Asset Management Plan

Courts – Tennis and Netball

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1. EXECUTIVE SUMMARY

To support the community, Council maintains a network of physical infrastructure within the Shoalhaven Local Government Area (LGA). This infrastructure provides a platform for economic and social development, strengthens the link between the community and the natural environment and creates a sense of place for the local community and its visitors. This infrastructure is integral to the community's well-being and their quality of life.

Shoalhaven City Council provides tennis, netball and basketball courts, croquet lawns and ancillary amenities within the city area to cater for the community needs and to provide access to appropriate facility within a reasonable distance. The facilities are spread across the whole of the Council area and cater for structured competition play, social and passive use.

The majority of courts provided by Council within the "public domain" have been constructed by Council, or developers as part of open space contributions. Some of the construction has been by Council providing interest free loans to the sporting groups to permit the facilities to be constructed before the Council's normal programmed timeframe.

A mixture of approaches is used for the management of the Tennis, Netball and Basketball courts and Croquet lawn. The courts are managed by various community groups on a Management Committee arrangement or a lease agreement. This mixture of management types for various locations then flows through to the responsibility and maintenance issues.

Where courts are subject to the formal lease arrangements, Lessees are well placed financially to undertake routine and major maintenance works as the income generated is sufficient to cover the costs. The larger complexes generally have strong, well supported competitions providing strong revenue streams.

At the smaller tennis installations, the income able to be generated is usually not sufficient to cover the maintenance costs, especially the resurfacing of the playing surfaces. Courts that have no formal competitions generate lower income.

This Asset Management Plan for Courts is mainly focusing on Tennis Courts, as tennis courts have the largest expenditure amongst all of the courts available in the Shoalhaven area.

1.1. The Purpose of the Plan

The purpose of an Asset Management Plan (AMP) is to manage assets based on thorough data research and investigation, which determines how assets are to be managed in a sustainable and effective method.

AMP is used to demonstrate how Council's assets are managed based on past and present information to create concrete future planning. AMP will be the basic source for decisions of renewal, replacement or demolition of an asset.

It is also a plan to ensure that assets acquired financial support and meet the strategic and annual objectives of the organisation and that the cost of providing the service to the community does not outweigh the benefits.

AMP is fundamental to achieve key elements of asset management, the foundation of the Plan includes as follows:

- Defining levels of service – specifies the services and levels of service to be provided by Council for each asset type
- Condition assessment – specifies the technical tools used to assess the condition of each asset
- Life cycle management – how Council will manage its existing and future assets to provide the required services
- Financial summary – what funds are required to provide the required services
- Asset management practices – how the organisation will manage its assets and the tools it will use to accomplish this
- Monitoring – how the Plan will be monitored to ensure it is meeting Council's objectives
- Asset management improvement plan

1.2. Asset Description

The Plan does not include courts located in areas other than the public parks and reserves network under the management of Council. AMP Courts consists of management plans of tennis, netball and basketball courts, as well as croquet lawns.

1.2.1. Netball and Basketball

A total of nine (9) locations are provided with netball/basketball courts providing fifty (50) courts. One site at Nowra has twenty four (24) and West Ulladulla has twelve (12) courts which could be considered to have some significance to provide a level which attract a number of teams to have a reasonable size competition between clubs. Additional multi-courts sites are at Sussex Inlet with five (5), Sanctuary Point and Callala Bay with three (3) courts. The remaining sites at Currarong, Kangaroo Valley, Fishermans Paradise, Kioloa and Manyana have one (1) court.

1.2.2. Tennis Courts

A total of twenty two (22) locations provide access to seventy nine (79) tennis courts throughout the Council area. A list of Court Locations and playing general surface condition is identified in section 5.1.

1.2.3. Croquet Lawn

A total of three (3) locations provide access to Croquet lawn which are located in West St (Showground), Nowra and Cambewarra Road, Bomaderry and Milton Showground.

1.3. Levels of Service

Council is determined to improve better level of service for courts through better communication with Management Committee and future financial planning.

Council recognises that existing and future income for some courts will be sufficient to maintain and improve the existing level of service but is concerned that in order to meet the expectations of the community, especially tennis players, further funding is needed. As much as possible, Council would like to avoid using rate payers' contribution for tennis courts.

1.4. Future Demand

Factors affecting demand include population change, changes in demographics, seasonal factors, transportation ownership and access, consumer preferences and expectations, economic factors, agricultural practices and environmental awareness .

Demand for infrastructure is generated predominantly through either an increased utilisation of existing infrastructure brought about by the factors above or the requirement for new infrastructure to meet the needs of growth in new development.

The demand created by these two circumstances requires analysis to consider the ramifications to existing infrastructure and the ability of the associated infrastructure to cope with the increased demand.

1.5. Lifecycle Management Plan

Management of courts relates particularly to the maintenance and renewal stages of asset life. After construction phase of the court, it moves into what is known as the "Maintain" phase. Maintenance activities are required to minimise continued deterioration of an asset. As the asset components move towards the end of its life, activities are undertaken to restore the asset to a condition close to that of the original. This is referred to as the "Renewal" phase.

The importance of the time for intervention for renewal is paramount. If renewal activities are not undertaken in a timely manner, the condition of the asset will deteriorate rapidly to failure, and the cost of reconstruction may be many times that of renewal activities.

1.6. Financial Summary

Most of Council's court network was constructed by developers and from government grants, often provided and accepted without consideration of ongoing operations, maintenance and replacement needs.

Many of these assets are approaching the later years of their life and require replacement, services from the assets are decreasing and maintenance costs are increasing. Present funding levels are insufficient to continue to provide existing services at current levels in the medium term.

A ten year analysis of existing tennis courts' conditions and costs has been undertaken to determine funding implications for the asset condition. Annual adjustment for increases in the cost of resurfacing and reconstruction would need to be made to accurately represent long term results.

1.7. Asset Management Practices

Ideal Asset Management Practices indicates a good quality of strong governance and accountability; more sustainable decisions, enhanced customer service, effective risk management; and improved financial efficiency.

This section identifies the strategies, practices and guidelines supporting Asset Management at Shoalhaven City Council. These activities provide the tools and functions required to support the management, maintenance, renewal, creation and disposal of assets. It includes system planning and monitoring; system record management; and asset management planning and policy.

1.7.1. Accounting/ Financial Systems

Financial transactions are recorded in Council's corporate SunSystems Financial Software and are viewable through the Financial Information System (FIS). Finance staff are responsible for operating the finance system especially the general ledger and budget accounts receivable. A Systems Accountant assists in providing technical support for the systems operation and maintenance.

Continued analysis of the Financial Model, capital expenditure, asset renewal, maintenance and operations requirements, and the interrelationships between service levels and expenditure is expected as part of the Asset Management Improvement Programme. The Local Government Act 1993 requires that Council prepare and maintain all accounting records, accounts and financial statements in accordance with all relevant Australian Accounting Standards. The following accounting standards and guidelines must be complied with:

- AASB 116 Property, Plant & Equipment – prescribes requirements for recognition and depreciation of property, plant and equipment assets
- AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not in excess of their recoverable amounts
- AASB 1021 Depreciation of Non-Current Assets – specifies how depreciation is to be calculated
- AAS 1001 Accounting Policies – specifies the policies that Council is to have for recognition of assets and depreciation
- AASB 1041 Accounting for the reduction of Non-Current Assets – specifies the frequency and basis of calculating depreciation and revaluation basis used for assets
- AAS 1015 Accounting for acquisition of assets – method of allocating the value to new assets on acquisition
- AAS 27 Financial reporting by Local Government
- AAS 1010 Recoverable Amounts of Non-Current Asset – specifies requirement to test the reasonableness of valuations

The objective of the Accounting Policy is to provide guidance around identifying, classifying, valuing, recording and disposing of non-current physical assets. This will provide for greater understanding and accuracy of Council's capital requirements and depreciation expenses in the context of financial sustainability and intergenerational equity as well as ensuring that Council is meeting its statutory reporting obligations.

1.7.2. Asset Management Systems

Physical Asset data are recorded in Council's Conquest Asset Register. Customer enquiries are managed via Council's MERIT system, with document management being undertaken using the TRIM system.

Responsibilities for administering asset management systems generally sit with the Infrastructure Systems and Support team. Data entry on a job by job basis is handled via several staff from across Council, with significant data entry by Council's City Works and Infrastructure Divisions.

1.8. Monitoring and Improvement Programme

AMP is a dynamic document, reflecting and responding to changes over time and in accordance with the Improvement Programme available. Monitoring of AMP is required to ensure compliance with the proposed improvement program milestone and to ensure compliance with adopted standards and procedures for condition and performance.

Ideally, full review of AMP should be undertaken every three to five years to document progress and set out proposals for the next 10-15 years.

2. INTRODUCTION

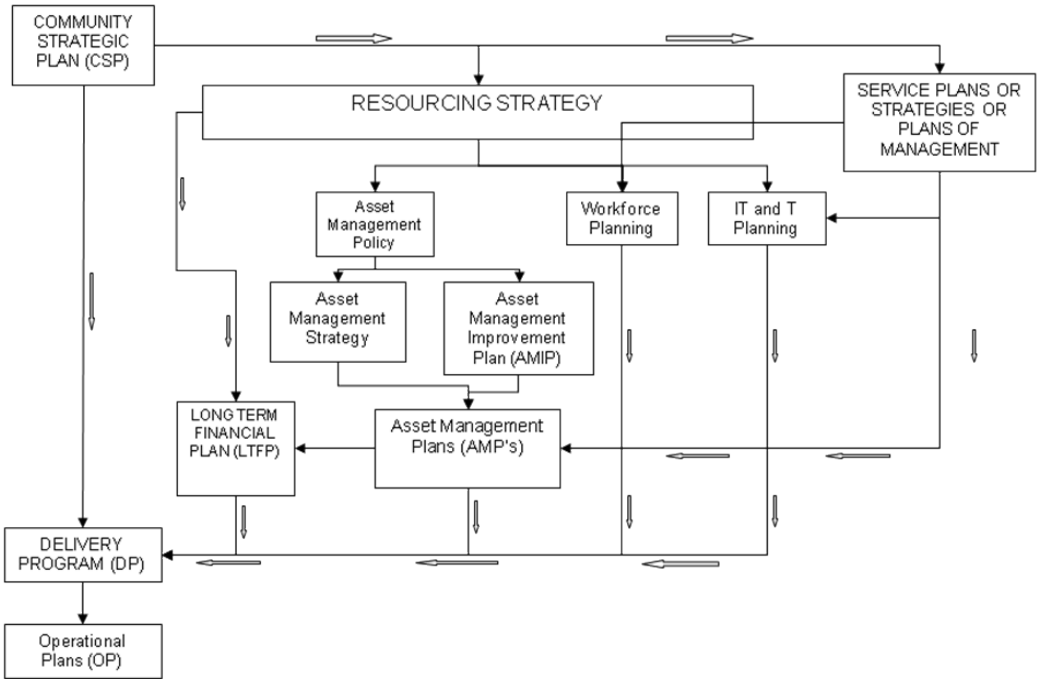
2.1. Background

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner. An AMP details information about infrastructure assets including actions required to provide an agreed level of service in the most cost effective manner. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services.

This Asset Management Plan (AMP) is to assist Council to meet its goals and objectives in a way that best serves the community. It provides a framework for future management of courts within the Council area based on current and historical information.

Council has approximately thirty (30) Asset Management Plans which is divided based on each asset types. An area, such as a sporting complex may consist of a few asset types. Therefore, each AMP interrelates with one another.

AMP's position within Council's organisation chart to link with corporate and operational objectives is shown below:



2.2. Goals and Objectives of Asset Ownership

Council exists to provide services to its community. Some of these services are provided by infrastructure assets. Council acquired infrastructure assets by 'purchase', by contract, construction by our staff and by donation of assets constructed by developers and others to meet increased levels of service.

Our goal in 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 (LoS) 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 (LoS),
- Identifying, assessing and appropriately controlling risks, and
- Having a Long Term Financial Plan (LTFP) which identifies required, affordable expenditure and how it will be financed.

Council's assets has been acquired by purchase, contract, construction by council staff and donation of assets constructed by developers and others to meet increased level of service. Council is committed to providing safe and efficient facilities, within realistic financial constraints, with the main objectives being as outlined in the strategy, specifically to:

- Improve safety
- Maintain court facilities at a reasonable "level of service (LoS)"
- Plan for future development
- Develop strategies for the rationalisation of various court facilities due to
- Plan for major work to facilities

Council is also committed to ensuring that the facilities provided are maintained to a standard which suits the purpose and in a manner. By ensuring available resources are effectively applied. It is recognized that it is neither reasonable nor practical to target zero defects. However it is an objective to have an acceptable level of defects and none that affect customer health and safety or facilities' structural integrity. This is achieved through preventative maintenance.
The desirable situation is that the annual capital works and maintenance programs need to allocate sufficient resources to ensure these objectives are obtained.

Council's Vision

> To work together in the Shoalhaven to foster a safe and attractive community for people to live, work, stay and play; where sustainable growth, development and environmental protection are managed to provide a unique and relaxed lifestyle (adopted by Council, 22 June 2010)

Council's Mission

> To enhance Shoalhaven's strong communities, natural, rural and built environments and appropriate economic activities through strategic leadership, good management, community engagement and innovative use of resources.
> (adopted by Council, 22 June 2010)

2.3. Plan Framework

The key elements that effects this AMP are:

Asset Management Policy

> The policy is used as a base of principles and requirements to create an AMP that is in accordance with the organisation's strategic plan. (2011, International Infrastructure Management Manual)

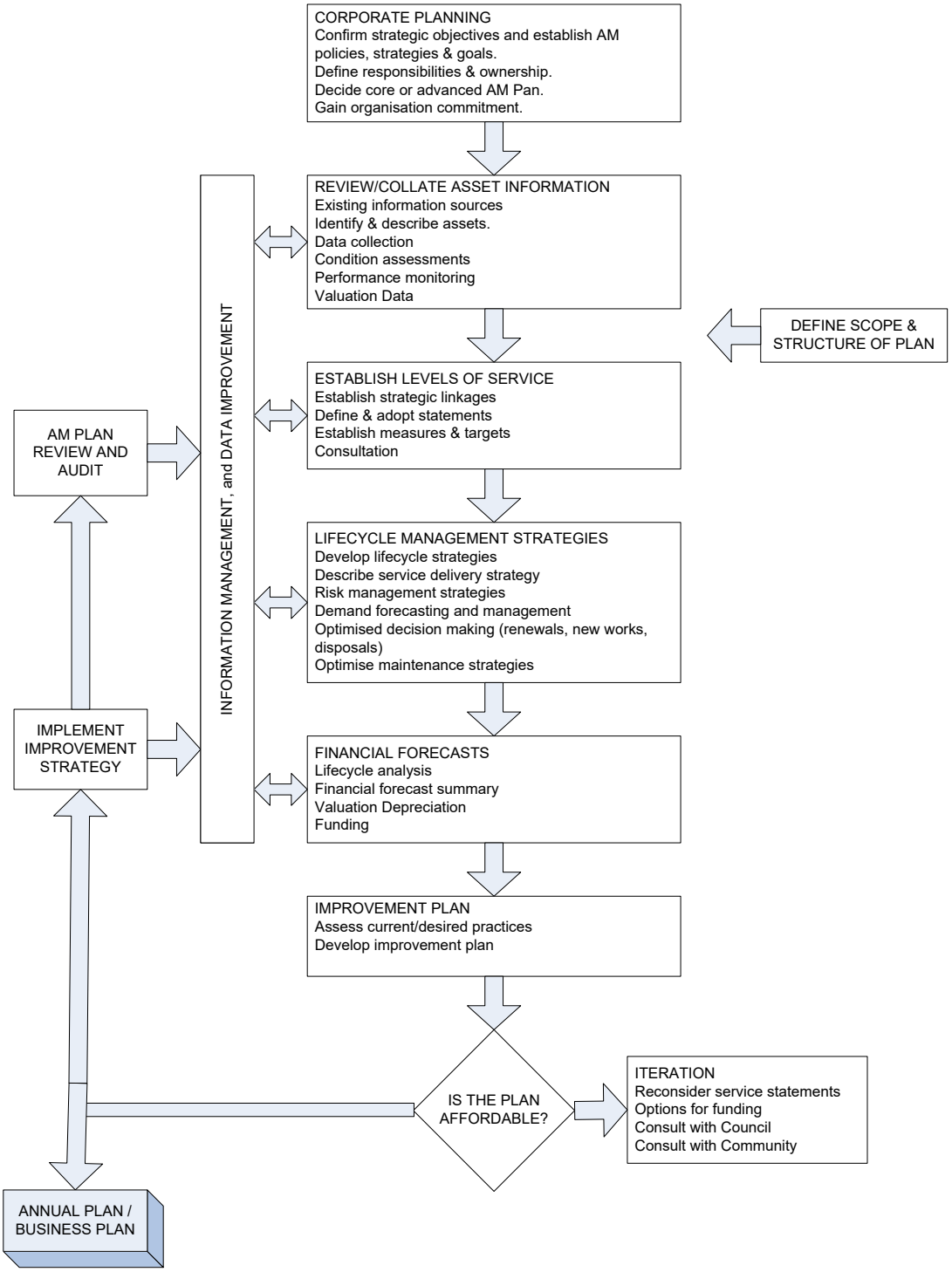
Asset Management Strategy

> A strategy for asset management covering development and implementation of plans and programs for asset creation, operation, maintenance, rehabilitation/replacement, disposal and performance monitoring to ensure desired level of service and other operational objectives are achieved at optimum cost.

The basic key elements of the AMP consists of:

- Level of service – specifying the services and levels of service to be provided by Council
- Future demand – how this will impact on future service delivery and how this is to be met
- Life cycle management – how Council will manage its existing and future assets to provide the required services
- Financial summary – what funds are required services
- Plan Improvement and Monitoring – how the plan will be monitored to ensure it is meeting Council's objectives

A road map for preparing an asset management plan is shown below:



Road Map for preparing an Asset Management Plan
Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11.

2.4. Core and Advanced AM

Asset Management Plan is a continuous document that will require ongoing evaluation. Currently, the level of this asset management plan is at the Advanced Level which is an intermediate level that includes further details consisting of comprehensive optimised decision making techniques of risk management considering level of service and cost tradeoffs analysis and whole of life asset analysis. For this reason, the current AMP is focusing only on tennis courts.

This AMP covers the courts, playing surface, ancillary equipment and facilities and any associated fencing. It does not include the building assets within the Parks and/or Reserves where the courts are located. Those assets are covered by the Asset Management Plan for the Reserve.

3. LEVELS OF SERVICE

Levels of Service relates to outcomes the customer receives in terms of quality, quantity, responsiveness and performance provided by the asset. To achieve and sustain acceptable standards service for Council's tennis court asset requires sufficient funds. These funds that are produced from the tennis courts' revenue are provided for regular and responsive maintenance and for timely renewal or replacement of the asset. The provision of adequate financial resources ensures that the tennis courts are appropriately managed and preserved. Financial provisions impacts directly on community development and if prolonged, results in substantial needs for "catch up" expenditure imposed on ratepayers in the future.

In developing the levels of service as documented in this AMP, Council has given due regard to the strategic goals and objectives in the Sportsground Strategic Plan 2008 - 2036 which sets out the strategic direction of Council to implement its Management Plan over the following years. Council has also given due regarded to Legislative requirements and Australian Standards and stakeholder expectations in the form of customer research and expectation surveys.

3.1. Customer Research and Expectations

The proposal of future works that is introduced by the AMP must include active engagement and consultation with the community, especially users and managers or the asset. It is significant also to determine community's service level expectations for infrastructure assets.

Quality information from community members and stakeholders ensures the current and future infrastructure across the Shoalhaven Local Government Act (LGA) is managed by Council to achieve the principles of equity, access, participation and right. This information from the community and stakeholders will be integrated with data, research and technical and financial information to create a comprehensive Asset Management Plan.

Understanding Levels of Service (LoS) is vital for the lifecycle management of assets. They will determine what type of assets will be provided; how often they will be maintained, and when assets will be rehabilitated or replaced. LoS define the assets performance targets, in relation to reliability, quantity, quality, responsiveness, safety, capacity, environmental impact, comfort, cost/affordability and legislative compliance.

Community consultation has been undertaken to reflect the community's view for satisfaction and importance of Council facilities provided, and for identifying community needs and wants in relation to the courts.
To ensure on-going sustainability of Council services it is essential to balance the community's expectations with their willingness and capacity to pay for the infrastructure that underpins these services.
Consultation with the community can be done as follows:

- Sending notification to the Committee that AMP is currently reviewed and requesting for inputs
- Notifying the Committee directly via Progress Meetings

3.2. Strategic and Corporate Goals

The AMP provides clear guidelines for the effective management of the assets owned and by Council. Local Authorities exist principally to supply core services that meet the needs of their communities.

Council's goal in managing assets is to meet the required level of service in a sustainable manner for present and future stakeholders. The key elements to strategic goals of asset management are:

- Demonstrating responsible stewardship;
- Taking a life cycle approach to asset ownership;
- Defining the infrastructure assets physically and financially;
- Providing a defined Level of Service and monitoring the performance against service levels and service expectations;
- Understanding and meeting the demands of growth through demand management and infrastructure investment;
- Managing risks associated with asset failure; and
- Support long term financial planning.

Council objective is to ensure financial strategies underpin Council's asset management policies and strategic. Its goal is to have long term vision for sustainability. In order to do so, the action that can be done is to prepare and review the Council's short and medium term financial plans for Risk Management; Plant & Equipment, Information Technology, Section 94; Asset Management Plans and case reverses.

Acting as a leader in the delivery of social, financial, environmental, and operational objectives, Council needs to ensure good governance and administrative support for the Council and organization.

