial sustainability information is available for Council and the community.
8	Ensure Council’s decisions are made from accurate and current information in asset registers, on service level performance and costs and ‘whole of life’ costs.	Improved decision making and greater value for money.
9	Report on Council’s resources and operational capability to deliver the services needed by the community in the Annual Report.	Services delivery is matched to available resources and operational capabilities.
10	Report six monthly to executive by Audit Committee/CEO on development and implementation of Asset Management Strategy, AM Plans and Long-Term Financial Plans.	Oversight of resource allocation and performance.

2025 - 2035

Draft Asset Management Plan

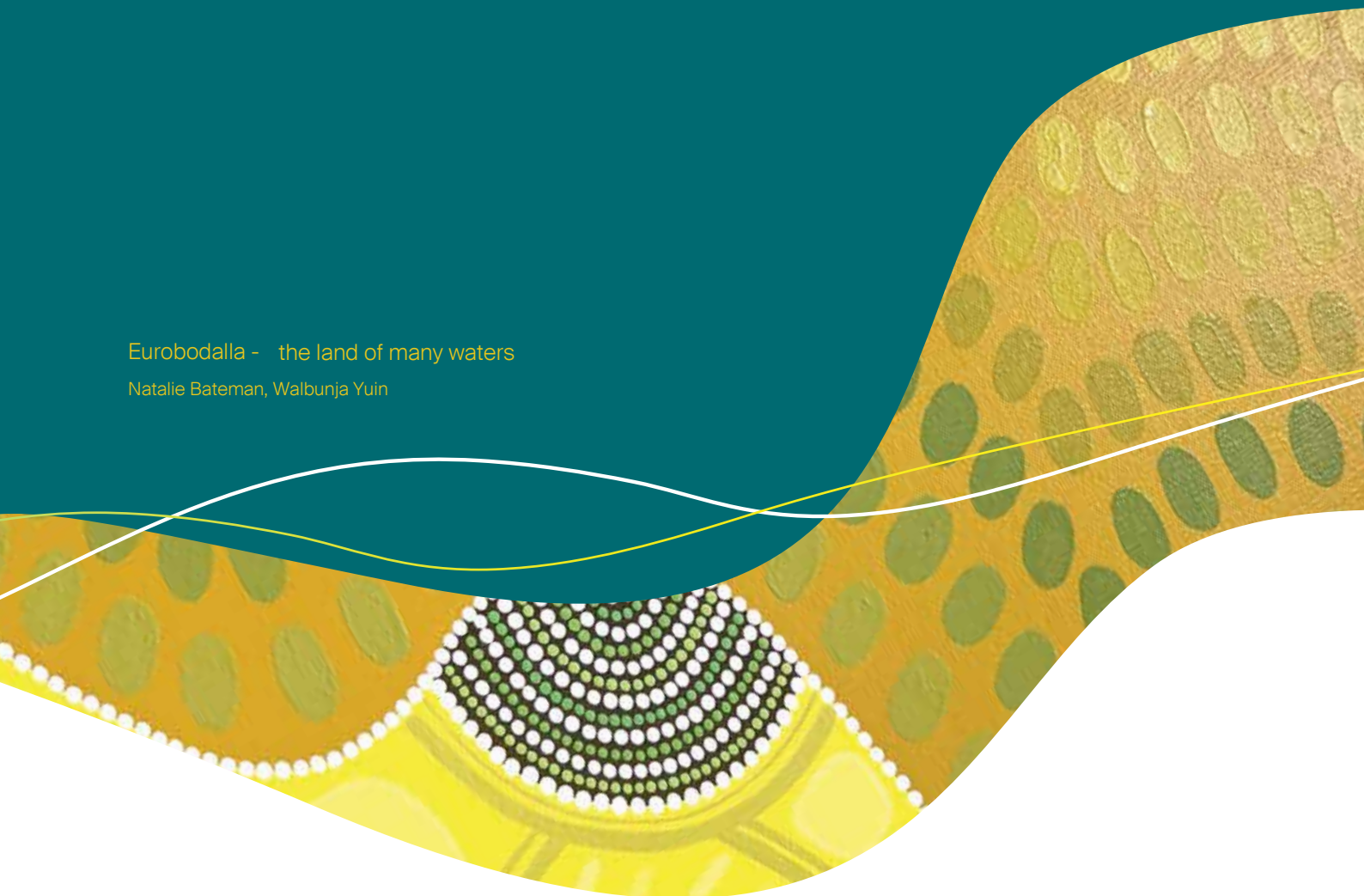


Acknowledgement of Country

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

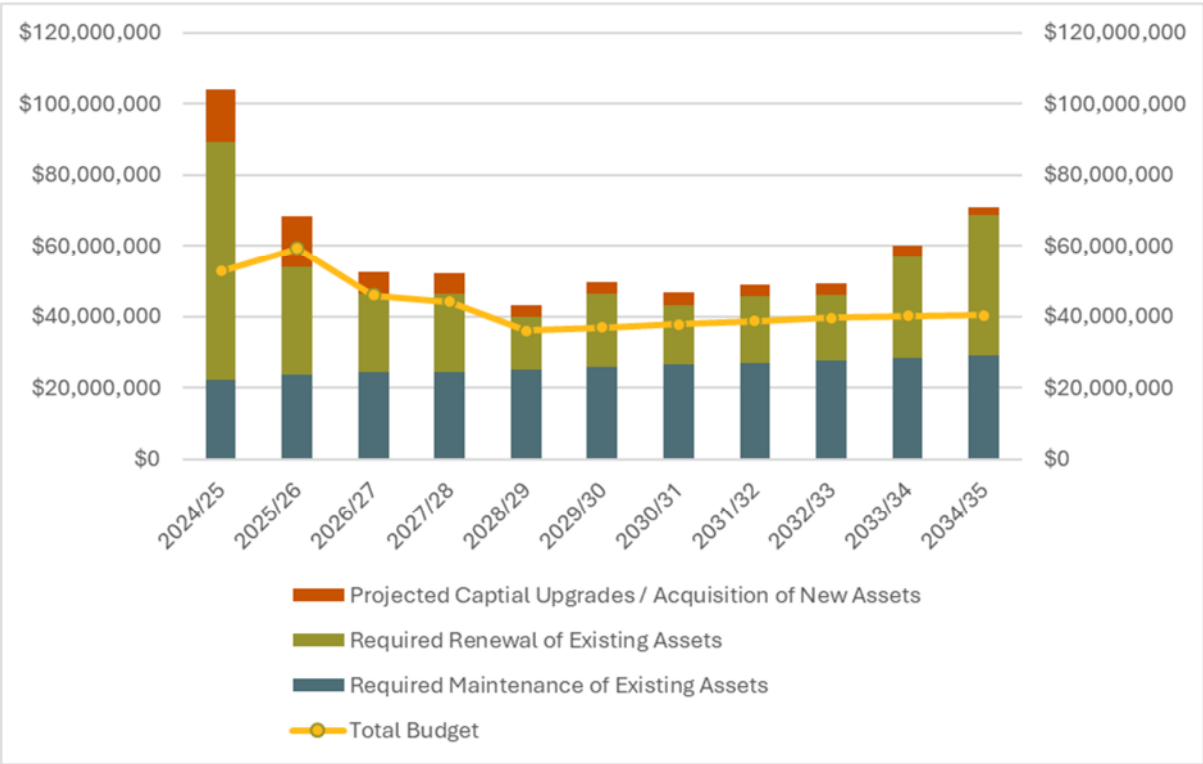
1.6.1. What we will do

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 an 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 the Marine Infrastructure Strategy for adoption by Council and update AM Plan
- 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

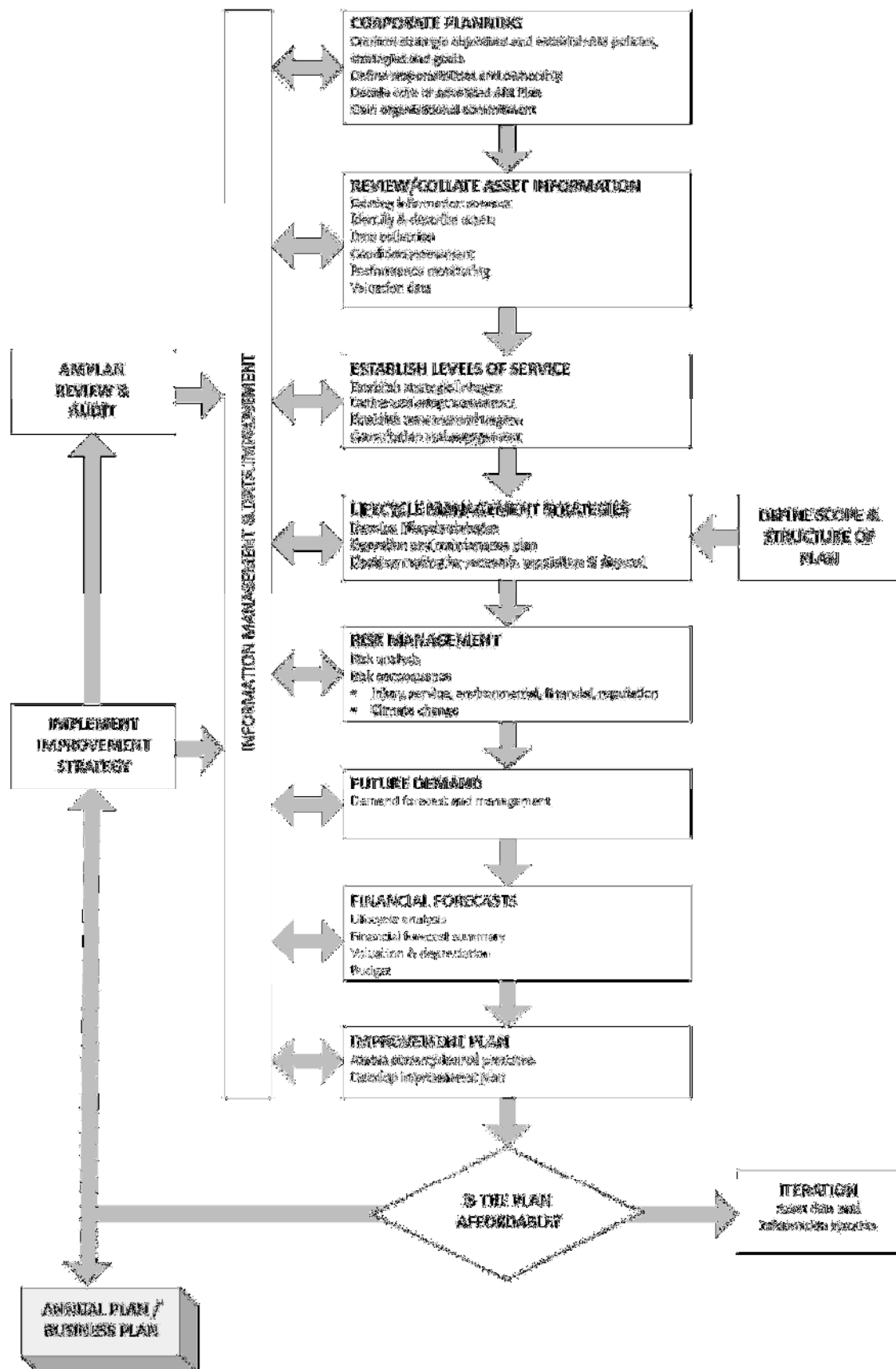
- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- 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	13.8km 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 standards as identified in the Marine Infrastructure Strategy	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	<i>\$6.1M Annual Average over 10 years</i>	<i>\$6.8M Annual Average over 10 years</i>
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/ Acquisitions	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
Maintenace	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 identified through the consultation process for the Marine Infrastructure Strategy	Budget Allocation	Funding allocated where available	Optimise use of grants and developer contributions to deliver priority projects within Council's strategic plans
		Budget	<i>\$1.5M Annual Average over 10 years</i>	<i>\$1.5M Annual Average over 10 years</i>
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 timber 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	<i>\$0.3M Annual Average over 10 years</i>	<i>\$0.3M Annual Average over 10 years</i>
Renewal	Marine facilities	Budget allocation	Limited by existing budget	Increase using grants to maintain levels of service (CTBS)
		Budget	<i>\$0.9M Annual Average over 10 years</i>	<i>1.4M Annual Average over 10 years</i>
Disposal	Disposal of assets no longer in use	As identified	No disposal planned	No disposals planned

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
		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/	Provide for facilities to meet demand	Budget Allocation	Funding allocated where available	Optimise use of grants and developer contributions to deliver priority projects

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
Acquisitions				within Council's strategic plans
		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	As per current performance

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
			required by Resort Contractor	
		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

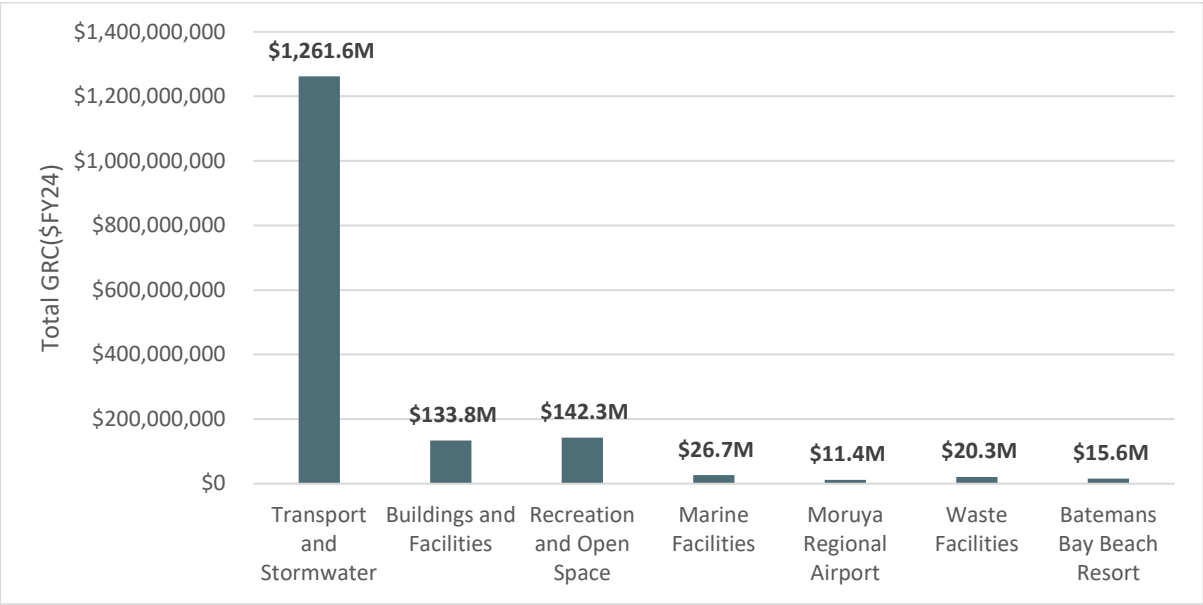


Figure 5-2 Financial Comparison of assets at 30 June 2021 & 30 June 2024

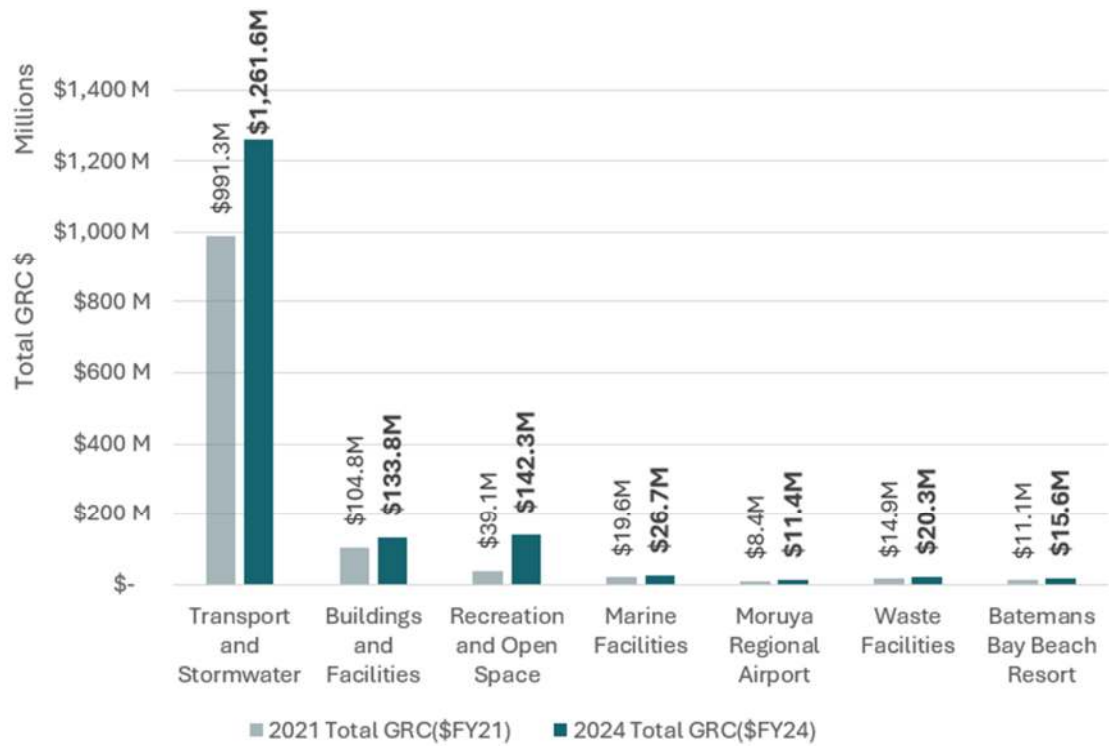


Figure 5-3 Percentage Comparison of assets at 30 June 2021 & 30 June 2024

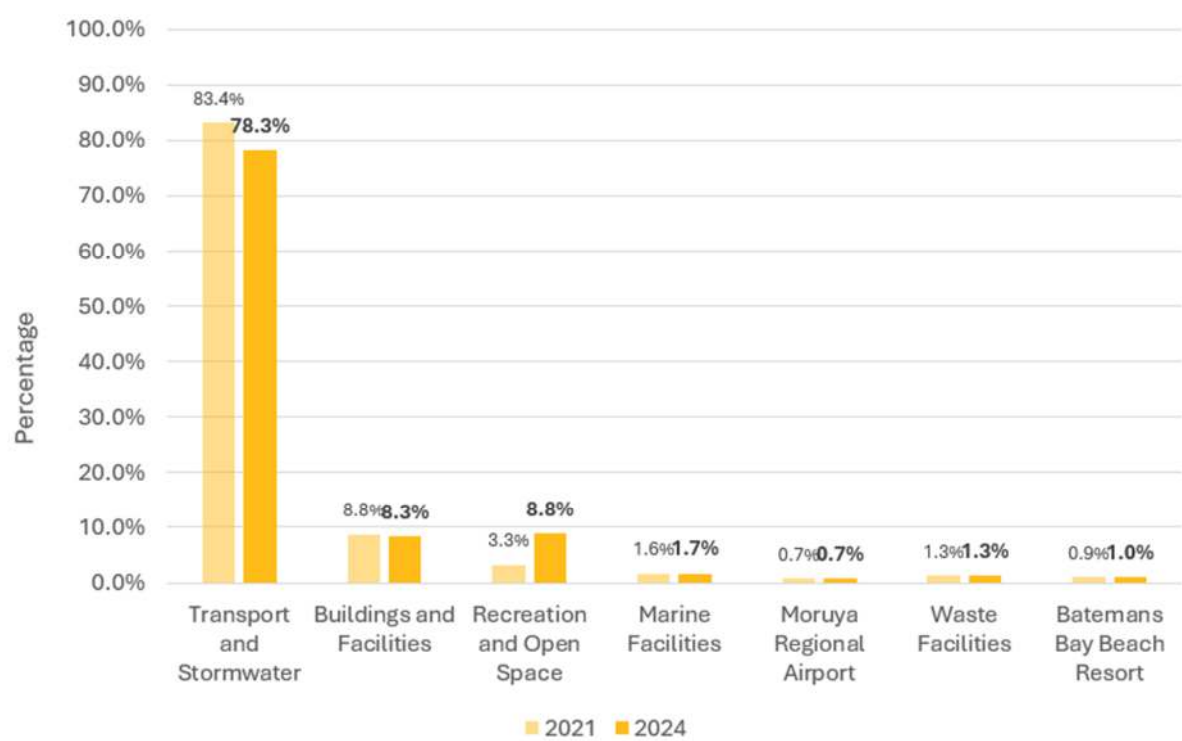


Figure 5-4: Asset age profile

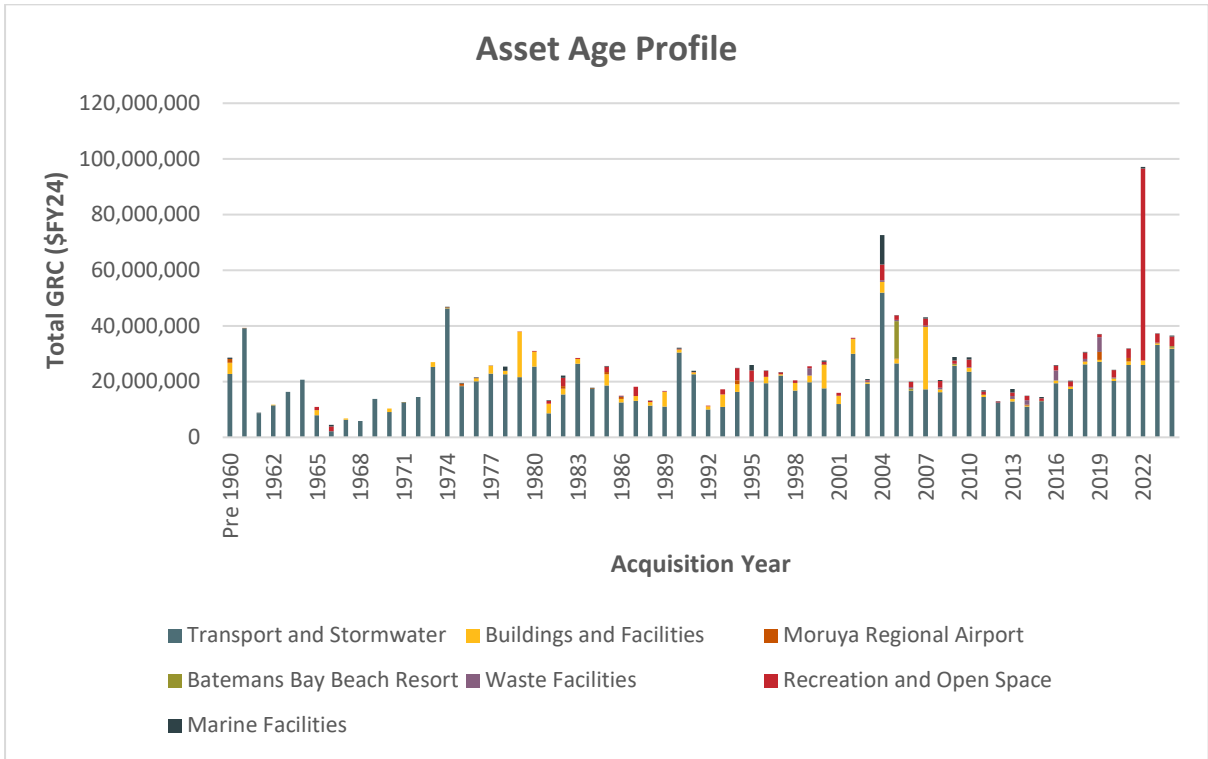


Figure 5-4 highlights years of significant growth in Council assets, particularly 2022 and 2004.

