KIAMA MUNICIPAL COUNCIL
your council, your community

Asset Management Plan
Footpaths and Cycleways

30 June 2025

Acknowledgment of Country

Kiama Municipal Council acknowledges the Wodi Wodi people on Dharawal country as the traditional custodians of the land on which our Municipality is located. We pay our respects to Elders past, present and future. We are committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to our community.

Contents

Asset Performance - Footpaths & Shared Paths

Kiama Municipal Council

Summary

Footpaths 61.8 km

Shared paths 10.4km

ASSET LIFE

SURFACE:	
CONCRETE	60 YRS
ASPHALT	25 YRS
EXPOSED AGGREGATE	60 YRS
GRAVEL	40 YRS
PAVERS	40 YRS
FIBREGLASS BOARDWALK	40 YRS
TIMBER BOARDWALK	40 YRS

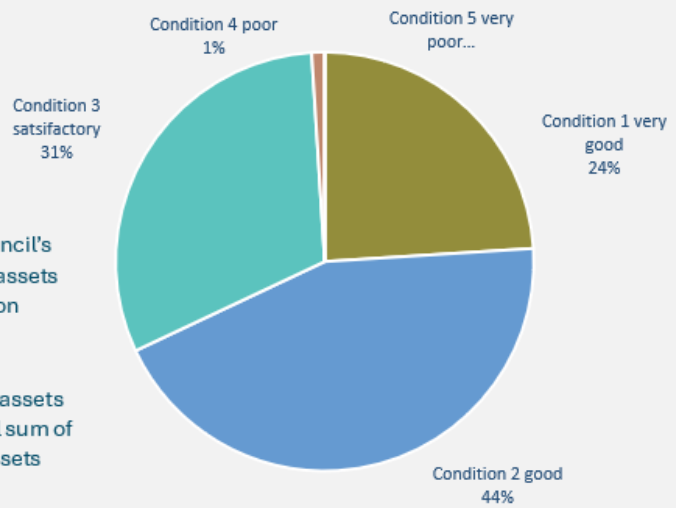
Replacement value of footpath and shared path assets

$16.6M

Recommended 10-year funding to maintain condition

$824,648	**$1.1M**
TOTAL CAPITAL COST	TOTAL MAINTENANCE COSTS

Asset condition distribution



- Approximately 98% of Council's footpath and shared path assets are in fair or better condition
- Footpath and shared path assets account for 3% of the total sum of Council's infrastructure assets

**Report on infrastructure assets 30June2025 & 2025/26 Budget Variance Report (LTFP)*

Executive Summary

This Asset Management Plan (AMP) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 10-year planning period. The AMP will link to the Long-Term Financial Plan (LTFP) which typically considers a 10-year planning period.

This plan covers the footpath and shared path class assets existing throughout Kiama Municipal Council (KMC). Footpaths provide access for pedestrians within the road reserve, in reserves or to enable access to public facilities and reserves. Off-road shared paths may be shared paths for wheeled recreational devices, bicycles, motorised mobility devices as well as pedestrians. Off -road shared paths may also be separate paths for bicycles and wheeled devices.

Footpaths
A pedestrian pathway within road reserve or public reserve to provide all weather access for pedestrians.

Shared paths
Shared paths are intended for pedestrians, cyclists, wheeled recreational devices such as scooters and motorised mobility devices. They are typically wider than a standard footpath beginning at a shared path sign or shared path road marking and ending with an end of shared path, or a no bicycles sign, road markings or a road.

The footpath and shared path class assets were assessed in June 2023. The gross replacement cost of the assessed assets is $16.6 million.

Financial Summary

Estimated available funding for the 10-year period is $1,246,084 or $124,608 on average per year as per the Long-Term Financial plan or Planned Budget. The breakdown is Operating 10-year period $446,084 or $44,608 on average per year and Capital 10-year period $800,00 or $80,000 per year. In comparison the current funding this represents 63% of the cost to sustain the required level of service.

The capital funding represents 97% of the costs for lifecycle renewal of assets, however the anticipated Planned Budget for maintenance of footpaths and shared paths assets is insufficient at only 38%. The shortfall of maintenance funds is based on prior years actual expenditure against the budget.

It should be noted that the pathways maintenance budget falls within Engineering & Works Construction cost centre allocated $2.1 million per year. While the overall combined budget of $2.1 million appears sufficient to support the maintenance of Council's assets, the allocation across different asset classes may need to be reassessed based on operational needs. A notable example is the annual funding for footpaths and shared paths, which has experienced a recurring shortall of approximately $72,000 in recent years.

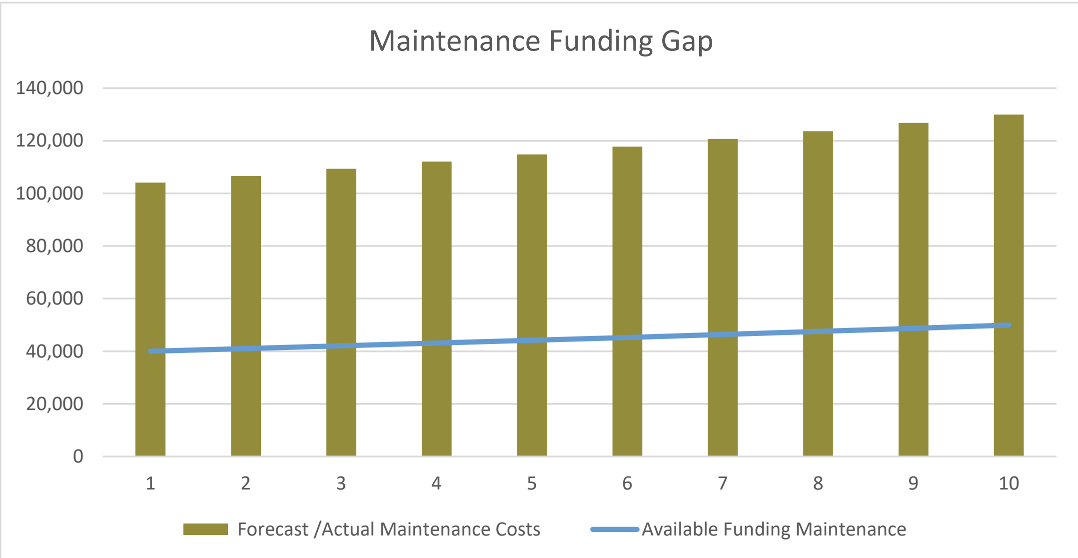
The lack of a long-term works program further contributes to increased reactive maintenance costs and limited capital investment. The AMP recommends aligning maintenance funding with actual requirements while developing a risk and condition-based work program.

Funding Gap Analysis						
Year	Forecast Actual Maintenance Costs*	Available Funding Maintenance	Forecast Lifecycle Costs	Available Funding (LTFP) Lifecycle Costs	Total Forecast Funding Required	Total Available Funding
2025/26	104,054	40,000	80,000	80,000	184,054	120,000
2026/27	106,551	40,960	80,000	80,000	186,551	120,960
2027/28	109,109	41,943	80,000	80,000	189,109	121,943
2028/29	111,727	42,950	80,000	80,000	191,727	122,950

2029/30	114,409	43,980	80,000	80,000	194,409	123,980
2030/31	117,154	45,036	86,842	80,000	203,996	125,036
2031/32	119,966	46,117	80,000	80,000	199,966	126,117
2032/33	122,845	47,224	97,806	80,000	220,651	127,224
2033/34	125,794	48,357	80,000	80,000	205,794	128,357
2033/35	128,813	49,518	80,000	80,000	208,813	129,518
TOTAL 10 Yr	**1,160,421**	**446,084**	**824,648**	**800,000**	**1,985,069**	**1,246,084**
TOTAL P.A.	116,042	44,608	82,465	80,000	198,507	124,608
Annual Funding Gap 73,898	**LT Maintenance Funding Gap 738,985**					

Table 1: Forecast lifecycle management costs compared to Long Term Financial Budget[1]

**Forecast maintenance based on actuals & Report on infrastructure assets 30 June 2025*
***Forecast capital lifecycle renewal costs based on LTFP & 2023 revaluation*



Asset Inventory

The assets have an estimated value of $16,637,193[2]

Asset Program	Gross carrying amount	Accumulated depreciated & impairment	Percent depreciated	Est. annual depreciation expense	Net carrying amount
Footpaths & Shared paths	$16,637,193	$6,665,141	40%	$280,952	$9,965,761

Table 2: Footpath & shared paths asset values

[1] *Long term financial budget 2025*

[2] *Report on infrastructure assets as at 30 June 2025.*

Background Information

Kiama Municipal Council (KMC) services a local government area of 258km^2 in the Illawarra region of New South Wales on Dharawal Country. Kiama is the main township which along with five other villages, supports a population of 23,173. The region is well serviced by transport routes including the southern rail line and the Princes Highway (bypass) to Wollongong and Sydney. Kiama is known for its beaches, coastal cliffs, rainforests and rural landscapes which promote an active lifestyle and attracts visitors to the region.