Council's other goals are to plan, manage and fund Council's public assets to meet the community expectations and defined levels of services. Furthermore, the safety of the community is paramount and is acknowledged and supported through proactive policies, programs and strategies.

3.3. Legislative Requirements

Legislation	Requirement
National Asset Management Framework Legislation 2010	Focuses on long term financial sustainability and provides a mandate to have a long term strategy, financial statements and annual reporting mechanisms.
DLG Integrated Planning NSW	Key requirement is to integrated community plans with operational and delivery plans
Local Government Act 1993	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery
Occupational Health and Safety Act 2000	Aims to secure the health, safety and welfare of people at work. It lays down general requirements which must be met at places of work in New South Wales. The provisions of the Act cover every place of work in New South Wales. The Act covers self employed people as well as employees, employers, students, contractors and other visitors.
Occupational Health and Safety Regulation 2001	Regulations on the control and management or risk in the work place
The Protection of the Environment Operations Act 1997 (POEO Act)	Is the key piece of environment protection legislation administered by Department of the Environment and Climate Change (DECC). The POEO Act enables the Government to set out explicit protection of the environment policies (PEPs) and adopt more innovative approaches to reducing pollution.
Disability Discrimination Act	Sets out responsibilities of Council and staff in dealing with access and use of public infrastructure
Australian Accounting Standards	Sets out the financial reporting standards relating to infrastructure assets. Standards of particular relevane to Infrastructure Assets include:
	AASB116 Property, Plant & Equipment - prescribes requirement for recognition and depreciation of property, plant and equipment assets
	AASB136 Impairment of Assets - aims to ensure that assets are carried at amounts that are not in excess of their recoverable amounts
	AASB1021 Depreciation of Non-Current Assets - specifies how depreciation is to be calculated
	AAS1001 Accounting Policies - specifies the policies that Council is to have for recognition of assets and depreciation
	AASB1041 Accounting for the reduction of Non-Current Assets - specifies the frequency and basis of calculation depreciation and revaluation basis used for assets
	AAS1015 Accounting for acquistion of assets - method of allocating the value to new assets on acquistion
Crown Lands Act 1989	Defined principles for the use and management of Crown land which may be under Trust to Council, they may prescribe:
	Lease & licences of Crown Lands (Part 4, Division 3 & 4); and
	Plans of Management for Crown Lands (Part 5, Division 6)
AS 2560 Series of sports lighting standards	Defines appropriate levels of lighting for training / competition purposes for various sporting codes
AS 2560.2.1.2003 Sports Lighting Tennis Courts	Defines appropriate levels of lighting for training / competition for tennis court facilities
AS 2560.2.4 Outdoor Netball/Basketball Lighting	Defines appropriate levels of lighting for training / competition purposes for netball and basketball court facilities
AS 3600-2001 Concrete Structures	Proposes a set of standard for achieving a design life of 40-60 years for concrete structures.

3.4. Current Level of Service

Community Levels of Service - relate to how the community receives or derives benefit from the service of each asset in terms of safety, quality, quantity, reliability and responsiveness.
Supporting the community service levels are operational or technical measures of service developed to ensure that the minimum community levels of service are met. These technical levels of service may relate to cost/efficiency and legislative compliance.

Community levels of service measures used in the asset management plan are:

Quality	How good is the service?
Function	Does it meet users' needs?
Capacity/Utilisation	Is the service over or under used?

Technical Levels of Service - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services such as opening hours, cleansing frequency, mowing frequency, etc.
- Maintenance – the activities necessary to retain an assets as near as practicable to an appropriate service condition (eg road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (eg frequency and cost of road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade – the activities to provide an higher level of service (eg widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (eg a new library).

All seventy nine (79) tennis courts are managed by the Management Committee as follows:

- Work and Services (Parks) manages Berry, Bomaderry (Cambewarra Rd), Culburra Beach, Currarong, Greenwell Point, Huskisson, Manyana and Shoalhaven Heads tennis courts.
- Leisure Services manages Callala Bay, Callala Beach, Cudmirrah, Kioloa and Lake Conjola tennis courts.
- Planning Resources and Property Services manages Bomaderry (Narang Rd), Erowal Bay, Kangaroo Valley, Milton, Nowra and Ulladulla tennis courts.

Annually, treasure reports are submitted. This is underlined in the Management Committee Guideline. When a tennis court needs to be resurfaced, maintained or upgraded, the reports above will determine whether the action will be effective and/or sustainable according to its revenue and utilisation.

One of the objects of this Asset Management Plan is to provide a budgeting tool to ensure that the funds are available for the capital items at the time required. Any short fall between the rental funds collected and placed in restricted assets and the anticipated capital expenditure would need to be provided by Council. This could be the community service obligation contribution towards the tennis and other court infrastructure provided for the

community. It also may be used to determine a reasonable rental return on the facilities provided and managed by the committees.

It may be appropriate to re-evaluate the rentals charge on a per court and type of court basis to mirror the total life cycle costs of the facility. The rentals should have some community service obligation component if the facility is serving a small / remote community which does not have reasonable access to the larger facilities which could be considered to be financially viable with a cost recovery policy.

3.5. Desired Level of Service

At present, indications of meeting or understanding the desired Levels of Service are obtained from various sources including meetings and consultations with Management Committees.

The main framework of desired Level of Service is stated as follows:

- Service attributes : Aspects or characteristic of a service which includes accessibility, cost, efficiency, quality, quantity, reliability, responsiveness and safety
- Levels of Service : What Council intends to deliver that is based on the community's point of view
- Community performance measure : How the community receives or reacts to the service
- Technical Performance Measure : What Council does to deliver the service, which includes operation and maintenance

(International Infrastructure Management Manual, 2011)

The action that has been undertaken is a survey to the community and data research has been undertaken to discover information of desired level of service. The data collected synchronize with the performance measure so that the desired level of service is reached.

4. FUTURE DEMANDS

In 1996 the population in Shoalhaven was 76,726. In 2011 showed the population was 98,542. It is projected that in 2016 the population would be 104,079 and in 2021is 111,401 (http://www.id.com.au/forecast/shoalhaven). This forecast and population statistics shows the percentage of population has been increasing 6.4% every five (5) years. Therefore it is more than likely that demand for most type of facilities will increase as well.

4.1. Demand Drivers

The current level of use of all courts should be examined to determine if the Courts are being used to a reasonable measure before any major improvements are undertaken to the playing surfaces. The quality of the playing area ought to be matched to the type of use anticipated at the location. A higher level of facility must be provided for competition use than social activities.
A detailed review of the type and extent of courts use for each locality should be carried out with the management group controlling the site. This would be another input to determine what standard and quantum of courts are required for each area. The facilities to be provided should be matched to the level of service required by the community to suit the site.

Without undertaking a detailed analysis of overall need for tennis and netball facilities for the whole city area it must be assumed that the supply and spread of court based sports is sufficient to serve the current expectations. The currently adopted contributions plan has provision for additional courts to serve the developing residential areas.

4.2. Demand Forecasts

Any enhancements of the existing facilities would need to be justified in relation to upgrading existing facilities which would provide an increase in the "level of service" rather than a maintenance activity which would be prolonging useful life of the court and playing surface.

Population growth alone is not the sole driver for court assets. Population growth can create demand for new dwellings and associated infrastructure. Factors affecting demand for courts include population growth and density; changes in demographics; seasonal factors; social and economic factors; environmental awareness and technological changes.

The provision of courts is an essential element to the contemporary community's lifestyle. Council's courts also provide a means for the Council to administer and manage the function and role Council has in providing services to the community.

4.3. Demand Impacts on Assets

Demands are usually impacted by a number of components which includes:

- Population or demographic changes
- Changes in community's expectation
- Changes in usage pattern
- Seasonal variation
- Cyclical variations
- Random variations which cannot be attributed to specific causes

Effective asset utilisation seeks to provide the maximum return on funds invested in assets. Over-utilisation can cause failure to achieve levels of service due to asset 'capacity failure'. Under-utilisation of an asset is also a 'capacity failure' and represents a lack of demand for the service the asset provides causing a less than cost effective level of utilisation. (International Infrastructure Management Manual, 2011)

4.4. Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures[1]. Examples of non-asset solutions include providing services from existing infrastructure such as aquatic

centres and libraries that may be in another community area or public toilets provided in commercial premises.

Strategies for ensuring that assets are well utilised include:

- Effective demand forecasting before creating new assets, to ensure asset capacity and demand requirements are matched
- Maximising the asset utilisation by providing other assets to meet the demand or operational asset solutions to improve overall asset capacity and hydraulic performance
- Management of customer demand, to reduce demand for over-utilised assets or vice versa

(International Infrastructure Management Manual, 2011)

Demand for new and enhanced services will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand and demand management. Demand management practice including non-asset solutions, insuring against risks and managing failures.

The planning for infrastructure due to demand is a constant process of review and assessment of existing infrastructure and its ability to cope with increasing demand, versus the need to augment with new infrastructure.

Demand on infrastructure is created through increased utilisation generated from a growing population and changing patterns of behaviour, ranging from social demographics to transport options and solutions. Often this increasing demand will stem from urban or residential growth increasing the utilisation of a range of community infrastructure.

Council develops strategies for demand management on single or groups of affected assets and continues to manage the relationship between existing and new asset requirements in the context of asset management. This demand management also includes asset rationalisation as discussed in this plan.

4.5. Asset Programmes to Meet Demand

The new assets required to meet growth will be acquired free of cost from land developments and constructed/acquired by the organisation. New assets constructed/acquired by the organisation are discussed in Section 5.5. The cumulative value of new contributed and constructed asset values are summarised in Figure 1.

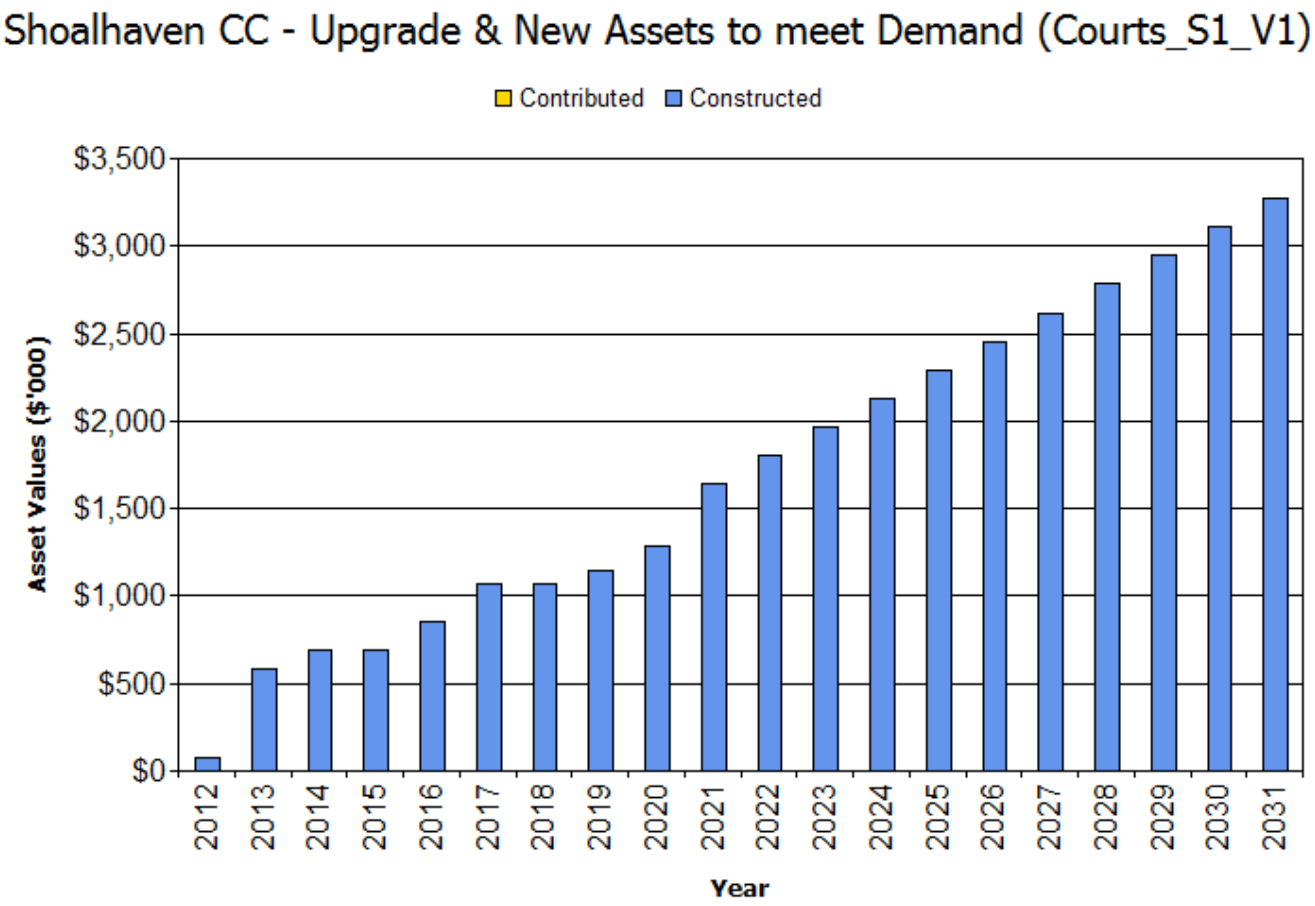


Figure 1: Upgrade and New Assets to meet Demand

Acquiring these new assets will commit the organisation to fund 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 in Section 5.

The financial spreadsheet attached shows the program for when major work is required for tennis courts across Shoalhaven owned by Council.

The level of utilisation, revenue and asset condition of Cambewarra Rd, Bomaderry and Cudmirrah tennis courts indicate that major work may not be sustainable for these courts. Disposal action is currently in the process of consideration.

5. LIFECYCLE MANAGEMENT PLAN

Tennis courts' asset condition and defect inspections are normally undertaken by the Asset Management Unit of Strategic, Planning and Infrastructure Group. The detailed condition and defect inspections have been completed. The overall conditions of all courts were considered by Asset Management Unit and as shown in the list of courts attached.

When the defect inspection reports are completed, the information is processed and prioritised, any defects requiring urgent action is referred to the Management Committee or lessee for attention. In some instances to action a job, further investigation and/or inspection may be required. Council's system of prioritising the tasks is continually developing, to maintain levels of service to the community.

A Risk Management Procedure is required to clarify reasonable guidelines for response times and intervention levels. This needs to be integrated with any lease or licensing arrangements which Council may have entered into with the user groups for the various locations. Council has the responsibility to ensure that appropriate systems are in place and audited to monitor the condition of the courts.
As of December 2012 the Sporting court network consisted of one hundred and twenty nine (129) courts at thirty (30) locations with the City Area.

Section 5.1 describes in detail tennis courts that are managed by Council which was analysed based on ways as follows:

- A field inspector to monitor/survey the courts' condition
- Discussion with the community as regular users of the courts

To determine the level of utilisation is by gathering financial information of the tennis courts from the past 10-12 years. Based on the information established, the highest income received for a court that was highly utilised is an average of $3,680.00-$5,050.00/court/year. The lowest utilised court receives an average income of $430.03-$1,370.00/court/year. From these amounts, we can then determine that a medium level of utilisation is $1,370.01-$3,679.99/court/year.

5.1. Background Data

5.1.1. Berry Tennis Courts

Berry Tennis courts are managed by Berry Tennis Club under management of Works and Services section (Park) of Shoalhaven City Council.

Physical Parameters
Berry tennis courts are located in the Sporting Complex reserve fronting North Street. There are 4 synthetic grass courts available for hourly hire includes day and night hire. A small club house and amenities are located adjacent to the courts. There are fences surrounding the tennis complex. The courts are positioned amongst other sporting facilities such as the cricket field, Netball courts, Skate park and other sport fields.

Asset Capacity / Performance
A financial research has been undertaken to determine the utilisation of the tennis courts. The result shows that the average income is $949.55/court/year, indicating the level of utilisation as low. Prior to 2003, the courts were highly utilised, since then the level of utilisation started to decrease and the last couple of years, the level of utilisation has been very low. Please refer to the spreadsheet attached for further information.

Asset Condition

- Courts 1 and 2 are in a fair condition, whereas courts 3 and 4 are in a good condition.
- The fences are in good condition as well.
- There are eight (8) floodlights available for night use which is regularly maintained by Council.

Asset Valuations

Based on the analysis done, courts 1 and 2 are due for resurfacing in 2013, whereas court 3 and 4 are due for resurfacing in 2016.
As these courts are located in a flood prone area, it would be a consideration to alter the tennis courts when they are due for renewal to hard surfaced courts. In this case, when the flood occurs another time, major work will not be necessary to fix the courts.
The fences will require replacing 2026.

Historical Data

Berry Tennis courts were built in 1984 with the help of the Tennis Club and the Community. The original tennis courts built were hard surfaced courts, which were then converted to synthetic grass courts in 1999. In 2005, a large flooding event occurred and caused major damage to the tennis courts. The tennis courts were fixed immediately for use of the Vets Tournament in early October 2005.

Conclusion

Berry tennis court did not have complete data of annual treasurer report which made it difficult to estimate its future income and cash flow estimation. Based on the available information, balance each year would increase to an average of $877.82. With the current condition of the courts, future major works will be required in financial years 2013/2014 (resurfacing of two synthetic grass courts) with an amount of $59,988.60, 2016/17 (resurfacing of two synthetic grass courts) with an amount of $66,510.43 and 2026/27 (replace fence) with an amount of $69,359.4, the total comes up to $178,164.99. Please refer to Past Cash Flows, Future Income Estimation and Future Cash flows spreadsheet. The balance account in the future income estimation indicates that Berry tennis court has $17,693.48 to cover the cost and requires $178,164.99 to have all the works done. This is not sustainable.

5.1.2. Bomaderry, Cambewarra Rd Tennis Court

Cambewarra Tennis courts are managed by Nowra Croquet Club under management of Works and Services section (Park) of Shoalhaven City Council.

Physical Parameters

Three (3) hard surfaced tennis courts are located at Cambewarra Rd, Bomaderry. They are located adjacent to the croquet lawns along with other sporting facilities such as cricket and rugby fields as well as the swimming pool site. The three (3) tennis courts are separated from the other sport facilities by a fence.

Asset Capacity / Performance

Financial research has been made to determine the tennis courts' level of utilisation. Unfortunately, there has been no financial record found for these tennis courts. Although, when site visit was made, the courts seemed to be underutilised. Please refer to the spreadsheet attached for further information.

Asset Condition
The tennis courts are in poor condition. Based on their historical data, the courts have not been resurfaced since they were built. Only courts 1 and 3 are useable as there is no net available on court 2. The fence surrounding the tennis courts is also in a poor condition. There is one (1) floodlight available for use that is maintained regularly by Council.

Asset Valuations
Theoretically, hard surfaced tennis courts should be resurfaced every ten (10) years. Cambewarra Rd tennis courts are 31 years old as in 2012. Theoretically, they should have been resurfaced three (3) times by now.
The reason for this is the tennis courts on this location are underutilised, as there are two (2) other tennis courts site that are available within the same area in better condition (Narang Road, Bomaderry and West Street, Nowra tennis courts). At this stage, Cambewarra Rd tennis courts may be considered to be disposed in the near future.

Historical Data
Cambewarra Road, Bomaderry tennis courts were built in 1974. Due to high utilisation at that time, 3 extra courts were built in 1981. More tennis courts were built on Narang Road in 1985 with a better surface quality, therefore tennis courts at Cambewarra were rarely utilised. In 2009, 3 of the oldest tennis courts were demolished and altered to a croquet lawn. This then creates a total of three (3) tennis courts remaining at Cambewarra Road, Bomaderry.

5.1.3. Narang Road, Bomaderry Tennis Courts

Bomaderry Narang Road Tennis courts are managed by the Shoalhaven District Tennis Association under a lease agreement with Property Services section of Shoalhaven City Council.

Physical Parameters
Twelve (12) synthetic grass tennis courts are available for day and night use at Narang Road, Bomaderry. The tennis courts are managed by Shoalhaven District Tennis Association, which is an association under Tennis Australia. The tennis complex is fenced and within it there is a club house, shelter, floodlights and amenities.

Asset Capacity / Performance
Based on the financial information gathered, the average income of the tennis court is $1,520.80/court/year. For a tennis complex with a large number of courts available, it appears that the level of usage is medium. From 2000, the level of utilisation has been increasing 5% each year from $1,249.91/court/year to $1,617.48/court/year in 2007. After 2007, the level of usage decreased and increased again. Please refer to the spreadsheet attached.

Asset Condition
The first four (4) courts are in a good condition as they have been resurfaced in 2011, whereas the extra six (6) courts is in a fair condition.
The club house and shelter are currently in a good condition. The fence is in good condition and there are fifteen (15) floodlights that have been maintained regularly and are currently in a good condition as well.
Asset Valuations

The fences will require replacing in 2026, which will occur the same time courts 1-4 are resurfaced.

Historical Data
In addition to the tennis courts that are available at Cambewarra Road, eight (8) tennis courts were built in 1985. Due to high utilisation, two (2) courts were built in 1992 and two (2) extra courts were built 2007 resulting to a total of twelve (12) synthetic grass tennis courts.
The courts, fences and lights are in good condition as they have been maintained regularly by the Tennis Club.
Narang Road tennis courts host is managed by Shoalhaven District Tennis Association. This tennis complex hosts 'regional building' competitions such as Tennis NSW and Tennis Australia 'Satellite' events

5.1.4. Callala Bay Tennis Court

Callala Bay Tennis courts are managed by Callala Bay Progress Hall Management Committee under management of Leisure Services section of Shoalhaven City Council.

Physical Parameters
Callala Bay tennis court is located on the Council land at the corner of Boorawine Terrace and Wearne Street. This hard surfaced single court is located adjacent to the Progress Hall and play ground forming part of the combined facilities supplied by Council to serve the community.

