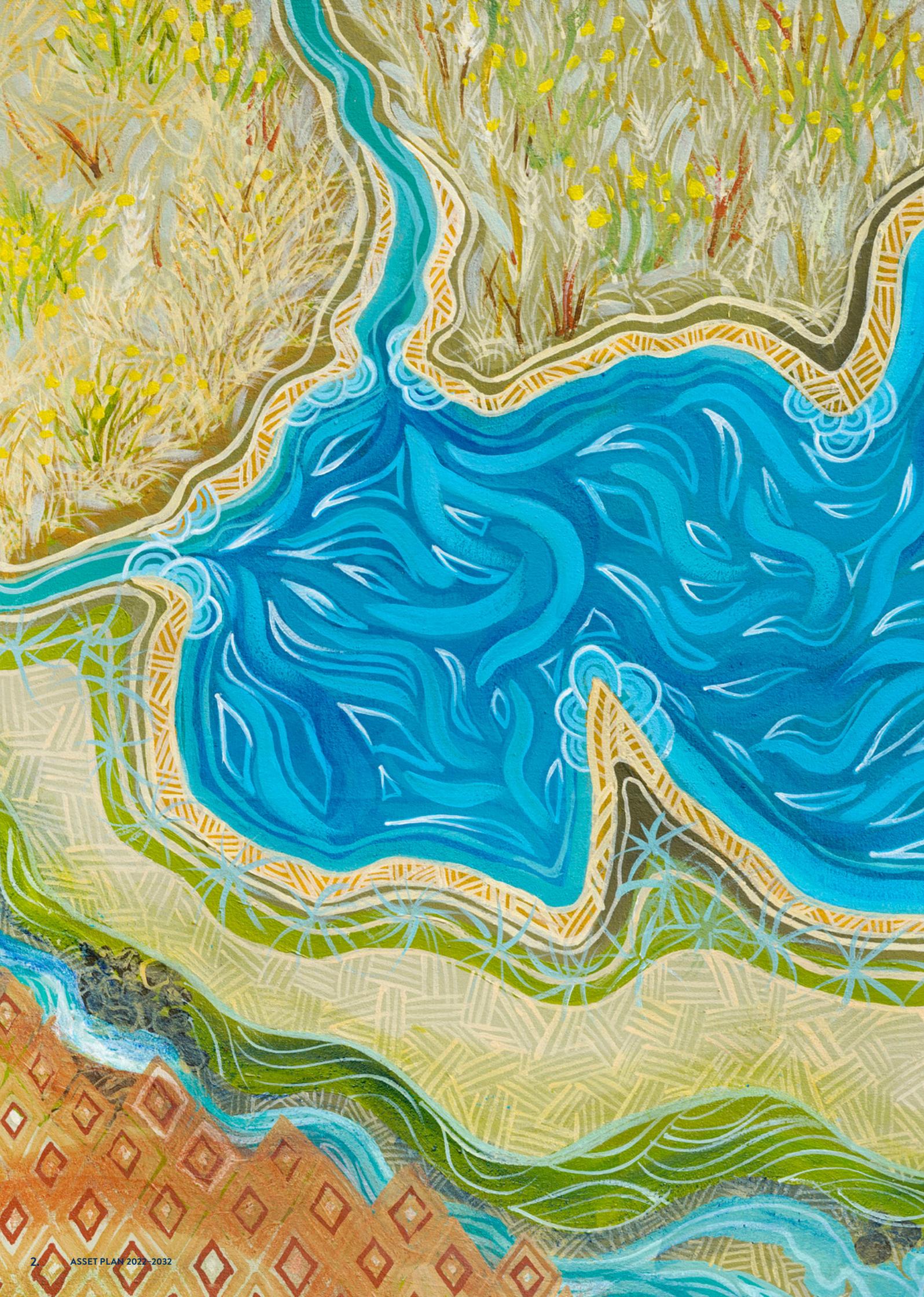


THE CITY OF  
GREATER GEELONG

# ASSET PLAN

2022-32





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Cover: Eastern Beach Reserve is located on the City's waterfront. The City manages over 2000 assets on the waterfront, valued at \$33.8M.

Opposite: Corio, Dr Jenny Murray-Jones

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.

# MAYOR AND CEO MESSAGE

## As Greater Geelong evolves and expands, so do our goals and priorities for the region.

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

This Asset Plan will help us address the challenges and opportunities each of these changes presents.

In total, the City of Greater Geelong's asset base is now valued at \$3.1 billion – a number that will continue to increase as we invest in new facilities across the region and inherit assets such as parks, roads, drainage and footpaths in newly developed areas.

To best serve our community, all of these assets must be maintained to a high standard, meaning a growing asset base places increasing pressure on our annual budget.

In response, the Council has made a strategic decision to allocate a progressively higher share of its budget towards asset renewal over the next 10 years. This document sets out a plan to raise the figure from \$28.2 million in 2021–22 to \$45.7 million by 2032.

This means that, while we will continue to deliver new facilities and infrastructure, we will have a stronger focus on renewing assets in already established areas so that they can continue to meet the community's needs.

Having been awarded the Institute of Public Works Engineering Australasia's Excellence in Asset Management Award in 2021, we're confident this plan will further strengthen the City's position as a leader in asset management within the local government sector.

Recognising the importance of making strategic decisions that reflect the needs and wishes of our community, the plan also delivers on Council's new

deliberative engagement requirements under the *Local Government Act 2020*.

It will see us continue to work with partners, the community and key stakeholders to develop relationships that improve our capacity to plan and deliver timely infrastructure.

The key is in staying true to our values, while being adaptable enough to respond to evolving short-and-medium term circumstances and needs.

Our Asset Plan 2022–32 is a key component of the City's Integrated Planning Framework, which also includes the community's long-term clever and creative vision, *Our Community Plan 2021–25* and the *Long-Term Financial Plan*.

We are confident that it will go a long way towards ensuring Greater Geelong is a sustainable, flourishing and prosperous region, and we look forward to seeing it become a reality in the coming years.