Being within commutable distance to Sydney and Wollongong, Kiama is a desirable place to live with 75% of the community being family households and 50% owning their home outright. It is also a favoured retirement location with a median age of 48 and 36% of the population over the age of 60[3]. Proximity to Sydney also brings many tourists with almost one million visitors each year to attractions that include the famous Kiama blowhole, Kiama coast walk, ocean baths, and Minnamurra Falls. Tourism supports an estimated 774 jobs which is 11.4% of the total employment in the local government area (LGA). Tourism output as visitor economy is estimated at $392 million a year.

Map 1: Kiama Municipal Council boundary and suburbs

Purpose of the Asset Management Plan

This AMP communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period of 10 years.

This AMP solely focuses on the footpath and shared path (footpath) class assets that were revalued during the 2023 revaluation period. Footpath asset condition assessments were completed by AssetVal. The assessment approach aligns with Australian Accounting Standards, AASB 13, AASB 116, AASB 136, AASB 5, AASB 140.

[3] ABS 2021 Census

The AMP is to be read with Kiama Municipal Council planning documents. These include the Asset Management Policy and Strategic Asset Management Plan, along with other key planning documents:

- Delivery Program 2025 - 2029 and Operational Plan and Budget 2025-2026
- Community Strategic Plan 2025-2035

The plan is a 10-year framework to determine:

- The desired levels of service for footpath assets, considering community needs and priorities
- How footpath infrastructure will be maintained and renewed throughout their lifecycle considering age, condition and usage
- Funding required to maintain and upgrade the network, considering sustainable and cost-effective operations
- Pro-active maintenance and renewal strategies
- Mitigation of potential risks
- A prioritised plan for maintenance, upgrade and investment in the footpath network.

The Service

Footpaths are key infrastructure servicing residents and visitors to the region. The assets promote walking, cycling and active transport, with the region being renowned as a place for outdoor recreation in a scenic coastal and rural setting. The service includes:

FOOTPATHS	Complementing roads to enable pedestrian movement, located within the road reserve, to enable access to public facilities such libraries, aquatic centres and parklands, including coastal walkways. Commonly constructed of concrete with other materials being asphalt, unit pavers or exposed aggregate concrete. Footpaths may be an elevated boardwalk using timber or fibre-reinforced concrete. Forecourt areas to ocean baths and other public facilities are included in this asset category.	61.8 km
SHARED PATHS	Off-road shared paths can be designed for cyclists, pedestrians and other wheeled devices. They are not designed for high-speed commuting. They are primarily located along the Kiama coastline with two formalised shared paths heading westwards into rural areas. The Bombo Headland has a shared path with bike channels accompanying stairs in steep sections. Certain shared paths form part of the continuous NSW Coast Cycle Trail. Mountain bike trails or shared paths in National Parks are not included.	10.4 km
FOOTBRIDGES, BOARDWALKS, TIMBER STAIRS	Footbridges are designed to be used mainly by pedestrians. They are often part of an off-road footpath. KMC has a Coastal Walk which includes timber and fibreglass boardwalks. Timber stairs could provide access to a beach, headland or steep inclines.	195m

Table 3: Asset descriptions

	Cycleway	Pathway	Dual Use Pathway	Remarks
Path Width	2.0	1.2m	2.5m	
Formation Width	3.0m	2.0m	3.5m	
Crossfall min. max.	2.5 % 5 %	2.5 % 5 %	2.5 % 5 %	
Clearance Horiz.	2.5m	1.2m	2.5m	
Thickness	100 mm unreinforced	100 mm unreinforced	100 mm unreinforced	SL72 mesh at veh crossing points or designated veh access
Joint Spacing	6.0m	3.6 m	6.0 m	'Conolly Key Joint' or equivalent
Concrete Grade	25 MPa	25 MPa	25 MPa	

Table 4: Specifications for footpaths and shared paths from KMC Development Control Plan 2020

The Community Strategic Plan (CSP) 2025-2035 expresses the Kiama community's vision for their region. The relevant organisational challenges relating to the footpaths and shared paths service that are evident in the plan are:

- **Liveable** – responsible growth supported by infrastructure, advocacy for investment by State and Federal governments
- **Sustainable** – manage adverse impacts to the service from natural disasters, provide infrastructure equitably for a growing and aging population and for tourists without disadvantaging residents
- **Resourceful** – focus on core services and commit to operational efficiencies
- **Responsible** – meet the Performance Improvement Order and recommendations of the 2024-25 Service Review

Levels of Service

The desired levels of service for footpaths and shared paths are determined by community expectations and service delivery objectives, which are aligned with Council's objectives.

The AMP is the basis for the assessment of the portfolio and the long-term financial planning for operational and capital investment. The AMP targets expenditure to address immediate shortfalls (deferred renewals/backlog) and future requirements as planned expenditure.

The key principles are:

- Clearly defined strategic objectives
- Technical and customer related objectives to achieve the strategic objectives
- Performance targets
- Metrics to monitor targets
- Identification of performance target shortfalls
- Plans to review targets and/or improve performance.

Levels of service and performance measures are developed using:

- Community surveys and service requests, feedback to Councillors and staff
- Corporate and strategic planning
- Legislative requirements
- Technical levels of service

Community Research

- Key stakeholders – input from individuals and special interest groups who are users of the service
- Community surveys – results from residents and visitors describing their experience of the service
- Customer requests and complaints to staff and Councillors
- Feedback from other forms of community engagement

Corporate and Strategic Objectives

The AMP forms part of the Resourcing Strategy of the Integrated Planning and Reporting Framework, as required by the *Local Government Act 1993*. It is a rigorous approach to strategic planning and sustainable decision making which reflects community focussed priorities and service levels. The approach also secures alignment with regional and State priorities.

The Resourcing Strategy identifies resources (time, money, assets, and people) to deliver the service in the delivery Program (DP) and the annual Operational Plan.

- The Long-Term Financial Plan (LTFP)
- The Workforce Management Plan
- The Strategic Asset Management Plan (SAMP)
- The Asset Management Policy
- Asset Management Plans

There is a traceable link between the strategic documents. They provide direction and accountability for Council's activities. Objectives in the AMPs should align with SAMP objectives.

- The Strategic Asset Management Plan (SAMP)
- The Asset Management Policy
- Asset Management Plans

Figure 1: Asset Management Planning Framework[4]

[4] *International Infrastructure Management Manual (IIMM) v.6 2020*

The AMP is prepared under the direction of the adopted Community Strategic Plan (CSP) 2025-2035. The relevant organisational focus areas and goals listed in the CSP for management of footpaths and shared paths, are outlined in the below table. The agreed corporate strategies, benefits, activities, measures and targets as outlined in the Delivery Program 2025 – 2029 and Operational Plan 2025 – 2026 are:

Goals	Strategies	4-year Delivery Program	Annual Measure
RESOURCEFUL – Our infrastructure is well planned, well managed, safe and inclusive			
3.4.1 Advocate for better planned transport infrastructure to create safe travel routes whether we are walking, cycling, driving or using public transport to key destinations and facilities	3.4.1.1 Work to improve Council's ability to meet increases in demand for its public infrastructure and assets		
RESPONSIBLE – Public funds and assets are managed strategically, transparently and efficiently			
4.1.2 Effectively manage assets and commercial investments, ensuring their relevance, lifecycle needs and value are optimised in accordance with legislative requirements.	4.1.2.1 Council will take a risk-based approach in pursuit of its objectives, Safety and minimising exposures are actively considered as we maintain assets and delivering service for the community		
	4.1.2.5 Implement maintenance and capital renewal and improvement programs for Council's built assets and infrastructure		
	4.1.2.7 Asset revaluations on all classification of assets undertaken, responding to management letters from external auditors.		
	4.1.2.8 Review and Update Asset Management Plan for Kiama Council, including policy, plans & procedures		Completion of drafting Asset Management Policy, completion of Asset Inventory Audit within Tech1.

