Strathbogie Shire Council

Asset Plan

2025-2035

DRAFT

Strathbogie
SHIRE COUNCIL

DRAFT

Mitchelton Gallery of Aboriginal Art

Acknowledgment of Country

We acknowledge the Traditional Custodians of the places we live, work and play.

We recognise and respect the enduring relationship they have with their lands and waters and we pay respects to the Elders past, present and emerging.

Table of Contents

DRAFT

Acknowledgment of Country 02
Table of Contents 03
1. Introduction 04
1.1 What is an Asset? 04
1.2 What is Asset Management? 04
1.3 Why is Asset Management Important? 04
1.4 Asset Management Framework 05
1.5 Purpose of the Asset Plan 07
1.6 Scope of the Asset Plan 07
2. Strategic Context 08
2.1 Financial Plan 08
2.2 Council Plan 2025-29 08
2.3 The Regulatory Framework 08
2.4 Relevant Strategic Documents 08
3. Our Assets 09
3.1 State of Our Assets 10
3.2 Transport Infrastructure (Roads, Kerbs, Footpaths) 10
3.3 Bridges 13
3.4 Buildings 13
4. Lifecyle Management 14
4.1 Lifecycle Strategies 14
5. Future Challenges and Opportunities 16
6. Funding for Long-Term Sustainability 21
6.1 Spending Categories 21
6.2 Investment Evaluation 21
6.3 Timing and Deliverability of Works (Capital and Maintenance) Programs 22
6.4 Financial Projections 22
6.5 Projected Expenditures 23
7. Asset Management Improvement Initiatives 25

1. Introduction

DRAFT

Providing effective and efficient management of assets is a key obligation of Strathbogie Shire Council (Council).

As custodian of community assets, Council has the responsibility for managing these assets in the most cost- effective manner, whilst maintaining sustainability. This is achieved through managing our assets through their lifecycle from creation and acquisition to maintenance and operation, through to rehabilitation and disposal. These actions are undertaken with the goal of providing efficient, safe, and reliable services for current and future generations.

The Asset Plan sets the foundation for the way we manage our community's assets. It provides a strategic and financial view of how we will manage the assets that we own and control over the next ten (10) years and beyond. It defines our high-level strategic asset management priorities and addresses all aspects of the lifecycle management of our assets.

1.1 | What is an Asset?

The most basic definition of an asset is something that is of value to a person or an organisation.

All physical (infrastructure) public assets that Council manages including buildings and property, roads, kerbs and footpaths, plant and equipment, playgrounds, sports fields and the like form part of this Asset Plan.

1.2 | What is Asset Management?

Asset management in short

Asset management refers to the coordinated series of activities that monitor and maintain things of value — in this case, physical assets. This involves balancing risk, cost, opportunities, and performance to realise the value of an asset fully and effectively over its entire lifespan.

The right assets, in the right place, at the right time, managed by the right people.

Ultimately, asset management is a way to align strategic planning with infrastructure and service delivery in the real world considering what assets people need and how these assets are made to last and perform best.

1.3 | Why is Asset Management Important?

Council manages a portfolio of assets that have a combined value and replacement cost of $567 million. This includes all our property, plant and equipment, and infrastructure. These assets have been built up progressively over many years.

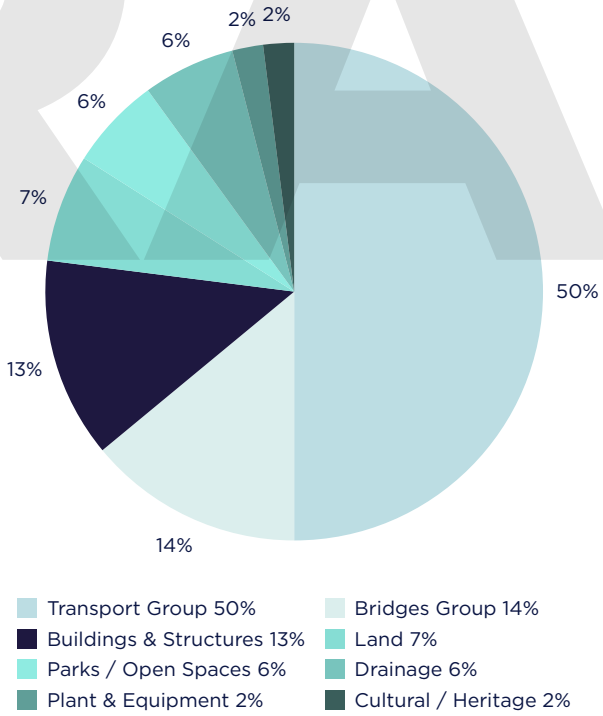
These assets are predominantly used to provide services and amenity to our community. The standard to which they are maintained and the extent to which they are grown and improved are a key consideration in setting and delivering on our Community Vision and Council Plan.

1. Introduction

DRAFT

Figure 1: Asset Categories

Asset Composition



Over the next ten (10) years we expect to budget a total of $84.0 million for renewing, improving, and growing our assets. We are also projected to allocate around $110.2 million over the same period to operate and maintain our assets. Combined, on average 42 per cent of our total annual expenditure is asset related.

This investment is made so that our assets remain fit-for-purpose, are safe, and support the delivery of services to our community.

It is vital that we are responsible and judicious Asset Managers so that our assets continue to support community outcomes. Asset management helps Council effectively plan the maintenance, upgrade and renewal of our assets as timely investments save money in the long term.

1.4 | Asset Management Framework

Our Strategic Asset Management Framework shown in Figure 2 aims to ensure that a systematic approach to asset management delivers prudent and efficient outcomes that meet both our corporate and asset management objectives.

Table 1 details the interrelationship and hierarchy of Councils Asset Management planning approach.

