



WELLINGTON
SHIRE COUNCIL

The Heart of Gippsland

Asset Plan

2021-25

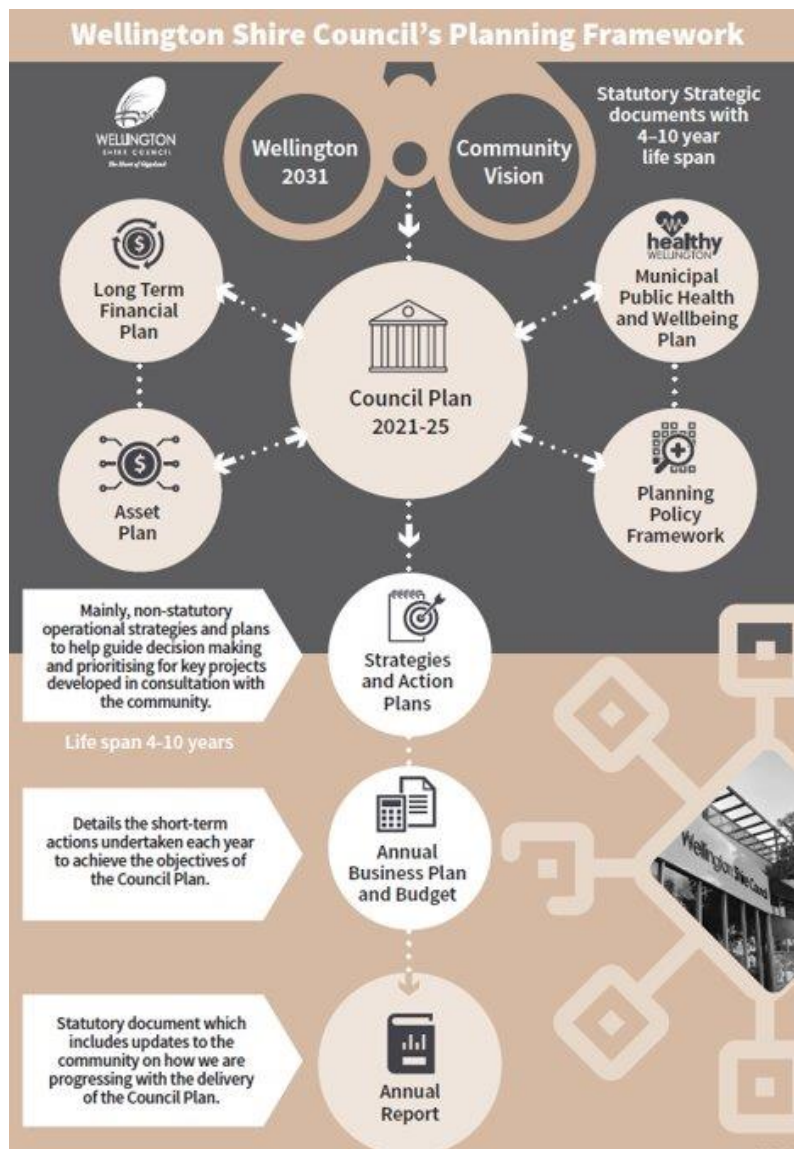
TABLE OF CONTENTS

1	EXECUTIVE SUMMARY	3
2	INTRODUCTION	5
2.1	Purpose of the Plan	5
2.2	Plan framework	5
2.3	Asset Hierarchy	5
3	LEVELS OF SERVICE	7
4	ASSET PARAMETERS & FINANCIAL STATUS	8
4.1	Valuation Summary	8
4.2	Financial Sustainability Indicators	8
4.3	Funding Strategy.....	9
4.4	Lifecycle Summary	9
5	MAINTENANCE	10
5.1	Maintenance Plan.....	10
5.2	Defect Inspections & Prioritisation of Maintenance Works.....	10
5.3	Basis for Determining Future Maintenance Costs.....	11
6	RENEWAL.....	12
6.1	Renewal Plan	12
6.2	Basis for Determining Future Renewal Costs	13
6.3	Financial Projections.....	13
7	NEW, UPGRADE & EXPANSION.....	16
7.1	New Assets	16
7.2	Asset Expansion	16
7.3	Asset Upgrade	16
7.4	Basis for Determining Future New, Upgrade & Expansion Costs.....	16
8	DISPOSAL & DECOMMISSIONING.....	18
9	APPENDICES	19
A1	10-Year Planned Expenditure Forecast	20
A2	Dashboard Summary - Part A	21
A3	Dashboard Summary - Part B	23
A4	Dashboard Summary - Part C	25
A5	Dashboard Summary - Part D	27
A6	Dashboard Summary - Part E.....	29
A7	Dashboard Summary - Part F.....	31
A8	Dashboard Summary - Part G	33

1 EXECUTIVE SUMMARY

The Asset Plan (AP) is part of Wellington Shire Council's Planning Framework. It has linkages to other planning documents, such as *Wellington 2031* and the *Council Plan 2021-25*, which outline the strategic vision and objectives that represent the needs of the community and the priorities over the next 4 years.

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 AP is to demonstrate responsible asset management in order to deliver the community vision of a *"built environment that is sustainable, appropriate, accessible and responsive to the community"*¹ in a way that *"meets community needs in an effective and efficient way"*².



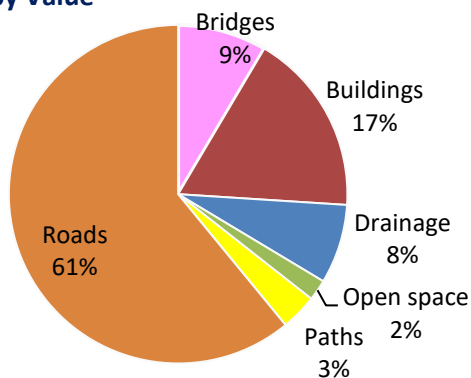
¹ Wellington 2031 – Theme 2: Services & Infrastructure

² Council Plan 2021-25 - Direction 4: Services and Infrastructure

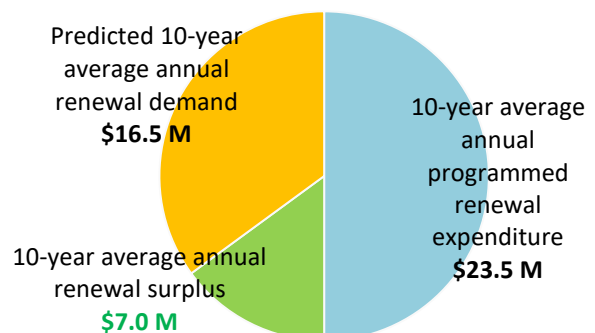
The AP provides an overview of the whole of life management of each asset class, including current performance, maintenance, renewal, upgrade, disposal and creation plans. The funding required to maintain assets to their service potential is modelled to ensure that future maintenance costs are optimised.

Infrastructure assets have a total replacement value in excess of \$1.3 billion as at 30 June 2020. The average annual renewal requirement over the next 10 years (to 2030) is \$16.5 million, but the average annual proposed renewal expenditure is \$23.5 million, resulting in an annual renewal funding surplus of \$7.0 million over the next 10 years. The long-term asset renewal funding requirement will be referred to in the Long Term Financial Plan.

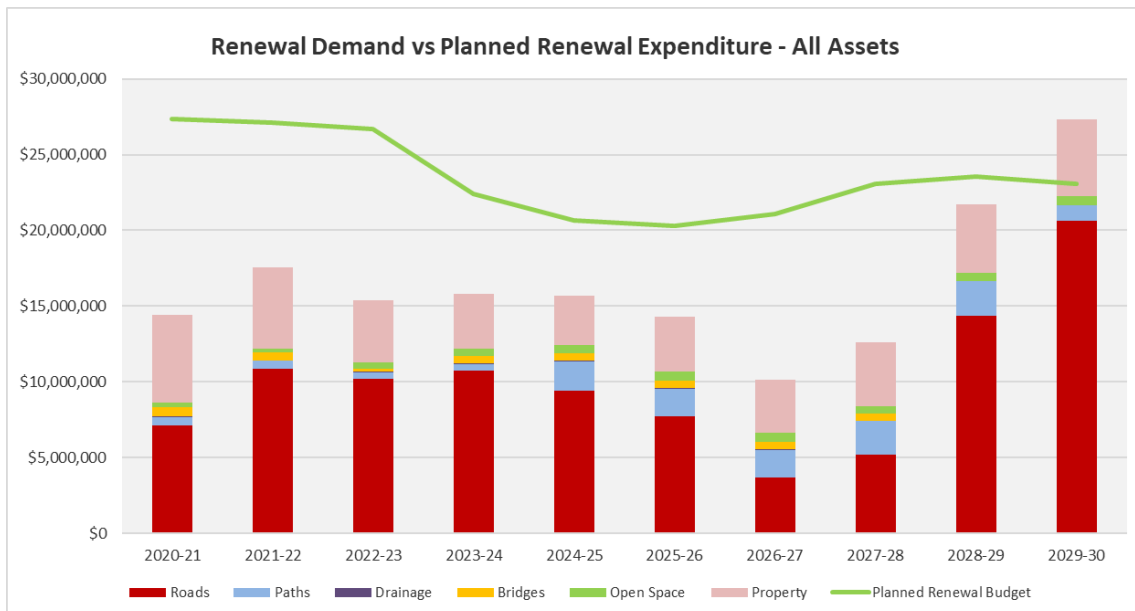
Assets by Value



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.

2 INTRODUCTION

2.1 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.

2.2 Plan framework

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

- Part A – Asset Plan
- 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 AP 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.

2.3 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

3 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.

4 ASSET PARAMETERS & FINANCIAL STATUS

4.1 Valuation Summary

The value of infrastructure assets as at 30 June 2020 is:

Asset Class	Current Replacement Cost	Written Down Value	Average Annual Asset Consumption
Roads	\$790,883,100	\$545,614,833	\$10,790,507
Paths	\$44,855,262	\$28,900,584	\$907,170
Bridges	\$110,457,895	\$68,674,956	\$1,118,999
Drainage	\$98,442,162	\$63,073,795	\$979,262
Property	\$244,021,963	\$120,397,006	\$6,813,812
Open Space	\$25,924,046	\$14,743,790	\$816,073
TOTAL	\$1,314,584,428	\$841,404,964	\$21,425,823

The average annual asset consumption (AAAC) is \$21.4M (1.6%).

4.2 Financial Sustainability Indicators

Asset Consumption, Renewal and UEN (2019/20)	
Asset consumption (depreciation / depreciable amount)	1.6%
Asset renewal (actual capital renewal expenditure / depreciable amount)	1.0%
Asset UEN (actual capital UEN expenditure / depreciable amount)	0.4%
Asset renewal as % of asset consumption	63.1%
Assets being added as % of asset stock	0.7%
Life Cycle Cost (long term)	
Life cycle cost (depreciation + operational & maintenance expenditure Year 1)	\$58,464
Life cycle expenditure (capital renewal expenditure + ops. & maint. exp. Year 1)	\$71,639
Life cycle gap (life cycle expenditure – life cycle cost)	\$12,905
Life cycle sustainability indicator (life cycle expenditure / life cycle cost)	122%
Medium Term Sustainability (10 years)	
10 year operational, maintenance and renewal projected (required) expenditure	\$619,039
10 year operational, maintenance and renewal planned (budget) expenditure	\$689,336
10 year funding shortfall (10 year planned – projected expenditure)	\$70,296
10 year sustainability indicator (10 year planned / projected expenditure)	111%
Short Term Sustainability (5 years)	
5 year operational, maintenance and renewal projected (required) expenditure	\$302,615
5 year operational, maintenance and renewal planned (budget) expenditure	\$347,989
5 year funding shortfall (5 year planned – projected expenditure)	\$45,375
5 year sustainability indicator (5 year planned / projected expenditure)	115%