Read on to learn how our strategic asset management direction will help guide our decision-making as we continue our path towards a clever and creative future.



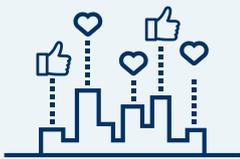
Cr Peter Murrhiy  
Mayor  
City of Greater Geelong



Martin Cutter  
CEO  
City of Greater Geelong

# ASSET PLAN ON A PAGE

## OUR ASSET STORY



**\$3.1 Billion Assets**

- Civil infrastructure assets
- Social infrastructure assets
- Environmental assets
- Corporate assets



**Delivering our services**

## HEALTH CHECK



**\$28.2M annual renewal budget**

**Renewal gap \$26M**

Annual difference between proposed and current spend

**Renewal ratio 52%**

Ratio of current budget and desired budget

**Backlog 4.9%**

Value of assets that are currently very poor or failing

**AM maturity 53%**

Maturity of our Asset Mmt systems and practice, culture

## THE ROAD AHEAD



**Growth**



**Demographic change**



**Climate change**



**Service needs and aspirations**



**Technology**



**Limited resources**

## OUR STRATEGY



**Governance + culture**

Policy + Strategic framework

Asset accounting  
Skills, capabilities and culture



**Lifecycle + long-term planning**

Strategic asset management

Maintenance management



**Information management**

Asset information  
Asset handover

**VISION drives...**

**SERVICES drives...**

**INFRASTRUCTURE**

## OUR DESTINATION

GREATER GEELONG

**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



**\$45.7M Annual renewal budget**

**Renewal gap \$8.6M**

**Renewal ratio 84.2%**

**AM maturity 80%**

Figure 1: Asset plan on a page



City Hall  
Central Geelong

# EXECUTIVE SUMMARY

In line with the *Local Government Act 2020*, this plan sets out how our assets will be managed and maintained in a financially sustainable way over the next 10 years. It also details 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 \$3.1 billion asset portfolio.

Section 1 sets out our planning framework and the suite of documents that form our asset management approach. Asset management is an integral component of the City's 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 City's 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 per cent. Our annual depreciation is \$58 million, above the national average of 1.6 per cent. 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 per cent, creating a renewal gap of \$26 million, and renewal ratio of 52 per cent. Our Asset Plan proposes an increase in average renewal spending of \$17 million, reducing our renewal gap to \$8.6 million and ensuring a renewal ratio of 86 per cent (within the target range 80–110 per cent).<sup>1</sup> These targets have been established based on industry guidelines, also taking into consideration affordability and the City's 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 per cent to 80 per cent.<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. The journey with our community in deliberative engagement on these service levels started in 2021. 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 hundreds 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 past three 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.

1. Australian Financial Management Guidelines 2015.

2. 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 \$3.1 billion 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 enacted via the Local Government Act 2020 recognise the importance of such requirements. Asset management planning, as a component of the Act requires a clear and evidence-based approach, linking service needs and asset provision to long-term financial sustainability.

This Asset Plan outlines our 10-year plan 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: both current and target states
- our strategy
- governance and culture
- lifecycle and long-term planning
- information management
- an 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 Queenscliffe 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.

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. The 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.

Our 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



Figure 2: Location plan

# ASSETS AND THE INTEGRATED PLANNING FRAMEWORK

The introduction of the Asset Management Accountability Framework in Victoria and Local Government Act (Planning and Reporting) Regulations 2020 have brought about the most significant raft of reforms in 30 years.<sup>3</sup> This has driven key changes in our strategic planning and reporting arrangements.

The Act requires councils to show clear linkages between community aspirations and long-term finance and asset management plans. It also requires services and asset planning to be integrated and for all planning to be undertaken based on deliberative community engagement. The recent Act amendments introduced:

- long-term planning horizons (10+ years) impacting the community vision, finance and asset plans
- medium-term planning horizons (4+ years) for the council plan, workforce plan, and revenue and rating plan and
- short-term planning horizons for budgeting, with accountability via annual reporting

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

## THE ASSET PLAN

Section 92 of the Local Government Act (the Asset Plan) sets out a number of requirements councils must meet regarding management of their assets and infrastructure.<sup>4</sup> The Act states that councils must develop, adopt and keep in force an Asset Plan that:

- 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
- addresses any other matters (relevant to the asset class) prescribed by the regulations
- Is developed or reviewed in accordance with the deliberative engagement practices section of the council's community engagement policy.

