

THE CITY OF  
GREATER GEELONG

# ASSET PLAN

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2022–32

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We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past and present.

We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

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# Mayor and CEO message

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**As Greater Geelong continues to evolve and expand, so do our goals and priorities for the region.**

We are becoming more environmentally, economically and socially sustainable, technology is opening new and exciting opportunities, and we have a deeper understanding of our precious natural environment.

This Asset Plan is a key strategic document that ensures we stay current and responsive to the region's evolving priorities and opportunities. Our *Asset Plan 2022–32* is a key component of the City's Integrated Planning Framework which also includes our long-term clever and creative vision, *Our Community Plan 2021–25* and the *Long-Term Financial Plan*. The Asset Plan is part of a key suite of documents, including the Asset Policy and asset management plans, which set out the capital works plan for each of our key infrastructure classes. These documents guide our long-term sustainability, while also demonstrating our willingness to work collaboratively and creatively with community groups, stakeholders, volunteers, businesses and residents.

This Asset Plan strengthens the City's position as a leader in asset management within the local government sector. Awarded the IPWEA Excellence in Asset Management Award at the 2021, we have also delivered on Council's new deliberative engagement requirements under the *Local Government Act 2020*. We continue to work with partners, and key stakeholders, to develop relationships that strengthen our capacity to plan and deliver timely infrastructure and services that continue to position us in a global context. The key is in staying true to values, while being adaptable enough to respond to the immediate circumstances and needs.

We all know that, in this rapidly changing world, it's important for a strategic focus to remain solid. However, the events of 2020 highlighted the need for short-term and medium-term plans to offer flexibility, and for organisations to be agile.

We are confident that this Asset Plan will go a long way towards transforming Greater Geelong into a flourishing and prosperous region, and I look forward to seeing its outcomes become a reality in the coming years.

Read on to learn how we're planning to build on each of these strategic directions, and how they will help guide our decision-making as we continue our path towards a clever and creative future.

Cr Stephanie Asher  
Mayor  
City of Greater Geelong

Martin Cutter  
Chief Executive Officer  
City of Greater Geelong



# Asset plan on a page

## Our ASSET STORY



Civil Infrastructure Assets  
Social Infrastructure Assets  
Environmental Assets  
Corporate Assets



**DELIVERING  
OUR  
SERVICES**

## HEALTH CHECK



**RENEWAL GAP  
\$26.0M**

**RENEWAL RATIO  
52.0%**

**BACKLOG  
4.9%**

**AM MATURITY  
53%**

## The ROAD AHEAD



Growth



Demographic  
Change



Climate  
Change



Service Needs  
+ Aspirations



Technology



Limited  
Resources

Annual difference between  
proposed and current spend

Ratio of current budget and  
desired budget

Value of assets that are  
currently very poor or failing

Maturity of our Asset Mmt  
systems & practice, culture

## Our STRATEGY

VISION drives...

SERVICES drives...

INFRASTRUCTURE

GOVERNANCE +  
CULTURE



Policy + Strategic  
Framework

Asset Accounting

Skills, Capabilities +  
Culture

LIFE CYCLE +  
LONG TERM  
PLANNING



Strategic Asset  
Management

Maintenance  
Management

INFORMATION  
MANAGEMENT



Asset Information

Asset Handover

## Our DESTINATION

**A CLEVER  
and CREATIVE  
FUTURE**

An inclusive, diverse, healthy and  
socially connected community.

A leader in technology.

A prosperous economy.

An attractive destination for visitors.

Sustainable solutions.

## WHERE WE WANT TO BE



**RENEWAL GAP  
\$8.6 M**

**RENEWAL RATIO  
\$84.2%**

**BACKLOG  
\$2.2%**

**AM MATURITY  
80%**

Figure 1. Asset plan on a page

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# Executive summary

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In alignment with the Local Government Act, this plan sets out how our assets will be managed and maintained in a financially sustainable way over the next 10 years. This plan sets out how we will meet the community's needs and interests through the management of our assets.

Our municipality is going through a period of significant growth. The biggest challenge we are facing is how we accommodate that growth while protecting our natural environment, preserving the liveability of our region and ensuring financial sustainability. This plan documents our approach to meeting this challenge through management of our \$3.1b asset portfolio.

Section 1 sets out our planning framework and the suite of documents which form our Asset Management approach. Asset management is an integral component of the Cities Integrated Reporting Framework. It aligns with our Council Plan, Community Vision, and Workforce and Financial Plan. The framework includes our Policy and asset class specific Asset Management plans. These documents detail our service commitments and the 10 year capital works plan informing the Cities Long Term Financial plan. Most importantly our planning framework has been designed to ensure we meet our community's needs and interests.

Section 2 describes the current state of our asset portfolio and our 10 year targets. We have an asset backlog of 1.1%. Our annual depreciation is \$58m, above the national average of \$1.6%. Our current position is relatively strong. Our objective is to ensure ongoing sustainability. Under the current spending levels the portion of assets in very poor condition will rise to 4.9%, creating a renewal gap of \$26m, and renewal ratio of 52%. Our asset plan proposes an increase in average renewal spending of \$17m. Reducing our renewal gap to \$8.6m and ensuring a renewal ratio of 86% (within the target range 80-110%).<sup>1</sup> These targets have been established based on industry guidelines. Also taking into consideration affordability and the Cities capacity to deliver the capital works program. The asset plan sets an ambitious target to improve our asset management capability from a maturity score of 56% to 80%.<sup>2</sup>

Section 3 sets out our roadmap for achieving these targets. Including a detailed improvement plan. Our roadmap is formed around three strategic pillars:

- **Governance & Culture:** The city has established a governance framework overseen by the Asset Management Steering Committee and Corporate Asset Management Team. Our policy and Generation 1 plans are in place and will continue to strengthen. Continual refinement of roles and responsibilities and capacity across the organisation will remain a focus.
- **Lifecycle and long term planning:** The City has ensured visibility of service levels and forecast spending. We have established Strategic Asset Management models across major asset classes. In 2021 the journey with our community in deliberative engagement on these service levels commenced. We will continue to strengthen corporate maintenance management systems and service planning across the asset lifecycle. We will continue to strengthen this practice to ensure investment decisions are service driven, evidence based and aligned with community requirements.
- **Information Management:** The City is responsible for hundred of thousands of individual assets, from bridges, to playgrounds, jetties, and road signs. We hold information on each individual asset. The numbers and condition of this infrastructure changes day by day. We will continue to ensure that the information we hold is reliable, consistent and appropriate to inform investment decisions.

We have made significant progress over the last 3 years in building our infrastructure planning framework and practice. This progress was recognised through the 2021 Institute of Public Works Engineers Excellence Award. However, as our improvement plan sets out, there is much work remaining. We will continue to strive to increase the maturity of our data and systems and the capabilities of our people.

The City of Greater Geelong considers financial prudence and management of infrastructure for future generations as part of our core service delivery objectives. We will continue to engage with our community to ensure investment decisions and the services and assets we provide are best aligned with their needs now and into the future.

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<sup>1</sup> Australian Financial Management Guidelines 2015.

<sup>2</sup> IPWEA National Asset Management Assessment Framework

# 1. Introduction

Across the municipality we have thousands of physical objects, as well as infrastructure that stretches for many kilometres. These assets include roads and drains, art objects and sculptures, jetties and boat ramps, and sports fields. In financial terms, these physical objects or assets are valued at approximately \$3.1b of gross replacement cost.

The world is changing rapidly with climate change, rates of development and technological advancement. Our community is seeking a high level of responsiveness to these challenges and opportunities. Within Local Government, reforms via the Local Government Act recognise the importance of such requirements. Asset Management planning, as a component of the Act requires clear and evidence-based approach, linking service needs and asset provision to long term financial sustainability.

This Asset Plan outlines our 10-year approach to maintain, improve and invest in our assets in a strategic and innovative way. It sets out:

- An introduction to our City, our vision and Asset Management Planning framework
- The State of the Assets: Current and Target State.
- Our strategy
- Governance and Culture
- Lifecycle and Long-Term Planning
- Information Management
- Action Plan and Progress Monitoring.

## OUR CITY

With a population of nearly 265,000 people, the City of Greater Geelong is Victoria's largest regional municipality. Located 75 kilometres south-west of Melbourne, the municipality covers an area of 1,252 km<sup>2</sup>, comprising suburban, coastal and country areas. Greater Geelong is bounded by the Moorabool Shire in the north, Wyndham City Council and the Borough of Queenscliff in the east, Surf Coast Shire and Golden Plains Shire in the west, and Bass Strait to the south. Key natural features of the region include Corio Bay, the Bellarine Peninsula, the Barwon River, the You Yangs Regional Park, wetlands, parklands and wildlife sanctuaries

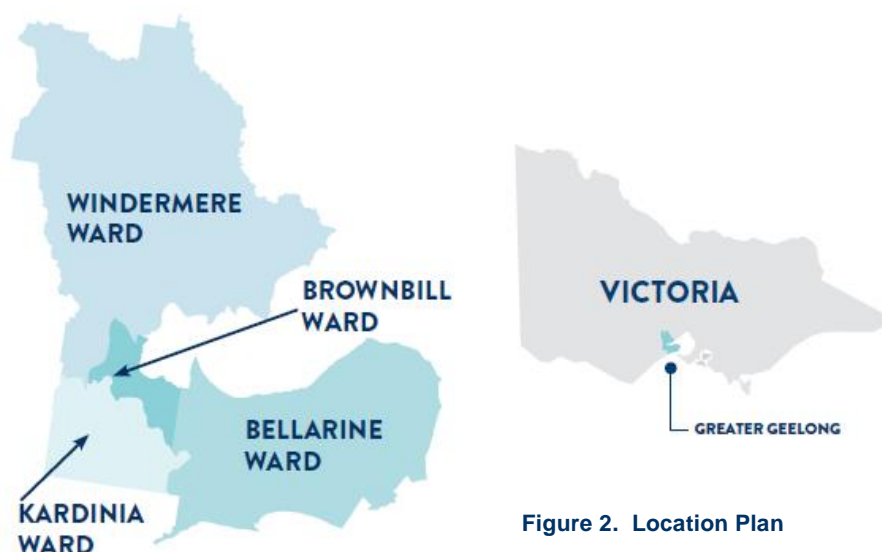


Figure 2. Location Plan

Our region is made up of Geelong and its surrounding suburbs, rural and coastal townships and rural, agricultural and coastal landscapes.