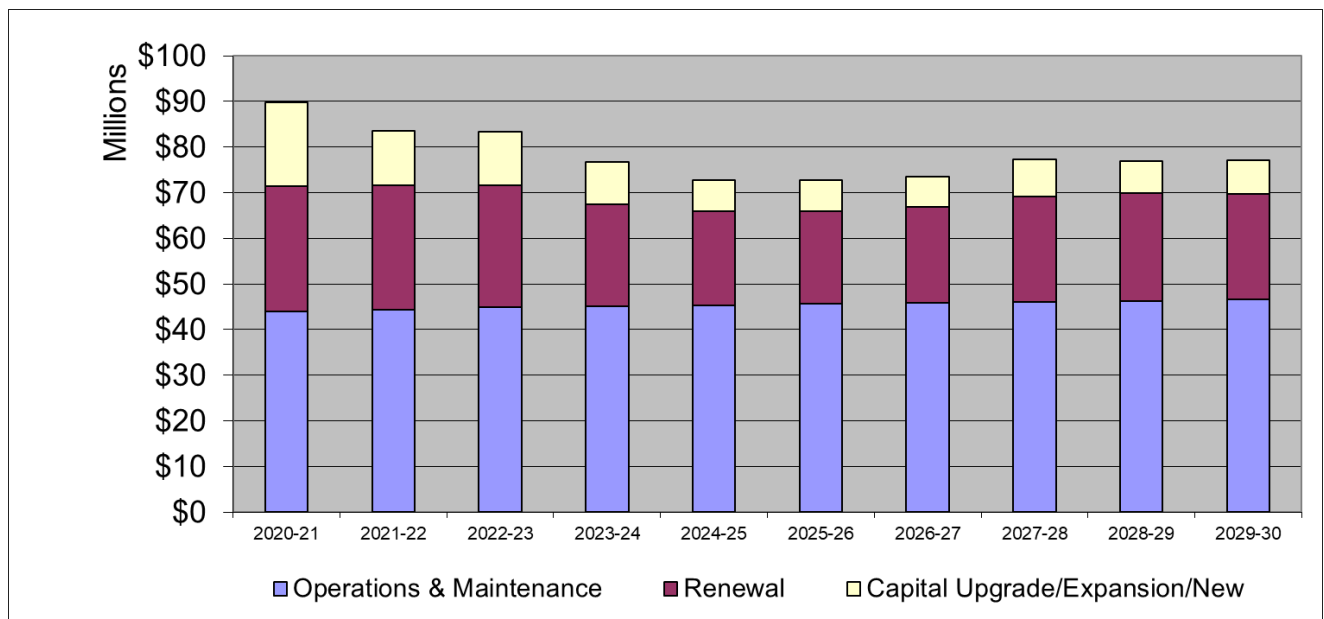
4.3 Funding Strategy

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.

4.4 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:



5 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).

5.1 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.

5.2 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:

Step	Description								
1	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								
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								
3	Action is undertaken for defects: <table border="1"> <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>	Emergency Work	Immediate action generally commenced within 24 hours	Exceeding any Hazard Intervention Level	Appropriate action assigned and Works Order issued. Works prioritised according to established ranking criteria.	Not exceeding any Hazard Intervention Level (or no hazard intervention level set)	No action required.	Of excessive scale or cost	Referred to the capital works program
Emergency Work	Immediate action generally commenced within 24 hours								
Exceeding any Hazard Intervention Level	Appropriate action assigned and Works Order issued. Works prioritised according to established ranking criteria.								
Not exceeding any Hazard Intervention Level (or no hazard intervention level set)	No action required.								
Of excessive scale or cost	Referred to the capital works program								

5.3 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.

6 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.

6.1 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.
3	Projects are prioritised into a draft long term works program
4	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.
5	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
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.

6.2 Basis for Determining Future Renewal Costs

Asset renewal expenditure in 2019/20 was 1.0% of the depreciable amount and 63%% 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:

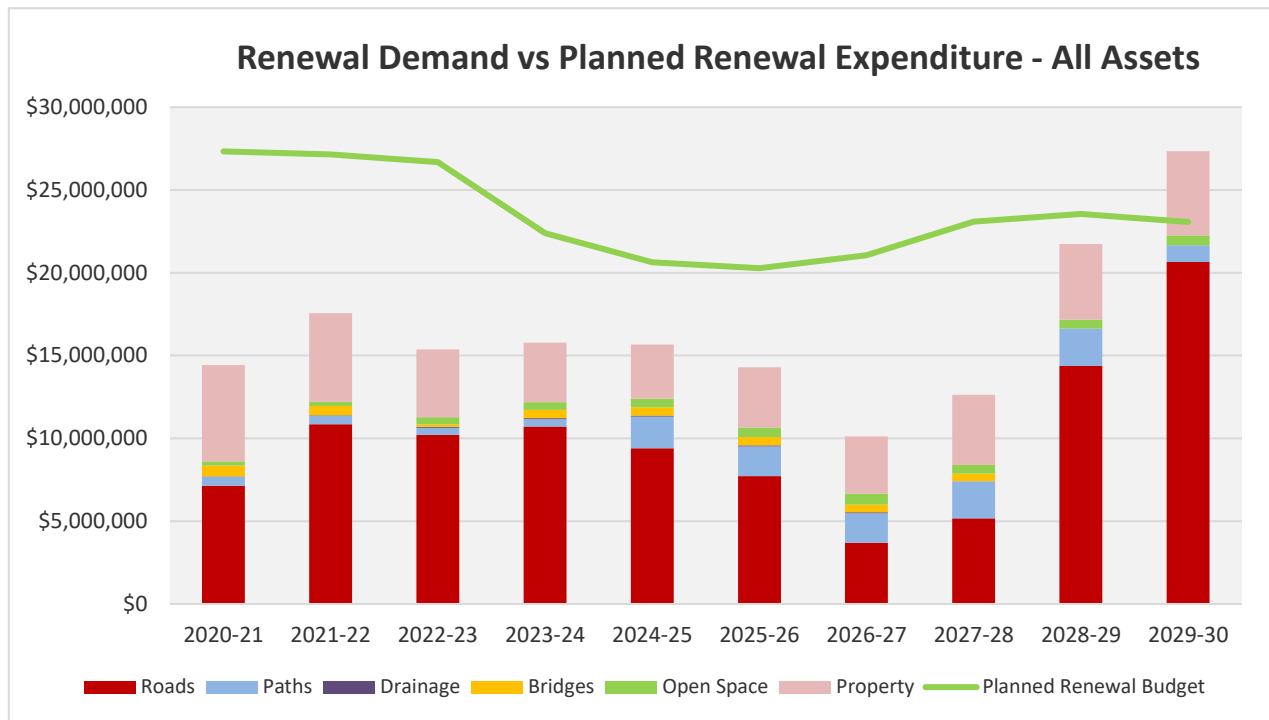
- Condition intervention level
- Asset useful life
- Asset condition
- Asset quantity
- Asset replacement cost
- Deterioration profile
- 10-year planned renewal budget
- Actual maintenance expenditure

6.3 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
2021	\$7,147,458	\$537,585	\$648,267	\$18,763	\$5,808,918	\$263,372	\$14,424,363
2022	\$10,858,512	\$527,620	\$556,851	\$15,010	\$5,349,307	\$246,557	\$17,553,857
2023	\$10,207,397	\$424,467	\$163,783	\$63,753	\$4,106,710	\$417,862	\$15,383,972
2024	\$10,716,408	\$447,530	\$502,525	\$63,753	\$3,598,655	\$457,701	\$15,786,572
2025	\$9,398,638	\$1,912,558	\$502,525	\$63,753	\$3,277,783	\$519,120	\$15,674,377
2026	\$7,723,329	\$1,794,473	\$502,525	\$63,753	\$3,621,899	\$584,224	\$14,290,203
2027	\$3,703,412	\$1,777,350	\$464,288	\$63,753	\$3,460,924	\$643,716	\$10,113,443
2028	\$5,166,993	\$2,242,066	\$464,288	\$0	\$4,238,563	\$519,314	\$12,631,224
2029	\$14,377,164	\$2,246,360	\$0	\$0	\$4,566,070	\$552,594	\$21,742,188
2030	\$20,655,583	\$1,006,941	\$0	\$0	\$5,082,940	\$592,250	\$27,337,714
10 Year Total	\$99,954,894	\$12,916,950	\$3,805,052	\$352,538	\$43,111,769	\$4,796,710	\$164,937,913
Average Annual Renewal Requirement	\$9,995,489	\$1,291,695	\$380,505	\$35,254	\$4,311,177	\$479,671	\$16,493,791

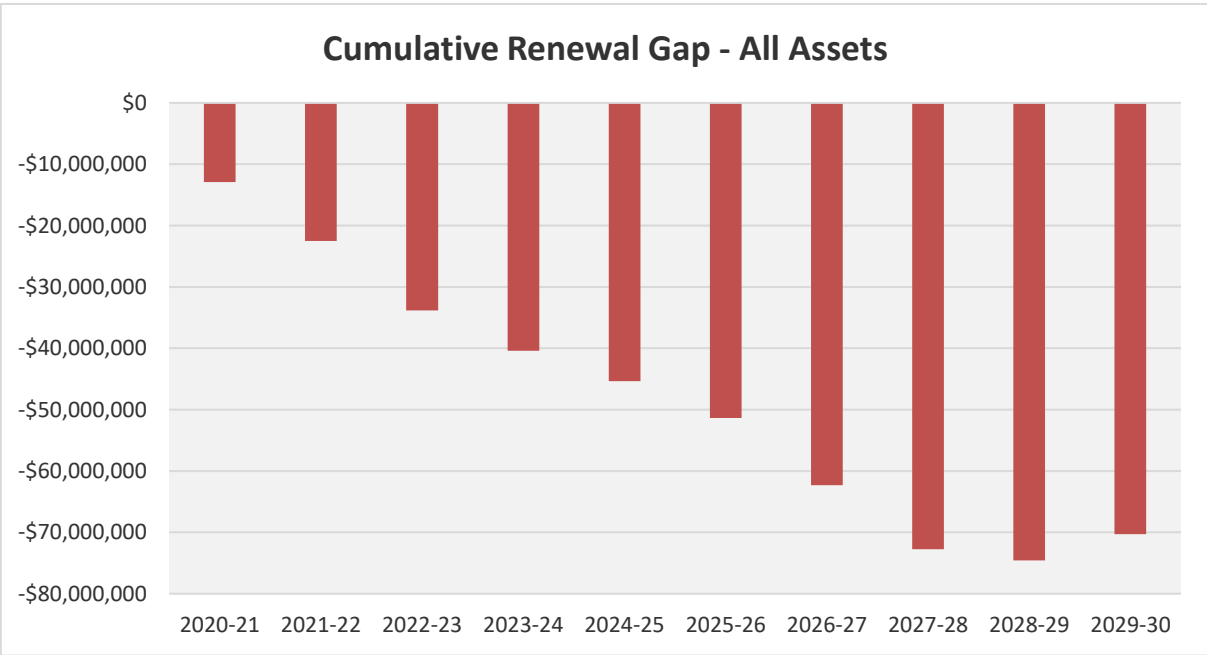
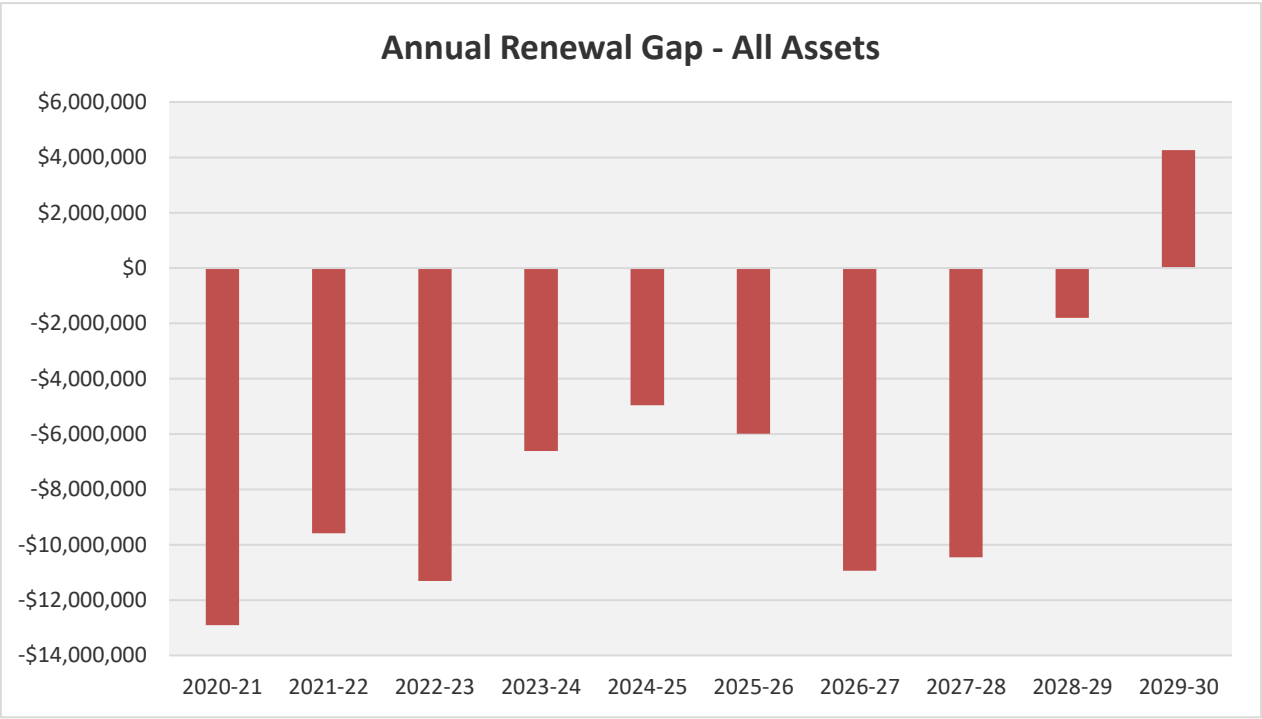
The 10-year annual capital renewal requirement against proposed renewal expenditure:



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
2021	\$14,424,363	\$27,329,406	\$12,905,043	\$12,905,043
2022	\$17,553,857	\$27,141,320	\$9,587,463	\$22,492,507
2023	\$15,383,972	\$26,691,700	\$11,307,728	\$33,800,235
2024	\$15,786,572	\$22,400,680	\$6,614,108	\$40,414,343
2025	\$15,674,377	\$20,634,700	\$4,960,323	\$45,374,666
2026	\$14,290,203	\$20,277,000	\$5,986,797	\$51,361,463
2027	\$10,113,443	\$21,053,800	\$10,940,357	\$62,301,820
2028	\$12,631,224	\$23,086,600	\$10,455,376	\$72,757,196
2029	\$21,742,188	\$23,542,800	\$1,800,613	\$74,557,808
2030	\$27,337,714	\$23,076,200	-\$4,261,514	\$70,296,294
10 Year Total	\$164,937,913	\$235,234,207	\$70,296,294	\$70,296,294
Annual Average	\$16,493,791	\$23,523,421	\$7,029,629	

The average annual renewal requirement over the next 10 years (to 2030) is \$16.5 M and the average annual proposed expenditure is \$23.5 M. This results in a cumulative renewal funding surplus of \$70 M over the next 10 years.



7 NEW, UPGRADE & EXPANSION

7.1 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.

7.2 Asset Expansion

Asset expansion extends an existing asset at the same standard enjoyed by existing users, to a new group of users. It is discretionary 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.

7.3 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.

7.4 Basis for Determining Future New, Upgrade & Expansion Costs

New, upgrade and expansion expenditure in 2019/20 was 0.4% of the depreciable amount and 27% 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.

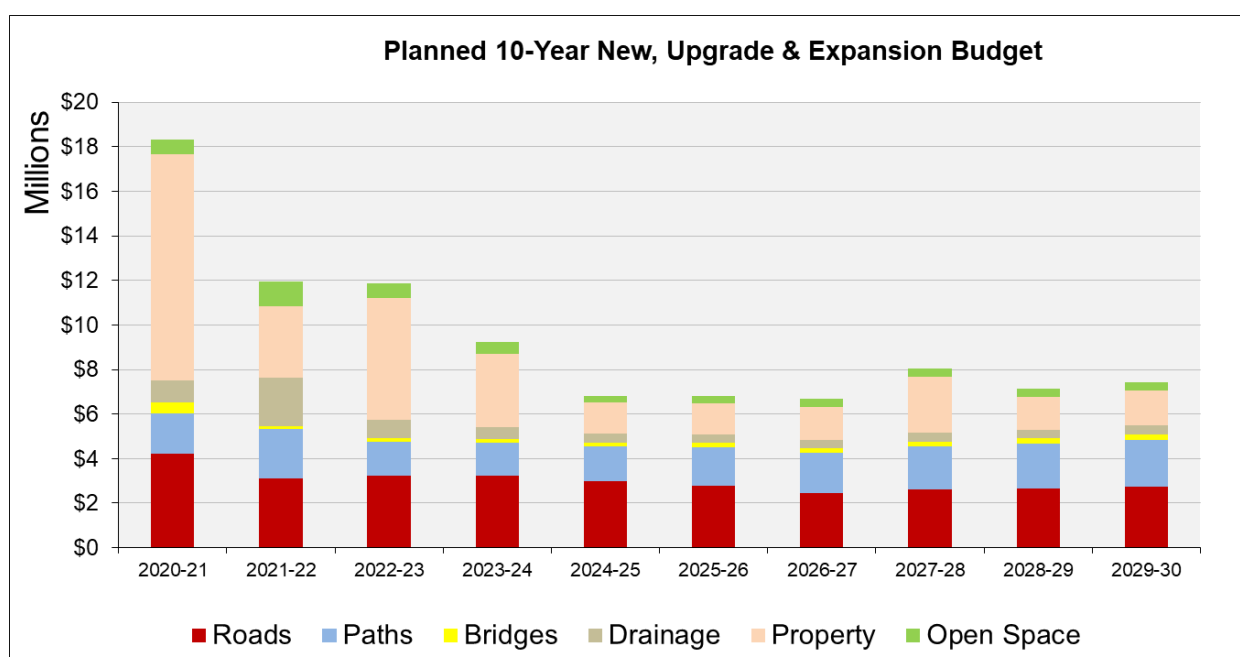
Various strategic plans identify opportunities for expansion and upgrade of assets that are implemented through a number of annual upgrade and expansion programs:

- 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 0.7% per year over the next 10years, based on planned upgrade and expansion projects in the 10-year capital program.



8 DISPOSAL & 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.

9 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
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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	10 year average
Roads	\$7,147,458	\$10,858,512	\$10,207,397	\$10,716,408	\$9,398,638	\$7,723,329	\$3,703,412	\$5,166,993	\$14,377,164	\$20,655,583	\$9,995,489
Paths	\$537,585	\$527,620	\$424,467	\$447,530	\$1,912,558	\$1,794,473	\$1,777,350	\$2,242,066	\$2,246,360	\$1,006,941	\$1,291,695
Bridges	\$648,267	\$556,851	\$163,783	\$502,525	\$502,525	\$502,525	\$464,288	\$464,288	\$0	\$0	\$380,505
Drainage	\$18,763	\$15,010	\$63,753	\$63,753	\$63,753	\$63,753	\$63,753	\$0	\$0	\$0	\$35,254
Property	\$5,808,918	\$5,349,307	\$4,106,711	\$3,598,655	\$3,277,783	\$3,621,899	\$3,460,924	\$4,238,563	\$4,566,069	\$5,082,939	\$4,311,177
Open Space	\$263,372	\$246,557	\$417,862	\$457,702	\$519,121	\$584,225	\$643,716	\$519,315	\$552,593	\$592,250	\$479,671
Total Renewal Requirement	\$14,424,362	\$17,553,857	\$15,383,972	\$15,786,572	\$15,674,377	\$14,290,203	\$10,113,443	\$12,631,224	\$21,742,187	\$27,337,713	\$16,493,791
Operations & Maintenance Expenditure	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	
Operating	\$33,172,539	\$33,470,035	\$33,765,278	\$33,995,423	\$34,165,397	\$34,334,604	\$34,500,742	\$34,700,894	\$34,878,702	\$35,063,757	\$34,204,737
Maintenance	\$10,867,279	\$10,964,738	\$11,061,459	\$11,136,855	\$11,192,538	\$11,247,970	\$11,302,396	\$11,367,966	\$11,426,215	\$11,486,839	\$11,205,426
Total Operations & Maintenance	\$44,039,817	\$44,434,774	\$44,826,737	\$45,132,278	\$45,357,934	\$45,582,573	\$45,803,139	\$46,068,860	\$46,304,917	\$46,550,596	\$45,410,163
Renewal Expenditure	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	
Roads	\$14,396,645	\$13,948,756	\$13,705,903	\$13,873,649	\$14,784,353	\$14,832,196	\$14,880,038	\$15,632,881	\$16,215,724	\$16,898,566	\$14,916,871
Paths	\$1,697,692	\$1,980,457	\$1,467,845	\$1,112,210	\$990,579	\$1,021,559	\$1,085,420	\$1,131,572	\$1,149,422	\$1,145,481	\$1,278,224
Bridges	\$778,000	\$390,000	\$390,000	\$390,000	\$418,000	\$446,000	\$474,000	\$502,000	\$530,000	\$558,000	\$487,600
Drainage	\$2,644,750	\$3,233,614	\$2,742,360	\$1,673,766	\$1,137,544	\$653,573	\$587,102	\$590,630	\$594,159	\$597,688	\$1,445,519
Property	\$6,607,397	\$5,969,600	\$6,579,200	\$4,356,680	\$2,486,200	\$2,482,000	\$2,890,300	\$3,943,600	\$3,992,017	\$3,086,466	\$4,239,346
Open Space	\$1,204,923	\$1,618,893	\$1,806,391	\$994,375	\$818,023	\$841,672	\$1,136,939	\$1,285,916	\$1,061,478	\$790,000	\$1,155,861
Total Renewal	\$27,329,407	\$27,141,320	\$26,691,700	\$22,400,680	\$20,634,700	\$20,277,000	\$21,053,800	\$23,086,600	\$23,542,800	\$23,076,200	\$23,523,421
Upgrade, Expansion & New Expenditure	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	
Roads	\$4,214,281	\$3,089,435	\$3,250,038	\$3,237,973	\$2,997,124	\$2,780,372	\$2,433,619	\$2,631,866	\$2,660,113	\$2,738,361	\$3,003,318
Paths	\$1,814,281	\$2,223,714	\$1,500,896	\$1,494,778	\$1,562,893	\$1,733,117	\$1,828,341	\$1,923,565	\$2,018,789	\$2,114,013	\$1,821,439
Bridges	\$502,000	\$160,000	\$160,000	\$160,000	\$172,000	\$184,000	\$196,000	\$208,000	\$220,000	\$232,000	\$219,400
Drainage	\$989,187	\$2,162,412	\$810,864	\$520,250	\$391,983	\$394,512	\$397,040	\$399,569	\$402,098	\$404,626	\$687,254
Property	\$10,159,401	\$3,207,400	\$5,476,300	\$3,307,600	\$1,377,800	\$1,368,000	\$1,470,700	\$2,518,400	\$1,471,600	\$1,563,800	\$3,192,100
Open Space	\$660,458	\$1,110,919	\$665,202	\$527,000	\$328,000	\$339,000	\$350,000	\$361,000	\$372,000	\$383,000	\$509,658
Total Upgrade & Expansion	\$18,339,608	\$11,953,880	\$11,863,300	\$9,247,600	\$6,829,800	\$6,799,000	\$6,675,700	\$8,042,400	\$7,144,600	\$7,435,800	\$9,433,169
Renewal Gap	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	
Roads	-\$7,249,188	-\$3,090,245	-\$3,498,506	-\$3,157,241	-\$5,385,716	-\$7,108,867	-\$11,176,626	-\$10,465,888	-\$1,838,559	\$3,757,017	-\$4,921,382
Paths	-\$1,160,107	-\$1,452,837	-\$1,043,379	-\$664,681	\$921,979	\$772,914	\$691,929	\$1,110,494	\$1,096,938	-\$138,540	\$13,471
Bridges	-\$129,733	\$166,851	-\$226,217	\$112,525	\$84,525	\$56,525	-\$9,712	-\$37,712	-\$530,000	-\$558,000	-\$107,095
Drainage	-\$2,625,987	-\$3,218,604	-\$2,678,607	-\$1,610,013	-\$1,073,791	-\$589,820	-\$523,349	-\$590,630	-\$594,159	-\$597,688	-\$1,410,265
Property	-\$798,479	-\$620,293	-\$2,472,489	-\$758,025	\$791,583	\$1,139,899	\$570,624	\$294,963	\$574,052	\$1,996,474	\$71,831
Open Space	-\$941,551	-\$1,372,336	-\$1,388,530	-\$536,673	-\$298,903	-\$257,447	-\$493,223	-\$766,602	-\$508,885	-\$197,750	-\$676,190
Total Annual Shortfall/Suplus	-\$12,905,044	-\$9,587,463	-\$11,307,728	-\$6,614,108	-\$4,960,323	-\$5,986,797	-\$10,940,357	-\$10,455,376	-\$1,800,613	\$4,261,513	-\$7,029,630
Cumulative Renewal Gap (all)	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	
Cumulative Renewal Gap (Roads)	-\$7,249,188	-\$10,339,432	-\$13,837,938	-\$16,995,179	-\$22,380,895	-\$29,489,762	-\$40,666,388	-\$51,132,276	-\$52,970,835	-\$49,213,818	
Cumulative Renewal Gap (Paths)	-\$1,160,107	-\$2,612,944	-\$3,656,323	-\$4,321,004	-\$3,399,025	-\$2,626,111	-\$1,934,182	-\$823,688	\$273,250	\$134,710	
Cumulative Renewal Gap (Bridges)	-\$129,733	\$166,851	-\$226,217	\$112,525	\$84,525	\$56,525	-\$9,712	-\$37,712	-\$530,000	-\$558,000	
Cumulative Renewal Gap (Drainage)	-\$2,625,987	-\$3,218,604	-\$2,678,607	-\$1,610,013	-\$1,073,791	-\$589,820	-\$523,349	-\$590,630	-\$594,159	-\$597,688	
Cumulative Renewal Gap (Property)	-\$798,479	-\$620,293	-\$2,472,489	-\$758,025	\$791,583	\$1,139,899	\$570,624	\$294,963	\$574,052	\$1,996,474	
Cumulative Renewal Gap (Open Space)	-\$941,551	-\$2,313,887	-\$3,702,416	-\$4,239,089	-\$4,537,992	-\$4,795,439	-\$5,288,662	-\$6,055,264	-\$6,564,149	-\$6,761,899	