1. Introduction

DRAFT

Figure 2: Strategic Asset Management Framework

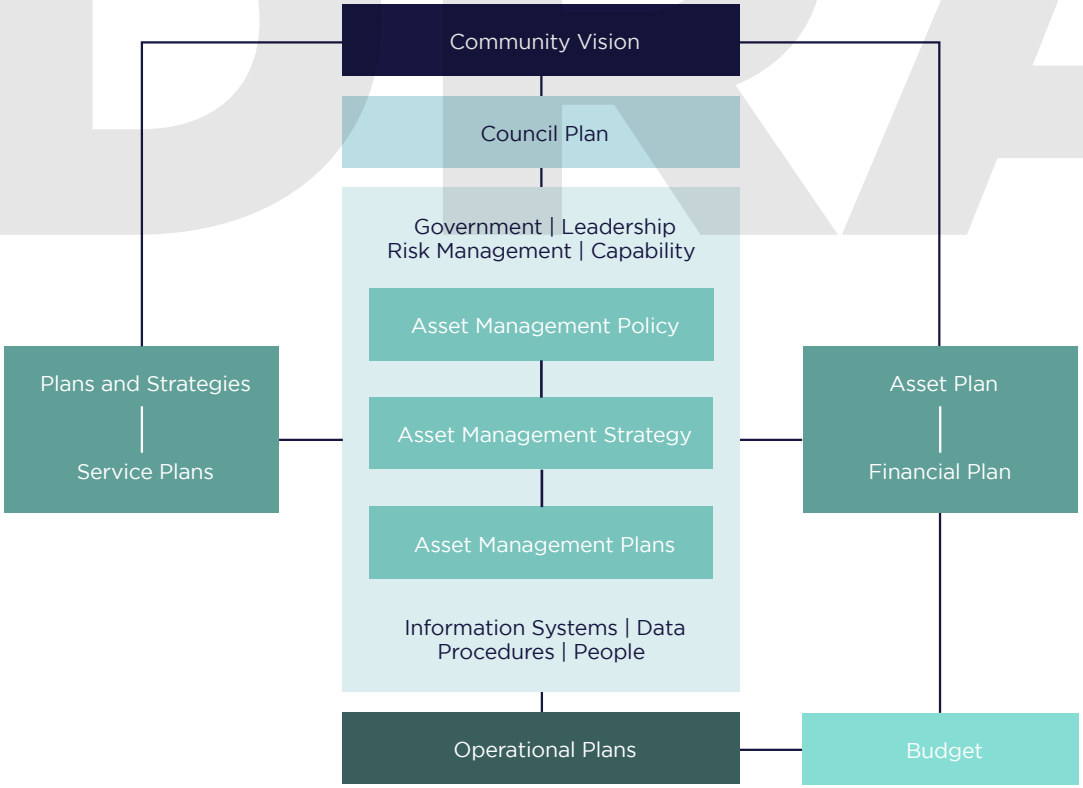


Table 1: Asset Planning Hierarchy

DOCUMENT	ROLE	DETAILS
Asset Plan	High level 10-year view of Council's priorities around maintenance, renewal, acquisition, expansion, upgrade and disposal of infrastructure asset under the control of the Council.	Combines key information from the Asset Management Strategy and Asset Management Plans and also links to Financial Plan.
Asset Management Policy	Guides sustainable management of Council's assets to support services that will meet current and future community needs.	Outlines Council's vision and principles.
Asset Management Strategy	Outlines how we will deliver our asset management policy intentions.	Establishes the direction and actions necessary for improvement of relevant asset management practices to achieve the Council's vision and organisational objectives.
Asset Management Plan	How we intend to manage our assets to meet the demands of our community in the future.	Provides a roadmap for achieving value from our assets by optimising cost, risk, and performance across the lifecycle of an asset.

1. Introduction

DRAFT

1.5 | Purpose of the Asset Plan

The Asset Plan has been prepared in accordance with section 92 of the Local Government Act 2020. This Asset Plan along with our Community Vision and Council Plan has been developed through input from our community via deliberative engagement.

The Asset Plan is a high-level overview document that summarises the key elements of the individual Asset Management Plans that Council has developed for each of our major asset classes.

The purpose of Councils Asset Plan is to:

- Demonstrate how we will responsibly manage our assets to meet the service delivery needs of our community into the future in a cost-effective and sustainable manner
- Summarise the operating and capital expenditure requirements for our assets
- Ensure that there is integration between our asset management planning outcomes with our strategic objectives, Financial Plan, and Budget
- Maximise alignment with Council, Regional and Government Strategies, Policies and Plans that effect the management of our assets
- Comply with our legislative obligations.

The development of the Asset Plan relies upon our understanding of the performance of our assets and a number of key assumptions. Assumptions and forecasts will change based on enhancement of our asset knowledge along with ever evolving internal and external drivers, including community expectations. This Asset Plan will be actively monitored and updated to reflect any major changes.

1.6 | Scope of the Asset Plan

While we manage an extensive portfolio of assets, the Asset Plan only covers all infrastructure that is under the control of and is recognised as an asset of Council.

2 Strategic Context

The delivery of services to the community is guided by the Community Vision, Council plans, strategies, and policies. These also drive Council's approach to asset management.

2.1 | Financial Plan

Council's Financial Plan provides a long-term view of the resources that we expect to be available to us and how these will be allocated and prioritised over the next ten (10) years.

It identifies our current and projected financial capacity to continue delivering high quality services, facilities, and infrastructure while identifying critical new capital investment to support our community's prosperity and to respond to our future challenges.
The Asset Plan is based on and is intrinsically linked to the annual budget and projections outlined in our Long-Term Financial Plan. Ongoing affordability and sustainability, both physically and financially, are our key objectives.

The Financial Plan in combination with the Asset Plan

supports us in achieving this aim

2.2 | Council Plan 2025-29

The Council Plan makes a commitment to outcomes and priority initiatives across a number of strategic objectives. Effective asset management supports the outcomes of the Council Plan and also the delivery of sustainable services.

We recognise our stewardship role in appropriately managing the assets we have and aim to fulfil our obligations to future communities to provide sustainable assets and services.

2.3 | The Regulatory Framework

Local Government operates in a complex legislative and policy environment that directly influences the way we do business.

The principal legislation in Victoria governing the establishment and operation of councils is the Local Government Act 2020 ('The Act'). This defines the purposes and functions of local government as well as providing the legal framework for establishing and administering councils.

The Act requires all councils to develop an integrated, longer-term, and transparent approach to planning organised around a ten (10) year community vision. This Asset Plan is an integral component of our integrated planning framework.

As well as the general powers and responsibilities as articulated in the Local Government Act 2020, Council is responsible for a wide range of services and functions under various other Acts of Parliament. In fact, Council has responsibilities under more than 120 different Victorian pieces of legislation.