Asset Capacity / Performance
Based on the figures shown in the financial research, Callala Bay tennis court has an average income of $2,264.83/court/year. Generally this means that the utilisation level is medium. Since 1998, the level of usage has been increasing approximately 20% each year. It reached its peak in 2007 after the court was resurfaced, but the usage started to come down since then until it reached a low utilisation ($1,341.08/court/year) in 2011. Please refer to the spreadsheet attached for further information.

Asset Condition
For a court that does not have lights for night use, it has generated a reasonable amount of income. Although it has been resurfaced in 2006, the court has not been maintained very well resulting with mould covering 70% of the tennis court surface. A thorough regular water pressure cleaning would be adequate to solve this problem. As for the fences and tennis shelter, they are currently in a good condition.

Asset Valuations
When the court was resurfaced in 2006, the total expenditure was $10,740.00. Another resurfacing will be required in 2021. The best strategy is to reconstruct or resurface the tennis court at the same time with other adjacent villages such as Currarong, Callala Beach and Culburra Beach. This way would be much more cost effective.
On the other hand, fence will require replacing the same time the court is resurfaced.

Historical Data
Callala Bay tennis court was built in 1984. The court was built as requested by the local community. The court is mainly used by local residents and tourists.

5.1.5. Callala Beach Tennis Court

Callala Beach Tennis courts are managed by Callala Beach Community Centre Management Committee under management of Leisure Services section of Shoalhaven City Council.

Physical Parameters
This single hard surfaced court is located adjacent to the Community Hall on Quay Street Callala Beach. It is located on the beach front of Callala Beach, providing a spectacular ocean view while playing tennis.

Asset Capacity / Performance
The financial information gathered shows that the usage level of Callala Beach tennis court is high. The average income received is $4,127.60/court/year and based on the spreadsheet attached; the tennis court's income per year has never gone lower than $3,000.00/court. Please refer to the spreadsheet attached for further information.

Asset Condition
In 2007, major work was undertaken for this single tennis court. The work included resurfacing and replacement of the fence. Therefore, the court and fence are currently in a good condition. There are four (4) floodlights available for night use, two (2) of the lights were replaced in 2011.
Asset Valuations
Synthetic grass courts are ideally replaced every 10-15 years. This means that Callala Beach tennis court should be resurfaced in 2022. When this time comes, strategically, courts in Callala Bay, Currarong, Culburra Beach and Callala Beach should be resurfaced at the same time for financial sustainability.
The fence will need replacement in 2037.

Historical Data
In 1978 the community of Callala Beach requested a tennis court to be built in their village. A vacant land owned by Council was available at the beach front beside the community hall. The tennis court was then built on this vacant land and has been operating well since then.

5.1.6. Cudmirrah Tennis Court

Cudmirrah Tennis courts are managed by Cudmirrah Berrara Community Hall Management Committee under management of Leisure Services section of Shoalhaven City Council.

Physical Parameters

This single hard surfaced tennis court is located on Collier Drive, Cudmirrah. It is separated by a fence from its surrounding facilities which are tennis shelter, community hall, public amenities and fire rural station. The tennis court has six (6) floodlights available for night use.

Asset Capacity / Performance
The financial information shows that the average income received is $616.33/court/year. This average amount indicates a low level of usage. As seen on the spreadsheet attached, Cudmirrah tennis court had a higher level of usage in 1999 with an income of $1,031.50/court. Since then the income decreased each year until it reached $345.00/court in 2007 and has been fluctuating since then. Please refer to the spreadsheet attached for further information.

Asset Condition
- Since the tennis court was built, it has never been resurfaced. The court is in poor condition with the surface showing visible signs of distress by cracking and movement. The local drainage requires some attention before the court can be resurfaced. This drainage should be improved by forming a swale drain around the court perimeter outside the fence and graded to then away from the court. The court requires patching of the surface before it is repaved and re-marked. These cracks are causing trip hazard and must be dealt with immediately.
- The tennis shelter that is located outside the fence of the tennis court seems to be in an average condition.
- The fence itself has been vandalised a few times enabling free use of the tennis court.
- There are six (6) floodlights available and they are maintained regularly

Asset Valuations
It has been estimated that the work required to fix this court will cost $48,000.00. For a tennis court that is moderately utilised, this is a large cost for the court to be fixed. Another consideration is that seven (7) kilometres away, there are five (5) tennis courts available for day and night use which are in very good condition
A more sustainable option may be a disposal of the court.

Historical Data
This tennis court was built in approximately 1986. A single court is provided as part of community facilities for the residents. According to the financial information, there has not been much expenditure towards the tennis court. From the income generated, there is a certain amount of money available in the Management Committee's bank balance. Unfortunately, this balance is not enough to cover the whole cost of resurfacing the tennis court.

5.1.7. Culburra Beach Tennis Courts

Culburra Beach Tennis courts are managed by Culburra Tennis Committee under management of Works and Services section (Park) of Shoalhaven City Council.

Physical Parameters
The two (2) court facility is located on a Crown Reserve fronting Prince Edward Avenue, Culburra Beach. The location is quite isolated and has no other Council facilities or development adjoining the courts except for a sports field on the opposite side of the road.

This tennis complex consists of two (2) tennis courts, six (6) floodlights, a tennis clubhouse and fence surrounding the complex.

Asset Capacity / Performance
The average amount of income generated from this tennis complex is $1,938.65/court/year. This is categorized as medium level of utilisation. From the financial data attached, the level of usage has been quite average, it reached its peak level in 2004 with an income of $2,377.00/court. Afterward, the income has been fluctuating slightly each year with a minimum of $1,620.00/court in 2008 and maximum of $2,283.00/court in 2010. Please refer to the spreadsheet attached for further information.

Asset Condition

- The tennis courts were last resurfaced in 2008 and are currently in good condition. The floodlights have been maintained regularly by Council. The fence that is surrounding the tennis court is the original fence since the courts were built and is currently in a bad condition. With the Tennis Committee's funding, the north and south side fences will be replaced.There are six (6) floodlights available which are currently in good condition

Asset Valuations
Considering that the tennis courts were resurfaced in 2008. Ideally, future resurfacing shall occur in 2023, at this stage the western and eastern side fences will require replacing.

Historical Data
Prior to 1970, Culburra Beach had a tennis court that was located adjacent to the soccer field. Due to complications on land ownership, this tennis court was then handed to the Jerrinja community. In 1972, two (2) hard surfaced tennis courts were built and since then they have been used by the local residents and tourists. In 1988, the clubhouse including public amenities was built.

5.1.8. Currarong Tennis Courts

Currarong Tennis courts are managed by Currarong Tennis Committee under management of Works and Services section (Park) of Shoalhaven City Council.

Physical Parameters
The tennis complex located at Webber Avenue, Currarong consists of two (2) hard surfaced tennis courts, a clubhouse, a shelter with amenities, two (2) floodlights and fences surrounding the courts. A playground is located adjacent to the tennis court.

Asset Capacity / Performance
It is noted on the financial spreadsheet that the average income received is $1,972.77/court/year. This figure indicates that the utilisation level is categorized as medium. Before year 2000, the level of usage has been very low. Since 2001, the utilisation level started to increase and was highly utilised in 2011 with an income of $3,315.07/court. Please refer to the spreadsheet attached for further information.

Asset Condition

- Court 1 was resurfaced in 2010 and is currently in a good condition. Court 2 was last resurfaced in 2008 and is currently in a fair condition. There are two (2) floodlights available for night uses that are regularly maintained by Council. New lights were installed in 2011 and are currently in very good condition. The lights have never been used as the courts have not been used during night hours.Fences are also currently in a good condition. The fences have been tensioned recently by the Tennis Committee.

Asset Valuations

As court 1 and court 2 have been resurfaced recently, ideally it will require another resurfacing in 2026 for court 1 and 2024 for court 2. As mentioned previously that it would be much more effective if the courts in this area which are Callala Bay, Callala Beach and Culburra Beach, are resurfaced on the same time. In order for this to happen, the ideal time to resurface all the courts would be in 2020. At this time, the fences will require replacement as well.

Historical Data

- 1960s Currarong's first tennis court was built by the Progress Association (new window)
- 1970s a second court was then constructed
- 1979 a Tennis (Management) Committee by Delegation of Council was formed and has continued maintaining the tennis facilities
- 1986 the Tennis Committee funded and constructed its current clubhouse
- 2008 court no.2 was resurfaced
- 2011 court no.1 was resurfaced and lighting for court no.2 was replaced

5.1.9. Erowal Bay Tennis Courts

Erowal Bay Tennis courts are managed by the Erowal Bay Tennis Club under a lease agreement with the Property Services section of Shoalhaven City Council.

Physical Parameters

A six (6) court complex is established in a reserve off Grandview Street, Erowal Bay. A club house, shelter, playground and amenities are also provided to support these synthetic grass courts. The courts are fully fenced and twenty two (22) floodlights are available for night use.

Asset Capacity / Performance

The financial information gathered showed that Erowal Bay tennis courts' average income is $2,135.11/court/year which is medium considering the courts are used for competitions. The tennis complex income fluctuates and reached its maximum level of utilisation showing an amount of $4,968.61/court in 2007 and reached a minimum level of usage showing an amount of $302.83/court in 2005. Please refer to the spreadsheet attached for further information.

Asset Condition

All courts are mostly utilised for weekly competitions. On the other hand, courts 2 and 3 are the courts that are most utilised by the tennis club members. The second most utilised court aside from competition use is court 4. Apart from the weekly competitions, court 5 is mostly used for coaching and practicing as there is a practice wall in the court area and courts 1 and 6 are mostly used by tourists.

- Court 1 is currently in a poor condition and requires resurfacing in the near future. Court 2, 3 and 4 was resurfaced in early 2011, they are in an excellent condition. Court 5 and 6 had resurfacing work done and are currently in a good condition.
- Each court is fenced, the fence around court 1 is in a bad condition and requires new wiring. The fences around the remaining five (5) courts are in good condition.
- All twenty two (22) floodlights have been maintained regularly and are currently in excellent condition.

Asset Valuations

Court 1 (includes court and fence) requires resurfacing immediately. The only consideration whether or not this court should be a top priority for major work to be done is reflected from the financial information gathered. When the budget is enough for the work, resurface of court 1 shall commence in 2014.

Considering the cost effectiveness, ideally all six (6) courts should be resurfaced at the same time, the proposed time of resurfacing is 2026. On the proposed time, the fences will require replacing as well. The fact is court 1 is in poor condition which requires resurfacing in the near future. Furthermore, court 5 and 6 may not last until 2026. It is highly probable that these two courts will require resurfacing between 2018 – 2022 depending on the available budget.

Historical Data

- 1978, the first court was built at Erowal Bay, fully funded by Council
- 1979, half of the tennis shelter was built fully funded by Tennis Club and Erowal Bay Community
- 1984, the second tennis court was built and mostly funded by Tennis Club and volunteers
- 1984, the shelter was extended
- 1990, fully funded by the tennis association, courts 3 and 4 were built
- 1993, tennis clubhouse was also built funded partially by Council with volunteer labour and donated materials from the local community
- 2000, courts 5 and 6 were built fully funded by the tennis club and from an interest free loan to Council.

Although Erowal Bay is a small village, the tennis courts are used for competitions and were built here to accommodate tennis players in Planning Area 3 (Please see attached map of Planning Areas).

5.1.10. Greenwell Point Tennis Court

Greenwell Point Tennis courts are managed directly by Works and Services section (Park) of Shoalhaven City Council.

Physical Parameters
Council's facilities located in a Crown Reserve off South Street, Greenwell point consists of a fenced single tennis court with three (3) floodlights, a netball court, a playing field and play ground equipment.

Asset Capacity / Performance
The financial information gathered indicates that the average income generated for Greenwell Point tennis court is $430.03/court/year. This means that the level of usage is very low. The lowest utilisation level was shown when the income generated in 2007 was $305.45/court and the highest utilisation was in 2010 showing an amount of $570.91/court generated. Greenwell Point tennis court has the lowest level of utilisation amongst all the tennis courts available in the Shoalhaven area. Please refer to the spreadsheet attached for further information.

Asset Condition
- This single hard surfaced tennis court was resurfaced in 2008 and is currently in a good condition. The fence have been regularly maintained and are currently in good conditionThere is a total of three (3) floodlights available for night use which have been regularly maintained and are in good condition

Asset Valuations
The tennis court will require resurfacing in approximately 2023. By this time, if the tennis court income per year remains low, it may not be sustainable to have major work done to the court. On the other hand, disposal alternative may not be the best option as the next closest tennis court is located at Worrigee which is 15km away from Greenwell Point.

Historical Data
In the recorded data, it has been noted that Greenwell Point tennis court was built in 1977. Since then, the court has been maintained regularly by Council and the community.

5.1.11. Huskisson Tennis Courts

Huskisson Tennis courts are managed by Huskisson Tennis Club under management of Works and Services section (Park) of Shoalhaven City Council.

Physical Parameters
There are five (5) tennis courts available for day and night use in Park Street, Huskisson. Four (4) courts (B,C, D and E) are located in the sports ground and one (1) court (A) on the operational land adjacent to the Rural Fire Service building. Court A, B and C are hard surfaced courts, whereas court D and E are synthetic grass courts.

Asset Capacity / Performance
According to the financial information gathered for Huskisson tennis courts, the average income received each year is $2,433.33/court. This means that the utilisation is medium. In 1998 to 2004, the utilisation was fairly average. In 2005, the level of usage reached its highest point in 2006 with an income level of $3,750.00/court. Since then the usage level decreased each year. Please refer to the spreadsheet attached for further information.u

Asset Condition
A site visit and phone call to the community was undertaken to evaluate the asset condition. It has been reported that court A is currently in a fair condition, court B and C is in a poor condition with the courts being cracked and wavy that is subject to trip hazard. Court D and E are currently in a good condition.
The fence and ten (10) floodlights are currently in good condition.
Asset Valuations
As noted above, courts A, B and C will require resurfacing in the near future. Considering the level of usage, this work should be done sooner rather than later. As for courts D and E, resurfacing will be required in approximately 2017.

Historical Data
Huskisson tennis complex had its first court in 1965 which is located on Crown land adjacent to the Rural Fire Service building. The next two courts were built in 1981 and due to high utilisation and its use for competitions, two extra courts were built in 2001.

5.1.12. Kangaroo Valley Tennis Courts

Kangaroo Valley Tennis courts are managed by the Kangaroo Valley Tennis Club under a lease agreement with Property Services section of Shoalhaven City Council.

Physical Parameters
The tennis courts are located in a setting which serves as a community facility off Broughton Street which is part of the Riverside Park. The area includes four (4) tennis courts, one (1) netball/basketball court, Rural Fire Service station and Ambulance set in landscape park surroundings.
The courts provided are two (2) hard surfaced courts and two (2) synthetic grass courts and one (1) bitumen netball court. A small club house with a viewing platform was designed and built by the community of Kangaroo Valley at the same time as the first two courts were built.

Asset Capacity / Performance
Throughout the past eleven (11) years, the tennis courts have been moderately utilised. This is shown by the figure indicating an average income of $2,711.55/court/year. This figure fluctuates slightly each year. In 2009, it appeared that the usage level rose dramatically showing an income of $3,761.07/court. Please refer to the spreadsheet attached for further information.

Asset Condition

- Since 10-12 years ago, the courts had a major cleaning and maintenance work.
    - In year 2000, the hard courts (courts no.2 and 3) were resurfaced.
    - During financial year 2004/05, all courts had some work done. The hard courts (courts no.2 and 3) were repaired and the synthetic grass courts (courts no.1 and 4) were resurfaced.
    - In 2008, all courts had a major clean.

  Courts no.1, 3 and 4 are currently in good condition, while court no.2 will require will require some repair work. Although they were resurfaced in 2004, the base structure of the court is not structurally sound.
- The fence is in good conditionThere are twelve (12) floodlights that are regularly maintained and they are in good condition

Asset Valuations

ourt no.2 will require work done in approximately 2014. On the other hand, the other three courts will require work in approximately 2022.
During the process of court resurfacing in 2022, the fences will require replacement as well.

Historical Data

- 1920, Public tennis court was built and owned by the Tennis Club which was located on a private land opposite to what is currently the Ambulance Station
- 1979, Tennis Club reformed and tennis court was re-fenced and repaired with new lights and new shelter.
- 1980, Court was resurfaced to synthetic grass and the club members built the current standing public amenity in Broughton Street.
- 1987, Tennis club member won Shoalhaven Council's Earth Week competition in which the entry was the creation, by the community, of Riverside Park including two new tennis courts
- 1988, The project was endorsed as Australia Bi-centennial project for Kangaroo Valley. Council purchased the required land.
- 1990, The tennis facility containing two hard courts were opened. This project relied almost entirely on volunteer labour by the tennis club members and the community. Project was funded by tennis club and an interest free loan from Council which was repaid in lieu of lease fees
- 1997, two new synthetic grass courts were added.
- 1998, tennis club member built the clubhouse and the original court opposite the Ambulance station was demolished.

5.1.13. Kioloa Tennis Courts

Kioloa Tennis courts are managed by Kioloa Bawley Point Community Facilities Management Committee under management of Leisure Services section of Shoalhaven City Council.

Physical Parameters

Kioloa tennis courts consist of two (2) synthetic grass courts located on Murramarang Road, Kioloa. The courts are provided as part of community facilities which includes a clubhouse, public amenities, Fire Rural Service station, Community hall, a basketball court and a play area.

Asset Capacity / Performance

The financial information gathered indicates that the income received in average per court is $3,523.21/year. This number shows that the level of usage is fairly average. From the records availability, since 2004 the income level has been fluctuating and reached its highest point in 2006 with an income of $4,061.32/court and its lowest point in 2011 with an income of $2,964.50/court. Please refer to the spreadsheet attached for further information.

Asset Condition
The tennis courts, all four (4) floodlights, the fences and clubhouse are currently in a good condition. Although the courts have not been resurfaced since they were built, the committee has been maintaining them regularly.
Asset Valuations
From the site inspection and consultation with the Management Committee, the tennis courts do not require resurfacing in the near future. But considering their age, resurfacing and fence replacement may be required in 2016. Further monitoring may be required to ensure that water draining from the surface does not build a pond on the courts.

Historical Data
In 1987, tennis courts at Kioloa were built. The tennis club has been maintaining the courts and built a tennis shelter in 1998 which was then extended in 2008.

5.1.14. Lake Conjola Tennis Courts

Lake Conjola Tennis courts are managed by Lake Conjola Community Centre and Tennis Court under management of Leisure Services section of Shoalhaven City Council.

Physical Parameters
The tennis courts located in a reserve off Lake Conjola Entrance Road, Lake Conjola consists of two (2) synthetic grass tennis courts and a clubhouse with amenities. The tennis complex is located adjacent to the Community Hall, a play ground and public amenities.

Asset Capacity / Performance
Based on the data known for Lake Conjola tennis courts, the utilisation level is low indicated from the average income received each year from 2000 to 2011 showing $531.41/court/year. In this period of time, tennis court income has been fluctuating with a minimum income of $328.29/court in 2006 and a maximum income of $957.98/court.

Asset Condition
- Since the tennis court was built in 1983, there has been no record available indicating when the tennis courts were resurfaced. Based from site inspection and consultation with the community, the courts are in a good condition.
- The fences are in good condition
- The floodlights are in good condition

Asset Valuations
Although the courts are currently in good condition, based on the age of the courts which in 2011 is 28 years old, resurfacing will be required in approximately 2016.

Historical Data

In 1983, the community at Lake Conjola built two (2) tennis courts with the intention to raise money so that a Community Hall can be built.

5.1.15. Manyana Tennis Courts

Manyana Tennis courts are managed by Yulunga Reserve Management Committee under management of Works and Services section (Park) of Shoalhaven City Council.

Physical Parameters
This tennis complex located on Sunset Strip, Manyana consists of two (2) hard surface courts which is located adjacent to the Community Hall, Sporting amenities, Public Toilet, Soccer field and a netball/basketball court.

Asset Capacity / Performance
Based on the financial information gathered, the tennis courts' level of utilisation is fairly low showing an average income of $819.47/court/year. Since 2000, the level of income has been fluctuating with the highest level of income reached in 2011 with an amount of $1,227.75/court and the lowest level of income reached in 2005 with an amount to $255.60/court. Please refer to the spreadsheet attached for further information.

Asset Condition

- The tennis courts have been resurfaced 12 months ago. Although generally they are in good condition, one of the tennis courts has a crack around the net pole. This is not a major issue that requires immediate attention.The fence is in good conditionThe floodlights are in good condition

Asset Valuations
The tennis courts will require resurfacing in 2021. During the work, having the net pole galvanised may be necessary as it is currently rusting as it is located close to the sea water.

Historical Data
The first tennis court at Manyana was built in 1977. Due to high utilisation of this court, the second tennis court was built in 1987.

5.1.16. Milton Tennis Courts

Milton Tennis courts are managed by the Milton Ulladulla Tennis District Tennis Association under a lease agreement with Property Services section of Shoalhaven City Council.

Physical Parameters
As part of the Milton Ulladulla Tennis Association, two (2) synthetic grass tennis courts are available for use on a reserve off Croobyar Road, Milton.

Asset Capacity / Performance
The utilisation of the tennis court is described in section 5.1.20.

Asset Condition

- Since the courts were altered to Synthetic Grass, only court no.2 was resurfaced in 2007 during the construction of Ulladulla four new courts.One side of the fence is pushed in by the growing trees from outside the fence. This may cause inconvenience and eventually create a hazard for the tennis players when utilising the court. The entire fence is rusting and will require replacement soon.The floodlights are in good condition.

Asset Valuations

As described above, the entire fence will require replacement soon. This is planned to occur in 2013. The second court will require resurfacing in 2014 and the first court will need resurfacing and fence replacement in 2025.