Infrastructure Assets

Figures based on 2019/20 financial year

REPLACEMENT VALUE
\$1.31 B +

ASSET CLASSES

Bridges & Major Culverts: includes floodways

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

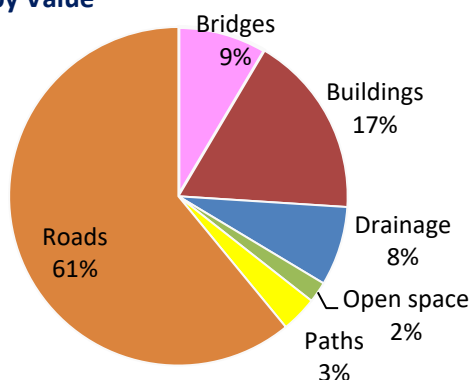
Drainage: pits, pipes, open drains

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

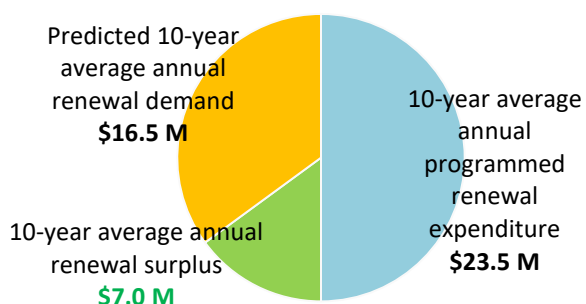
Assets by Value



10 YEAR AVERAGE ANNUAL RENEWAL DEMAND

Proposed funding below demand (based on renewal model)

	Demand	Budget
Bridges	\$380.5 k	\$487.6 k
Buildings	\$4.3 M	\$4.2 M
Drainage	\$35.2 k	\$1.4 M
Open Space	\$479.7 k	\$1.15 M
Paths	\$1.3 M	\$1.3 M
Roads	\$10.0 M	\$14.9 M



AVERAGE AGE & ASSET LIFE

Bridges & major culverts	43 years / 99 years
Buildings & structures	25 years / 42 years
Drainage	36 years / 100 years
Open space	15 years / 31 years
Paths	19 years / 54 years
Roads:	
• Urban sealed	19 years / 64 years
• Rural sealed	20 years / 44 years
• Unsealed	12 years / 20 years
• Kerb & channel	29 years / 70 years

ASSET EXPENDITURE 2019/20

Renewal:	\$13,509,254
Upgrade/Expansion:	\$5,755,329
Operational/Maintenance:	\$43,433,877

NEW/UPGRADE WORKS

Average annual expenditure next 10 years: \$9.4 M

FINANCIAL INDICATORS 2019/20

- Average Annual Asset Consumption: \$21.4M or 1.6%
- Asset renewal: 1.0%
- Asset Upgrade/Expansion/New: 0.4%
- Renewal as % of consumption: 63.1%
- Assets added as % of stock: 0.7%
- Operating/Maintenance ratio: 3.3%

IMPROVEMENT ACTIONS

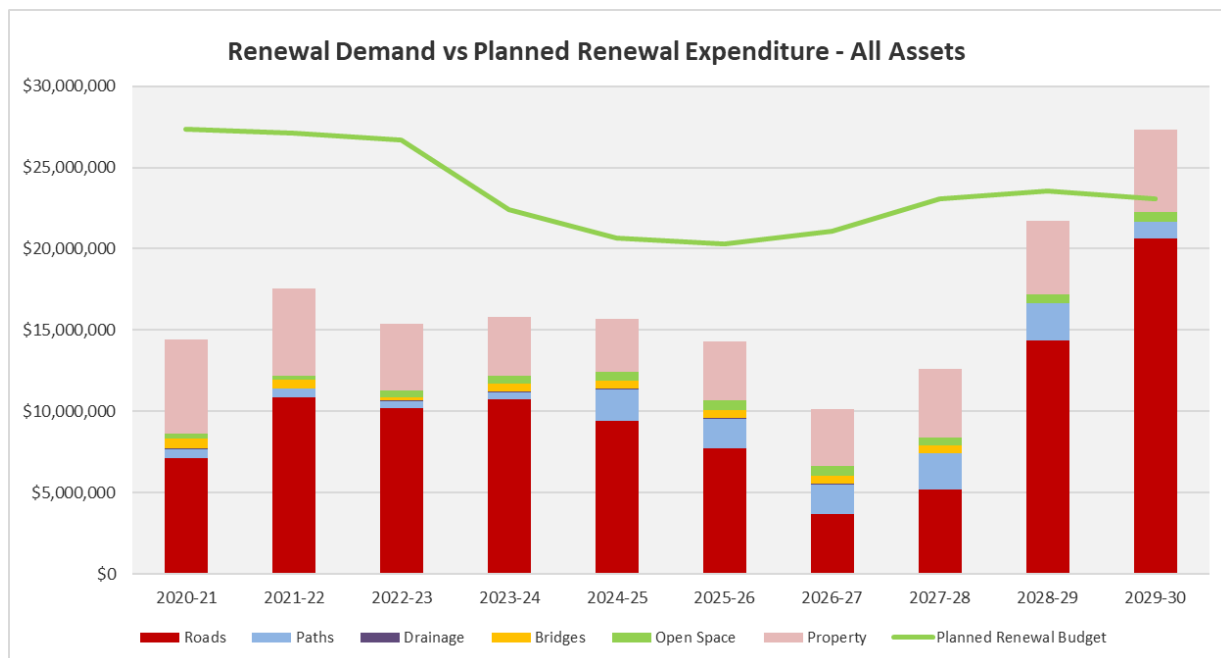
1. Review asset hierarchy for each facility and reserve in the Asset Management System.
2. Enhance condition information where required for: bridges, major culverts, drainage, and paths.
3. Use enhanced condition information to support reviews of forward capital works programs.

SUMMARY

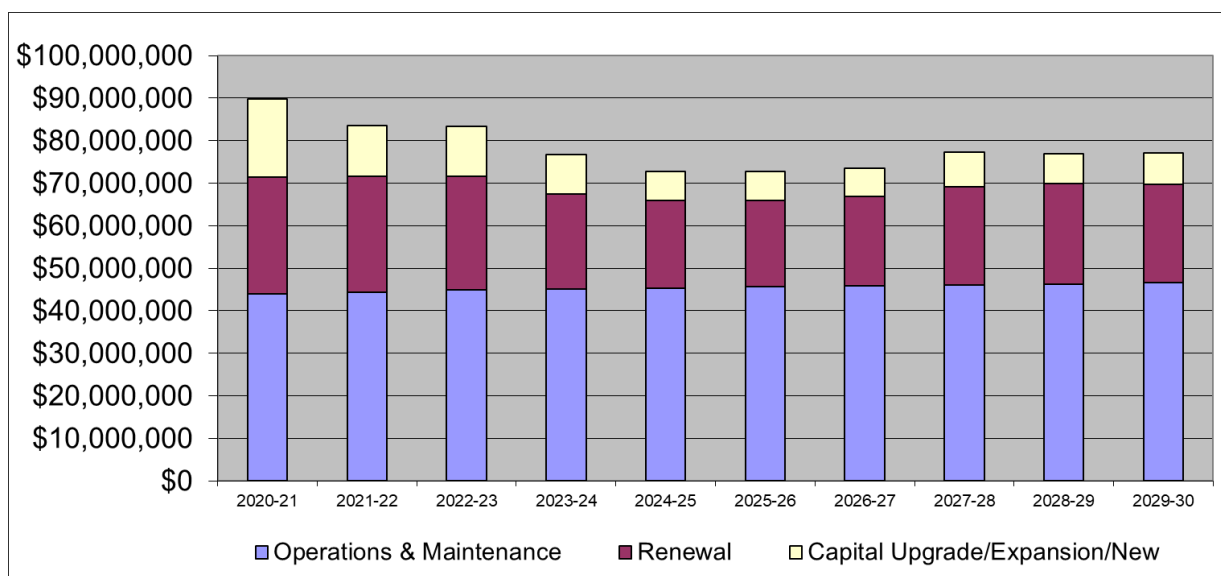
- Road assets make up over half the total asset replacement value.
- Condition data will continue to be reviewed for various asset classes to inform future asset planning.

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2021	\$14,424,363	\$27,329,406	\$12,905,043	\$12,905,043
2022	\$17,553,857	\$27,141,320	\$9,587,463	\$22,492,507
2023	\$15,383,972	\$26,691,700	\$11,307,728	\$33,800,235
2024	\$15,786,572	\$22,400,680	\$6,614,108	\$40,414,343
2025	\$15,674,377	\$20,634,700	\$4,960,323	\$45,374,666
2026	\$14,290,203	\$20,277,000	\$5,986,797	\$51,361,463
2027	\$10,113,443	\$21,053,800	\$10,940,357	\$62,301,820
2028	\$12,631,224	\$23,086,600	\$10,455,376	\$72,757,196
2029	\$21,742,188	\$23,542,800	\$1,800,612	\$74,557,808
2030	\$27,337,714	\$23,076,200	-\$4,261,514	\$70,296,294
10 Year Total	\$164,937,913	\$235,234,207	\$70,296,294	\$70,296,294
Annual Average	\$16,493,791	\$23,523,421	\$7,029,629	



Lifecycle Summary



Road Assets

Figures based on 2019/20 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	201 km
Rural sealed roads	1312 km
Unsealed roads	1564 km
Kerb & channel	383 km

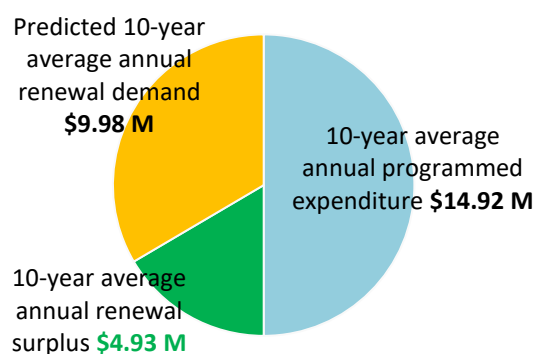
NEW/UPGRADE WORKS

Current programs are:

- Roads & Street Construction Plan - Schemes
- Road widening projects
- Intersection upgrades
- Average annual new/upgrade expenditure next 10 years: \$3.0 M

10 YEAR RENEWAL

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



REPLACEMENT VALUE

\$790.9 M +

60% of total \$1.31 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 2019/20

Renewal:	\$7,780,382
Upgrade/Expansion:	\$2,043,477
Operational/Maintenance:	\$12,462,786

Type	Condition 2020
Urban Sealed	Good 92.0% / Fair 8% / Poor 0%
Rural Sealed	Good 65% / Fair 34% / Poor 1%
Unsealed	Good 45 / Fair 49% / Poor 6%
Kerb	As per urban sealed roads