2.4 | Relevant Strategic Documents

This plan supports a number of other strategic Council documents including but not limited to:

- Council Plan
  Climate Change Action Plan
- Road Management Plan
- Play and Open Space Strategy
- Sustainable Strathbogie
- Arts and Culture Strategy
- Tracks and Trails Strategy

DRAFT

3

Our Assets

DRAFT

The Asset Plan links to our Strategic Risk Register given that the plan is intended to deliver multiple benefits to an organisation, including measurable improvements in operational productivity and efficiency, lower lifecycle costs, sustainable levels of service and better management of risk and compliance.

Council manage a portfolio of assets worth over $567 million. This includes all our property, plant and equipment, and infrastructure. These assets have been built up progressively over many years.

Ensuring our assets are appropriate for the Shire's needs enables us to deliver the services that make the Shire of Strathbogie a great place to live, work and visit. The Asset Plan provides guidance on all Council infrastructure assets, which are grouped into key asset classes.

Table 2 details Councils Asset portfolio and Table 3 highlights some examples of Community Buildings and Structures.

Table 2: Asset Portfolio Classes

ASSET GROUP	TOTAL ITEMS (NO.)	TOTAL LENGTH (KM)	AREA (M2)
Sealed Roads		750	
Unsealed Roads		1464	
Road Bridges	125		
Foot Bridges	9		
Major Culverts	387		
Buildings and Structures	772		
Footpaths/Cycleways		50.5	
Parks and Reserves	25		
Walking Tracks		28.8	
Garden Beds			400
Aquatic Centres	5		
Playgrounds	34		
Hardcourts/ Bowling Greens	58		

Table 3: Examples of Community Buildings and Structures

BUILDINGS AND STRUCTURES	TOTAL ITEMS (NO.)
Buildings	133
Structures (sheds, stores, shelters, shade sails, ramps, water tanks, etc)	639
Examples include:	-
Outdoor Swimming Facilities	5
Community Halls	8
Public Toilets	5
Kindergartens	4
Maternal Child Health Centres	4
Senior Citizens Clubs	4
Public Libraries	3
Cinemas	1
Transfer Stations	7

3. Our Assets

DRAFT

3.1 | State of Our Assets

Our community determine the demand and value of the services our assets provide. The performance of our infrastructure is measured on agreed service levels through ongoing condition assessments of our infrastructure.

The condition of Council's assets is assessed on a ten point scale, ranging from new assets ranked at 0 (zero) through to assets at the end of their life ranked at 9 (nine). Intervention, (or when renewal is required) is generally programmed when an asset reaches Condition 8. Overall, Council's assets are in good condition and below the intervention level in most cases.

Council's Assets are in three broad categories:

3.2 | Transport Infrastructure (Roads, Kerbs, Footpaths)

The condition of these assets was last reviewed in 2022 and a further review is scheduled for next financial year. The Major Report Findings were:

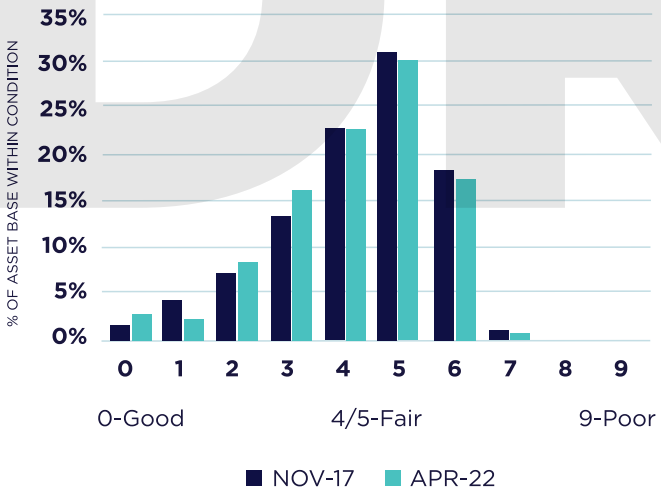
- Council's road assets were found to be in very good overall condition, with a quite measurable overall improvement since the last survey in 2017
- The renewal shortfall or backlog of over intervention assets for the whole roads group was estimated at $2,782,819 representing 1% of the total road asset valuation base. This equates to only 84% of one full year's annual depreciation and as such was considered to be a reasonable outcome
- Council significant focus and investment in lifting the renewal funding levels on the road network over the last decade has made a tangible impact.

Condition in both 2017 and 2022 of varying assets is shown together in the following graphs >

3. Our Assets

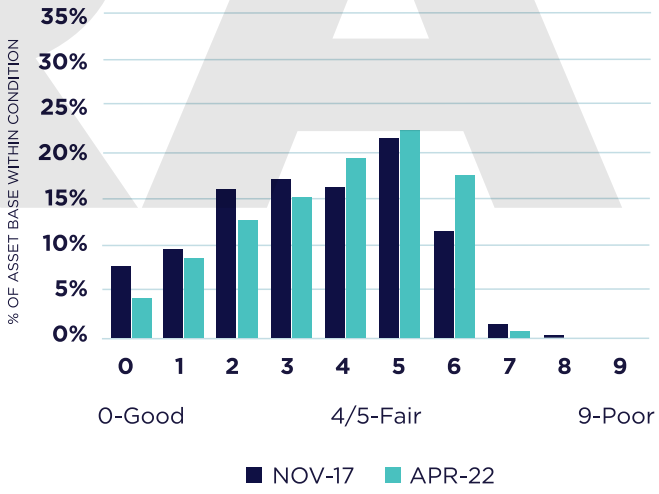
DRAFT

SEALED PAVEMENT



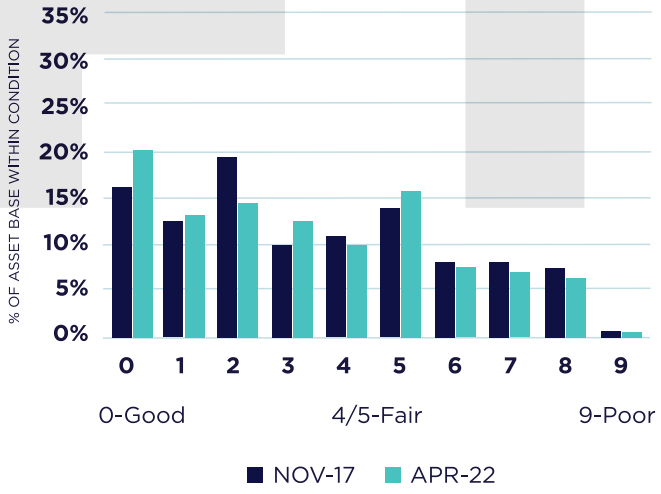
Based on assessments and revaluations completed in April 2022. This is due to be completed again in 2025/26. Overall good result although extreme weather events have resulted in increased maintenance and therefore make the upcoming assessment critical.