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 standards as identified in the Marine Infrastructure Strategy
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.

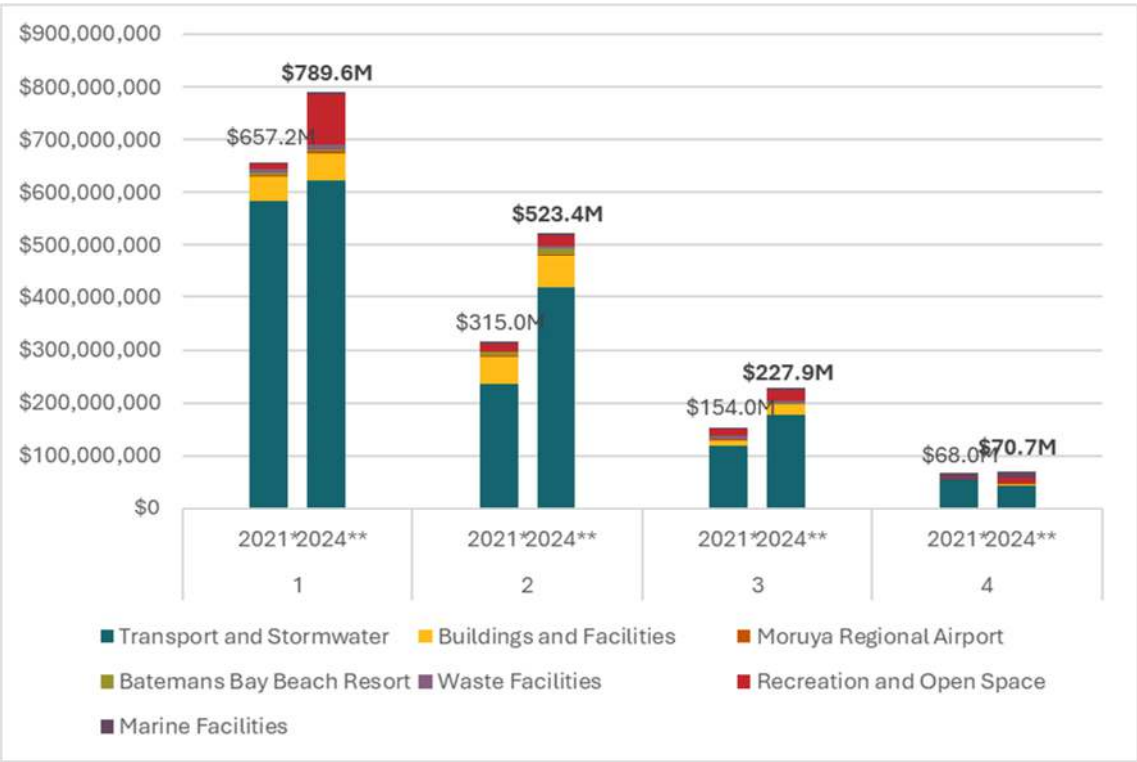
Condition is measured using a 1 – 4 grading system as detailed in Table 5-3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for

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

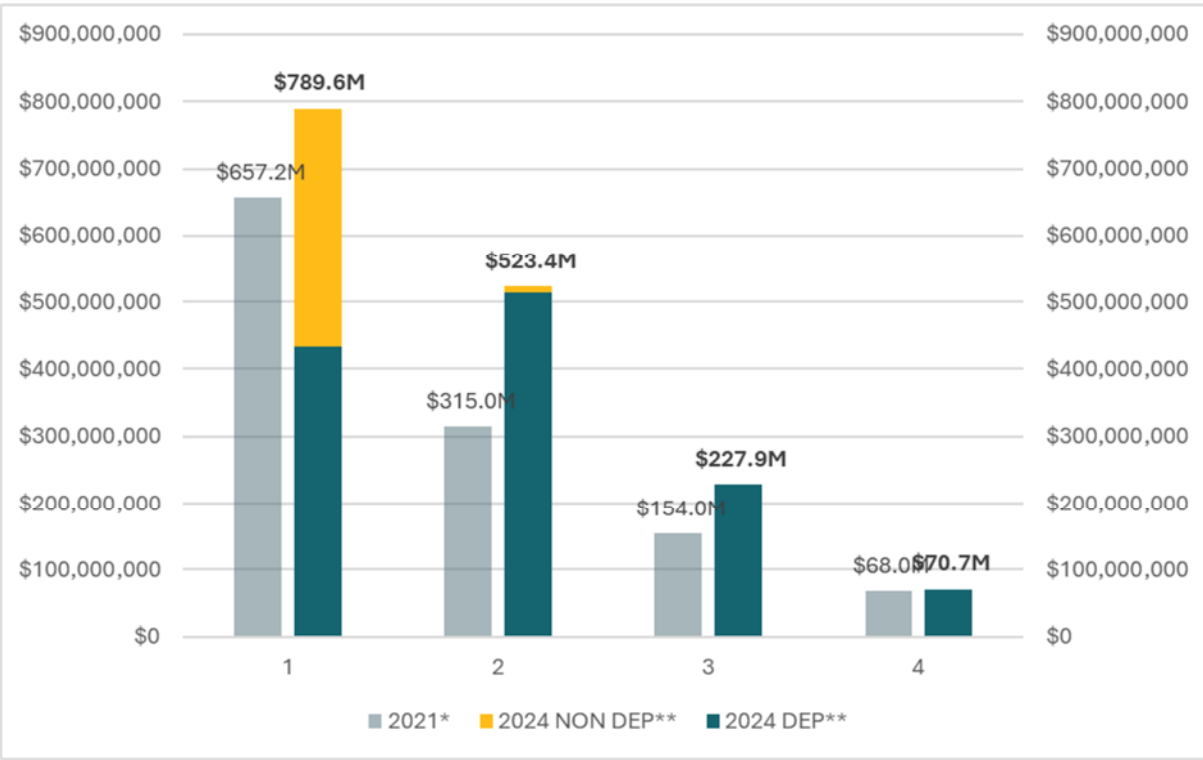


* \$ provided in \$FY21

** \$ 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
Transport and Stormwater	
Sealed Roads	Regional, state, distributor, collector, and local.
Unsealed Roads	Local, local minor, and minor.
Carparks	CBD and non-CBD.

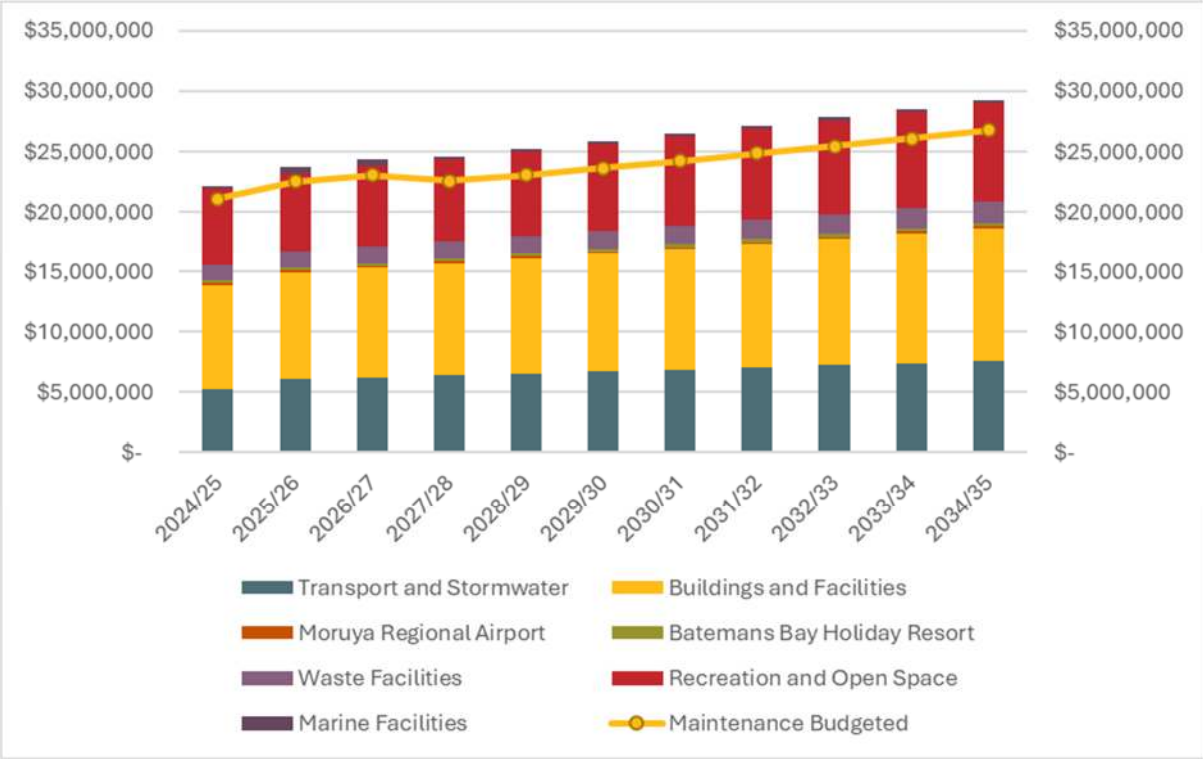
Asset Category	Service Hierarchy
Pathways	CBD and non-CBD.
<i>Buildings and Facilities</i>	Regional, shire, district, and local.
<i>Recreation and Open Space*</i>	
Recreation Park	Regional, district, local, linear, beach access, and formal.
Sports Park	Regional, district, and local.
Specialised Sports 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
Transport and Stormwater		Marine Facilities	
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	Moruya Regional Airport	
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.

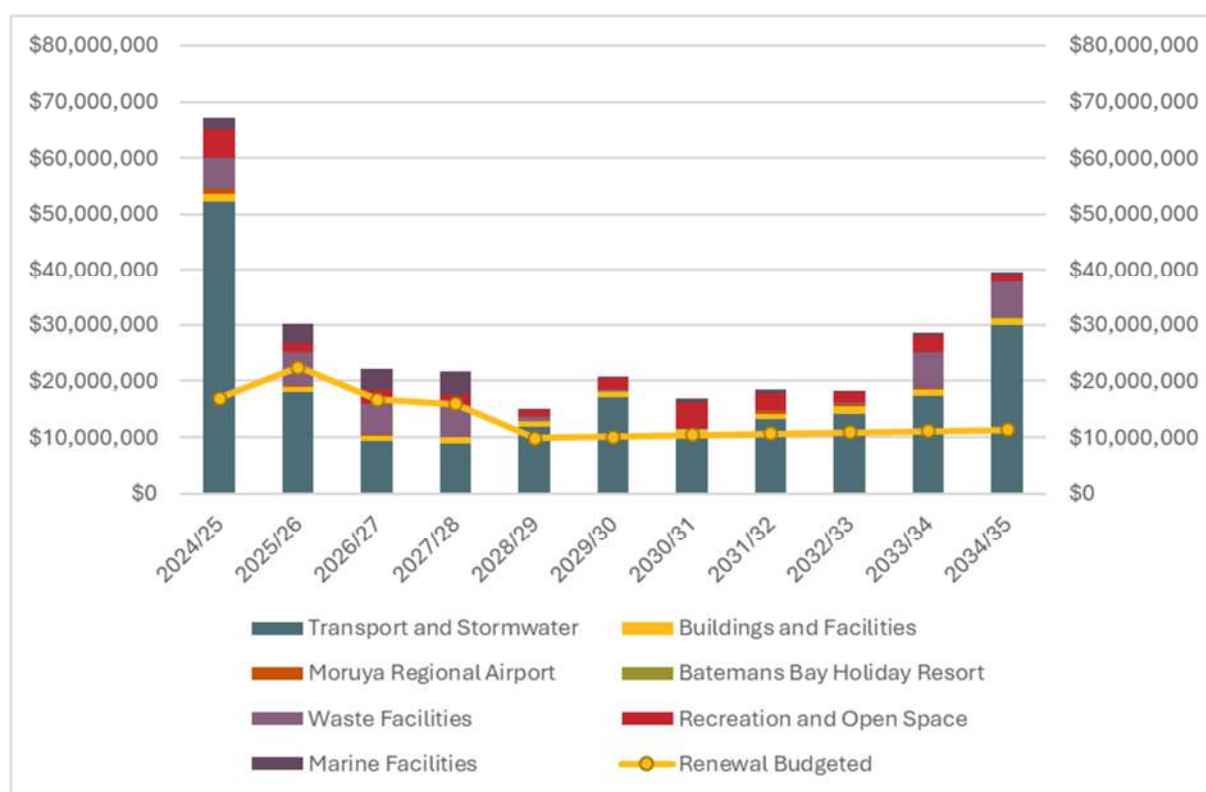
Assets requiring renewal are identified and prioritised based on the data held in Council’s asset database (including remaining useful life) and Maintenance Management Systems, other factors such as hierarchy, location, condition, and judgement from experienced engineering personnel.

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.

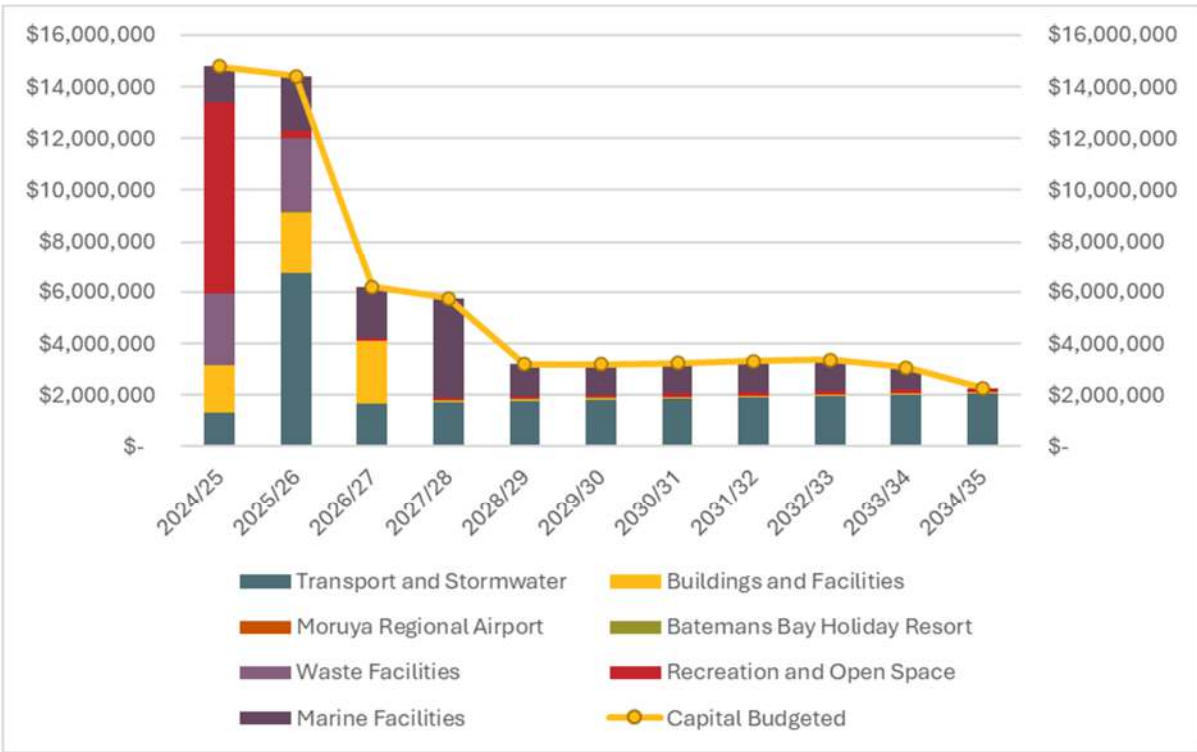
When Council commits to new assets, they must be prepared to fund future maintenance and renewal costs to ensure that the services are sustainable over the longer term (whole of life impact consideration). They must also account for future depreciation when reviewing long term sustainability. When reviewing 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

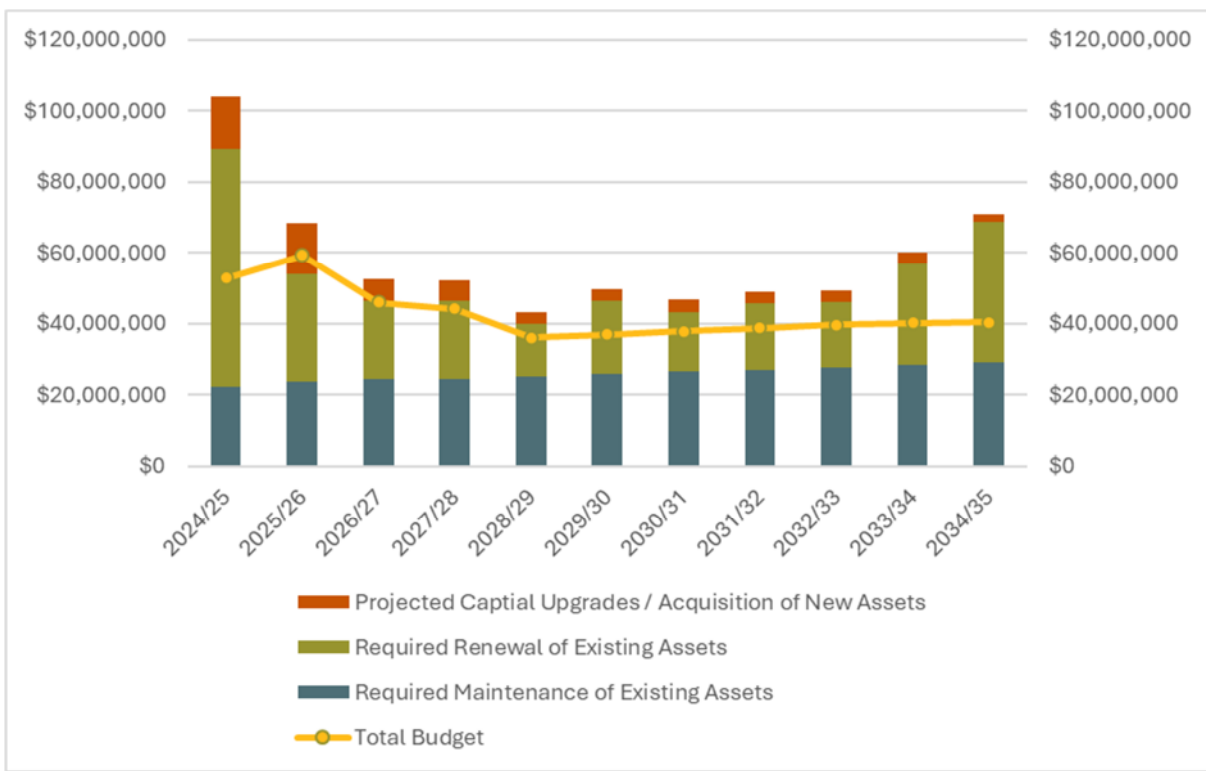
Asset	Reason for Disposal	Timing	Disposal Costs	Maintenance Annual Savings
None	n/a	n/a	n/a	n/a

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

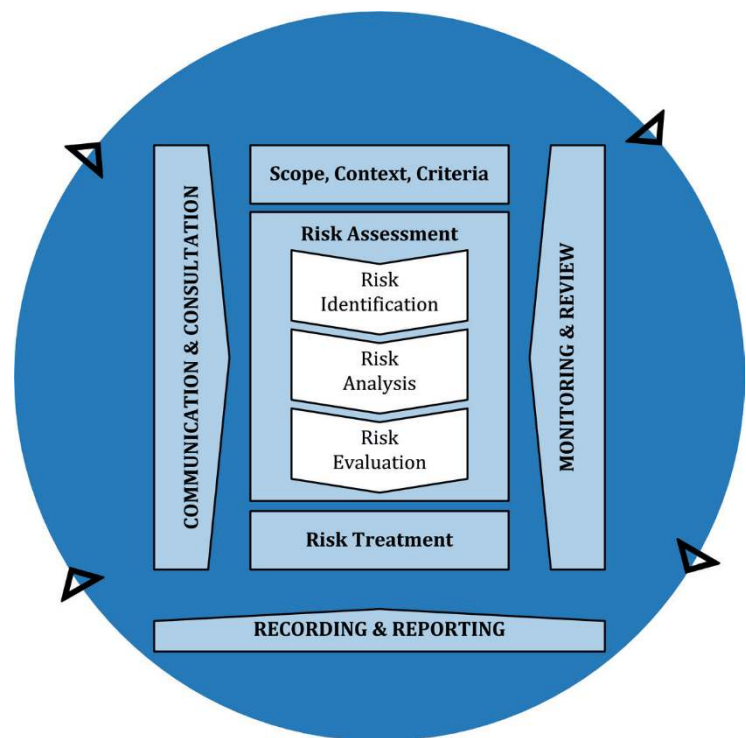
Asset Category	Critical Asset(s)	Failure Mode	Impact
			number, and type, of planes that can use the airport.
Moruya Regional Airport	Airport movement and Guidance systems	Lighting/PAPI failure	Airport becomes inoperable, impacting the type, and number of flights.
Waste Facilities	Landfill cells	Reduced 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 temporally 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 upgrades identified through the consultation process for the Marine Infrastructure Strategy	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 identified through the consultation process for the Marine Infrastructure Strategy	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

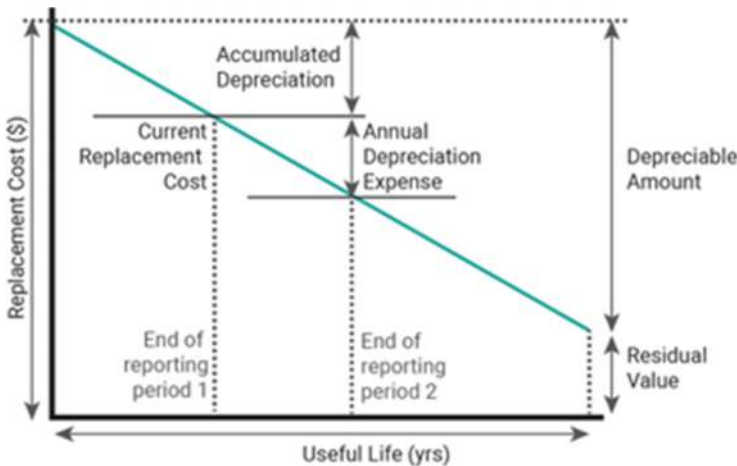
The proposed funding for assets is outlined in Council’s budget and Long-Term Financial Plan.