FINANCIAL INDICATORS 2019/20

- Average Annual Asset Consumption: \$10.8M or 1.4%
- Asset renewal: 1.0%
- Asset Upgrade/Expansion/New: 0.3%
- Renewal as % of consumption: 72.1%
- Roads added as % of stock: 0.4%
- Operating/Maintenance lifecycle cost ratio: 1.6%

IMPROVEMENT ACTIONS

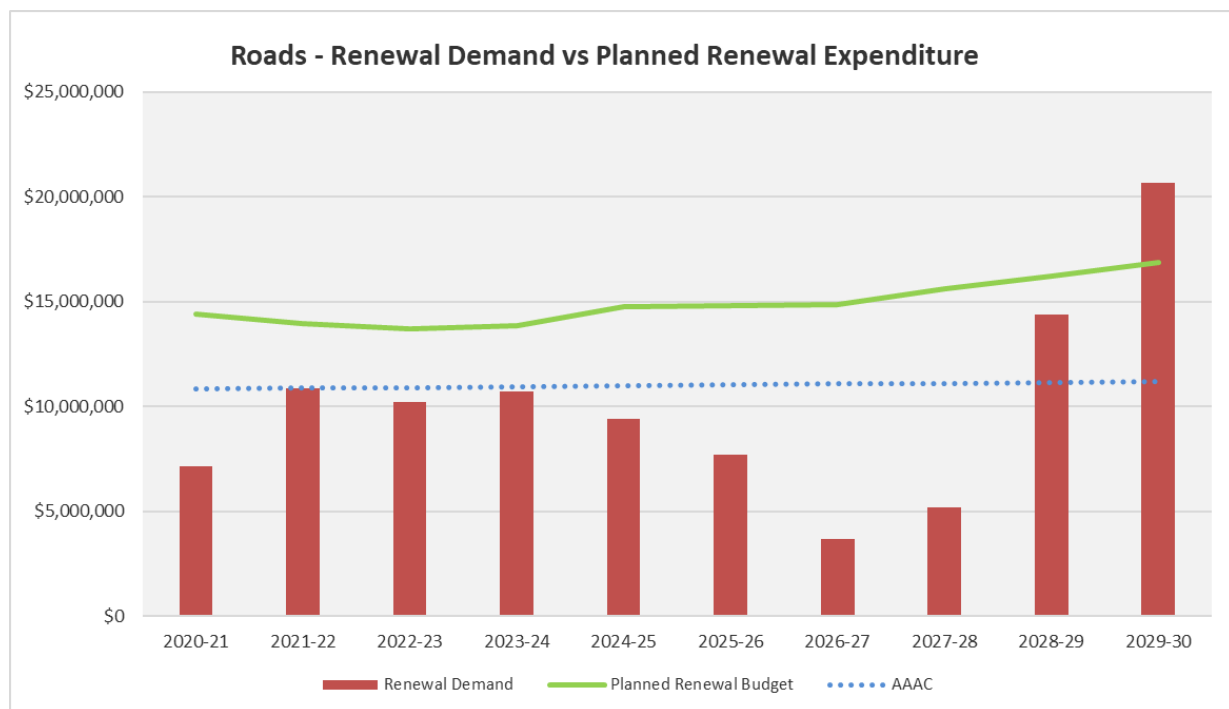
- Enhance expenditure data on road maintenance activities in Asset Management System
- Review condition intervention levels at which road assets are renewed

SUMMARY

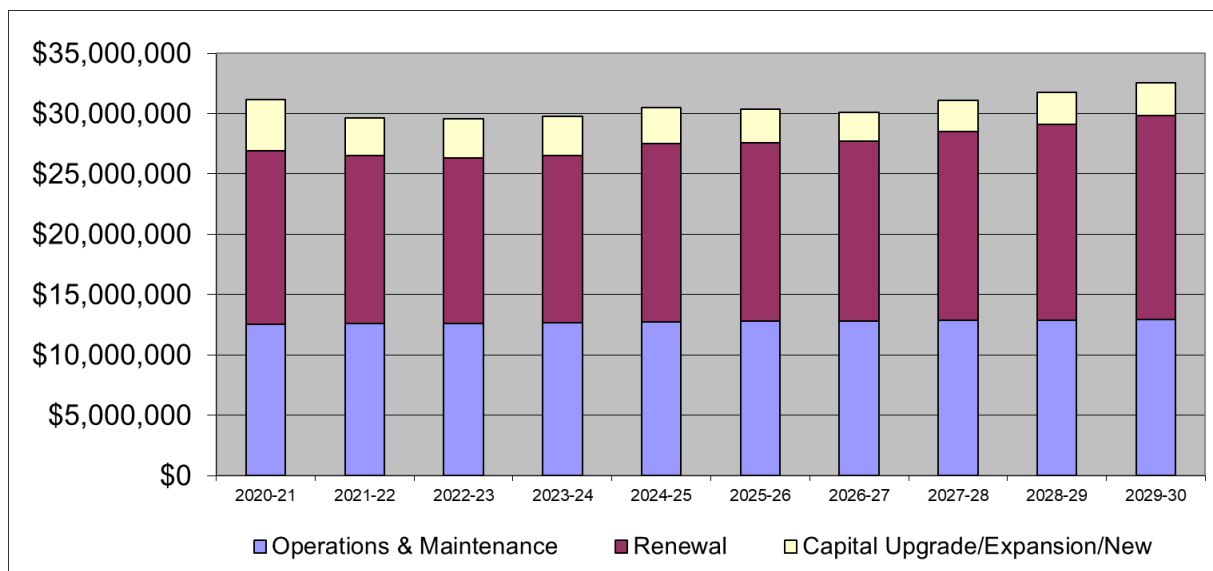
- Road assets are of a high overall value
- Urban roads are in good condition
- Rural roads are in good to fair condition

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2021	\$7,147,458	\$14,396,645	\$7,249,188	\$7,249,188
2022	\$10,858,512	\$13,948,756	\$3,090,245	\$10,339,432
2023	\$10,207,397	\$13,705,903	\$3,498,506	\$13,837,938
2024	\$10,716,408	\$13,873,649	\$3,157,241	\$16,995,179
2025	\$9,398,638	\$14,784,353	\$5,385,716	\$22,380,895
2026	\$7,723,329	\$14,832,196	\$7,108,867	\$29,489,762
2027	\$3,703,412	\$14,880,038	\$11,176,626	\$40,666,388
2028	\$5,166,993	\$15,632,881	\$10,465,888	\$51,132,276
2029	\$14,377,164	\$16,215,724	\$1,838,559	\$52,970,835
2030	\$20,655,583	\$16,898,566	-\$3,757,017	\$49,213,818
10 Year Total	\$99,954,893	\$149,168,711	\$49,213,818	\$49,213,818
Annual Average	\$9,995,489	\$14,916,871	\$4,921,382	



Lifecycle Summary



Path Assets

Figures based on 2019/20 financial year

ASSET CATEGORIES

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



**Approx. 281 km
503,069 m²**

ASSET LIFE

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

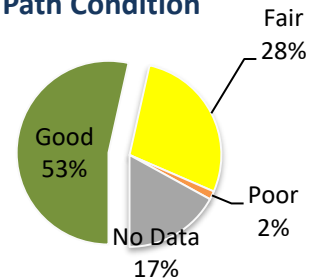
Defect inspections: concrete paths only as per RMP

REPLACEMENT VALUE

\$44.85 M

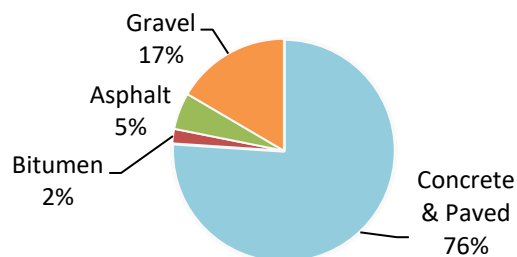
3.4% of total \$1.31 B

Path Condition



Condition above intervention:
7,468 m² or 1.5%

PATH SURFACES



EXPENDITURE 2019/20

Renewal:	\$1,871,041
Upgrade/Expansion:	\$931,820
Operational/Maintenance:	\$779,235

FINANCIAL INDICATORS 2019/20

- Average Annual Asset Consumption: \$0.9M or 2.0%
- Asset renewal: 4.2%
- Asset Upgrade/Expansion/New: 2.1%
- Renewal as % of consumption: 206%
- Paths added as % of stock: 4.1%
- Operating/Maintenance ratio: 1.7%

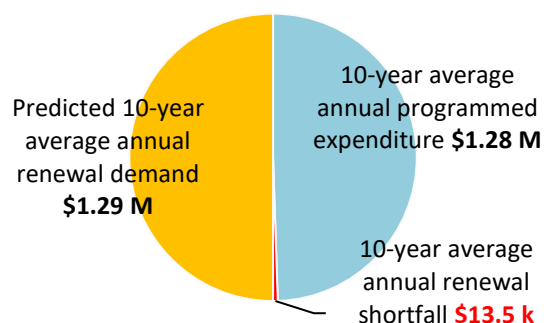
NEW/UPGRADE WORKS

Current programs are:

- Roads & Street Construction Schemes
- Access improvement program
- Urban Paths Plan
- Average annual expenditure next 10 years: \$1.82 M

10 YEAR RENEWAL

Proposed funding meets demand



IMPROVEMENT ACTIONS

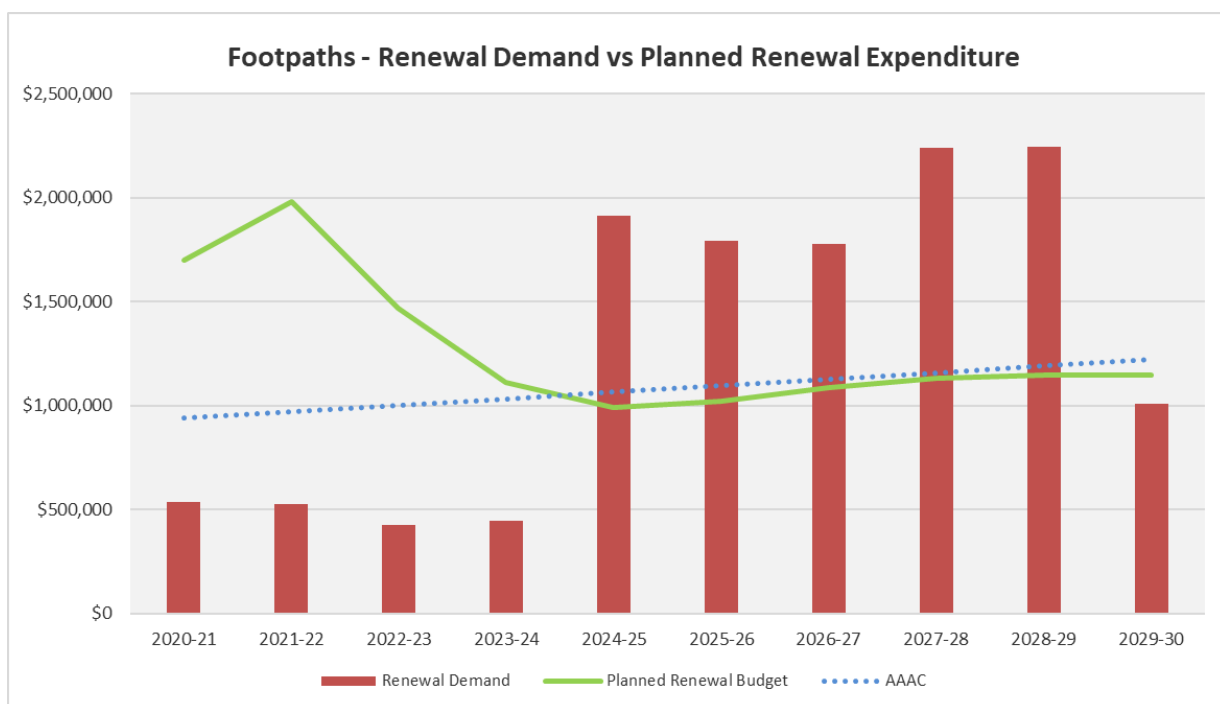
6. Review and enhance condition and defect assessment programs for gravel paths
7. Review condition intervention levels at which path assets are renewed
8. Use enhanced condition information to support reviews of forward capital works programs