One of the fundamental shifts in the amended Act is

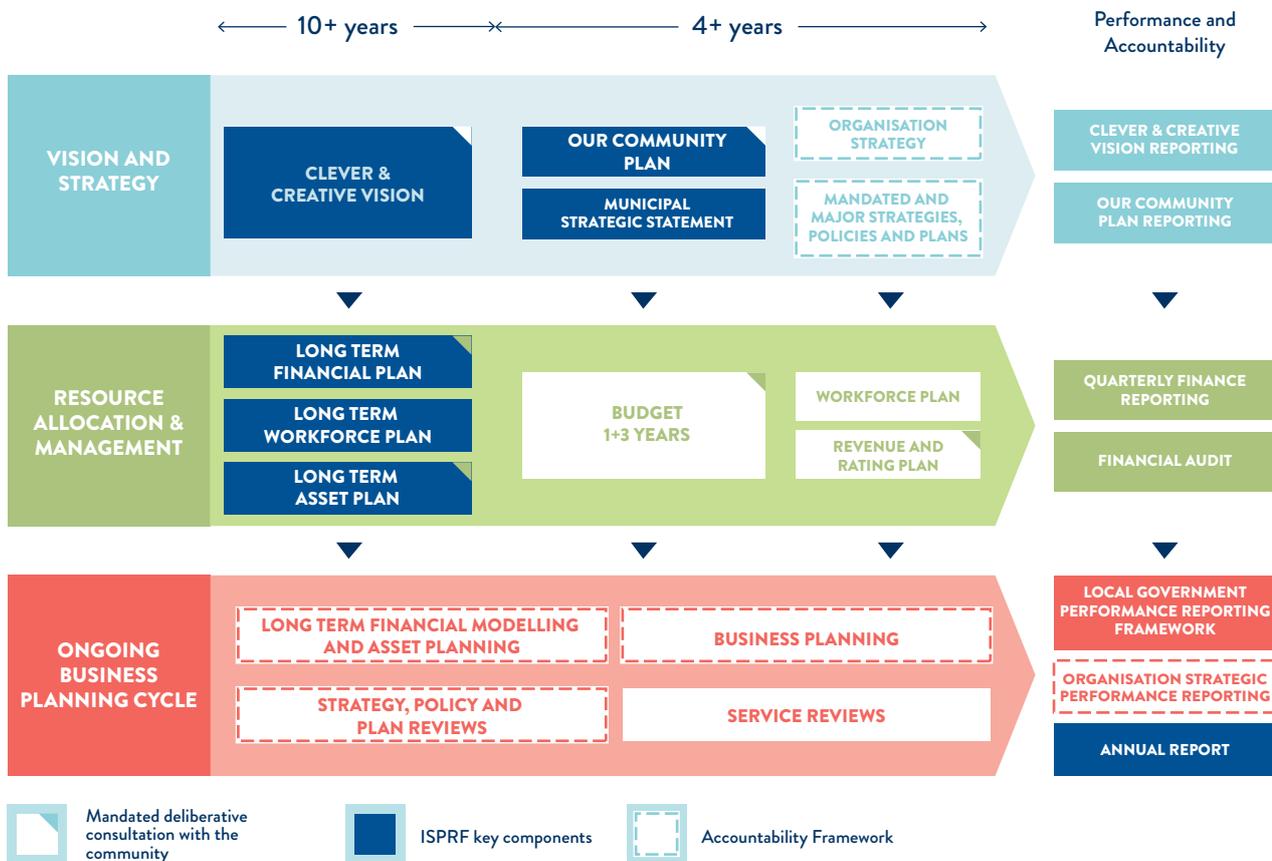


Figure 3: Integrated planning framework

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

4. 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.

a move away from a prescriptive to a principles-based approach. How each organisation meets the principles outlined above is determined by the organisation.

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 City’s 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 designed to 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 processes is shown in Figure 3.<sup>5</sup>

