FUTURE WELLINGTON

Your Vision, Our Mission.

ASSET PLAN

2025

WELLINGTON SHIRE COUNCIL

Acknowledgement of Country

Wellington Shire Council acknowledges our offices are located on the traditional lands of the Gunaikurnai nation. We pay our deep respects to their Elders past, present and future and acknowledge their ongoing cultural and spiritual connections to their land and waters.

Aunty Eileen Harrison
(born Australia 1948)
Gunaikurnai
Celebration of our Culture, 2018

Acrylic on canvas, 140 x 240cm
Collection Gippsland Art Gallery
Purchased with the assistance of the Robert Salzer Foundation and the Friends of the Gallery, 2025

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About this plan

What is the Asset Plan?

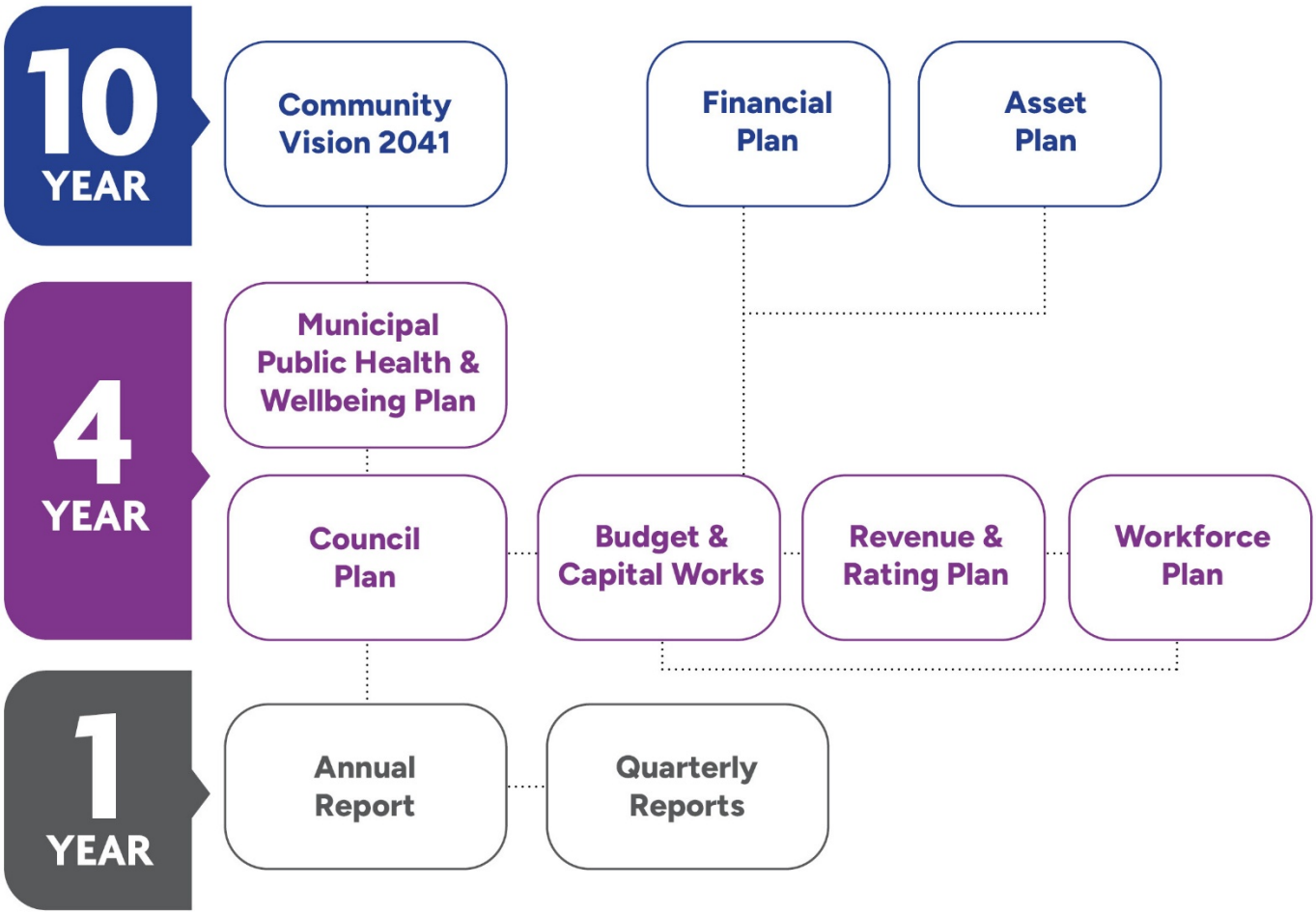
The Asset Plan (AP) is a requirement under the Local Government Act 2020 and is a key document that outlines how Council will manage its infrastructure and other assets responsibly to meet community needs now and into the future.

The *Local Government Act 2020* requires councils to develop and maintain a series of key strategic documents that guide their decision-making and service delivery over the medium to long-term. These documents ensure councils operate transparently, meets community expectations, and fulfills legislative obligations.

Legislative Requirements

This section describes how the Asset Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

This diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



How the community was engaged

The *Local Government Act 2020* requires that councils develop or review their Community Vision, Council Plan, Financial Plan and Asset Plan in accordance with its deliberative engagement practices.

Wellington Shire Council's Community Engagement Strategy outlines an organisational commitment to genuine and effective community engagement in council planning and decision making.

Council follows the International Association for Public Participation (IAP2) Public Participation Spectrum which focusses on five engagement levels – inform, consult, involve, collaborate and empower.

Engaging the community

An extensive community engagement process was undertaken between July 2024 and March 2025 to inform the development of Council's new Community Vision, Council Plan, Municipal Public Health and Wellbeing Plan, Financial Plan, and Asset Plan that together, guide the direction and priorities of the local community for the next four years.

This was called Future Wellington and took place over three stages:

- **Stage 1 - Community check-in process (July to August 2024)**

  The community check-in focused on broad engagement that aimed for maximum community participation by offering a range of different ways for people to share their feedback to ensure the diversity of the community was included.

  Through the community check-in process, approximately 1900 people were engaged, who provided feedback about their aspirations for the future and community priorities and services to be delivered under the Council Plan, Municipal Public Health and Wellbeing Plan, Financial Plan, and Asset Plan.

  In recognising the unique character of local townships and the geographic spread of the municipality, a wide range of activities were offered for community members to provide their feedback. There were over 40 different locations across the municipality where people could contribute.

  A range of community engagement strategies were utilised to capture diverse perspectives, ensuring that gender and intersectionality considerations were comprehensive and inclusive. In particular, the range of activities offered through the stage 1 engagement allowed us to gather input from a wide array of community members.

  Consultation activities included:

  1. **Survey** - available via Your Wellington Your Say page. Hard copy surveys made available.
  2. **Workshops** – in-person facilitated workshops held across different locations.
  3. **Drawing competition** – tailored engagement approach to include a strong focus on involving children and young people.

4. **Photo competition** – accessible engagement for people who prefer to engage through visual storytelling.
5. **Postcards** – quick response cards, submitted via collection boxes available in numerous different locations across the municipality.
6. **Popups and events** – attendance at various community events including markets.

A summary of the engagement results is provided in the Future Wellington Community Check-in Findings Report and was presented to the newly elected Councillor group in December 2024.

The Future Wellington Community Check-in Findings Report can be found on the **Wellington Shire Council website**.

- **Stage 2 – Deliberate engagement (February to March 2025)**

  Council established the Future Wellington Think Tank, a representative group of 22 community members to make recommendations to Council for the new Community Vision and Guiding Principles.

  This deliberative engagement process met the requirements of the *Local Government Act 2020* and aligned with industry best practice for deliberative engagement.

  The stage 2 engagement was based on forming a group of members who were representative of the community. By actively involving individuals from different backgrounds, the aim was to ensure that as many views as possible contributed to the development of the Council Plan 2025-29.

- **Stage 3 - Reporting back and exhibiting the draft Council Plan 2025-29 (June to July 2025)**

  Community members and stakeholders were invited to review the draft Council Plan 2025-29 and had further opportunity to comment on whether it met their needs and aspirations, as identified in earlier stages of engagement.

The Future Wellington Think Tank

In October 2024, residents were invited to express their interest in joining the Future Wellington Think Tank to participate in a deliberative engagement process. The expression of interest process was promoted during the community check-in process and then publicly advertised on-line via the Council website, social media, and through direct emails.

The Future Wellington Think Tank was established following an expression of interest (EOI) process, which received a total of 45 EOIs. From these, a pool of 30 potential members, considered a representative sample of the Wellington community, was recommended. Although 27 community members accepted the invitation to join the Future Wellington Think Tank, the final number of participants was 22. An external consultant was responsible for recommending the composition of the group, using criteria designed to reflect the demographic makeup of Wellington Shire, thereby promoting diversity and commitment to the deliberative engagement process.

Through a series of four workshops the Future Wellington Think Tank deliberated over the Future Wellington Community Check-in Findings Report, heard from subject matter experts, learnt from each other about local priorities, shared their own perspectives and weighed up options about the future of Wellington Shire and made recommendations about the new Community Vision Statement and Guiding Principles.

The Future Wellington Think Tank process met the requirements of the *Local Government Act 2020* and aligned with the seven industry best practice principles of deliberation as shown in *Figure 1*.

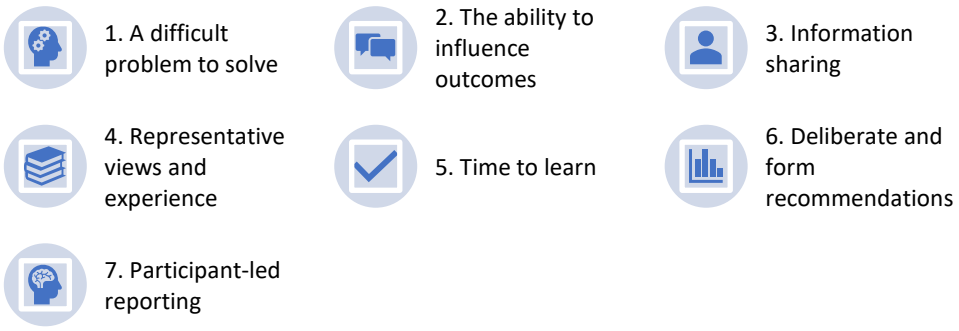


Figure 1 Seven Principles of Deliberative Engagement

The Vision Statement and six interconnected guiding principles were adopted by Council in 2025 and have informed the development of the Council Plan 2025-29.

Local Governments exist principally to supply core services that meet the needs of their communities. The community expects that assets be managed in such a way that costs are minimised while providing the levels of service that the community desires. The purpose of the Asset Plan is to demonstrate responsible asset management in order to deliver the Community Vision 2041.

Our Context

Our Shire

Wellington Shire Council is located in Gippsland and is Victoria's third-largest municipality, covering nearly 11,000 square kilometres. The Shire was established in 1994 following the amalgamation of the Shires of Alberton, Avon, Maffra, the City of Sale and parts of Rosedale. It is situated on the traditional land of the Gunaikurnai People. Gunaikurnai country stretches across coastal and inland areas beyond Wellington's boundaries, including parts of the southern slopes of the Victorian Alps. The municipality is divided into three wards: Central, Coastal and Northern.

Known as *The Middle of Everywhere*, Wellington Shire is recognised for its diverse and striking natural landscape, ranging from pristine beaches and rainforests to mountain ranges, and expansive wetlands. Iconic locations such as the Ninety Mile Beach, Alpine National Park, and the Gippsland Lakes Coastal Park make the region a hub for tourism, economic activity, and sustainable development.

Wellington's geography and climate also bring environmental challenges, including bushfires, flooding, salinity, erosion, and the growing impacts of changes to environmental conditions.

Home to more than 30 communities and over 46,000 residents, most people live in and around the main centres of Sale, Maffra, Rosedale, Yarram, Stratford, and Heyfield. Council manages more than $1.4 billion in assets and infrastructure, and the population is expected to grow to over 57,000 by 2041, increasing the need for housing and supporting services.

Our Community

Wellington Shire has an ageing population, with 31% of residents aged 60 and over. This is significantly higher than the Victorian average of 22.4%. A total of 11% of residents were born overseas, and the top three languages spoken at home other than English are Mandarin, Tagalog (a Filipino dialect), and Vietnamese. Lone-person households are also more common in Wellington Shire, making up just over 28.2% of all households, compared to 22.4% across Victoria.

Aboriginal and Torres Strait Islander people make up 2% of the Wellington Shire population. This is higher than the Victorian average. In addition, just shy of 10% of residents identify as LGBTQIA+. A significant portion of the population at almost 30% self-report having a disability, with 7.1% requiring assistance with core daily activities.

The type of housing across Wellington Shire is diverse, including rural properties, coastal homes, farms, and medium to higher-density housing. Future planning suggests that there is strong potential to increase housing diversity and make better use of urban land and infrastructure. As household sizes shrink and the population ages, there is a growing need for housing options such as apartments, shop-top living, villa units and townhouses. Increasing the supply of social and affordable housing is essential to maintaining Wellington Shire's liveability, productivity and inclusiveness.

Employment across the Shire is expected to grow by 4,000 jobs by 2041. This growth will be supported by early planning and the availability of commercial and industrial land. Much of this employment growth will be in industries that require larger land areas and building footprints, such as primary industries. Significant job increases are forecast for urban centres, particularly in

Sale and Maffra, with industrial expansion likely to occur on the outskirts of these towns and other communities.

Our Future

Wellington's economy is strong and diverse, supported by long-established industries such as Defence, aviation, oil and gas, construction and tourism. Healthcare, social assistance and agriculture are the largest employment sectors, with local farmers playing a key role in Gippsland's $7 billion food and fibre sector. The region is also home to Fulham Correctional Centre, a medium-security prison for men with a capacity of nearly 900 inmates.

Wellington Shire sits at the centre of Australia's first declared offshore wind zone, which has a proposed capacity of 25GW and an estimated $40 billion in investment. Supporting Australia's move to new energy is a strategic priority, and attracting renewable energy investment is essential for the region's transition and economic future. Over the next decade, the Shire will face a number of challenges, including the need for new transmission infrastructure, grid connections, accommodation for a growing workforce and funding for local infrastructure. Planning requirements and ongoing consultation processes may also place pressure on community and Council resources. Collaboration with neighbouring councils, including South Gippsland and Latrobe City, and strong advocacy to state and federal governments will be critical.

Wellington Shire's aviation industry is also a growing asset that extends well beyond the Royal Australian Air Force Base in East Sale. Council operates both West Sale and Yarram Airports, supporting a strong and passionate local aviation sector. The region continues to benefit from more than $400 million in ongoing Defence aviation investment at the RAAF Base, home to Defence's Basic Pilot Training School under Project Air 5428.

This activity, along with the development of a 30-year master plan for West Sale Airport, will deliver a significant economic boost to the Shire and position Wellington as a hub for aviation training, infrastructure and innovation. It all ties into our unique identity *The Middle of Everywhere* - with the biennial ANZAC Weekend Airshow at West Sale Airport serving as a major regional attraction, driving tourism, economic activity and strengthening our profile as a key player in the aviation space.

Although Wellington is undergoing major economic shifts, such as the decline of the oil and gas industry, the end of native timber harvesting and the closure of coal plants across Gippsland, it remains well-positioned for growth. Its natural assets, strategic location and established industries provide a strong foundation for expansion in renewable energy, Defence and other emerging sectors.

Key Partners

Delivering the major initiatives and actions in this Council Plan will take more than Council working alone. Each Strategic Objective includes strategies designed to create positive change over the next four years, and many of these will rely on collaboration.

State and Federal Funding Context

Wellington Shire Council is committed to delivering the initiatives and actions outlined in this Council Plan over the next four years. However, unexpected events such as natural disasters or

changes to local industries and employment continue to create new needs and opportunities that require Council to adjust its focus.

Many State and Federal Government programs rely on local councils to deliver their priorities. Where possible, Council will align these external funding opportunities with the goals and priorities already outlined in this plan. However, Council may also pursue funding for projects that fall outside the plan if they offer clear benefits to our community.

When considering projects outside the plan, Council will carefully assess their social and economic impact. This includes evaluating long-term factors such as the cost of maintaining new assets or infrastructure.

Wellington Shire Council also takes a regional approach to funding and advocacy through its involvement in One Gippsland and the Gippsland Regional Plan. As one of six Gippsland councils, we work together to address regionally significant issues and attract investment for transformative projects that benefit the wider region.

These shared priorities guide advocacy efforts with State and Federal governments, supported by organisations like Regional Development Australia, Regional Development Victoria, and Regional Partnerships.