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	Complete the Marine Infrastructure Strategy for adoption by Council and update AM Plan	Divisional Manager Recreation Services & Asset Manager	In house	2022-2023
15	Review and update the Airport Masterplan	Divisional Manager Property and Commercial Services	External consultant and internal resources	30 June 2025
16	Regularly review and update current replacement costs used in the asset register	Asset Manager	In house	As per revaluation schedule
17	Regularly review and revise customer level of service measures and forecast trends and include LOS targets	Asset Manager	External consultant	After next customer survey
18	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
19	Periodically review and update this AM plan	Asset Manager	In house	Minor update annually. Major update in line with revaluation schedule
20	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
	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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- IPWEA. (2008). 'NAMS+ Asset Management Planning'. Institute of Public Works Engineering Australasia, Sydney. <www.ipwea.org/namsplus>.
- IPWEA. (2015). 'Australian Infrastructure Financial Management Manual (AIFMM)'. Institute of Public Works Engineering Australasia, Sydney. <www.ipwea.org/AIFMM>.
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- IPWEA. (2018). Practice Note 12.1 – 'Climate Change Impacts on the Useful Life of Infrastructure'. Institute of Public Works Engineering Australasia, Sydney.
- IPWEA. (2012). Practice Note 6 – Long-Term Financial Planning. Institute of Public Works Engineering Australasia, Sydney.
- IPWEA. (2016). Practice Note 8 – Levels of Service & Community Engagement. Institute of Public Works Engineering Australasia, Sydney.
- ISO. (2024). *Asset management – vocabulary, overview, and principles* (ISO 55000:2024, Ed. 2.).
- 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:

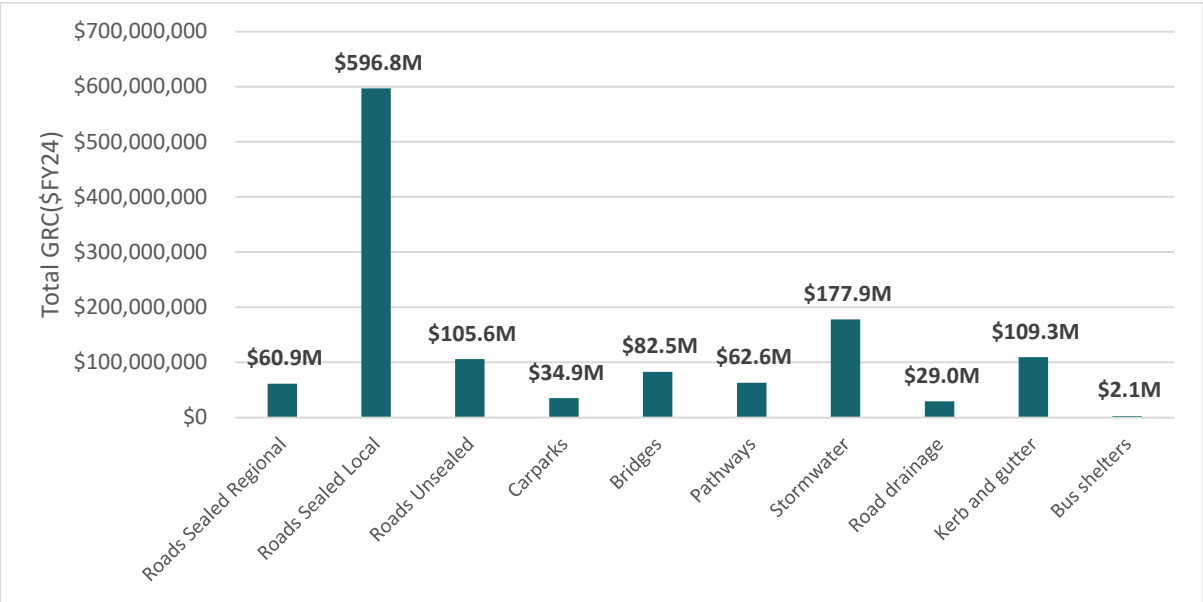
- Current funding levels from Council’s own sources are maintained and increased in line with growth
- Grant funding is not included in figures, but expect an average external grant funding is achieved through individual grant applications and leveraged developer contributions in line with Council’s 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

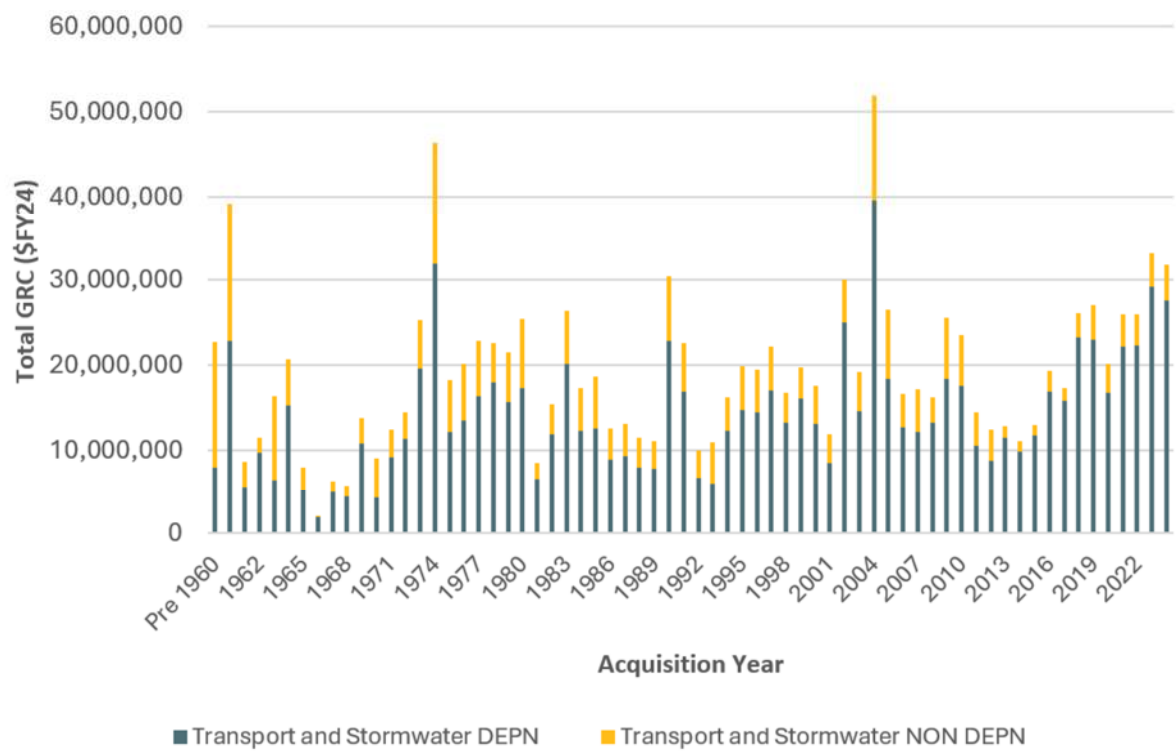
Appendix F: Individual asset management class summary data

F.1 – Transport and Stormwater

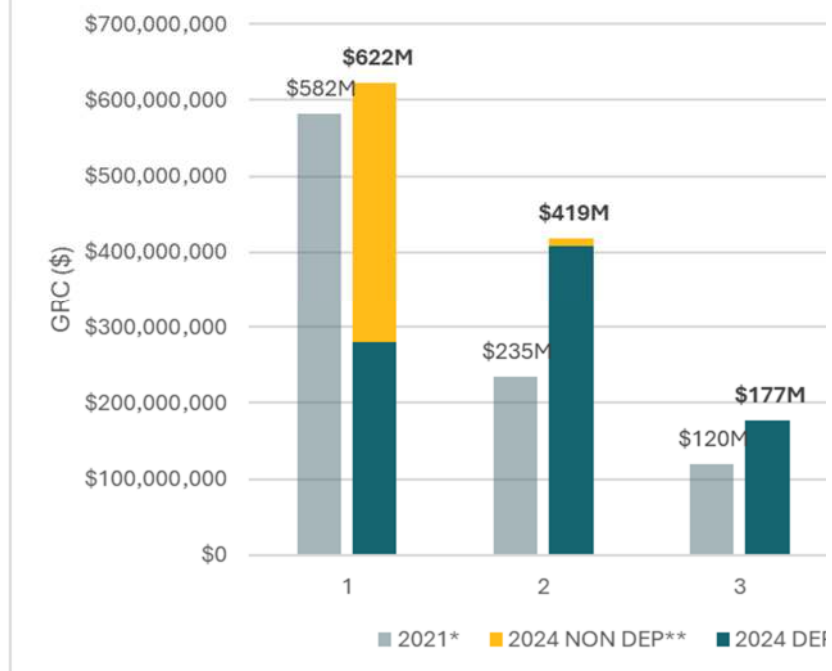
Asset Sub-Category	Dimension	Unit	Replacement Value (\$FY24)
Roads Sealed Regional	57,439	Length (m)	\$60,929,955
Roads Sealed Local	575,954	Length (m)	\$596,819,937
Roads Unsealed	390,321	Length (m)	\$105,624,073
Carparks	12	Each	\$34,887,444
Bridges	115	Each	\$82,486,556
Pathways	152,937	Length (m)	\$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



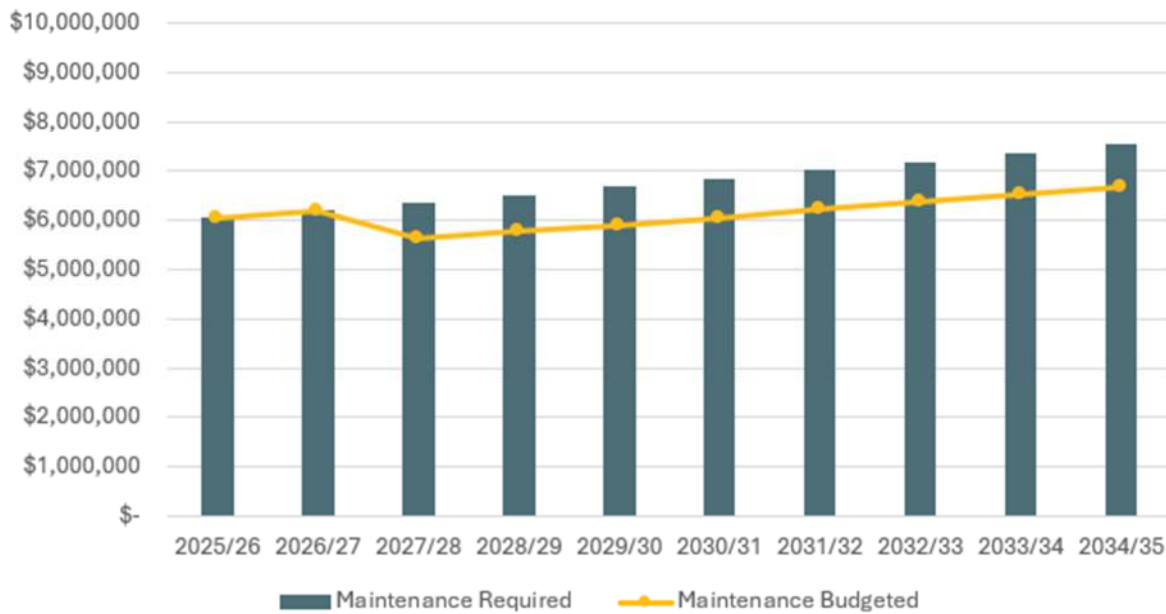
Asset Condition Profile - Transport and



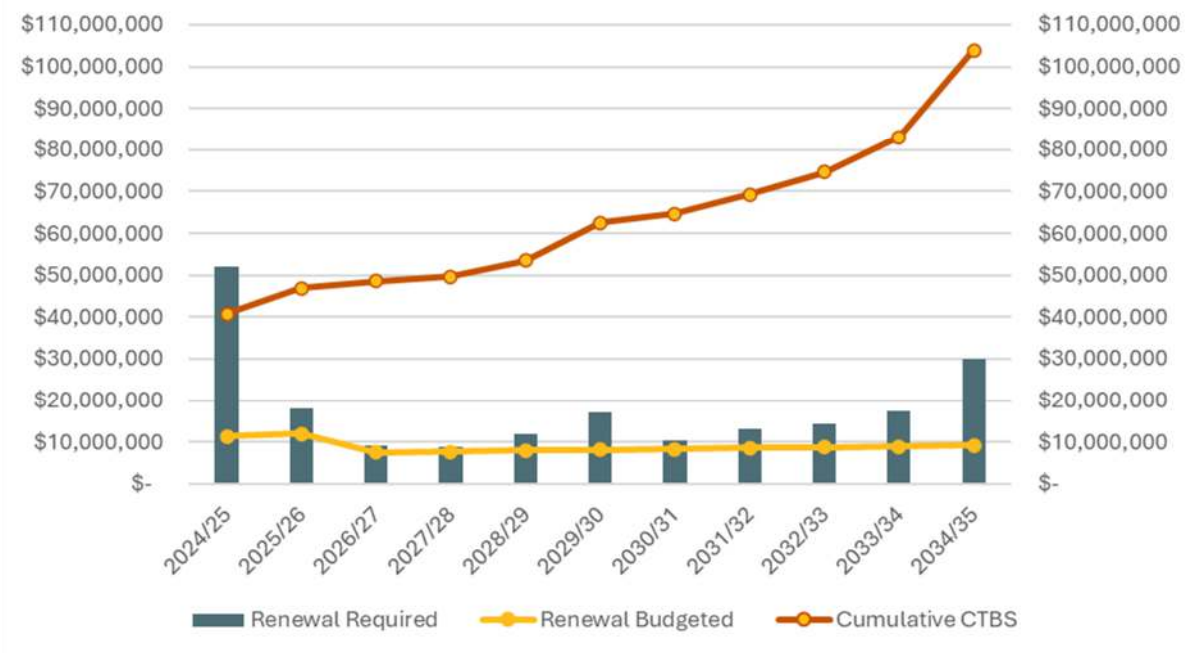
* \$ provided in \$FY22
** \$ provided in \$FY24

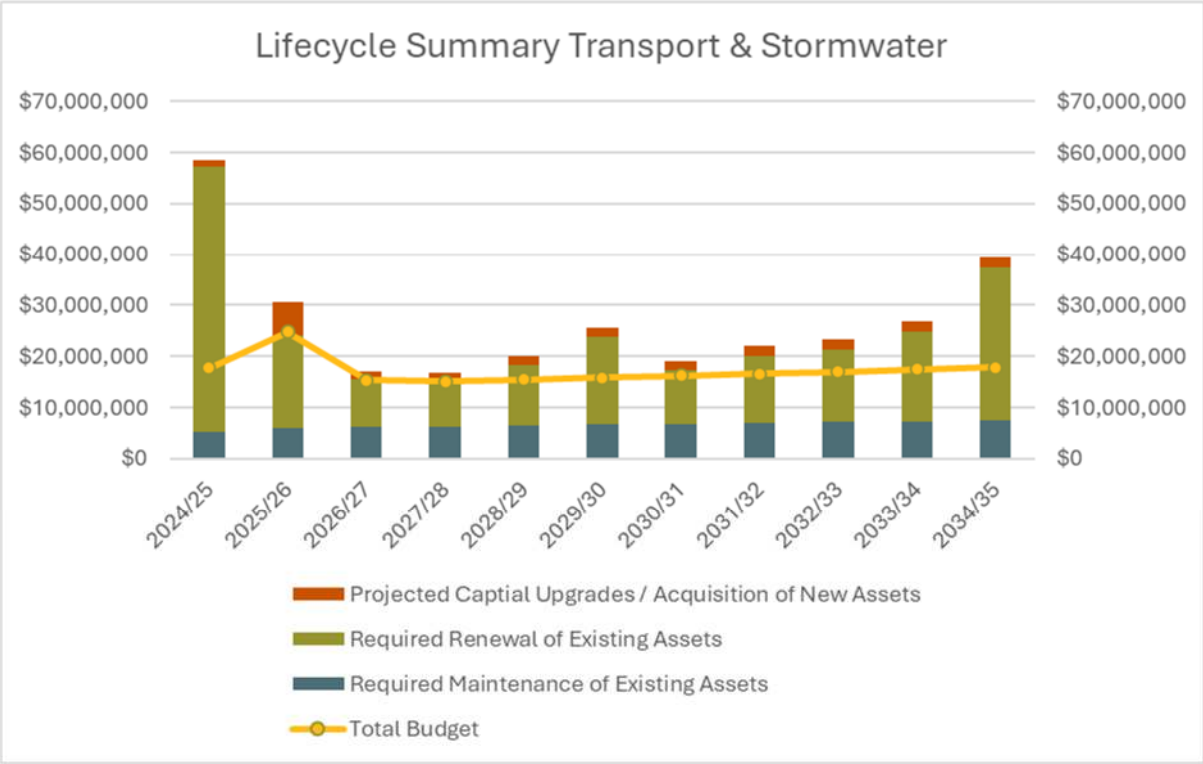


Maintenance Budgeted vs. Required - Transport and Stormwater



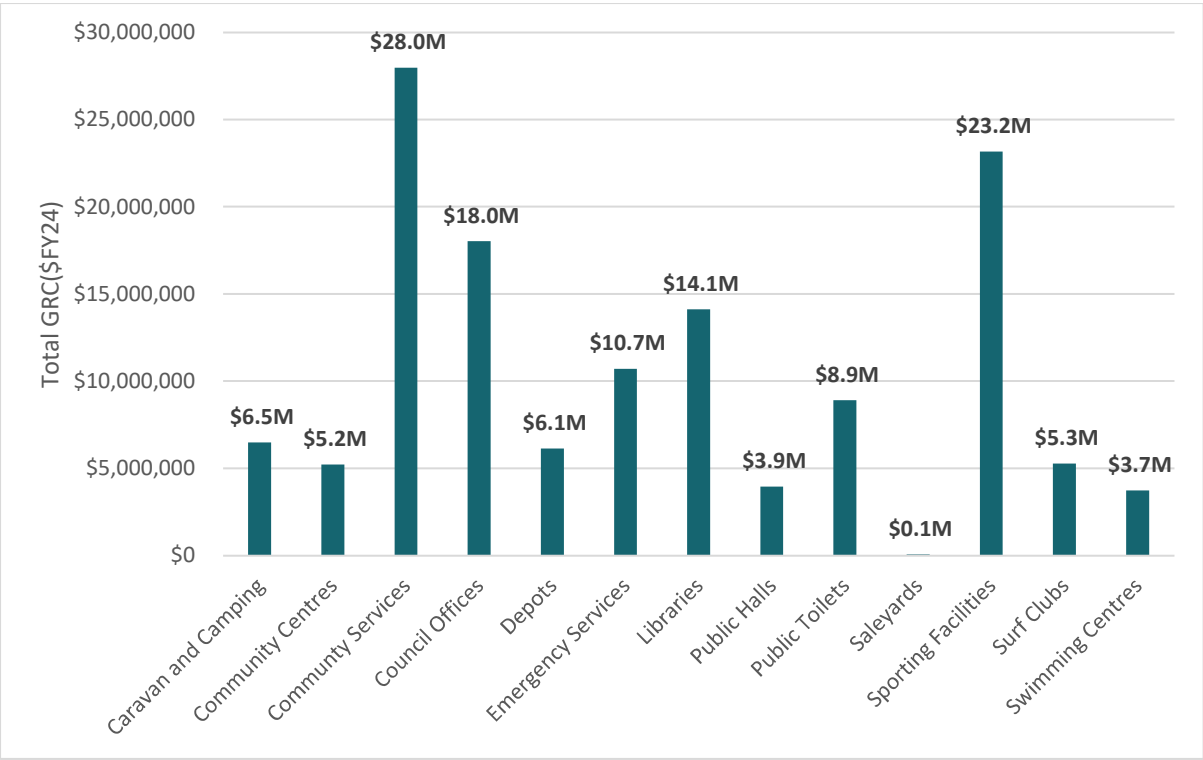
Renewal Budgeted vs. Required - Transport and Stormwater