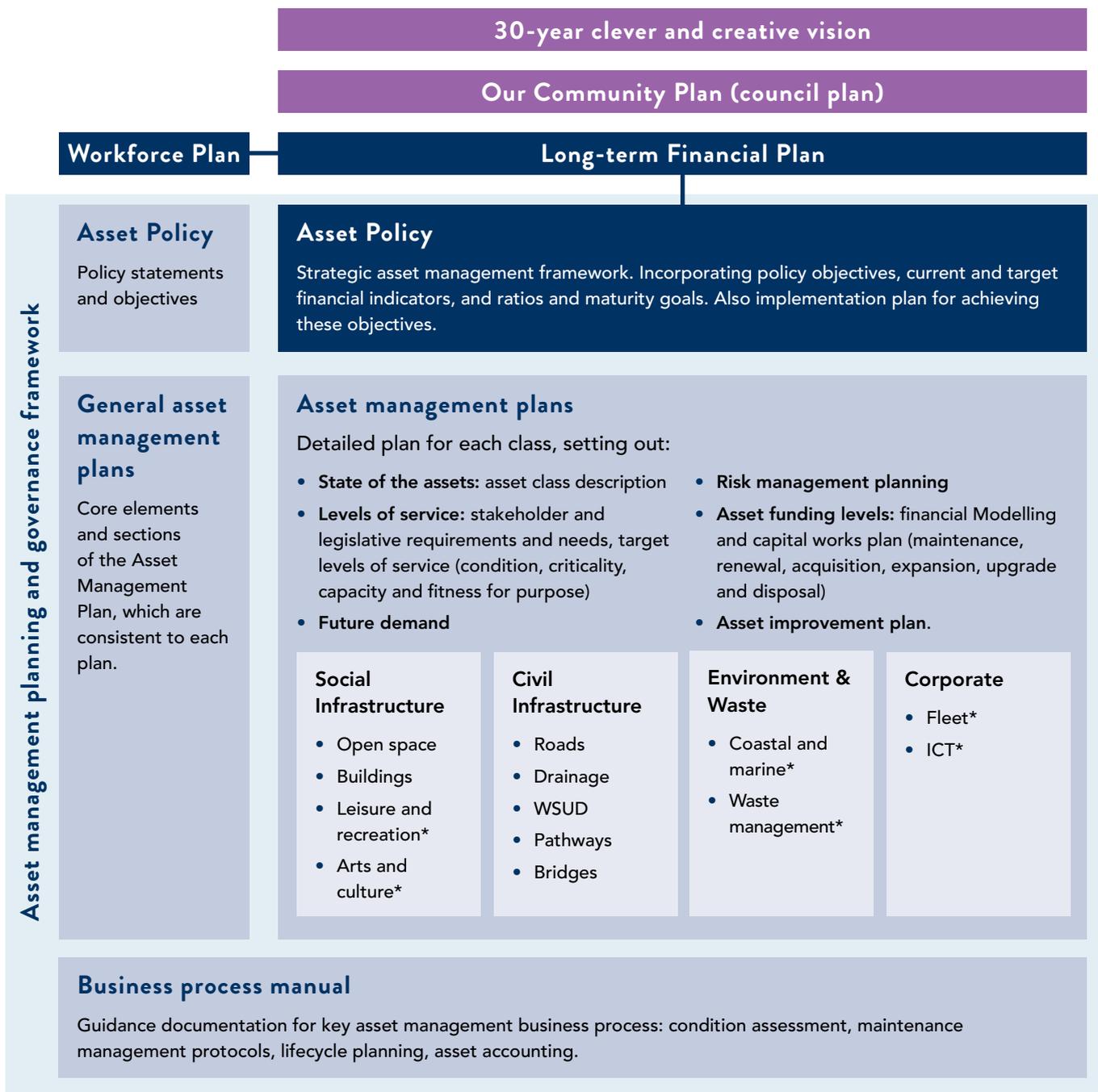
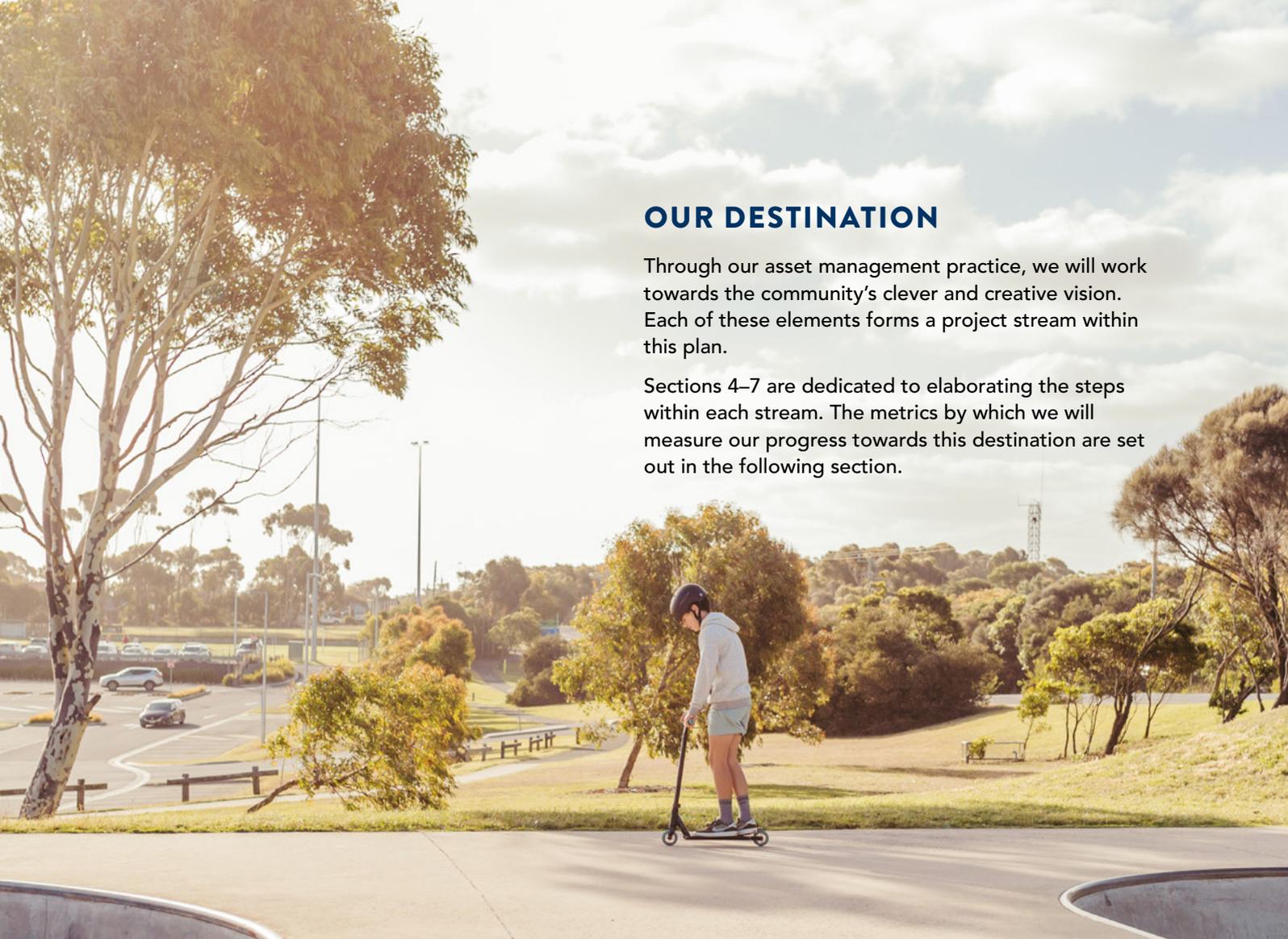


Figure 4: Asset planning documents

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



## OUR DESTINATION

Through our asset management practice, we will work towards the community's 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 stream. The metrics by which we will measure our progress towards this destination are set out in the following section.

GOVERNANCE AND CULTURE	LIFECYCLE PLANNING AND COMMUNITY	INFORMATION MANAGEMENT
<p><b>Governance and culture is transparent and accountable</b></p> <ul style="list-style-type: none"> <li>• Our governance framework will respond to the organisation'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>We are 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 informed by asset information and strategic asset management modelling, thus ensuring 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 levels of service to the 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 our asset management information system to ensure the reliability and suitability of our asset information.</li> </ul>

Figure 5: Our destination

Skate park at Shell Road Reserve, Ocean Grove

Eastern Beach  
on the Geelong  
Waterfront



## 2. THE STATE OF OUR ASSETS

The City of Greater Geelong is responsible for thousands of physical objects and pieces of infrastructure throughout the municipality. Understanding the current state of these assets, their service performance, costs, and risks, enables us to plan and prioritise 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 assets we managing is vast – from roads to sea walls, sculptures, footpaths, buildings and football fields. In the case of some assets, such as roads, bridges and buildings, their lifespan can be 50–100 years or more.<sup>6</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 \$3.1 billion asset portfolio over the next 10 years.

This plan presents a high-level summary of the state of the assets and their 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 relevant asset management plan.

### PERFORMANCE INDICATORS

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

METRIC	DEFINITION <sup>7</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	Average annual difference between a planned budget (excluding new assets and upgrades) and the desired renewal budget. Typically recommended to be measured over 10 years.

Table 1: Key performance indicators that measure asset performance

6. Our assets are referred to as fixed assets because, unlike liquid assets, their value is realised over time.

7. 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.