Federal funding programs, such as Growing Regions and the Regional Precincts and Partnerships Program often require alignment with the Gippsland Regional Plan. By collaborating at a regional level, Wellington Shire Council strengthens its ability to secure funding, leverage shared resources, and deliver projects that support long-term growth and wellbeing across Gippsland.

WELLINGTON SHIRE

Profile

WELLINGTON SHIRE COUNCIL

11,000
Square kilometres

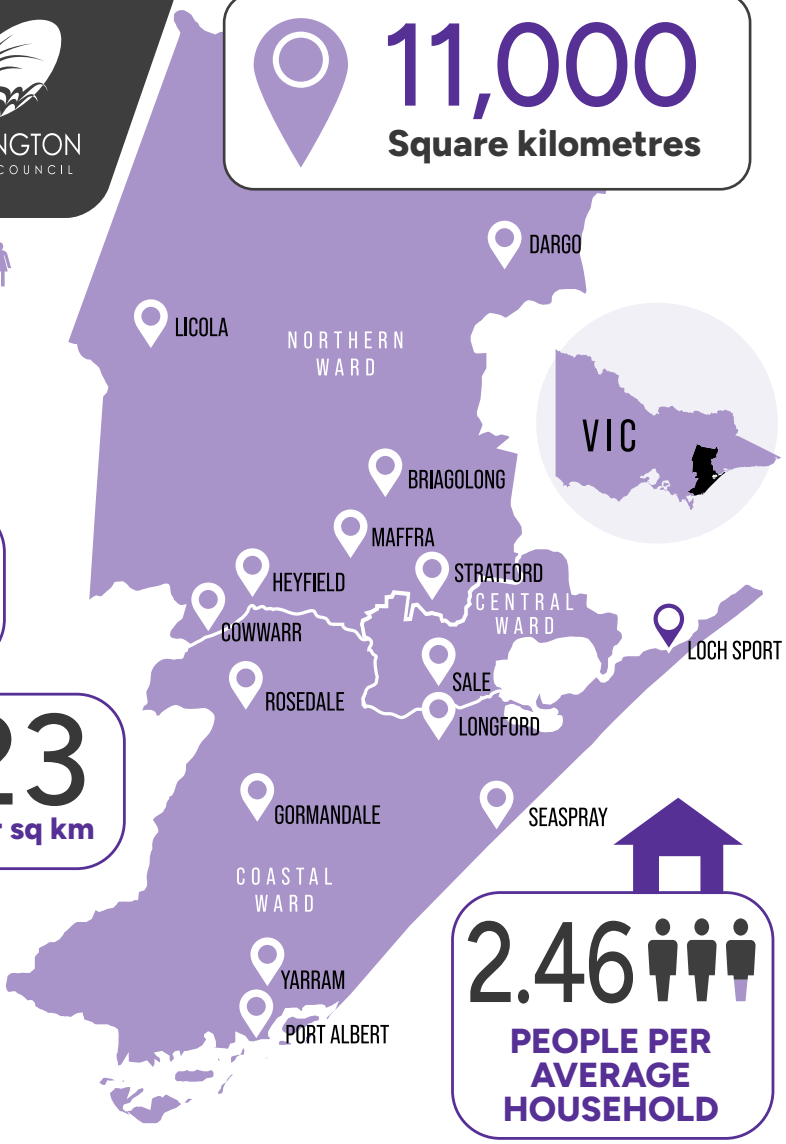
Population
46,533

Male 50.4%

Female 49.6%

Families 11,979

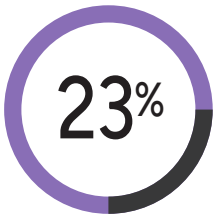
4.23
Persons per sq km



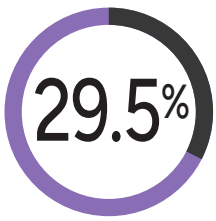
23,503
PRIVATE DWELLINGS

5.5%
HOUSEHOLDS WHERE A NON-ENGLISH LANGUAGE IS USED

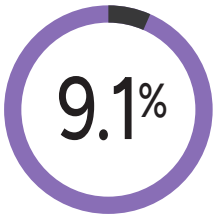
2.46
PEOPLE PER AVERAGE HOUSEHOLD



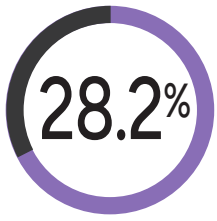
Couples with children



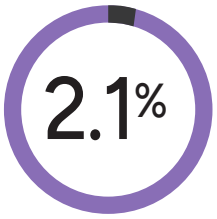
Couples without children



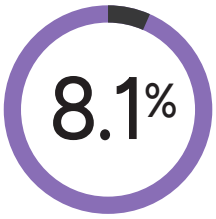
One parent households



People living alone



Visitor only households



Other households

industry

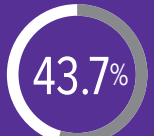
NUMBER OF BUSINESSES
4,327

TOTAL NUMBER OF JOBS
19,315

Top 6 industries make up 63.1% of employment

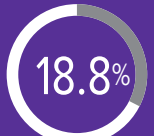
1. Health care & social assistance **15.2%**
2. Agriculture, forestry and fishing **11.5%**
3. Construction **9.6%**
4. Public administration and safety **9.4%**
5. Retail trade **8.9%**
6. Education and training **8.5%**

Employed full-time



Work part-time

Employed, away from work



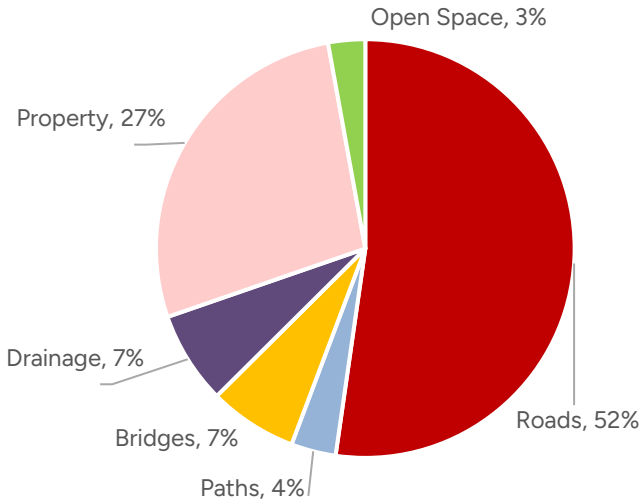
Unemployed

Overview

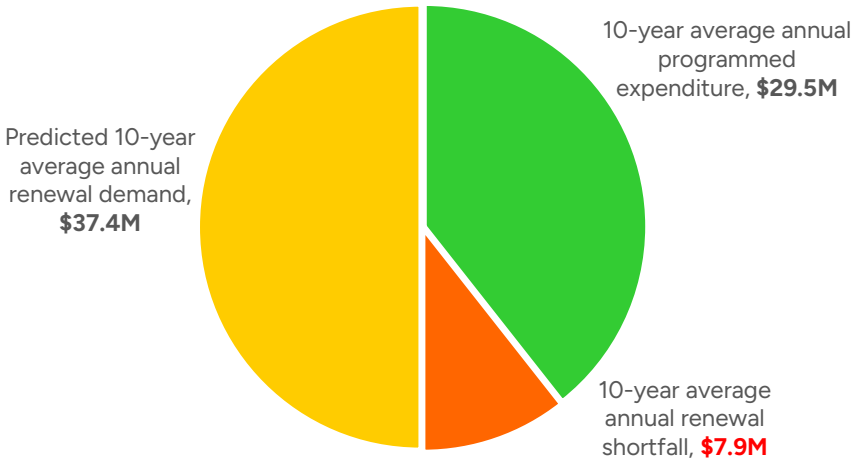
The Asset Plan provides an overview of the whole of life management of each asset class, including current performance, maintenance, renewal, upgrade, disposal and creation plans. The funding required to maintain assets to their service potential is modelled to ensure that future maintenance costs are optimised.

Infrastructure assets have a total replacement value in excess of $1.9 billion as at 30 June 2024. The average annual renewal requirement over the next 10 years (to 2035) is $37.4 million, but the average annual proposed renewal expenditure is $29.5 million. The annual renewal funding deficit of $7.9 million is forecast for the next ten years. With existing assets in good condition and required forecast expenditure being associated with recent increases in asset valuations this deficit can be maintained in the short term.

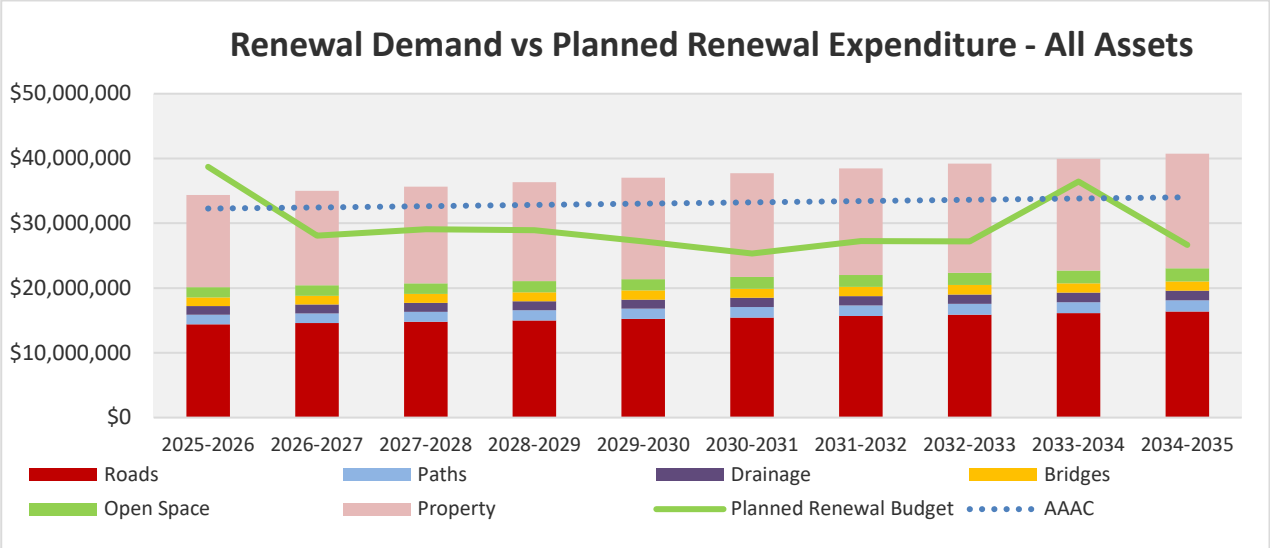
Assets by Value



10 Year Average Annual Renewal Requirement



The following chart shows the difference between the renewal demand and planned renewal expenditure for each asset class over the next 10 years, which indicates that Council is meeting its overall renewal burden and appropriately managing funding against existing service levels.



Asset condition will continue to be assessed to inform future asset planning and support planning of forward capital works programs.

Introduction

Purpose of the Plan

The purpose of this Asset Plan (AP) is to demonstrate responsible management of Wellington Shire Council infrastructure assets, comply with the *Victorian Local Government Act 2020* and model the funding required to maintain assets in their current condition.

The *Victorian Local Government Act 2020* states that an Asset Plan must:

- Include information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council and any other matters prescribed by the regulations,
- be developed, adopted and kept in force in accordance with the Council's deliberative engagement practices.

Plan framework

The Asset Plan is supported by a Dashboard Summary for each asset class. The AP framework is as follows:

- Part A – All Infrastructure Assets
- Part B – Roads dashboard summary
- Part C – Paths dashboard summary
- Part D – Bridges & Major Culverts dashboard summary
- Part E – Drainage dashboard summary
- Part F – Property dashboard summary
- Part G – Open Space dashboard summary

The Asset Plan does not include:

- Non-council assets, such as highways and arterial roads maintained by Rural Roads Victoria nor roads and tracks maintained by the Department of Land, Water and Planning; and
- Council assets that Council chooses not to maintain or renew; and
- Assets not capitalised in accordance with Council's Asset Capitalisation Guidelines.

Asset Hierarchy

The asset hierarchy defines the levels at which assets are managed (with respect to new construction, upgrade, renewal, or maintenance). Council's asset hierarchy is described as follows:

Part	Asset Class	Asset Category	Asset Component	Included
A	General Information (all assets)			
B	***Roads***	Urban Sealed Roads	*Pavement*	
			Wearing surface	
			Subgrade	
			Verge (Traffic Control)	Signs, guardrails
		Rural Sealed Roads	*Pavement*	
			Wearing surface	
			Subgrade	
			Rural Drainage	Minor culverts, table drains
			Verge (Traffic Control)	Signs, guardrails
		Unsealed Roads	*Pavement*	
			Rural Drainage	Minor culverts, table drains
			Verge (Traffic Control)	Signs, guardrails
		Kerb & Channel		
C	***Paths***	Sealed Paths		Asphalt, bitumen, concrete, paved
		Unsealed Paths		Gravel
D	***Bridges & Major Culverts***	Bridges		Concrete, timber and foot bridges
		Major Culverts		
		Floodways		
F	***Drainage***	Pits		
		Pipes		
		Open Drains		Concrete-lined and earthen channels
		Drainage structures		Litter traps, endwalls, flap gates, pump wells, box drain, retention basins
E	***Property***	Buildings	*Structure (long life & short life)*	Aerodromes Car parks Commercial facilities Community facilities Operational facilities Sporting and recreational facilities Waste management facilities
			Roof	
			Services	
			Fit-out	
		Structures		
G	***Open Space***	Playgrounds		Skate parks, pump tracks
		Parks/Streetscapes		BBQs, picnic shelters, public artworks, park lighting, basketball courts

Levels of service

The level of service is the defined quality for a particular service area and can be grouped into two categories:

- Customer Levels of Service: the community's expectation of what the service will deliver and the performance & presentation of delivery of that service;
- Technical Levels of Service: what the customer receives from the service. These include parameters covering technical aspects such as legislative compliance, design standards, safety, maintainability, reliability and performance, capacity and cost/affordability.

Levels of Service have not yet been fully defined for all assets classes at Wellington Shire Council and are currently based on statutory requirements e.g. Road Management Plan, community expectations and the capacity to fund a particular level of service. The gap between current and future (target) service provision should be the basis for developing new, upgrade and expansion projects as well as asset redundancy/disposal.

The levels of service may be defined around any of the following key performance indicators:
Quality:

- physical condition
- appearance
- maintenance standards

Function:

- fitness for purpose
- whether asset meet service delivery needs
- accessibility
- health and safety
- legislative compliance

Capacity/Utilisation:

- whether usage matches design capacity
- availability

Other:

- cost and affordability
- customer satisfaction
- responsiveness

The functional hierarchy differentiates like assets by relevant priority or importance. It is a 'vertical' separation and commonly applied to reflect the current levels of service, including inspection frequency, intervention level and prioritisation of works. It also recognises the criticality of assets, where criticality can be related to factors such as usage, capacity and economic value.

Climate risk and adaptation

Wellington Shire Council acknowledges that climate change presents increasing risks to the performance, durability, and lifecycle cost of infrastructure assets. Projected climate impacts across the region include more frequent and intense rainfall events, rising average temperatures, increased bushfire and flood risk, and prolonged periods of drought. These changes are expected to influence asset demand, degradation rates, and service continuity over time.

Council is at the early stages of embedding climate risk considerations into asset management practices. This includes exploring how climate projections may inform asset renewal timing, material selection, maintenance regimes, and prioritisation frameworks. As data and guidance improve, Council will progressively incorporate climate risk into decision-making processes and forward capital works planning, supported by relevant policies and sector best practice. Future iterations of the Asset Plan will more explicitly reflect this evolving approach, ensuring assets remain fit-for-purpose under changing environmental conditions.

Asset parameters and financial status

Valuation Summary

The value of infrastructure assets as at 30 June 2024 is:

Asset Class	Current Replacement Cost	Written Down Value	Average Annual Asset Consumption
Roads	$1,007,053,005	$667,538,029	$13,736,678
Paths	$66,707,380	$44,989,990	$1,246,686
Bridges	$131,452,439	$79,615,200	$1,318,865
Drainage	$137,639,288	$87,438,317	$1,333,976
Property	$528,574,807	$252,487,767	$12,755,092
Open Space	$55,058,045	$29,576,540	$1,508,247
TOTAL	**$1,926,484,964**	**$1,161,645,843**	**$31,899,544**

The average annual asset consumption (AAAC) is $31.9M (1.7%).