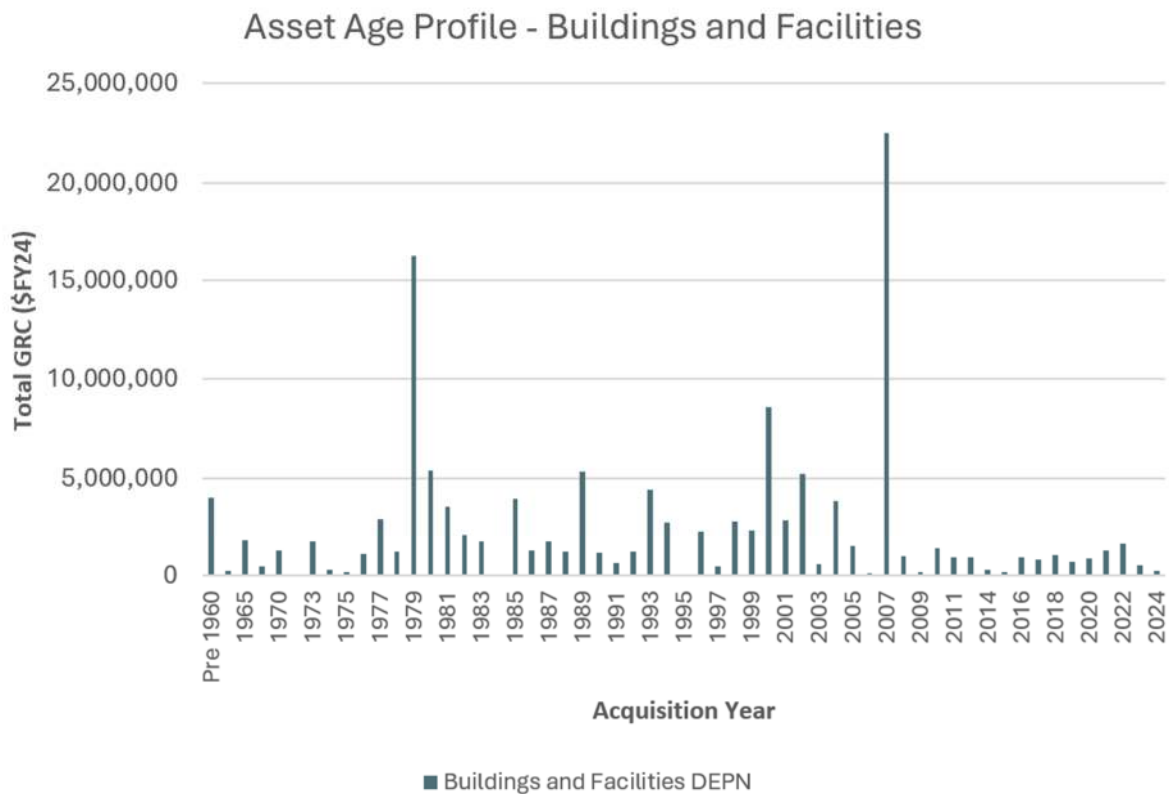




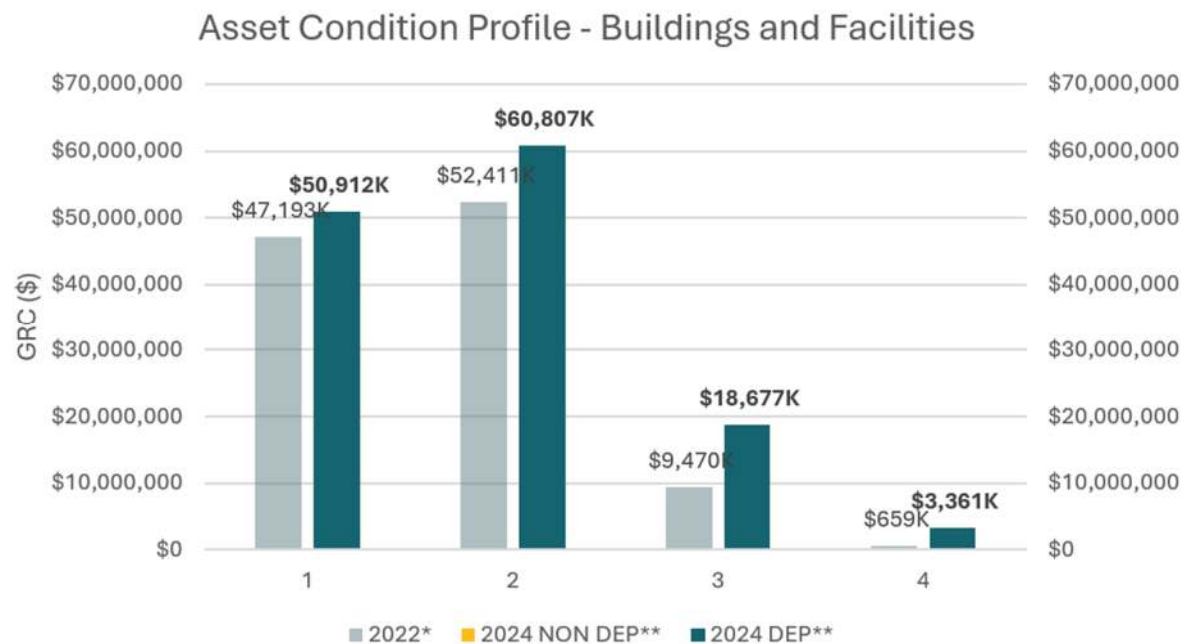
F.2 – Building and Facilities

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





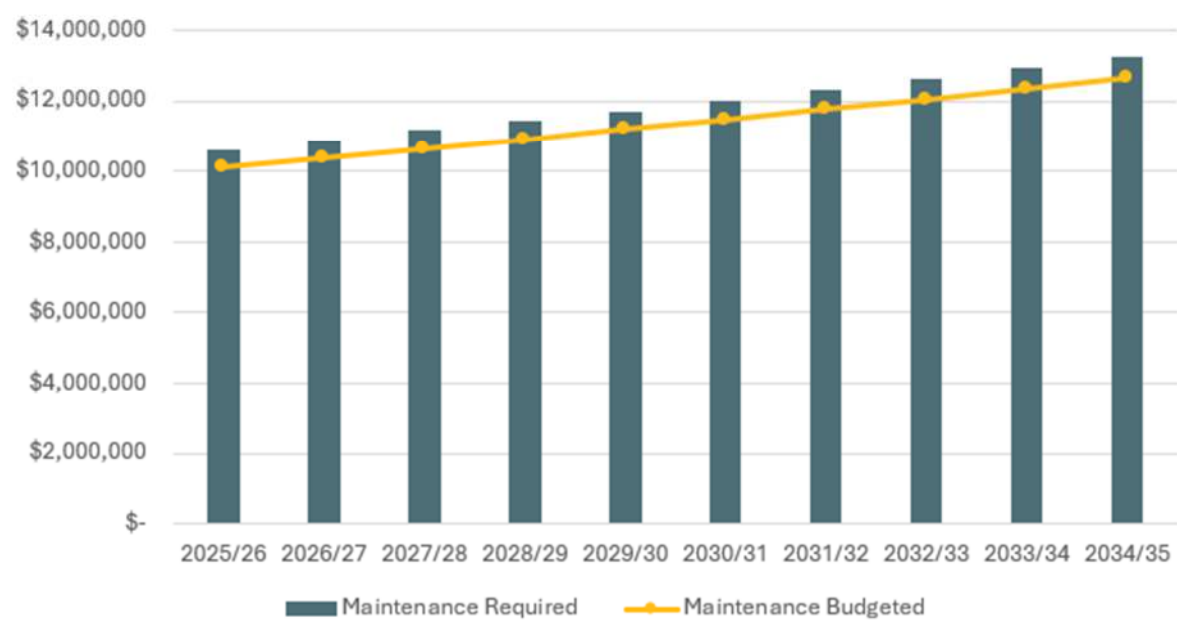
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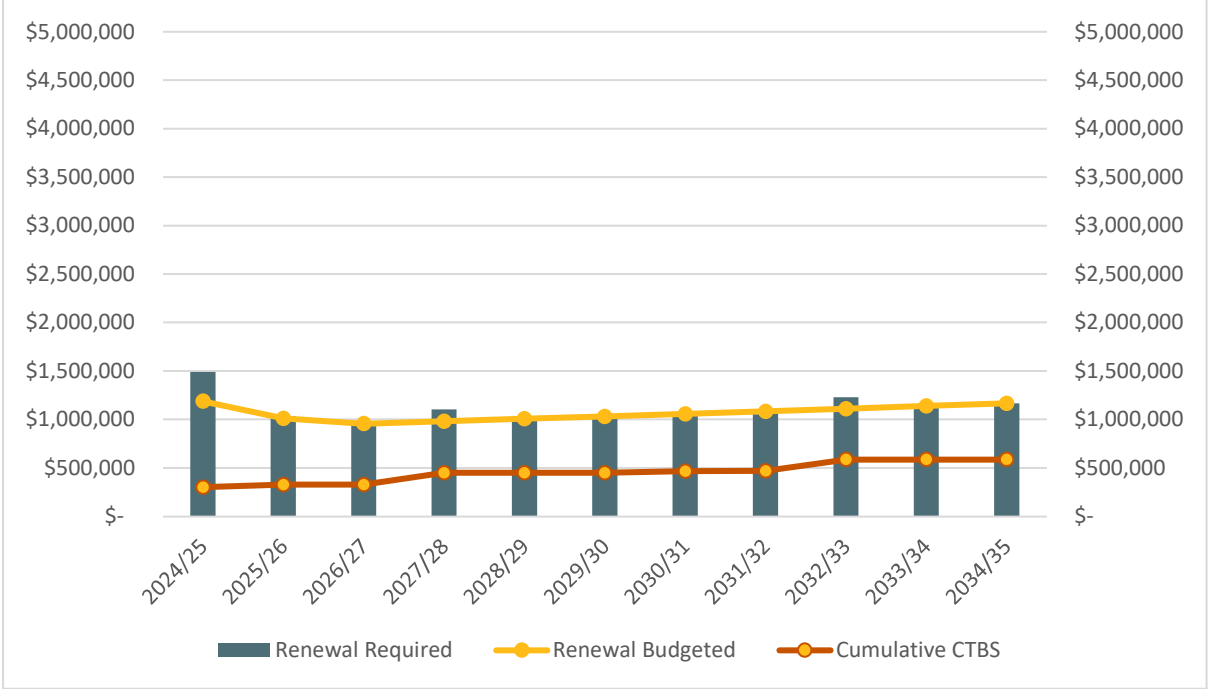
* \$ provided in \$FY22

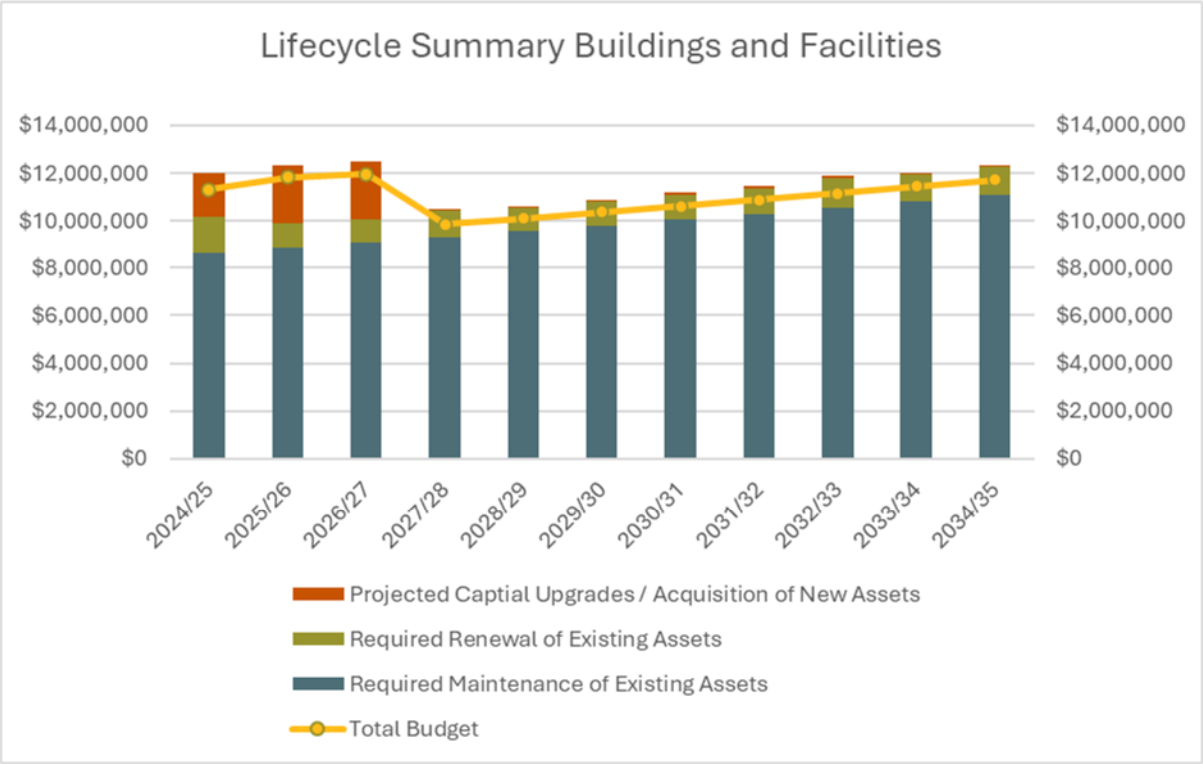
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Maintenance Budgeted vs. Required - Buildings and Facilities



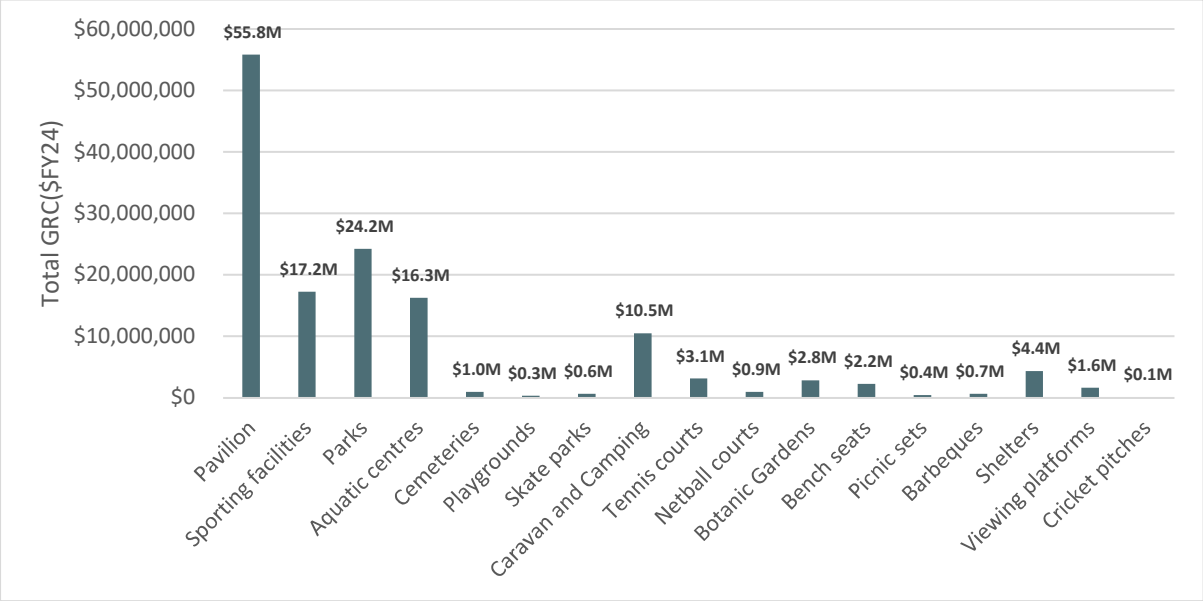
Renewal Budgeted vs. Required - Buildings and Facilities

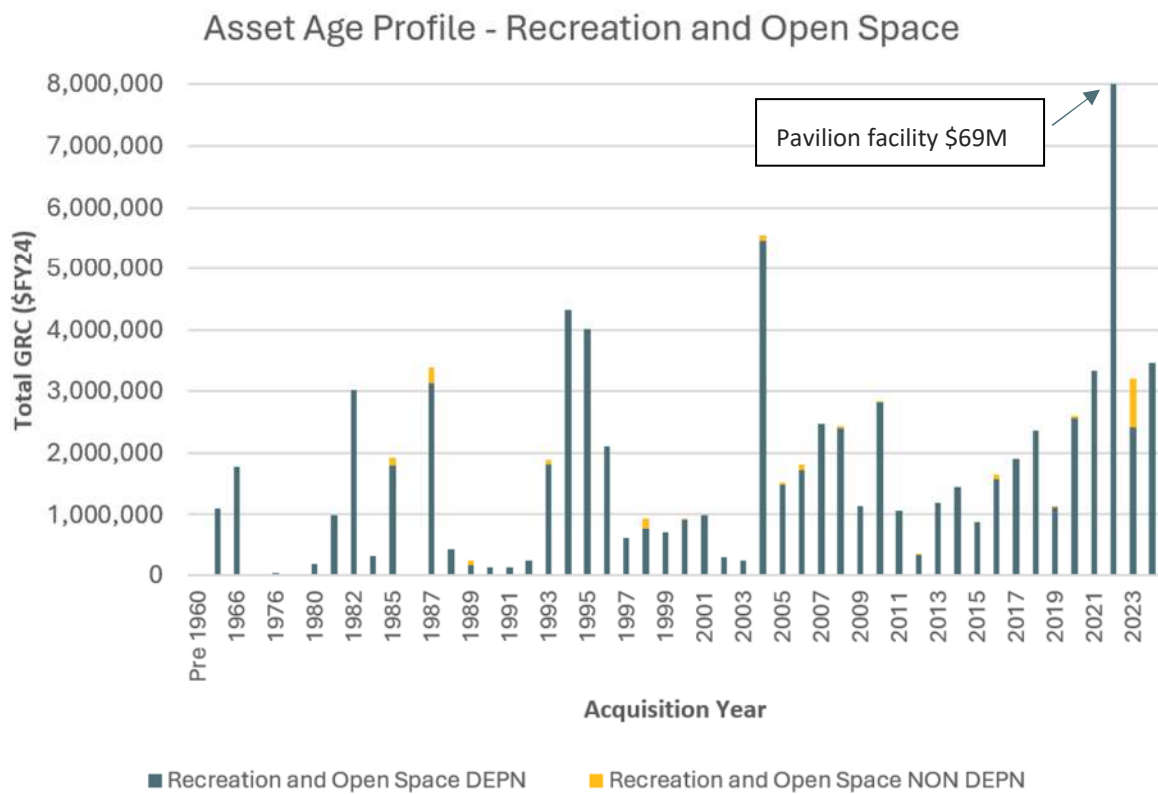
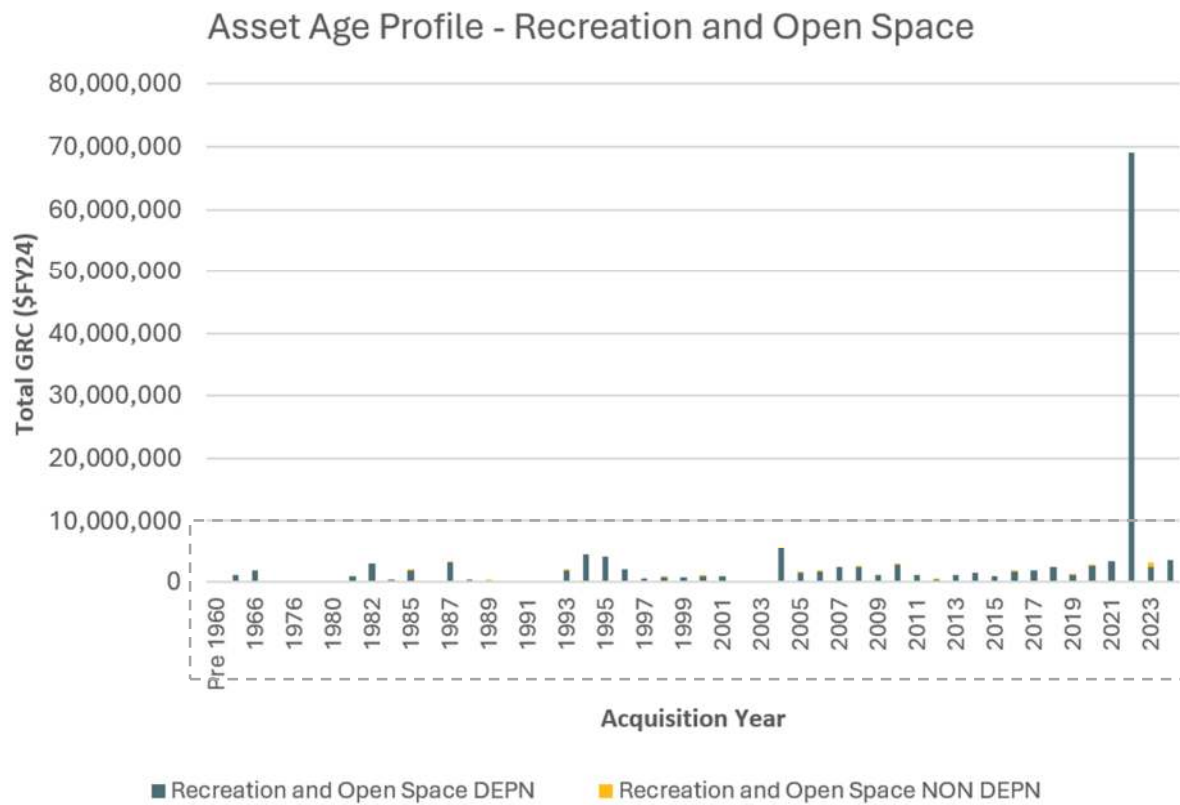