Historically our civil assets, which represent around 60 per cent of the value of our assets, have been the focus of asset management planning. However, over the past two years, focus has increased on our social assets and relationship between 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>8</sup>

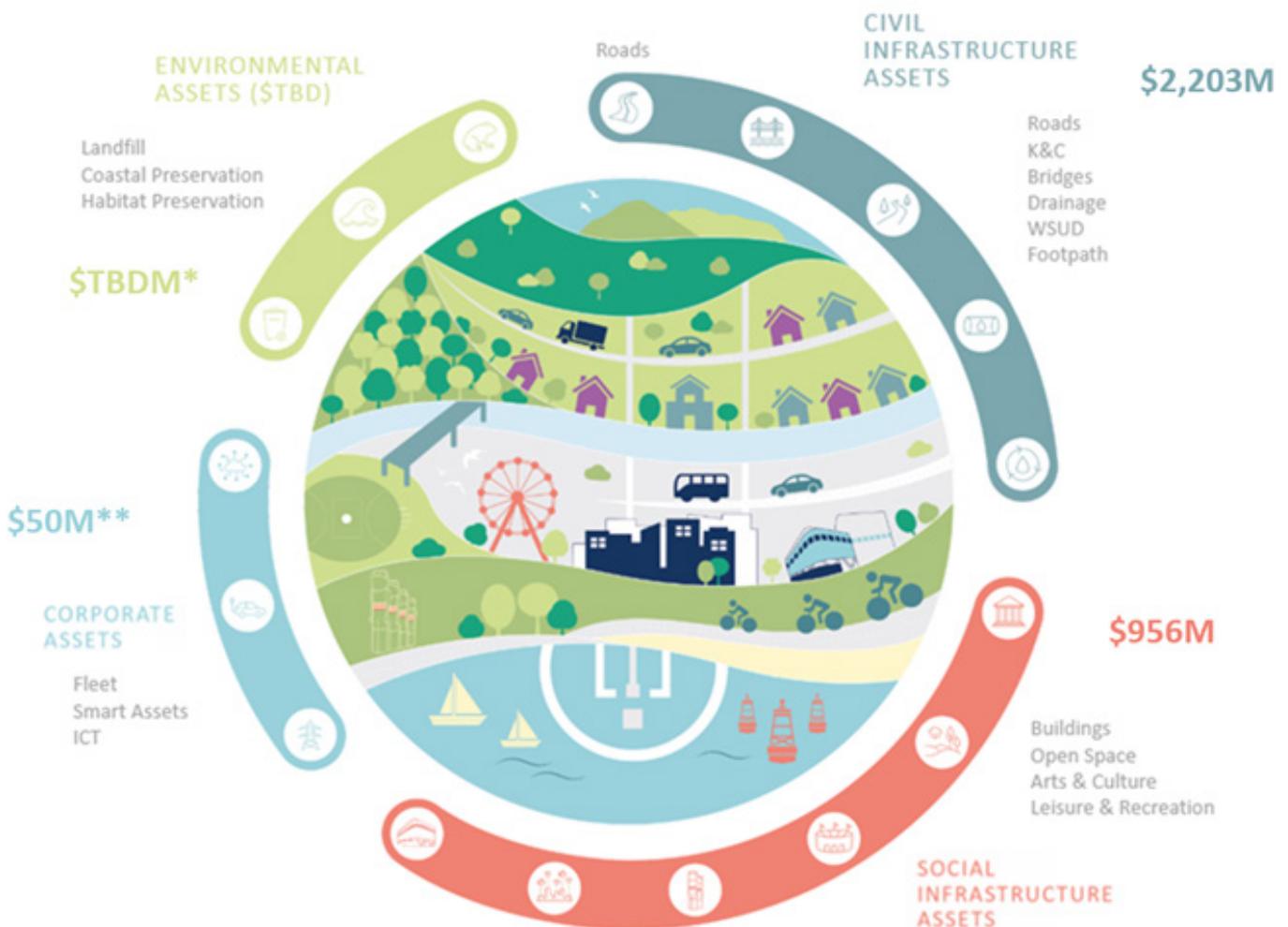


Figure 6: Percentage of total replacement value by asset class

8. Within our corporate assets, Fleet assets valued at \$35m, Smart assets and ICT to be valued

ASSET CLASS	REPLACEMENT VALUE (\$M)	WRITTEN-DOWN VALUE (\$M)	AVG ANNUAL DEPRECIATION (\$M)	CONDITION	BACKLOG (%)
Bridges	\$61.2	\$24.9	\$1.2	1.98	0.08
Buildings	\$668.2	\$508.0	\$9.5	1.43	0.02
Drainage	\$642.3	\$478.8	\$6.9	1.62	4.11
Footpaths	\$304.3	\$156.1	\$6.6	1.85	0.34
Kerb & channel	\$257.4	\$121.9	\$4.6	1.18	0.06
Open space	\$254.4	\$124.7	\$8.4	2.48	2.00
Roads	\$867.9	\$654.2	\$19.8	1.47	0.00
Waterfront	\$33.8	\$16.6	\$1.1	2.24	0.09
WSUD	\$70.6	\$52.6	\$0.8	1.8	2.37
<b>Total</b>	<b>\$3,159.8</b>	<b>\$2,137.8</b>	<b>\$58.9</b>	<b>1.62</b>	<b>1.10</b>

Table 2 Asset summary by class<sup>9</sup>

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 \$20 million in non-material (corporate and environmental) assets.