SEALED SURFACE



Based on assessments and revaluations completed in April 2022. This is due to be completed again in 2025/26.Overall good result although extreme weather events have resulted in increased maintenance and therefore make the upcoming assessment critical. The upcoming condition 7 peak also represents a challenge to the next couple of years renewals with both the extreme weather and increased traffic and heavy vehicle loading reducing expected lifespans on many roads.

UNSEALED PAVEMENT

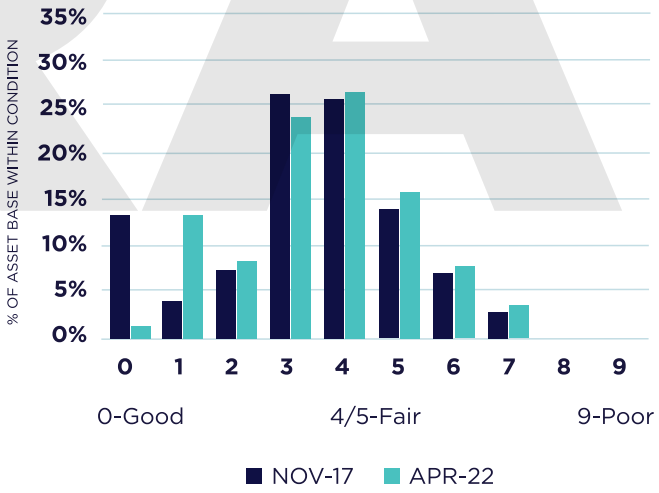


Based on assessments and revaluations completed in April 2022. This is due to be completed again in 2025/26. These roads are highly impacted by weather events and increased traffic which is reflected in increased maintenance intervention.
Drainage and flooding assessments are also in the pipeline to assist in preserving the integrity of these assets.

3. Our Assets

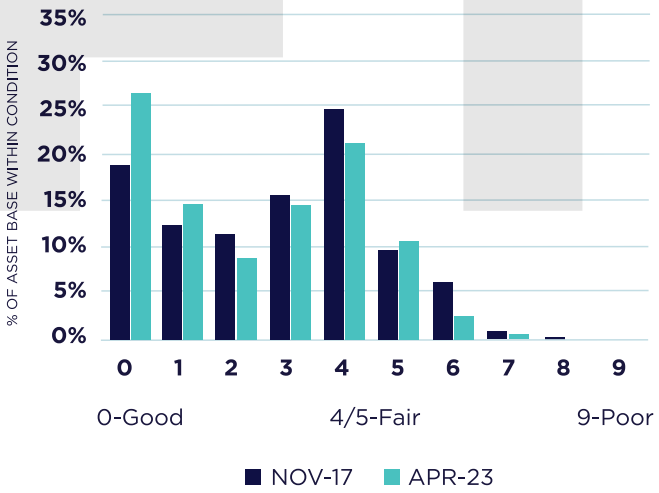
DRAFT

KERB



Based on assessments and revaluations completed in April 2022. This is due to be completed again in 2025/26.Mostly a positive result.

FOOTPATHS



Based on assessments and revaluations completed in June 2022. This is due to be completed again in 2025/26. Recent weather events have resulted in a number of queries on footpaths and a larger remedial / renewal program is anticipated in the future.

Note: Excluding 15km of new footpaths installed over the period.

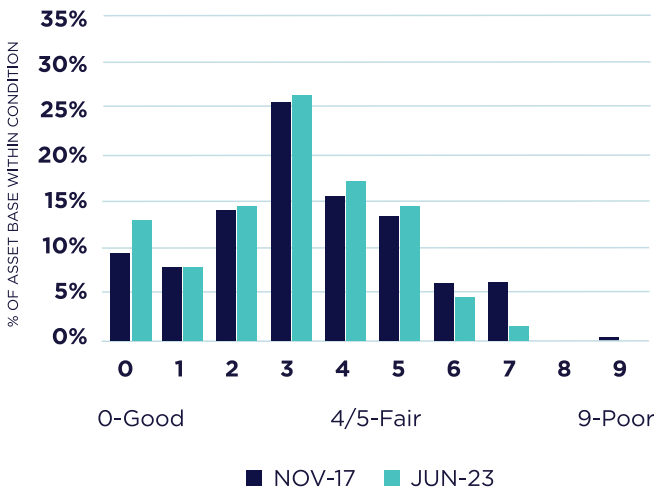
3. Our Assets

DRAFT

3.3 | Bridges

The major findings coming out of the condition survey of bridges are:

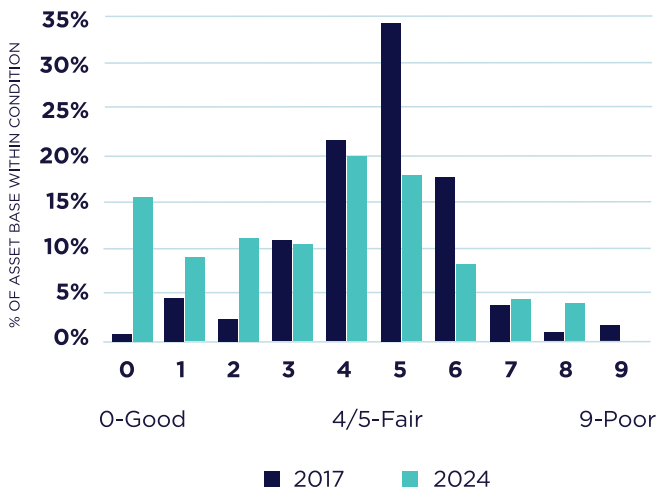
- The bridge assets were found to be in good overall condition with a slight improvement across all six condition indicators since the time of the last survey
- There was 0.15% of the network found to be at and above the adopted renewal intervention level
- The bridge assets were found to be in good overall condition with a quite measurable improvement across all six condition indicators since the time of the last survey, although this was only a partial sample and a full survey is required in 2025/26.
- There was only one structure found to be at or above condition 8.0. This is currently the subject of a Grant claim and should be resolved in the next financial period



3.4 | Buildings

The most recent condition assessment of Councils Building Assets undertaken at 30 Mar-May 2024 showed the following results, based on a ten (10) point scale, 0 (zero) being new through to 9 (nine) being at end of life. Intervention is typically generated at Condition 8.