Historical Data

Please refer Milton's history in section 5.1.20.

5.1.17. West Street, Nowra Tennis Courts

West Street Tennis courts are managed by Helping Hands under a lease agreement with Property Services section of Shoalhaven City Council.

Physical Parameters

The tennis complex established on the south eastern Corner of West Street Nowra consists of six (6) hard surfaced tennis courts and a multifunction clubhouse. The clubhouse and amenities are provided on the site to serve the tennis facility.

Asset Capacity / Performance

The average level of income shown on the financial spreadsheet indicates West Street Nowra tennis courts' utilisation is high. These tennis courts have been highly utilised and for the past eleven (11) years, the income has been fluctuating slightly. The lowest utilisation was in 2011 with an income of $3,220.39/court. This was due to the major work done to the whole tennis complex. The highest level of usage was in 2001 with an income of $6,933.24/court. Please refer to the spreadsheet attached for further information.

Asset Condition

- The tennis complex is currently in an excellent condition as the tennis courts have been resurfaced and the clubhouse has been renovated in 2011.The floodlights are adequateThe fences are in a fair condition.

Asset Valuations

According to the standard life of hard surfaced tennis courts, these courts may require resurfacing in 2023. When this occurs, replacing the fences would also be necessary.

Historical Data

West Street Nowra tennis courts are one of Shoalhaven Council's oldest courts. The courts were built in 1953.

5.1.18. Shoalhaven Heads Tennis Courts

Shoalhaven Heads Tennis courts are managed by Shoalhaven Heads Tennis Club under management of Works and Services section (Park) of Shoalhaven City Council.

Physical Parameters
The tennis complex is located on Booner Street, Shoalhaven Heads, it consists of four (4) hard surface tennis courts and a clubhouse with amenities. The complex is sitting adjacent to the Community Hall and Fire Rural Service Station.

Asset Capacity / Performance
Based on the financial information, this tennis complex has not been highly utilised. The average income level received is $979.20/court/year. This is considered to be low. From the recorded data available, since 2001 this tennis complex has been moderately utilised. The highest usage level was in 2003 with an income of $1,579.47/court and the lowest usage level was in 2007 and 2009 with an income of $375.00/court. Please refer to the spreadsheet attached for further information.

Asset Condition
- The tennis courts are in good condition except for two (2) tennis courts that have large crack and is in poor The fences are in good condition
- The floodlights are in good condition

Asset Valuations
The crack on the tennis court requires an inspection examine the issue. There are four (4) courts available in this tennis complex, therefore considering the amount of income received each year, it may not be sustainable to repair this court. The court should be closed as it is creating a trip hazard.
Based on the life expectancy of the hard surfaced courts, all four (4) tennis courts will require resurfacing in 2024 as they were last resurfaced in 2010

Historical Data
As requested by the local community, the first two (2) tennis courts were built in early 1970s. As an addition to the courts, a clubhouse which includes public amenity was then built in 1977. Due to high utilisation and the popularity of the game, courts 3 and 4 were built in the early 1990s. These are the two courts in poor condition – they were constructed of fibre Crete

5.1.19. Sussex Inlet Tennis Courts

Sussex Inlet Tennis courts are managed by Sussex Inlet Community Centre Management Committee under management of Works and Services section (Park) of Shoalhaven City Council.

Physical Parameters
Sussex Inlet tennis complex consists of two (2) hard surfaced courts, three (3) synthetic grass courts, a tennis shelter and a multipurpose hall. The complex is located amongst other community facilities such as netball courts, sporting amenities, a sports field, and men shed, a basketball stadium, an aquatic centre and a community hall.

Asset Capacity / Performance
The tennis courts have an average level of utilisation, as shown in the financial spreadsheet that the income received is $2,505.95/court/year. Since 1998, the level of utilisation has been increasing each year and reached its highest usage in 2003 with an income of $3,800.60/court/year. It then started to decrease with a more stable level of usage from 2007-2011 with an average income of $11,207.70/court. Please refer to the spreadsheet attached for further information.

Asset Condition
A site inspection and consultation with the community was undertaken to determine the condition of these courts, the results are as follows:

- Synthetic grass courts are in good conditionHard surface courts are in poor condition and currently creating trip hazardFences are in poor condition
- Floodlights are in good condition

Asset Valuations
Sussex Inlet tennis courts have not been resurfaced since they were first built. Based from the site inspection, the synthetic grass courts are due for resurfacing in 2021. The hard surface courts on the other hand require repairing in 2012. It has been suggested by a representative of the local community that hard surface courts would be more beneficial for them if altered to synthetic grass courts.
Changing the courts from hard surface to synthetic grass means a large amount of capital outlay is required. Below are few considerations to determine if this work should be done:

- Revenue is not enough to cover the cost
- Synthetic grass courts are usually used for competitions, although the courts at Sussex Inlet are often used for competition, competition does not occur frequently. Erowal Bay which is 35km from Sussex Inlet has six (6) good condition synthetic grass courts which are also used for competition.

This concludes that it may be more sustainable to resurface the hard surfaced courts instead of altering them to synthetic grass courts.
When work commences to the hard surface courts, the fences will require replacing as well.

Historical Data
In 1981, the tennis complex was provided as requested by the local community. At this stage there were two (2) tennis courts available. Supporting the tennis courts, a tennis shelter was built in 1998. In 2001, the multipurpose clubhouse was built along with extra three (3) tennis courts in 2006.

5.1.20. Ulladulla Tennis Courts

Ulladulla Tennis courts are managed by the Milton Ulladulla District Tennis Association under a lease agreement with Property Services section of Shoalhaven City Council.

Physical Parameters

Twelve (12) synthetic grass tennis courts are provided off Warden Street, Ulladulla, adjacent to the Ulladulla Leisure centre as part of the Milton Ulladulla Tennis Association. The tennis complex also consists of a tennis clubhouse and four (4) tennis shelters.

Asset Capacity / Performance
The financial information gathered adjoins Milton and Ulladulla tennis courts as they are both managed by one tennis association. The average level of usage for these tennis complexes is relatively standard with an average income of $1,378.11/court/year. In year 2001, the usage level of these tennis courts was very low receiving an income of $334.88/court. The usage level then rose dramatically in 2001 and stabilised for a few years and reached a dramatic high utilisation level in 2008 shown an income level of $7,066.72/court. From 2009-2011, the average usage level decreased to an average of $1,167.35/court/year. Please refer to the spreadsheet attached for further information.

Asset Condition
- Tennis courts:Court no.1 – Fair conditionCourt no.2 – Very bad conditionCourt no.3 – Very bad conditionCourt no.4 – Good conditionCourt no.5 – Good conditionCourt no.6 – Bad conditionCourt no.7 – Good conditionCourt no.8 – Fair conditionCourt no.9 – Fair conditionCourt no.10 – Good conditionCourt no.11 – Good conditionCourt no.12 – Good conditionFences are in good conditionFlood lights are in good condition

Asset Valuations
Tennis courts will require resurfacing at proposed time as follows :
- Court no.1 – 2014
- Court no.2 – 2012
- Court no.3 – 2012
- Court no.4 – 2027
- Court no.5 – 2027
- Court no.6 – 2014
- Court no.7 – 2022
- Court no.8 – 2017
- Court no.9 – 2014
- Court no.10 – 2022
- Court no.11 – 2022
- Court no.12 - 2022

To be effective, court no.1, 2, 3, 6 and 9 should be resurfaced at the same time, which would be 2014. Also, for this reason, court no.8 should be resurfaced the same time as courts no. 7, 10, 11 and 12 in 2022.
The fences may require replacement in 2036.

Historical Data
The public courts built in Ulladulla were originally located at Green Street which now has been altered to a Bowling Green field. In 1969, two tennis courts were built in Milton. With the fund from the sale of the Green Street courts and a loan from Council, the first four courts were built in Ulladulla in late 1970s with voluntary labour. During R.E.O. scheme which is in 1980s, two extra courts were built. Ten years later, the Tennis Association approached Council for funding and access to build another two courts in 1995. And lastly, in 2007 four other courts were built and one of the tennis court in Milton was resurfaced. The fund for these court constructions and resurfacing came from the Federal Grant, Tennis Association and Interest Free loan.

5.1.21. Wandandian Tennis Court

Wandandian Tennis courts are managed by Wandandian Recreation Reserve Management Committee under management of Works and Services section (Park) of Shoalhaven City Council.

Physical Parameters
A single hard surfaced tennis court as well as a tennis shelter is provided at Princes Highway, Wandandian as part of the community facility adjacent to the Community Hall, Rural Fire Station, a playground and Wood Chop ground. The tennis court is protected by fence and lights are available for night use.

Asset Capacity / Performance
Wandandian tennis court's level of utilisation is considered low as the revenue each year averages to $682.24/court. The highest usage level had only reached up to $1,284.30/court in 2007 dropped again reaching to the lowest usage level in 2010 with an income of $209.00/court. Please refer to the spreadsheet attached for further information.

Asset Condition
- The tennis court is in poor condition. It has a few cracks that are causing trip hazard. The concrete slab looks like it has slightly shifted.The fence is in a poor condition but not as critical as the court
- The floodlights are in good condition

Asset Valuations
Based on the condition of the court, it appears that Wandandian tennis court requires more than resurfacing. This situation may result in high expenditure to renew the court. Although the court is utilised quite low, the nearest tennis court available is in Sussex Inlet which is 15 km away from Wandandian.

Historical Data
The committee was elected in 1980, which was when tennis court and shelter was constructed. The court was then opened in 1982 and council had taken over the court in 1998. The lights were installed in 1984.

5.1.22. Worrigee Tennis Court

Worrigee Tennis courts are managed by directly by Works and Services section (Park) of Shoalhaven City Council.

Physical Parameters
Worrigee tennis court is located on Rayleigh Garden from Robinia Way, Worrigee. This cour tis located adjacent to a playground.

Asset Capacity / Performance
It is difficult to determine the usage level of this tennis court. Due to free utilisation, there is no record of income. As it has been difficult for Council to maintain the tennis court, Worrigee court was intended to be demolished. This plan did not proceed , as it was not supported by the community. It had been requested for the tennis court to remain. This shows that the tennis court is well utilised. Please refer to the spreadsheet attached for further information.

Asset Condition

Based on the site visit, the tennis court is in a poor condition with a few minor cracks on the surface. The fence is in an average condition and there is no lighting available for night use.

Asset Valuations

Since the tennis court was built, it has never been resurfaced. The court may require resurfacing in the immediate future. Considering its poor condition and the minor cracks appearing, it would be ideal to have the court resurfaced in 2013.

This resurfacing may be in a low priority level for the 2013 resurfacing work as there is no income to fund this work.

If the fund is available for this work, fence will need to be installed around the tennis court and the tennis court users will need to pay fees for the tennis court maintenance.

Historical Data

At the time housings were developed in Worrigee, as part of section 94, the Developer has provided a tennis court in 1991.

5.1.23. Conclusion

Physical Parameters

The age profile of the assets include in this AMP is shown in figure 2 below

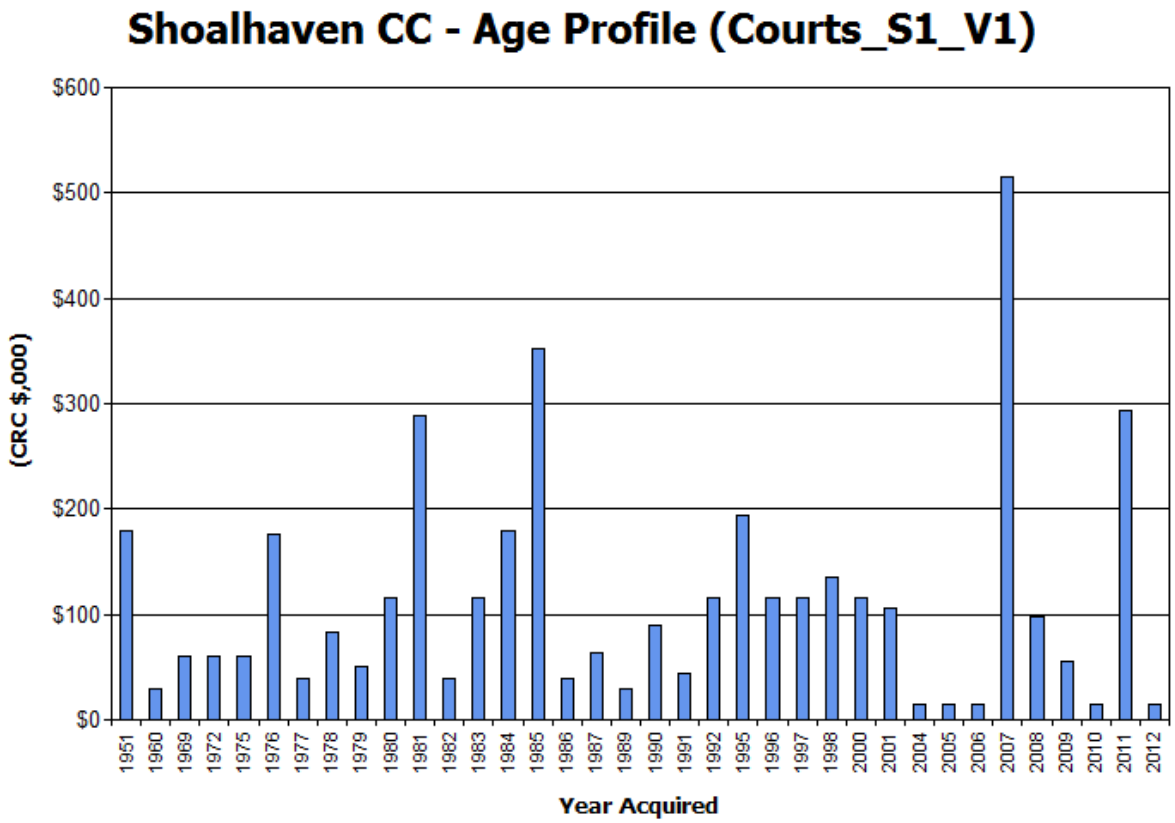


Figure 2: Asset Age Profile

Asset Condition

Condition is monitored at least every five years. The condition profile of our assets is shown in Figure 3 below.

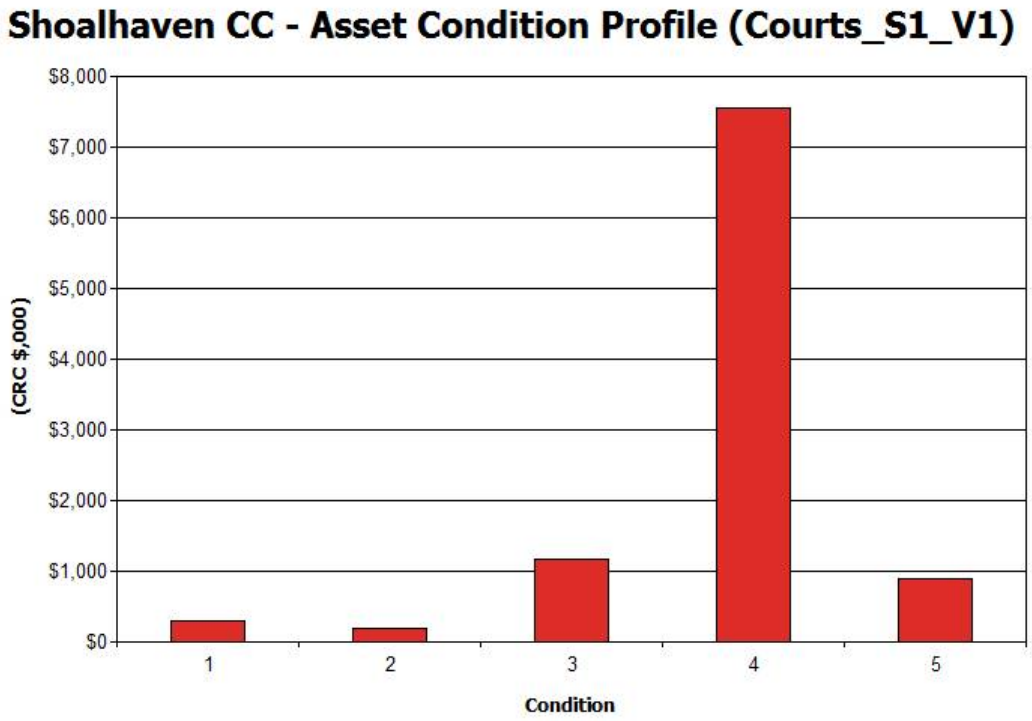


Figure 3: Asset Condition Profile

Condition is measured using a 1 – 5 grading system[2] as detailed in Table 5.1.3.

Table 5.1.23.1: Simple Condition Grading Model

Condition Grading	Description of Condition
1	**Very Good**: only planned maintenance required
2	**Good**: minor maintenance required plus planned maintenance
3	**Fair**: significant maintenance required
4	**Poor**: significant renewal/rehabilitation required
5	**Very Poor**: physically unsound and/or beyond rehabilitation

Asset Valuation

Asset Values ('$000)	
Current Replacement Value	**$4,031**
Depreciable Amount	**$3,992**
Depreciated Replacement Cost	**$3,992**
Annual Depreciation Charge	**$201**
Rate of Annual Asset Consumption	**5%**
Rate of Annual Asset Renewal	**0.60%**
Rate of Annual Asset Upgrade	**1.80%**
Rate of Asset Upgrade (Including Contributed Assets)	**1.80%**
Asset renewals as percentage of consumption	**12.50%**
Percentage Increase in asset stock	**1.80%**

5.2. Infrastructure Risk Management Plan

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock' to the organisation. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action identified in the Infrastructure Risk Management Plan, together with the estimated residual risk after the selected treatment plan is operational are summarised in Table 5.2. These risks are reported to management and Council/Board.

There are two main risks that Council is facing as follows:

- **Strategic Risk** – Risk managed through Council's annual Risk Management Plan due to the potential affect a failure in this area can have on Council's operations
- **Operational Risk** – Risks that relate to the day-to-day operations of Council. Operational risk arises from inadequate internal controls, inadequate or no documentation, poor planning and implementation, or inadequate supervision.

The 'Defect and Risk Management Inspection Procedure' specifies the following inspection frequencies for tennis and netball courts –

- Defect Inspections - Every two (2) years and,
- Hazard Inspections – by the management committee with some monitoring and auditing by Council staff.

Any hazards identified will be prioritised and undertaken as either "Urgent Maintenance" or listed and undertaken as "Programmed Maintenance" in accordance with the timeframes adopted by Council for the defect priority.

This risk management section of the asset management plan concentrates on identification of practical risks at the asset level. An assessment of the risks associated with the service delivery of building assets has identified some critical risks to Council. The risk assessment process:

- Identifies credible risks;
- The likelihood of the risk event occurring;
- The consequences should the event occur;
- Develops a risk rating; and
- Evaluates the risk and develops a risk treatment plan for non-acceptable risks.

5.3. Routine Operations and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, eg street sweeping, grass mowing and street lighting.

Routine maintenance is the regular on-going work or actions necessary to keep an asset operating or as near as practical to an acceptable condition, but excluding refurbishment or renewal. These works do not add to the value of the asset. In general maintenance falls into two broad categories:

1. Planned (proactive) or maintenance planned to prevent asset failure; and
2. Unplanned (reactive) or maintenance to correct asset malfunctions and failures as required, such as emergency repairs.

A key element of advanced asset management planning is determining the most cost-effective mix of planned and unplanned maintenance.

5.3.1. Operations and Maintenance Plan

Maintenance includes proactive, reactive and cyclic maintenance work activities. Reactive maintenance is unplanned repair work carried out in response to service requests and management / supervisory directions. Community and customers directly affected by the asset generally make these requests. To provide the highest level of service, Council's objective in relation to maintenance requests is to inspect and prioritize the work requests as quickly as possible.

If the maintenance is needed due to public safety, the asset is highlighted for maintenance immediately and programmed in as emergency works. Maintenance requests of a more minor nature will be undertaken as resources permit. Care must be taken that there is no increased risk to the public whilst waiting for maintenance.

Council aims to obtain best value for its maintenance budget within the constraint of the resources made available. Lack of maintenance may lead to urgent requests or catastrophic failures that will cost more than the minor expenditure required for maintenance delivered under the maintenance program. To ensure that the best value is obtained for the available maintenance fund, work of the same nature must be grouped in a given area so that work is completed efficiently.

The majority of courts provided by Council within the “public domain” have been constructed by Council, or developers as part of open space contributions (section 94). Some of the construction has been by Council providing interest free loans to the sporting groups to permit the facilities to be constructed before the Council’s normal programmed timeframe. The courts are managed by various community groups on a Management Committee arrangement or a lease agreement. It is the responsibility of the user group to carry out the risk and daily inspection. The groups are responsible for the routine maintenance of the facilities.

Maintenance activities for courts are guided by the hazards identified in risk management inspections as well as based on reports from the public.
To maximize the benefits from available funding, a list of works should be prepared from the asset defect inspections. This would prioritise proposed improvement works and set funding requirements to maintain the asset to an acceptable level of service. These works would usually be the larger items such as resurfacing and/or fencing replacement. Currently Council does not have a specific works program for courts as it is the operators’ responsibility to carry out routine maintenance.

5.3.2. Operations and Maintenance Strategies

The organisation will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Scheduling operations activities to deliver the defined level of service in the most efficient manner,
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost),
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council/Board,
- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs,
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options,
- Maintain a current hierarchy of critical assets and required operations and maintenance activities,

- Develop and regularly review appropriate emergency response capability,
- Review management of operations and maintenance activities to ensure Council is obtaining best value for resources used.