There are a few points from these figures that should draw our attention:

- The condition of assets is predominantly in a healthy state, with 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>10</sup>
- Over one per cent of assets are at condition 5, forming our current backlog.<sup>11</sup> However, there is no national data for comparison available.
- Annual depreciation across the portfolio is \$58 million, equating to 1.8 per cent. This is above the national average of 1.6 per cent.<sup>12</sup>
- The remaining service potential is 68 per cent, four percentage points above the state average.<sup>13</sup>

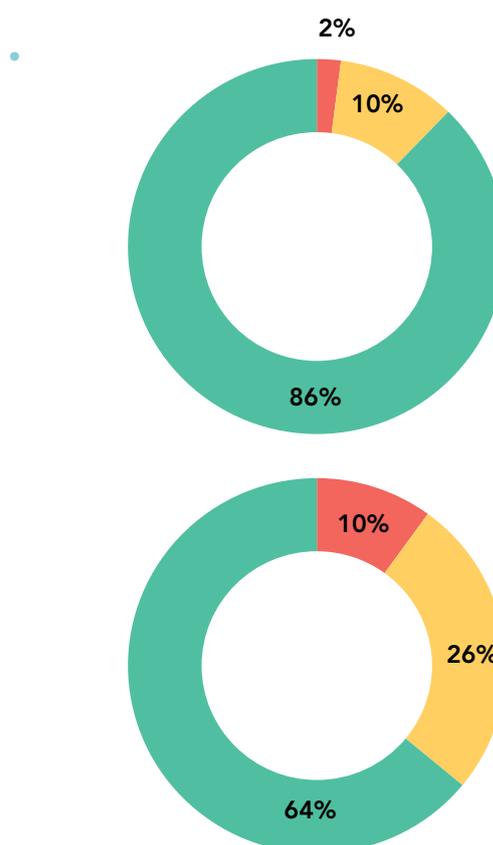


Figure 7: Condition distribution (City of Greater Geelong (top), national average (bottom)).

9. Buildings and Open Space are currently being reviewed. Figures will be updated in June 2022; changes will only be a small margin.

10. 2021 National State of the Assets Report - Australian Local Government Association, Summary Report, 5.

11. 2021 National State of the Assets Report - Australian Local Government Association, Technical Report, 74.

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

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

## CURRENT AND FUTURE STATE TARGETS

As mentioned, we consider current state and long-term views of asset performance to ensure 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 are the financial ratios and our asset management maturity measure.

### Financial ratios

A key objective of the Asset Plan is to ensure the financial sustainability of the City's 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 \$3.1 billion. 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 \$45 million in annual depreciation. Our current capital expenditure, which replaces assets when they reach our service level thresholds, is around \$30 million per annum, which equates to approximately \$1200 per head of population.

We make a significant investment in community resources both through our assets, as well as the services they deliver. Clear communication about ratios and what they mean for the community is a priority for the City. These ratios are set out in Figure 8 (below).

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>14</sup>

From an asset management perspective, we aim to set our intervention standards to hold assets in a manageable state, while not creating a burden for future generations. The factors we've considered in establishing these targets include:

- Australian industry guidelines set a target of 0–3 per cent for Asset Backlog and 80 per cent for renewal ratio<sup>15</sup>
- assessing each individual asset management plan, the recommended scenarios and indicators for each class, and balancing these plans at the portfolio level
- considering affordability under the advice of the City's 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, and the guidance provided by IPWEA FPM guidelines, our targets may vary slightly with improved maturity in our data, community engagement and our models, however we will aim to carry a renewal gap of under \$10 million per annum for our \$3 billion asset stock.

Figures 9–11 have been provided as an illustration of the practical impacts of this strategy. From Figure 9, showing the current state of assets at our Eastern Beach location on the Waterfront, we can see the impact of maintaining current renewal spending (Figure 10) and adjusting it according to the proposed scenario (Figure 11). From this example alone, it is clear that the proposed scenario will lead to much better outcomes at this important City site, thus benefiting the broader community.



Figure 8: Strategic asset management targets

14. The City of Greater Geelong Sustainability Policy 2021.

15. Australian Financial Guideline, IPWEA, 2015



Figure 9: Current state of assets at Eastern Beach

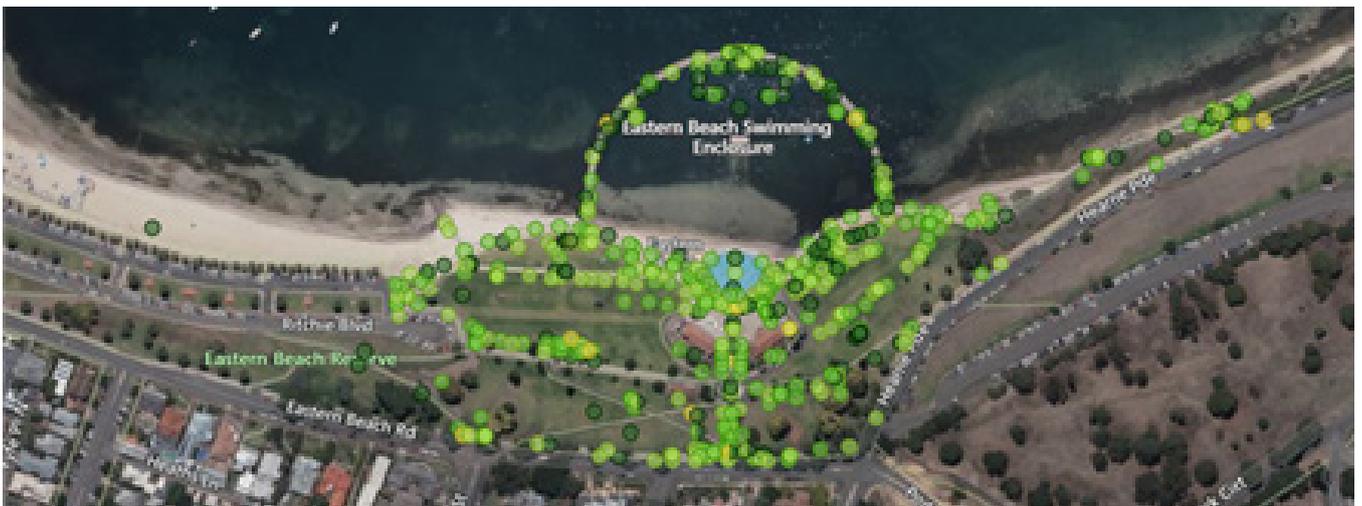


Figure 10: State of assets at Eastern Beach in 2032 based on current renewal spending.



Figure 11: State of assets at Eastern Beach in 2032 under proposed new model of renewal spending.

## Asset management maturity

The City's 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 57 per cent. Maintenance management systems, asset accounting, and information are highlighted as improvement opportunities. Strategic modelling and governance are our strongest performance areas.