Table 5: Corporate strategies, 4-year delivery and 1-year actions

Legislative Requirements

LEGISLATION	PURPOSE
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.
Roads Act 1993 **Roads Regulation 2018**	Confers on KMC the rights, procedures, classification, regulations, responsibilities and powers of road authorities and the public in relation to public road reserves.
Civil Liabilities Act 2002 **Civil Liability Amendment (Personal Responsibility) Act 2002**	Outlines the provisions that give protection from civil liability and the responsibilities of KMC and the public.
Protection of the Environment Operations Act 1997	To require all reasonable and practicable measures are taken to protect restore and enhance the quality of the environment. Regulating pollution activities and issue of licenses as well as the monitoring of and reporting on waste output
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)
Disability Discrimination Act 1992 (Cth)	The obligation of organisations to deliver services that provide equitable access for those with a disability.
Environmental Planning & Assessment Act 1997 **Environmental Planning & Assessment Regulation 2000**	The proper management of natural and man-made resources, the orderly use of land, the provision of services and protection of the environment.
Work Health & Safety Act 2011	To secure and promote the health and safety of workers and workplaces through the elimination or minimisation of risk. To establish a duty of care for organisations and individuals.

Table 6: Legislative requirements for footpaths and shared paths

STANDARDS & GUIDELINES	PURPOSE
[Austroads Guidelines]	Technical guidelines for the design and construction of footpaths and shared paths
Australian Standards	Technical normative and informative standards for the construction of footpaths and shared paths, includes equal access requirements.
[Australian Accounting Standards Board]	Sets out the financial reporting standards relating to infrastructure assets
International Infrastructure Management Manual	Best management practice for all infrastructure assets
International Infrastructure Financial Management Manual	Best financial management practice for all infrastructure assets

Table 7: standards and guidelines for asset custodians

KMC POLICIES AND GUIDELINES	PURPOSE
Kiama Cycleway Plan 2005	Strategic plan for KMCs bicycle network
Disability Inclusion Action Plan 2023-2027	Outlines the commitment to creating inclusive and accessible spaces and services for people with disabilities
Asset management policy	To establish a framework for the sustainable and effective management of KMC's assets to achieve the best possible value.
Enterprise Risk Management Policy	Organisation-wide principles, systems and processes to ensure consistent, efficient and effective assessment and management of risk
Kiama Coastline Management Program 2024	Provides a science-based approach to managing the coastline, identifying coastal hazards and risks, and improving the ability to withstand future challenges such as climate change
Climate Change Risk Assessment 2009 **Climate Change Adaptation Strategy and Action Plan 2009**	An assessment of risks from climate change and Adaptation Action Plan.
CivicRisk Mutual Continuous Risk Improvement Program - Kiama Municipal Council	A review conducted in November 2024 with opportunities for improvement

Table 8: Relevant Council documents

Customer Levels of Service

Customer levels of service measure how the community receives and experiences the service from a quality, function and use perspective. A description of the criteria is:

1. Quality – is the service safe, reliable, and responsive? What is the quality or condition of the service?
2. Function – is the asset 'fit for purpose' to provide the required level of service? Is it the right service?
3. Capacity / utilisation – is the asset accessible and able to provide the required level of service? How much is it used? Do we need more or less of these assets?

Customer Satisfaction Survey

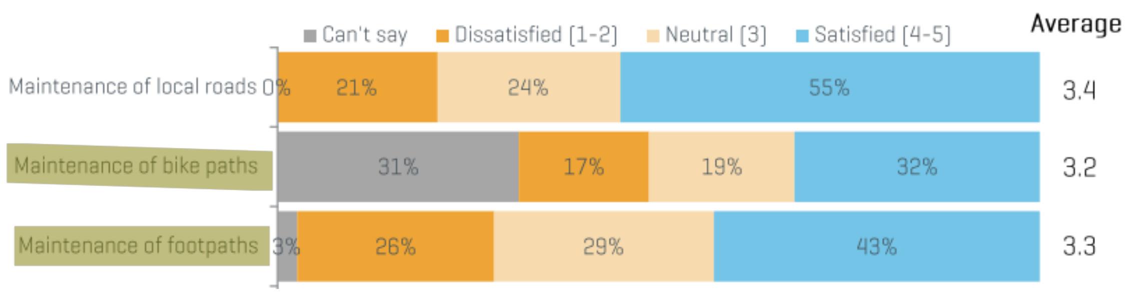
A recent KMC Customer Satisfaction Survey was conducted in 2020 by IRIS Research with 308 respondents. The objectives of the survey were to:

1. Measure and track the performance of Council in delivering services and facilities
2. Uncover Council's areas of improvement and priorities for the near future
3. Understand community perceptions regarding Council's customer services, communications and community engagement
4. Understand community perceptions regarding liveability and personal wellbeing

Key points of the survey relating to footpath assets were:

- 69% of respondents were satisfied with the services and facilities provided by KMC
- 72% were supportive of KMC as an organisation

The results for maintenance of footpaths and shared paths were (second and third line in bar chart below):



Customer Requests

KMC are currently developing a procedure to manage footpath asset maintenance requests from the community. The system will monitor numbers of customer requests, a process to respond within target timelines. Maintaining a record in the CRM system will inform investment decisions for future capital and maintenance work.

SERVICE ATTRIBUTE	LEVEL OF SERVICE	MEASURE	CURRENT PERFORMANCE	TARGET
Quality	Council footpaths are inspected; community reporting observed defects managed via the CRM process.	Hazards entered CRM process; inspection records entered in TRIM.	Once a year; higher for targeted special use areas e.g. CBD. Inspections for reactive CRM within 7 days.	Programmed inspections annually RM inspections ≤ 7 days
	Provide footpaths within road reserve that are minimum 1200mm width with no trip hazards due to displacement, cracking, tree roots, reactive soils or service pits, connected to a pram ramp with flush transitions	Community satisfaction with the design, construction and maintenance of footpaths	Average satisfaction rating in customer satisfaction survey 3.3	>3.3
		Footpath displacements no more than 20mm in CBD and 25mm in non-CBD areas.	Defects entered in CRM within 7 days Complete repairs in 1 month UNLESS there is an existing work plan for footpath maintenance in that specific area within 3 months of assessment and that area is not within 100m of a special area, ie. Aged care facility or school	≤ 7days ≤ 1 month
	Footpaths and shared paths have no rock or soil debris or algae washed over or accumulating on the surface	Insurance claims or reported incidents for slip hazard	Number of claims?	< 5 footpath related claims or incidents per year
	Surface or edge failure on shared paths particularly in exposed coastal locations,	Response time to patch and maintain safety	Average satisfaction rating in customer satisfaction survey 3.2 - 3.3	>3.2
	Safety risks are proactively managed for both footpaths and shared paths	Response time to make safe a reported hazard	<7 days	80% of reported CRMS within the allocated timeframes

SERVICE ATTRIBUTE	LEVEL OF SERVICE	MEASURE	CURRENT PERFORMANCE	TARGET
Function	The footpath or shared path is linked to the wider network and is proportioned to accommodate the intended use	Path is adjacent to facilities that attracts pedestrians & caters for a significant number of pedestrians	Feedback from stakeholders	>4 facilities
	The shared path is designed for all ages and fitness levels, it is accessible	Extensive (would serve multiple residents daily) Minor (would occasionally be used) No (not used or accessible)	Feedback from stakeholders	Extensive

Table 9: Customer levels of service

Note the Asset Inspection Procedure (Appendix One)

Technical Levels of Service

Technical levels of service are internally monitored Council activities which deliver the customer values and impact the achieved Customer Levels of Service. These technical measures relate to the activities and allocations of resources to best achieve the desired customer outcomes and demonstrate effective performance.