Further investigation may be required to determine the usage and "levels of service" to be provided at the various locations. It may be appropriate to provide the higher standard synthetic turf surfaces at the larger facilities and the acrylic paved surfaces at the smaller locations. This proposal would provide the self funding locations with a higher level of service which can be maintained at no Cost to Council. The lesser used facilities could be provided with the Acrylic Paving which have a smaller maintenance requirement.
This would reduce the amount Council would be required to provide as a "Community Service Obligation" as the acrylic surfaces have a similar life to the synthetic turf at approximately one third of the cost.
For the management plan to be effective the Council should determine how the Courts are to be managed, this would permit a structured maintenance program to be adopted and Council would have a better view of the funding required to maintain an appropriate level of service for tennis courts in the City Area.

5.3.3. Summary of Future Costs

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4. Note that all costs are shown in current 2011/12 dollar values (ie real values).

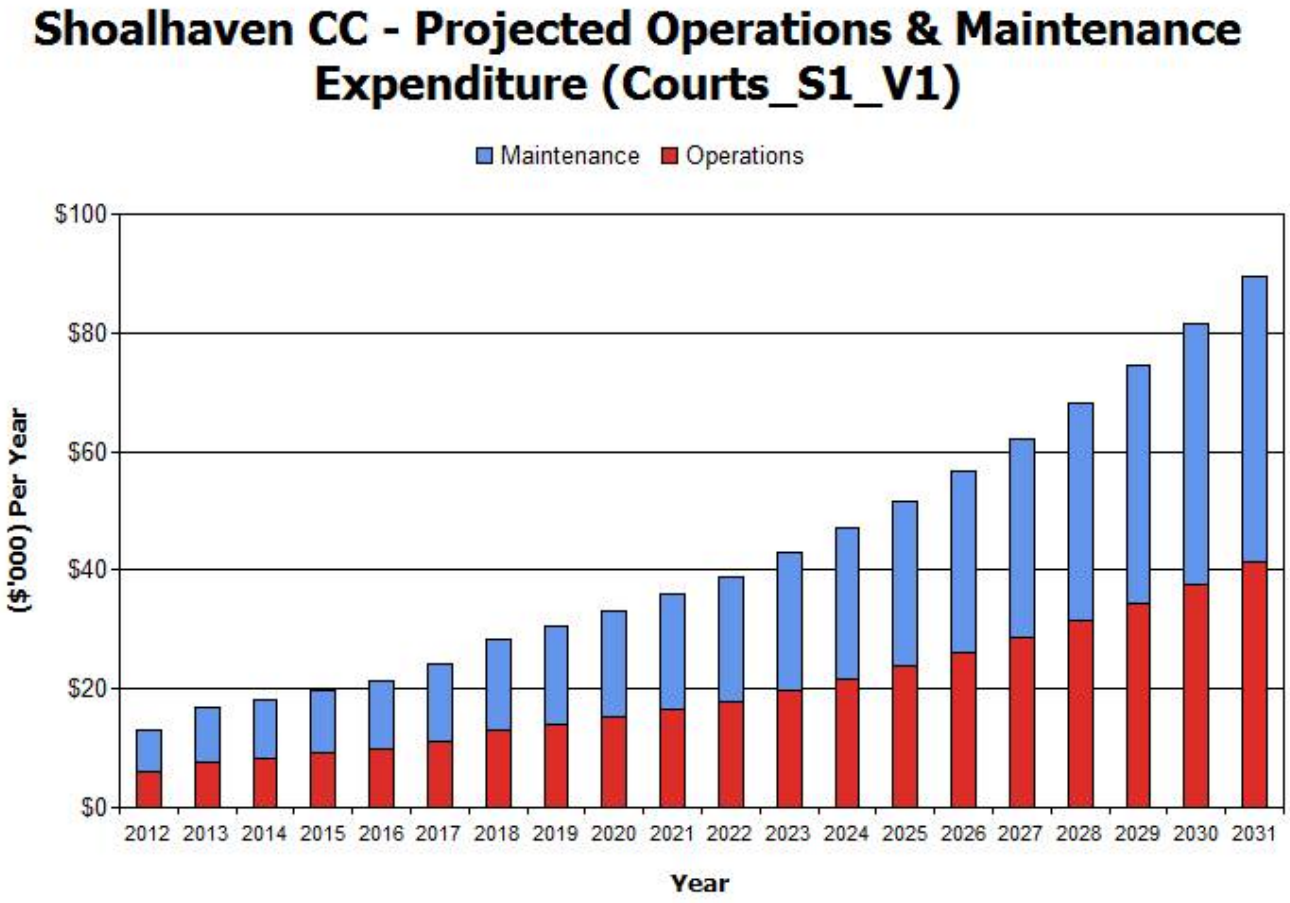


Figure 4: Projected Operations and Maintenance Expenditure

5.4. Renewal / Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity 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 upgrade/expansion or new works expenditure.

5.4.1. Renewal Plan

Renewal plan is prepared on the basis of replacing "like with like" and not enhancing the standard of the court. Additional facilities have not been included as the provision of and locations of need are yet to be completed. This may be affected if any hierarchical structure of sporting facilities is adopted by Council as that may tend to aggregate sports activities into larger complexes rather than more small local sites.

As individual assets near the end of their useful life they need to be renewed in order to restore them to a required functional condition or extend their current remaining life. Due to the variance in the lifecycle for the different asset components, renewal needs will vary significantly from year to year.

Customer demand may require the renewal criteria to be raised to provide a higher Level of Service that meets their expectations. When renewals remain unfunded for successive years, the backlog of building asset projects due for renewal builds up, creating a funding gap. A further effect is that when renewal funding is delayed but then eventually released, a disproportionately amount of building assets has to be renewed over a short period of one to two years.

Indicative questions / measures for the assessment of renewal or replacement of open space assets follow. This is not a definitive measure as different areas of open space and recreational assets may require differing levels of service or be considered higher priority to attend to. Some of the measures that need to be considered are:

- Likelihood of damage to people, assets or property;
- Consequences of damage to people, assets or property;
- The total cost of works;
- Number of complaints from stakeholders;
- Effectiveness of solution proposed; and
- Current structural condition of asset

5.4.2. Renewal Strategies

Not currently identified except as items in the S94 contributions plan. These are usually additional to other facilities to make a sporting complex with an availability of multiple sporting activities on the one site.

A capital works strategy is to be developed when a detailed "whole of life" condition assessment is undertaken. An initial draft is attached indicating that courts have a life expectancy before resurfacing is required. This should give an indication of the remaining life of the facility as a whole to determine when the surface should require refurbishment.

The draft is attached for information; it will be progressively reviewed to determine the rate of deterioration of the surface to provide a better model of the remaining surface life.

The assumptions used in preparing the capital works strategy has been on the basis that routine maintenance has been carried by the operators to a reasonable standard. With normal use and a normal maintenance schedule it is anticipated that the courts would require resurfacing on a cycle of 10 to 12 years. There are other rehabilitation options which can be used to give a refurbishment to the synthetic turf courts, which is a thorough clean with removal of the sand and then replacement with new sand. This action may extend the life by 3 to 4 years if undertaken at an appropriate time.

The rehabilitation is only an option on the synthetic turf courts if the pile length is not severely worn in places. It would be an action which should be carried out by the operators. This is work that should be undertaken by a specialist contractor.

Newer fibre-crete courts have not performed as expected and may require substantial remedial works within their expected life cycle. Most of fibre-crete courts have cracks that are causing trip hazards. When reconstruction work is required for these courts, reinforced concrete base court will be the best option, as it has a longer life expectancy.

5.4.3. Summary of Future Costs

Projected future renewal and replacement expenditures are forecast to increase over time as the asset stock increases from growth. The projected capital renewal and replacement program is shown in Attachment 3.

Deferred renewal and replacement, ie those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the organisation's capital works program will be accommodated in the long term financial plan. This is further discussed in Section 6.2.

5.5. Creation / Acquisition / Augmentation Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the Council from land development however; these generally require additional maintenance and/or asset operations expenditure which need to be planned for.

A complete end to end process for the acquisition of assets, irrespective of how it is acquired, will be developed to ensure the information about the asset, the associated resources and management activities and financial accounting treatment is fully covered.

5.5.1. Selection Criteria

The main opportunities for the provision of additional courts exist where it can be determined that additional or better facilities are required: Additional high standard courts are already identified as required under the current Active Recreational S94 Contributions Plan. This is presently in the process of being reviewed and the need for facilities and costing are recalculated on historical and future demand projections. Any additional facilities which are to be supplied should be on the basis of a justified need, as anecdotal evidence indicates that some of the existing courts are not being used to a significant level.

As an integral part of the process, a ranking system is being considered to ensure that the correct standard and distribution of facilities can be adopted to serve the community.

Prior to acquiring a new asset in order to satisfy community need, it is significant to consider the following:

- Improvement to the existing asset performance
- Enter an arrangement with the private sector to provide community facility

New assets and upgrade / expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organizations including developers. A system to assess these requests needs to be developed and will need to ask requestors to consider:

- occupancy / usage rates of other council assets already similar sized and in use;
- preliminary costing schedules including operational, maintenance and renewal estimates;
- availability of funds and funding sources; and
- ability for the Council to schedule the works in future operational work programs.

5.5.2. Capital Investment Strategies

Capital Investment Strategies for the creating of a new facility requires overlooking the whole life cost of the new asset. This includes the initial capital cost, operating cost and selling or disposing of the asset. Having a more expensive way to build that will produce an asset that is cheaper to operate and maintain may be a better option than the opposite.

The organisation will plan capital upgrade and new projects to meet level of service objectives by:

- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner,
- Undertake project scoping for all capital upgrade/new projects to identify:
    - the service delivery ‘deficiency’, present risk and required timeline for delivery of the upgrade/new asset,
    - the project objectives to rectify the deficiency including value management for major projects,
    - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency,
    - management of risks associated with alternative options,
    - and evaluate the options against evaluation criteria adopted by Council/Board, and
    - select the best option to be included in capital upgrade/new programs,
- Review current and required skills base and implement training and development to meet required construction and project management needs,
- Review management of capital project management activities to ensure Council is obtaining best value for resources used.

5.5.3. Summary of Future Costs

Please refer to attachment 3

5.6. Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any. Any revenue gained from asset disposals is accommodated in the organisation's long term financial plan.

The term disposal is defined as activities necessary to dispose of decommissioned assets, this includes sale, demolition or relocation. Part 2, Section 25 of the Local Government Act 1993 outlines a requirement that all public land must be classified, and that the two classifications are 'community' or 'operational'. This is important because the Council cannot simply sell surplus open space land that is classified as 'community'.

Part 2 Section 45 provides 'What dealings can a council have in community land?'

(1) A council has no power to sell, exchange or otherwise dispose of community land.
(2) A council may grant a lease or licence of community land, but only in accordance with this Division.
(3) A council may grant any other estate in community land to the extent permitted by this Division or under the provisions of another Act.

In order to dispose of 'community' classified lands the Council must reclassify the community land as operational through Section 30 of the Act:

(1) A local environmental plan that reclassifies community land as operational land may make provision to the effect that, on commencement of the plan, the land, if it is a public reserve, ceases to be a public reserve, and that the land is by operation of the plan discharged from any trusts, estates, interests, dedications, conditions, restrictions and covenants affecting the land or any part of the land, except for:

(a) any reservations that except land out of a Crown grant relating to the land, and

(b) reservations of minerals (within the meaning of the *Crown Lands Act 1989*).

(2) A provision referred to in subsection (1) has effect according to its tenor, but only if the Governor has, before the making of the local environmental plan, approved of the provision.

The opportunity to dispose of assets (remove and not replace) has not been fully determined at this time. The review of the contributions plans and ranking may be able to be used to as a guide when compared with court usage figures. However the need to retain assets will be reviewed on an individual case basis as the need for replacement or low usage is identified.

By observation of the surface condition and ancillary items it appears that a number of the existing single and dual courts may not be utilised sufficiently to justify carrying out any capital works or major maintenance items. It may be more appropriate to expend the funds on the larger sites and aggregate the facilities into areas where the number of courts can be utilised for local or district competitions. That approach would permit the single or dual courts in the local sites to be removed and/or turned to other uses. However, passive use and community expectations may make this strategy undesirable.

The Contribution Plan Review provides the opportunity to analyse court supply and distribution across the city. In accordance with the Planning Guidelines an oversupply of courts may be identified in some locations. In such circumstances once these courts reach the end of their serviceable life they should not be replaced.

6. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance. It should be noted that specific projections and information is available at the level of service and individual asset type/group.

6.1. Financial Statements and Projections

There are two key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category:

- Long term lifecycle costs, to 2036
- Medium-term costs over the 10 year period of Council's financial Plan.

The ratio of lifecycle costs to lifecycle expenditure gives an indicator of sustainability of service provision. Lifecycle expenditure includes maintenance plus renewal expenditure. Lifecycle expenditure will vary depending on the timing of asset renewals.
The disparity between lifecycle costs and lifecycle expenditure gives an indication as to whether Council is over-servicing or under-servicing the community. Where lifecycle costs exceed expenditure, i.e. where there is a negative disparity or 'shortfall', then asset consumption is outpacing asset renewal. In the reverse case (expenditure greater than costs and appositive disparity or 'surplus' exists), consumers are receiving a higher level of service. The absence of a disparity (cost equal expenditure) indicates that the community is paying their share of the assets they consume each year.

Table below indicates long term and medium term lifecycle costs for tennis courts across Shoalhaven.

Asset Renewal Funding Ratio	
Asset Renewal Funding Ratio	**9 %**
Life Cycle Cost (long term)'	**($,000)**
Life Cycle Cost [depreciation + ops. and maint. exp year 1]	**$203**
Life Cycle Exp. [capital renewal exp. + ops + mtce exp. yr 1]	**$28**
Life Cycle Gap [life cycle expenditure - life cycle cost [- ve = gap]	**-$176**
Life Cycle Sustainability Indicator [life cycle expenditure / LCC]	**14 %**
Medium Term (10 yrs) Sustainability	
10 yr Ops, Maint & Renewal Projected Expenditure	**$266**
10 yr Ops, Maint & Renewal Planned (Budget) Exp	**$27**
10 yr Funding Shortfall [10 yr proj. exp. - planned (Budget) exp.]	**$239**
10 yr Sustainability Indicator [10 yr planned exp. / proj. exp.]	**10 %**
Short Term (5 yrs) Sustainability	
5 yr Ops, Maint & Renewal Projected Expenditure	**$235**
5 yr Ops, Maint & Renewal Planned (Budget) Exp	**$27**
5 yr Funding Shortfall [5 yr proj. exp. - planned (budget) exp.]	**$208**
5 yr Sustainability Indicator [5 yr planned exp. / proj. exp.]	**12 %**

Table 6.1.2 shows the projected expenditures for the 10 year long term financial plan.

Expenditure projections are in 2011/12 real values.

Projected Expenditure	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Capital Expenditure on Renewal/Replacement of existing asets	$1,108.00	$0.00	$18.00	$18.50	$14.00	$562.20	$225.00	$260.00	$18.50	$397.00
Capital Expenditure on Upgrade/New assets	$71.00	$516.00	$107.50	$0.00	$155.90	$222.70	$0.00	$74.00	$136.50	$353.00
Operations & Maintenance of existing assets	$2.90	$2.90	$2.90	$2.90	$2.90	$2.90	$2.90	$2.90	$2.90	$2.90
Operations & Maintenance of New assets	$0.00	$0.05	$0.42	$0.50	$0.50	$0.61	$0.77	$0.77	$0.83	$0.92
Operations & Maintenance of New assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
All dollar values in ($'000)'s										

Each location has its own different level of usage and income, this effects the levels of service being provided by the asset.
For courts under the management of Property Services, a principle is in place where the rental income paid by the management committees is transferred into a holding account as restricted funds. This money may be accessed by the Management committee for major maintenance items or capital works to maintain the “level of service” for the courts. Usually these funds are only accessed for work of a capital nature such as resurfacing or replacement of a major item with a cost greater than $5,000.
The current court rental fees charged by Council to the management committees and lessee does not appear to reflect the cost of maintenance or capital works nor the ability of the operator to raise income from the courts.
The courts that are managed by Leisure Services, involves undertaking an agreement to an interest free loan for major work such as resurfacing of the court.

6.2. Funding Strategy

Council’s vision is to manage each facility in a sustainable and effective way that benefits the residents, council and users of tennis courts. Ideally, a court must be maintained and repaired in accordance with the level of utilisation. A court’s revenue should be able to be determined as a budget for its maintenance and capital work. When there are not enough funds from tennis court income to support the capital work, it means that the level of utilisation is low, therefore further analysis is required to occur to determine whether it is sustainable to repair or dispose the court.

Considering the increase number of population each year, there will be an increase on demands for community facilities including tennis courts. The funding strategy when it comes to a stage where additional tennis courts are required is to consider the funding based on the life cycle cost of the whole asset, that is from planning & design, operational & maintenance through to disposal.

Most of the time, little thought is given to the ongoing costs associated with managing a facility. It is significant to create alternative designs or ways to reduce long term maintenance and operating costs.
Below are four principles that are necessary to be considered when life cycle costs are assessed:

- An asset development commences at the preliminary stage and ends when the facility is sold or the site is returned to its original condition
- Evaluating a full life cycle cost from the initial outlay until the end stage of the asset may cause the initial outlay to be more expensive. If it leads to having a lower maintenance and operational cost, this option is much more sustainable.
- When originally planned, Life Cycle Cost has to be considered with all the economic and financial costs in relation to constructing, procuring and operating a facility.
- Asset Management Strategy should include a development of the life cycle cost.

6.3. Valuation Forecasts

According to Australian Accounting Standard (AASB) 116, asset classes will need to be revalued unless there have been material changes. The due date of revaluation to each asset class is shown below:

Asset Class	Due
Water & Sewer	30-Jun-12
Property, plant and equipment, operational land, buildings	30-Jun-13
Roads, bridges, footpaths, drainage, bulk earth works	30-Jun-15
Community land, other assets, land improvement	30-Jun-16

Table 6.3.1 Fair Valuation – Infrastructure, property, plant and equipment

Asset values are forecast to increase as additional assets are added to the asset base from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council.

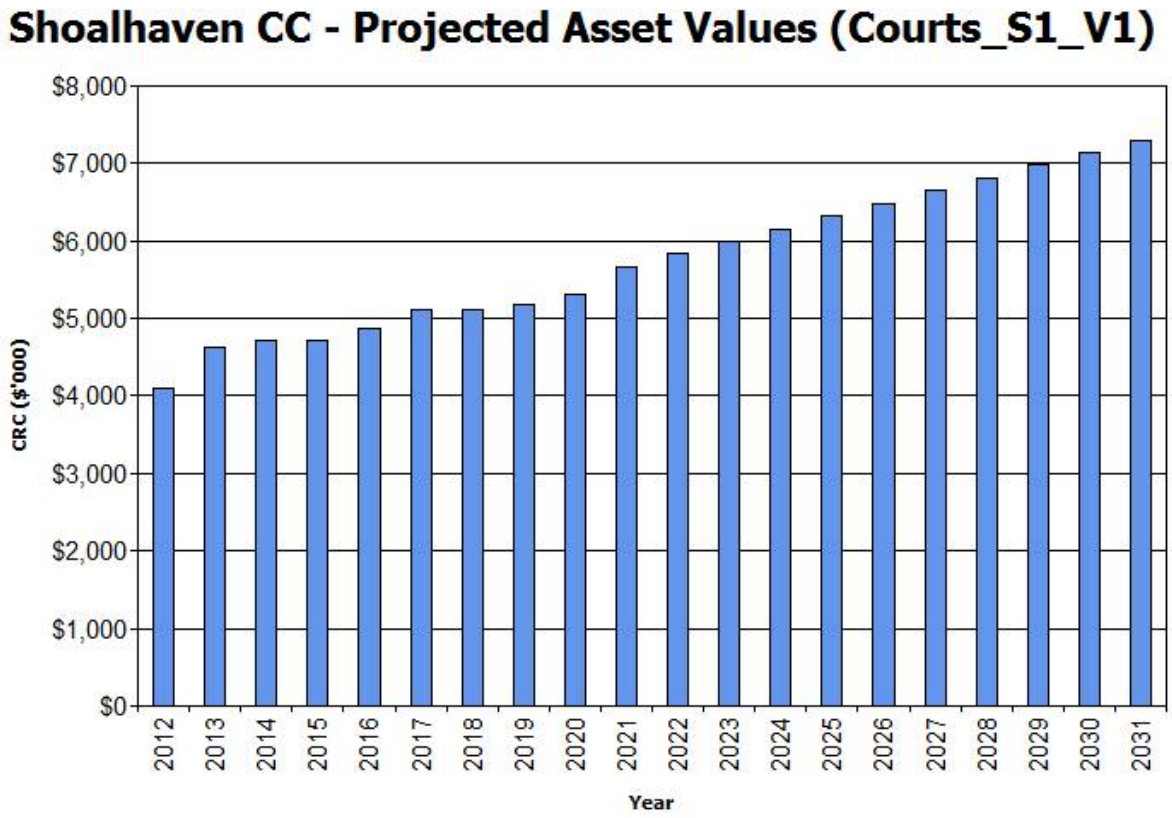


Figure 5: Projected Asset Values

Depreciation expense values are forecast in line with asset values as shown in Figure 6.