F.3 – Recreation and Open Space

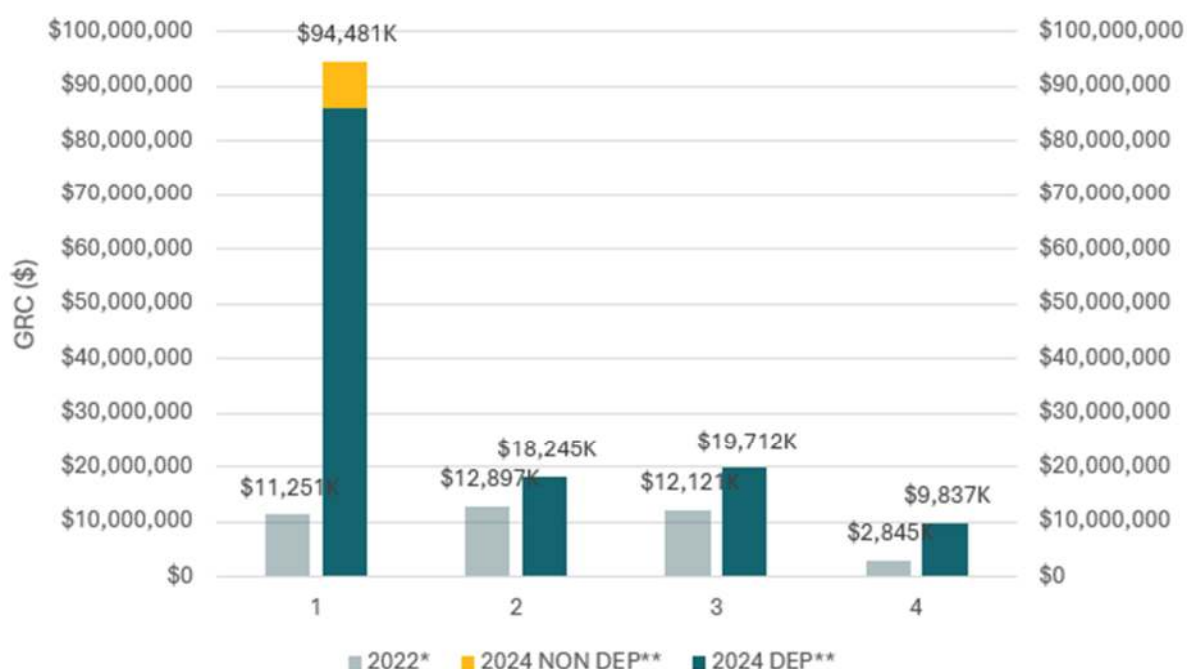
Asset Sub-Category	Dimension	Unit	Replacement Value (\$FY24)
Pavilion	1	Each	\$55,820,425
Sporting facilities	19	Each	\$17,224,942
Parks	103	Each	\$24,220,347
Aquatic centres	3	Each	\$16,280,302
Cemeteries	9	Each	\$971,347
Playgrounds	35	Each	\$323,032
Skate parks	5	Each	\$642,571
Caravan and Camping	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





2022

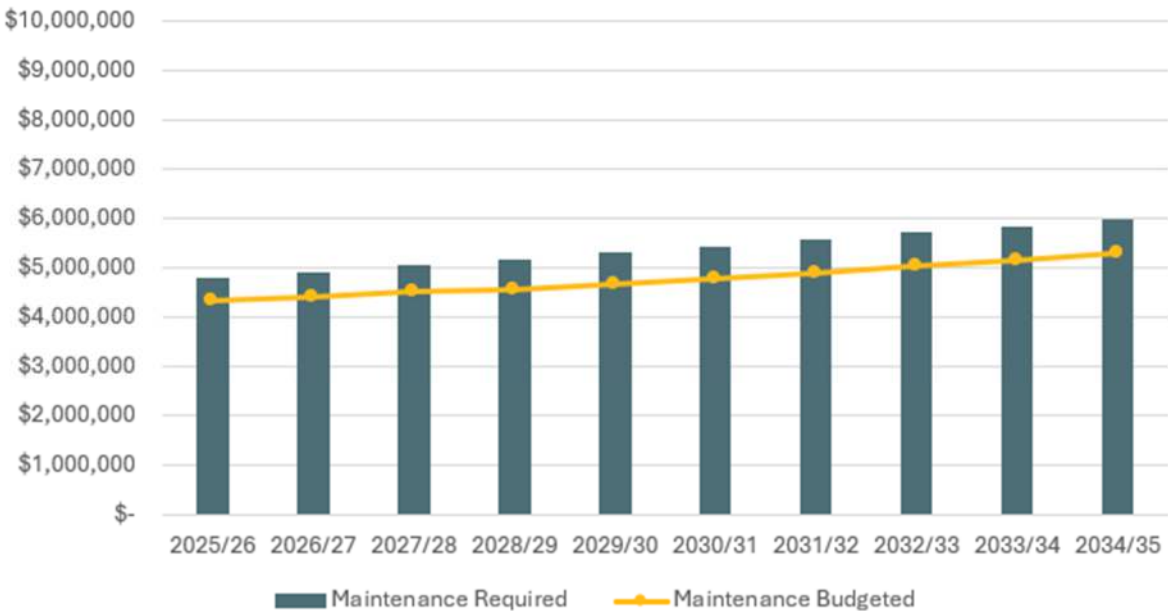
Asset Condition Profile - Recreation and Open Space



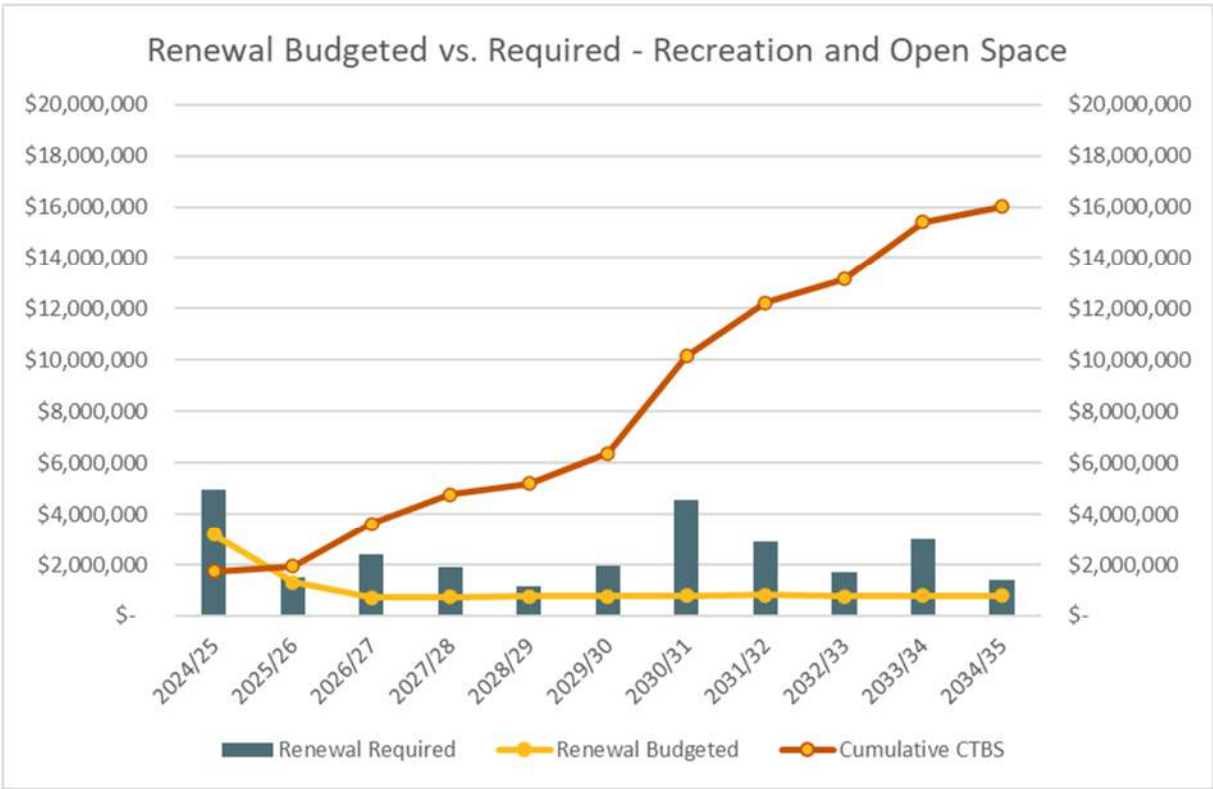
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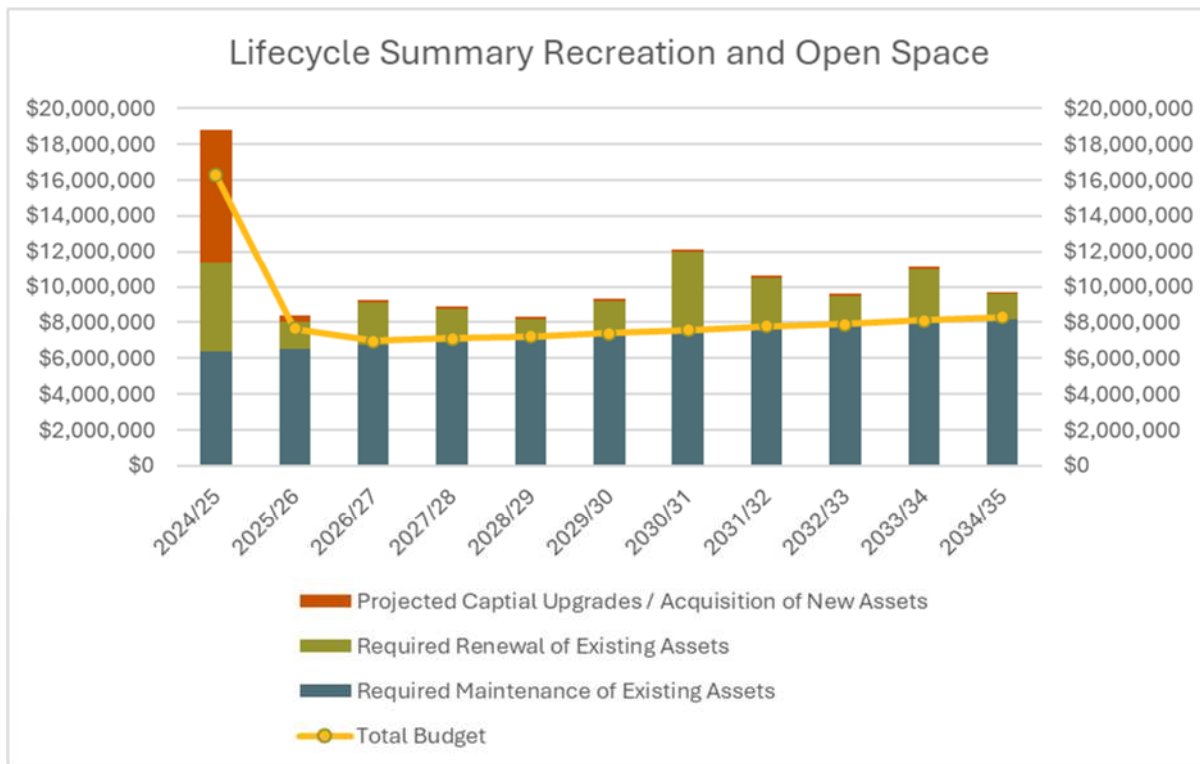
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Maintenance Budgeted vs. Required - Recreation and Open Space



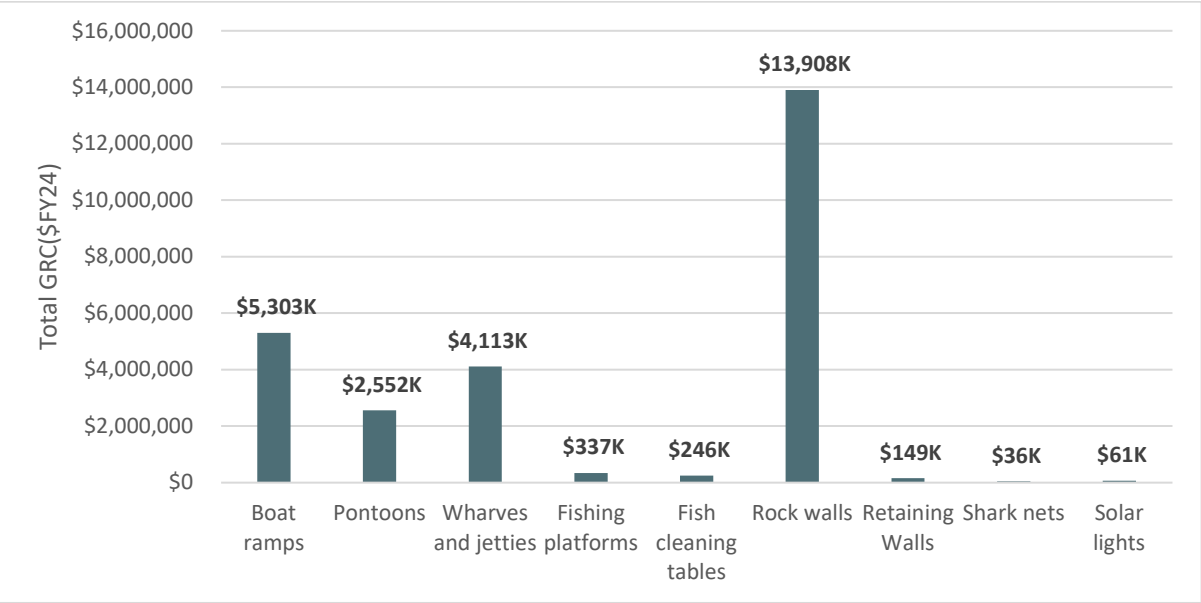
Renewal Budgeted vs. Required - Recreation and Open Space

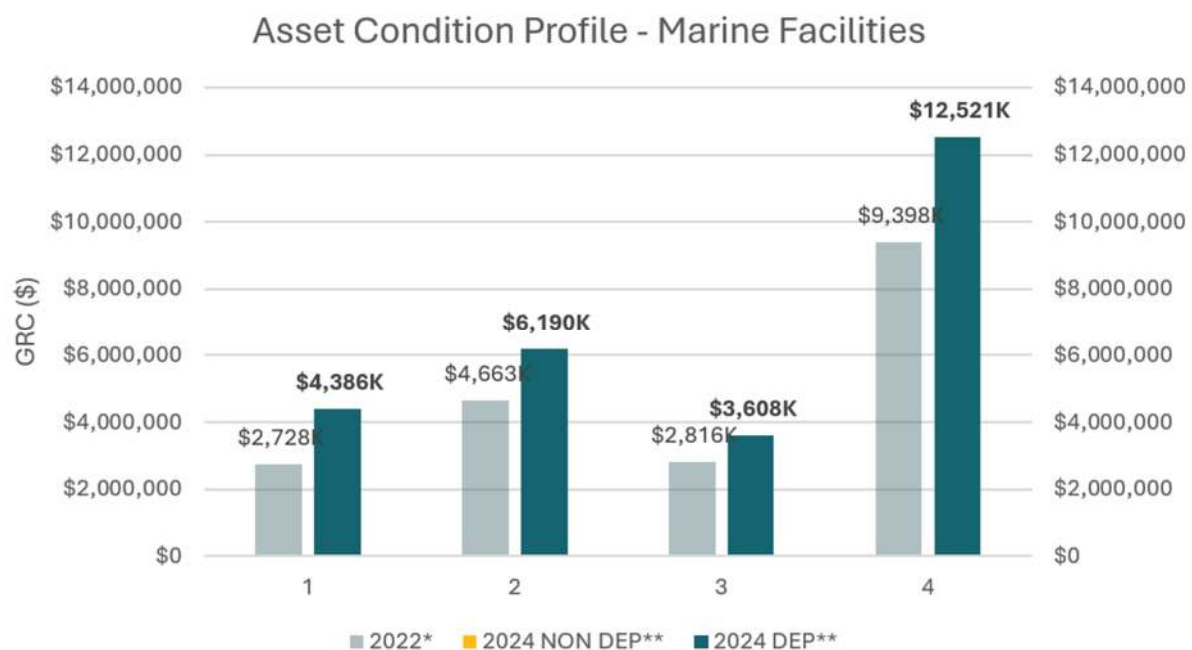
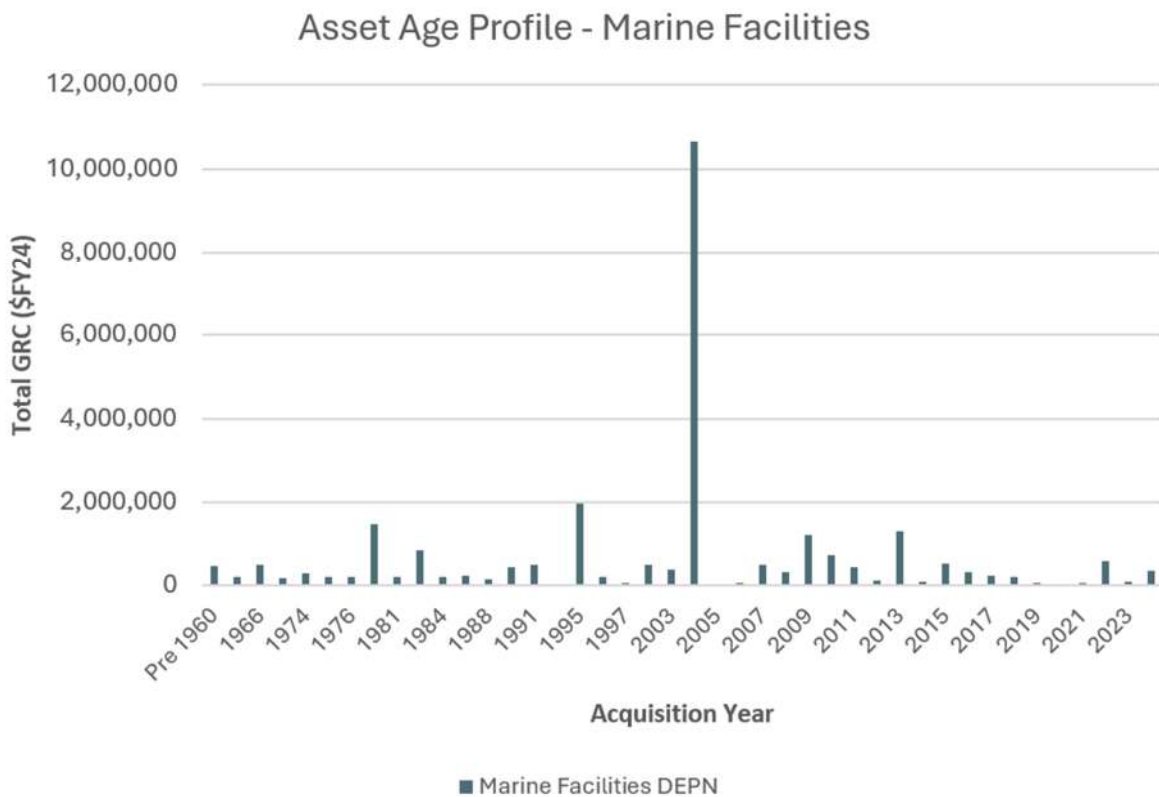