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

- Acquisition – the activities to provide a higher level of service (e.g., replacing gravel footpath with concrete or recycled materials) or a new service that did not exist previously.
- Operation – the regular activities to provide services (e.g. clearing footpaths)
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. structural repairs, inspections, vegetation management)
- Renewal – the activities that return the service capability of an asset up to that which it had originally provided (e.g., replacement of footpath section)

SERVICE ATTRIBUTE	LEVEL OF SERVICE	METRIC	TARGET
Quality	The condition of the footpath or shared path is monitored	CBD footpath inspection conducted once a year. Records recorded in TRIM Hazards recorded in the CRM system Condition rating to be 3 or above and recorded in the asset register High priority areas, special event location sites and non-CBD sections inspected as resources permit.	100% 100% 100% 100% When resources permit
	Bike Track condition monitored	Bi-annually	Maintain
	Vertical displacement hazards are verified as >20mm (CBD), & >25mm (non-CBD areas)	Trip hazards are removed within 7 days of notification	Maintenance targets for trip hazards are met
	Identified hazards on a footpath or shared path removed	Hazards are removed within 7 days of notification or signage/exclusion fencing erected	Maintenance targets for hazards are met
Function	Meets requirements for width, accessibility, volume of users, appropriateness of surface	Constructed to Development Design Specification D9 – Shared path and Pathway Design	Designed and constructed to design standards
	Meets requirements for slope, speed, sightlines, obstacles, fall heights and abrupt grade changes	Constructed to Austroads Guidelines, Development Design Specification D9 – Shared path and Pathway Design	Designed and constructed to design standards
Capacity	Available to users all year round, all weather and over 24 hours	Always available to footpath and shared path users	95 – 100% available
	Minimum number of journeys disrupted by an unplanned incident or hazard event	Minimal closures due to weather events damaging the footpath or shared path	<5 due to unplanned maintenance

Table 10: Technical levels of service

The technical levels of service and condition assessment quantify the condition and indicate an intervention level when preventative maintenance or renewal works are due. Preventative maintenance reduces accelerated deterioration to the surfaces.

Maintenance schedules are based on the importance of the footpath or shared path to the pedestrian network. Those pathways and shared paths which experience high volumes of use are prioritised for maintenance and renewal works.

Lifecycle Management Plan

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

Asset Category	Length	GRC
Footpaths	61.8 km	$14,437,869
Shared paths	10.4 km	$ 408,898
Footbridges, boardwalks & timber stairs	195m	$ 317,270

Table 11: Asset inventory

**Valuation as at June 2023*

Useful Life

ASSETS	USEFUL LIFE[5]	Average age
Concrete Footpaths	60 years	22 years
AC paths and pavers	25 years	9 years
Asphalt footpaths	25 years	12 years
Exposed aggregate footpaths	60 years	22 years
Gravel footpaths	25 years	11 years
Pavers	25 - 40 years	18 years
Fibreglass boardwalk	40 years	14 years
Timber boardwalk/stairs	40 years	16 years

Table 12: Useful life of footpaths (from LTFP)

The average age of all footpath assets is 21 years.

Asset Condition

The footpath and shared paths assets were inspected during October and December 2023 and a revaluation and condition report issued in March 2024.The next revaluation is scheduled for 2026/27[6]. Site inspections determined the condition of the asset and an estimate of remaining useful life recorded. Figure 2 shows the condition of footpaths and shared paths from 1-5 up to June 2025.

[5] *AssetVal Valuation Report March 2024*

[6] *KMC Long Term Financial Plan – 2025/26 – 2034/35*

Condition of footpath and shared path assets

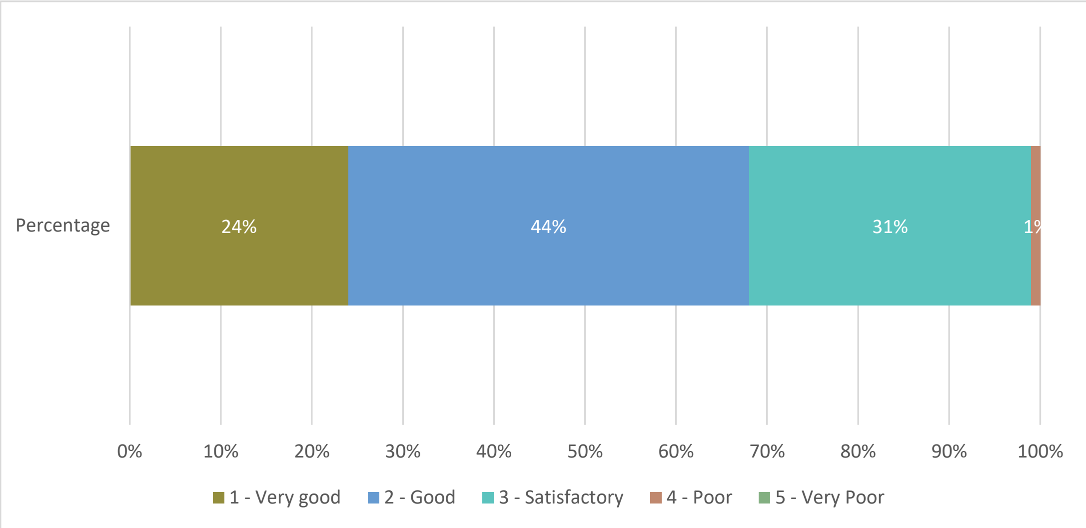


Figure 2: Report on infrastructure assets as at 30 June 2025

The asset condition assessment key is as follows.

	DESCRIPTION	PERCENTAGE OF LIFE REMAINING
1	Near new with no visible deterioration	81-100%
2	Very good overall condition with obvious deterioration evident	61-80%
3	Fair overall condition, obvious deterioration, some serviceability loss	41-60%
4	Poor overall condition, obvious deteriorations, some serviceability loss, high maintenance costs	21-40%
5	Extremely poor condition, severe serviceability problems, renewal required immediately	0-20%

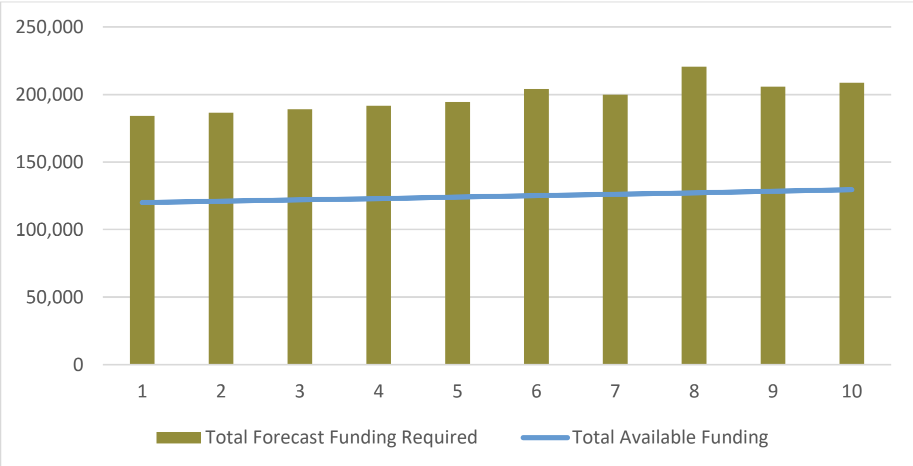
Table 13: Asset condition rating (source: IPWEA Practice Note 12 Useful Life of Infrastructure)

Renewals

Forecast capital renewal costs for footpath assets are projected to increase over time if the asset stock increases. Table 14 shows the10-year renewals expenditure required for these assets. $824,648 is required (an annual average of $82k) to address the annual lifecycle expenditure. The LTFP and revaluation results has been assumed as the required funding in the absence of predictive capital budget planning. Improved asset management practices including cyclic inspections and data quality will provide future capital planning with accurate project funding required. The lifecycle has assumed that all assets will be replaced before reaching a poor condition (condition grade 4 - 5).