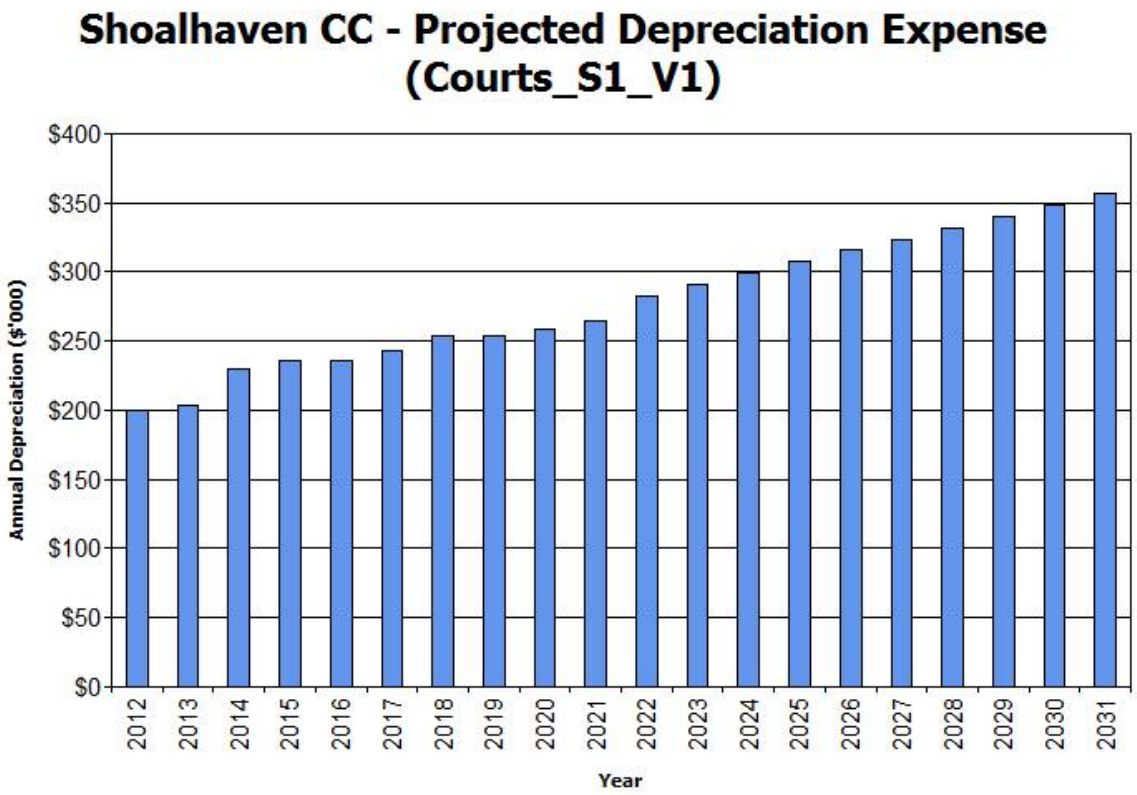


Figure 6: Projected Depreciation Expense

The depreciated replacement cost will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Figure 7. The depreciated replacement cost of contributed and new assets is shown in the darker colour and in the lighter colour for existing assets.

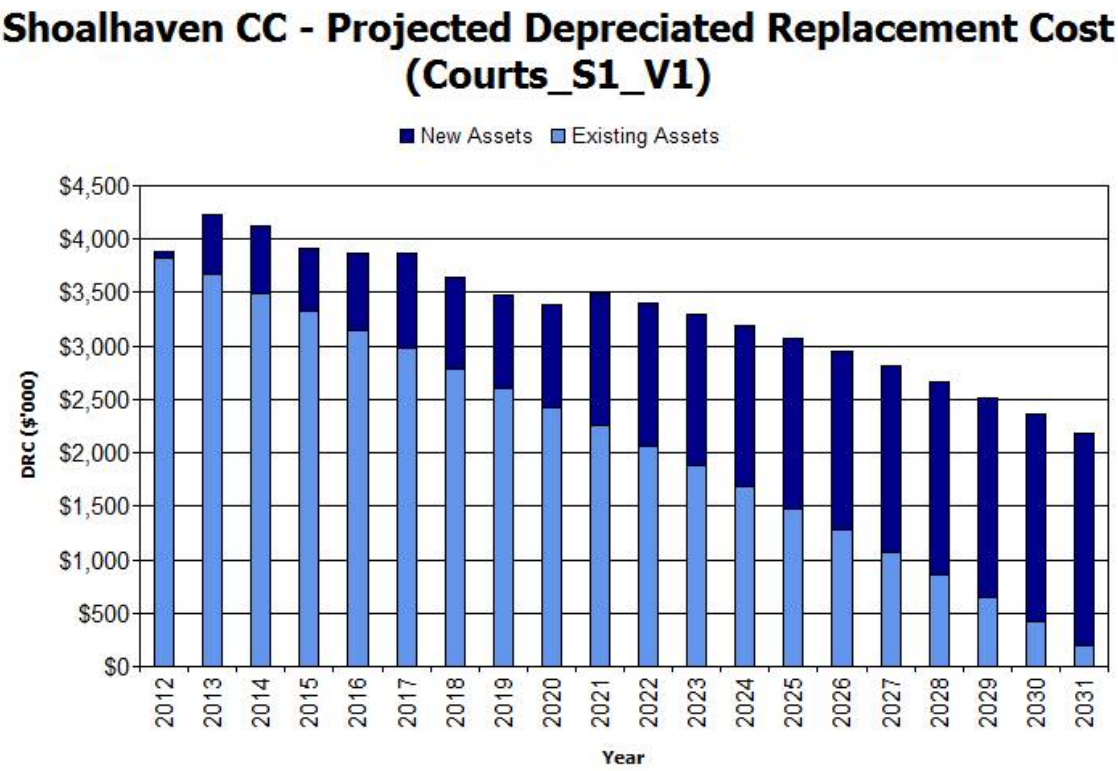


Figure 7: Projected Depreciated Replacement Cost

The carrying amount of the asset categories (depreciated replacement cost or fair value) will vary depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Depreciation would also depend on standard life of each asset type as follows:

Asset Type	Standar Life
Tennis Court Concrete base	80 years
Tennis Court Techtone surface	10 years
Tennis Court Synthetic grass	10 years
Floodlight	30 years
Fence	30 years

In further detail, during the process of financial analysis, an average income and expenditure for the past 10-12 years (1998-2011) was determined. This then becomes the estimate of future financial income and expenses, which then determines the fund available for future capital outlay.

However, determining when major work needs to take place is based from the description in section 5.1 which is detailed in Asset Valuation. Cost for the work is calculated based on previous work with an index of 3.50% each year in addition to it.
Please refer to financial information spreadsheet.

6.4. Key Assumptions Made in Financial Forecasts

Key assumption made in presenting the information in this AMP and in preparing forecast of required operating and capital expenditure and asset values, depreciation expenses and carrying amount estimates are detailed below. They are presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecast.

Key assumption:

- Average useful lives and average remaining lives of the asset classes are based on current local knowledge and experience, historical trends and accepted industry practice. These need to be reviewed and the accuracy improved, based on regular re-assessment of asset deterioration.
- Reviews of the effective useful lives of assets and population / demographic changes have the potential for greatest variance in future cost predictions.
- Changes in development needs associated with the rate and location of growth and changes in the desired level of service and service standards from those identified in the Asset Management Plan, will both impact on future funding.

Accuracy of future financial forecasts may be improved in future revisions of the Plan by the following actions:

- Implementation of a Job Costing system to incorporate continuously current unit rate data.
- More refined condition rating data with more history for reference.
- Greater degree of componentisation in the rating process.
- Development of better degradation models through national research and development programs.
- Development of better financial models through collaborative processes.
- Implementation of an asset information system.

Specific annual maintenance and renewal cost trends are detailed for each asset category in the relevant Sections.

Based on previous experience, capital work of more than one (1) court undertaken at the same time is much more cost effective. The difference in cost is as large as 20%. During the time financial forecast was prepared, most of the courts in one area will be repaired at the same time.

6.5. Forecast Reliability and Confidence

The Long Term Financial Plan has been developed using the underlying Conquest Asset Register, TRIM Records Management and FIS Financial System. Providing history information, coupled with valuations, capital and operations budget analysis, using the combined information held in the financial system. Asset renewal analysis has been completed on a lifecycle management basis.

The finance system is the responsibility of the Finance section and the asset register (Conquest) is maintained by Infrastructure Group. The requesting system (MERIT) is maintained by Information Technology section. The Maintenance Management System (MMS) is maintained by Works and Services section.

Every forecast is based on the standard life expectancy generally identified. Some courts may require major work done sooner than expected and on the other hand, may require major work done later than the time planned. This all depends on the condition of the court, where it is located, how it is maintained and how well it was constructed.

Most of the information regarding financial analysis is referenced from annual report submitted by Management Committee. From the average amount given based on 10-12 years income and expense analysis, these figures should be accurate enough to determine the forecast's reliability.

(Please refer to the Future Cash Flow spreadsheet)
It is clearly indicated that remaining money required for work in years 2012/13, 2013/14, 2014/15, 2016/17, 2017/18, 2020/21, 2021/22, 2022/23, 2023/24, 2024/25 and 2026/27 are red and minus. Eleven out of sixteen years in the future shows no funds available to fix tennis courts.

7. PLAN IMPROVEMENT AND MONITORING

This section of the asset management plan outlines any asset management practices and improvements that have arisen during the process of documenting this first plan and can be incorporated into the organisation's methodology for further enhancement to the asset management practice as the second tier asset management plan is undertaken.

A basic principle of good asset management practice, is that existing assets will be maintained and renewed where necessary, before the acquisition of new assets are be considered.

7.1. Status of AM Practices

It is desirable to have an Asset Management Practice that indicates a good quality of strong governance and accountability; more sustainable decisions, enhanced customer service, effective risk management; and improved financial efficiency.

7.2. Improvement Programme

There are certain ways to improve asset's performance and one of them is to have an agreed level of service that is agreed upon both Council (as the asset owner) and Management Committee (as the operator). Once it is agreed upon, to maintain the level of service provided, it would be beneficial to have at least a quarterly meeting for discussion on the ongoing performance of the asset. The outcome would create a cost effective framework that could reduce demand for new assets.

During the process of producing this current AMP, searching information regarding utilisation for some of the courts have been quite difficult as there has been a few courts that had no information of income received each year. From this point onwards, for courts such as Berry, Cambewarra Rd Bomaderry, Narang Rd Bomaderry, Erowal Bay, Greenwell Point, Kangaroo Valley, Lake Conjola, Milton Ulladulla, West St Nowra and Shoalhaven Heads; should be monitored closer and making sure that annual reports are received each year.

There has been some discussion with the Managers of tennis courts whether it would be more sustainable to have the tennis courts managed by one group which was suggested to be by Property services. Having this situation, it would be far less complicated to manage the income as well as managing budget for any outcome required.
On the other hand, for some Management Committees, it may not be the best option due to the requirement of leasing Council's tennis court is to have insurance or being part of a tennis association. Furthermore, the tennis courts that have been managed by Management Committees have been maintained well and also voluntarily.

Part of the Improvement programme that will be required for the next AMP-Courts is further analysis of Netball courts and Croquet lawns. Due to the increasing number of interest in basketball and netball, it is proposed in the future that courts will be viewed as multi purpose facilities.

System Integration is a necessary procedure for the improvement program. This includes linking the Asset Register (Conquest) to Strategic Planning Systems (Maloney Modelling Tool), Works Management Systems (MMS), Asset Costing Systems (Knowledge Base), Customer Request Systems (Merit), Plans & Records Management (Drawing Catalog), Electronic Data Management System (EDMS/TRIM), Financial Information System (SUN/FIS) and Spatial Mapping Systems (ESRI/GIS).

7.3. Monitoring and Review Procedures

Regular monitoring and review of this asset management plan is essential in order to ensure the document is able to continue to provide strategic guidance in the sustainable management of Council's open space and recreational assets. This is the first version of the AMP and it will be reviewed and further developed over the next few years.

From examination of the funding requirements especially with the smaller facilities there should be an evaluation of the use of the courts and set the standard of court to suit the use. There may be a case to change the surface from synthetic turf for the 1 and 2 court locations to acrylic paving which has a lower maintenance requirement and a considerably lower resurfacing cost. This should be a consideration when setting the level of service to suit the lower potential income from the smaller locations.

7.4. Performance Measures

Performance measurement provides an indication the performance against its goals and levels of services. Good performance measures should be specific, measurable, achievable, relevant, time bound (specifies due date or frequency of action), evaluation and reassessed.
A good performance measure should also be used consistently over time so that progress and trends can be tracked.
The three significant measures of Council's performance are:

Quality
The assets will be maintained in a usable condition. Defects found or reported that are outside our service standard will be repaired. Defect prioritisation and response times will be detailed in Council's Maintenance Response Levels of Service.

Function
Council's intent is that appropriate assets are maintained in partnership with other levels of government and stakeholders to ensure they meet current and future needs.

Safety
Assets will be maintained at a safe level and associated signage and equipment will be provided as needed. Council inspects all assets regularly and prioritises the repair of defects in accordance with our inspection schedule to ensure they are safe.
The main functional consequences of failure to deliver the desired outcomes are:

Asset Maintenance	Increase in user and owner costs.
Level of Service	Increase in litigation.

8. REFERENCES

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/IIMM

IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/namsplus**Error! Hyperlink reference not valid.**.

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Shoalhaven City Council, 'Strategic Plan 2008 – 2036',

9. APPENDICES

9.1. Glossary

Age
The current date less year when asset was constructed

AMP
Asset Management Plan

Annual service cost (ASC)
1) Reporting actual cost
The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
2) For investment analysis and budgeting
An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset management
A systematic process to guide the planning, acquisition, operation and maintenance, renewal and disposal of asset based on the combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Asset
A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset category
Sub-group of assets within a class hierarchy for financial reporting and management purposes.

Asset class
A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment
The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset Register
A record of asset information including condition, construction, financial, historical, inventory and technical details

Asset renewal funding ratio
The ratio of the net present value of asset renewal funding accommodated over a 10 year period in a long term financial plan relative to the net present value of projected capital renewal expenditures identified in an asset management plan for the same period [AIFMG Financial Sustainability Indicator No 8].

Average annual asset consumption (AAAC)*
The amount of an organisation’s asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings
A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for

providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided**.**

Capital expansion expenditure
Expenditure that extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. It
is discretional expenditure, which increases future operating, and maintenance costs, because it increases council's asset base,
but may be associated with additional revenue from the new user group, eg. extending a drainage or road network, the provision
of an oval or park in a new suburb for new residents.

Capital expenditure
Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure
includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade
expenditures, the total project cost needs to be allocated accordingly.

Capital expenditure - expansion
Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation's asset base, but may be associated with additional revenue from the new user group, eg. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure - new
Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal
Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, eg. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade
Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the organisation's asset base, eg. widening the sealed area of an existing

road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital funding
Funding to pay for capital expenditure.

Capital grants
Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or
new investment proposals.

Capital investment expenditure
See capital expenditure definition

Capitalisation threshold
The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount
The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Capital new expenditure
Expenditure which creates a new asset providing a new service to the community that did not exist beforehand. As it increases
service potential it may impact revenue and will increase future operating and maintenance expenditure.

Capital renewal expenditure
Expenditure on an existing asset, which returns the service potential or the life of the asset up to that which it had originally. It is
periodically required expenditure, relatively large (material) in value compared with the value of the components or subcomponents
of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce
future operating and maintenance expenditure if completed at the optimum time, eg. resurfacing or resheeting a material part of
a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval. Where
capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be
allocated accordingly.

Capital upgrade expenditure
Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the

asset beyond that which it had originally. Upgrade expenditure is discretional and often does not result in additional revenue
unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in
the council's asset base, eg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater
capacity, enlarging a grandstand at a sporting facility. Where capital projects involve a combination of renewal, expansion and/or
upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital Works
The creation of new assets or an increase in the capacity of existing assets beyond their original design capacity or service potential

Carrying amount
The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Component
An individual part of an asset which contributes to the composition of the whole and can be separated from or attached to an asset or a system.

Conquest
An asset management software package that includes Council's Asset Register and Asset Maintenance System

Core asset management
Asset management which relies primarily on the use of an asset register, maintenance management systems, job resource management, inventory control, condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and long-term cashflow predictions. Priorities are usually established on the basis of financial return gained by carrying out the work (rather than detailed risk analysis and optimised decision- making).

Cost of an asset
The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, plus any costs necessary to place the asset into service. This includes one-off design and project management costs.

Council
Shoalhaven City Council

Critical assets
Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than noncritical assets.

Current replacement cost (CRC)
The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could

be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Current replacement cost "As New" (CRC)
The current cost of replacing the original service potential of an existing asset, with a similar modern equivalent asset, i.e. the total cost of replacing an existing asset with an as NEW or similar asset expressed in current dollar values.

Depreciable amount
The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)
The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset

Depreciation / amortisation
The wearing out, consumption or other loss of value of an asset whether arising from use, passing of time or obsolescence through technological and market changes. It is accounted by the allocation of the cost (or revalued amount) of the asset less its residual value over its useful life.

Disposal
Activities necessary to dispose of decommissioned assets

DLG
NSW Division of Local Government, Department of Premier and Cabinet

Expenditure
The spending of money on goods and services. Expenditure includes recurrent and capital.

Facility
A complex comprising many assets which represent a single management unit for financial, operational, maintenance and other purposes

Fair value
The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms length transaction.

Financing gap
A financing gap exists whenever an entity has insufficient capacity to finance asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current financing gap means service levels have already or are currently falling. A projected financing gap if not addressed will result in a future diminution of existing service levels**.**

GIS
Geographical Information System, mapping and spatial location technology systems which show location and relationship to key geographical datum points

Heritage asset
An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss
The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets
Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services, eg. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no market value.

Investment property
Property held to earn rentals or for capital appreciation or both, rather than for:
(a) use in the production or supply of goods or services or for administrative purposes; or
(b) sale in the ordinary course of business (AASB 140.5)

Level of service
The defined service quality for a particular service against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost).

Life Cycle Cost *
1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure
The Life Cycle Expenditure (LCE) is the actual or planned annual maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to Life Cycle Expenditure to give an initial indicator of life cycle sustainability.

Loans / borrowings
Loans result in funds being received which are then repaid over a period of time with interest (an additional cost). Their primary benefit is in ‘spreading the burden’ of capital expenditure

over time. Although loans enable works to be completed sooner, they are only ultimately cost effective where the capital works funded (generally renewals) result in operating and maintenance cost savings, which are greater than the cost of the loan (interest and charges).

Maintenance
All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, eg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **Planned maintenance**
  Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
- **Reactive maintenance**
  Unplanned repair work that is carried out in response to service requests and management/ supervisory directions.
- **Specific maintenance**
  Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.
- **Unplanned maintenance**
  Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance and renewal sustainability index
Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (eg 5, 10 and 15 years).

Maintenance expenditure
Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality
An item is material is its omission or misstatement could influence the economic decisions of users taken on the basis of the financial report. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances.

Modern equivalent asset
Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

Net present value (NPV)

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from eg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

New Works
New work expenditure is Capital Works expenditure, i.e. money spent on new works (development costs) and upgrades to an existing asset or on creating a new asset

Non-revenue generating investments
Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, eg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operations
Regular activities to provide services such as public health, safety and amenity, eg street sweeping, grass mowing and street lighting.

Operating expenditure
Recurrent expenditure, which is continuously required excluding maintenance and depreciation, eg power, fuel, staff, plant equipment, on-costs and overheads.

Operational Plan
Generally comprise detailed implementation plans and information with a 1-3 year outlook (short-term). The plans detail structure, authority, responsibilities, defined levels of service and emergency responses

Rate of annual asset consumption *
The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

Rate of annual asset renewal *
The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade/new *
A measure of the rate at which assets are being upgraded and expanded per annum with capital upgrade/new expenditure expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Reactive maintenance
Unplanned repair work that carried out in response to service requests and management/supervisory directions.

Recoverable amount
The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent expenditure
Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operating and maintenance expenditure.

Recurrent funding
Funding to pay for recurrent expenditure.

Rehabilitation
See capital renewal expenditure definition above.

Remaining Useful life
Remaining useful life is determined for each individual asset from the condition rating. It is the time that the asset provides future economic benefit, from acquisition to expected replacement, renewal in full or replacement / disposal

Renewal
Works or actions to upgrade, refurbish or replace components of an asset to restore it to near new and required functional condition, extending its current remaining life

Residual value
The net amount which an entity expects to obtain for an asset at the end of its useful life after deducting the expected costs of disposal.

Revenue generating investments
Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, eg public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management
The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment
A self-contained part or piece of an infrastructure asset.

Service
A benefit gained from utilising or accessing an asset and the associated work done by Council staff or others associated with the Council

Service expectation
The description of Level of Service available to users of an asset and any associated services, as described in consultation for developing and reviewing the Community Strategic Plan

Specific Maintenance
Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacement of air conditioning equipment, etc. This work

generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Strategic Longer-Term Plan
A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the Council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the Council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

Stakeholder
A person; group; company or government department representing an interest in an asset; project or service utilising an asset

Sub-component
Smaller individual parts that make up a component part.

Useful life
Either:
(a) the period over which an asset is expected to be available for use by an entity, or
(b) the number of production or similar units expected to be obtained from the asset by the entity.
It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of
time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the council. It is
the same as the economic life.

Value in Use
The present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at
the end of its useful life. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic
benefits are not primarily dependent on the asset's ability to generate new cash flows, where if deprived of the asset its future
economic benefits would be replaced.

10. REVIEW

The Asset Management Plan shall be reviewed every three (3) years and the outcomes reported to Council.