The Wadawurrung people are the Traditional Owners of this area. As custodians of the land, their history, knowledge and passion continue to inform and shape the environmental practices of today.

Our region is under immense pressure from development, our population is expected to grow to 387,900 by 2036. Greater Geelong municipality is the most populated region in Victoria outside of metropolitan Melbourne. Our 2.29 per cent projected growth will have implications for both our built and natural environments.

The community's 30-year vision states that *"By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment."* The vision features nine community aspirations:

- A prosperous economy that supports jobs and education opportunities.
- A leader in developing and adopting technology.
- Creativity drives culture.
- A fast, reliable and connected transport network.
- A destination that attracts local and international visitors.
- People feel safe wherever they are.
- An inclusive, diverse, healthy and socially connected community.
- Sustainable development that supports population growth and protects the natural environment.
- Development and implementation of sustainable solutions.

## ASSETS AND THE INTEGRATED PLANNING FRAMEWORK

The introduction of the Asset Management Accountability Framework in Victoria, along with the The Local Government Act (Planning and Reporting) Regulations 2020, has brought about the most significant raft of reforms in 30 years.<sup>4</sup> This has driven key changes in our strategic planning and reporting arrangements.

The Act requires council to show clear linkages between the Community, Long Term Finance and Asset Management Plan. For Services and Asset planning to be integrated and for all planning to be undertaken based on Deliberative Community Engagement. The recent Act Amendments introduced planning horizons of long term (10+ years) for the Community Vision, Finance and Asset Plan, Medium Term (4+ years) Community Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

The City's Integrated Strategic Planning and Reporting Framework was formed in 2021 in response to these changes.

## THE ASSET PLAN

The Local Government Act section 92 (the Asset Plan) sets out a number of requirements Councils must meet regarding management of their assets and infrastructure.<sup>5</sup> The act states that Councils must develop, adopt and keep in force an Asset Plan which:

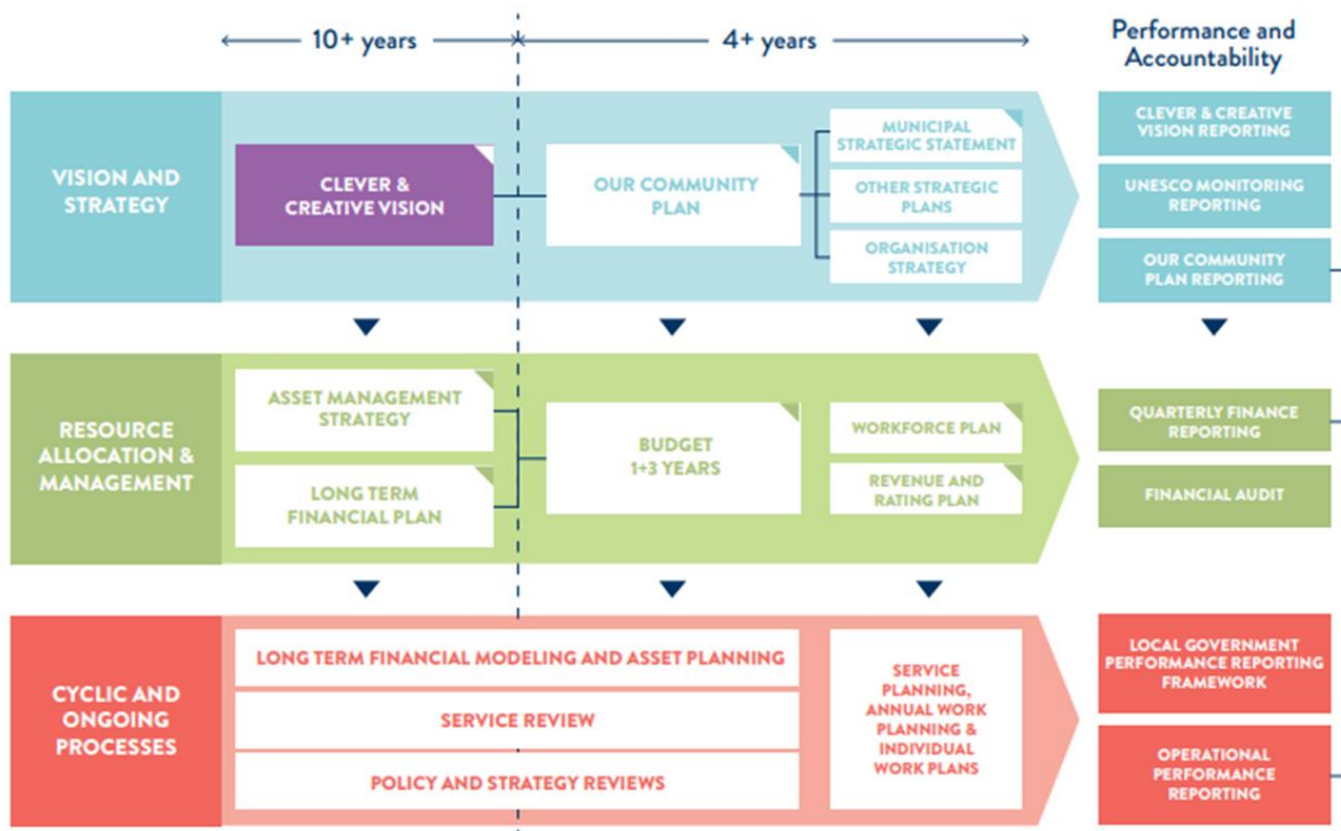
- Covers a planning horizon of at least the next 10 financial years.
- Includes information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council.
- Address any other matters (relevant to the asset class) prescribed by the regulations.
- Develop or review the Asset Plan in accordance with its deliberative engagement practices section in accordance with its community engagement policy.

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<sup>4</sup> <https://www.localgovernment.vic.gov.au/council-governance/local-government-act-2020>

<sup>5</sup> Local Government Victoria Asset Plan Guidance (2022) notes that compliance with the act will require Councils to report against Governance and Management Checklist on the Know Your Council website.





**Figure 3. Integrated Planning Framework**

One of the fundamental shifts in the amended act is a move away from a prescriptive form to a principles based approach. How each organisation meets the principles outlined above is determined by the organisation<sup>6</sup>.

This document forms the City's 10-year Asset Plan. The Asset Plan provides a summary of the 10 year capital works plans drawn from the individual asset class asset management plans. Along with the sustainability ratios and state of the Cities overall asset health. We recognise that the Asset Plan underpinned by Levels of Service will inform the Long-Term Financial Plan.

The Asset Plan is informed by local planning documents, including the Social Infrastructure Plan 2020-2023, and Stormwater Services Strategy 2020-2030. These documents establish strategic service levels which inform renewal planning around target asset condition, criticality, capacity and fitness for purpose. They also identify requirements for new assets, asset upgrades, relocation and disposal.

The asset management planning process (Asset Plan) and its relationship to organisational Council process is shown in Figure 2.

<sup>6</sup> <https://www.localgovernment.vic.gov.au/council-governance/local-government-act-2020/principles-of-the-local-government-act-2020>

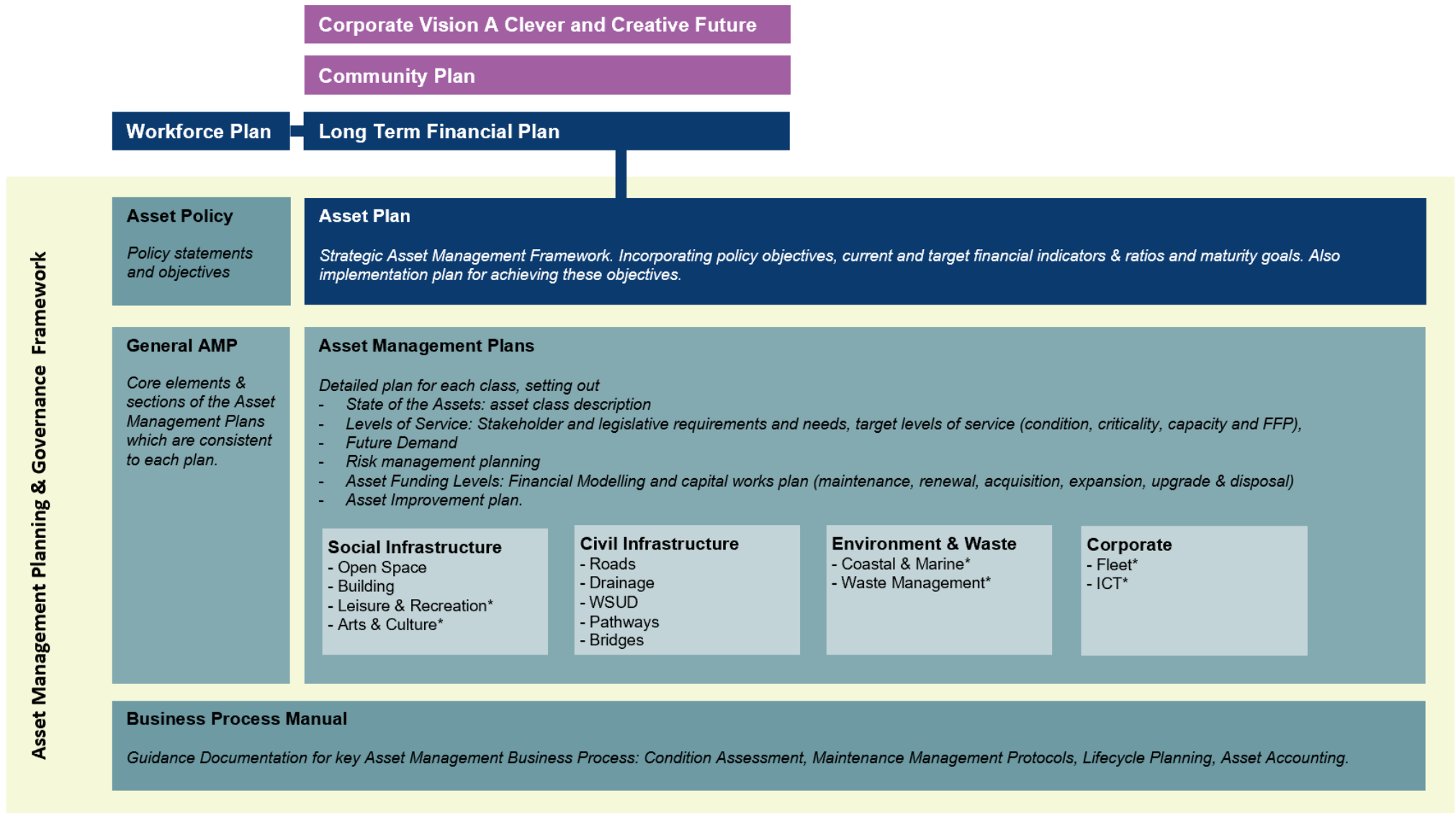


Figure 4. Asset Planning Documents

## OUR DESTINATION

Through our asset management practice, we will work towards the corporate clever and creative vision. Each of these elements forms a project stream within this plan. Sections 4–7 are dedicated to elaborating the steps within each one. The metrics by which we will measure our progress towards this destination are set out in the following section.