Financial Sustainability Indicators

Life Cycle Cost (long term)	**$'000**	
Life cycle cost (depreciation + operational & maintenance expenditure Year 1)	$	90,547
Life cycle expenditure (capital renewal expenditure + ops. & maint. exp. Year 1)	$	84,944
Life cycle gap (life cycle expenditure – life cycle cost)	-$	5,604
Life cycle sustainability indicator (life cycle expenditure / life cycle cost)		94%
Medium Term Sustainability (10 years)		
10 year operational, maintenance and renewal projected (required) expenditure	$	952,648
10 year operational, maintenance and renewal planned (budget) expenditure	$	881,617
10 year funding shortfall/surplus (10 year planned - projected expenditure)	-$	71,031
10 year sustainability indicator (10 year planned / projected expenditure)		93%
Short Term Sustainability (5 years)		
5 year operational, maintenance and renewal projected expenditure	$	463,860
5 year operational, maintenance and renewal planned (budget) expenditure	$	441,748
5 year funding shortfall/surplus (5 year planned - projected expenditure)	-$	22,112
5 year sustainability indicator (5 year planned / projected expenditure)		95%
Asset Consumption, Renewal and UEN Indicators (2023/24)		
Asset consumption (depreciation / depreciable amount)		1.7%
Asset renewal (actual capital renewal expenditure / depreciable amount)		2.2%
Asset upgrade (actual capital UEN expenditure / depreciable amount)		1.6%
Asset renewal as % of asset consumption		131.2%
Assets being added as % of asset stock		0.6%

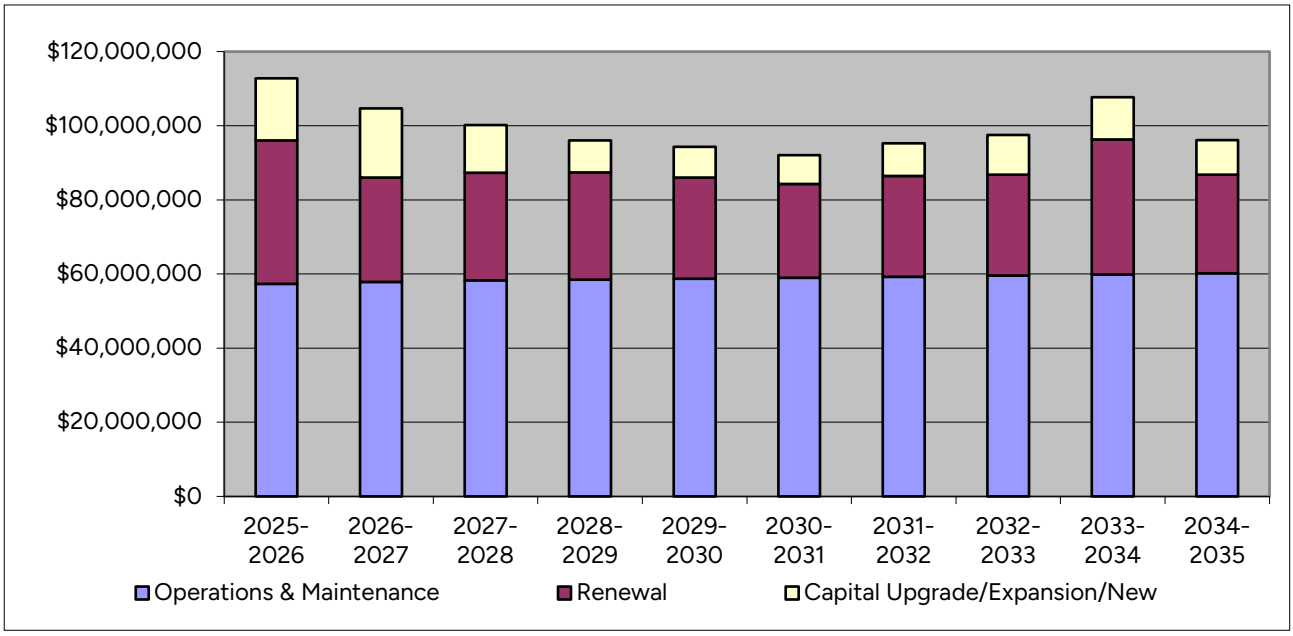
Funding Strategy

Current funding sources available to Council for asset maintenance, creation and renewal includes municipal rates, special charge schemes, federal and state government grants and private developer contributions.

Lifecycle Summary

Lifecycle cost is the total cost over the life of an asset which includes planning, design, acquisition, operating, maintenance and any other costs directly attributable to owning or using the asset.

The 10-year projected lifecycle cost summary for infrastructure assets:



Maintenance

Maintenance is recurrent and is periodically required as part of the anticipated schedule of works to ensure that the asset achieves its useful life and provides the required level of service e.g. repairing a pothole in a road, repairing the decking on a timber bridge, repairing a drainage pipe or repairing the fencing in a park. Maintenance may be planned (scheduled) or unplanned (reactive).

Maintenance Plan

Planned maintenance work is identified under a management system involving inspection of defects, prioritising and scheduling works. The advantage of planned maintenance is that it lowers risk exposure by identifying and correcting defects before they reach an unacceptable level.

Unplanned maintenance is reactive work resulting from customer requests and unscheduled inspections.

A maintenance plan:

- requires the planned, pro-active identification of maintenance issues;
- ensures that minimum safety standards are met;
- identifies works to be undertaken that maximises the life of the asset;
- sets emergency works to be attended to as a priority;
- refers significant works of a scale or cost that is unreasonable for the maintenance budget to bear, to the capital works program for consideration in the following year's budget.

The standards for maintenance are described by the Hazard Intervention Level and Emergency Works, which vary across the asset hierarchy.

Defect Inspections & Prioritisation of Maintenance Works

Defect inspections are a critical part of the planned, pro-active maintenance process. Assets are defect inspected on a scheduled frequency based on the risk associated with the asset and the asset functional hierarchy. In some instances, assets of low risk may not be inspected and will be subject to unplanned maintenance only.

Defect works are prioritised in accordance with established criteria. The criteria take into account the defect:

- severity
- relative risk or importance of the defect compared to other defects location or hierarchy

Response times to correct defects action vary across the asset hierarchy. Response times may be specified under a separate plan e.g. Road Management Plan, or are not listed in instances of low risk. Council's Customer Service Charter also sets timeframes that staff must respond within when investigating a customer request to inspect or assess an issue.

The maintenance decision making process applicable to some key assets is summarised below:

<table>
<tr><th>Step</th><th colspan="2">Description</th></tr>
<tr><td>1</td><td colspan="2">Potential maintenance tasks are identified from:
Scheduled defect inspections
One-off inspections instigated by customer requests, council requests
Condition surveys
Only defects exceeding any nominated Hazard Intervention Level are recorded</td></tr>
<tr><td>2</td><td colspan="2">Recorded defects are assessed against the intervention criteria as either:
Exceeding any Hazard Intervention Level
Not exceeding any Hazard Intervention Level
An excessive scale or cost
Emergency work</td></tr>
<tr><td rowspan="5">3</td><td colspan="2">Action is undertaken for defects:</td></tr>
<tr><td>Emergency Work</td><td>Immediate action generally commenced within 24 hours</td></tr>
<tr><td>Exceeding any Hazard Intervention Level</td><td>Appropriate action assigned and Works Order issued.
Works prioritised according to established ranking criteria.</td></tr>
<tr><td>Not exceeding any Hazard Intervention Level (or no hazard intervention level set)</td><td>No action required.</td></tr>
<tr><td>Of excessive scale or cost</td><td>Referred to the capital works program</td></tr>
</table>

Basis for Determining Future Maintenance Costs

Future maintenance costs are based on the assumption that the current maintenance expenditure is adequate with variations based on:

- an increase in asset quantity from new and upgrade assets;
- a decrease in asset quantity from the rationalisation/disposal of assets;
- changes in the agreed level of service;
- any increase in the cost of maintaining older assets if renewal works are not undertaken.

Renewal

Capital renewal on an existing asset is intended to return the service potential or the life of the asset back to its original life. 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. Council undertakes annual renewal programs such as road re-sealing, road re-sheeting, footpath and playground renewal.

Renewal Plan

Assets for which the condition score is above the intervention level are considered for inclusion in the long-term capital renewal program. Condition inspection programs are scheduled every 3 years for roads and paths, and every 4 years for buildings and structures. Works may also be identified from adhoc inspections and customer requests.

Annual renewal programs are prioritised by condition and remaining life, with consideration to functional hierarchy.

Council's process for identifying and undertaking renewal works is as follows:

Step	Description
1	Potential renewal projects identified from the outcome of: • condition inspections and Condition Intervention Level, remaining life and functional hierarchy; • defect inspections where the defects are beyond the scope of normal maintenance activities; • adhoc requests.
2	Projects are prioritised into a draft long term works program
3	The long term Renewal works program is referred to the Long Term Financial Plan (LTFP) for inclusion as projected cash-flow expenditure. The actual program is dependent upon the actual funding provided in the LTFP based on the renewal modelling outcomes.
4	As part of the Annual Budget process the long term works program is rationalised to match the available budget expenditure. This annual works program may be further modified to provide greater efficiency by allow for factors including: • Economies of scale • Project location
5	Following the completion of works in accordance with the Asset Handover process, details of the change in assets is reported to the Asset Manager for inclusion in the Asset Register.

Basis for Determining Future Renewal Costs

Asset renewal expenditure in 2023/24 was 2.2% of the depreciable amount and 131% of the Average Annual Asset Consumption (AAAC).

To provide services in a financially sustainable manner, Council aims to ensure that it is renewing assets at the rate they are being consumed over the medium-long term and funding the life cycle costs for all new assets and services in its long-term financial plan.

Future renewal requirement is determined from the following input data:

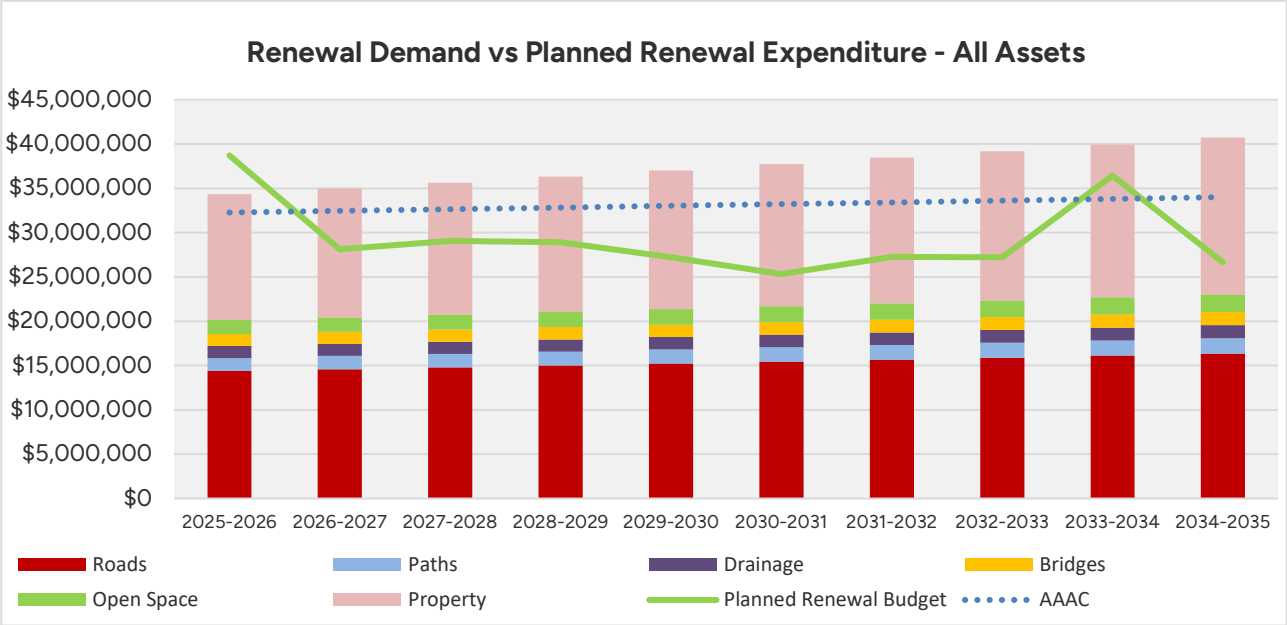
- Condition intervention level
- Asset useful life
- Asset condition
- Asset quantity
- Asset replacement cost
- Deterioration profile
- 10-year planned renewal budget
- Actual maintenance expenditure

Financial Projections

The following table shows the long-term renewal requirement for all asset classes.

Annual Renewal Requirement	Roads	Paths	Bridges	Drainage	Property	Open Space	Annual Total
2025-2026	$14,388,455	$1,472,309	$1,344,009	$1,347,189	$14,209,039	$1,582,954	$34,343,955
2026-2027	$14,594,465	$1,499,824	$1,357,493	$1,360,246	$14,556,566	$1,626,317	$34,994,912
2027-2028	$14,803,523	$1,527,854	$1,371,113	$1,373,429	$14,912,645	$1,670,868	$35,659,433
2028-2029	$15,015,675	$1,556,408	$1,384,870	$1,386,740	$15,277,486	$1,716,640	$36,337,819
2029-2030	$15,230,967	$1,585,496	$1,398,764	$1,400,180	$15,651,308	$1,763,665	$37,030,380
2030-2031	$15,449,448	$1,615,127	$1,412,798	$1,413,750	$16,034,333	$1,811,978	$37,737,435
2031-2032	$15,671,167	$1,645,312	$1,426,972	$1,427,452	$16,426,789	$1,861,615	$38,459,307
2032-2033	$15,896,172	$1,676,061	$1,441,289	$1,441,287	$16,828,908	$1,912,612	$39,196,330
2033-2034	$16,124,515	$1,707,385	$1,455,750	$1,455,256	$17,240,932	$1,965,005	$39,948,843
2034-2035	$16,356,245	$1,739,294	$1,470,355	$1,469,360	$17,663,105	$2,018,834	$40,717,194
10 Year Total	**$153,530,633**	**$16,025,070**	**$14,063,414**	**$14,074,888**	**$158,801,112**	**$17,930,489**	**$374,425,607**
Annual Average	**$15,353,063**	**$1,602,507**	**$1,406,341**	**$1,407,489**	**$15,880,111**	**$1,793,049**	**$37,442,561**

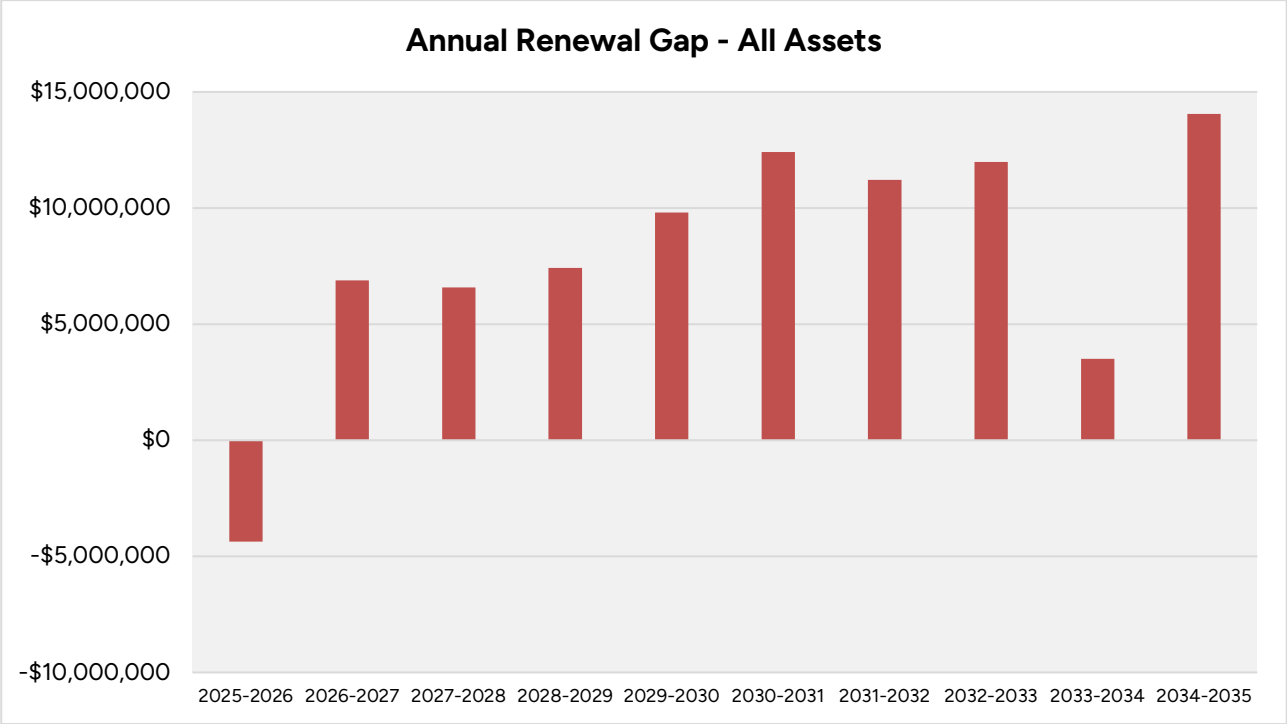
The 10-year annual capital renewal requirement against proposed renewal expenditure:

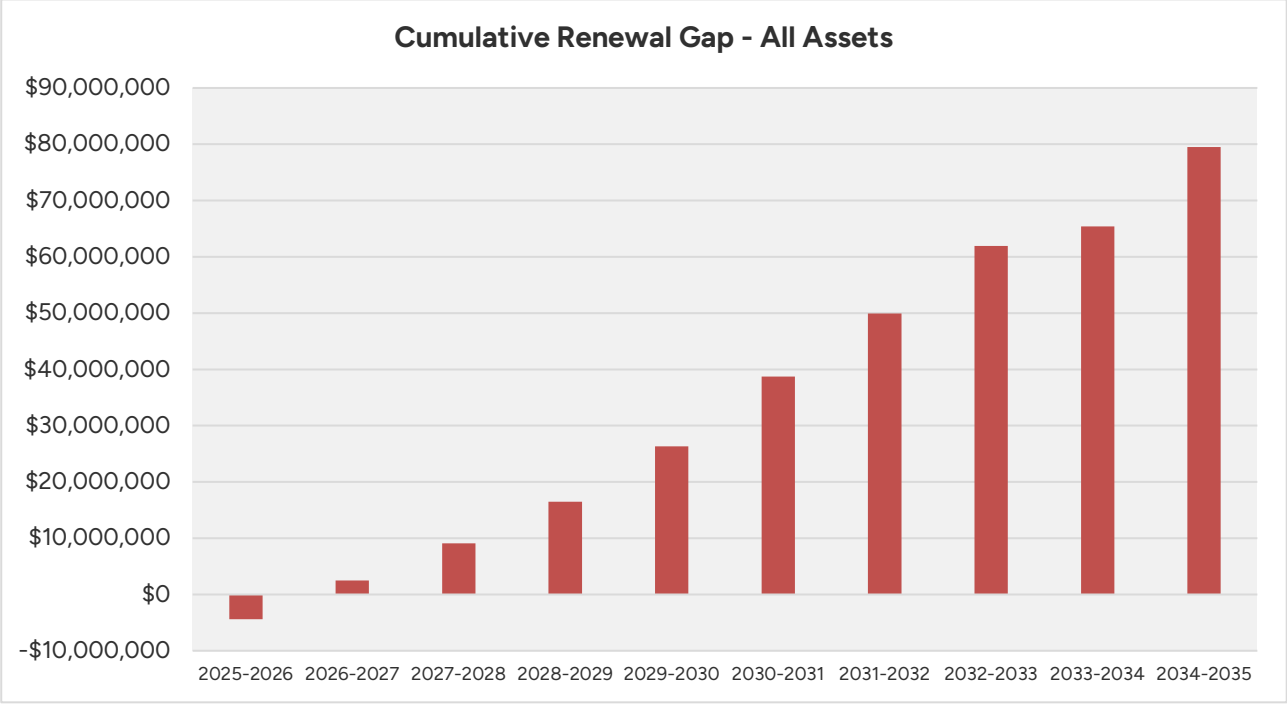


The following table and chart show the gap between the projected required and proposed renewals over the next 10 years:

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	$34,343,955	$38,711,036	$4,367,081	$4,367,081
2026-2027	$34,994,912	$28,114,000	$6,880,912	$2,513,832
2027-2028	$35,659,433	$29,080,000	$6,579,433	$9,093,264
2028-2029	$36,337,819	$28,923,000	$7,414,819	$16,508,083
2029-2030	$37,030,380	$27,218,000	$9,812,380	$26,320,463
2030-2031	$37,737,435	$25,330,000	$12,407,435	$38,727,898
2031-2032	$38,459,307	$27,250,000	$11,209,307	$49,937,205
2032-2033	$39,196,330	$27,210,000	$11,986,330	$61,923,535
2033-2034	$39,948,843	$36,445,000	$3,503,843	$65,427,378
2034-2035	$40,717,194	$26,665,000	$14,052,194	$79,479,571
10 Year Total	**$333,708,414**	**$268,281,036**	**$79,479,571**	**$79,479,571**
Annual Average	$37,442,561	$29,494,604	$7,947,957	

The average annual renewal requirement over the next 10 years (to 2035) is $37.4 M and the average annual proposed expenditure is $29.5 M.


Annual Renewal Gap - All Assets
$15,000,000
$10,000,000
$5,000,000
$0
-$5,000,000
-$10,000,000
2025-2026
2026-2027
2027-2028
2028-2029
2029-2030
2030-2031
2031-2032
2032-2033
2033-2034
2034-2035


Cumulative Renewal Gap - All Assets
$90,000,000
$80,000,000
$70,000,000
$60,000,000
$50,000,000
$40,000,000
$30,000,000
$20,000,000
$10,000,000
$0
-$10,000,000
2025-2026
2026-2027
2027-2028
2028-2029
2029-2030
2030-2031
2031-2032
2032-2033
2033-2034
2034-2035

New, upgrade and expansion

New Assets

New assets are assets created to provide a new service to the community that did not exist beforehand. As it increases service potential it may impact revenue and will result in an additional burden on future operating, maintenance and capital renewal expenditure.

The acquisition of assets occurs when the opportunity arises and is only done on an ad hoc basis apart from gifted assets provided by developers constructing infrastructure for various subdivisions and works.

Asset Expansion

Asset expansion extends an existing asset at the same standard enjoyed by existing users, to a new group of users. It is discretional expenditure, which increases future operating and maintenance costs because it increases council's asset base e.g. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Asset Upgrade

Capital upgrade 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 e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility. It will increase operating and maintenance expenditure in the future because of the increase in the council's asset base.

Basis for Determining Future New, Upgrade & Expansion Costs

New, upgrade and expansion expenditure in 2023/24 was 1.6% of the depreciable amount and 95% of the Average Annual Asset Consumption (AAAC).
The gap between current and future (target) service provision should be the basis for developing new, upgrade and expansion projects as well as asset redundancy/disposal. An important consideration is to understand the relationship between cost to deliver current service levels and the cost impact of raising or lowering the 'target' service levels.
New and upgrade works may result from growth, social or environmental needs. Assets may also be acquired at no cost to the organisation (e.g. subdivision development). It is acknowledged that the addition of any asset to Council's portfolios increases the lifecycle costs incurred by Council and that any new or upgrade works must be justified against the nominated service standards and the benefit to the community. In the construction of new, expanded and upgraded assets, the consequential recurring operational and maintenance costs must be allowed for in future budgets. Various strategic plans identify opportunities for expansion and upgrade of assets that are implemented through a number of annual upgrade and expansion programs:

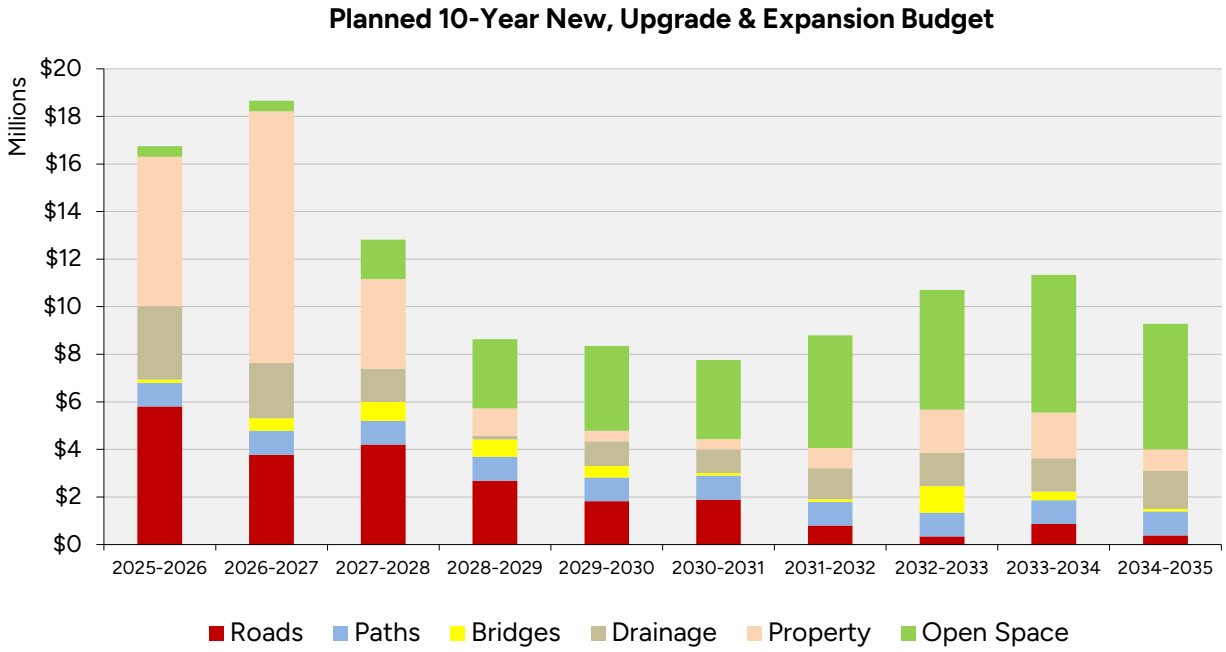
- Urban Paths Plan
- Street Construction Schemes

- Intersection upgrades
- Road widening projects
- Access Improvement Program
- Recreational Boating Facilities Plan
- Sporting Infrastructure Plan
- Community Infrastructure Plan

Council's process for identifying and undertaking new, upgrade and expansion projects is as follows:

Step	Description
1	Identify new, upgrade and expansion projects
2	Projects are evaluated against the Capital Evaluation Framework
3	Projects are prioritised into a single Long Term works program according to the established assessment system in the Capital Evaluation Framework.
4	The works program is referred to the Long Term Financial Plan (LTFP) for inclusion as projected cash-flow expenditure.
5	As part of the Annual Budget process the long term works program is rationalised to match the available budget expenditure and new priorities.
6	Following the completion of works in accordance with the Asset Handover process details of the change in assets is reported to the Asset Manager for inclusion in the Asset Register.

The creation of new assets is expected to grow at 0.5% per year over the next 10years, based on planned upgrade and expansion projects in the 10-year capital program.



Disposal and decommissioning

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Closure and disposal of assets may occur when there is insufficient use of the asset or continued existence of the asset is not justified.
Assets may become surplus to requirements for any of the following reasons:

- Under-utilisation;
- Obsolescence;
- Provision exceeds required level of service;
- Uneconomic to upgrade or operate;
- Policy change;
- Service provided by other means;
- Potential risk of ownership.

Council's process for decommissioning and disposal of assets is as follows:

Step	Description
1	Potential asset rationalisation/disposal may be identified from a number of sources, including: • Within a Service Plan Strategy; • From an assessment of future demand.
2	Projects are justified against the criteria above and placed in a Long Term Rationalisation/Disposal Works Program.
3	Potential projects are reported to Council for consideration.
4	The Long Term Rationalisation/Disposal Works Program is referred to the Long Term Financial Plan for inclusion as projected cash-flow expenditure.
5	As part of the Annual Budget process the Long Term Rationalisation/Disposal Works Program is rationalised to match the available budget expenditure and new priorities.
6	Following the decommissioning of the asset in accordance with the Asset Handover process, details of the change is reported to the Asset Manager for removal from the Asset Register.

It is acknowledged that a reduction in the asset inventory can assist in reducing the renewal gap and result in annual savings from not having to fund operations and maintenance of the assets.

Appendices

A1	10-Year Planned Expenditure Forecast
A2	Dashboard Summary: Part A – All Infrastructure Assets
A3	Dashboard Summary: Part B – Roads
A4	Dashboard Summary: Part C – Paths
A5	Dashboard Summary: Part D – Bridges & Major Culverts
A6	Dashboard Summary: Part E – Drainage
A7	Dashboard Summary: Part F – Property
A8	Dashboard Summary: Part G – Open Space

A1: 10-Year Planned Expenditure Forecast

Renewal Requirement	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	10 year average
Roads	$14,388,455	$14,594,465	$14,803,523	$15,015,675	$15,230,967	$15,449,448	$15,671,167	$15,896,172	$16,124,515	$16,356,245	$15,353,063
Paths	$1,472,309	$1,499,824	$1,527,854	$1,556,408	$1,585,496	$1,615,127	$1,645,312	$1,676,061	$1,707,385	$1,739,294	$1,602,507
Bridges	$1,344,009	$1,357,493	$1,371,113	$1,384,870	$1,398,764	$1,412,798	$1,426,972	$1,441,289	$1,455,750	$1,470,355	$1,406,341
Drainage	$1,347,189	$1,360,246	$1,373,429	$1,386,740	$1,400,180	$1,413,750	$1,427,452	$1,441,287	$1,455,256	$1,469,360	$1,407,489
Property	$14,209,039	$14,556,566	$14,912,645	$15,277,486	$15,651,308	$16,034,333	$16,426,789	$16,828,908	$17,240,932	$17,663,105	$15,880,111
Open Space	$1,582,954	$1,626,317	$1,670,868	$1,716,640	$1,763,665	$1,811,978	$1,861,615	$1,912,612	$1,965,005	$2,018,834	$1,793,049
Total Renewal Requirement	**$34,343,955**	**$34,994,912**	**$35,659,433**	**$36,337,819**	**$37,030,380**	**$37,737,435**	**$38,459,307**	**$39,196,330**	**$39,948,843**	**$40,717,194**	**$37,442,561**
Operations & Maintenance Expenditure	**2025-2026**	**2026-2027**	**2027-2028**	**2028-2029**	**2029-2030**	**2030-2031**	**2031-2032**	**2032-2033**	**2033-2034**	**2034-2035**	
Operating	$27,247,826	$27,507,842	$27,686,588	$27,807,014	$27,923,467	$28,031,697	$28,154,214	$28,303,491	$28,461,620	$28,590,896	$27,971,465
Maintenance	$30,084,619	$30,371,706	$30,569,061	$30,702,025	$30,830,602	$30,950,100	$31,085,372	$31,250,191	$31,424,782	$31,567,518	$30,883,598
Total Operations & Maintenance	**$57,332,445**	**$57,879,548**	**$58,255,649**	**$58,509,039**	**$58,754,069**	**$58,981,797**	**$59,239,585**	**$59,553,682**	**$59,886,402**	**$60,158,414**	**$58,855,063**
Renewal Expenditure	**2025-2026**	**2026-2027**	**2027-2028**	**2028-2029**	**2029-2030**	**2030-2031**	**2031-2032**	**2032-2033**	**2033-2034**	**2034-2035**	
Roads	$22,693,585	$13,460,000	$16,445,000	$14,360,000	$13,530,000	$13,455,000	$14,755,000	$13,910,000	$15,585,000	$15,860,000	$15,405,359
Paths	$865,000	$930,000	$995,000	$1,010,000	$1,025,000	$1,440,000	$1,455,000	$1,470,000	$1,120,000	$1,125,000	$1,143,500
Bridges	$570,000	$1,015,000	$1,465,000	$2,315,000	$2,065,000	$690,000	$690,000	$1,690,000	$940,000	$290,000	$1,173,000
Drainage	$4,431,900	$2,675,000	$1,900,000	$2,050,000	$1,500,000	$1,600,000	$1,900,000	$2,000,000	$2,000,000	$2,200,000	$2,225,690
Property	$9,270,551	$8,889,000	$6,890,000	$7,708,000	$7,423,000	$6,630,000	$6,720,000	$6,295,000	$15,460,000	$5,915,000	$8,120,055
Open Space	$880,000	$1,145,000	$1,385,000	$1,480,000	$1,675,000	$1,515,000	$1,730,000	$1,845,000	$1,340,000	$1,275,000	$1,427,000
Total Renewal	**$38,711,036**	**$28,114,000**	**$29,080,000**	**$28,923,000**	**$27,218,000**	**$25,330,000**	**$27,250,000**	**$27,210,000**	**$36,445,000**	**$26,665,000**	**$29,494,604**
Upgrade, Expansion & New Expenditure	**2025-2026**	**2026-2027**	**2027-2028**	**2028-2029**	**2029-2030**	**2030-2031**	**2031-2032**	**2032-2033**	**2033-2034**	**2034-2035**	
Roads	$5,802,250	$3,780,000	$4,205,000	$2,690,000	$1,820,000	$1,895,000	$795,000	$340,000	$865,000	$390,000	$2,258,225
Paths	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
Bridges	$130,000	$535,000	$785,000	$735,000	$485,000	$110,000	$110,000	$1,110,000	$360,000	$110,000	$447,000
Drainage	$3,086,900	$2,325,000	$1,400,000	$140,000	$1,040,000	$1,000,000	$1,300,000	$1,400,000	$1,400,000	$1,600,000	$1,469,190
Property	$6,285,666	$10,580,000	$3,774,200	$1,165,000	$440,000	$435,000	$850,000	$1,825,000	$1,925,000	$900,000	$2,817,987
Open Space	$450,000	$435,000	$1,660,000	$2,910,000	$3,570,000	$3,325,000	$4,735,000	$5,035,000	$5,795,000	$5,275,000	$3,319,000
Total Upgrade & Expansion	**$16,754,816**	**$18,655,000**	**$12,824,200**	**$8,640,000**	**$8,355,000**	**$7,765,000**	**$8,790,000**	**$10,710,000**	**$11,345,000**	**$9,275,000**	**$11,311,402**
Renewal Gap	**2025-2026**	**2026-2027**	**2027-2028**	**2028-2029**	**2029-2030**	**2030-2031**	**2031-2032**	**2032-2033**	**2033-2034**	**2034-2035**	
Roads	-$8,305,130	$1,134,465	-$1,641,477	$655,675	$1,700,967	$1,994,448	$916,167	$1,986,172	$539,515	$496,245	-$52,295
Paths	$607,309	$569,824	$532,854	$546,408	$560,496	$175,127	$190,312	$206,061	$587,385	$614,294	$459,007
Bridges	$774,009	$342,493	-$93,887	-$930,130	-$666,236	$722,798	$736,972	-$248,711	$515,750	$1,180,355	$233,341
Drainage	-$3,084,711	-$1,314,754	-$526,571	-$663,260	-$99,820	-$186,250	-$472,548	-$558,713	-$544,744	-$730,640	-$818,201
Property	$4,938,488	$5,667,566	$8,022,645	$7,569,486	$8,228,308	$9,404,333	$9,706,789	$10,533,908	$1,780,932	$11,748,105	$7,760,056
Open Space	$702,954	$481,317	$285,868	$236,640	$88,665	$296,978	$131,615	$67,612	$625,005	$743,834	$366,049
Total Annual Shortfall/Suplus	**-$4,367,081**	**$6,880,912**	**$6,579,433**	**$7,414,819**	**$9,812,380**	**$12,407,435**	**$11,209,307**	**$11,986,330**	**$3,503,843**	**$14,052,194**	**$7,947,957**
Cumulative Renewal Gap (all)	**-$4,367,081**	**$2,513,832**	**$9,093,264**	**$16,508,083**	**$26,320,463**	**$38,727,898**	**$49,937,205**	**$61,923,535**	**$65,427,378**	**$79,479,571**	
Cumulative Renewal Gap (Roads)	-$8,305,130	-$7,170,665	-$8,812,141	-$8,156,467	-$6,455,500	-$4,461,051	-$3,544,885	-$1,558,712	-$1,019,197	-$522,952	
Cumulative Renewal Gap (Paths)	$607,309	$1,177,133	$1,709,987	$2,256,396	$2,816,892	$2,992,019	$3,182,331	$3,388,392	$3,975,776	$4,590,070	
Cumulative Renewal Gap (Bridges)	$774,009	$1,116,502	$1,022,616	$92,485	-$573,751	$149,047	$886,020	$637,309	$1,153,059	$2,333,414	
Cumulative Renewal Gap (Drainage)	-$3,084,711	-$4,399,465	-$4,926,036	-$5,589,296	-$5,689,116	-$5,875,366	-$6,347,914	-$6,906,627	-$7,451,371	-$8,182,012	
Cumulative Renewal Gap (Property)	$4,938,488	$10,606,054	$18,628,699	$26,198,185	$34,426,494	$43,830,827	$53,537,616	$64,071,524	$65,852,456	$77,600,561	
Cumulative Renewal Gap (Open Space)	$702,954	$1,184,272	$1,470,140	$1,706,779	$1,795,444	$2,092,422	$2,224,038	$2,291,649	$2,916,655	$3,660,489	