Attachment 1 – Tennis Court Information

	Population in 2011	Population estimated in 2021	No. Of tennis courts	Total Of tennis courts	no of ppl per court	Location of the nearest court	distance to nearest court	Location of next closest court	distance to next closest court	Area 1-5	Ward	Suitable for Persons with Disabilities
Bangalee - Cambewarra & Surrounds	2689	3278		0	0						1	NA
Cambewarra						Bomaderry, Narang Rd	4.5km	Bomaderry, Cambewarra Rd	5km	1		
West Cambewarra						Bomaderry, Narang Rd	5.9km	Bomaderry, Cambewarra Rd	6km	1		
Berry & Surrounds	5074	5415		4	1268.5						1	
Berry			4			Berry, North St	0km	Shoalhaven Heads, Booner Drive	11km	1		yes
Coolangatta						Berry, North St	2km	Shoalhaven Heads, Booner Drive	10km	1		
Jaspers Brush						Berry, North St	3km	Bomaderry, Narang Rd	11km	1		
Bomaderry	6880	7125	15	15	458.66667	Bomaderry, Cambewarra Rd	0km	Bomaderry, Narang Rd	0km	1	1	no
Burrill Lake - Lake Tabourie & Surrounds	2860	3154		0	0						3	NA
Burrill Lake						Ulladulla, Warden St	5km	Milton, Croobyar Rd	11km	5		
Dolphin Point						Ulladulla, Warden St	6km	Milton, Croobyar Rd	12.5km	5		
Tabourie Lake						Ulladulla, Warden St	11.5km	Milton, Croobyar Rd	18km	5		
Callala Bay - Currarong & Surrounds	3650	4049		4	912.5						2	
Callala Bay			1			Callala Bay, Boorawine Tce	0km	Callala Beach, Quay Rd	3km	2		yes
Callala Beach			1			Callala Beach, Quay Rd	0km	Callala Bay, Boorawine Tce	3km	2		yes
Currarong			2			Currarong, Weber Ave	0km	Callala Bay, Boorawine Tce	16km	2		yes
Myola						Callala Beach, Quay Rd	2.5km	Callala Bay, Boorawine Tce	6km	2		
Culburra Beach - Orient Point	3686	3972		2	1843						2	
Culburra Beach			2			Culburra Beach, Prince Edwards Ave	0km	Callala Bay, Boorawine Tce	15km	2		yes
Orient Point						Culburra Beach, Prince Edwards Ave	1.5km	Callala Bay, Boorawine Tce	15km	2		
Greenwell Point - Terara & Surrounds	2042	2061		1	2042						2	
Terara						Worrigee, Robinia Way	4km	Nowra, West St	4km	1		
Numbaa						Worrigee, Robinia Way	7km	Nowra, West St	11.5km	1		
Comerong Island						Worrigee, Robinia Way	5km	Nowra, West St	15km	1		
Greenwell Point			1			Greenwell Point, South St	0km	Worrigee, Robinia Way	15km	1		no
Huskisson - Tomerong & Surrounds	3403	3725		5	680.6						2	
Huskisson			5			Huskisson, Park St	0km	Erowal Bay, Grandview St	10km	3		yes?
Tomerong						Huskisson, Park St	9km	Wandandian, Princes Highway	9.5km	3		
Manyana - Lake Conjola & Surrounds	2245	2429		4	561.25						3	
Bendalong						Manyana, Sunset Strip	3km	Lake Conjola, Entrance Rd	27.5km	5		
Manyana			2			Manyana, Sunset Strip	0km	Lake Conjola, Entrance Rd	27km	5		yes
Lake Conjola			2			Lake Conjola, Entrance Rd	0km	Manyana, Sunset Strip	27km	5		no
Milton - Coastal South	3242	3653		4	810.5						3	
Milton			2			Milton, Croobyar Rd	0km	Ulladulla, Warden St	6.5km	5		no
Durras North						Kioloa, Murramarang Rd	23.5km	Ulladulla, Warden St	48km	5		
Murramarang National Park						Kioloa, Murramarang Rd	46km	Ulladulla, Warden St	54km	5		
Pebbly Beach						Kioloa, Murramarang Rd	38km	Ulladulla, Warden St	46km	5		
Bawley Point						Kioloa, Murramarang Rd	5.5km	Ulladulla, Warden St	27km	5		
Pretty Beach						Kioloa, Murramarang Rd	1km	Ulladulla, Warden St	34km	5		
Kioloa			2			Kioloa, Murramarang Rd	0km	Ulladulla, Warden St	32km	5		no
Mollymook - Narrawallee & Surrounds	5281	6462		0	0						3	NA
Narrawallee						Milton, Croobyar Rd	5km	Ulladulla, Warden St	6km	5		
Mollymook						Ulladulla, Warden St	2.2km	Milton, Croobyar Rd	5.5km	5		
North Nowra	5955	6273		0		Bomaderry, Narang Rd	0km	Bomaderry, Cambewarra Rd	5km	1	1	
Nowra	9399	9896		6	1566.5						1	
Nowra			6			Nowra, West St	0km	Worrigee, Robinia Way	4km	1		yes
West Nowra						Nowra, West St	3.5km	Worrigee, Robinia Way	4.5km	1		
Rural Balance	2672	2775		5	534.4							
Brooman						Kioloa, Murramarang Rd	23km	Ulladulla, Warden St	31km	5	3	

Burrier						Nowra, West St	20km	Worrigee, Robinia Way	22km	1	1	
Kangaroo Valley			4			Kangaroo Valley, Broughton St	0km	Bomaderry, Narang Rd	18.5km	1	1	yes
Shallow Crossing						Kioloa, Murramarang Rd	35km	Ulladulla, Warden St	43km	5	3	
Wandandian			1			Wandandian, Princes Highway	0km	Sussex Inlet, Thomson St	15km	3	3	
Yalwal						Nowra, West St	31km	Worrigee, Robinia Way	32km	1	1	
Sanctuary Point	6824	7583		0	0	Erowal Bay, Grandview St	8.5km	Huskisson, Park St	10km	3	3	NA
Shoalhaven Heads	3082	3247	4	4	770.5	Shoalhaven Heads, Booner Dr	0km	Berry, North St	11km	1	1	no
St George Basin - Basin View	4165	4817		0	0	Wandandian, Princes Highway	10km	Erowal Bay, Grandview St	11.5km	3	3	NA
Sussex Inlet - Cudmirrah & Surrounds	4545	5063		6	757.5						3	
Berrara						Cudmirrah, Collier Dr	1km	Sussex Inlet, Thomson St	8km	4		
Cudmirrah			1			Cudmirrah, Collier Dr	0km	Sussex Inlet, Thomson St	7km	4		yes
Sussex Inlet			5			Susssex Inlet, Thomson St	0km	Cudmirrah, Collier Dr	7km	4		
Swanhaven						Cudmirrah, Collier Dr	3km	Sussex Inlet, Thomson St	4.5km	4		
Ulladulla	6459	7226	12	12	538.25	Ulladulla, Warden St	0km	Milton, Croobyar Rd	6.5km	5	3	yes
Vincentia - Erowal Bay & Surrounds	5282	6794		6	880.33333						2	
Erowal Bay			6			Erowal Bay, Grandview St	0km	Huskisson, Park St	10.5km	3		yes
Hyams Beach						Erowal Bay, Grandview St	5km	Huskisson, Park St	10km	3		
Vincentia						Huskisson, Park St	4km	Erowal Bay, Grandview St	6.5km	3		
West Nowra - South Nowra & Surrounds	4317	6789		0	0	Nowra, West St	3.5km	Worrigee, Robinia Way	4.5km	1	1	NA
Worrigee	4790	5615	1	1	4790	Worrigee, Robinia Way	0km	Nowra, West St	4.5km	1	2	no
Total	98542	111401	79	79								

Attachment 2 – Cash flow history

Location	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
Berry	1998	$5,352.06	$2,983.86	$2,368.20	$1,851.42				$4,923.80	$59,085.60			$1,590		
	1999	$8,708.00	$2,332.51	$6,375.49	$7,775.63			$2,000.00	$4,923.80	$54,161.80					
	1999/00	$6,329.00	$2,549.96	$3,779.04	$2,135.39			$6,000.00	$4,923.80	$49,238.00					
	2000/01			$0.00				$9,847.60	$4,923.80	$44,314.20					
	2001/02	$6,837.85	$1,404.39	$5,433.46	$5,459.21			$7,300.00	$4,923.80	$39,390.40					
	2002/03			$0.00					$4,923.80	$34,466.60					
	2003/04	$3,000.00	$2,807.86	$192.14	$5,125.55			$7,000.00	$4,923.80	$29,542.80					
	2004/05	$3,000.00	$1,746.20	$1,253.80	$7,611.00			$8,000.00	$4,923.80	$24,619.00		$3,123			
	2005/06	$6,123.80	$2,415.27	$3,708.53	$5,961.18				$4,923.80	$19,695.20	$74,679	$74,679		$82,503	
	2006/07			$0.00				$9,000.00	$4,923.80	$14,771.40					
	2007/08			$0.00					$4,923.80	$9,847.60					
	2008/09			$0.00					$4,923.80	$4,923.80					
	2009/10			$0.00					$4,923.80	$0.00					
	2010/11	$1,332.00	$1,928.60	-$596.60	$5,404.00			$11,000.00							
	Average	**$5,085.34**	**$2,271.08**												
	Average/court	**$1,271.33**	**/court/year**												

Please note that facilities managed by Management Committees (MC) had returns that were calendar year up till 31/12/1998. They then had an interim 6 month return from the 1/1/1999 - 30/06/1999. From the 30/06/1999 all returns have been Financial Year returns.

2004/2006 It would seem that the Berry Tennis Assoc is paying lease payment of $3000 and loan repayment of $3123 to the Berry Sporting Complex
The tennis club income and expenditure was separated from the Management Committee returns

Bomaderry - Cambewarra Rd	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
	2000/01														
	2001/02														
	2002/03														
	2003/04														
	2004/05														
	2005/06														
	2006/07														
	2007/08														

	2008/09														
	2009/10														
	2010/11														
	Average	**#DIV/0!**	**#DIV/0!**												
	Average/court	**$0.00**	**/court/year**												

Bomaderry - Narang	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
							$17,303.55								
	2000/01	$14,999.71	$714.63	$14,285.08		$3,460.71	$20,764.26		$11,539.30	$11,539.20					
	2001/02	$17,000.00	$782.94	$16,217.06		$17,000.00	$37,764.26		$11,539.30	-$0.10					
	2002/03	$17,565.80	$970.45	$16,595.35		$17,565.80	$55,330.06								
	2003/04	$17,565.80	$1,310.56	$16,255.24		$17,565.80	$72,895.86								
	2004/05	$18,657.15	$10,323.80	$8,333.35		$17,565.80	$90,461.66								
	2005/06	$18,689.80	$48,145.12	-$29,455.32		$17,565.80	$108,027.46								
	2006/07	$19,409.80	$3,482.66	$15,927.14		$17,565.80	$125,593.26				$295,438			82502/12645	
	2007/08	$19,409.80	$2,006.13	$17,403.67		$17,565.80	$143,159.06								
	2008/09	$17,565.80	$2,642.96	$14,922.84		$17,565.80	$160,724.86								
	2009/10	$20,208.80	$2,556.41	$17,652.39		$17,565.80	$178,290.66								
	2010/11	$19,671.80	$2,488.41	$17,183.39		$17,565.80	$195,856.46								
	Average	**$18,249.48**	**$6,856.73**												
	Average/court	**$1,520.79**	**/court/year**												

Callala Bay	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
	1998	$1,241.00	$480.60	$760.40	$8,642.00		$0.00								
	1999	$1,424.00	$438.00	$986.00	$8,517.00		$0.00								
	2000	$1,915.30	$455.81	$1,459.49	$6,997.71		$0.00				$2,100				
	2001	$1,950.94	$559.00	$1,391.94	$7,877.85		$0.00								
Run by Mgmt C'tee	2002	$2,818.14	$688.18	$2,129.96	*see note below		$0.00								
is the tennis court & public hall	2003	$1,224.05	$391.08	$832.97	$9,528.53		$0.00								
	2003/04	$3,081.70	$428.92	$2,652.78	$13,344.87		$0.00								
	2004/05	$3,415.56	$898.84	$2,516.72	$17,119.73		$0.00								
	2005/06	$2,842.96	$1,424.58	$1,418.38	$15,482.65		$0.00								
	2006/07	$2,430.39	$819.01	$1,611.38	$5,603.85		$0.00				$10,740	$2,420	$8,320	22130	MC
	2007/08	$3,578.40	$1,953.88	$1,624.52	$9,440.51		$0.00								
	2008/09	$2,238.89	$1,451.74	$787.15	$3,456.48		$0.00								
	2009/10	$2,205.27	$1,112.52	$1,092.75	$6,636.68		$0.00								
	2010/11	$1,341.08	$1,179.38	$161.70	$7,714.62		$0.00								
	Average	**$2,264.83**	**$877.25**												

	Average/court	**$2,264.83**	**/court/year**												

Profit loss statements do not state tennis expenditure. An assumption has been made that it will be 20% of total expenditure

Please note that facilities managed by Management Committees (MC) had returns that were calendar year up till 31/12/2002. They then had an interim 6 month return from the 1/1/2003 - 30/06/2003. Some MCs submitted 18 months returns from the 1/1/2002 - 30/06/2003, thus no balance sheet details are showing for the 2002 return. From the 30/06/2003 all returns have been Financial Year returns.

*Bank balance includes public hall

Callala Beach	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
	1998	$3,197.10	$1,035.25	$2,161.85	$6,743.18		$0.00		$540.00	$2,160.00					
	1999	$3,014.55	$236.81	$2,777.74	$6,362.39		$0.00		$540.00	$1,620.00	$10,451		$5,000		
	2000	$4,498.65	$1,695.09	$2,803.56			$0.00		$1,540.00	$5,080.00					
	2001	$3,797.40	$500.95	$3,296.45	$11,779.16		$0.00		$1,540.00	$3,540.00					
Run by Mgmt C'tee	2002	$0.00	$0.00	$0.00	$0.00		$0.00		$1,540.00	$2,000.00					
tennis court expense is	2002/03	$7,584.65	$3,866.09	$3,718.56	$14,838.37		$0.00			$2,000.00					
identified clearly	2003/04	$3,657.90	$1,211.83	$2,446.07	$17,572.75		$0.00		$1,000.00	$1,000.00					
	2004/05	$3,478.70	$870.30	$2,608.40	$20,523.79		$0.00		$1,000.00	$0.00					
	2005/06			$0.00	$20,087.29		$0.00								
	2006/07	$5,537.25	$3,160.59	$2,376.66	$12,763.26		$0.00								
	2007/08	$3,917.40	$1,511.43	$2,405.97	$6,810.30		$0.00				$29,400	$0	$21,000		MC repayment of loan from Council
	2008/09	$5,737.70	$583.35	$5,154.35	$10,540.16		$0.00		$3,000.00	$18,000.00					
	2009/10	$4,286.50	$513.03	$3,773.47	$9,809.79		$0.00		$3,000.00	$15,000.00					
	2010/11	$4,951.00	$900.79	$4,050.21	$11,204.94		$0.00		$3,000.00	$12,000.00					
	Average	**$4,127.60**	**$1,237.35**												
	Average/court	**$4,127.60**	**/court/year**												

Please note that facilities managed by Management Committees (MC) had returns that were calendar year up till 31/12/2001. They then had an interim month return from the 1/1/2002 - 30/06/2003. From the 30/06/2003 all returns have been Financial Year returns.

Cudmirrah	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others

Run by Mgmt C'tee

1999	$1,031.50	$306.46	$725.04	$11,165.42				$700.00	$2,100.00					
2000	$957.00	$283.77	$673.23	$12,181.17				$700.00	$1,400.00					
2001	$884.50	$302.42	$582.08	$12,956.29				$700.00	$700.00					
2002	$908.00	$299.11	$608.89	$12,929.58				$700.00	$0.00					
2003	$409.50	$83.43	$326.07	$13,947.55										
2003/04	$502.00	$207.72	$294.28	$13,204.09										
2004/05	$407.50	$203.88	$203.62	$12,875.81										
2005/06	$435.50	$196.93	$238.57	$12,444.84										
2006/07	$345.00	$205.12	$139.88	$12,144.86										
2007/08	$617.50	$160.35	$457.15	$10,736.49										
2008/09	$497.50	$147.19	$350.31	$11,323.29										
2009/10	$605.00	$652.06	-$47.06	$9,044.55										
2010/11	$411.83	$530.48	-$118.65	$7,020.41										
Average	**$616.33**	**$275.30**												
Average/court	**$616.33**	**/court/year**												

Please note that facilities managed by Management Committees (MC) had returns that were calendar year up till 31/12/2002. They then had an interim month return from the 1/1/2003 - 30/06/2003. From the 30/06/2003 all returns have been Financial Year returns.

Culburra Beach

Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
2001			$0.00	$1,741.23										
2002			$0.00	$3,072.31										
2002/03	$4,670.34	$2,101.27	$2,569.07	$5,641.38										
2003/04	$4,754.80	$8,526.17	-$3,771.37	$2,632.91						$7,095		$7,095		
2004/05	$3,591.39	$1,169.48	$2,421.91	$5,054.82										
2005/06	$4,098.93	$1,267.81	$2,831.12	$7,885.94										
2006/07	$3,565.51	$1,249.28	$2,316.23	$10,202.17										
2007/08	$3,075.34	$2,589.78	$485.56	$10,687.73										
2008/09	$3,239.63	$9,520.23	-$6,280.60	$4,407.13						$16,000	$8,000	$8,000	82412	
2009/10	$4,566.71	$2,421.84	$2,144.87	$6,552.00										
2010/11	$3,332.99	$1,960.51	$1,372.48	$7,924.48										
Average	**$3,877.29**	**$3,422.93**												
Average/court	**$1,938.65**	**/court/year**												

Currarong

Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
1999	$2,091.80	$1,598.61	$493.19	$1,557.12				$745.00	$2.00					
2000	$1,500.50	$384.45	$1,116.05	$1,945.34										

	2000/01	$3,081.69	$3,520.91	-$439.22	$1,506.21						$2,640	$2,640	$0	29999	0
	2001/02	$3,292.21	$2,045.38	$1,246.83	$2,752.95										
	2002/03	$4,270.90	$2,889.05	$1,381.85	$4,397.97										
	2003/04	$4,391.51	$4,607.94	-$216.43	$4,181.54										
	2004/05	$4,244.19	$1,109.53	$3,134.66	$7,316.20										
	2005/06	$3,404.31	$1,503.27	$1,901.04	$9,217.24										
	2006/07	$3,680.00	$1,560.64	$2,119.36	$12,432.33										
	2007/08	$5,078.14	$1,232.66	$3,845.48	$16,277.81										
	2008/09	$4,547.74	$1,764.72	$2,783.02	$14,300.83						$4,760		$4,760		tennis club
	2009/10	$5,079.00	$1,547.45	$3,531.55	$17,902.01										
	2010/11	$6,630.14	$1,135.31	$5,494.83	$23,396.84						$49,520	$17,420	$5,646	82412/38040	tennis club
	Average	**$3,945.55**	**$1,915.38**												
	Average/court	**$1,972.77**	**/court/year**												

Please note that facilities managed by Management Committees (MC) had returns that were calendar year up till 31/12/1999. They then had an interim month return from the 1/1/2000 - 30/06/2000. From the 30/06/2000 all returns have been Financial Year returns. Thus the 2003 income and expense shall reflect approx 50%.