SUMMARY

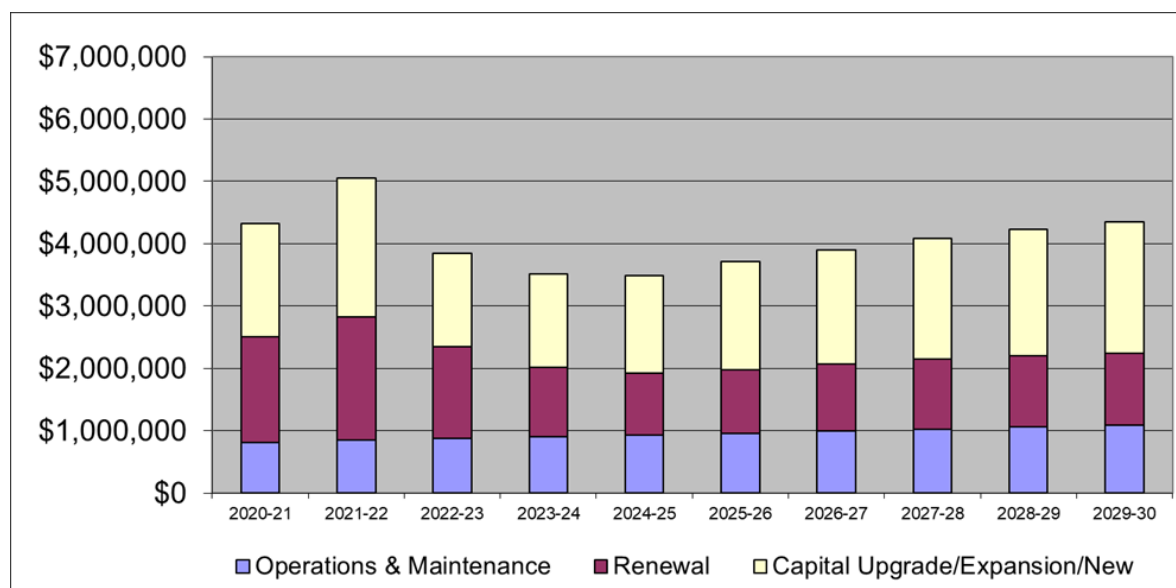
- Paths are predominately of concrete construction
- The majority of paths are in good condition
- Proposed renewal funding meets demand
- Condition and defect assessment processes for gravel paths will be reviewed and enhanced

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2021	\$537,585	\$1,697,692	\$1,160,107	\$1,160,107
2022	\$527,620	\$1,980,457	\$1,452,837	\$2,612,944
2023	\$424,467	\$1,467,845	\$1,043,379	\$3,656,323
2024	\$447,530	\$1,112,210	\$664,681	\$4,321,004
2025	\$1,912,558	\$990,579	-\$921,979	\$3,399,025
2026	\$1,794,473	\$1,021,559	-\$772,914	\$2,626,111
2027	\$1,777,350	\$1,085,420	-\$691,929	\$1,934,182
2028	\$2,242,066	\$1,131,572	-\$1,110,494	\$823,688
2029	\$2,246,360	\$1,149,422	-\$1,096,938	-\$273,250
2030	\$1,006,941	\$1,145,481	\$138,540	-\$134,710
10 Year Total	\$12,916,948	\$12,782,238	-\$134,710	-\$134,710
Annual Average	\$1,291,695	\$1,278,224	-\$13,471	



Lifecycle Summary



Bridges & Major Culverts

Figures based on 2019/20 financial year

473 structures
+ 2 VicRoads structures
with maintenance
agreements

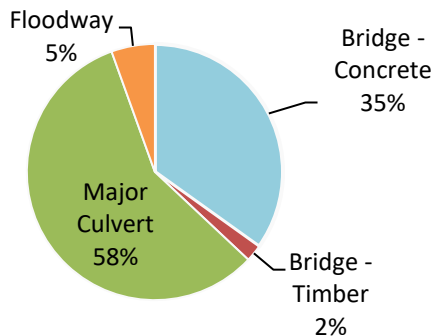
ASSET CATEGORIES

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 m² or greater.

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

Assets by Quantity



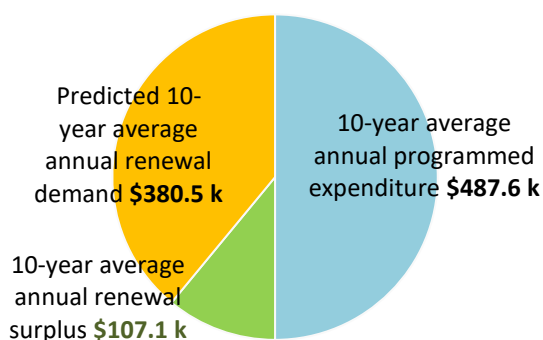
NEW/UPGRADE WORKS

Current programs are:

- Timber bridge replacement
- Average annual new/upgrade expenditure next 10 years: \$219k

10 YEAR RENEWAL

Proposed funding above demand



REPLACEMENT VALUE

\$110.5 M

8.4% of total \$1.3 B

ASSET LIFE

Bridge - concrete 100 years

Bridge - timber 60 years

Major Culvert 100 years

Floodway 100 years

CONDITION & DEFECTS

Programmed condition assessments are not performed for bridge assets

Defect inspections are performed in line with Road Management Plan

EXPENDITURE 2019/20

Renewal:	\$444,829
Upgrade/Expansion:	\$535,522
Operational/Maintenance:	\$997,392

FINANCIAL INDICATORS 2019/20

- Average Annual Asset Consumption: \$1.1M or 1.0%
- Asset renewal: 0.4%
- Asset Upgrade/Expansion/New: 0.5%
- Renewal as % of consumption: 39.8%
- Assets added as % of stock: 0.2%
- Operating/Maintenance ratio: 0.9%

IMPROVEMENT ACTIONS

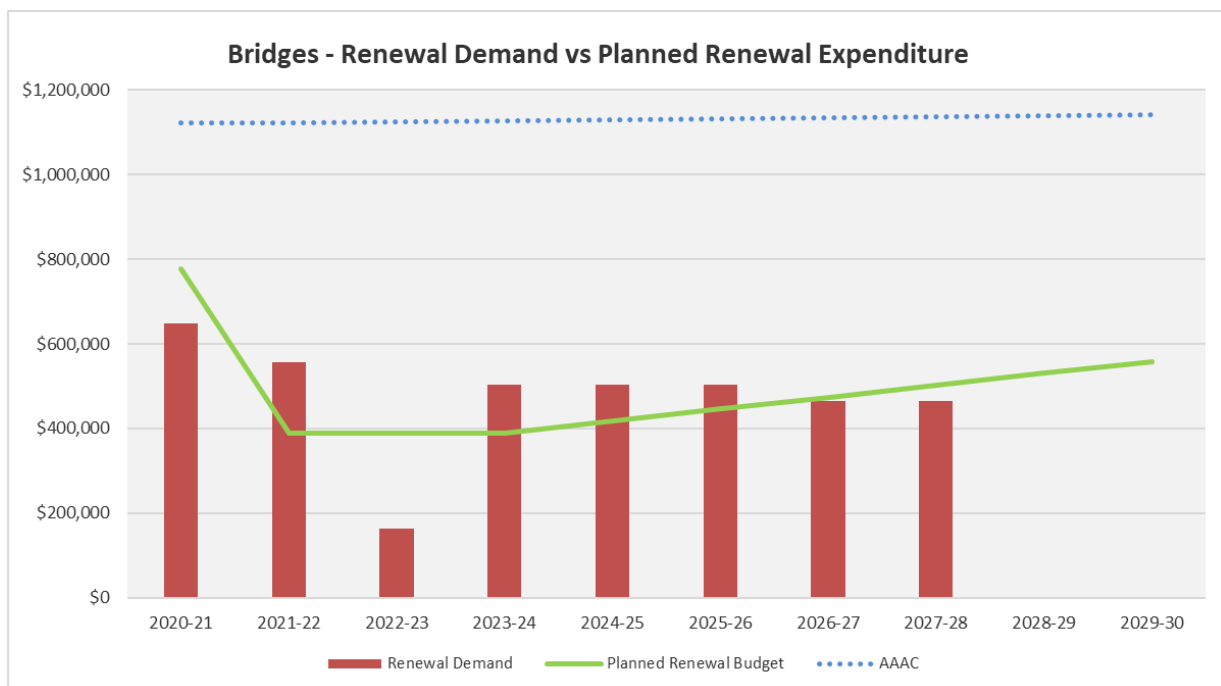
- Review and enhance condition assessment processes if required
- Review condition intervention levels at which assets are renewed
- Use enhanced condition information to support reviews of forward capital works programs

SUMMARY

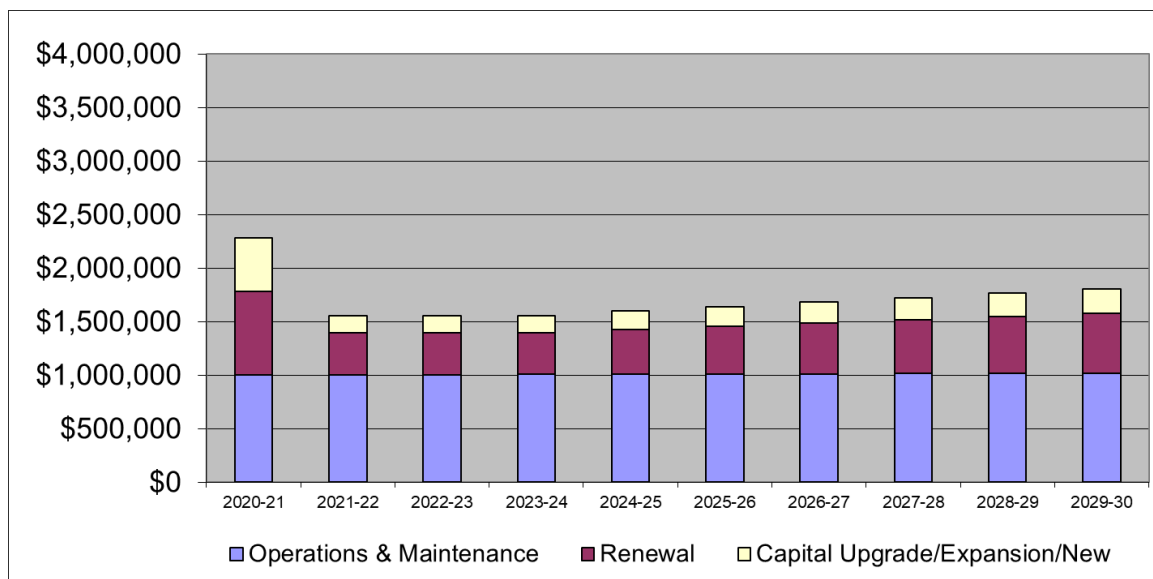
- Bridges are predominately of concrete construction.
- Condition and defect assessment processes for bridges will be reviewed and enhanced if required

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2021	\$648,267	\$778,000	\$129,733	\$129,733
2022	\$556,851	\$390,000	-\$166,851	-\$37,118
2023	\$163,783	\$390,000	\$226,217	\$189,099
2024	\$502,525	\$390,000	-\$112,525	\$76,574
2025	\$502,525	\$418,000	-\$84,525	-\$7,950
2026	\$502,525	\$446,000	-\$56,525	-\$64,475
2027	\$464,288	\$474,000	-\$9,712	-\$54,763
2028	\$464,288	\$502,000	-\$37,712	-\$17,051
2029	\$0	\$530,000	\$530,000	\$512,949
2030	\$0	\$558,000	\$558,000	\$1,070,949
10 Year Total	\$3,805,051	\$4,876,000	\$1,070,949	\$1,070,949
Annual Average	\$380,505	\$487,600	\$107,095	



Lifecycle Summary



Drainage Assets

Figures based on 2019/20 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	8,963
Pipes	259 km
Open Drains	32 km

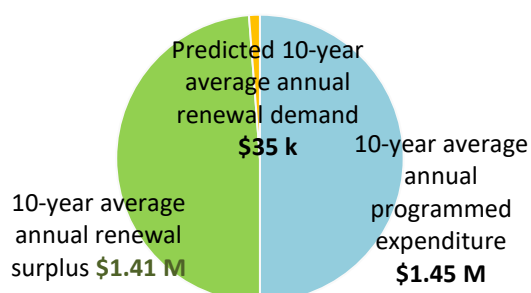
NEW/UPGRADE WORKS

Current programs are:

- Road and Street Construction Plan - Schemes
- Average annual expenditure next 10 years: \$687k

10 YEAR RENEWAL

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



REPLACEMENT VALUE

\$98.4 M +

7.5% of total \$1.31 B

ASSET LIFE

Average age 36 years; Average life 100 years

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 2019/20

Renewal:	\$355,900
Upgrade/Expansion:	\$158,137
Operational/Maintenance:	\$1,181,431

CONDITION

Programmed condition assessments are not currently performed for drainage assets.