However, it is noted that a detailed internal and component condition assessment audit is required to be undertaken across all Council buildings in the next financial year.



4 Lifecycle Management

The goal of asset management is to meet a required level of service in the most cost-effective manner, through the prudent and efficient management of assets for present and future customers.

The key elements of effective asset management are:

- Adopting a life-cycle approach
- Developing cost-effective management strategies for the long term
- Providing defined and agreed levels of service
- Monitoring performance
- Understanding and meeting the impact of changing service needs
- Managing risk associated with asset failures
- Sustainably using physical resources
- Continually improving asset management processes and practices.

A formal approach to the management of assets is essential to providing our services in the most cost- effective manner. This enhances our ability to demonstrate our approach to asset management for our stakeholders.

Our approach to asset management is centred on asset lifecycle management. There are four key stages in the asset lifecycle as shown in Figure 7.

Figure 4: Asset Life Cycle

Planning is the first stage of the asset lifecycle.
This stage establishes asset requirements based on evaluation of business need and options.

At the end of the asset's lifecycle.
If there is still a need for the asset, it is renewed or replaced, and the lifecycle recommences. If not, the asset is sold, re- purposed or recycled.

4.1 Lifecycle Strategies

Each phase of the lifecycle has a corresponding life-cycle strategy, which describes our approach to the activities in that stage, objectives relevant to that stage, and strategies for providing performance to required levels.

Our lifecycle strategies that Council implements at each phase are summarised in Table 4.

4. Lifecycle Management

DRAFT

Table 4: Asset Lifecycle Strategies

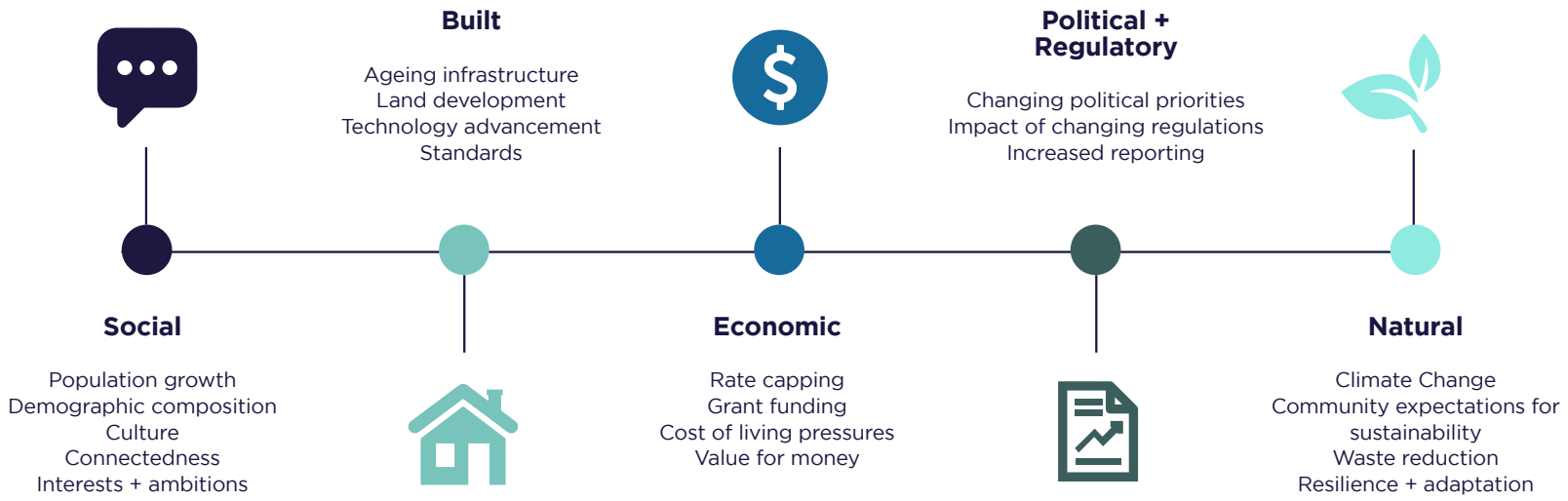
LIFESTYLE PHASE	OUR LIFECYCLE STRATEGIES
Planning	» We consider asset requirements necessary to support our long term objectives and to ensure that the right assets are provided to meet service needs. » Future asset planning and service design considers and balances the key principles of affordability, equity, and the environment. » We use transparent, informed decision-making processes that consider the whole-of-life implications of acquiring, operating, maintaining, and disposing of an asset.
Creation or Acquisition	» Our projects are comprehensively defined so that its objectives are clear. » We select appropriate procurement strategies to ensure we work with the right project partners and achieve value for money. » We use systems and processes to plan, manage, and control projects that result in the creation of assets. » We integrate environmentally sustainable approaches to the design and construction of assets. » Newly acquired assets are checked for quality before they are put into service.
Operations and Maintenance	» We act to enable existing assets operate to their service potential over their useful life. » We regularly inspect, service, and maintain our assets so that they are safe, compliant, and are continuously available for use. » Maintenance is planned to minimise the risk of critical asset failure and ongoing lifecycle costs. » We use systems and processes to help record information about our assets and monitor their performance. » Supported by the development and roll out of the Asset Management Information System to monitor and record effort and cost of maintenance to maintain assets.
Renewal, Replacement, or Disposal	» We continuously assess the condition of our assets. » We aim to optimise the timing of the renewal or replacement of our assets so that they remain safe and functional and to minimise overall lifecycle costs. » Our goal is to maximise the use of our assets through adaptive reuse or co-location of services where appropriate. » Where assets do not directly support core service delivery they are considered for rationalisation or divestment.