Erowal Bay	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
					$11,916.01				$ 81,289.00						
	1999/00	$15,094.82	$30,597.35	-$15,502.53	$2,009.38	$7,930.00	$7,930.00		$ 81,289.00		$13,987				
	2000/01	$15,153.83	$11,746.64	$3,407.19	$5,416.57			$ 8,128.90	$ 73,160.10						
	2001/02	$18,295.05	$13,175.17	$5,119.88	$4,536.45	$5,100.00	$5,100.00	$ 8,128.90	$ 65,031.20						
	2002/03	$36,882.00	$36,882.00	$0.00	$4,536.45	$5,100.00	$10,200.00		$ 65,031.20						
	2003/04	$36,659.81	$47,387.31	-$10,727.50	$15,577.06	$10,200.00	$12,631.31	$ 16,257.80	$ 48,773.40		$7,769				
	2004/05	$32,656.63	$30,536.78	$2,119.85	$17,443.76	$2,700.00	$15,331.31	$ 8,128.90	$ 40,644.50						
	2005/06	$45,685.02	$43,731.36	$1,953.66	$18,489.83	$1,800.00	$5,444.31	$ 8,128.90	$ 32,515.60		$11,687				
	2006/07	$29,623.12	$29,010.78	$612.34	$24,012.82	$1,800.00	$7,244.31	$ 8,128.90	$ 24,386.70						
	2007/08	$29,811.65	$31,553.30	-$1,741.65	$23,423.44	$1,800.00	$8,026.23	$ 8,128.90	$ 16,257.80		$1,018				
	2008/09	$26,366.54	$27,959.12	-$1,592.58	$20,309.12	$1,800.00	$9,826.23	$ 8,128.90	$ 8,128.90						
	2009/10	$27,835.58	$24,540.41	$3,295.17	$24,358.12	$1,800.00	$11,626.23	$ 8,128.90	$ -						
	2010/11	$24,667.10	$69,017.84	-$2,052.70	$16,904.60				$ 20,000.00		$60,887	$22,298		88666/14145	
	2011/12							$6,666.67	$ 13,333.33						

	Average	**$29,421.48**	**$33,230.97**												
	Average/court	**$4,903.58**	**/court/year**												

Greenwell Point	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
	2001			$0.00					$562.50	$0.00					
	2002			$0.00											
	2003	$0.00		$0.00											
	2003/04			$0.00											
	2004/05	$568.59		$568.59											
	2005/06	$491.05		$491.05											
	2006/07	$305.45		$305.45											
	2007/08	$462.40	$590.91	-$128.51											
	2008/09	$504.55	$681.82	-$177.27											
	2009/10	$570.91	$335.00	$235.91											
	2010/11	$537.28		$537.28											
	Average	**$430.03**	**$535.91**												
	Average/court	**$430.03**	**/court/year**												

Huskisson	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
	1998	$9,554.47	$4,289.33	$5,265.14	$1,981.06				$5,000.00	$38,000.00					
	1999	$17,111.15	$11,545.53	$5,565.62	$7,546.68				$5,000.00	$33,000.00					
	2000/01	$8,412.45	$6,460.99	$1,951.46	$4,498.14				$5,000.00	$28,000.00					
	2001/02	$9,195.22	$8,883.98	$311.24	$4,809.38				$5,000.00	$23,000.00					
	2002/03	$8,516.69	$11,411.74	-$2,895.05	$1,914.33				$5,000.00	$18,000.00					
	2003/04	$12,972.25	$6,555.61	$6,416.64	$8,330.97				$4,000.00	$14,000.00					
	2004/05	$11,468.50	$14,608.83	-$3,140.33	$5,090.64				$2,000.00	$12,000.00					
	2005/06	$18,734.62	$17,104.45	$1,630.17	$2,794.47				$4,000.00	$8,000.00					
	2006/07	$14,634.80	$13,262.71	$1,372.09	$4,166.56				$4,000.00	$4,000.00					
	2007/08	$15,786.00	$8,747.78	$7,038.22	$4,273.00				$2,000.00	$2,000.00					
	2008/09	$10,225.67	$5,498.35	$4,727.32	$3,902.19				$2,000.00	$0.00					
	2009/10	$11,354.00	$6,459.10	$4,894.90	$4,796.39				$4,000.00						
	2010/11	$10,228.10	$8,134.15	$2,093.95	$4,890.34				$2,000.00						
	Average	**$12,168.76**	**$9,458.66**												
	Average/court	**$2,433.75**	**/court/year**												

Please note that for Year 1999 and 2000 was combined in one Treasurer Report (18 months financial statement) 1 January 1999 - 30 June 2000

Kangaroo Valley

Payments include M&R property rental & repayment monies advanced

Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
2000/01	$7,029.00	$1,072.00	$5,957.00					$7,029.00	$9,037.00					
2001/02	$8,574.25	$6,347.24	$2,227.01					$7,029.00	$2,008.00					
2002/03	$333.85	$639.15	-$305.30					$1,000.00	$1,008.00					
2003/04	$7,473.36	$2,251.05	$5,222.31		$6,210.00	$6,210.00		$1,000.00	$8.00					
2004/05	$7,895.50	$9,569.72	-$1,674.22		$6,210.00	$12,420.00				$8,033				
2005/06	$7,518.50	$6,023.38	$1,495.12			$12,420.00	$1,009.00			$4,016			28818	
2006/07	$7,870.21	$722.93	$7,147.28		$6,210.00	$18,630.00	$1,040.00						28818	
2007/08	$14,628.55	$14,755.07	-$126.52	$17,411.69	$6,210.00	$24,840.00	$1,076.00			$5,610		$5,610	88666 & 28818	
2008/09	$27,860.86	$29,661.79	-$1,800.93	$15,610.76	$12,420.00	$37,260.00				$8,595		$8,595	88666	
2009/10	$15,463.40	$12,382.58	$3,080.82	$18,691.58	$6,210.00	$43,470.00								
2010/11	$14,660.62	$8,286.80	$6,373.82	$25,065.40										
2011/12										$13,683		$13,683	88666	
Average	**$10,846.19**	**$8,337.43**												
Average/court	**$2,711.55**	**/court/year**												

Kioloa

Run by Mgmt C'tee

Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
2000/01			$0.00					$3,382.00	$40,587.24					
2001/02			$0.00					$3,382.00	$37,205.24					
2002/03			$0.00					$3,382.00	$33,823.24					
2003/04	$8,010.55	$3,124.91	$4,885.64	$8,347.58				$3,382.00	$30,441.24					
2004/05	$6,989.65	$4,598.22	$2,391.43	$9,550.38				$3,382.00	$27,059.24					
2005/06	$8,122.65	$3,151.86	$4,970.79	$13,133.29				$3,382.00	$23,677.24					
2006/07	$6,931.00	$4,566.65	$2,364.35	$14,723.98				$3,382.00	$20,295.24					
2007/08	$7,126.50	$4,415.06	$2,711.44	$11,276.70				$3,382.00	$16,913.24					
2008/09	$6,813.00	$3,202.03	$3,610.97	$12,894.50				$3,492.50	$38,420.74	$104,893.10	$50,000	$45,000		
2009/10	$6,449.00	$4,365.03	$2,083.97					$3,492.50	$34,928.24					
2010/11	$5,929.00	$4,756.13	$1,172.87	$6,514.09				$3,492.50	$31,435.74					
2011/12								$3,492.50	$27,943.24					
Average	**$7,046.42**	**$4,022.49**												
Average/court	**$3,523.21**	**/court/year**												

Files before 2003 have been destroyed, so there are no records
Kioloa received a loan for $47,000.00 in 1995 and an additional loan for $25,000.00 in 2008

Lake Conjola	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
	2000/01	$21.27	$67.90	-$46.63											
These are expenses I was	2001/02	$1,838.14		$1,838.14											
able to identify - it is highly	2002/03	$927.96	$779.20	$148.76											
probable there are more.	2003/04	$728.59	$72.65	$655.94											
	2004/05	$1,423.87	$43.80	$1,380.07											
	2005/06	$656.58	$85.10	$571.48											
	2006/07	$748.24	$36.00	$712.24											
	2007/08	$1,915.96	$113.05	$1,802.91											
	2008/09	$1,465.33	$85.30	$1,380.03											
	2009/10	$1,127.26	$67.60	$1,059.66											
	2010/11	$837.81	$41.30	$796.51											
	Average	**$1,062.82**	**$139.19**												
	Average/court	**$531.41**	**/court/year**												

Manyana	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
	2000/01	$1,150.00	$1,086.20	$63.80	$5,732.36										
Run by management c'tee	2001/02	$2,185.00	$1,696.80	$488.20	$10,262.94										
	2002/03	$1,620.00	$2,284.00	-$664.00	$7,744.54										
	2003/04	$2,008.00	$1,236.20	$771.80	$14,948.91			$2,400.00							
	2004/05	$511.20	$1,382.25	-$871.05	$9,174.72			$4,500.00							
	2005/06	$1,223.60	$1,826.63	-$603.03	$12,416.68										
	2006/07	$1,040.00	$1,625.24	-$585.24	$21,424.58										
	2007/08	$2,386.00	$1,147.20	$1,238.80											
	2008/09	$1,734.55	$1,295.81	$438.74	$23,388.65										
	2009/10	$1,714.50	$1,230.00	$484.50	$26,642.04										
	2010/11	$2,455.50	$1,780.59	$674.91	$24,529.26										
	Average	**$1,638.94**	**$1,508.26**												
	Average/court	**$819.47**	**/court/year**												

Milton Ulladulla	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
	2000/01	$3,348.86	$564.73	$2,784.13					$ 7,000.00	$ 35,000.00					
	2001/02	$12,598.45	$700.90	$11,897.55		$10,000.00	$10,000.00		$ 7,000.00	$ 28,000.00					
	2002/03	$11,901.11	$765.35	$11,135.76		$10,000.00	$20,000.00		$ 7,000.00	$ 21,000.00					
	2003/04	$12,566.65	$944.87	$11,621.78		$10,000.00	$30,000.00		$ 7,000.00	$ 14,000.00					
	2004/05	$12,880.07	$2,337.30	$10,542.77		$10,000.00	$22,397.36		$ 7,000.00	$ 7,000.00	$17,603				
	2005/06	$15,008.75	$2,190.51	$12,818.24		$10,000.00	$5,574.99		$ 7,000.00	$ -	$26,822				
	2006/07	$20,814.84	$1,348.81	$19,466.03		$10,000.00	$1.08				$15,574				
	2007/08	$70,667.27	$1,154.81	$69,512.46		$10,000.00	$910.17				$9,091				

	2008/09	$19,757.45	$19,703.21	$54.24		$10,000.00	$1,819.27				$9,091				
	2009/10	$15,439.09	$6,440.95	$8,998.14		$10,000.00	$1,819.27				$10,000				
	2010/11	$17,246.59	$1,701.12	$15,545.47			$1,819.27				$9,060				
	Average	**$19,293.56**	**$3,441.14**												
	Average/court	**$1,378.11**	**/court/year**												

Nowra - West Street	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
	2000/01	$27,390.53	$542.39	$26,848.14		$9,487.00	$44,299.00		$8,128.90						
*includes Loan repayments	2001/02	$33,470.56	$595.06	$32,875.50		$10,200.00	$54,499.00		$8,128.90						
in the income	2002/03	$15,413.48	$736.29	$14,677.19		$10,200.00	$64,699.00		$15,128.90						
	2003/04	$30,875.90	$911.49	$29,964.41		$10,200.00	$74,899.00								
	2004/05	$30,542.38	$868.05	$29,674.33		$10,200.00	$85,099.00								
	2005/06	$30,542.38	$1,010.55	$29,531.83		$10,200.00	$95,299.00								
	2006/07	$33,901.78	$1,073.45	$32,828.33		$10,200.00	$105,499.00								
	2007/08	$35,057.68	$1,195.53	$33,862.15		$10,200.00	$115,699.00								
	2008/09	$31,045.97	$1,575.05	$29,470.92											
	2009/10	$23,020.73	$1,189.91	$21,830.82											
	2010/11	$1,233.06	$252.00	$981.06	$2,513.29										
	2011/12	$6,728.05	$4,874.11	$1,853.94	$3,309.17	$2,125.05	$2,125.05								
	Average	**$24,935.21**	**$1,235.32**												
	Average/court	**$4,155.87**	**/court/year**												

Shoalhaven Heads	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
	2001	$2,000.00		$2,000.00					$2,000.00	$33,000.00					
	2002	$4,476.98	$1,377.05	$3,099.93	$1,341.15				$3,000.00	$30,000.00					
	2003	$6,317.89	$6,552.78	-$234.89	$1,106.26				$3,000.00	$27,000.00					
	2003/04	$7,500.00		$7,500.00						$27,000.00					
	2004/05	$7,500.00		$7,500.00					-$500.00	$27,500.00					
	2005/06	$1,805.31		$1,805.31					$1,500.00	$26,000.00					
	2006/07	$1,500.00		$1,500.00					$1,500.00	$24,500.00					
	2007/08			$0.00						$24,500.00					
	2008/09	$3,000.00	$4,840.06	-$1,840.06					$3,000.00	$21,500.00					
	2009/10	$1,500.00	$1,910.89	-$410.89					$1,500.00	$20,000.00	$45,940				
	2010/11	$3,568.76	$184.08	$3,384.68					$1,500.00	$18,500.00					
	Average	**$3,916.89**	**$2,972.97**												
	Average/court	**$979.22**	**/court/year**												

Shoalhaven Heads received a loan for $45,000.00 in 1994

Sussex Inlet - Thomson St	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
	1998	$9,560.35	$5,085.39	$4,474.96	$16,147.81										

	1999	$6,116.20	$3,375.43	$2,740.77	$8,120.87											
	1999/00	$10,500.00	$6,257.60	$4,242.40	$12,730.00					$93,000.00						
	2000/01	$15,744.25	$7,747.50	$7,996.75	$2,289.39				$6,200.00	$101,800.00						
	2001/02	$17,021.00	$8,490.40	$8,530.60	$7,662.23				$7,200.00	$94,600.00						
	2002/03	$19,003.00	$6,642.00	$12,361.00	$13,470.00				$7,200.00	$87,400.00						
	2003/04	$14,641.00	$8,505.00	$6,136.00	$5,334.89				$7,200.00	$80,200.00						
	2004/05	$12,751.00	$7,263.60	$5,487.40	$7,269.00				$7,200.00	$73,000.00						
	2005/06	$14,041.00	$10,265.20	$3,775.80	$1,124.11				$7,200.00	$65,800.00						
	2006/07	$11,556.00	$8,453.80	$3,102.20	$92.37				$7,200.00	$58,600.00						
	2007/08	$11,758.00	$7,686.60	$4,071.40	$2,770.87				$7,200.00	$51,400.00						
	2008/09	$10,849.00	$7,821.00	$3,028.00	$1,984.42				$7,200.00	$44,200.00						
	2009/10	$11,304.64	$7,831.20	$3,473.44	$2,897.87				$8,457.00	$35,743.00						
	2010/11	$10,570.85	$8,568.94	$2,001.91	-$794.26				$7,200.00	$28,543.00						
	Average	**$12,529.74**	**$7,428.12**													
	Average/court	**$2,088.29**	**/court/year**													

Please note that facilities managed by Management Committees (MC) had returns that were calendar year up till 31/12/1998. They then had an interim month return from the 1/1/1999 - 30/06/1999. From the 30/06/1999 all returns have been Financial Year returns. Thus the 2003 income and expense shall reflect approx 50%.

Wandandian - Princes Hwy	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
	2000/01	$224.00	$233.93	-$9.93	$2,174.11										
On crown land - mgmt ctee	2001/02			$0.00											
presumably	2002/03	$845.10	$1,275.10	-$430.00	$927.78										
	2003/04	$466.00	$404.93	$61.07	$2,419.17										
	2004/05	$663.00	$434.15	$228.85	$2,711.43										
	2005/06	$858.50	$539.04	$319.46	$2,924.73										
	2006/07	$1,284.30	$1,362.56	-$78.26	$4,071.36										
	2007/08	$1,097.00	$1,813.90	-$716.90	$3,551.78										
	2008/09	$413.50	$465.17	-$51.67	$4,193.74										
	2009/10	$209.00	$556.24	-$347.24	$4,980.02										
	2010/11	$762.00	$1,760.14	-$998.14	$4,250.19										
	Average	**$682.24**	**$884.52**												
	Average/court	**$682.24**	**/court/year**												

Worrigee - Rayleigh Gardens	Year	Income	Expense	Net surplus / - deficit	Bank Balance	Restricted Asset Payments	Restricted Asset balance	Maintenance Subsidy	Loan Repayment	Loan Balance	Capital outlays	SCC Contribution	Other Contributions	SCC Job Number	Funded by others
	2000/01			$0.00											
Can only locate 1 expense	2001/02			$0.00											
No income as it's free to	2002/03			$0.00											

the public	2003/04			$0.00												
	2004/05			$0.00												
suspect it's pre 1996 build	2005/06			$0.00												
	2006/07			$0.00												
	2007/08			$0.00												
	2008/09			$0.00												
	2009/10		$950.00	-$950.00												
	2010/11			$0.00												
	Average	**#DIV/0!**	**$950.00**													
	Average/court	**$0.00**	**/court/year**													

Attachment 3 – Future Capital Work

			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	
Location	No of courts	Proposed works	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL
Berry - Woodhill Mountain Road (North Street)	4	2 x syn grs crts			$59,988.60														$59,988.60
		2 x syn grs crts						$66,510.43											$66,510.43
		fence (345m)																$69,359.44	$69,359.44
Bomaderry - Cambewrra Road	3																		$0.00
Bomaderry - Narang Road	12	4 x syn grs crts			$119,977.20														$119,977.20
		4 x syn grs crts							$137,676.60										$137,676.60
		4 x syn grs crts																$187,639.07	$187,639.07
		fence (515m)																$103,536.56	$103,536.56
																			$0.00
Callala bay - Boorawine Tce (Morton St)	1	1 x hrd surf crt										$17,717.67							$17,717.67
		fence (105m)										$17,172.51							$17,172.51
Callala Beach - Quay Road	1	1 x syn grs crt										$38,161.13							$38,161.13
Cudmirrah - Collier Drive	1																		$0.00
Culburra Beach - Prince Edward Ave	2	2 x hrd surf crts													$39,287.79				$39,287.79
		fence (75m)		$8,000.00															$8,000.00
		fence (75m)													$13,599.62				
Currarong - Weber Place	2	2 x hrd surf crts										$35,435.33							$35,435.33
		fence (170m)										$27,803.11							$27,803.11
Erowal Bay - Grandview Street	6	1 x syn grs crt (crt 1)			$13,925.93														$13,925.93
		2 x syn grs crt (crt 5&6)									$73,741.31								$73,741.31
		3 x syn grs crts (crt 2,3&4)																$140,729.30	$140,729.30
		fence (570.5m)																$114,794.90	$114,794.90
Greenwell Point	1	1 x hrd surf crt													$19,643.89				$19,643.89
		fence (104m)													$18,858.14				$18,858.14
Huskisson - Park Street	5	2 x hrd surf crts			$101,766.38														$101,766.38
		2 x syn grs crts							$68,838.30										$68,838.30
		1 x hrd surf crt							$15,980.32										
Kangaroo Valley - Moss Vale Road	4	1 x hrd surf crts (crt 2)				$14,413.33													$14,413.33
		2 x syn grs crts and 1 x hrd surf crt											$97,331.31						$97,331.31
		fence (405m)											$68,555.10						$68,555.10
Kioloa - Murramarang Road	2	2 x syn grs crts												$66,510.43					$66,510.43

Callala beach fence replac 2037 (110m)

Huskisson fe replace in 20 (340m)

Lake Conjola - Lake Conjolia Entrance Road	2	2 x syn grs crt						$66,510.43											$66,510.43	
		fence (157m)						$22,376.01											$22,376.01	
Manyana - Sunset Strip	2	2 x hrd surf crts											$36,675.57						$36,675.57	
		fence (185m)											$31,315.29						$31,315.29	
Milton - Croobyer Road	2	1 x syn grs crt				$31,044.10													$31,044.10	
		1 x syn grs crt															$45,323.45		$45,323.45	
		fence (300m)			$38,564.10														$38,564.10	
Nowra - West Street	6	6 x hrd surf crts	$57,770.00												$117,863.36				$175,633.36	
		fence (130m)													$23,572.67				$23,572.67	
		Clubhouse	$64,273.00																$64,273.00	
Shoalhaven Heads - Booner Street	4	4 x hrd surf crts														$189,238.68			$189,238.68	
		fence (260m)														$48,795.43			$48,795.43	
Sussex Inlet - Thomson Street	5	2 x hrd surf crts		$26,910.00															$26,910.00	
		fence (290m)		$36,018.00															$36,018.00	
		3 x syn grs crts											$118,490.30						$118,490.30	
Ulladulla - Warden Street	12	3 x syn grs crts			$89,982.90														$89,982.90	Ulladulla fen replace in 20 (630m)
		2 x syn grs crts				$62,088.20														
		5 x syn grs crts												$204,395.76					$204,395.76	
		2 x syn grs crts																	$0.00	Ulladulla cou no.4 and 5 te resurfaced in
Wandandian - Princes Highway	1	1 x hrd surf crt			$50,883.19														$50,883.19	
		fence 103m			$13,240.34														$13,240.34	
Worrigee - Greenwell Point Road (Rayleigh Gardens)	1	1 x hrd surf crt			$13,925.93														$13,925.93	
		fence (105m)			$13,497.44														$13,497.44	
																			$0.00	
Total	79		$122,043	$70,928	$515,752	$107,546	$0	$155,396.88	$222,495.21	$0.00	$73,741.31	$136,289.74	$352,367.57	$270,906.19	$232,825.46	$238,034.11	$45,323.45	$616,059.27	$3,159,707.81	
Funded from balance acc of each MC (refer finance info future income estimation)				$18,998	$228,848	$35,266		$18,260.29	$145,651.12	$0.00	$47,032.30	$112,430.17	$170,753.86	$151,096.45	$141,436.03	$13,214.88	$45,323.45	$320,038.81	$1,448,348.37	
Funding required from other sources				$51,931	$286,904	$72,280	$0	$137,136.58	$76,844.10	$0.00	$26,709.01	$23,859.57	$181,613.71	$119,809.74	$91,389.43	$224,819.23	$0.00	$296,020.46	$1,589,316.43	
Dedicated Council Budget	82540		$50,000	$0	$50,000		$50,000		$50,000.00		$50,000.00		$50,000.00		$50,000.00		$50,000.00		$400,000.00	
Budget carried over to next year				$0	$0	$0	$0	$50,000	$0.00	$0.00	$0.00	-$23,290.99	$0.00	$0.00	$0.00	$0.00	$0.00	-$50,000.00	-$23,290.99	
Remaining budget							-$50,000				-$23,290.99						-$50,000.00		-$123,290.99	
Remaining money required for work				**-51,930.50**	**-236,904.21**	**-72,279.88**	**50,000.00**	**-87,136.58**	**-26,844.10**	**0.00**	**23,290.99**	**-47,150.56**	**-131,613.71**	**-119,809.74**	**-41,389.43**	**-224,819.23**	**50,000.00**	**-346,020.46**	**-1,262,607.42**	

Note

Priority 1

Priority 2

Priority 3

Priority 4

Priority 5

Fence ($/m)			$120.00	$124.20	$128.55	$133.05	$137.70	$142.52	$147.51	$152.67	$158.02	$163.55	$169.27	$175.20	$181.33	$187.67	$194.24	$201.04	
Cost to resurface Hard surface tennis court ($/court)			$13,000.00	$13,455.00	$13,925.93	$14,413.33	$14,917.80	$15,439.92	$15,980.32	$16,539.63	$17,118.52	$17,717.67	$18,337.78	$18,979.61	$19,643.89	$20,331.43	$21,043.03	$21,779.53	
Cost to resurface Synthetic Grass Court ($/court)			$28,000.00	$28,980.00	$29,994.30	$31,044.10	$32,130.64	$33,255.22	$34,419.15	$35,623.82	$36,870.65	$38,161.13	$39,496.77	$40,879.15	$42,309.92	$43,790.77	$45,323.45	$46,909.77	
Cost to reconstruct Hard surface court ($/2 courts)			$95,000.00	$98,325.00	$101,766.38	$105,328.20	$109,014.69	$112,830.20	$116,779.26	$120,866.53	$125,096.86	$129,475.25	$134,006.88	$138,697.12	$143,551.52	$148,575.83	$153,775.98	$159,158.14	
Index	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%		
																		2027	
	3.50%			$17,343.13	$17,950.14	$18,578.39	$19,228.64	$19,901.64	$20,598.20	$21,319.13	$22,065.30	$22,837.59	$23,636.91	$24,464.20	$25,320.44	$26,206.66	$27,123.89	$28,073.23	$29,055.79	$30,