<b>Governance &amp; Culture</b> 	<b>Lifecycle Planning &amp; Community</b> 	<b>Information Management</b> 
<p><b>Governance &amp; culture is transparent &amp; accountable</b></p> <ul style="list-style-type: none"> <li>○ Our Governance Framework will respond to the organization's needs.</li> <li>○ The vision for this Framework will be outlined in our Asset Plan.</li> <li>○ Our Asset Management roles and responsibilities are clear and understood.</li> </ul>	<p><b>Will be strategic</b></p> <ul style="list-style-type: none"> <li>○ We take a lifecycle approach to the management of our assets and ensure the financial sustainability of the City through the Long Term Financial Plan informed by our Asset Management Plans.</li> <li>○ Asset investment decisions are be informed by asset information and strategic asset management modelling to ensure they are evidence based.</li> <li>○ All proposed works are assessed against our strategic objectives and include whole of lifecycle costs as part of the project evaluation. We adopt the principle “renew before new”.</li> <li>○ We adopt a risk-based approach to Asset Management.</li> </ul> <p><b>We are Community Driven</b></p> <ul style="list-style-type: none"> <li>○ Service Planning informs our Asset Management practices and decisions. Stakeholder consultation informs Asset Management and service planning outcomes.</li> <li>○ Assets exist to provide agreed LoS to community. Asset Management systems and planning will be informed and integrated with service planning systems, data and insights across the organisation.</li> <li>○ We actively engage with all stakeholders, in determining the levels of service and driving asset performance.</li> </ul>	<p><b>We are evidence based</b></p> <ul style="list-style-type: none"> <li>○ We invest and resource in our Asset Management Information System to ensure the reliability and suitability of our asset information.</li> </ul>

Figure 5. Our Destination

## 2. The state of our assets

Throughout the municipality, our thousands of physical objects and infrastructure which stretch for many kilometres. Understanding the current state of these assets their service performance, costs, and risks enables the City to plan and prioritise the maintenance and management to best meet the needs of the community.

This section sets out a summary of asset values, condition and asset performance. The range of our assets are vast, from roads to sea walls, sculptures, footpaths, buildings and football fields. In the case of some assets, such as roads, bridges and buildings, this can be 50-100 years or more.<sup>7</sup> When we consider asset performance, we consider current state, but most importantly take a long term view in order to ensure future sustainability, and minimise any burden on future generations. This section presents the anticipated performance of our \$3.1Bn asset portfolio across the 10-year landscape

This plan presents a high level summary of the state of the assets and sustainability. Detailed data on each asset class as well as intervention levels and service monitoring, future financial sustainability options and consequences can be found in the Asset Class Asset Management Plan.

### PERFORMANCE INDICATORS

A number of key indicators are used to represent asset performance, level of service and future financial sustainability. The following terms are used in this section.

Metric	Definition <sup>8</sup>
Replacement Value	The Cost of replacing the Asset using either reproduction or modern equivalents.
Written Down Value	The amount at which an Asset is recognised after deducting Depreciation and impairment losses.
Annual Average Depreciation	The systematic allocation of the depreciable amount of a Non-Current Asset over its useful life which reflects the pattern in which the Non-Current Asset's Future Economic Benefits are expected to be consumed by the entity.
Remaining Service Potential	A measure of how much service capacity is left in an asset as of the measurement date.
Condition	The physical asset health measured on a 0–6 scale (where 0 is new and 6 is impaired)
Backlog	The proportion of assets in condition 5 or 6 (Very Poor or impaired) and expressed in replacement cost
Renewal Ratio	Ratio of planned expenditure (available budget) to desired expenditure (LoS based).
Sustainability Ratio	Planned renewal expenditure against average depreciation. Financial indicator.
Renewal Gap	Avg annual difference between a planned budget (excluding new assets and upgrades) and the desired renewal budget. Typically recommended to be measured over 10 years.

<sup>7</sup> Our assets are referred to as fixed assets because unlike liquid assets their value is realised over time.

<sup>8</sup> Refer also to City of Greater Geelong Non-Current Asset Accounting Policy.

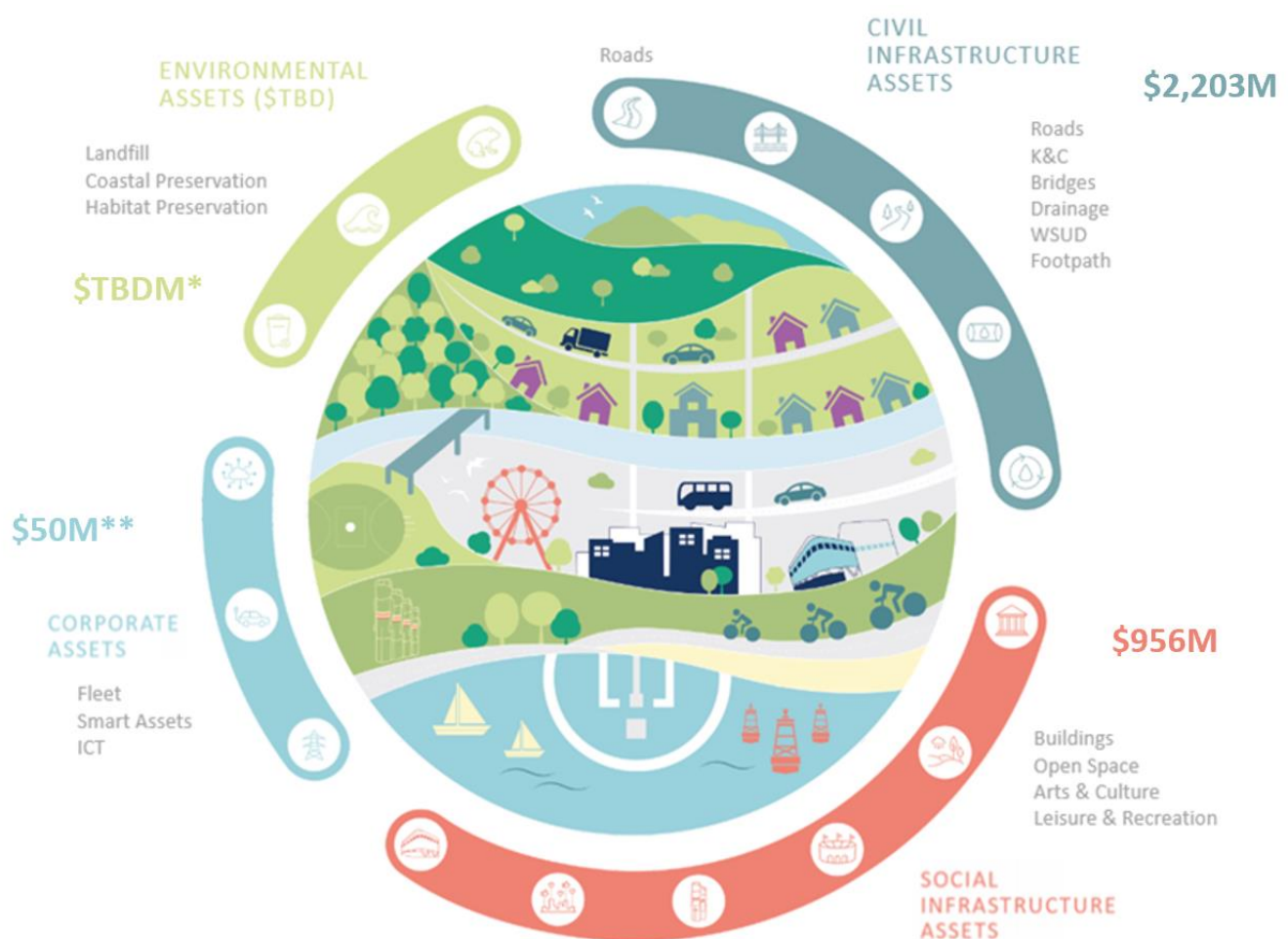


## ASSET PORTFOLIO: DESCRIPTION

Our assets are grouped into four categories. These categories reflect our organisational structure and strategic service planning frameworks.

- Civil Infrastructure Assets
- Social Infrastructure Assets
- Environmental Assets
- Corporate Assets

The total replacement value for each of these is shown in Figure 6.



**Figure 6. Percentage of total replacement value by Asset Class.**

Historically our Civil Assets, which represent around 60% of the value of our assets have been the focus of asset management planning. However, over the last 2 years a significant focus has been turned to our social assets and relationship between the asset planning and social infrastructure plan. Our Environmental assets also represent significant value and in the context of our Climate Response Strategy are of fundamental importance to our community and region. In the coming years we will focus on the maturity of asset planning in this area. While representing a smaller proportion of the asset value, our corporate assets are critical to the operation of our corporate function.<sup>9</sup>

<sup>9</sup> Within our corporate assets, Fleet assets valued at \$35m, Smart assets and ICT to be valued

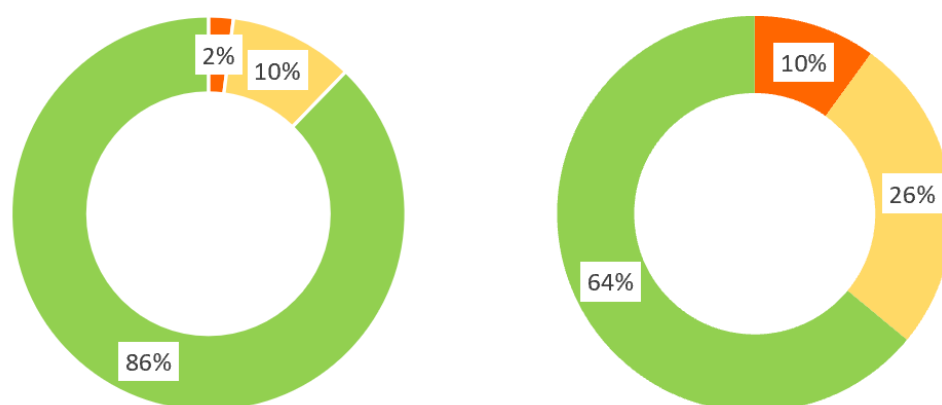
Table 1 presents the financial status and current performance of each asset class in terms of remaining service potential, condition and backlog. The Asset Class Plans provide detailed descriptions on the detail in Table 1. It is anticipated that there will be an additional \$20m in non-material (Corporate and Environmental) assets.