A2: Part A – All Infrastructure Assets

REPLACEMENT VALUE
$1.9 B +

ASSET CLASSES

Bridges & Major Culverts: includes floodways

Buildings & Structures: building structure, roof, services, fitout and miscellaneous structures

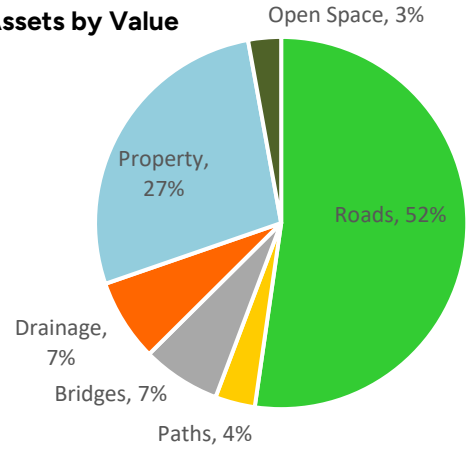
Drainage: pits, pipes, open drains

Open Space: playgrounds and structures within parks, reserves and streetscapes

Paths: concrete, sealed and unsealed paths

Roads: urban sealed, rural sealed & unsealed roads, kerb & channel, off-street car parks

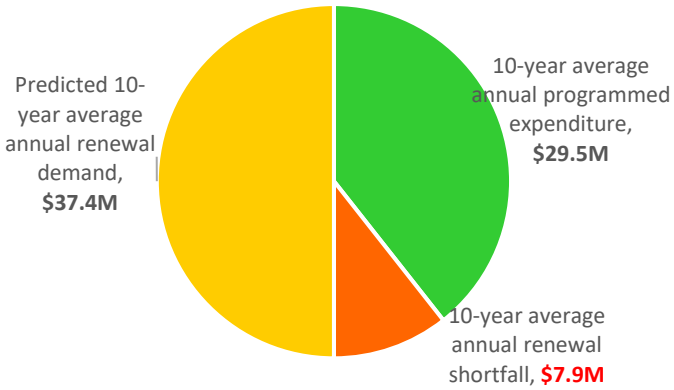
Assets by Value



10 YEAR AVERAGE ANNUAL RENEWAL DEMAND

Proposed funding below demand (based on renewal model)

	Demand	Budget
Bridges	$1.4M	1.1M
Property	$15.9M	$8.1M
Drainage	$1.4M	$2.2M
Open Space	$1.8M	$1.4M
Paths	$1.6M	$1.1M
Roads	$15.3M	$15.4M



AVERAGE AGE & ASSET LIFE

Bridges & major culverts	44 years / 99 years
Buildings & structures	27 years / 44 years
Drainage	38 years / 96 years
Open space	17 years / 35 years
Paths	19 years / 53 years
Roads:	
• Urban sealed	35 years / 79 years
• Rural sealed	37 years / 86 years
• Unsealed	43 years / 71 years
• Kerb & channel	30 years / 70 years

ASSET EXPENDITURE 2023/24

Renewal:	$41,862,609
Upgrade/Expansion:	$30,427,400
Operational/Maintenance:	$56,498,882

NEW/UPGRADE WORKS

Average annual expenditure next 10 years: $11.3 M

FINANCIAL INDICATORS 2023/24

- Average Annual Asset Consumption: $31.9M or 1.7%
- Asset renewal: 2.2%
- Asset Upgrade/Expansion/New: 1.6%
- Renewal as % of consumption: 131.2%
- Assets added as % of stock: 0.6%
- Operating/Maintenance ratio: 2.9%

*includes operational maintenance provision costs

IMPROVEMENT ACTIONS

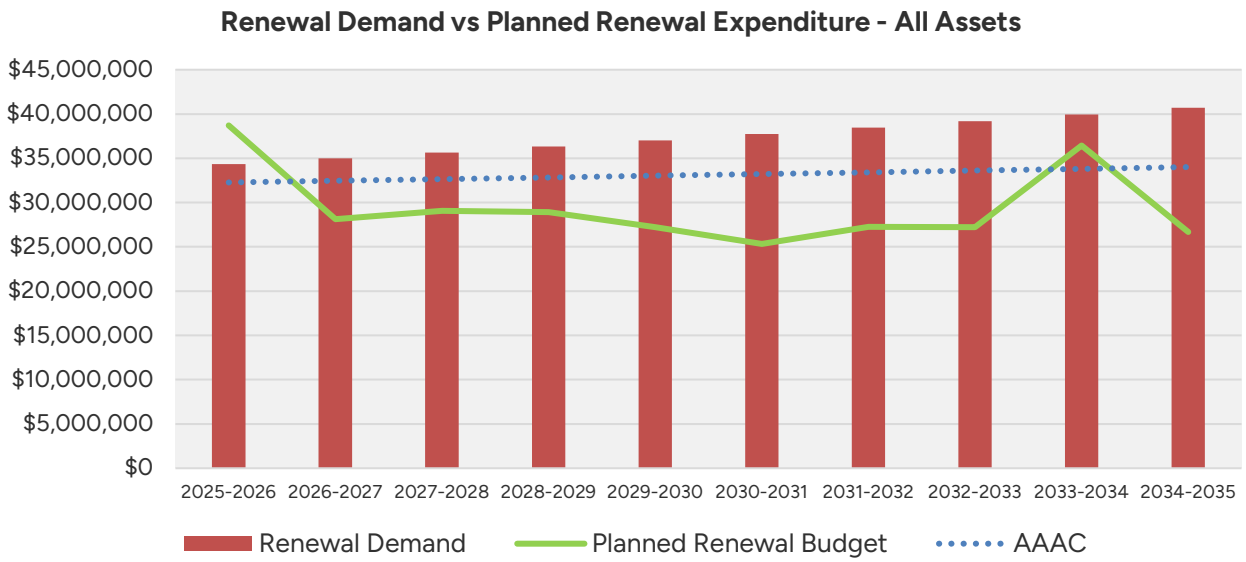
- Condition data will continue to be reviewed for various asset classes to inform future asset planning.
- Determine levels of service which will identify assets below or exceeding service hierarchy requirements, from which asset upgrade and rationalisation programs can be developed
- Significant increases in valuations resulting from revaluations post the COVID period. This is driving the apparent renewal shortfall. It will be continually monitored to understand if shortfall is sustained over the longer term.

SUMMARY

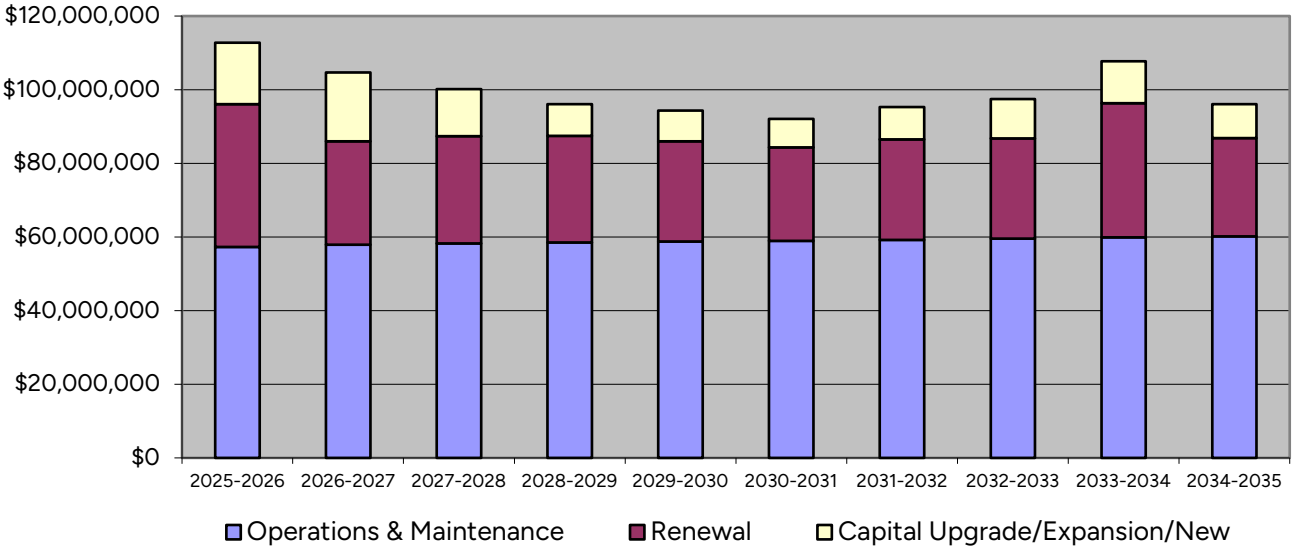
- Road assets make up over half the total asset replacement value.
- Condition data will continue to be reviewed for various asset classes to inform future asset planning.
- Additional funding has been allocated to Drainage assets as we unlock land for new development.

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	$34,343,955	$38,711,036	$4,367,081	$4,367,081
2026-2027	$34,994,912	$28,114,000	$6,880,912	$2,513,832
2027-2028	$35,659,433	$29,080,000	$6,579,433	$9,093,264
2028-2029	$36,337,819	$28,923,000	$7,414,819	$16,508,083
2029-2030	$37,030,380	$27,218,000	$9,812,380	$26,320,463
2030-2031	$37,737,435	$25,330,000	$12,407,435	$38,727,898
2031-2032	$38,459,307	$27,250,000	$11,209,307	$49,937,205
2032-2033	$39,196,330	$27,210,000	$11,986,330	$61,923,535
2033-2034	$39,948,843	$36,445,000	$3,503,843	$65,427,378
2034-2035	$40,717,194	$26,665,000	$14,052,194	$79,479,571
10 Year Total	**$333,708,414**	**$268,281,036**	**$79,479,571**	**$79,479,571**
Annual Average	$37,442,561	$29,494,604	$7,947,957	



Lifecycle Summary



A3: Part B – Roads

Asset condition ongoingly assessed.
Valuation completed in the 2023/24 financial year

ASSET CATEGORIES

Sealed roads: urban and rural roads with a bitumen surface, typically spray seal or asphalt

Unsealed roads: usually rural roads formed and surfaced using local granular and blended materials

Kerb & channel: constructed along the edge of sealed road, usually in urban areas, to drain road surface water run-off into the underground piped drainage network

Rural road drainage: includes table drains and minor culverts

Verge: traffic control devices and signage

Car parks: both on and off-street parking areas

Urban sealed roads	**210 km**
Rural sealed roads	**1,334 km**
Unsealed roads	**1,533 km**
Kerb & channel	**408 km**

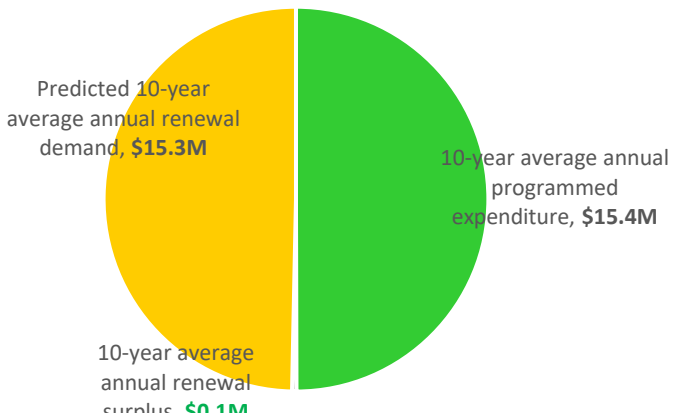
NEW/UPGRADE WORKS

Current programs are:

- Roads & Street Construction Plan - Schemes
- Road widening projects
- Intersection upgrades
- Average annual new/upgrade expenditure next 10 years: $2.25 M

10 YEAR RENEWAL

- Reseal & gravel road resheet program
- Pavement reconstruction program
- Kerb & channel renewal program



REPLACEMENT VALUE

$1B +

(27% increase from 2019/2020)

52.3% of total $1.9 B

ASSET LIFE

Pavement
- Sealed road: 100 years
- Unsealed road Local A & Above: 15 years
- Unsealed road Local B & C: 20 years

Wearing surface: seal 15 / asphalt 30 years
Kerb & channel: 70 years
Rural road drainage & verge: 100 years

EXPENDITURE 2023/2024

Renewal:	$17,005,052
Upgrade/Expansion:	$2,270,628
Operational/Maintenance:	$17,120,152

Type	Condition 2024
Urban Sealed	As New 23% / Very Good 70% / Fair 7% / Poor 0%
Rural Sealed	As New 3% / Very Good 75% / Fair 21% / Poor 1%
Unsealed	As New 0% / Very Good 43% / Fair 52% / Poor 5%
Kerb	As per urban sealed roads

FINANCIAL INDICATORS 2022/23

- Average Annual Asset Consumption: $13.7M or 1.4%
- Asset renewal: 1.7%
- Asset Upgrade/Expansion/New: 0.2%
- Renewal as % of consumption: 123.8%
- Roads added as % of stock: 0.3%
- Operating/Maintenance lifecycle cost ratio: 1.7%