Capital Renewals		
Year	Forecast Lifecycle Costs	Available Funding (LTFP) Lifecycle Costs
2025/26	80,000	80,000
2026/27	80,000	80,000
2027/28	80,000	80,000
2028/29	80,000	80,000
2029/30	80,000	80,000
2030/31	86,842	80,000
2031/32	80,000	80,000
2032/33	97,806	80,000
2033/34	80,000	80,000
2033/35	80,000	80,000
TOTAL 10 Yr	**824,648**	**800,000**

Table 14: Footpaths forecast and available capital costs.



Notes:

- Two footpaths are in poor to very poor condition and would require renewal within 10 years with a total value of $24, 648:
    - Saddleback Mountain Reserve Common Area – 2030/31 $6,842
    - Gipps Street Collins Street to Hothersal Street – 2032/33 $17,806
- The projected renewals program is based on the 2023 condition assessment and revaluation of footpath and shared path assets, and the LTFP. AssetVal assessed the remaining useful life by asset condition and age.
- Assumptions that the available funding in the LTFP lifecycle costs will cover the projected costs.
- The forecast is an indication only, subject to verification by Council engineers, or history of known failure.
- Renewal budgets are verified in the Long-Term Financial Plan
- There is sufficient funding to bring all footpaths up to the required level of service.
- On-going maintenance and renewal programs will increase useful lives and reduce costs in the long term.
- Future forecasting may be optimised with predictive modelling and condition-based renewal forecasts.

New and Upgrades

Investment in new assets is described in the following documents.

- Operational Plan (1 year)
- Delivery Program (4 years)
- Long term strategic plans 10+ years – based on approved masterplans

Funding has been allocated in 2025 – 2026 for the Fern Street footpath extension.

Disposal

Disposals include any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

Since the revaluation process was completed, the following asset has been sold as part of the facility:

- Blue Haven Bonaira Garden footpaths

A disposal plan would consider following strategic objectives:

1. **Location** – To ensure the adequate provision of footpath assets meet the needs of the LGA's community and visitors.
2. **Safety and Risk Management** – To ensure footpaths and shared paths assets are designed and planned appropriately to minimise risk.
3. **Utilisation** – To ensure footpaths and shared paths assets are sufficiently used to justify existence and maintenance funding.

Operations and Maintenance

Operations include regular activities to provide services. Examples of typical operational activities include cleaning labour, asset inspection, and utility costs. Maintenance includes 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. Examples of typical maintenance activities include structural repairs and sweeping.

All maintenance work is carried out by KMC maintenance crews in accordance with engineering standards. Maintenance includes reactive and planned activities.

Reactive maintenance is unplanned repair work carried out in response to service requests through a CRM and management directive. Assessment and prioritisation of reactive maintenance is undertaken by Council staff using experience and professional judgement. Activities consist primarily of:

- Repair of surface defects that require urgent action
- Removal of any obstructions or loose debris over the footpath or shared path

Planned maintenance is repair work that is identified on a cyclical basis and managed through a maintenance management system. Maintenance activities include inspection, condition assessment against failure, prioritising, scheduling, actioning and recording any completed work in a maintenance history log. This informs maintenance scheduling and service delivery performance. Examples of planned maintenance are:

- Grinding of trip point hazards to restore a flush surface
- Reconstruction of a footpath or shared path with limited extents

The 2024/2025 budget for all shared path maintenance, including general cleaning was $70,000. The forecast maintenance cost required is $104,054 in 2025/26[7] with a cpi increase of 2.4% per annum. However, there was an overspend in 2 of the last 3 years.

The anticipated Planned Budget for maintenance of footpaths and shared paths assets is insufficient. The shortfall of maintenance funds is based on prior years actual expenditure against the budget.

It should be noted that the pathways maintenance budget falls within Engineering & Works Construction cost centre allocated $2.1 million per year. While the overall combined budget of $2.1 million appears sufficient to support the maintenance of Council's assets, the allocation across different asset classes may need to be

[7] Special Schedule 7, Report on infrastructure assets as at 30 June 2025

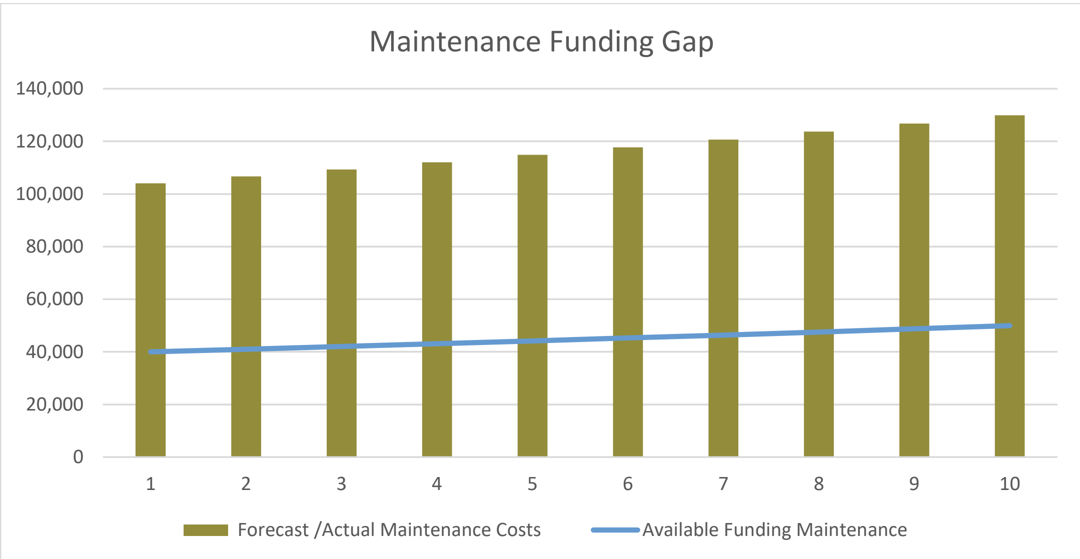
reassessed based on operational needs. A notable example is the annual funding for footpaths and shared paths, which has experienced a recurring shortall of approximately $72,000 in recent years.

The lack of a long-term works program further contributes to increased reactive maintenance costs and limited capital investment. The AMP recommends aligning maintenance funding with actual requirements while developing a risk and condition-based work program.

The current projections indicate a funding gap of $714,337 over 10 years; an average of $71,434 per annum.

Year	CPI Increase	Forecast /actual Maintenance Costs	Budgeted Maintenance from LTFP	Total Maintenance Funding Gap
2025/26		104,054	40,000	64,054
2026/27	2.4%	106,551	40,960	65,591
2027/28	2.4%	109,109	41,943	67,165
2028/29	2.4%	111,727	42,950	68,777
2029/30	2.4%	114,409	43,980	70,428
2030/31	2.4%	117,154	45,036	72,118
2031/32	2.4%	119,966	46,117	73,849
2032/33	2.4%	122,845	47,224	75,622
2033/34	2.4%	125,794	48,357	77,437
2034/35	2.4%	128,813	49,518	79,295
Total 10 Yr		**1,160,421**	**446,084**	**714,337**

Table 15: Maintenance budget compared to projected costs



Notes:

- Monitoring expenditure on preventive vs reactive maintenance, and operations requirements could result in cost savings and prolong asset life with a more systematic maintenance process.
- While the overall combined budget of $2.1 million appears sufficient to support the maintenance of Council's assets, the allocation across different asset classes may need to be reassessed based on operational needs. This would prevent overspends in the Construction-Shared Pathways operations maintenance budget and provide sufficient funding.
- As the population increases, use of footpaths and shared paths will increase resulting in greater maintenance costs.
- Delaying maintenance increases risk and the cost to repair defects.
- An assessment of whole of lifecycle costs when planning for new or upgrading footpaths and shared paths is needed to forecast for operational and financial sustainability.
- A key strategy financial sustainability strategy noted in the LTFP to be implemented in the next two years is a review of service provision, including a re-evaluation of operational models for essential services.
- Since the projected renewal costs are less than the maintenance, a recommendation would be to increase the maintenance budget while a prioritised renewal program is developed, as well as increasing preventive maintenance activities.