**Table 1 Asset Summary by Class<sup>10</sup>**

Asset Class	Replacement Value	Written Down Value	Avg Annual Depreciation	Condition	Backlog
Bridges	\$61.2m	\$24.9m	\$1.2m	1.98	0.08%
Buildings	\$668.2m	\$508.0m	\$9.5m	1.43	0.02%
Drainage	\$642.3m	\$478.8m	\$6.9m	1.62	4.11%
Footpaths	\$304.3m	\$156.1m	\$6.6m	1.85	0.34%
Kerb & Channel	\$257.4m	\$121.9m	\$4.6m	1.18	0.06%
Open Space	\$254.4m	\$124.7m	\$8.4m	2.48	2.00%
Roads	\$867.9m	\$654.2m	\$19.8m	1.47	0.00%
Waterfront	\$33.8m	\$16.6m	\$1.1m	2.24	0.09%
WSUD	\$70.6m	\$52.6m	\$0.8m	1.8	2.37%
<b>Total</b>	<b>\$3,159.8m</b>	<b>\$2,137.8m</b>	<b>\$58.9m</b>	<b>1.62</b>	<b>1.10%</b>

A few key notes to draw attention to from these figures:

- Condition of assets is predominantly in healthy state, over 80 per cent of the assets in Condition 1 and 2. As displayed on the chart below the asset condition of the City assets is significantly better than national averages.<sup>11</sup>



**Figure 7. Condition Distribution (City of Greater Geelong (LHS), National Average (RHS)).**

- 1.1 per cent of assets are at condition 5 forming our current backlog.<sup>12</sup> National data for comparison not available.
- Annual Depreciation across portfolio is \$58m, equating to 1.8 per cent. This is above the national average of 1.6 per cent.<sup>13</sup>
- The remaining service potential is 68 per cent, four percentage points above the state average.<sup>14</sup>

<sup>10</sup> Buildings and Open Space are currently being reviewed. Figures will be updated in June 2022, changes will only be a small margin.

<sup>11</sup> 2021 National State of the Assets Report - Australian Local Government Association, Summary Report, 5.

<sup>12</sup> 2021 National State of the Assets Report - Australian Local Government Association, Technical Report, 74.

<sup>13</sup> 2021 National State of the Assets Report - Australian Local Government Association, Technical Report, 74.

<sup>14</sup> 2021 National State of the Assets Report - Australian Local Government Association, Technical Report, 74.

## CURRENT AND FUTURE STATE TARGETS

As mentioned, when we consider asset performance, we consider current state, but most importantly take a long term view in order to ensure future sustainability, and minimise any burden on future generations. The City has established detailed Strategic Asset Management models across each asset class to ensure service levels, funding scenarios and anticipated outcomes are explored and understood.

Two key measures have been established in the plan to quantify and qualify our ability to achieve our corporate vision. These re the financial ratios and our asset management maturity measure.

### Financial ratios

A key objective of the Asset Plan is ensuring the financial sustainability of the management of the Cities assets as they grow and age and provide the services they require. We measure and track our sustainability through our financial ratios.

In broad terms the City operates assets valued at \$3.1b. This equates to \$12,000 per head of population. To continue to provide services, we need to maintain, replace, rationalise and upgrade infrastructure.. These assets are prone to natural wear and tear and/or they may become functionally obsolete. In simple accounting terms, this equates to \$45m in annual depreciation. Our current capital expenditure which replaces assets when they reach our service level thresholds is of the order of \$30m per annum which equates to circa \$1200 per head of population.

We make a significant investment of our community resource in our assets and the services they deliver. Clear communication of our ratios and what they mean for the community is a priority for the City. These ratios are set out in the Figure Below.

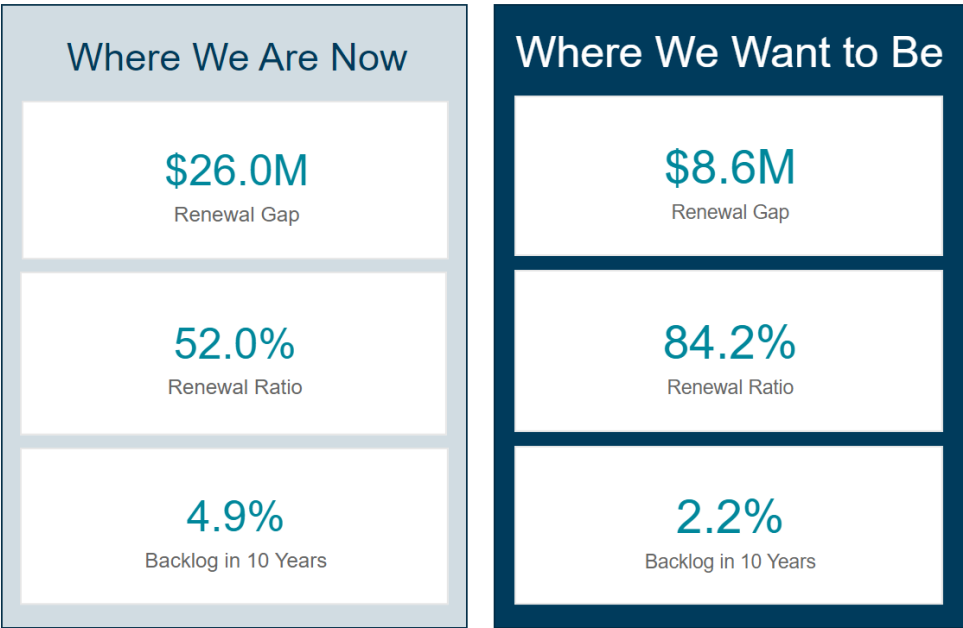


Figure 8. Strategic Asset Management Targets

The target state, or where we want to be, has been set based on a number of key considerations. Firstly, the City has a commitment to “A Sustainable Approach.” This is defined as:

“a continual way of thinking that focuses on the best outcomes for people, the environment and the economy – both now and in the future. It also means demonstrating leadership, supporting sustainable choices for industry

and the community, as well as tracking our progress and reporting annually against global reporting standards.”<sup>15</sup>

From an asset management perspective, we aim to set our intervention standards to hold assets in a manageable state, where we are not creating a burden for future generations. Further rationale for these targets:

- Australian Industry guidelines set a target of 0–3 per cent for Asset Backlog and 80 per cent for renewal ratio.<sup>16</sup>
- Assessing each individual Asset Management Plan, the recommended scenarios and indicators for each class, balancing these plans at the portfolio level.
- Considering affordability under the advice of the Cities Chief Financial Officer, and Asset Management Steering Committee.
- Considering achievability – the capital works plan we are able to deliver across the 10 years.

Considering all these factors, based on the guidance of IPWEA FPM guidelines, while our targets may vary slightly with improved maturity in our data, community engagement and our models, we will aim to carry a renewal gap of under \$10m per annum for our \$3b asset stock.

Figure 9 has been provided as an illustration of the practical impacts of this strategy. This Figure shows assets at our Eastern Beach location on the Waterfront. The initial image is the current state of the assets. The second image is the state of the assets in 2032 under the current renewal spending. The final image shows the following page illustrates the state of the assets in 2032 under the proposed scenario. A far preferable outcome for the community at this important City site.

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<sup>15</sup> The City of Greater Geelong Sustainability Policy 2021.

<sup>16</sup> Australian Financial Guideline, IPWEA, 2015





Figure 9. Eastern Beach Assets: 2022 and 2032 under current and proposed funding

Asset management maturity

The Asset Management Maturity has been assessed against the NAMAF Maturity framework, modified as an assessment against our strategy. The NAMAF parameters have been grouped around the themes of our Asset Plan. Our current maturity sits at 57per cent. Maintenance Management Systems, Asset Accounting, and Information are highlighted as improvement opportunities. Strategic Modelling and Governance are our strongest performance areas.

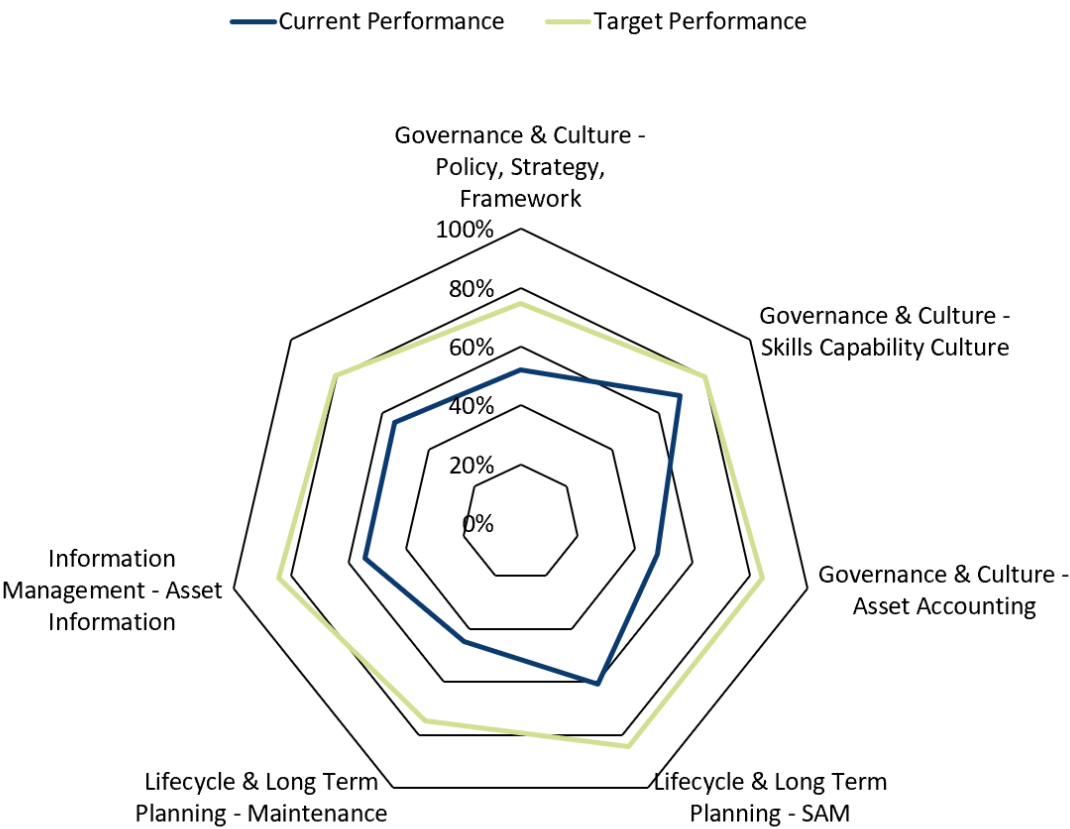


Figure 10. Asset Management Maturity Targets

## 3. How will we get there

Considering the demand factors as we look ahead, and the current state of health of our asset systems, capabilities and network, we have designed a roadmap and action Plan for the way forward.