Defect inspections are performed as required

FINANCIAL INDICATORS 2019/20

- Average Annual Asset Consumption: \$0.98M or 1.0%
- Asset renewal: 0.4%
- Asset Upgrade/Expansion/New: 0.2%
- Renewal as % of consumption: 36.3%
- Drainage added as % of stock: 0.7%
- Operating/Maintenance ratio: 1.2%

IMPROVEMENT ACTIONS

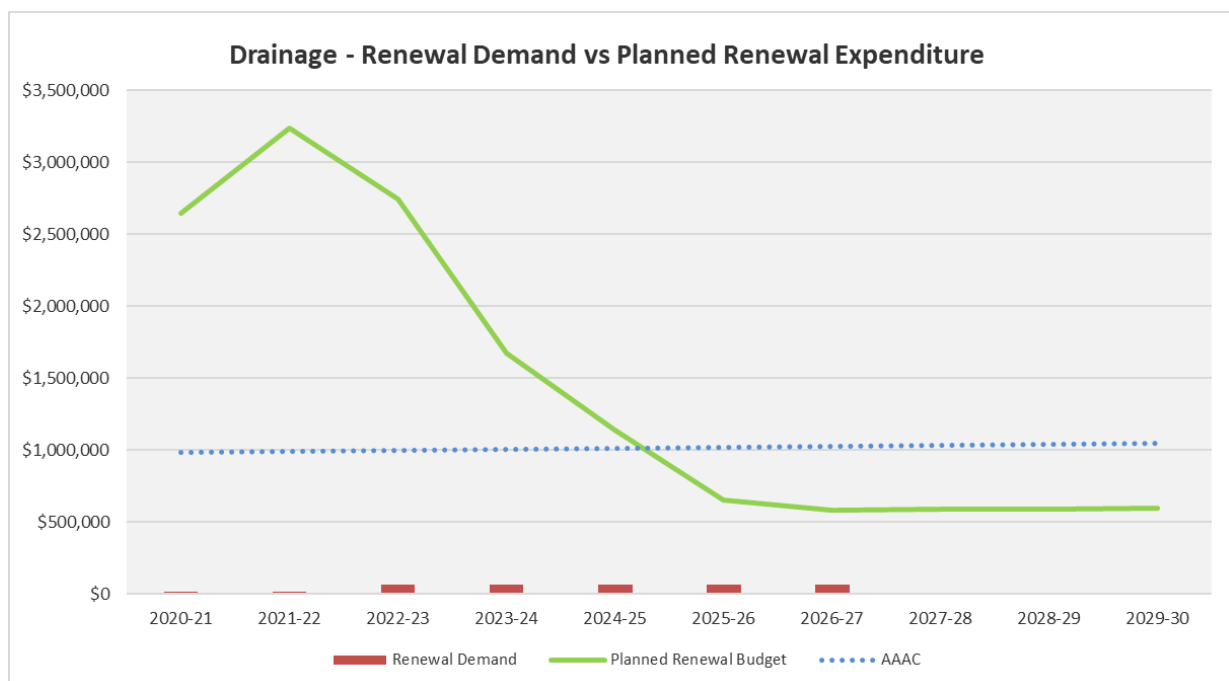
12. Develop condition assessment program to incrementally target trunk drainage and document the assessment methodology
13. Review condition intervention levels at which drainage assets are renewed
14. Based on condition data, develop a 10-year capital program for specific renewal and/or upgrade works to be undertaken on the drainage network

SUMMARY

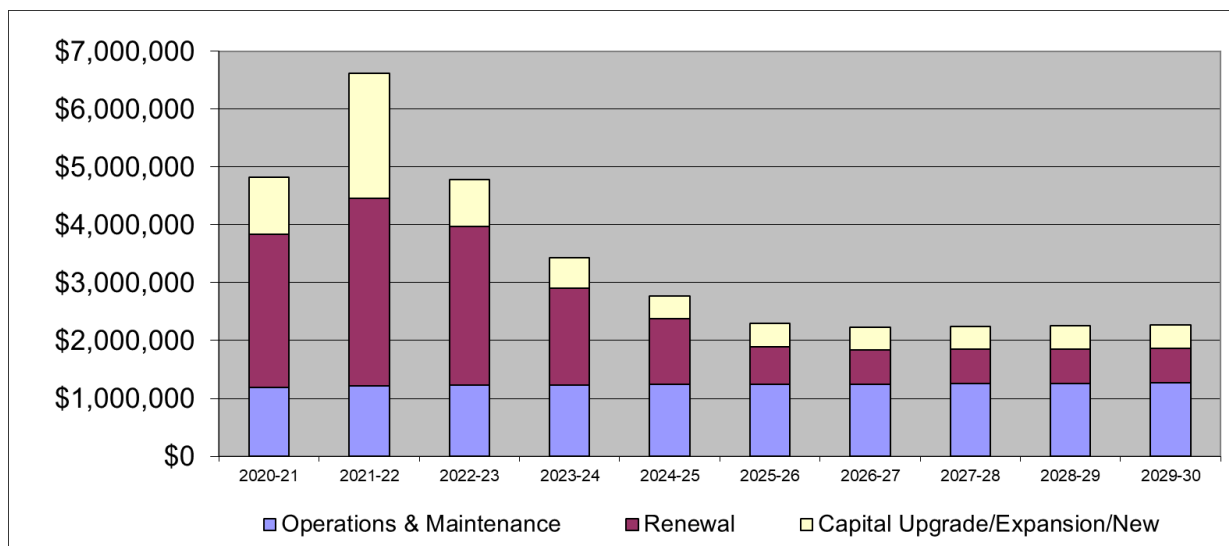
- No programmed condition assessments have been performed for drainage assets
- Proposed renewal funding is above demand.

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2021	\$18,763	\$2,644,750	\$2,625,987	\$2,625,987
2022	\$15,010	\$3,233,614	\$3,218,604	\$5,844,591
2023	\$63,753	\$2,742,360	\$2,678,607	\$8,523,198
2024	\$63,753	\$1,673,766	\$1,610,013	\$10,133,211
2025	\$63,753	\$1,137,544	\$1,073,791	\$11,207,002
2026	\$63,753	\$653,573	\$589,820	\$11,796,822
2027	\$63,753	\$587,102	\$523,349	\$12,320,171
2028	\$0	\$590,630	\$590,630	\$12,910,802
2029	\$0	\$594,159	\$594,159	\$13,504,961
2030	\$0	\$597,688	\$597,688	\$14,102,649
10 Year Total	\$352,538	\$14,455,186	\$14,102,649	\$14,102,649
Annual Average	\$35,254	\$1,445,519	\$1,410,265	



Lifecycle Summary



Property Assets

Figures based on 2019/20 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 reserves, active recreation facilities

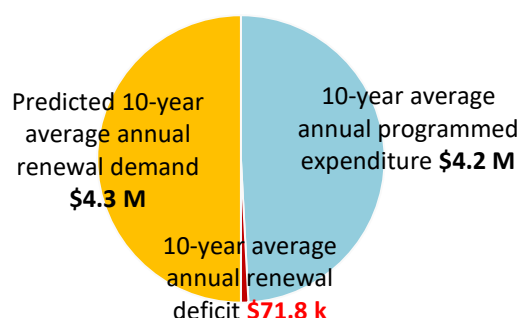
NEW/UPGRADE WORKS

Current programs are:

- Waste facility upgrades
- Recreational Boating Facilities Plan
- Sporting Infrastructure Plan
- Community Infrastructure Plan
- Average annual expenditure next 10 years: \$3.19 M

10 YEAR RENEWAL

- Pools rolling renewal program
- Annual toilet renewal program
- Proposed funding meets demand



REPLACEMENT VALUE

\$334.7 M +

18.6% of total \$1.31 B

ASSET LIFE

Average age / Average life

Aerodromes:	30 years / 48 years
Car Parks:	20 years / 47 years
Community:	29 years / 46 years
Other:	24 years / 40 years
Waste Management:	15 years / 32 years

EXPENDITURE 2019/20

Renewal:	\$5,094,185
Upgrade/Expansion:	\$8,065,703
Operational/Maintenance:	\$23,454,629

Type	Condition 2019
Aerodromes	Good 36% / Fair 58% / Poor 6%
Car Parks	Good 67% / Fair 31% / Poor 2%
Community	Good 51% / Fair 35% / Poor 14%
Other	Good 49% / Fair 39% / Poor 12%
Waste Facilities	Good 52% / Fair 46% / Poor 2%

FINANCIAL INDICATORS 2019/20

- Average Annual Asset Consumption: \$6.8M or 2.8%
- Asset renewal: 0.8%
- Asset Upgrade/Expansion/New: 0.5%
- Renewal as % of consumption: 30.2%
- Assets added as % of stock: 1.3%
- Operating/Maintenance ratio: 9.6%

IMPROVEMENT ACTIONS

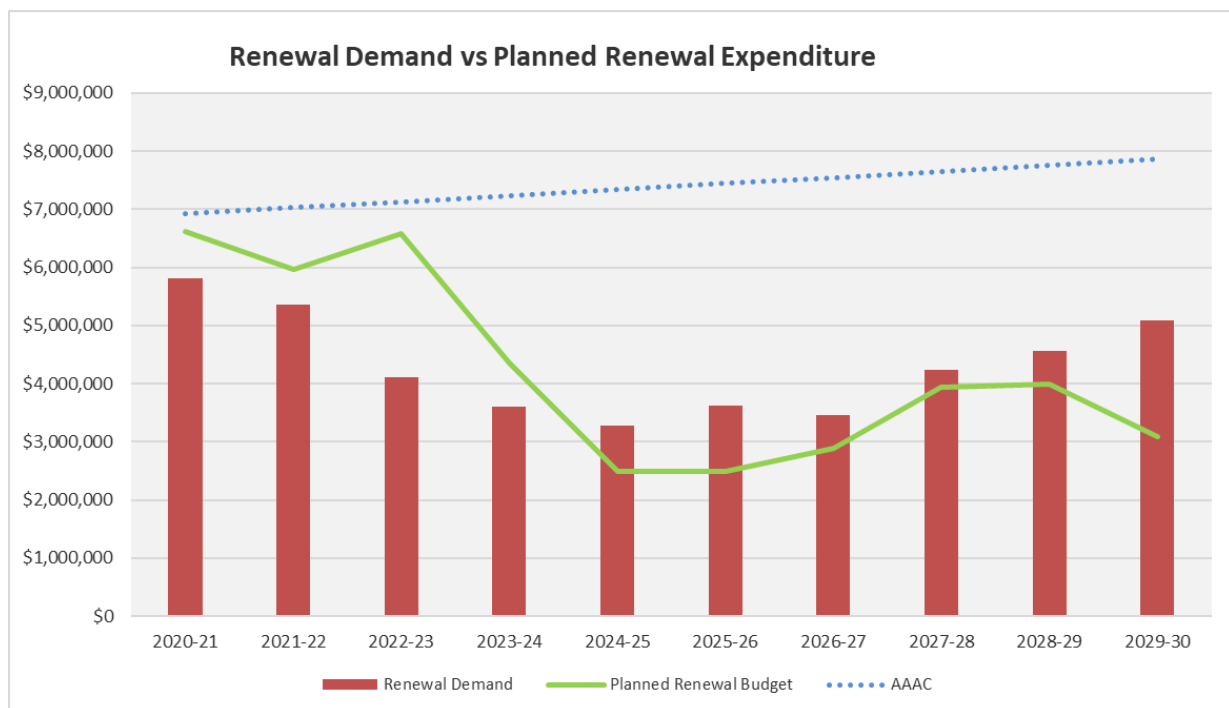
15. Facility hierarchy to be confirmed and assigned to each facility asset in the Asset Management System
16. Review condition intervention levels at which assets are renewed
17. Develop a 10-year capital program for specific works to be undertaken on facilities
18. Develop a 10-year maintenance program from defect audits