Future Demand

Demand Drivers

DEMAND DRIVERS	PRESENT POSITION	PROJECTION	IMPACT ON SERVICES
Population growth and demographic changes	The current population of the Kiama local government area is 23,173[8]	The population forecast is 27,678[9] by 2036 with the largest increase in Kiama Downs, Minnamurra and Bombo (36%)	Demand for additional footpaths and shared paths linking with existing network, increased use resulting in accelerated deterioration, increased lifecycle costs
	The median age in 2021 was 48 years with the % of the community over 60 years 35.8%	The largest increase will be in the retirement (65-79) age cohort.	Demand for accessible infrastructure: wider footpaths and shared paths, pedestrian crossings, improved lighting and pedestrian infrastructure
Climate change	Increasing severe weather events, drought, flooding, bushfire, storm, sustained heatwaves, sea level rise	Adverse impacts to assets and increasing costs for maintenance and renewal, decreasing intervals between severe events	Ongoing advocacy for disaster recovery Damage to assets resulting in increased maintenance costs Loss of coastal lands through inundation or coastline collapse
Legislation	Compliant with current legislation and standards	Different standards required for design and construction	Increased costs and upgrades to existing assets
Financial Sustainability	State Government imposed Performance Improvement Order	KMC to produce a balanced budget by 2027	Service reviews resulting in reduced maintenance and levels of service
Artificial Intelligence and modelling	Existing asset management systems using EXCEL	Possible use of automated data collection and analytics	Optimisation of maintenance schedules and predictive modelling of useful life for renewal programs

Table 16: Demand drivers

Demand Management

Data-Driven Decisions

Asset management will reduce reliance on reactive maintenance to be reliant on data-driven and predictive modelling using real-time data and analytics. This will optimise resource allocation and maintenance scheduling.

The creation of an online, accurate database of the asset inventory with an agreed naming convention, asset hierarchy and reliable, current technical data that can be integrated with finance data.

Collaboration

Improved collaboration between internal and external stakeholders, including government agencies, private contractors, and researchers, will develop and improve asset management strategies.

[8] Kiama Demographic and Community Insights | Population, Trends | REMPLAN

[9] KMC Growth and Housing Strategy – Evidence Base

Managing Demand

Changes in the service demand due to population growth, demographics, and climate change will be addressed through a combination of managing existing assets, upgrading assets, and potentially implementing new assets or demand management strategies. The focus will be on embedding climate knowledge in renewals and upgrades to build resilience into existing infrastructure.

Planning for new assets will assess using whole-of-life costs and the impact on operations and maintenance budgets. KMC will seek grant funding for all new capital works.

Service Standards

KMC will adopt levels of service in consultation with the community and with an understanding of the associated costs and responsibilities to maintain those levels of service.

Systematic Analysis

Improved data management and asset planning will use systematic analysis to prioritise and establish cost-effective work programs.

Long-Term Planning

Footpaths are constructed to complement road construction or retrospectively. The technical specifications for footpath construction are in KMC's engineering guidelines *design and construction specifications.*

Strategic planning by KMC's Infrastructure and Operations team will identify network improvements for shared paths and include the whole-of-life costs in the planning phase of new assets. A proposed LGA wide shared pathway strategy and plan will be scheduled in the coming years. This will take into consideration new subdivisions within the next 10 years. Future planning will also include seeking grant funding for the design and construction stages of any capital works.

Enterprise Risk Management

KMC maintains a strategic risk register which is updated annually by relevant managers, with the next review date June and November 2025. The risks associated with footpaths and shared paths are listed in Appendix 2. Some of the controls will be included in the agreed Improvement Plan (see Monitoring and Improvement Table 14). Relevant recommendations from the Continuous Risk Improvement Program are as follows:

- Develop and adopt a Project Management Framework which captures project risks at the feasibility stage, incorporate in safety in design review
- Maintain updated Asset Management Plans for all classes of assets
- Prepare regular proactive condition inspections for footpaths and shared paths, particularly after severe weather events
- Develop multi-year works program to maintain and renew assets particularly where risk is a strong criterion for determining priorities
- Complete transition to TechOne so workflows are transparent and can receive, record, prioritise and action asset defects, and activate automatic work orders
- Risk registers are in place for all operational areas and confirm responsibilities and accountabilities for managing each risk, and regularly review
- Ensure risk implications are an explicit consideration in the decision-making for funding new or existing budget items

Critical Risks

As KMC updates asset data it is important to include a risk-based management program. This involves working across departments to develop a list of key infrastructure, workflows and responsibilities, the associated inspections, and listing preventive maintenance activities to mitigate high level and catastrophic risks.

Some of the key risks and mitigation actions to footpaths and shared paths are listed below.

Identified Risk	Adaptation Action	Reason for action	Priority
Substandard developer donated footpath or shared path	Use of bonds, engineering overseer function (contracted services if needed)	civil liability risk, reputational and reduced useful life implications to LTFP	High
Severe weather events damaging assets	Adaption in design and construction phases to improve resilience	Embed climate knowledge for: • Proximity to dynamic coastal processes • Passive cooling and heat reflecting surfaces • Reduce embodied carbon through materials, specifications and reuse	Medium
Inadequate maintenance	Maintain and improve existing inspection schedules, maintenance and renewal programs Document increased workflow and maintenance burden through TechOne	Reputational risk for residents and impacting visitor economy, risk of injury and litigation	Medium

Table 17: key identified risks for the footpaths and shared path network

Business Continuity Plan

Councils are required to have a Business Continuity Plan to ensure critical business objectives for uncertainty or disruption based on AS ISO 22301:2020 Security and Resilience – Business Continuity Management Systems – Requirements. KMC are currently meeting this requirement by having a documented Business Continuity Management Plan and a Crisis Management and Business Continuity Team to monitor and update the plan.

Emergency Management Plans

Councils to have response plans for disasters, including procedures for assessing damage, prioritising repairs and communication with the public – for example hazard warning signs on damaged sections of shared paths and cordoned off damaged footpath.

There are several grant programs available to KMC for disaster relief. They have program and eligible expenditure guidelines to fund a range of activities that best meet the community's recovery needs.

Financial Summary

The forecast lifecycle management costs necessary to provide the agreed levels of service, which includes operation and maintenance, renewal, new and upgrades, and disposal over 10 years is an average of $198,507 per year.

The current levels of funding (averaging $124,608 pa) are insufficient to maintain levels of service. The allocation of funding underservices maintenance.

The consequences of maintaining the current long term financial plan are:

- Increasing asset failures which may compromise the safety of service users and attractiveness of the service
- Deterioration will accelerate over time
- Increased costs to return the footpaths and shared paths to an agreed level of service
- Potential for increased litigation

Consumption ratios

Renewal is defined as the replacement of existing assets to equivalent capacity of performance capability. This measure is intended to indicate the extent to which the footpaths and shared paths are being replenished as they deteriorate.

The Special Schedule 7 in the annual financial statements requires the asset sustainability ratio as an indicator of Council's asset management performance. The implication of the benchmark is that KMC's annual depreciation expense is the indicative level of required annual renewal of its assets. A renewal ratio greater than 100% is the benchmark. However, depreciation (an accounting concept) patterns does not necessarily match the decline of asset service potential, so the figures are a guideline only.

Asset Sustainability Ratio

= ***Asset renewal expenditure / annual depreciation***

$80,000/$280,952 = ***28%***

The benchmark for this ratio is >100%

A more useful indicator is the Asset Renewal Funding ratio. The figures in this indicator are based on this Asset Management Plan:

Asset Renewal Funding Ratio:

= ***planned capital renewal expenditure (1 year – budgeted) / capital renewal projection (1 year)***

$80,000/$82,465= **97%**

= ***planned maintenance & capital expenditure (1 year – budgeted) / maintenance & capital projection (1 year)***

$124,608/$198,507= **63%**

The benchmark for this ratio is 100%

Options for consideration

The LTFP includes strategies to sustainably return to an operational surplus within 2 years. In summary these are:

- Minimise spending on materials and services including consultancy and contractor costs
- Review of service provision (non-essential and desirable) to re-evaluate operational models for essential services
- Prioritise reserve-funded projects in capital works program (for the short term)
- Enhance capital works funding levels from external sources
- Allocate budget to complete implementation of the OneCouncil (TechnologyOne) business systems, including the asset information system.
- Enable key asset upgrade and renewal requirements
- Provide financial targets for the next 10 years ensuring that any proposed increase in assets is within the financial means of KMC
- Monitor the adequacy of working funds/unrestricted cash and funding for infrastructure maintenance and renewal

Scenario Testing
There are three potential scenarios outlined in the LTFP:

Scenario 1 – base case as outlined in the LTFP objectives. Relevant points for footpaths and shared paths are summarised above.