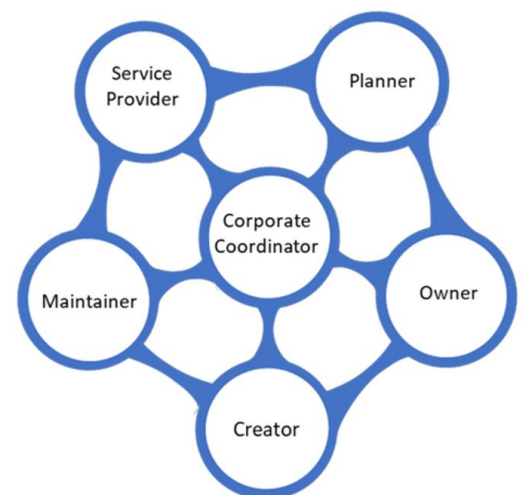
The action plan is framed around our key strategic themes:

- governance and culture
- lifecycle and long-term planning
- information management.

### GOVERNANCE AND CULTURE

Establishing a clear and consistent framework for our Asset Management practice across the organisation is at the heart of our Asset Plan. The National Asset Management Assessment Framework, Asset Management Assessment Framework and ISO 55000 all point to a clear and consistent governance and planning framework. At the City of Geelong, as outlined in our Asset Management Story, we have commenced the journey to developing key components of this framework. Moving forward we will continue its development and implementation across the organisation. Key components of our Governance and culture framework include:

- The Project Governance Structure – Attachment 1.
- Asset Planning Process – Attachment 2.
- Asset Roles and Responsibilities Matrix – Attachment 3.
- Policy, Plan and Process – See improvement plan for targets.
- Skills Culture and Communication – how knowledge of this framework will be disseminated across the organisation. See improvement plan for targets.



**Figure 11. Asset Management Roles and Responsibilities**

### INFORMATION MANAGEMENT

In 2019 the Victorian Auditor General's Office published "Local Government Assets: Asset Management and Compliance." The results of an audit into the reliability of asset information systems and use this data in their asset management and planning. The audit recommendations included:

- Determine and document information required for effective asset reporting and decision-making.
- Establish more consistent and systematic processes for data collection to a level commensurate with asset criticality and implement them to collect the information.
- Integrate asset management information systems so staff can easily record and access data to enable analysis for planning and decision-making.
- Identify their critical assets, and the potential risks of their failure, to inform investment priorities.
- The information management stream of this strategy incorporates our response to these requirements, and the requirements of the NAMAf and ISO 55 000.

The state our asset data is provided in Attachment 4. Our work in this area focuses on the following areas:

- Systems Improvements – Business Process Improvement Project Plan 2022.
- Data Governance – Asset Data Governance Framework 2022 (Business Process Manual).



- Asset Inspections – Business Process Manual.
- Smart Technologies – Use of technology an improvement action (see Improvement Plan for targets).

## LIFECYCLE PLANNING AND COMMUNITY ENGAGEMENT

The City is facing a range of pressures now and into the coming decades. Our community plan has summarized these as growth, environmental management and climate change, health and wellbeing. The recent changes to the Local Government Act have been introduced to ensure we have a planning process in place to consider all of these pressures, our community requirements, the infrastructure and services required over the coming years and ability, financially to provide them.

The Act mandates that our 10 year plan sets out our requirements for maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of assets. Over the last 3 years the City has established Generation 1 strategic models for each major asset class. These models have been developed in collaboration with subject matter experts and stakeholders across the organisation. These models inform our Asset Class Asset Management Plans, the 10-year capital works plans within them and ultimately our *Long-Term Financial Plan*.

The models establish the recommended renewal funding based on current asset condition, the way assets are understood to deteriorate over time, and the levels of service we establish for asset intervention. The models are also informed by requirements for upgrades, new assets and disposals identified in Councils key planning documents.

There are a number of key planning documents which consider these challenges, community requirements and shifts in our infrastructure offering to provide key services. These include the Social Infrastructure Plan 2020-2023 which states the City's objectives and aspirations for social infrastructure as: Equitable, Accessible, Adaptable, Integrated and Sustainable. Also documents such as the Stormwater Services Strategy 2020-2030.

Strategic asset management is an ongoing process. It involves quantifying our community wants and needs along with the condition, functionality, and capacity of our current asset portfolio. Further, matching the availability of assets and community demand with forward projections of our financial capacity.

Strategic Asset Planning engages a range of strategies for asset provision as set out in Figure 1.

### Deliberative community engagement

As an organisation, the City of Geelong provides over 130 services to the community including aged care, open space and recreation, arts and culture. The range and suitability of these services depends on the correct provision of assets.

The *Local Government Act 2020* also mandated deliberative community consultation as a central task of Asset Planning.<sup>17</sup> Services drive asset management: they inform us for next 10 years what the demographic drivers are, where demand is likely to increase or reduce and how that will affect our service provision and required levels of service. A core requirement of the *Local Government Act 2020* is the alignment of Asset and Service Planning.

The Cities Engagement Policy was adopted in February 2021. An extensive engagement program has been engaged in the development of the community plan, LTFP and Asset Plan. The Asset specific consultation was undertaken in 2021 and included five virtual community meetings were held in November/December. Feedback from a survey to the City's Advisory Committees was used as input to the consultation. The participants were selected from the pool of community members already involved in previous deliberative engagement to ensure a continued conversation with the community and allow a 'deep dive' into the long-term planning for Council, regarding the factors already debated as part of the Community Plan and Revenue and Rating Plan. A cross section of the community was represented including several members of the youth council. The engagement also involved Council officers from across the organisation. Findings have been summarized in the consultation report.<sup>18</sup> Key findings which have been incorporated into our Asset Planning process:

<sup>17</sup> Deliberative Engagement as a requirement of the Act has been shifted to commence 23/24 FY.

<sup>18</sup> Reference Community Consultation Report.



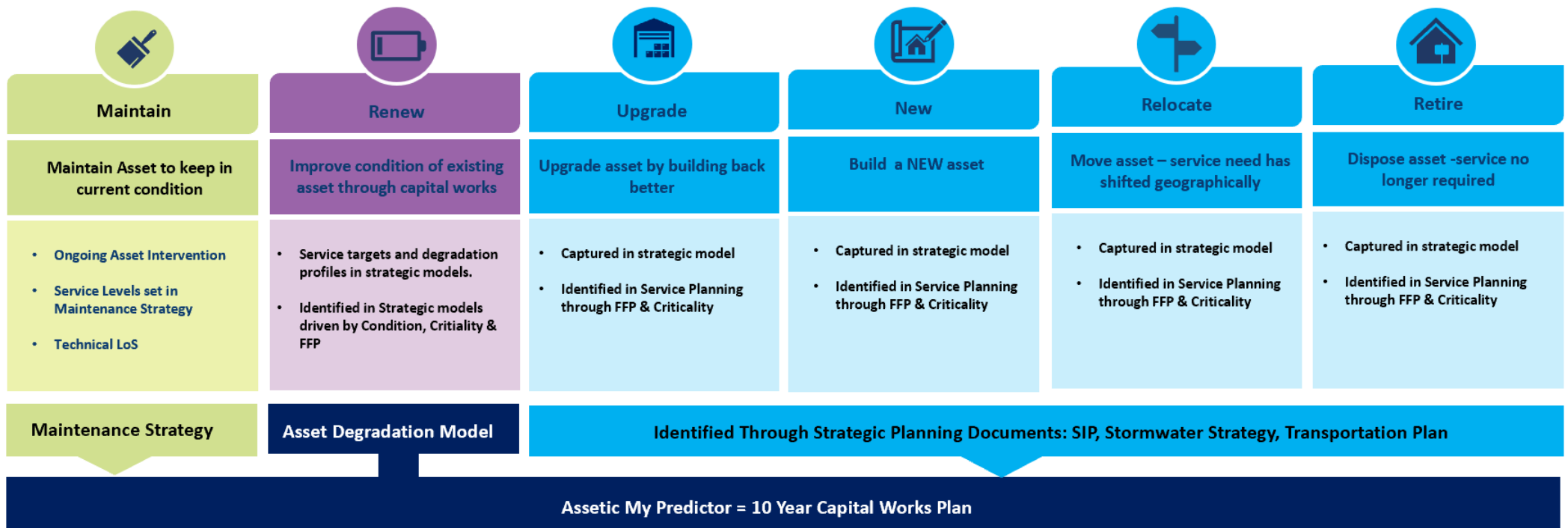


Figure 12. Asset Management Strategies

- Climate Change and management of our rich environmental resources are forefront for the community. A focus on funding drainage and WSUD assets to protect our environment. Also building in technology such as electronic vehicles in our fleet portfolio. Finally continuing our work modelling climate impact in infrastructure planning with the CSIRO
- Ensuring the SIP principles (equity, affordability, access etc) are central in asset planning.
- Ensuring financial sustainability.

## Maintenance management

Maintenance Management systems are fundamental to lifecycle management of assets. Maintenance is the work which needs to be done to ensure assets deliver the standard of service that the asset owner requires. Maintenance Management is carried out in the City across a number of areas: We will align and bring consistency to our practice across all maintenance areas.