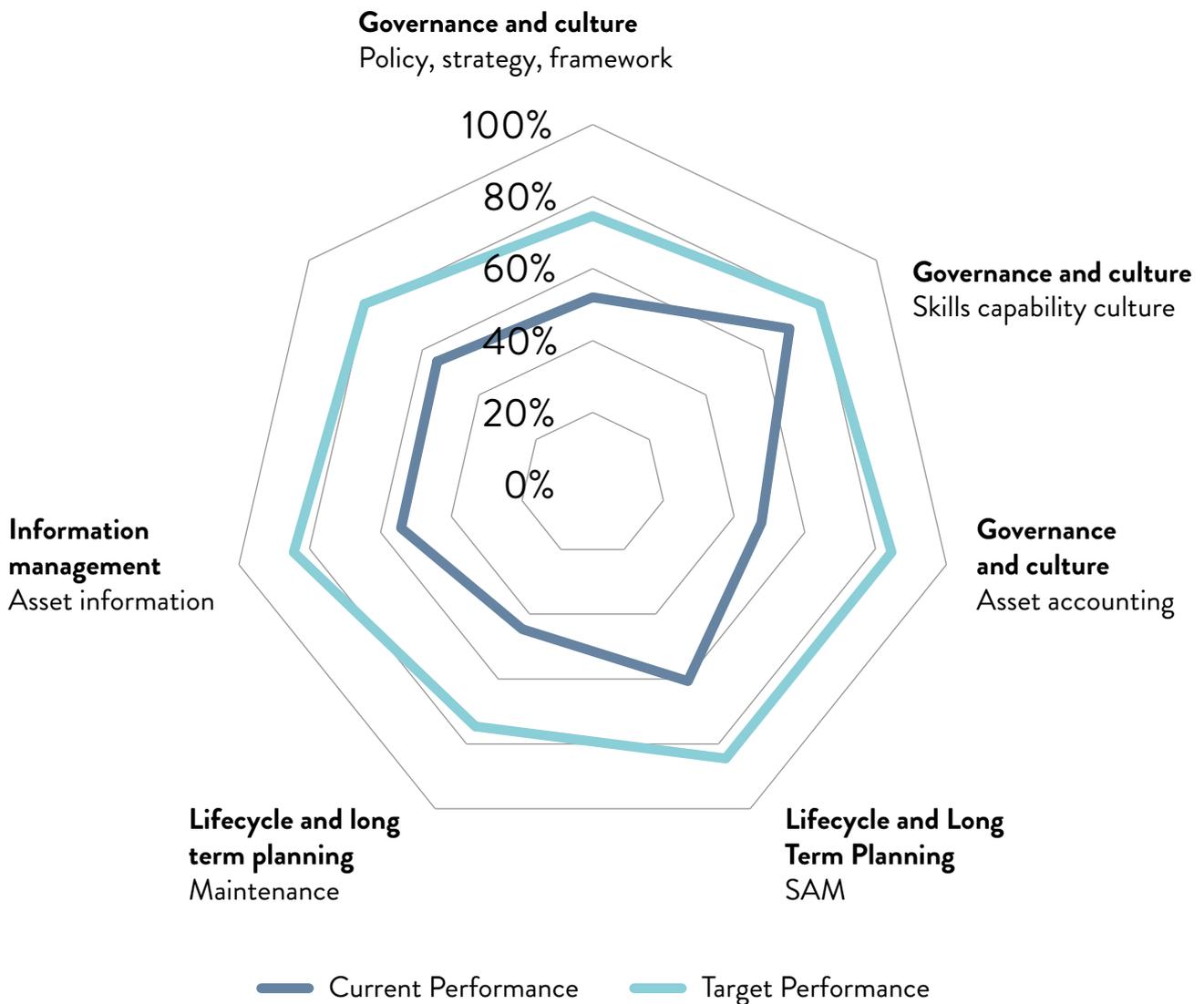


Figure 12: Asset management maturity targets



**St Leonards Pier.**

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.

Smart street poles (smart nodes) line the Geelong Waterfront and replace outdated, cluttered and disconnected infrastructure.

Their innovative, modular design reduces streetscape clutter by concealing the technology within the pole. They can be upgraded with additional functionality if the City's needs change, without adding visual clutter.



# 3. HOW WILL WE GET THERE

Considering future demand factors and the current state 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 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 need for a clear and consistent governance and planning framework.

At the City of Greater Geelong, as outlined in our asset management story, we have started developing key components of this framework. Moving forward we will continue to develop and implement this approach across the organisation.

Key components of our governance and culture framework include:

- the Project Governance Structure – Attachment 1
- the Asset Planning Process – Attachment 2
- the Asset Roles and Responsibilities Matrix – Attachment 3

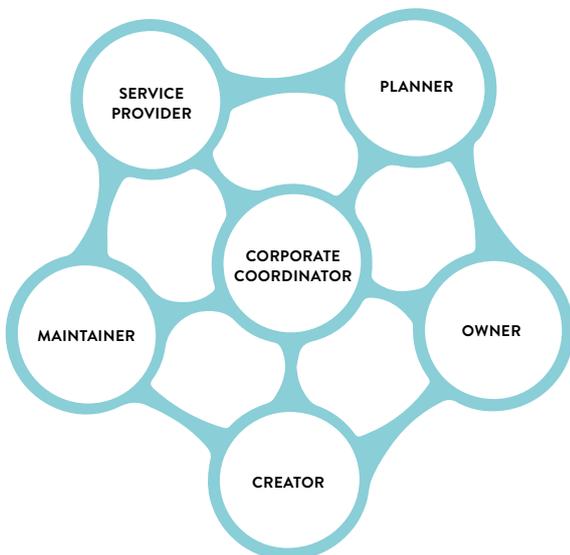


Figure 13: Asset management roles and responsibilities

- 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.