5

Future Challenges and Opportunities

There are some issues facing Council that can dictate how we plan for the future and what direction is taken. They may impact on how we deliver our assets and services.

Some of the main issues facing the provision of our assets and services are outlined in **Table 5 on page 17.**



5. Future Challenges and Opportunities

DRAFT

Table 5: Asset Management Issues and Challenges

ISSUE	WHAT DOES THIS MEAN FOR ASSET MANAGEMENT AND SERVICE DELIVERY?
SOCIAL DEMAND	
Population Trends Our present population is expected to grow to more than 12,000 people by 2036, an annual growth rate of 0.7%	» We will need to expand our services and assets to cater for our growing community. » Council will need to make a financial investment in infrastructure so that our assets are of a suitable capacity to cater for growth and that exemplary urban renewal is achieved.
Demographic Change Based on the 2016 Census 37.7% of the population is over the age of 60 compared to the Victorian and National figure of 21%. Conversely 19.5% is under the age of 19 compared to average of about 24%	» Change in the age structure of the population will mean it is critical for us to plan age-based facilities and services. » A changing demographic will mean that we will need to maintain a focus on providing that promote access, equity and inclusion.
Changing Community Needs The community expects Council to be able to quickly respond to emerging needs, without knowing how long the demand might last.	» We will need to plan assets that are responsive and adaptable to meet shifting stakeholder needs. » We will need to seek to form strategic alliances with service delivery partners to enhance non-asset based service delivery solutions in turn optimising the use of Council's asset portfolio.

5. Future Challenges and Opportunities

DRAFT

Table 5: Asset Management Issues and Challenges

ISSUE	WHAT DOES THIS MEAN FOR ASSET MANAGEMENT AND SERVICE DELIVERY?
BUILT ENVIRONMENT	
Ageing Infrastructure One of the biggest financial challenges facing us is the cost of renewing our ageing infrastructure. Council's assets have been built and developed in the past. Many years on, this period of development has created a large peak in the need to invest in asset maintenance and renewal.	» There is a critical need to introduce systems and processes to ensure that our spending on our existing assets is optimised. » As our assets continue to age, more investment in maintenance and renewal expenditure will be required to ensure that the current levels of service enjoyed by the community continue to be delivered.
Rapid Technological Change The world is becoming more connected. People, businesses and governments are increasingly moving online to connect, deliver and access services, obtain information and to perform day to day activities. These changes will affect how we deliver services and how we manage our assets.	» We will also have the capability to share our data on our assets to others enabling them to interact with our services digitally. We will also be able to enable a more mobile workforce. » Council may also be expected to be able to make more use of available and emerging technology to make data more accessible to all.

5. Future Challenges and Opportunities

DRAFT

Table 5: Asset Management Issues and Challenges

ISSUE	WHAT DOES THIS MEAN FOR ASSET MANAGEMENT AND SERVICE DELIVERY?
ECONOMIC DEMAND	
Diminishing Own Source Income We are experiencing a significant reduction of our own source revenue. This had previously contributed to the consolidated revenue of Council and was able to be utilised for the cross-subsidy of other services or had minimised the impact of the net cost to the community.	» Loss of own source income due to commercial competition and changed patterns of use will materially impact the way we invest in our assets and services in the future.
Increasing cost of providing services Cost increases to items such as electricity, petrol, and raw materials impact on the Council. For the Council, this occurs within an expectation of doing more with less or improving our efficiency to ensure more can be achieved with less money.	» We will need to aim to continually balance the affordable provision of services against the needs of our community.
Delivering on community expectations while keeping it affordable There is ongoing pressure from the community for higher quality assets and services to be provided for most Council activities. Smoother roads, modern technology and convenience are some examples. The expectation is for a higher level of service for the same amount of money – in other words doing more with less.	» Community expectations can be influenced by numerous drivers such as generational change, legislation, environmental standards, facilities experienced elsewhere and new technology. » Our assets must cater for the expectations of the community by remaining accessible, well maintained, and fit for purpose. All of this costs money and must be balanced and prioritised against building our Shire's future and the ability of the community to pay.

5. Future Challenges and Opportunities

DRAFT

Table 5: Asset Management Issues and Challenges

ISSUE	WHAT DOES THIS MEAN FOR ASSET MANAGEMENT AND SERVICE DELIVERY?
POLITICAL AND REGULATORY INFLUENCE	
Legislative and Policy Influence We operate in a complex legislative and policy environment that directly influences the way we do business: There is an expectation that Council will continue to deliver services, even when State and Federal government funding is withdrawn.	» We need to meet our statutory obligations while being conscious of maintaining affordability and financial sustainability. This requires good decisions to be made to manage competing funding demands across a broad range of projects, programs, and services.
The cap on rate increases means our ability to control revenue is constrained Compliance and reporting requirements are increasing	» We need to meet our statutory obligations while being conscious of maintaining affordability and financial sustainability. This requires good decisions to be made to manage competing funding demands across a broad range of projects, programs, and services.
NATURAL ENVIRONMENT	
Climate Adaptation We are already experiencing the impacts of climate change. In the future, we can expect; increased flooding of coastal properties and public facilities; storm damage to infrastructure; beach erosion; decreased water quality and security of water supply; reduced summer outdoor activities; and hotter urban spaces.	» Changing weather events may lead to increased need for reactive maintenance for storm and flood damage repair. Assets will need to be built and renewed to a standard that can withstand at least 1.5 degrees of warming and increased rain/storm events. This may require different materials, methods of construction and other innovative approaches. » There may also be Increased expectation for leadership from Council to make use of sustainable energy sources and to provide assets that are environmentally efficient. In the longer-term, there may be greater community demand for weather protection, for sports and leisure activities that have traditionally occurred outdoors.

6

Funding for Long-Term Sustainability

The main theme underpinning our Asset Plan and broader asset management planning principles is ensuring responsible stewardship of our assets to meet the needs of tomorrow's community.