IMPROVEMENT ACTIONS

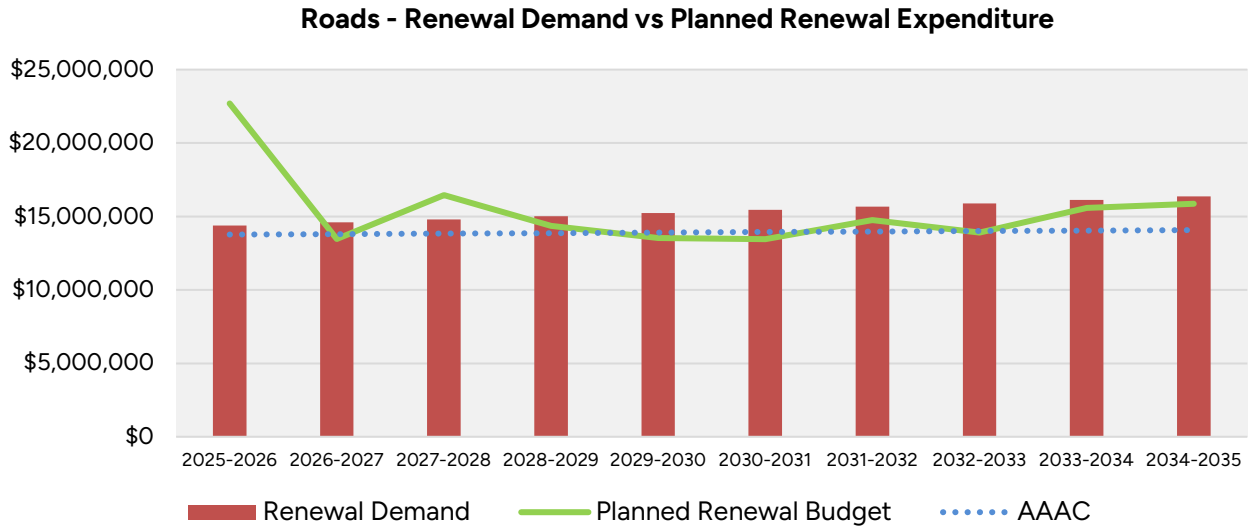
- Improve collection of condition and maintenance cost data through implementation of new asset management system and mobile devices for field staff.
- Review condition intervention levels at which road assets are renewed.
- Determine levels of service which will identify roads below service requirements, from which asset upgrade programs can be developed.

SUMMARY

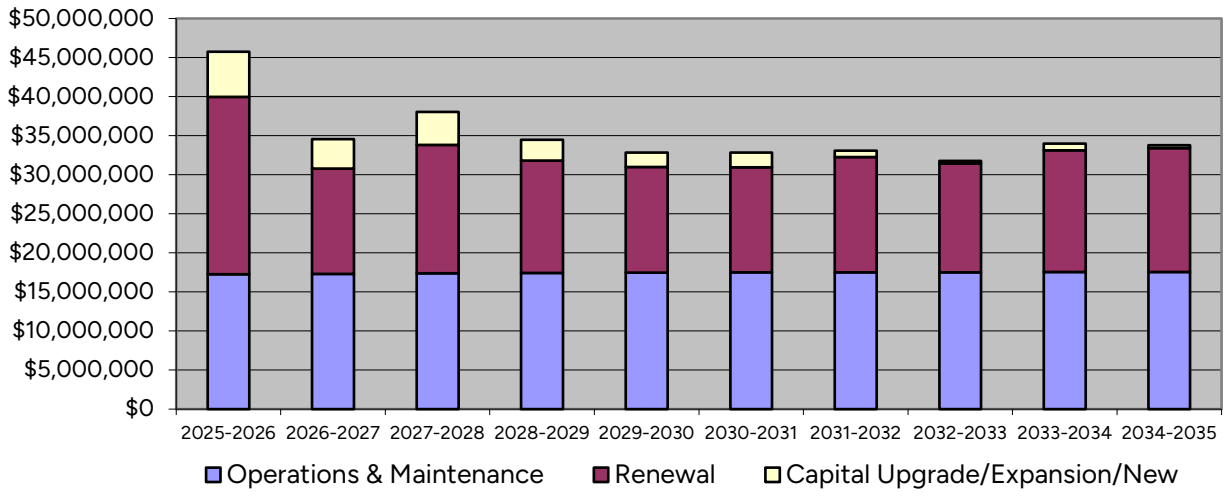
- Roads to Recovery Program funding increases are a key component to managing renewal programmed expenditure.
- Road assets are of a high overall value.
- Urban and rural sealed roads are in good condition.
- The majority of unsealed roads are in fair condition.

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	$14,388,455	$22,693,585	$8,305,130	$8,305,130
2026-2027	$14,594,465	$13,460,000	$1,134,465	$7,170,665
2027-2028	$14,803,523	$16,445,000	$1,641,477	$8,812,141
2028-2029	$15,015,675	$14,360,000	$655,675	$8,156,467
2029-2030	$15,230,967	$13,530,000	$1,700,967	$6,455,500
2030-2031	$15,449,448	$13,455,000	$1,994,448	$4,461,051
2031-2032	$15,671,167	$14,755,000	$916,167	$3,544,885
2032-2033	$15,896,172	$13,910,000	$1,986,172	$1,558,712
2033-2034	$16,124,515	$15,585,000	$539,515	$1,019,197
2034-2035	$16,356,245	$15,860,000	$496,245	$522,952
10 Year Total	**$153,530,633**	**$154,053,585**	**$522,952**	**$522,952**
Annual Average	$15,353,063	$15,405,359	$52,295	



Lifecycle Summary



A4: Part C – Paths

Asset condition ongoingly assessed.
Valuation completed in the 2023/24 financial year.

Approx.
361 km
687,690 m²

REPLACEMENT VALUE

$66.7 M

(49% increase from 2019/2020)

3.5% of total $1.9 B

ASSET CATEGORIES

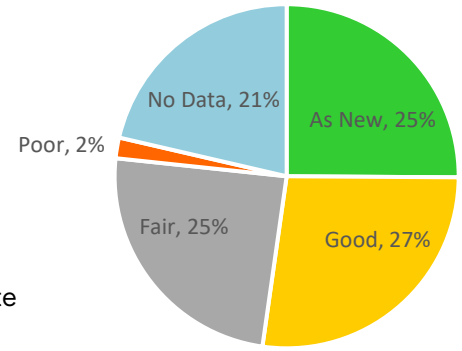
Footpath: A path used primarily for pedestrian use. A shared path is used for both pedestrian and cyclist use.

ASSET LIFE

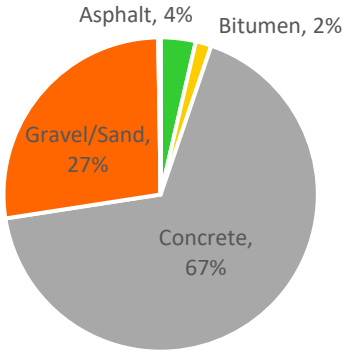
Asphalt 15 years
Spray seal 15 years
Concrete 60 years
Gravel 10 years
Paved 60 years

Defect inspections: concrete paths only as per RMP

Path Condition



Path Surfaces



EXPENDITURE 2023/24

Renewal:	$1,613,622
Upgrade/Expansion:	$2,731,950
Operational/Maintenance:	$1,049,168

FINANCIAL INDICATORS 2023/24

- Average Annual Asset Consumption: $1.25M or 1.9%
- Asset renewal: 2.4%
- Asset Upgrade/Expansion/New: 4.1%
- Renewal as % of consumption: 129.4%
- Paths added as % of stock: 0.8%
- Operating/Maintenance ratio: 1.57%

NEW/UPGRADE WORKS

Current programs are:

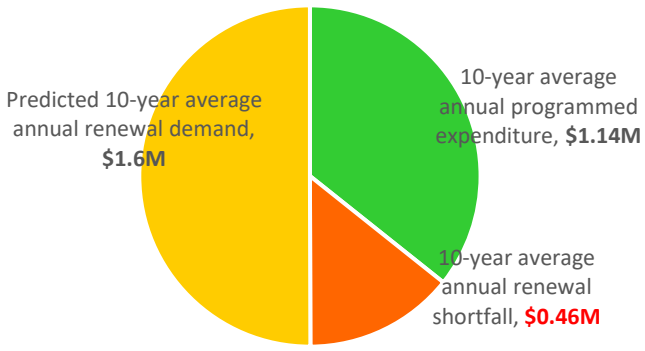
- Roads & Street Construction Schemes
- Network connections program
- Urban Paths Plan
- Average annual expenditure next 10 years: $1M

IMPROVEMENT ACTIONS

- Review and enhance condition and defect assessment programs for gravel paths
- Review condition intervention levels at which path assets are renewed
- Determine levels of service which will identify paths below or exceeding service hierarchy requirements, from which asset upgrade and rationalisation programs can be developed
- Use condition information to support reviews of forward capital works programs

10 YEAR RENEWAL

Prioritising extending our path network has resulted in a renewal shortfall.

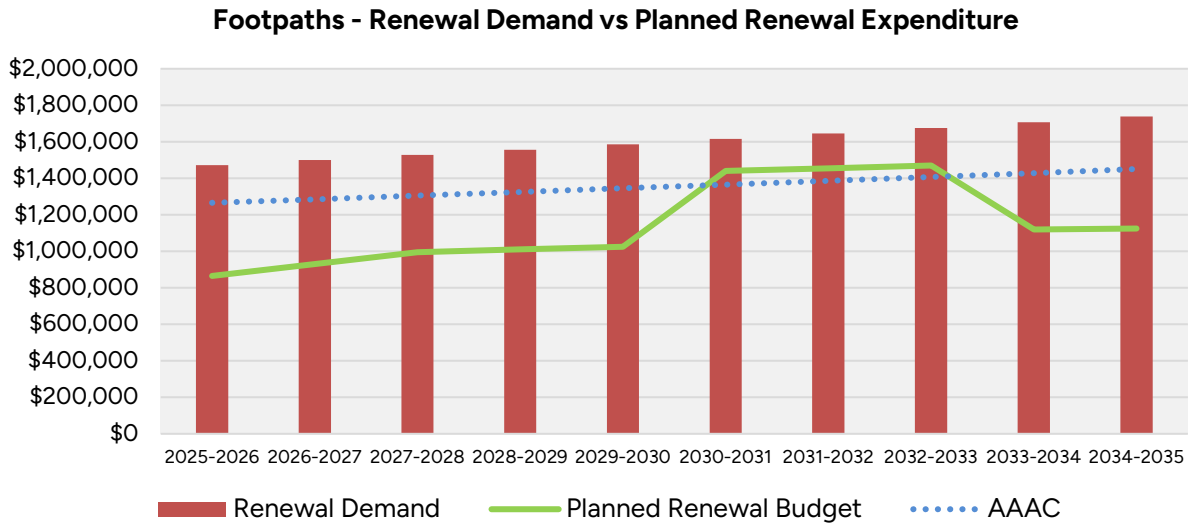


SUMMARY

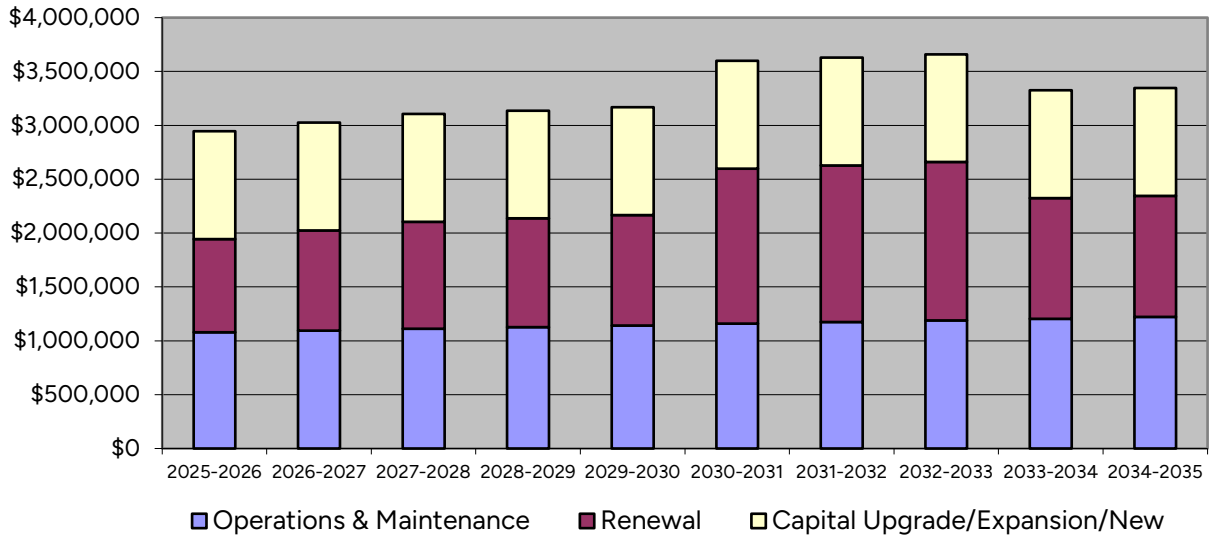
- Path assets make up 3.5% of overall asset value.
- Paths are predominately of concrete construction
- The majority of paths are in good condition
- Proposed renewal funding is below demand
- Condition and defect inspections are completed on an as needed basis.

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	$1,445,298	$865,000	$607,309	$607,309
2026-2027	$1,499,824	$930,000	$569,824	$1,177,133
2027-2028	$1,527,854	$995,000	$532,854	$1,709,987
2028-2029	$1,556,408	$1,010,000	$546,408	$2,256,396
2029-2030	$1,585,496	$1,025,000	$560,496	$2,816,892
2030-2031	$1,615,127	$1,440,000	$175,127	$2,992,019
2031-2032	$1,645,312	$1,455,000	$190,312	$3,182,331
2032-2033	$1,676,061	$1,470,000	$206,061	$3,388,392
2033-2034	$1,707,385	$1,120,000	$587,385	$3,975,776
2034-2035	$1,739,294	$1,125,000	$614,294	$4,590,070
10 Year Total	**$15,998,059**	**$11,435,000**	**$4,590,070**	**$4,590,070**
Annual Average	$1,602,507	$1,143,500	$459,007	



Lifecycle Summary



A5: Part D – Bridges & Major Culverts

488 structures
+ 2 VicRoads structures with maintenance agreements

Valuation completed in the 2022/23 financial year.

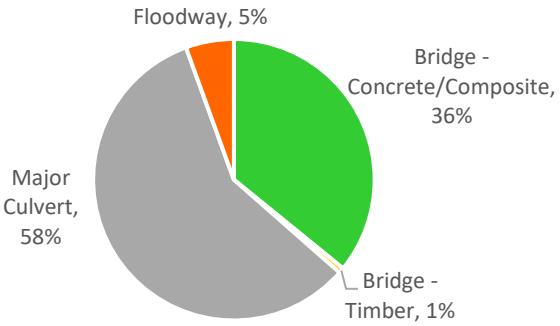
ASSET CATEGORIES

Bridge: a structure on, over or under a road that has a single span or diameter of 1.8 m or greater and includes all structural components (abutments, retaining walls, traffic safety barriers etc.) and associated pathways within the limits of the structure.

Major Culvert: drainage structure beneath the road which has a structural floor or base as well as a structural deck or roof. Has a waterway area of 1 m^2 or greater.

Floodway: a trafficable watercourse crossing over a shallow depression which is subject to flooding.