Scenario 2 – 15% Special Rates Variation (SRV), assumed to be implemented in 2025 / 26 to meet KMC's annual asset renewal obligations. This is not the preferred scenario and will only be considered after achieving operational efficiencies and service reviews.

Scenario 3 – Status quo with no budget savings. This option fails to meet the Performance Improvement Order and breaches Section 8B of the Local Government Act (below).

The requirements of Section 8B state:

The LTFP also satisfies requirements of Section 8B of the *Local Government Act 1993* (The Act):

a) Council spending should be responsible and sustainable, aligning general revenue and expenses.

b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.

c) Councils should have effective financial and asset management, including sound policies and processes for the following:

(i) performance management and reporting,

(ii) asset maintenance and enhancement,

(iii) funding decisions,

(iv) risk management practices,

d) Councils should have regard to achieving intergenerational equity, including ensuring the following:

(i) policy decisions are made after considering their financial effects on future generations,

(ii) the current generation funds the cost of its services.

Roles and responsibilities

The Executive Leadership team (ELT) is responsible for providing strategic, operational, cultural leadership to inspire the staff to work together to achieve the Delivery Program and Operational Plan.

The ELT consists of:

- Chief Executive Officer (CEO)
- Head of Implementation
- Director Planning, Strategies and Communities
- Director Infrastructure and Operations
- Director Corporate and Commercial

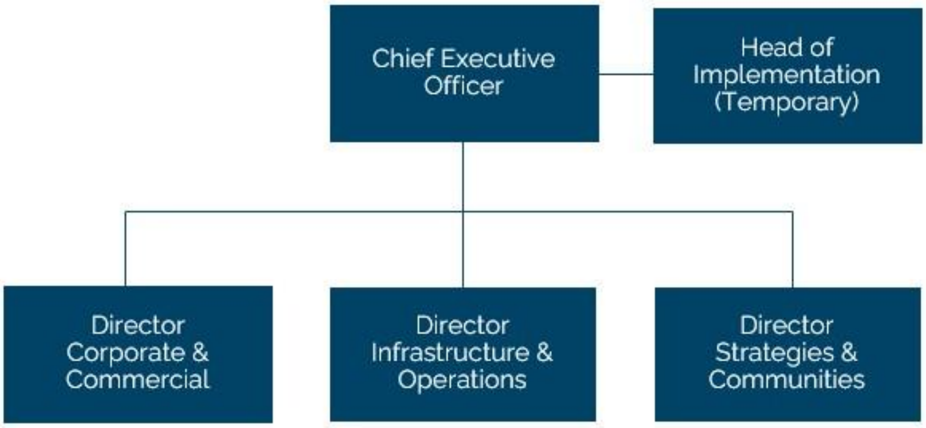


Figure 5: KMC Organisational Chart

Resources to Manage Footpaths and Shared Paths

The asset management of footpaths is the responsibility of KMC's Infrastructure and Operations Directorate – Operations and Maintenance team. They perform the activities needed to maintain footpaths to expected levels of service. Other teams within the directorate are responsible for the design and construction of new or upgraded footpaths at the request of the Planning Environment and Communities Directorate who are responsible for the route planning and funding of new shared paths from developer contributions. Alignment with KMC's Finance Section is essential to provide annual budgets for the operational, maintenance and renewal activities needed to manage the footpaths and shared paths service.

Monitoring and Improvement Plan

The actions in the improvement plan are based on the conclusions from the asset management plan.

Focus area	no	Action	Responsibility	Timeline
Asset Inventory	1	Check asset data is current, accurate and register contains required detail, including correct designation of cycleways and shared paths.	Asset officer	Dec 2025
	2	Manage condition assessment and revaluation and prepare data	Senior Asset Engineer	Ongoing
	3	Develop strategies to develop a data driven, predictive approach to footpaths and shared path asset management, using real time data and analytics to optimise resource allocation and maintenance scheduling	Senior Asset Engineer	June 2026
	5	Review asset inspection procedure (appendix one)	Engineering Inspector / Senior Asset Engineer	June 2026
	7	Monitor maintenance expenditure to develop proactive maintenance budget	Manager Operations & Maintenance	June 2026
	8	Investigate options for long term renewal and maintenance budgets in collaboration with Finance.	Senior Asset Engineer	June 2026
	9	Develop 10-year work programs for renewals based on condition assessment	Senior Asset Engineer	June 2026
	10	Develop a process to evaluate whole of life costs for managing assets	Senior Asset Engineer	June 2026
Levels of service	12	Update customer survey to gauge community satisfaction on agreed levels of service	Customer & Community Services	TBD
	13	Implement Project Management Framework and reporting schedule, with training for staff.	Manager Engineering and Technical Services	TBD

Table 18: Monitoring and Improvement Plan

This asset management plan will be reviewed by June 2026.

Appendix One – Asset Inspection - Procedure Review.

Rationale for defining intervention threshold and response timings:
The revised approach as detailed below has been determined as a fair and achievable response approach, considering Councils duty of care for public safety and exposure of any public liability.
The intention is that this approach should be reviewed again in 2024 and altered when resources allow.
All response times noted are targets. We aim to achieve 80% of reported CRMS within the allocated timeframes and will perform at a higher level where time and resourcing allows.

a) Communication to CRM contact

Council will not, as a matter of course make contact with the notifying party for a hazard.
Where the contact is regarding non-Council infrastructure, the contact will be referred to contact the relevant Authority, preferably via Snap Send solve either by customer service or by the Assets officer.
https://report.snapsendsolve.com/upload_photos
The asset inspector will contact the person if the exact location of the trip point needs to be clarified or if the caller has requested a call back.
The risk team will record all instances of injury onto the incident database, however will only contact the person if any injury has occurred and the person has indicated an intention to seek compensation.

b) Preventative maintenance – Inspection of footpaths

CBD footpaths are completed once per year. Records should be entered into TRIM and any instances of footpath hazards should be entered into the CRM system.
Council is not currently resourced to maintain a proactive non- CBD footpath inspection regime. Council rely on our community reporting observed defects that these will be managed via our CRM response process. This approach will be reviewed annually, and revised where resources allow.
Where time permits, Council may complete a more frequent or wider scope of inspections in targeted special use areas (i.e. Aged care facility or schools), pre special event or non-CBD sections.
The footpath inspection maintenance program is not designed as a municipal wide infrastructure hazard reporting process.

c) Pavements:

Proactive or reactive (CRM response) inspections will be assessed with a consistent approach. The inspector should also consider ambient lighting, tree litter or other items that may obscure any displacement from pedestrians.
Reactive CRMs should be inspected and either closed providing a notation or re-allocated to the relevant team on the system within 7 days.
Reactive CRM inspections must have a note attached to the CRM stating why the task is closed/escalated. Where possible, a scale photo is preferred to also be attached to the CRM.
Displacement tolerance levels are 20mm in CBD areas & 25mm in non-CBD areas.

PAVEMENT Intervention Levels		
Displaced measure	**Action required**	**CRM note**
<20mm	no action	Defect does not meet intervention standard of 20mm, no action required.
>20mm in CBD	Mark up ASAP and referral to maintenance team via	Trip point identified, repair required and re-allocation.

	reallocation on the CRM system.	
<25mm non-CBD	no action required	Defect does not meet intervention standard of 25mm, no action required.
> 25mm in non-CBD	Mark up ASAP and referral to maintenance team via reallocation on the CRM.	Trip point identified, repair required and re-allocation
Undulations	If 1st report, mark up with paint If 2nd report mark with paint If 3rd incident reallocate for interventions.	Defect does not meet intervention standard, has been marked up. Defect does not meet intervention standard, has been marked up. Trip point in undulation identified, repair required and re-allocation
Pavement edge drop off	Intervention level is 100mm	If greater than 100mm, mark up and reallocate CRM task. If less than 100mm – does not meet intervention standard, no action required.