This acknowledges the many and varied factors that influence the delivery of our community's infrastructure. Some of these challenges are legacy issues (e.g., decisions of past Councils or how things were built over 40 years ago). Others are simply the demands of a progressive society that is constantly seeking to improve. Either way, we are responsible for ensuring built infrastructure enhances community wellbeing and is fit for purpose, good quality, safe, future-proofed, cost effective and appropriately funded.

6.1 | Spending Categories

For the purposes of this Asset Plan, spending on infrastructure is categorised as follows:

Table 6: Expenditure Categories

EXPENDITURE CATEGORY	ACTIVITY	DESCRIPTION
Recurrent	Maintenance	Ongoing work required to keep an asset performing at the required level of service.
	Operations	Recurrent expenditure that is continuously required to provide a service.
Renewal	Renewal	Returns the service potential or the life of the asset up to that which it had originally
Growth	Upgrade	Enhancements to an existing asset to provide a higher level of service.
	Expansion	Extends or expands an existing asset at the same standard as is currently enjoyed by residents, to a new group of users.
	New	Creates a new asset that provides a service that does not currently exist.

Classifying our expenditure in this way ensures Council can plan budgets and track how money is allocated to assets and services.

6.2 | Investment Evaluation

As an organisation which relies on assets to deliver our services, Council follows an investment philosophy that:

- Ensures that capital investment for infrastructure assets aids in the achievement of our strategic objectives,
- Supports the development of a service needs directed long-term capital works program, to better inform,
- Ensures capital investment delivers best value,
- Ensures that capital investment is financially sustainable, and in accordance with asset management principles for the whole life cycle costs of our infrastructure,
- Builds a robust capital infrastructure asset investment system that is impartial and priority-based for allocating Council resources, and
- Enhances transparency and public confidence in our capital investment decision-making process.

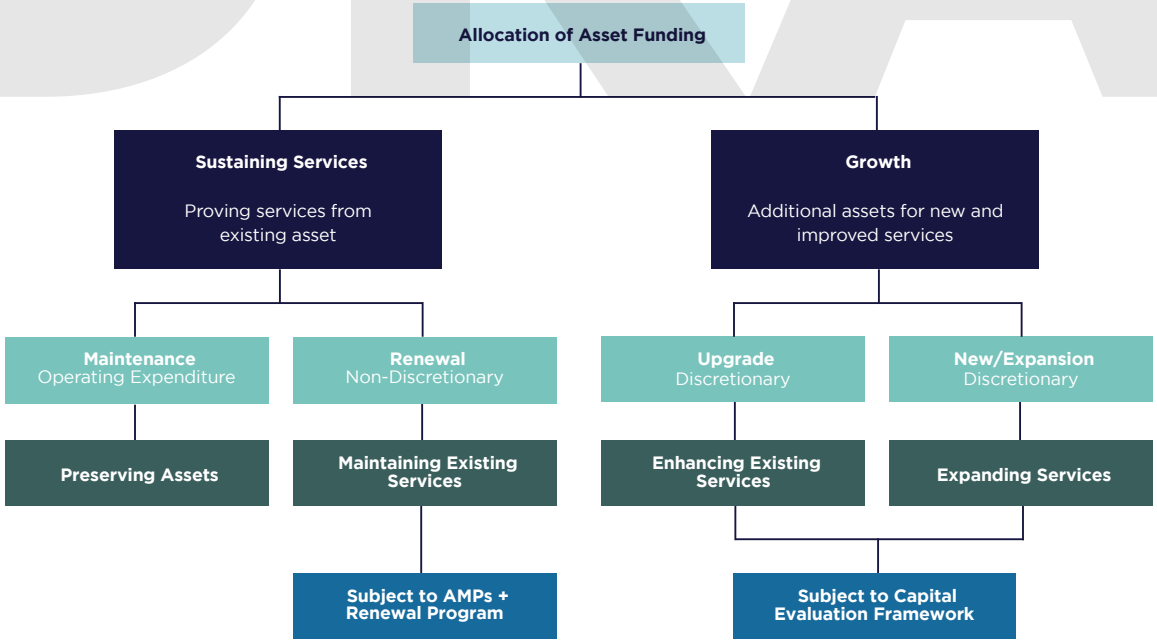
It is essential that Council makes sound capital investment decisions with its finite capital resources that maximise public value for current and future generations.

Our approach provides a means of evaluating and appraising proposed infrastructure investments, as well as setting priorities within the context of our long-term asset and service needs as detailed in **Figure 5 on page 22.**

DRAFT

6. Funding for Long-Term Sustainability

Figure 5: Capital Evaluation Framework



6.3 | Timing and Deliverability of Works (Capital and Maintenance) Programs

We attempt to optimise our proposed works program in terms of capital and maintenance tasks.

In particular, the optimisation of the timing and sequencing of asset renewal projects considers several factors, including the costs and benefits of aligning asset renewal with improvement projects or with maintenance activities. Where possible, Council will endeavour to coordinate our works to:

- Take full advantage of our asset investment
- Ensure the achievement of our strategic goals
- Maintain performance, safety, and compliance of our assets
- Ensure an acceptable risk profile across all assets
- Ensure delivery of the works program.

Timely delivery of the capital works program is essential to minimising the likelihood of additional operating expenditure to sustain our assets beyond their expected service lives where run-to-failure is not employed.

6.4 | Financial Projections

Over the next ten (10) years we expect to budget a total of $84.0 million for renewing, improving, and growing our assets. We are also projected to allocate around $110.2 million over the same period to operate and maintain our assets. Combined, on average 42 per cent of our total annual expenditure is asset related.

This section outlines the projected expenditure for our infrastructure over the next ten (10) years. These outlays have been determined based on the affordability assessments made in our Financial Plan and represent the investment that is required to maintain our existing levels of service.

6. Funding for Long-Term Sustainability

DRAFT

6.5 | Projected Expenditures

The projected capital and recurrent expenditure associated with our infrastructure assets. $'000.