F.4 – Marine Facilities

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

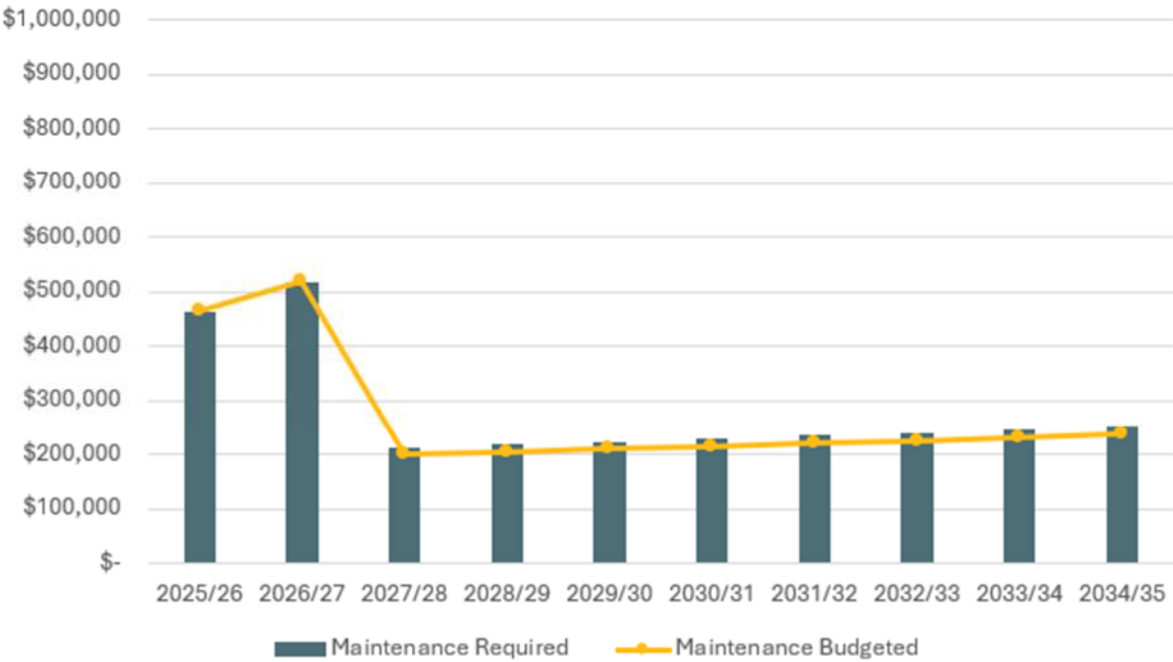




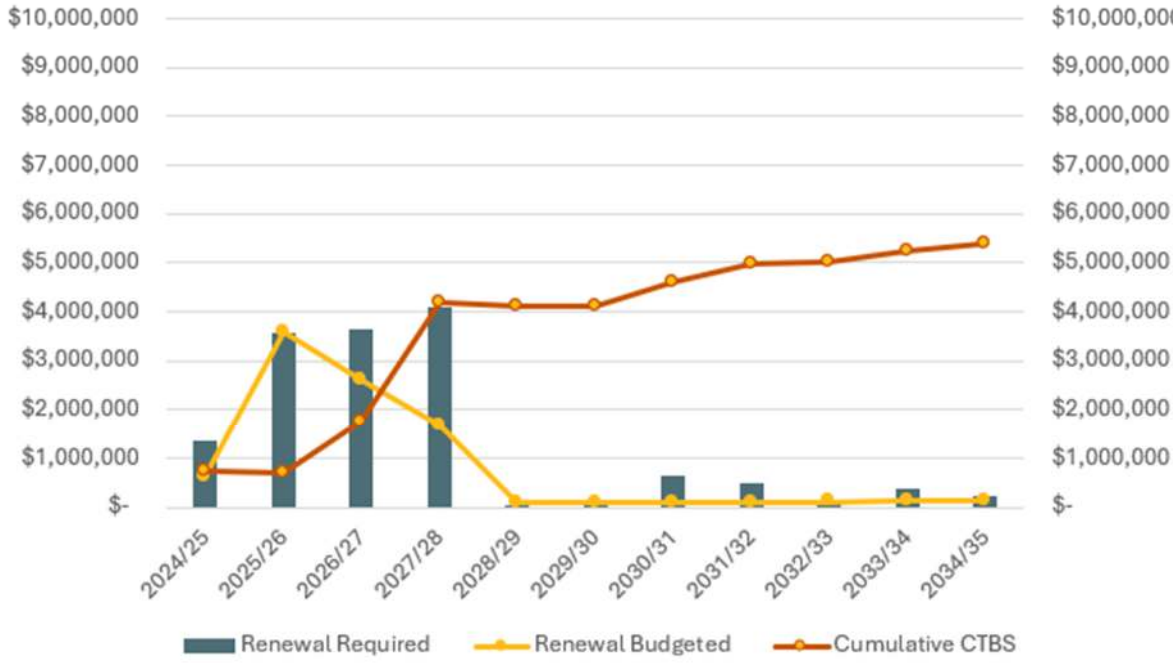
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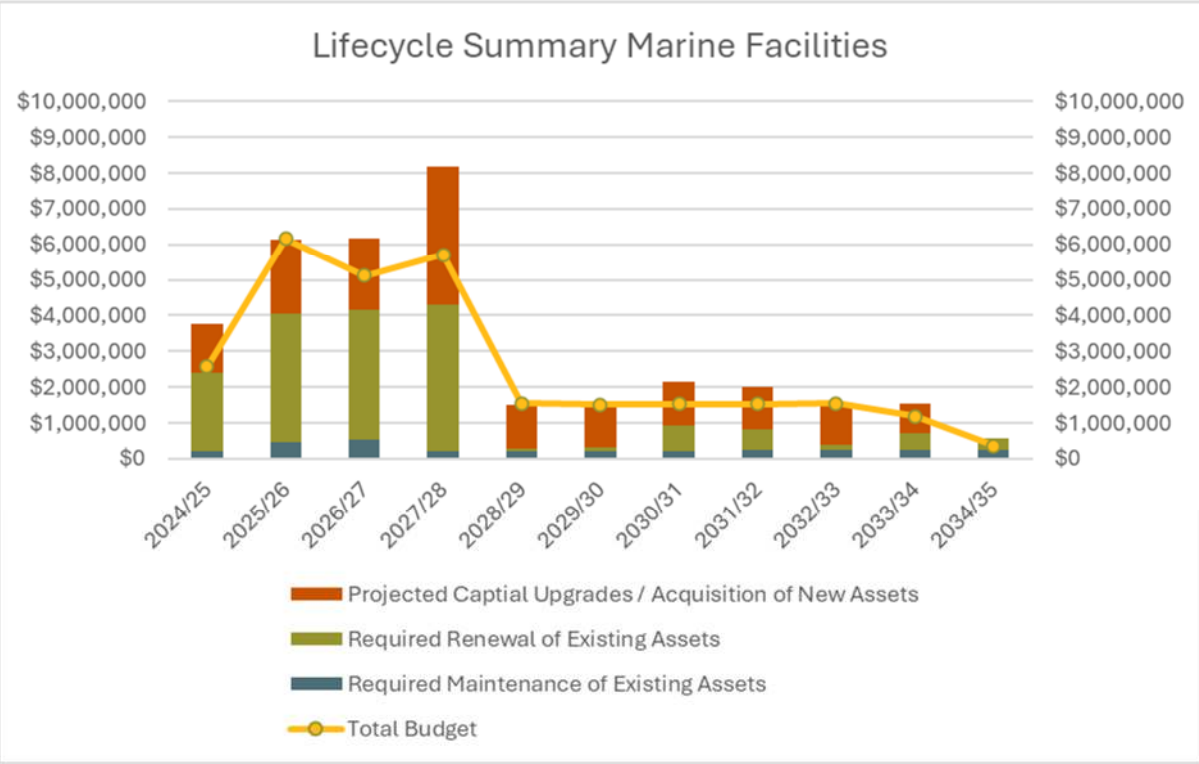
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Maintenance Budgeted vs. Required - Marine Facilities



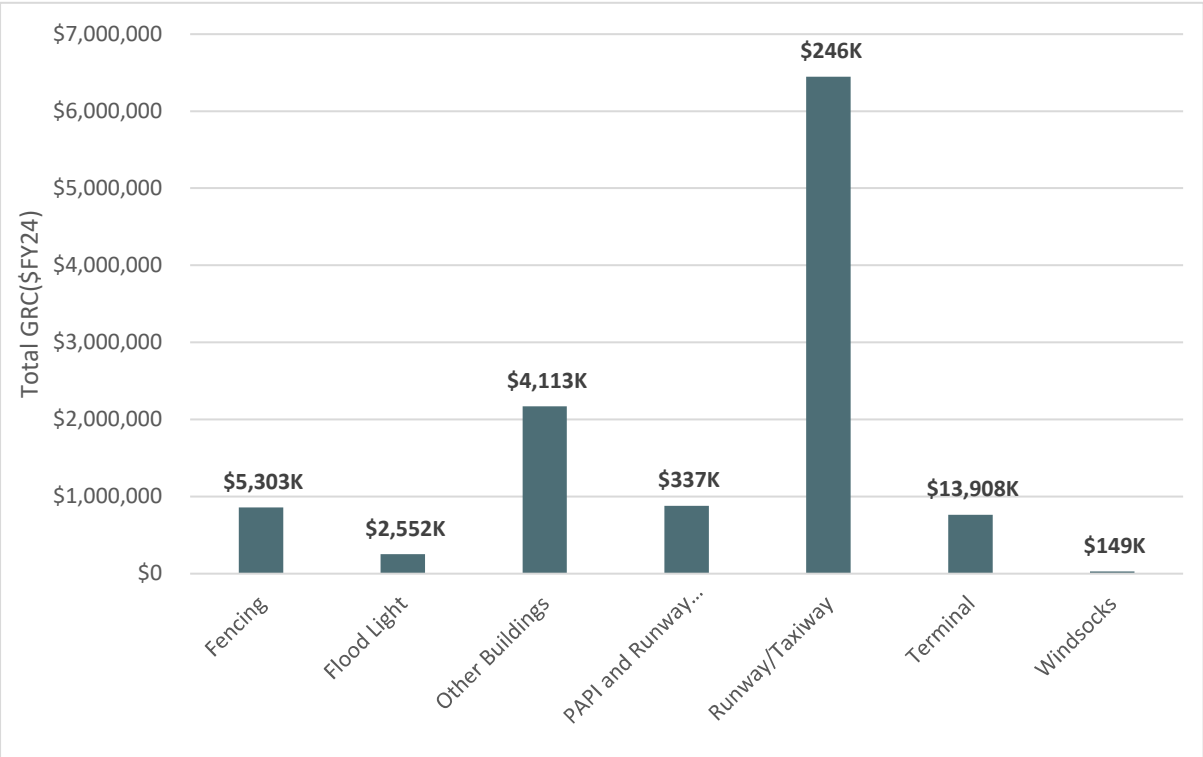
Renewal Budgeted vs. Required - Marine Facilities

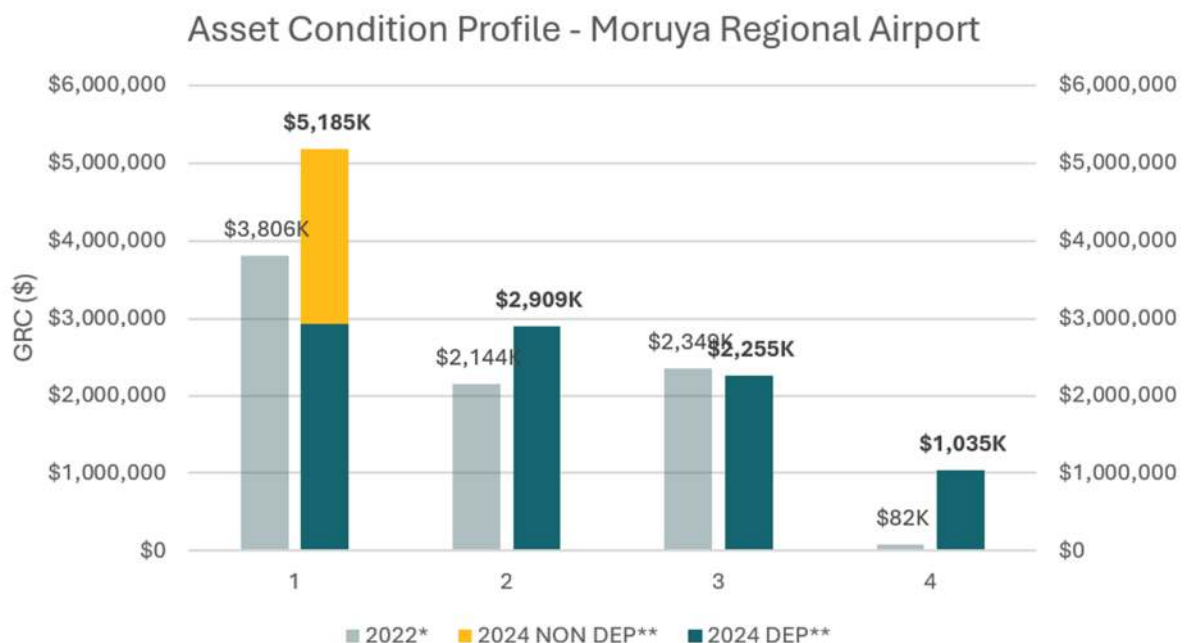
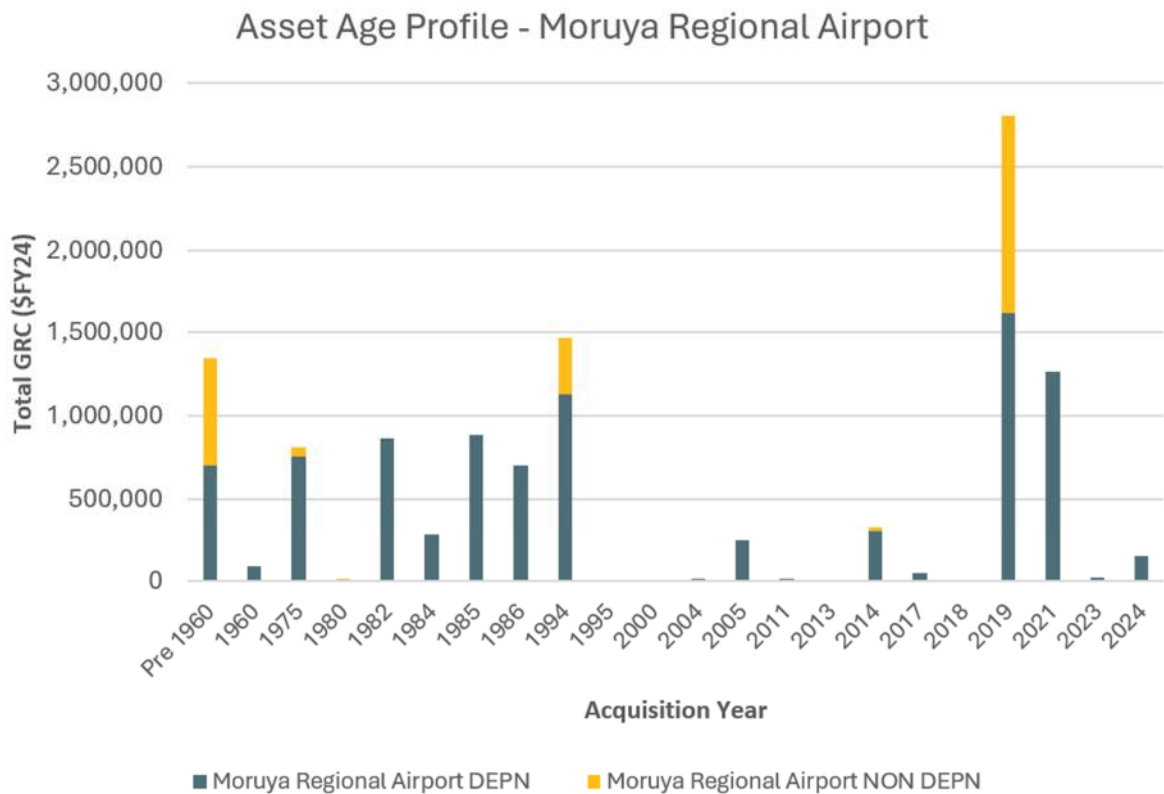




F.5 – Moruya Airport

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

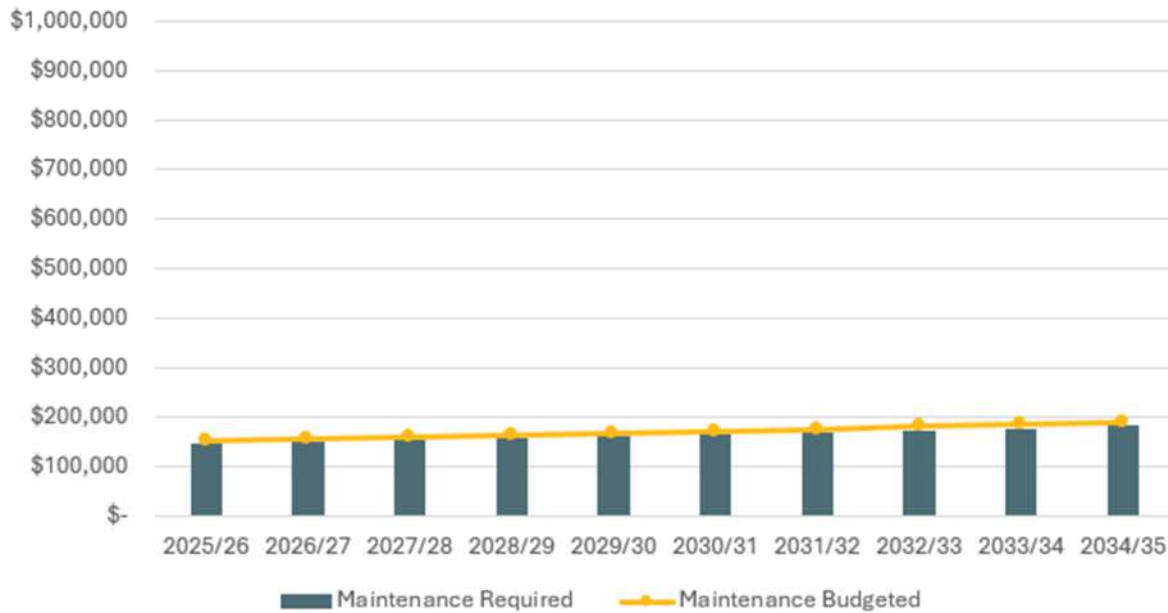




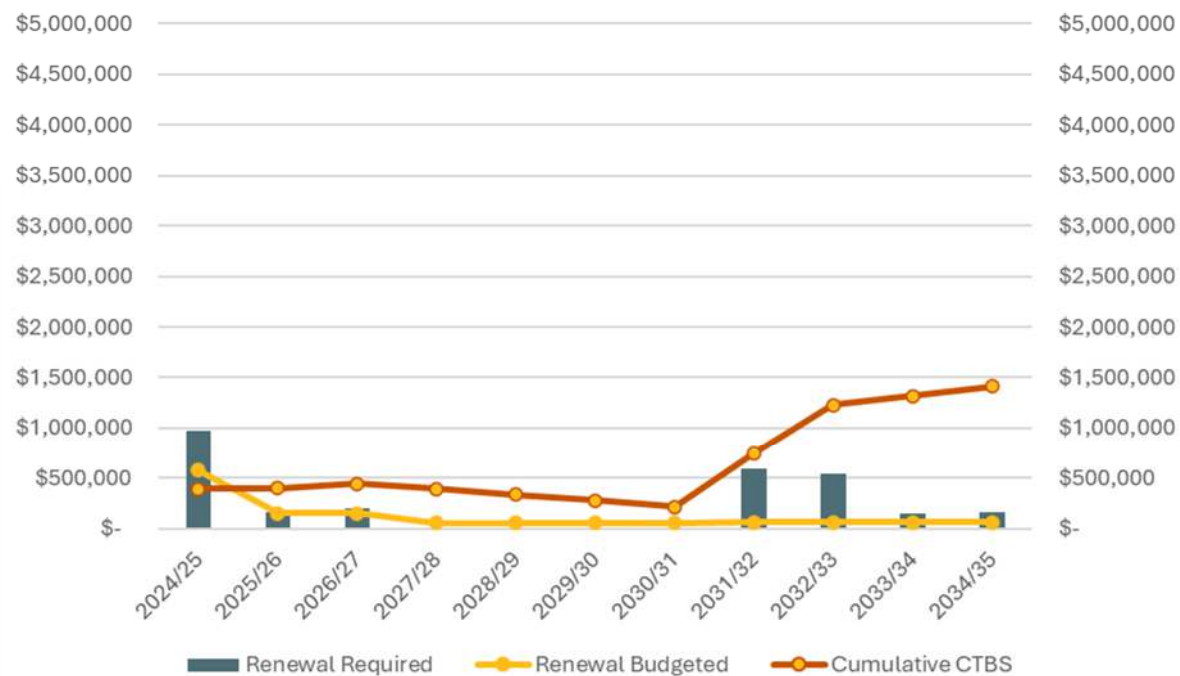
* \$ provided in \$FY22

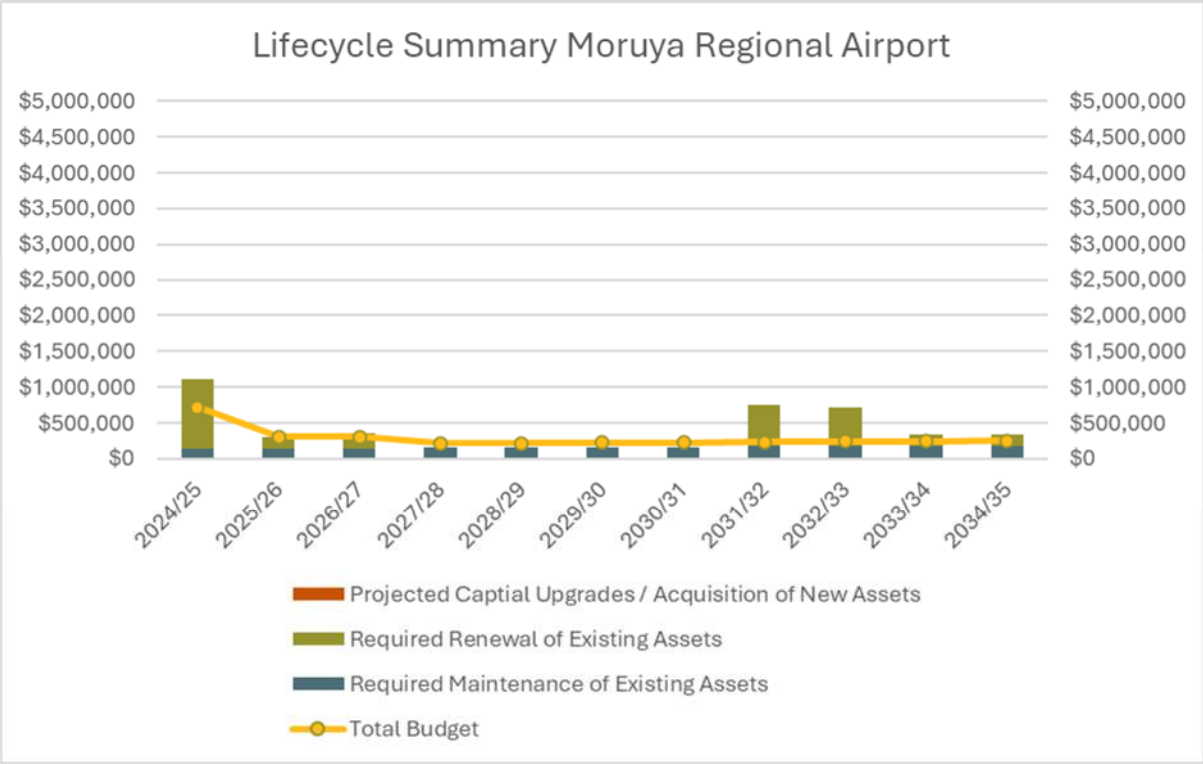
** \$ provided in \$FY24

Maintenance Budgeted vs. Required - Moruya Regional Airport



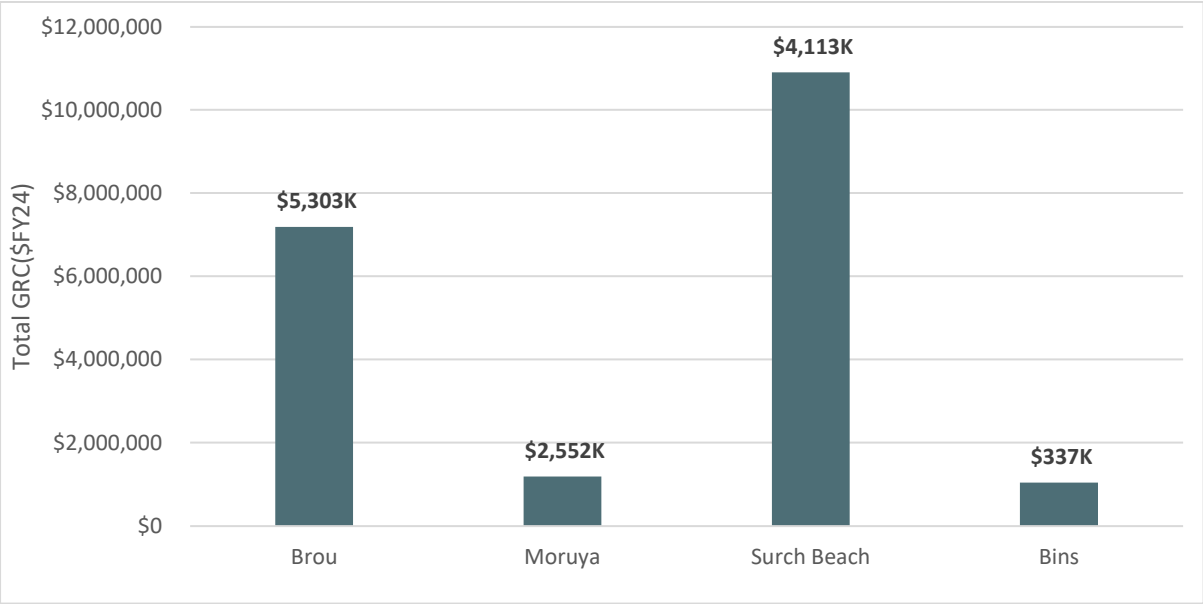
Renewal Budgeted vs. Required - Moruya Regional Airport