Repair timing - This includes proactive maintenance assessment where trip points must be logged as individual CRMs to escalate.
The assets inspector should inspect and either close our or escalate a CRM within 7 days of notification on Council's system.
Upon reallocation in the CRM system, the maintenance team should complete repairs in 1 month UNLESS there is an existing work plan for footpath maintenance in that specific area within 3 months of assessment and that area is not within 100m of a special use area, ie. aged care facility or school (in the direction of shopping centre or frequently traversed path).

Appendix Two - Risk Register

Section	Risk	Long Description	Inherent Risk Rating	Residual Risk Rating	Next Review	Controls
WORKS	RISK01132	Asset failure or reduced life due to use of substandard materials, construction methods leading to financial loss, injury, property damage, increased maintenance costs	Minor Risk	Minor Risk	17-Jun-25	Centralised purchasing Contractor oversight Tender specifications Design standards Quality accredited suppliers Project Management by KMC
WORKS	RISK01133	Excessive wet weather resulting in delayed works program increasing the risk of injury or property damage	Minor Risk	Minor Risk	17-Jun-25	Weather is monitored for weather dependent daily tasking Comms plans for extreme weather events
WORKS	RISK01134	Failure of key supplier resulting in unavailability of materials to complete works	Minor Risk	Moderate Risk	17-Jun-25	Preferred supplier list Resource sharing supply chain diversity
WORKS	RISK01136	Maintenance or construction activities result in environmental damage leading to fines, remediation costs, damage to reputation	Moderate Risk	Minor Risk	17-Jun-25	Emergency procedures Review of Environmental Factors Roadside vegetation plans Site specific environmental risk assessments for larger projects Tree Preservation Order

Section	Risk	Long Description	Inherent Risk Rating	Residual Risk Rating	Next Review	Controls
						Pesticide/ herbicide policy and procedures
WORKS	RISK01138	Time and/or cost blow out in works delivery due to latent conditions resulting in financial impact, damage to reputation	Minor Risk	Minor Risk	17-Jun-25	Budget Contingency Geotech investigations Sound project planning for works activities
WORKS	RISK01140	Asset defect not detected or properly acted upon by Council resulting in asset failure, injury, property damage, litigation, financial loss, damage to reputation	Minor Risk	Minor Risk	17-Jun-25	Asset management register CRM system to record complaints Incident investigation process Proactive maintenance program Intervention levels for repair Regular inspections Works as executed drawings

Section	Risk	Long Description	Inherent Risk Rating	Residual Risk Rating	Next Review	Controls
WORKS	RISK01157	Injury or death to users of Council reserves, pools, playgrounds, walking tracks, temporary work sites resulting in litigation, damage to reputation	Moderate Risk	Moderate Risk	17-Jun-25	Australian standards and guidelines Inspection program CRM system to record complaints, action workflows Maintenance and renewal programs Safe operating procedures, site/traffic signage scheduling of work to avoid busy times of day unmaintained shrub buffer zone along cliff lines
WORKS	RISK01252	Unsafe work practices, defective or not fit for purpose equipment, moving plant risks, compliance with PPE	Moderate Risk	Moderate Risk	17-Jun-25	1.Speed humps, designated walk areas to separate vehicle & pedestrians at depot. 2.Low volumes & safe storage of chemicals or hazardous materials. 3.Prestart checks, maintenance program of plant & equip. 4.Manual handling training. 5.SWMS, on site risk assessment, toolbox talks. 6.Incicent & hazard reporting procedures. 7.Depot based WHS committee member 8.Safety management system.

Section	Risk	Long Description	Inherent Risk Rating	Residual Risk Rating	Next Review	Controls
DESIGN & PROJECT MANAGEMENT	RISK01105	Budget overruns due to poor and inaccurate planning or cost assessment, latent conditions resulting in financial impact, damage to reputation	Significant Risk	Minor Risk	12-Nov-25	Financial assessment of contractors in tendering process QS cost guides Project Management Framework Staff resources On site contractor supervision and oversight Standard specs and scoping procedure
DESIGN & PROJECT MANAGEMENT	RISK01107	Errors in design resulting in asset failure or defects, cost increases, injury or property damage	Significant Risk	Minor Risk	12-Nov-25	Consultation with internal/external stakeholders to verify assumptions and inputs Use of expert consultants with KMC oversight Safety in Design review and consultation with stakeholders Brief and scope document clear (standards, key outcomes and objectives) Peer Review (inhouse - smaller projects; external - larger projects)

Section	Risk	Long Description	Inherent Risk Rating	Residual Risk Rating	Next Review	Controls
DESIGN & PROJECT MANAGEMENT	RISK01108	Non-compliance with tendering legislation or procurement Policies resulting in increased costs, invalid contracts, legal action.	Extreme Risk	Minor Risk	12-Nov-25	Contract register updated as per LG Act (projects over $150,000) Procurement policy and procedures Control documents to be reviewed and revised to improve delivery outcome Standardised documents for procurement Procurement & Contracts Coordinator for advice Using approved procurement platforms Tenderlink, vendorpanel
DEVELOPMENT CONTROL	RISK01109	Error leads to inadequate or invalid determination resulting in possible legal challenge, civil action, financial loss. This includes human error.	Extreme Risk	Minor Risk	12-Nov-25	Engineering development referral checklist Peer review with planning department at DA review stage, engineering input into conditions of consent Prepare standard engineering conditions of consent
DEVELOPMENT CONTROL	RISK01111	Substandard developer delivered infrastructure (roads/drainage/footpaths/playgrounds/detention basins) resulting in reduced asset life, asset failure, financial impact	Moderate Risk	Minor Risk	12-Nov-25	Bonded developer works Certification from designers Defect liability period Critical Stage Inspections by KMC using engineering overseer

Section	Risk	Long Description	Inherent Risk Rating	Residual Risk Rating	Next Review	Controls
						QA systems Security bond Testing Work as executed plans

Table 19: KMC Risk register

Appendix Three – Capital Works Program (from LTFP)

2025/26 Capital Budget Variance Report - by Parent Project

For the Period Ending 30 June 2026

Project	Parent Program		LTFP Budget								
		2025/26 26POBUD	2026/27 26POBUD	2027/28 26POBUD	2028/29 26POBUD	2029/30 26POBUD	2030/31 26POBUD	2031/32 26POBUD	2032/33 26POBUD	2033/34 26POBUD	2034/35 26POBUD
200006	Footpaths & cycleways	0	0	0	0	0	0	0	0	0	0
201011	Footpaths & cycleways	10,000	0	0	0	0	0	0	0	0	0
201019	Footpaths & cycleways	10,000	0	0	0	0	0	0	0	0	0
201079	Footpaths & cycleways	0	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
201236	Footpaths & cycleways	60,000	0	0	0	0	0	0	0	0	0
Total		**80,000**	**80,000**	**80,000**	**80,000**	**80,000**	**80,000**	**80,000**	**80,000**	**80,000**	**80,000**

Table 20: KMC footpaths and shared paths capital works from LTFP 2025 – 2026

**Total Capital Works Program by Parent Project for period ending 30 June 2026 provided by Finance*

Appendix Four – map of Kiama cycleways (Destination Kiama - KMC)

Authorisation and version control

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Approver	Darren Brady – Director Infrastructure & Operations
Owner/Responsible Officer	Darren Brady – Director Infrastructure & Operations
Department	Engineering and Technical Services
Date adopted/endorsed	[date]
Resolution number (if applicable)	[number]
Next review date	30 June 2030
TRIM reference	D25/85297

Variation and review

Under the Local Government Act 2009, all local governments must have a long-term asset management plan. Asset Management Plans are reviewed and updated as a formal endorsed document on a four-year cycle and within two years of a Council election. The Asset Management Plan should be updated annually as a variation of the endorsed version to ensure alignment with organizational objects and operational realities.

Date reviewed	Date adopted/ endorsed	Brief detail of amendments
30 June 2025	[date]	[insert detail here]
[date]	[date]	[insert detail here]
[date]	[date]	[insert detail here]

Council reserves the right to review, vary or revoke this Strategy.

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KIAMA MUNICIPAL COUNCIL
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