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Recurent										
Assets Services	770	783	804	825	847	869	892	916	939	964
Transport	4,461	4,596	4,717	4,841	4,968	5,098	5,232	5,369	5,510	5,655
Open Space	3,493	3,593	3,635	3,726	3,820	3,916	4,015	4,116	4,220	4,326
Buildings	1,091	1,123	1,151	1,181	1,211	1,243	1,274	1,307	1,341	1,375
Total Maintenance/Operations	**9,815**	**10,095**	**10,307**	**10,573**	**10,846**	**11,126**	**11,413**	**11,708**	**12,010**	**12,320**
Capital										
Renewal										
Roads, Kerb and Channel	6,536	3,896	4,078	4,116	4,144	4,194	4,636	5,002	5,185	5,185
Footpaths	212	315	315	315	119	119	220	200	200	200
Buildings	275	222	200	200	188	150	150	150	150	150
Bridges	1,680	250	400	400	400	350	350	350	350	350
Open Space/Playgrounds/Facilities	695	563	541	725	468	97	551	502	505	505
Drainage/Floodways	125	80	82	84	91	194	398	402	405	405
Plant and Equipment (Including IT)	1,570	1,448	1,305	1,263	1,400	1,300	1,300	1,300	1,300	1,300
	11,093	**6,773**	**6,922**	**7,103**	**6,809**	**6,405**	**7,605**	**7,905**	**8,096**	**8,096**
New										
Roads, Kerb and Channel										
Footpaths	75	77	79	80	83	85	86	88	90	90
Buildings	160	60	60	60	60	60	60			
Bridges										
Open Space/Playgrounds/Facilities										
Drainage/Floodways										
Plant and Equipment (Including IT)	450									
	685	**137**	**139**	**140**	**143**	**145**	**146**	**88**	**90**	**90**
Upgrade										
Roads, Kerb and Channel										
Footpaths										
Buildings	1,450									
Bridges										
Open Space/Playgrounds/Facilities	589	10			210	1,000	60			
Drainage/Floodways	474	600	400	300	320					
Plant and Equipment (Including IT)										
	2,513	**610**	**400**	**300**	**530**	**1,000**	**60**	**-**	**-**	**-**
Total Capital	**14,292**	**7,520**	**7,461**	**7,543**	**7,482**	**7,549**	**7,812**	**7,993**	**8,187**	**8,187**

6. Funding for Long-Term Sustainability

DRAFT

Asset management tasks involved in the following asset categories of roads, buildings, footpaths, open space, drainage and bridges include:

Roads

RENEWAL

- Resurfacing of existing roads
- Road reconstruction or major patching of road failures
- Replacement of sections of kerb and channel in poor condition

GROWTH

- Road safety improvements
- Widening or duplication of existing roads
- Traffic calming treatments

RECURRENT

- Maintenance and repairs to roads such as patching potholes, crack sealing etc.
- Line marking
- Street sweeping
- Inspections of the road network.

Buildings

RENEWAL

- Major structural repairs
- Replacement of roof or wall cladding
- Replacement of heating and cooling systems

GROWTH

- Building extensions.
- Sustainability improvements (e.g., PV systems, water harvesting and reuse systems, etc)
- Construction of a new building to cater for increased or changing demand.

RECURRENT

- Minor repairs to building components due to failure, vandalism, etc
- Unblocking drains, service checks, carpet repairs, painting
- Safety, compliance, and condition inspections
- Cleaning/pest control

Footpaths

RENEWAL

- Replacement of sections of existing pathways to an equivalent standard

GROWTH

- Accessibility improvements (e.g., installation of intersection tactiles)
- Widening or improving the surface of existing pathways.
- Extension of the pathway network to address gaps in connectivity.

RECURRENT

- Pathway repairs such as pothole patching, joint grinding, relaying of pavers
- Inspections
- Weed and vegetation control
- Sweeping and pathway cleansing

Open Space

RENEWAL

- Replacement of playground equipment
- Replacement of park furniture
- Rejuvenation or replacement of entire playing courts or sports fields to an equivalent standard

GROWTH

- Playing court extension
- Replacement of playground equipment to a higher standard
- Development of new park or reserve

RECURRENT

- Hazard/defect inspections
- Mowing, vegetation/ weed control
- Garden bed maintenance
- Litter collection and facility cleaning
- Graffiti removal

Drainage

RENEWAL

- Replacement of pits and pipes

GROWTH

- Replacement of pipes to a higher hydraulic capacity
- Extension of the stormwater drainage network
- Installation of stormwater quality improvement devices (e.g., raingardens, litter traps, etc)
- Stormwater harvesting and Water sensitive urban design initiatives

RECURRENT

- Pit cleaning
- Pipe cleansing and removal of debris, sediment, etc
- Removal of litter from Gross Pollutant Traps
- Programmed inspections

Bridges

RENEWAL

- Replacement of bridges, culverts, stairs, and retaining walls

GROWTH

- Replacement bridges to a higher standard
- Construction of retaining walls to enable the use of land
- Meet current accessibility requirements

RECURRENT

- Deck and handrail repairs
- Weed and vegetation control
- Programmed inspections

7

Asset Management Improvement Initiatives

DRAFT

Council's Asset Management Team will investigate opportunities improve asset management Performance.

There are identifiable gaps between the current state and the desired future state of asset management for Council. These 'gaps' have been translated into initial actions which form part of our Asset Management Improvement Plan

These actions will focus on:

- Introduction of a single source of truth Asset Management System, fully integrated with Finance.
- Instigation of full condition assessments, using modern techniques including Engineering and AI tools, of all Transport, Bridge and Building Assets to enable accurate Asset states to be confirmed.
- Detailed assessment of Buildings, including components, to enable accurate forecasting and preparation of work programs to achieve compliance.
- Re-establishing the internal Asset Management Steering Committee and the Asset Management Working Group. Re-define membership, purpose and objectives, ensuring alignment with key strategic asset management objectives.
- Development of lifecycle management plans
- Development of multi-year maintenance and capital works program
- Further refinement and improvement of the prediction modelling life-cycle paths and decision-making modelling.

DRAFT

Strathbogie
SHIRE COUNCIL

PO Box 177, Euroa VIC 3666
Phone: 1800 065 993
Email: info@strathbogie.vic.gov.au

www.strathbogie.vic.gov.au

EUROA HEAD OFFICE

Address: 109a Binney Street
Euroa VIC 3666, Australia

Opening Hours:
Monday to Friday, 9am to 5pm

NAGAMBIE CUSTOMER SERVICE

Address: 352 High Street
Nagambie VIC 3608, Australia

Opening Hours:
Monday to Friday, 9am to 4pm