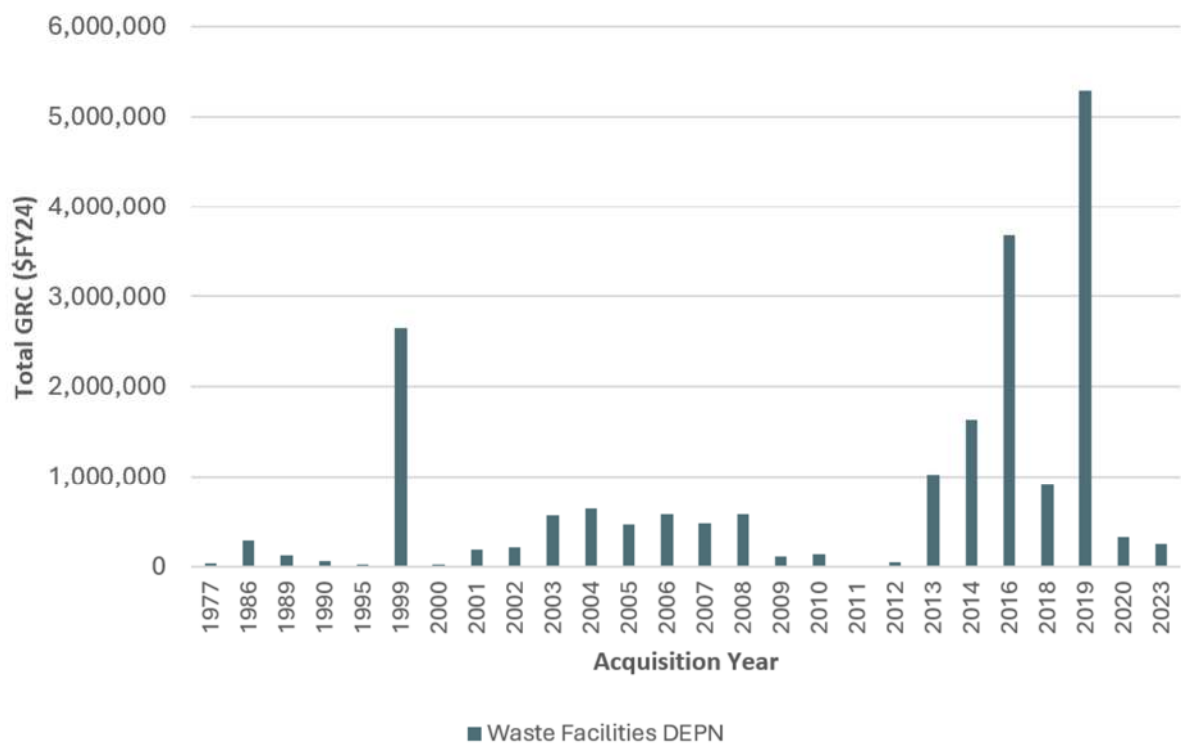


F.6 – Waste Facilities

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

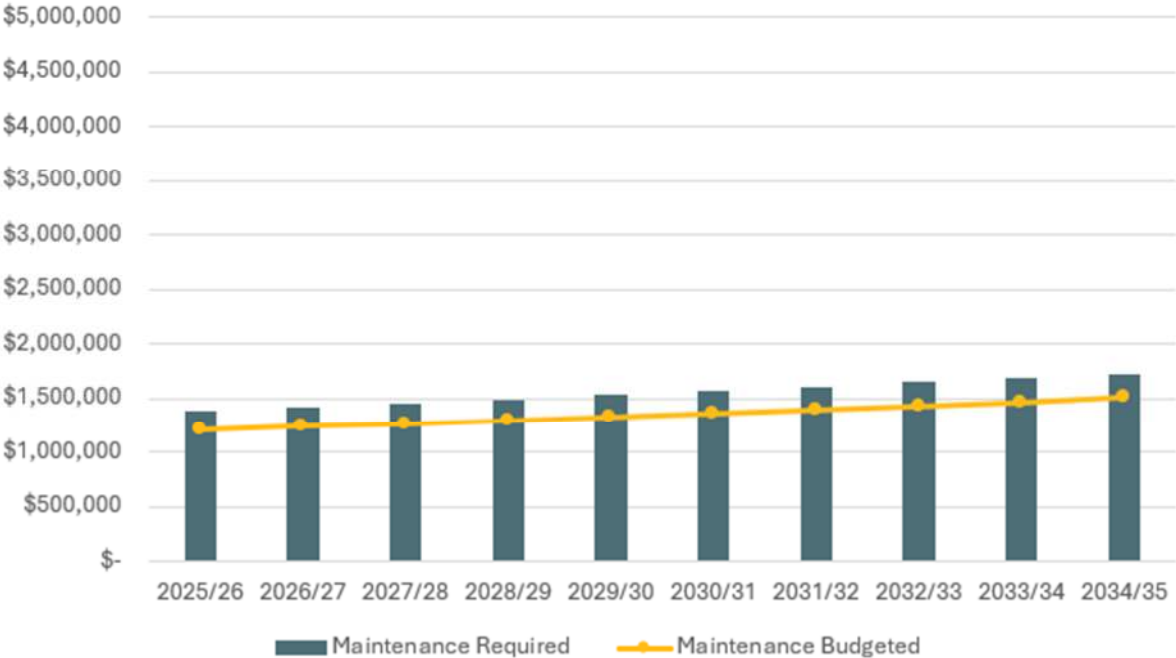


Asset Condition Profile - Waste Facilities

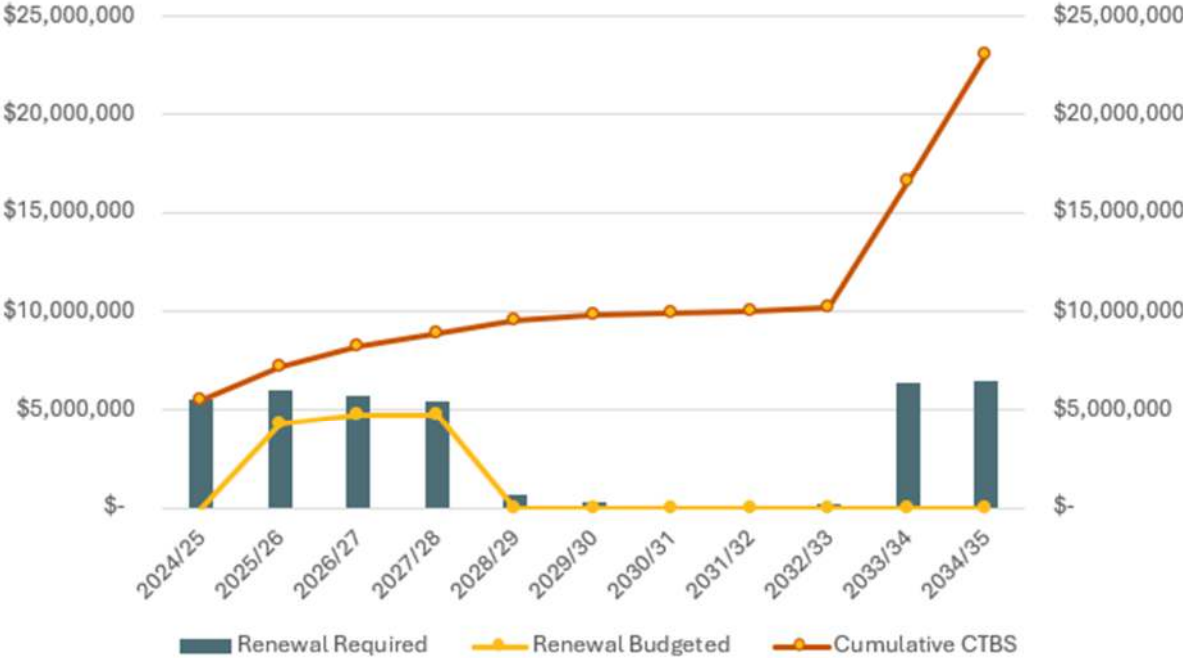


* \$ provided in \$FY22
** \$ provided in \$FY24

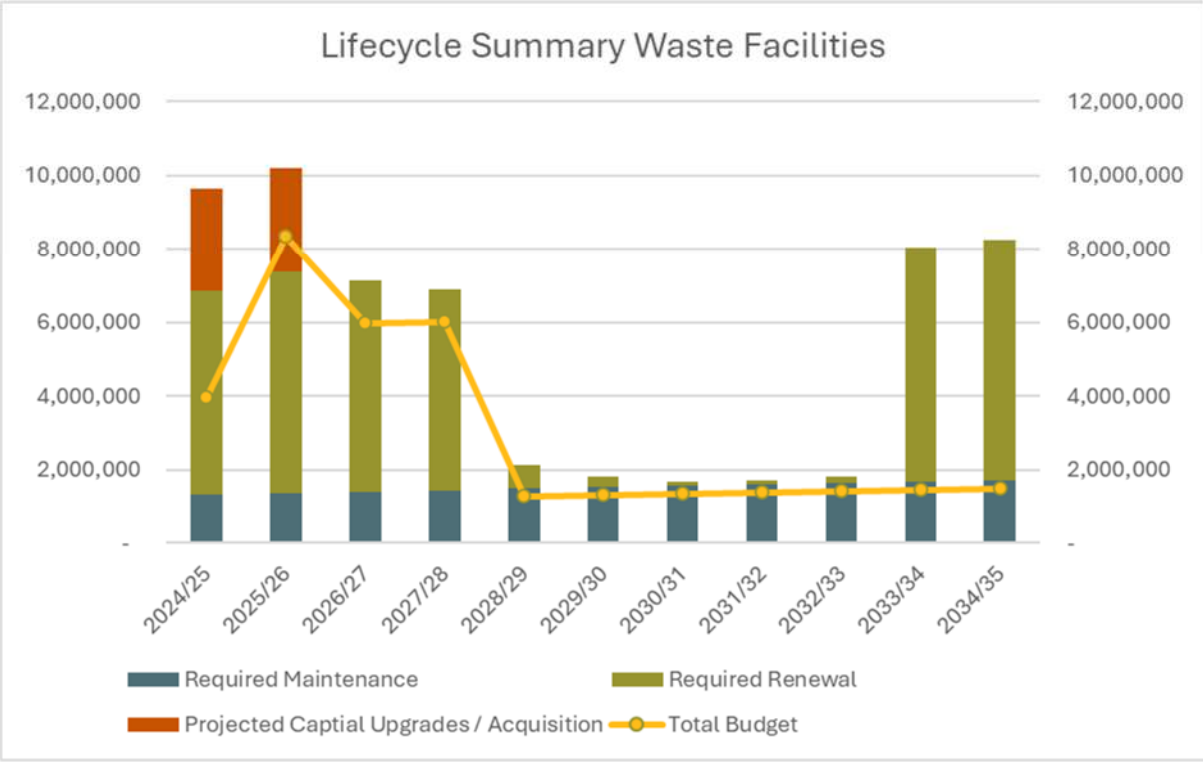
Maintenance Budgeted vs. Required - Waste Facilities



Renewal Budgeted vs. Required - Waste Facilities

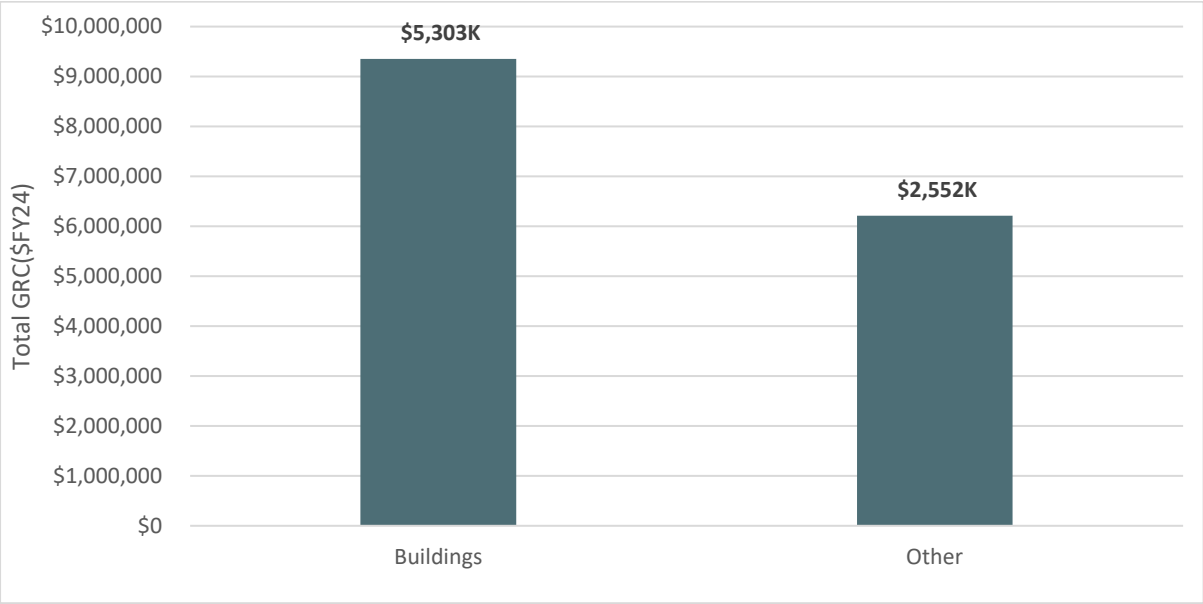


The primary source of proposed new waste assets are the budgeted upgrades at Surf beach and Brou facilities, and new introduced mandated services (e.g., FOGO).

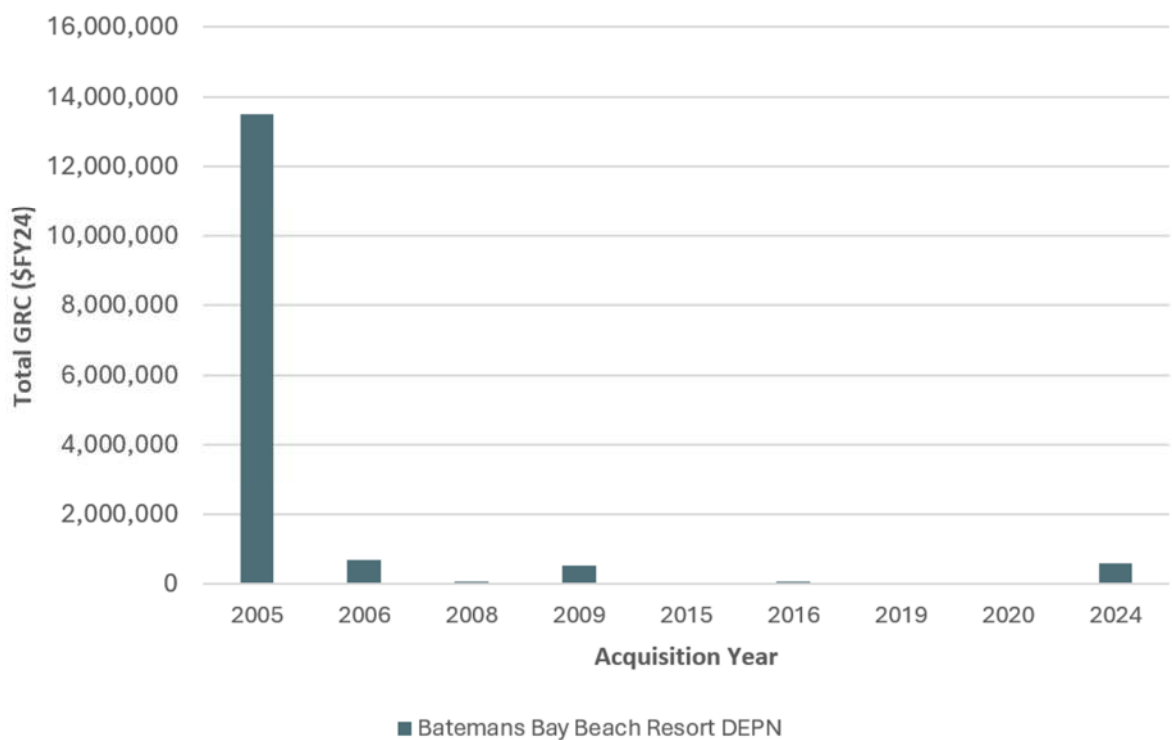


F.7 – Batemans Bay Holiday Resort

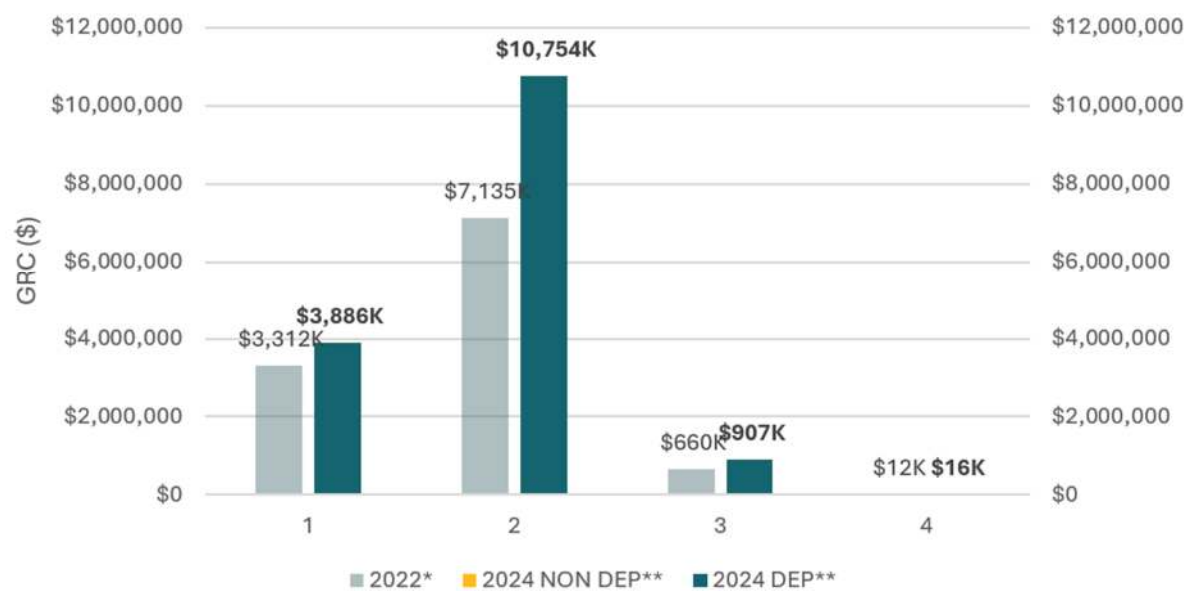
Asset Sub-Category	Dimension	Unit	Replacement Value (\$FY24)
Buildings		Length (m)	\$9,352,781
Other	0	Each	\$6,210,837
Total			\$15,563,618