In the short term a maintenance management solution is being developed in the Konect software platform which will ultimately be migrated into the corporate MMS solution. The solution and inputs will be spatially enabled. Key inputs to this work will include preparation of maintenance and service level plans for each area.

## Long-Term Financial Plan

The Asset expenditure for the next 10 years projected through the strategic modelling process are shown in the table below<sup>19,20</sup> Details are provided in Attachment 3.

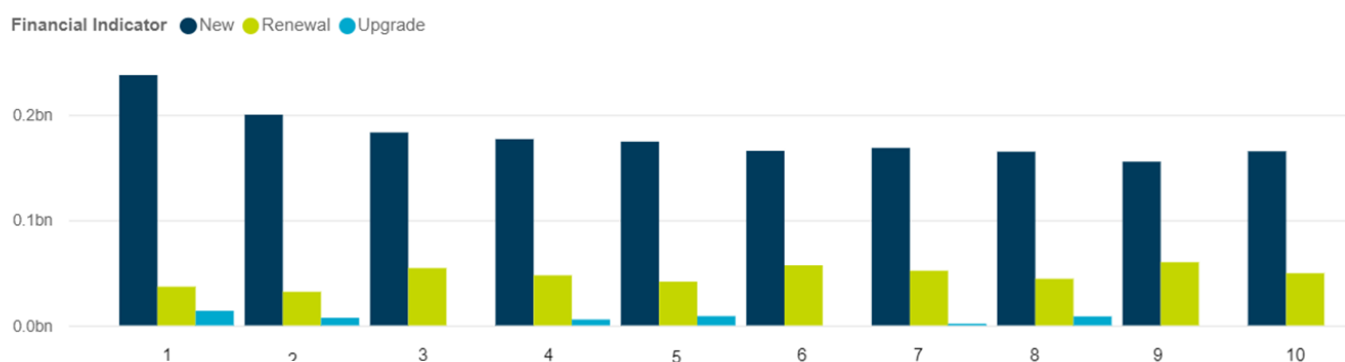


Figure 13. Long-Term Financial Plan

<sup>19</sup> The figures projected in model are as at January 2022. The Cities Generation 1 Long Term Financial Plan was published in 2021.

<sup>20</sup> Figures will be updated by June 2022. Changes will only be a small amount.

## IMPLEMENTATION PLAN

This implementation plan sets out the strategic deliverables and timeframes for the coming years. It is intended that this plan will be reviewed annually. This plan should be read together with individual action items in the Asset Management Plans.

Project Area	Deliverable	Who	Due	Status	Comment	AMP Link <sup>21</sup>	
Governance and Culture	1	Review Asset Management Policy (2019).	CAM	Jun '23	10 %	Due for update	GAMP
	2	Approval and implementation of Asset Plan.	CAM	Jul '22	80 %	Gen 1 to be endorsed for LG Act Compliance.	GAMP
	3	Update TORs for Steering Committee and Sub Committees.	CAM	Jun '23	0 %	Update membership and scope	GAMP
	4	Business Process Framework: Centralise Condition Assessment Manuals each asset class.	CAM, AO	Jun '24	20 %	Required to comply with accounting standards and to ensure data consistency.	BR6, F3
	5	Business Process Framework: Refine Valuation methodology.	CAM, FIN	Jun '24	20 %	Required to comply with accounting standards and to ensure data consistency.	OS6, R7
	6	Update General AMP (2020).	CAM	Jun '24	0 %	Will be due for update.	GAMP
	7	Business Process Framework: Refining design guidelines for developments and private assets, Align with ACDC project.	CAM, AO	Jun '24	0 %		WS9, R5
	8	Business Process Framework: Establish business process for assessment / classification of assets criticality (Incorporation of road and pathway hierarchies).	CAM	Jun '24		Ensuring data reliability, consistency and alignment with new asset register.	R5
	9	Business Process Framework: Establish business process for assessment / classification of assets capacity, utilisation, fitness for purpose.	CAM	Jun '24	0 %	Ensuring data reliability, consistency and alignment with new asset register.	D3, OS 4, B4) BR12
	10	Business Process Framework: Establish Asset Data collection plan and methodology including audit process.	CAM	Jun '23	0 %	Ensuring data reliability, consistency and alignment with new asset register.	WS 10, WS11, WF11) (BR5, WF1, WF3, WF3, WF5) WF4

<sup>21</sup> WS (WSUD), F (Pathways). R (Roads), BR (Bridges), OS (Open Space), GAMP (General AMP), B (Building)

Project Area	Deliverable	Who	Due	Status	Comment	AMP Link <sup>21</sup>
11	Business Process Framework: Continue to define asset handover protocols as part of Asset Handover project.  Handover of minor assets, under 10k.	CAM	Jun '23	50 %	Compliance with Accounting Standards	GAMP WF2 WF15, WS12
12	Business Process Framework: Clarification of Roles and Responsibilities Matrix.	CAM	Jun '23	50%		GAMP
13	Business Process Framework: Protocols for asset disposal (Approach for assets not in service).	CAM	Jun '23	50%	Emerging business requirement in 2021.	GAMP, BR4, F2
14	Establish and meet Asset Handover Targets 2022/23.	CAM, FIN	Jul '23	10%	To be completed with Finance Team	GAMP
15	Valuation Targets – ARC Dashboard – Valuation of new asset classes.	CAM, FIN	Jul '23	10%	To be completed with Finance Team	WS1
16	Valuation Targets – ARC Dashboard – Revaluation existing asset classes.	CAM, FIN	Jul '23	30%	To be completed with Finance Team	WS1
17	Comms Plan – Deliberative Community Consultation.	CAM, COMMS	Jul '23	10%	Carry on work commenced in 2021.	GAMP
18	AM Landing Page – Update current SharePoint / City Web offering.	CAM	Jun '23	20%	Carry on work commenced in 2021.	GAMP
19	Skills Matrix – Conduct Gap Assessment.	CAM	Jun '23	0%	Align with BSR	GAMP
20	Internal Communication – Internal engagement on handovers, roles and responsibilities.	CAM	Jun '23	0%	Align with BSR	GAMP
21	AM Training – Internal training and information sessions as well as identifying external courses for individuals with particular gaps.	CAM	Jun '24	10%	Align with BSR	GAMP
22	Industry Participation: Participation in conferences, working groups and G21 leadership events.	CAM	Jun '24	30%	Presented at Assetic Conference in 2021, Awarded excellence in AM in 2021. IPWEA international conference in 2022.  Participating in a range of industry working groups.	GAMP



Project Area	Deliverable	Who	Due	Status	Comment	AMP Link <sup>21</sup>	
Lifecycle and LTP	23	Annual update of Strategic Models to produce capital works plan.	CAM, AO	Annually	90% 2022	Working with Asset Owners to update models.	BR1, B1, DR1, F1, OS1, WS 2, WS 5, R1, R3, R4.3, R4.4
	24	Annual Update of Asset Management Plans.	CAM	Jun '22	10%	All major Asset Classes. Fleet, Env, A and C, Leisure Service Outstanding.	WS5
	25	Adopt AMP 10 year capital works plans into LTFP.	CAM	Jun '22	90%	Working with Finance team to align.	BR2, B2, F2, WS6
	26	Asset Categories where SAM is Gen 1 (open space, building, waterfront, leisure) additional support to ensure renewal program implemented and input into LTFP.	CAM	Jun '22	10%	Working to support asset owners.	OS2, WF14, WF9
	27	Explore alternate sources of funding (grant) to support infrastructure funding shortfalls.	AO, AP CAM	Jun '24	0%	Working to support asset owners.	WF10
	29	Integrate strategic plans such as SIP, Drainage strategy, footpath hierarchy, DCP Infrastructure Prioritisation Tool.	CAM	Jun '24	10%	Focus primarily on SIP in 2021.	BP3, F4, OS3
	30	Improved Service Planning / Demand Matrix: Improve maturity of service levels and incorporation of non-condition-based performance data (capacity, utilisation, criticality, fitness for purpose).	CAM	Jun '24	10%	Focus for second half 2021	
	31	Integrating climate change, growth and demographics into strategic model.	CAM	Jun '22	10%	2021–22 pilot completed.	WF16
	32	Deliberative Community Engagement.	CAM	Jun '24	10%	Deliberative Community Consultation	WF8, BR11
	33	Maintenance Management Strategy Develop documents for each maintenance area which sets out: operations and maintenance requirement for asset types. Service Plans, intervention levels, LoS for each service area. inspections (including proactive).	CAM AM, BSR	Jun '23	10%	Service Planning engagement in 2019–20.	F7, WS7, WS13 DR9, BR9

Project Area	Deliverable	Who	Due	Status	Comment	AMP Link <sup>21</sup>
	addressing backlog.					
34	Development of Corporate Wide Maintenance Management solution as part of Business System Refresh (BSR)  Business Process mapping of current and future state  Incorporation of MMS Strategy, Asset Classes, Service levels and reporting requirements  Ensure solution can grow with our organisation as we become more mature and aligned.	CAM AM, BSR	Jun '23	10%	Phase 2 kick off 2022  Next steps as part of BSR project	
35	Integration of SAM and MMS solution through Business System Refresh Project. Ensure capture of maintenance resourcing and asset performance to inform 10 year funding requirements for each asset class.	CAM AM, BSR	Jun '23	10%	Assumed values in Gen 1 Models.	B7, OS 7, WF6)
36	Customer Request System – as part of BSR project ensure alignment of RFS Codes with asset classes / types for better reporting.	CAM AM, BSR	Jun '23	10%	Working as part of BSR	BR 7, WS 4
37	BSR booking system aligned with Asset Register to enable visibility of scheduled works for on assets prior to booking.	CAM, AM, BSR	Jun '23	10%	Working as part of BSR	
38	Asset Register: System management / BSR.  Asset definition, incorporate all data into corporate asset register/prioritisation.	CAM	Jun '23	10%	Working as part of BSR	GAMP, BR3, F5, F6, WS8, R2.
39	Alignment of budget structure with asset reporting requirements: maintenance,	CAM	Jun '23	20%	Working as part of BSR	BR10, WS3 DR 6, R4.1, R4.2