Assets by Quantity



NEW/UPGRADE WORKS

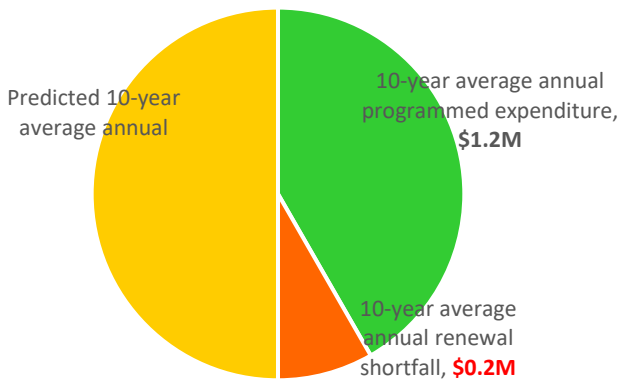
Current programs are:

- Safety barrier renewal & end post protection
- Major culvert replacement program

Average annual new/upgrade expenditure next 10 years: $447k

10 YEAR RENEWAL

Proposed funding slightly below demand



REPLACEMENT VALUE

$131.5 M

(19% increase from 2019/2020)

6.8% of total $1.9 B

ASSET LIFE

	Asset Life / Average Age
Bridge – Concrete	100 years / 34 years
Bridge – Timber	60 years / 64 years *(3 assets)*
Bridge - Composite	60 years / 5 years *(4 assets)*
Major Culvert	100 years / 50 years
Floodway	100 years / 51 years

CONDITION & DEFECTS

Programmed condition assessments are not performed for bridge assets

Defect inspections are performed in line with Road Management Plan

EXPENDITURE 2023/24

Renewal:	$1,001,288
Upgrade/Expansion:	$4,444,215
Operational/Maintenance:	$1,151,749

FINANCIAL INDICATORS 2023/24

- Average Annual Asset Consumption: $1.32M or 1.0%
- Asset renewal: 0.8%
- Asset Upgrade/Expansion/New: 3.4%
- Renewal as % of consumption: 76%
- Assets added as % of stock: 0.4%
- Operating/Maintenance ratio: 0.9%

IMPROVEMENT ACTIONS

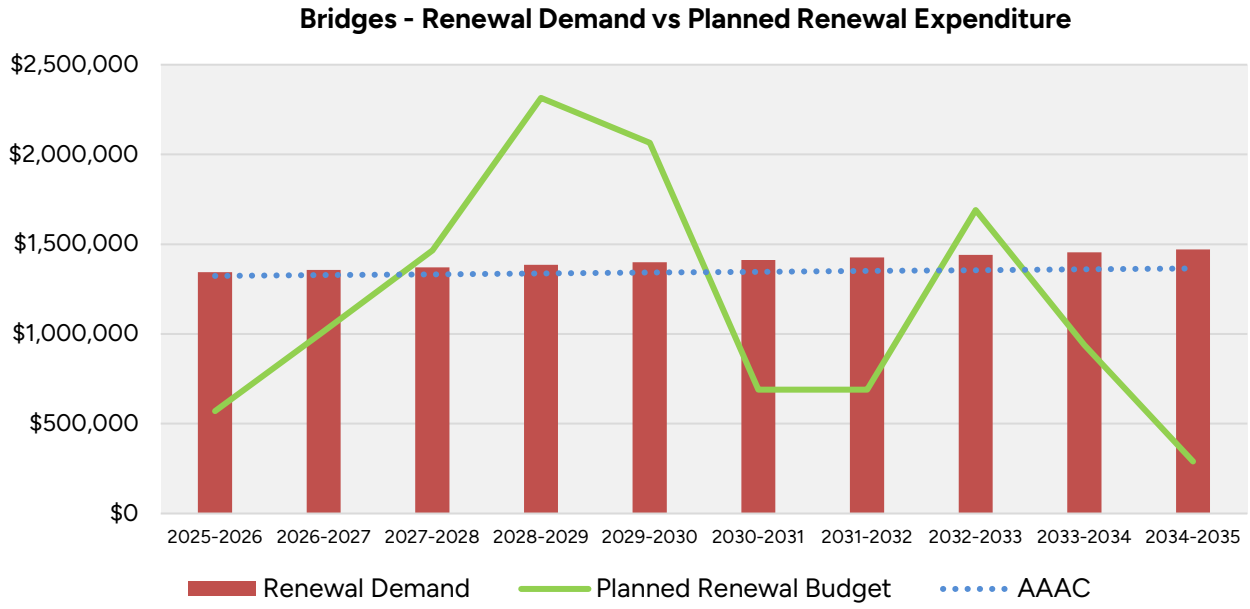
- Review and enhance condition assessment processes if required
- Review condition intervention levels at which assets are renewed
- Use enhanced condition information to support reviews of forward capital works programs

SUMMARY

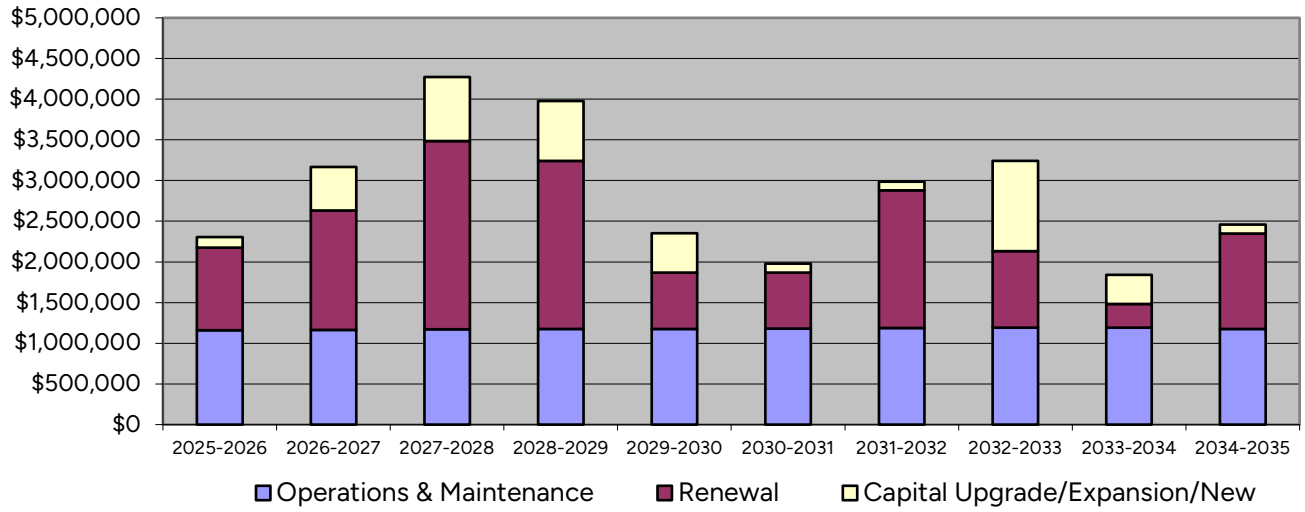
- Bridges are predominately of concrete construction and have a 100 year life.
- Condition and defect assessment processes for bridges will be reviewed and enhanced if required

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	$1,330,658	$570,000	$774,009	$774,009
2026-2027	$1,344,009	$1,015,000	$342,493	$1,116,502
2027-2028	$1,371,113	$1,465,000	$93,887	$1,022,616
2028-2029	$1,384,870	$2,315,000	$930,130	$92,485
2029-2030	$1,398,764	$2,065,000	$666,236	$573,751
2030-2031	$1,412,798	$690,000	$722,798	$149,047
2031-2032	$1,426,972	$690,000	$736,972	$886,020
2032-2033	$1,441,289	$1,690,000	$248,711	$637,309
2033-2034	$1,455,750	$940,000	$515,750	$1,153,059
2034-2035	$1,470,355	$290,000	$1,180,355	$2,333,414
10 Year Total	**$14,036,579**	**$11,730,000**	**$2,333,414**	**$2,333,414**
Annual Average	$1,406,341	$1,173,000	$233,341	



Lifecycle Summary



A6: Part E – Drainage

Asset valuation completed in the 2022/23 financial year.

ASSET CATEGORIES

Drainage assets include the below ground structures that form part of the urban stormwater system. It excludes box drains and minor culverts that are outside of the urban system (these fall under the Roads asset class).

Pits

Pipes

Open Drains: earthen and concrete lined channels

Retention Basins

Gross Pollutant Traps

Pump Wells

Other: drainage structures such as box drains and flood gates

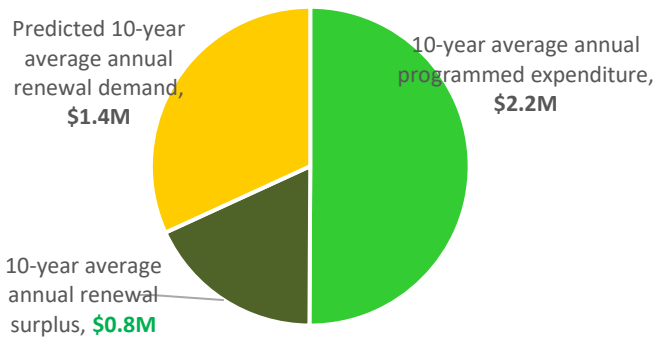
Pits	**9,586**
Pipes	**274 km**
Open Drains	**29 km**

NEW/UPGRADE WORKS

- Current programs are:
- Targeted outfall renewal/upgrade as determined by condition assessments
- Average annual expenditure next 10 years: $1.5M

10 YEAR RENEWAL

- Minor drainage networks
- Major drainage development
- Street reconstruction
- Streetscape renewal
- Proposed funding above demand



REPLACEMENT VALUE

$137.6 M +

(40% increase from 2019/2020)

7.1% of total $1.9 B

ASSET LIFE

Pits & pipes: 100 years
Concrete open drain – 100 years
Box drains: 100 years
Pump well: 20 years
Earthen open drain – indefinite
Retention basin - indefinite

EXPENDITURE 2023/24

Renewal:	$851,409
Upgrade/Expansion:	$233,808
Operational/Maintenance:	$1,926,253

CONDITION

Programmed condition assessments are currently performed for drainage assets. This program will be expanded over the next 10 years.
Defect inspections are performed as required.

FINANCIAL INDICATORS 2023/24

- Average Annual Asset Consumption: $1.3 M or 1.0%
- Asset renewal: 0.6%
- Asset Upgrade/Expansion/New: 0.2%
- Renewal as % of consumption: 63.8%
- Drainage added as % of stock: 0.7%
- Operating/Maintenance ratio: 1.4%

IMPROVEMENT ACTIONS

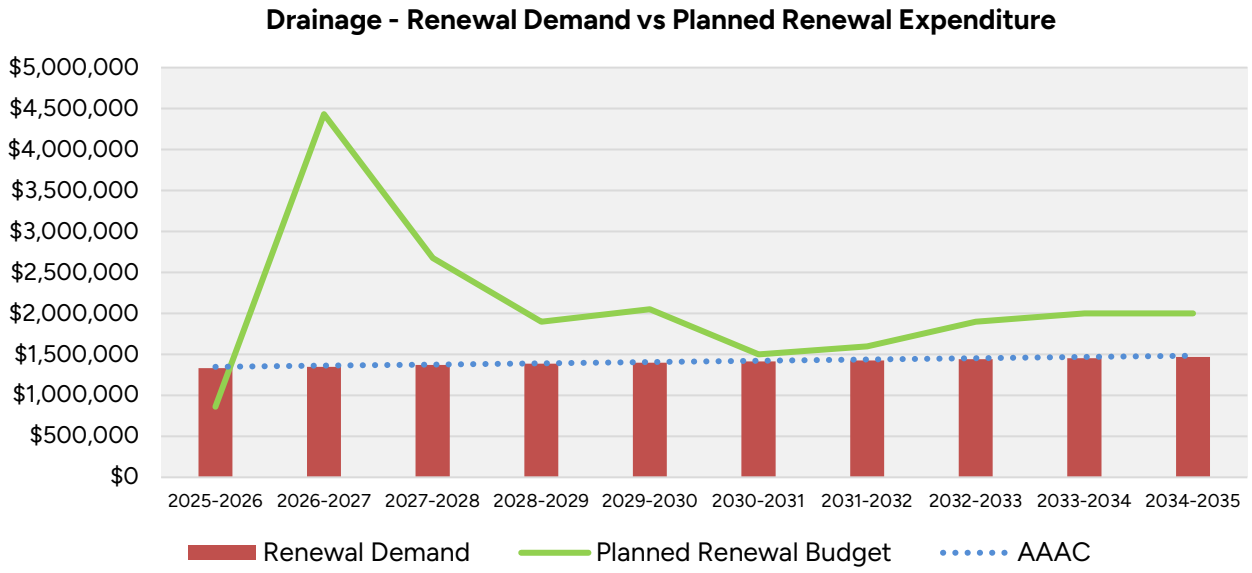
- Continue condition assessment program to incrementally target trunk drainage and document the assessment methodology,
- Based on condition data, refine the 10-year capital program for specific renewal and/or upgrade works to be undertaken on the drainage network.

SUMMARY

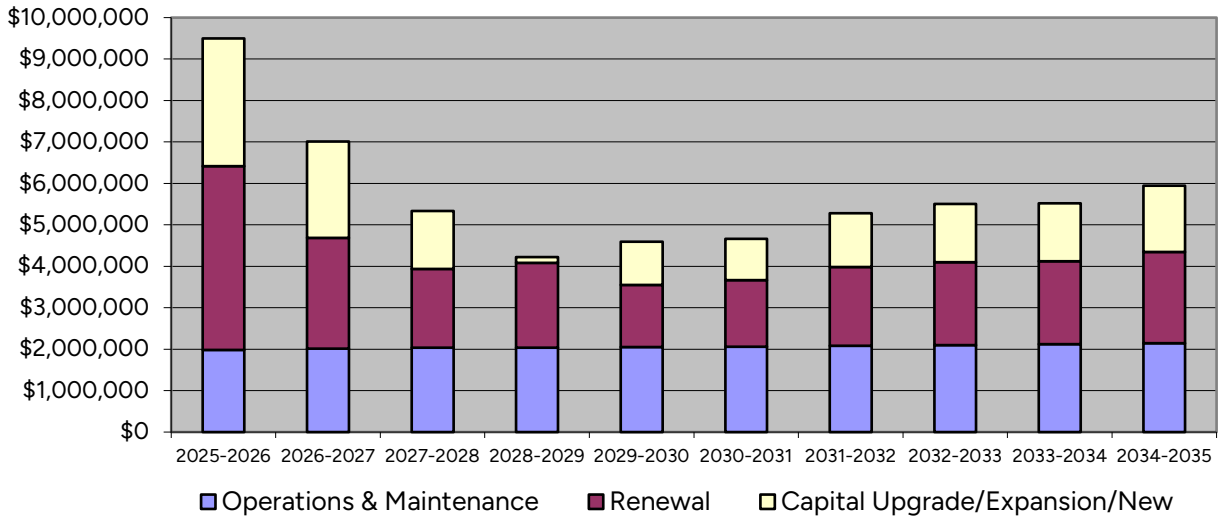
- Drainage assets are of a moderate overall value.
- Additional funding has been allocated as we unlock land for new development.
- Proposed renewal funding meets demand.
- Asset condition will continue to be reviewed.

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	$1,334,258	$861,500	$3,084,711	$3,084,711
2026-2027	$1,347,189	$2,675,000	$1,314,754	$4,399,465
2027-2028	$1,373,429	$1,900,000	$526,571	$4,926,036
2028-2029	$1,386,740	$2,050,000	$663,260	$5,589,296
2029-2030	$1,400,180	$1,500,000	$99,820	$5,689,116
2030-2031	$1,413,750	$1,600,000	$186,250	$5,875,366
2031-2032	$1,427,452	$1,900,000	$472,548	$6,347,914
2032-2033	$1,441,287	$2,000,000	$558,713	$6,906,627
2033-2034	$1,455,256	$2,000,000	$544,744	$7,451,371
2034-2035	$1,469,360	$2,200,000	$730,640	$8,182,012
10 Year Total	**$14,048,900**	**$18,686,500**	**$8,182,012**	**$8,182,012**
Annual Average	$1,404,890	$2,225,690	$818,201	



Lifecycle Summary



A7: Part F – Property

Asset condition and valuation completed in the 2022/23 financial year.