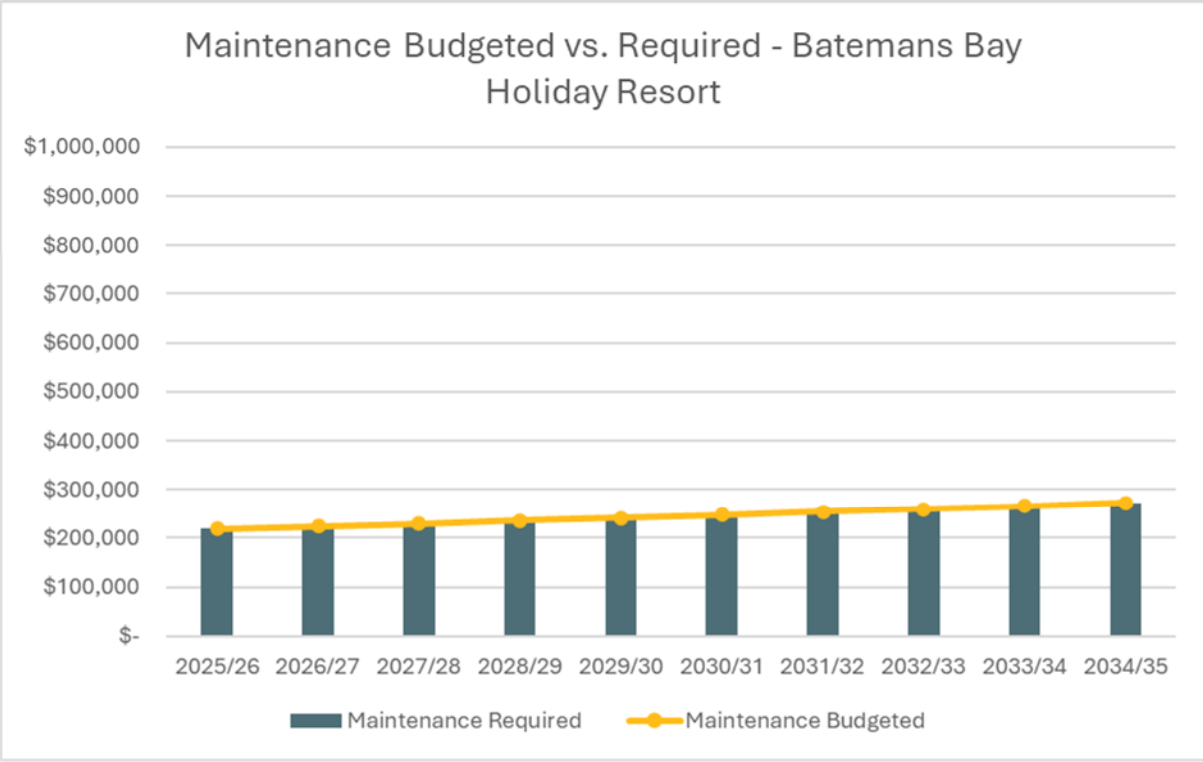
Asset Age Profile - Batemans Bay Beach Resort



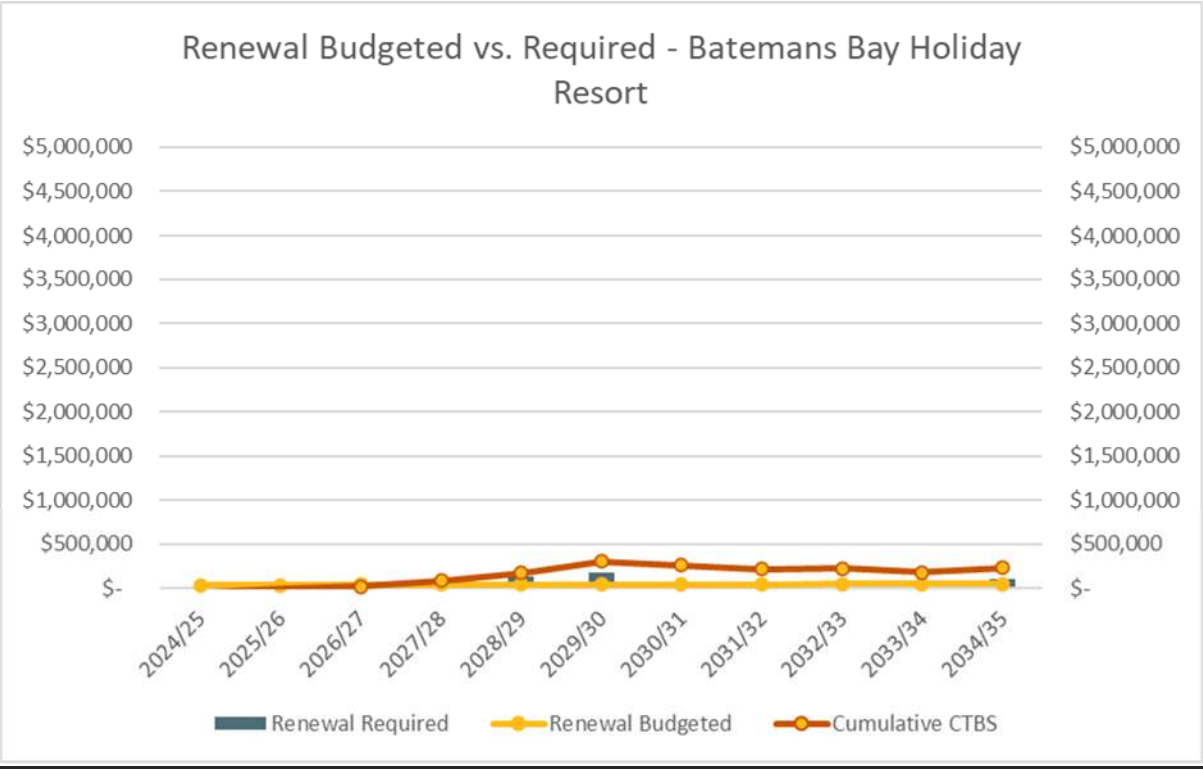
Asset Condition Profile - Batemans Bay Beach Resort

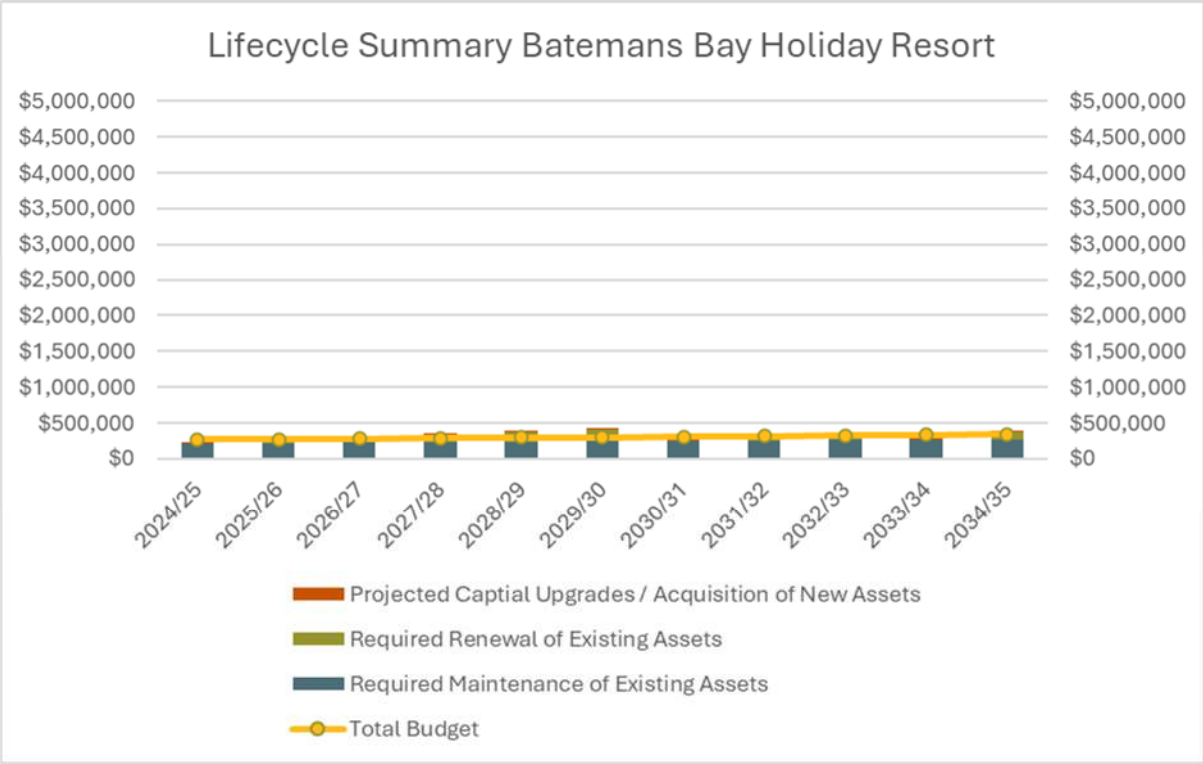


* \$ provided in \$FY22
** \$ provided in \$FY24



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





2025 - 2029

Draft Workforce Management Strategy

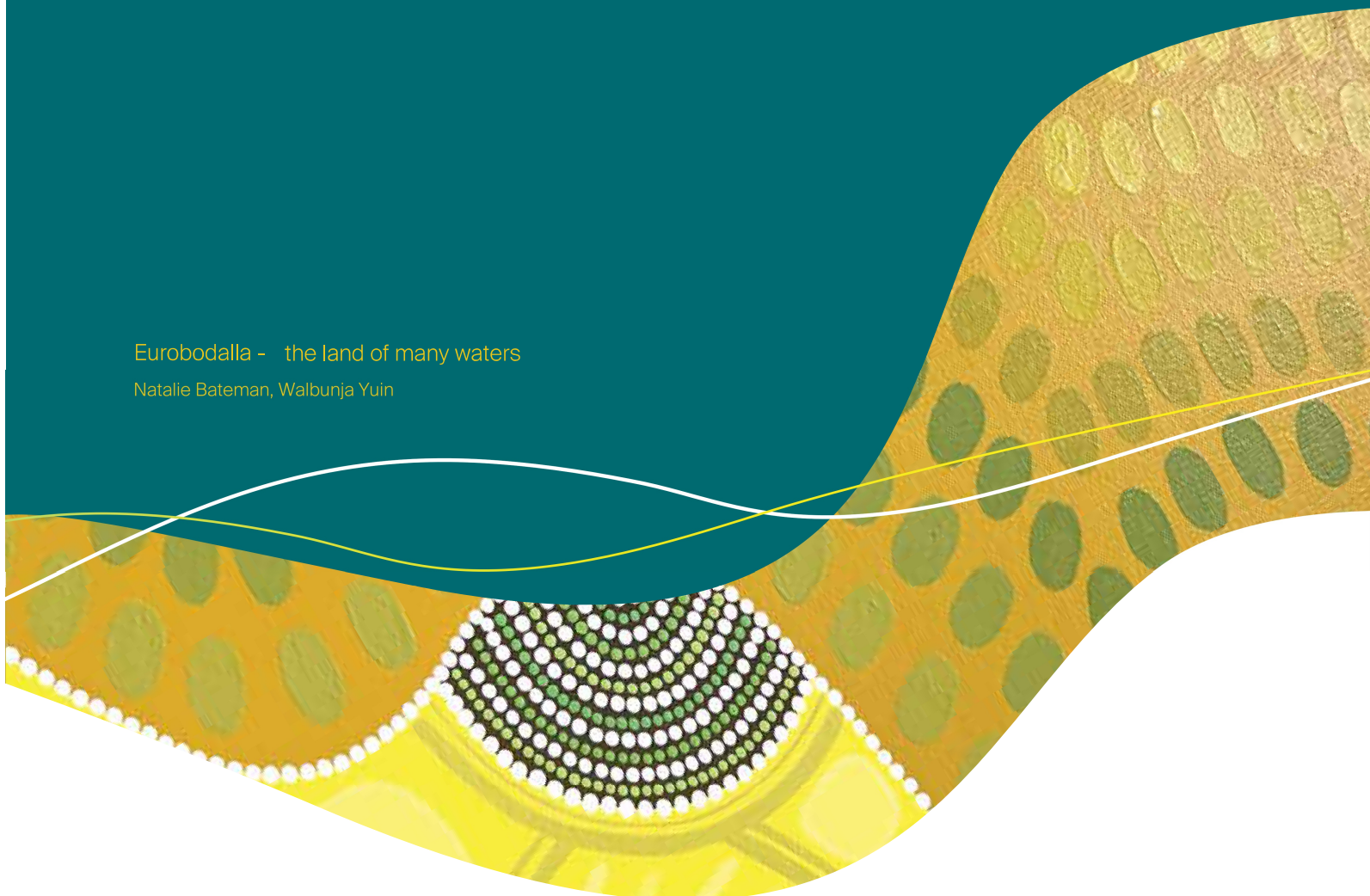


Acknowledgement of Country

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



Workforce Management Strategy

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Message from the General Manager

Our people are the cornerstone of our success, and we are dedicated to fostering a collaborative, respectful, and professional environment where team spirit, openness, and trust flourish. Our Workforce Management Strategy represents our commitment to fostering an inclusive, driven, and capable workforce. We are focused on performance, the future, and dedicated to safety and wellbeing. The pillars outlined in this strategy will guide us in achieving the 2025-2029 Delivery Program and in alignment with our Community Strategic Plan – Towards 2042.



Like many councils, we face ongoing financial pressures while balancing growing community expectations and service demands. At the same time, we must attract and retain skilled workers amid competition and housing challenges, address an ageing workforce, and plan for future talent needs. Strengthening our values-driven leadership, fostering agile workplaces, and streamlining systems to support our people are our key priorities. Additionally, we must navigate local economic conditions, demographics, and education factors that impact workforce availability.

The priority for this Strategy is to address the above challenges which will be guided by four pillars for the period 2025 - 2029:

- **Pillar 1:** We foster an inclusive workforce where everyone feels valued, empowered, and connected.
- **Pillar 2:** We are driven, capable, and focused on performance.
- **Pillar 3:** We are future-focused, responsive, and agile.
- **Pillar 4:** We are committed to safety and wellbeing.

Driving progress across the four key pillars is essential to the success of Council services. Our top priority is ensuring staff wellbeing, keeping them engaged, productive, and safe at work. We believe that by upholding our values of collaboration, respect, team spirit, professionalism, openness, and trust, we can continue to build a sustainable future for our community.

I'm excited to continue contributing to a sustainable future for our community.

Mark Ferguson

General Manager



Our People

Eurobodalla Shire Council employs approximately 551 permanent staff across four key directorates: Infrastructure Services, Community, Arts and Recreation Services, Planning and Environment, Finance and Corporate Services. Additionally, we have approximately 80 casual staff. The Council also manages and supports over 700 volunteers who contribute to various programs. Below is an overview of our workforce profile:

Our Workforce

Permanent staff



56% of leadership team is male
44% of leadership team is female



18.63% permanent staff turnover



Welcomed
60 new starters

Forewelled
80 employees

All staff



Less than 2% of our workforce identify with having a disability



526.10 full time equivalents with 668 employees



52% Male
48% Female



3.14% Aboriginal or Torres Strait Islander peoples in our workforce

Generation



As at April 2025

Our Values



our values

We are collaborative

We ask for and share ideas, insights and knowledge. We find strength and reward in working together.

We are respectful

We show respect and compassion to each other and our community. When there are issues, we go to the source.

We show team spirit

We nurture and value our relationships, bringing out the best in each other.

We are professional

We act with integrity, take pride in our work and always think first of our community. We aim for excellence in all that we do.

We are open and trusting

We are upfront and sincere and trust our colleagues to respect our honesty and vulnerability. We look for the best in people and expect that in return.

Alignment to Delivery and Operational Plan

This Workforce Management Strategy outlines specific actions to achieve the activities and actions set out in the Delivery Program and annual Operational Plans and to address the key challenges facing the workforce. Council's People and Safety Team are responsible for implementing the Strategy. The Plan Strategy evolve as the Council reviews and evaluates needs. This Strategy will be reviewed every year alongside our other Delivery Program and Operational Plans to ensure its objectives reflect the changing community, Council priorities and workforce environment. Example of this alignment is below:

Alignment to CSP, DP and OP 25/26

Community Strategic Plan - 2042	
5.3. Well managed and governed resources systems and processes	
2.3 Support rich learning opportunities and experiences.	
Delivery Program 2025 - 2029	
5.3.5 Build and sustain a capable, performance driven and accountable workforce and position Council as an organisation people want to work for	
2.3.2 Advocate for diverse employment opportunities and provide opportunities for apprenticeships at Council through partnerships with education institutions.	
Operational Plan 2025 - 2026	
5.3.5.1 Build a workforce and drive accountability through strategic and embedded human resource best practice	
5.3.5.2 Embrace a culture of diversity, inclusion, safety, wellbeing, and purpose	
5.3.5.3 Position Council for success through a strong brand, efficient processes and a culture that attracts, develops, and retains talent	
2.3.2.2 Provide employment and development opportunities at Council through the apprenticeship and traineeship program	

Workforce Challenges

To build a strong and sustainable workforce, we need to attract and retain talent, develop great leaders, and create supportive work environments. At the same time, we must navigate regional challenges, economic conditions, and future workforce needs. Some of the key challenges the Eurobodalla Shire Council faces are:

Workforce Challenges	
Attracting and Retaining Talent	Attracting skilled workers to the Council/ region and retaining, despite any competition and market rate challenges.
Workforce Planning and Sustainability	Addressing future talent needs, including smarter ways of working and budget constraints.
Supporting Leadership and Culture	Building strong, values-driven leaders and fostering agile, progressive workplaces.
Supporting People to Succeed	Streamlining and improving processes and systems, creating efficiencies, and ensuring a psychologically safe work environment.
Regional and Economic Factors	Navigating local demographics (aging workforce), and economic conditions that impact workforce availability.

Strategic Pillars

Pillar 1 - We foster an inclusive workforce where everyone feels valued, empowered and connected

Engagement and connection are at the heart of everything we do. We promote a diverse, inclusive, respectful, and proactive workplace culture through education and employee engagement.

Item Number	Objective – what we hope to achieve	Action – how we get there
1.1	Cultivate an inclusive culture that promotes diversity in the workforce by enhancing initiatives that promote equity, belonging, and diverse perspectives at all levels.	Develop a Diversity and Inclusion Program and Plan.
1.2	Integrate values into the workforce by aligning values with daily practices.	Reinvigorate current values and align them to individuals' day-to-day practice, partner with external culture programs to increase engagement.
1.3	Foster open, transparent and inclusive communication across all levels ensuring every voice is heard, every perspective is valued and shared goals are achieved together.	Develop a structured internal communication plan, including regular updates, leadership messages and employee engagement initiatives to reinforce values, align goals and ensure consistency in messaging across all levels.
1.4	Strengthen the impact of performance through recognition and ongoing evaluation and continuous improvement.	Review the current rewards and recognition program to ensure it aligns with goals and values, gathering employee feedback and incorporating new methods to increase engagement and motivation.

Pillar 2 - We are driven, capable and focused on performance

We attract great people, and empower and develop them with the skills, education, tools and clarity required for accountability, enabling them to perform at their best.

Item Number	Objective – what we hope to achieve	Action – how we get there
2.1	Evaluate HR's maturity, redefine the HR operating model, and strengthen capabilities to address VUCA (volatile, uncertain, complex and ambiguous environment) challenges.	Equip the People and Safety Team with the knowledge, skills, and tools needed to deliver strategic value. Assess, identify, and prioritise processes to streamline HR activities and implement efficient systems that support clear communication, accountability, and achieve high performance across the People & Safety Team. Including delivering an Optimisation Plan.

2.2	Build a performance culture by aligning goals, setting clear expectations, providing feedback and empowering success.	Implement a fair performance review framework, conduct regular check ins to provide feedback and support, and ensuring accountability through clear expectations and goal progress tracking. Along with empowerment of people leaders in the business.
2.3	Develop workforce skills and capabilities to build a high performing team that drives Councils success and meets evolving business needs.	Invest in learning and development programs, leadership pathways, and skill-building initiatives to ensure employees are equipped to excel in their roles and adapt to future challenges. Including trainee/ cadet and apprentice programs and a capability framework to further the skills and capabilities and developing future leaders.
2.4	Attract and retain talent by fostering a performance culture, aligned with Council's goals for success.	Position the business by cultivating a strong employer brand, streamlining recruitment processes, and delivering HR excellence advice and support to Hiring Managers.

Pillar 3 - We are future focused, responsive and agile

We serve the community in which we are located and embrace change and innovation. Our ability to pivot and adapt ensures we meet the challenges head on and seize opportunities as they arise.

Item Number	Objective – what we hope to achieve	Action – how we get there
3.1	Align compensation and benefit strategies with Council, team and employee goals.	Conduct a comprehensive review of the salary system to ensure internal equity and market competitiveness. Developing a compensation and benefits plan that attracts, retains and motivates top talent whilst aligning with goals and financial sustainability.
3.2	Develop a future work strategy to ensure we are able to remain contemporary and supportive of the future workforce.	Offer business partnership and people reporting to people leadership to enhance and embed workforce planning and talent programs. Review flexible/ hybrid working, HR processes and strategies to identify better ways of working, utilising AI.
3.3	Provide robust talent, succession and workforce planning to ensure we have the ability to deliver on Council's strategic and operational programs	Offer business partnership to people leadership to enhance and embed workforce planning, succession and talent programs. Embed an equitable, consistent Job Evaluation System. Ensure smart and predictive HR reporting to assist with forward planning.

3.4	Continue to ensure our workforce has access to the equipment and software to meet job requirements	Work together with Integrated Technology Services to ensure we have technology to support all staff.
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Pillar 4 - We are committed to safety and wellbeing

We champion health, safety and wellbeing, through care, support and a proactive approach, we are committed to ensure we provide a safe working environment.

Item Number	Objective – what we hope to achieve	Action – how we get there
4.1	Build, promote and foster a safe work culture that inspires employees to stay motivated, engaged, and connected to their work.	Integrate EAP external initiatives, proactive workforce activities, regular safety training, mentoring and timely People and Safety advisory advice and support.
4.2	Develop, integrate and align the Work Health & Safety activities with the financial budget goals. Ensure ongoing compliance and provide regular monitoring on WHS performance for continuous improvement.	Develop and implement the WHS System including the roll out of the BeSafe system. Conduct regular audits and reviews of the WHS Mgmt. System to ensure compliance and alignment to the financial goals and implement a structured reporting process to provide timely WHS performance updates to both ELT and the business.
4.3	Identify, assess, control, eliminate or minimise risks to psychological safety with integrated systems, policies and processes that are monitored regularly.	Conduct regular pulse checks, wellbeing checks, continuing to ensure Council monitors safety and wellbeing. Implement targeted assistance program which proactively addresses psychological safety and ensure activities align with the systems and policies/procedures.

Measures of Success

Council measures the success of its Workforce Management Strategy through the required actions to ensure alignment with the Community Strategic Plan – Towards 2042, Delivery Program 2025-29, and annual Operational Plan. This approach enables us to track the impact of our initiatives and identify areas for improvement. It fosters accountability, supports better decision-making, and highlights the value of People & Safety in driving performance and enhancing the employee experience. The Strategy includes specific measures to ensure these deliverables are met.