Project Area	Deliverable	Who	Due	Status	Comment	AMP Link <sup>21</sup>
	capital and asset classes.					
40	Collection of asset criticality, data.	CAM		10%		OS 4, WF 12, D3, B4, WS15 Br 8, 7
41	Collection of asset utilisation, data – Harnessing Smart City Data Collection.	CAM	Jun '23	10%	Initial discussion with Smart Cities team.  Work to date mainly desk based input from SME.	OS 4, B4, WF13, F
42	Collection of asset fitness for purpose data.	CAM	Jun '23	10%	Initiated with WF team and Open Space.	WF
43	Review Asset Data Quality Dashboard (Attachment 3) and refine gap analysis as part of BSR. Check consistency, reliability, attributes and componentisation, key associated documents and manuals.	CAM	Jun '23	10%	Working as part of BSR	B5, B6 DR4, OS5
44	Establish a corporate plan and resource requirement for data collection.	CAM	Jun '23	60%	Business case for 2023–24 FY	DR 5
45	Input into preparation of GIS Strategy – ensure GIS Integration as part of BSR.	CAM	Jun '23	10%		WS14
46	Asset Management Handover Project  Continue project to ensure asset data maintained and reliable.  Develop ACDC protocols as part of BSR	CAM	Jun '23	20%	Continuing work initiated in 2019.	GAMP

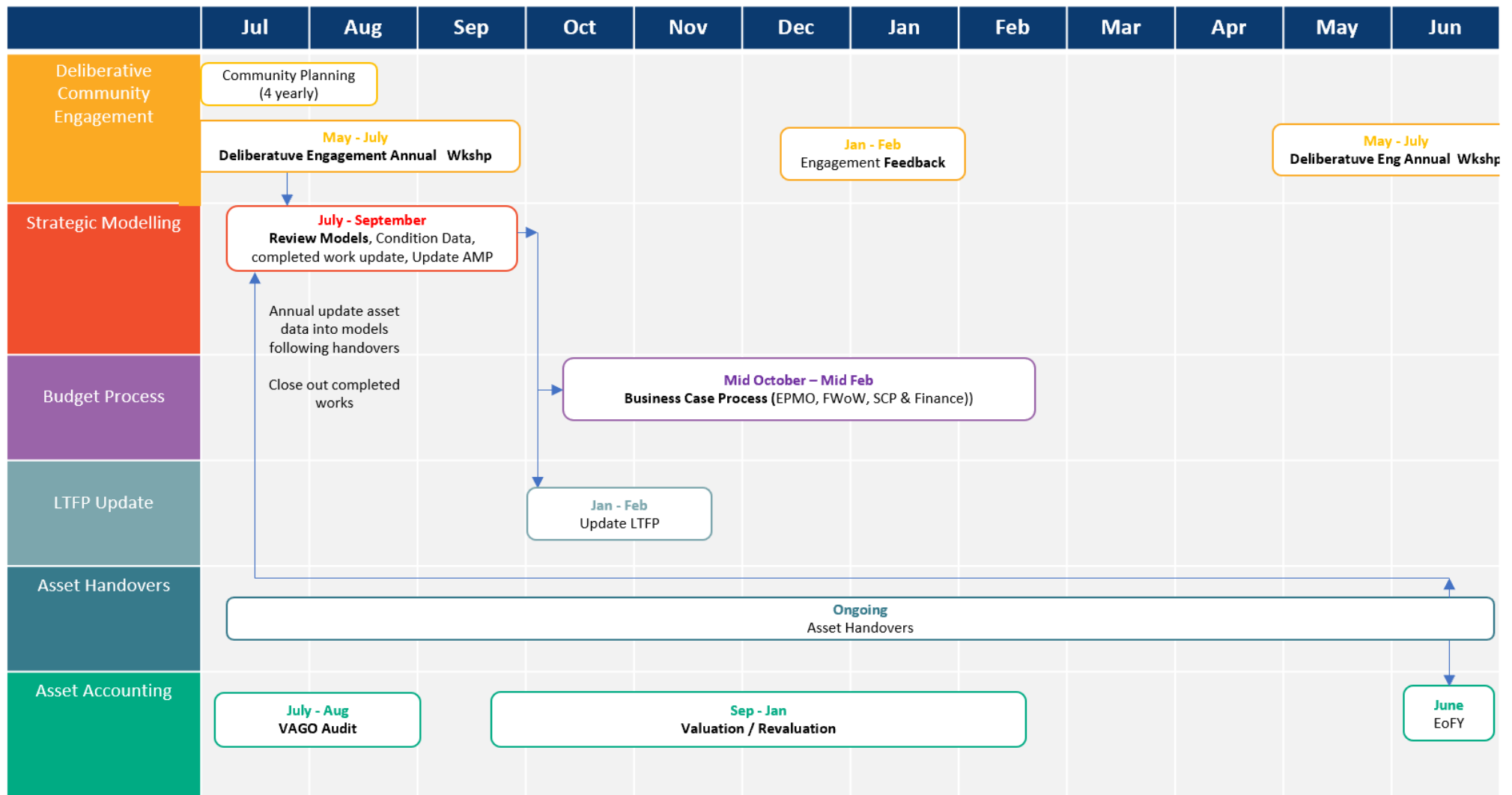
# Attachment 1 – Project governance



Policy, Strategy & Framework	Asset Accounting	Skills, Capabilities, Culture	Strategic Asset Management	Maintenance Management	Asset Information	Asset Handover
<b>Accountabilities</b> Clarify Project Scope Develop Project Strategy and Plan Develop Project Structure & Resourcing Develop Project Budget Requirements Facilitate Project Meetings Engage Change & Communications to Support Project Requirements Execute Project Plan Report on Project Progress <b>Key Deliverables</b> Endorsed Asset Management Policy Develop Asset Management Strategy Asset Management Framework published on City Web including: • Asset Handover Procedures, • Roles and responsibilities • Data Governance Procedures • Asset Accounting Procedures	<b>Accountabilities</b> Clarify Project Scope Develop Project Strategy and Plan Develop Project Structure & Resourcing Develop Project Budget Requirements Facilitate Project Meetings Engage Change & Communications to Support Project Requirements Execute Project Plan Report on Project Progress <b>Key Deliverables</b> Endorsed Asset Accounting Policy Address all VAGO audit issues Asset Valuation including detailed methodology for each asset class.	<b>Accountabilities</b> Clarify Project Scope Develop Project Strategy and Plan Develop Project Structure & Resourcing Develop Project Budget Requirements Facilitate Project Meetings Engage Change & Communications to Support Project Requirements Execute Project Plan Report on Project Progress <b>Key Deliverables</b> Communications Strategy Culture Change Program City Web Information Portal Training Program across organisation	<b>Accountabilities</b> Clarify Project Scope Develop Project Strategy and Plan Develop Project Structure & Resourcing Develop Project Budget Requirements Facilitate Project Meetings Engage Change & Communications to Support Project Requirements Execute Project Plan Report on Project Progress <b>Key Deliverables</b> Establish Strategic Models for all asset classes Produce reporting on Sustainability Ratios and Renewal Gap Produce 10 year capital works program for each asset class as input to LTFF Incorporate demand management and service planning.	<b>Accountabilities</b> Clarify Project Scope Develop Project Strategy and Plan Develop Project Structure & Resourcing Develop Project Budget Requirements Facilitate Project Meetings Engage Change & Communications to Support Project Requirements Execute Project Plan Report on Project Progress <b>Key Deliverables</b> Corporate Maintenance Management Solution Maintenance Plans based on criticality and risk of assets Mobile tools remove paper based system Reporting - Service levels and spend across Council / Across asset types	<b>Accountabilities</b> Clarify Project Scope Develop Project Strategy and Plan Develop Project Structure & Resourcing Develop Project Budget Requirements Facilitate Project Meetings Engage Change & Communications to Support Project Requirements Execute Project Plan Report on Project Progress <b>Key Deliverables</b> Restructure Corporate Asset Register Establish single source of truth for asset information Process all completed WIP Move to electronic handover for developers and internal staff.	<b>Accountabilities</b> Clarify Project Scope Develop Project Strategy and Plan Develop Project Structure & Resourcing Develop Project Budget Requirements Develop Project Meeting Cadence Engage Change & Communications to Support Project Requirements Execute Project Plan Report on Project Progress <b>Key Deliverables</b> 100% Asset Handover in correct financial year. Process Roll out across organisation Process all completed WIP Move to electronic handover for developers and internal staff.

**Change & Community Engagement:** Bec Alcott & Felicity Bolitho

# Attachment 2 – Asset planning cycle





## Attachment 3 – Roles and responsibilities

Role	Responsibilities
Asset Owner	Compliance with legislative requirements.
Delegated ultimate responsibility for the asset.	<p>Establishing the assets technical levels of service.</p> <p>Establishing the asset management plan.</p> <p>Asset Handover: recording data relating to inventory, valuation and condition in the City's asset register.</p> <p>Capturing and monitoring asset condition.</p> <p>Minimising the City's risk exposure.</p> <p>Reporting on assets. (e.g. condition, value, number of, asset performance.)</p> <p>Providing technical expertise pertaining to the design and operation of the asset. (e.g. Engineering, Environmental Science.)</p> <p>Develop and implement AMP.</p> <p>Risk management.</p>
Asset Maintainer responsible for the day to day running and upkeep of the asset.	<p>Leading and developing maintenance strategy together with the Service Provider and Asset Owner.</p> <p>leading and developing maintenance service levels to keep asset at acceptable standard of availability.</p> <p>Advising any issues relating to performance and any opportunities to improve asset efficiency to the asset to the Asset Owner and Service Provider.</p> <p>Identifying opportunities to improve efficiency of the asset.</p> <p>Recording data pertaining to asset maintenance and cost.</p> <p>Reporting non approved works, safety issues, unauthorised access to Asset Owner and Service Provider.</p> <p>Managing reactive Customer Service Requests.</p> <p>Responsible for monitoring and reporting on the specific assets.</p>
Asset Creator responsible for the provision of or improvement to, an asset	<p>Delivery of the new, upgraded, modified or renewed assets (where benefit extends beyond the year of outlay).</p> <p>The development of the scope of works in consultation with the Planner, Asset Owner, Maintainer, Service Provider</p> <p>Adopting a value management approach to produce the most economic and creative solutions.</p> <p>The delivery of the new, upgraded, modified or renewed assets is compliant with City asset standards.</p> <p>Informing Asset Owner, Maintainer and Service Provider during asset construction, project milestones, asset inspection points and asset completion.</p> <p>Asset commissioning.</p>