ASSET TYPES

Buildings: permanent structures with the following components: structure, roof, services and fit out

Structures: miscellaneous structures such as fencing, lighting, bores, sports courts, marine structures

FACILITY CATEGORIES

Commercial: aerodromes, caravan parks, rental properties (shops and residential), tourist information centres

Community & Cultural: public halls, museums, libraries, art galleries, theatres, multipurpose community centres

Human Services: kindergartens, senior citizens centres, neighbourhood houses, infant health centres

Municipal Operational: civic offices, depots, waste management facilities

Sport & Recreation: boating facilities, swimming pools, stadiums, recreation

NEW/UPGRADE WORKS

Since 2019/2020 Community Facility condition assessment has improved for all asset types. With the most significant being:

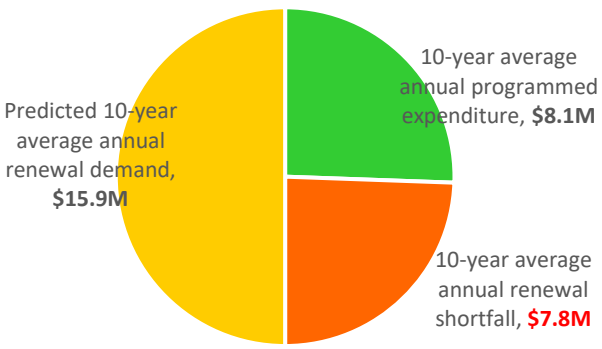
- Carparks: 67% to 87% good
- Community 51% to 73% good

Current programs are:

- Sporting Infrastructure Plan
- Community Infrastructure Plan
- Early Years Infrastructure Plan
- Recreational Boating Facilities Plan

10 YEAR RENEWAL

- Community Facilities Renewal Program
- Early Years Facilities Renewal Program



REPLACEMENT VALUE

$528.6 M +

(117% increase from 2019/2020)

27.4% of total $1.9 B

ASSET LIFE

	Average age / Average life
Aerodromes:	37 years / 42 years
Car Parks:	22 years / 61 years
Community:	31 years / 34 years
Other:	25 years / 37 years
Waste Management:	17 years / 36 years

EXPENDITURE 2023/2024

Renewal:	$14,917,164
Upgrade/Expansion:	$16,172,961
Operational/Maintenance:	$27,695,292

Type	Condition 2024
Aerodromes	Good 38% / Fair 53% / Poor 10%
Car Parks	Good 87% / Fair 0% / Poor 2%
Community	Good 73% / Fair 21% / Poor 5%
Other	Good 63% / Fair 31% / Poor 7%
Waste Facilities	Good 57% / Fair 41% / Poor 2%

FINANCIAL INDICATORS 2023/24

- Average Annual Asset Consumption: $12.8M or 2.4%
- Asset renewal: 2.8%
- Asset Upgrade/Expansion/New: 3.1%
- Renewal as % of consumption: 117%
- Assets added as % of stock: 0.8%
- Operating/Maintenance ratio: 5.2%

*includes operational maintenance provision costs

IMPROVEMENT ACTIONS

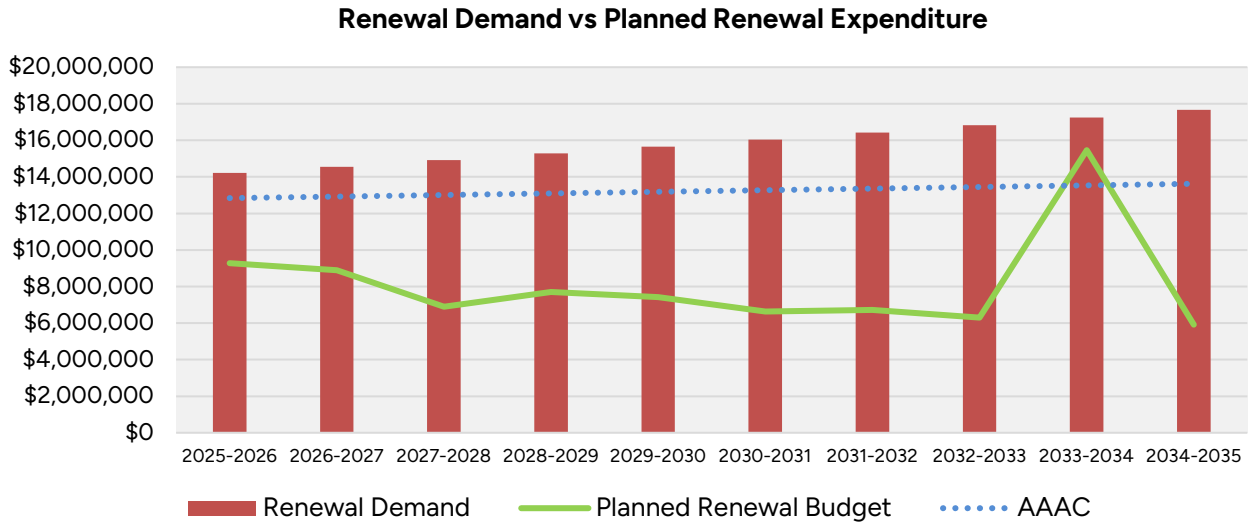
- Confirm facility hierarchy and levels of service to identify assets below or exceeding service requirements, from which asset upgrade and rationalisation programs can be developed.
- Utilisation of community facilities to be considered when planning and investing in upgrades and renewals.
- Significant increases in valuations resulting from revaluations post the COVID period. This is driving the apparent renewal shortfall. It will be continually monitored to understand if shortfall is sustained over the longer term.
- Review a 10-year maintenance program from defect audits.
- Master Plans (airports / caravan parks). Aerodrome operational assets are in good condition. Non-operational assets are subject to private development ie. Old Tafe Site.
- Waste infrastructure plan being developed.

SUMMARY

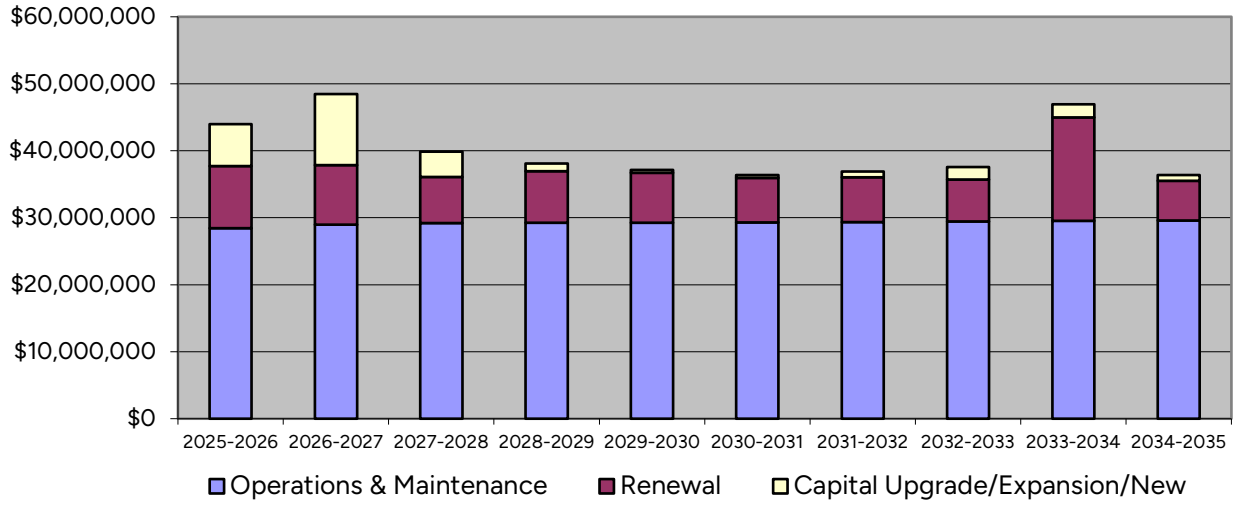
- Property assets are of a significant overall value
- Proposed renewal funding below predicted recommendation due to recent higher valuations.

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	$14,209,039	$9,270,551	$4,938,488	$4,938,488
2026-2027	$14,556,566	$8,889,000	$5,667,566	$10,606,054
2027-2028	$14,912,645	$6,890,000	$8,022,645	$18,628,699
2028-2029	$15,277,486	$7,708,000	$7,569,486	$26,198,185
2029-2030	$15,651,308	$7,423,000	$8,228,308	$34,426,494
2030-2031	$16,034,333	$6,630,000	$9,404,333	$43,830,827
2031-2032	$16,426,789	$6,720,000	$9,706,789	$53,537,616
2032-2033	$16,828,908	$6,295,000	$10,533,908	$64,071,524
2033-2034	$17,240,932	$15,460,000	$1,780,932	$65,852,456
2034-2035	$17,663,105	$5,915,000	$11,748,105	$77,600,561
10 Year Total	**$158,801,112**	**$81,200,551**	**$77,600,561**	**$77,600,561**
Annual Average	$15,880,111	$8,120,055	$7,760,056	



Lifecycle Summary



A8: Part G – Open Space

Asset condition and valuation completed in the 2022/23 financial year.

ASSET CATEGORIES

Playgrounds: public areas containing play equipment, includes skate parks and BMX tracks

Sports Grounds: located in Sale and Wurruk

Irrigation: located in streetscapes, parks and sport grounds

Parks & Reserves: open space for passive recreation, including ornamental gardens, open space corridors and native landscapes.

Streetscapes: The visual elements of a street, including street furniture, trees and open spaces, that combine to form the street's character, appearance, identity, and functionality

Note: trees, landscaping, network assets (litter bins, bollards, outdoor furniture) are expensed and not listed on the asset register for the purposes of asset renewal

Asset	No.
Playgrounds, Skate, Pump Tracks	91
Reserves – Level 1 & 2	36
Reserves – Level 3 & 4	141
Reserves – Level 5	91

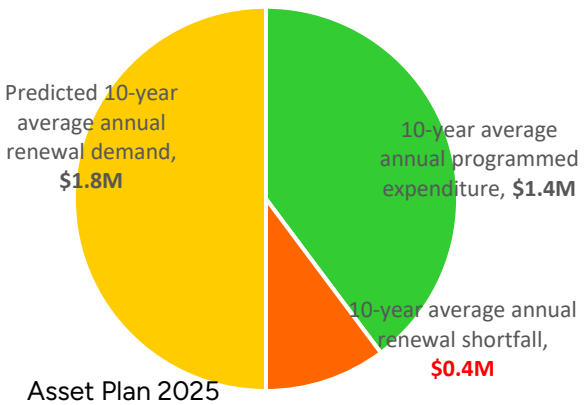
NEW/UPGRADE WORKS

Current programs are:

- Parks & reserves upgrade program
- Refer to Public Open Space Plan
- Average annual expenditure next 10 years: $3.3M

10 YEAR RENEWAL

- Playground renewal program
- Streetscape renewal program
- Parks shelter renewal program



REPLACEMENT VALUE

$55.1 M +

(112% increase from 2019/2020)

2.9% of $1.9B Total Assets

ASSET LIFE

Average age 18 years; Average life 34 years

	Average Age / Average Useful Life
Playground:	13 / 22 years
Shelter:	16 / 30 years
BBQ:	12 / 15 years
Basketball Court	8 / 20 years
Irrigation system:	13 / 20 years
Lighting:	13 / 20 years

EXPENDITURE 2023/2024

Excludes trees, landscaping & network assets

Renewal:	$6,474,072
Upgrade/Expansion:	$4,573,838
Operational/Maintenance:	$7,556,268

Type	Condition 2024
Playgrounds	Good 98% / Fair 2% / Poor 0%
BBQs & Shelters	Good 91% / Fair 8% / Poor 1%
Irrigation	Good 100% / Fair 0% / Poor 0%
Other Park/Streetscape	Good 92% / Fair 7% / Poor 2%

FINANCIAL INDICATORS 2023/2024

- Average Annual Asset Consumption: $1.5M or 2.7%
- Asset renewal: 11.8%
- Asset Upgrade/Expansion/New: 3.0%
- Renewal as % of consumption: 429.2%
- Assets added as % of stock: 0.2%
- Operating/Maintenance ratio: 13.7%

IMPROVEMENT ACTIONS

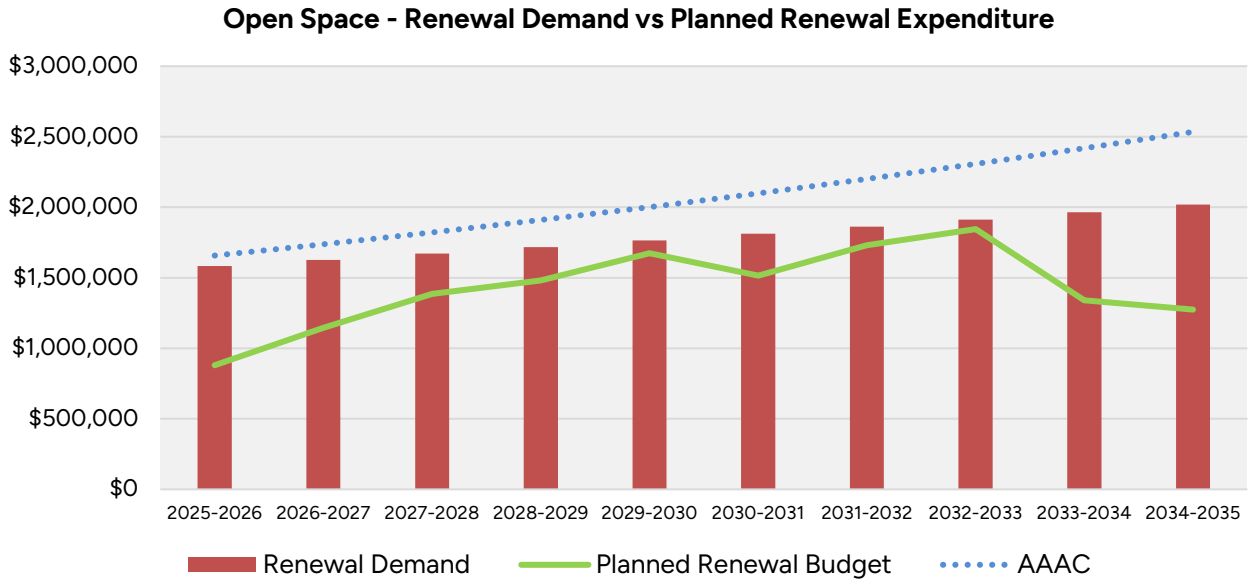
- Park hierarchy to be reviewed and reassigned to each open space asset in the Asset Management System.
- Significant increases in valuations resulting from revaluations post the COVID period. This is driving the apparent renewal shortfall. It will be continually monitored to understand if shortfall is sustained over the longer term.
- Review condition intervention levels and expected useful life at which open space assets are renewed.

SUMMARY

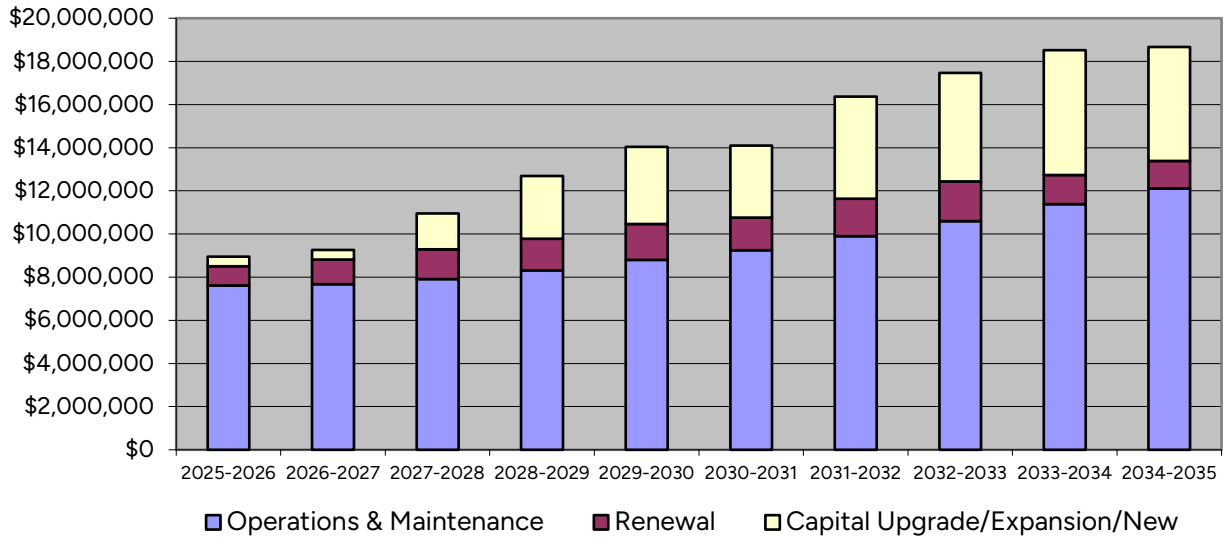
- Open space assets are in very good condition and indicates that short term renewal is not required.
- Open space assets tend to have a short life.
- Proposed renewal funding is below demand as expected due to current condition and current average asset life.

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	$1,582,954	$880,000	$702,954	$702,954
2026-2027	$1,626,317	$1,145,000	$481,317	$1,184,272
2027-2028	$1,670,868	$1,385,000	$285,868	$1,470,140
2028-2029	$1,716,640	$1,480,000	$236,640	$1,706,779
2029-2030	$1,763,665	$1,675,000	$88,665	$1,795,444
2030-2031	$1,811,978	$1,515,000	$296,978	$2,092,422
2031-2032	$1,861,615	$1,730,000	$131,615	$2,224,038
2032-2033	$1,912,612	$1,845,000	$67,612	$2,291,649
2033-2034	$1,965,005	$1,340,000	$625,005	$2,916,655
2034-2035	$2,018,834	$1,275,000	$743,834	$3,660,489
10 Year Total	**$17,930,489**	**$14,270,000**	**$3,660,489**	**$3,660,489**
Annual Average	$1,793,049	$1,427,000	$366,049	



Lifecycle Summary



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