SUMMARY

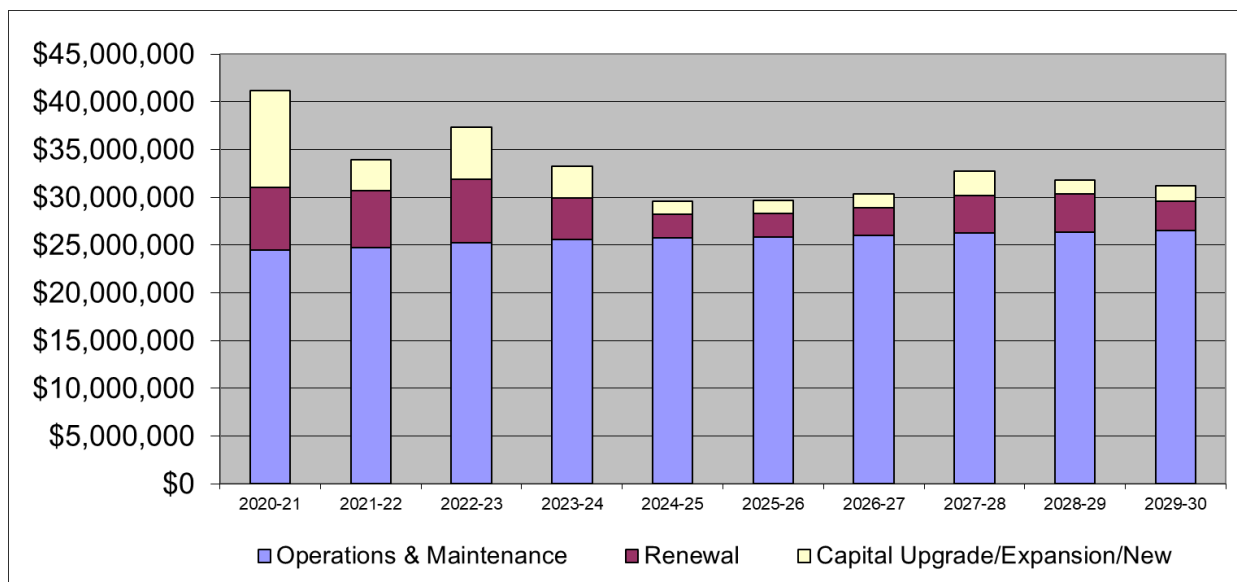
- Property assets are of a significant overall value
- Properties are in good to fair condition
- Proposed renewal funding meets demand

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2021	\$5,808,918	\$ 6,607,397	\$798,519	\$798,519
2022	\$5,349,307	\$ 5,969,600	\$620,293	\$1,418,812
2023	\$4,106,710	\$ 6,579,200	\$2,472,489	\$3,891,301
2024	\$3,598,656	\$ 4,356,680	\$758,025	\$4,649,326
2025	\$3,277,783	\$ 2,486,200	-\$791,583	\$3,857,743
2026	\$3,621,899	\$ 2,482,000	-\$1,139,899	\$2,717,844
2027	\$3,460,924	\$ 2,890,300	-\$570,624	\$2,147,220
2028	\$4,238,563	\$ 3,943,600	-\$294,963	\$1,852,258
2029	\$4,566,070	\$ 3,992,017	-\$574,052	\$1,278,205
2030	\$5,082,940	\$ 3,086,466	-\$1,996,474	-\$798,269
10 Year Total	\$43,111,771	\$42,393,460	-\$798,269	-\$798,269
Annual Average	\$4,311,177	\$4,239,346	-\$71,827	



Lifecycle Summary



Open Space Assets

Figures based on 2019/20 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 modelling; public toilets are listed under buildings asset class

Asset	No.
Playgrounds, Skate Parks, BMX	68
Reserves – Level 1 & 2	50
Reserves – Level 3 & 4	149
Reserves – Level 5	91

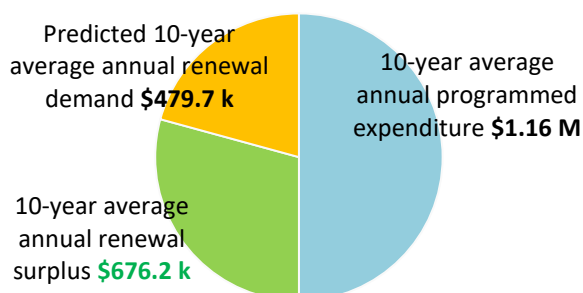
NEW/UPGRADE WORKS

Current programs are:

- Parks & reserves upgrade program
- Refer to Public Open Space Plan
- Average annual expenditure next 10 years: \$509.6 k

10 YEAR RENEWAL

- Playground renewal program
- Open space irrigation renewal program
- Streetscape renewal program
- Parks shelter renewal program
- Proposed funding above demand



REPLACEMENT VALUE

\$25.9 M +

2% of total \$1.31 B

ASSET AGE / LIFE

Average age 15 years; Average life 33 years

Playground:	11 / 19 years
Shelter:	15 / 28 years
BBQ:	9 / 14 years
Basketball Court	4 / 18 years
Irrigation system:	11 / 20 years
Lighting:	11 / 23 years

EXPENDITURE 2019/20

Excludes trees, landscaping & network assets

Renewal:	\$1,002,095
Upgrade/Expansion:	\$846,392
Operational/Maintenance:	\$4,558,405

Type	Condition 2019
Playgrounds	Good 93% / Fair 6% / Poor 1%
BBQs & Shelters	Good 76% / Fair 21% / Poor 3%
Irrigation	Good 74% / Fair 19% / Poor 7%
Other Park/Streetscape	Good 81% Fair 17% / Poor 2%

FINANCIAL INDICATORS 2019/20

- Average Annual Asset Consumption: \$0.8M or 3.1%
- Asset renewal: 3.9%
- Asset Upgrade/Expansion/New: 3.3%
- Renewal as % of consumption: 122.8%
- Assets added as % of stock: 2.0%
- Operating/Maintenance ratio: 17.6%

IMPROVEMENT ACTIONS

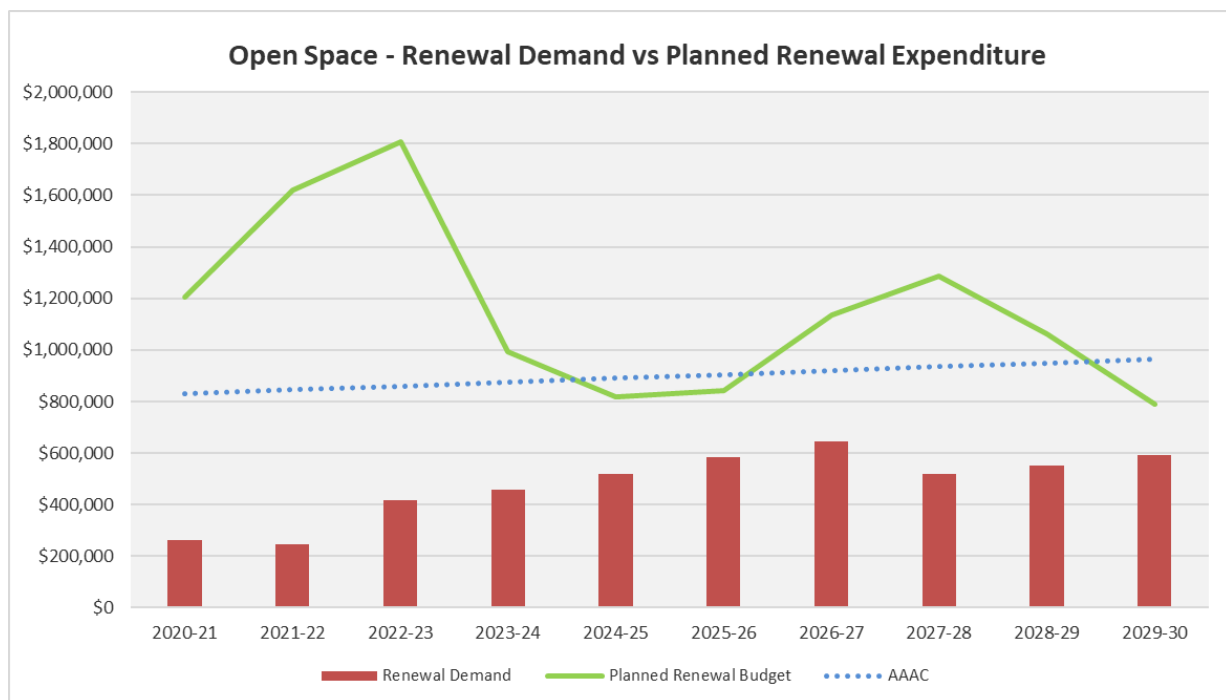
19. Park hierarchy to be confirmed and assigned to each open space asset in the Asset Management System
20. Maintenance-only asset inventory (landscaping, street furniture and litter bins) to be kept up to date in the Asset Management System

SUMMARY

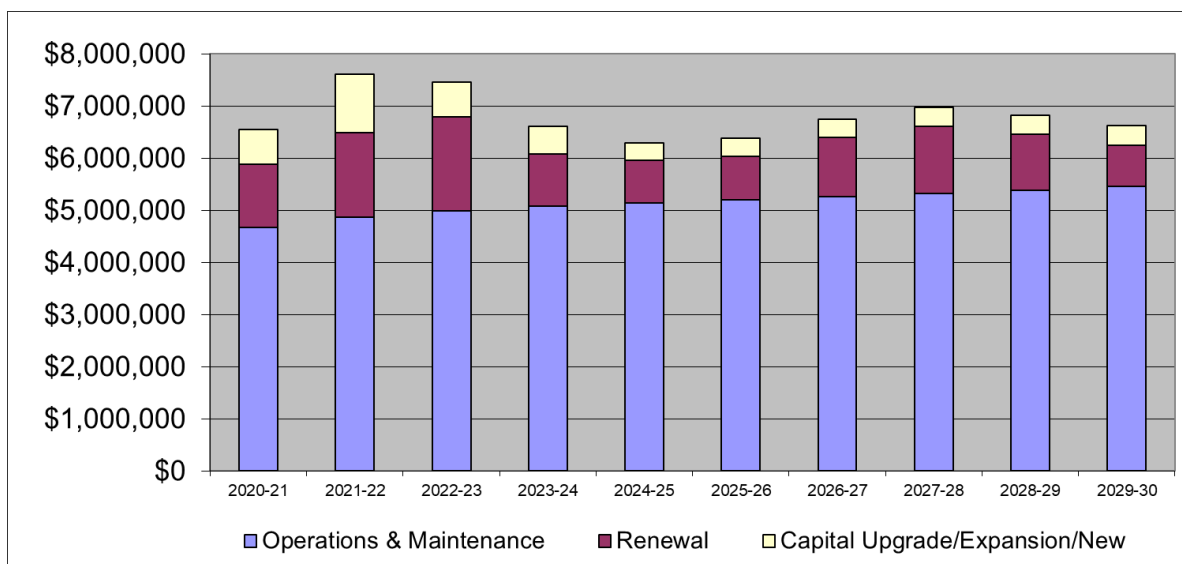
- Open space assets are in good condition
- Open space assets tend to have a short life
- Proposed renewal funding above demand

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2021	\$263,372	\$ 1,204,923	\$941,551	\$941,551
2022	\$246,557	\$ 1,618,893	\$1,372,336	\$2,313,887
2023	\$417,862	\$ 1,806,391	\$1,388,530	\$3,702,416
2024	\$457,702	\$ 994,375	\$536,673	\$4,239,089
2025	\$519,121	\$ 818,023	\$298,903	\$4,537,992
2026	\$584,225	\$ 841,672	\$257,447	\$4,795,439
2027	\$643,716	\$ 1,136,939	\$493,223	\$5,288,662
2028	\$519,315	\$ 1,285,916	\$766,602	\$6,055,264
2029	\$552,593	\$ 1,061,478	\$508,885	\$6,564,149
2030	\$592,250	\$ 790,000	\$197,750	\$6,761,899
10 Year Total	\$4,796,712	\$11,588,611	\$6,761,899	\$6,761,899
Annual Average	\$479,671	\$1,155,861	\$676,190	



Lifecycle Summary





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