Role	Responsibilities
	<p>Informing Asset Owner, Asset Maintainer and Service Provider during asset construction and completion.</p> <p>Transfer of asset information via the asset handover process.</p> <p>Transfer asset information in the formats required for corporate record keeping requirements (i.e. as built, statement of assets, GIS, asset attributes).</p> <p>Evaluation of asset creation to determine any improvement opportunities for future asset delivery.</p> <p>Financial governance – stewardship of project deliver.</p>
Service provider responsible for how a service is provided with the asset. The service provider is responsible for:	<p>Liaison with the Community and stakeholders.</p> <p>Determining the method of asset utilisation.</p> <p>Capturing and recording asset utilisation data.</p> <p>Analysis of asset utilisation data and communicate findings to Asset Planner and Asset Owner.</p> <p>Establishing community levels of service via community consultation.</p> <p>liaising with Planner on practical levels of service given City funding constraints, being transparent with community on the current financial state.</p> <p>liaising with the asset Owner on the technical performance of the asset, providing feedback on future project improvements.</p> <p>Advising the asset Planner and Owner when an asset (i.e. building) asset is not be utilised.</p> <p>Play a support role when asset Maintainers are seeking budget increases for increased levels of service.</p>
Asset planner responsible for confirming that the service is required and that the proposed asset is the most effective solution for meeting the customer need.	<p>Consultation with stakeholder / community for asset usage.</p> <p>The acquisition, creation, modification, renewal and disposal of assets.</p> <p>Advocating for appropriate maintenance budgets.</p> <p>Review of assets to support current service.</p> <p>Analysing trends and demographics, including future growth.</p> <p>Identification of asset gaps and levels of service.</p> <p>Consultation with community and stakeholders to test gap findings.</p> <p>Prioritisation of project.</p> <p>Develop relevant funding proposals. (e.g. business case)</p> <p>Plan for acquisition, creation, modification, renewal and disposal, in consultation with asset owner, asset creator, maintainer and service provider.</p>
Governance	A 'whole of organisation' approach to asset management has been driven by the corporate asset management team. The benefits of a corporate asset management team includes:
Corporate Asset Management and	Demonstrating corporate support for sustainable asset management.

Role	Responsibilities
Asset Accounting	<p>Encouraging corporate buy-in and responsibility.</p> <p>Coordinating strategic planning, information technology and asset management activities.</p> <p>Promoting uniform asset management practices across the organisation.</p> <p>Pooling of corporate expertise.</p> <p>Championing of asset management process.</p> <p>Wider accountability for achieving and reviewing sustainable asset management practices.</p> <p>Strategic Asset Management Coordination – Models</p> <p>The Asset Management Plans Guidance and Oversight:</p> <p>operational planning and control</p> <p>supporting activities</p> <p>control activities</p> <p>other relevant processes</p> <p>Asset Accounting Oversight</p> <p>Facilitating the Asset Management Steering Committee and PMG.</p> <p>Asset Management Steering Committee will ensure that projects and initiatives meet Council's strategic objectives. A review of the committee members, meeting frequency and agenda is currently underway to ensure that the committee is in the best position to manage the direction of Asset Management within Council.</p>

## Attachment 4 – State of our asset data

Since 2017 a great deal of effort has been focused on understanding and improving the state of our Asset Data. Data collection activities have been initiated, including the work undertaken under the 2020 the State Government, Working for Victoria Grant. This work has accelerated the development of Asset Hierarchies and Attribution. The state of our asset data is improving and is presented below.

Asset Type	Basic Attribute	Condition	Valuation	Capacity	Utilisation	Fit For Purpose	Criticality	Spatial	Focus / Comment
Building	G3	3	3	No	No	No	No	60%	Asset data hierarchy refinement – Aligning Financial & Maintenance Components Room level data. Collection of non condition performance data.
Open Space	G1	1	1	No	No	No	No	40%	Post process and integrate data from WfV exercise. Valuation of assets.
Lesire & Recreation	G2	1	0	No	No	No	No	20%	Post process and integrate data from WfV exercise. Valuation of assets.
Arts & Culture	G2	1	0	No	No	No	No	20%	Review data held in various registers. Commence collection of outstanding data (WfV City Hall Basement) Integrate data into corporate data sets.
Roads	G3	3	3	No	No	No	No	90%	Inclusion of Formation component in corporate dataset. Refinement of network criticality.
Drainage	G2	2	3	No	No	No	No	60%	Improvement of confidence in dataset. Condition and other performance measures.
Bridges	G3	3	3	No	No	No	No	90%	Componentisation of bridge data. Improved maturity of understanding of network criticality.
Footpath	G3	2	3	No	No	No	No	70%	Improvement of confidence in dataset through capture of category 7 footpaths. Improved understanding of network criticality.
Coastal & Env Preservation	G1	1	0	No	No	No	No	30%	Improved data to be incorporated in corporate asset dataset. Valuation of assets.
Landfill	G1	0	0	No	No	No	No	10%	Improved inventory and performance data to be incorporated in corporate asset dataset. Valuation of assets.
Smart Assets	G1	0	0	No	No	No	No	10%	Asset data to be incorporate into corporate asset register.
ICT	G2	0	0	No	No	No	No	0%	Tracking of mobile assets.
Fleet	G3	0	3	No	No	No	No	N/A	Review inventory data and check performance information.

# Attachment 5 –Long Term Financial Plan<sup>22</sup>

Budget Category / Class	1	2	3	4	5	6	7	8	9	10	Total
<b>New</b>											
Roads	43,607,710	47,583,182	47,814,614	45,621,980	46,295,749	52,710,208	51,261,187	48,187,052	49,444,889	49,435,508	481,962,080
Drainage	37,163,202	42,262,265	43,799,643	39,446,173	40,600,027	40,093,893	41,129,511	41,938,248	42,771,908	43,366,995	412,571,866
Buildings	74,775,498	92,225,521	34,652,253	21,720,761	23,273,485	14,310,542	10,960,776	16,274,584	22,011,134	12,962,318	323,166,872
Open Space	14,099,868	21,903,604	14,094,574	22,870,002	34,668,831	25,578,746	31,968,159	42,993,938	17,198,384	14,900,619	240,276,725
Footpaths	19,729,093	21,096,784	22,553,885	24,305,920	19,835,832	20,370,048	20,713,289	21,063,394	21,420,502	21,661,836	212,750,584
Kerb and Channel	10,134,099	11,000,081	10,455,083	10,664,185	11,377,468	11,595,018	11,816,918	12,043,257	12,274,122	12,509,604	113,869,836
Bridges	223,952	223,952	223,952	223,952	523,952	523,952	523,952	523,952	523,952	523,952	4,039,515
WSUD	218,910	1,231,437	738,753	0	200,000	0	0	0	0	0	2,389,100
Waterfront	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>199,952,331</b>	<b>237,526,827</b>	<b>174,332,757</b>	<b>164,852,973</b>	<b>176,775,345</b>	<b>165,182,407</b>	<b>168,373,792</b>	<b>183,024,423</b>	<b>165,644,890</b>	<b>155,360,832</b>	<b>1,791,026,577</b>
<b>Renewal</b>											
Roads	15,637,927	16,820,086	18,188,487	17,213,257	17,820,086	17,820,086	17,820,086	17,820,086	17,820,086	17,820,086	174,780,270
Open Space	1,718,463	2,750,832	3,347,849	3,317,526	5,806,176	8,831,343	10,972,863	12,869,471	14,862,687	15,809,294	80,286,504
Buildings	4,499,230	5,219,214	5,990,599	7,563,411	8,594,520	7,194,520	7,194,520	7,076,954	7,576,954	8,928,148	69,838,070
Footpaths	3,788,000	4,247,923	4,708,882	5,271,059	5,271,059	5,271,059	5,271,059	5,271,059	5,271,059	5,271,059	49,642,218
Drainage	2,039,315	2,564,101	3,189,383	3,815,171	5,237,055	5,237,055	5,237,055	5,737,055	5,937,055	6,537,055	45,530,303
WSUD	400,000	650,000	900,000	1,000,000	1,588,657	1,988,657	2,188,657	2,388,657	2,388,657	2,388,657	15,881,942
Kerb and Channel	2,340,000	2,486,800	2,634,536	2,783,227	850,000	850,000	850,000	850,000	850,000	850,000	15,344,563
Waterfront	750,000	1,003,000	1,456,060	1,959,181	1,328,785	1,328,785	1,328,785	1,328,785	1,328,785	1,328,785	13,140,951
Bridges	743,375	954,243	1,115,327	1,276,634	1,016,730	1,016,730	1,016,730	1,016,730	1,016,730	1,016,730	10,189,958
<b>Total</b>	<b>31,916,310</b>	<b>36,696,199</b>	<b>41,531,123</b>	<b>44,199,466</b>	<b>47,513,068</b>	<b>49,538,235</b>	<b>51,879,755</b>	<b>54,358,796</b>	<b>57,052,012</b>	<b>59,949,814</b>	<b>474,634,779</b>
<b>Upgrade</b>											
Buildings	1,100,000	3,160,000	3,500,000	8,033,524	5,593,000	0	0	0	0	0	21,386,524
Open Space	5,848,000	8,094,371	4,800,000	0	0	0	397,311	0	0	0	19,139,682
Roads	285,647	2,570,818	500,000	500,000	0	0	0	0	0	0	3,856,465
Bridges	0	0	0	0	0	0	0	0	0	0	0
Drainage	0	0	0	0	0	0	0	0	0	0	0
Footpaths	0	0	0	0	0	0	0	0	0	0	0
Kerb and Channel	0	0	0	0	0	0	0	0	0	0	0
Waterfront	0	0	0	0	0	0	0	0	0	0	0
WSUD	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>7,233,647</b>	<b>13,825,189</b>	<b>8,800,000</b>	<b>8,533,524</b>	<b>5,593,000</b>	<b>0</b>	<b>397,311</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>44,382,671</b>
<b>Total</b>	<b>239,102,287</b>	<b>288,048,215</b>	<b>224,663,881</b>	<b>217,585,963</b>	<b>229,881,413</b>	<b>214,720,642</b>	<b>220,650,857</b>	<b>237,383,220</b>	<b>222,696,903</b>	<b>215,310,646</b>	<b>2,310,044,027</b>

<sup>22</sup> Maintenance expenditure currently based on historical data. Reporting will be improved as part of Business System Refresh Project.



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# Contact us

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This document contains important information about the City of Greater Geelong.

Please contact us if you have any questions or would like to request a paper copy of the report. Customer Service  
03 5272 5272.

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