## INFORMATION MANAGEMENT

In 2019, the Victorian Auditor General’s Office published Local Government Assets: Asset Management and Compliance. The report presented the results of an audit into the reliability of local government asset information systems and the use of this data in 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 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 55000.
- The state of 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 is 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 2021–25* has summarised these as growth, environmental management and climate change, and health and wellbeing. The recent changes to the Local Government Act are designed to consider all of these pressures, our community's needs, the infrastructure and services required over the coming years, and our financial ability as an organisation to provide them.

The Act mandates that our 10-year plan sets out requirements for maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of assets. Over the past three 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, as identified in the City's 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 following objectives and aspirations for City-owned social infrastructure: equitable, accessible, adaptable, integrated and sustainable.

Strategic asset management is an ongoing process. It involves quantifying community wants and needs alongside the condition, functionality, and capacity of our current asset portfolio. Further, it requires us to match 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 Greater 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* has mandated deliberative community consultation as a central task of asset planning. Services drive asset management; for the next 10 years, they'll determine 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.<sup>16</sup>

The City's Engagement Policy was adopted in February 2021. An extensive engagement program has been carried out in the development of *Our Community Plan*, our Long-Term Financial Plan and our Asset Plan. Asset-specific consultation was undertaken in 2021 and included five virtual community meetings in November/December. Feedback from a survey to the City's Advisory Committees was also used as an 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 City's long-term planning as it applies to the factors already debated as part of the development of *Our Community Plan* and the Revenue and Rating Plan. A cross section of the community was represented, including several members of the City's Youth Council. The engagement also involved officers from across the organisation. Findings have been summarised in the consultation report.<sup>17</sup>

The key findings that have been incorporated into our asset planning process include:

- Climate change and the management of our rich environmental resources are forefront in the minds of the community. They are keen to see:
  - › funding drainage and WSUD assets to protect our environment
  - › building in technology, such as electronic vehicles in our fleet portfolio
  - › continued work modelling climate impact in infrastructure planning with the CSIRO.
- The Social Infrastructure Plan principles (equity, affordability, access and so on) are central to asset planning.
- Financial sustainability is also a key consideration.

16. Deliberative Engagement as a requirement of the Act has been shifted to commence 23/24 FY.

17. Reference Community Consultation Report.

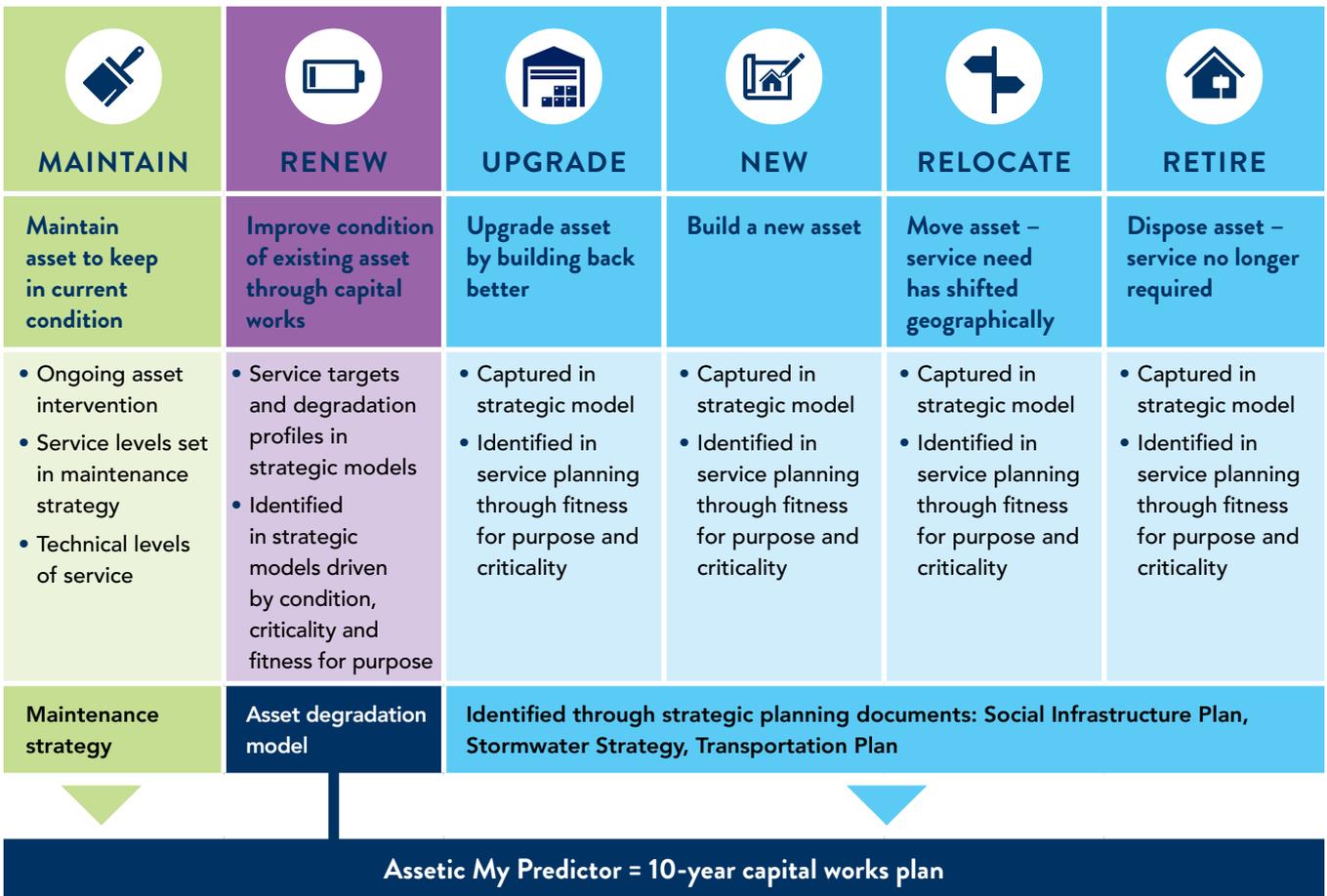


Figure 14: Asset management strategies

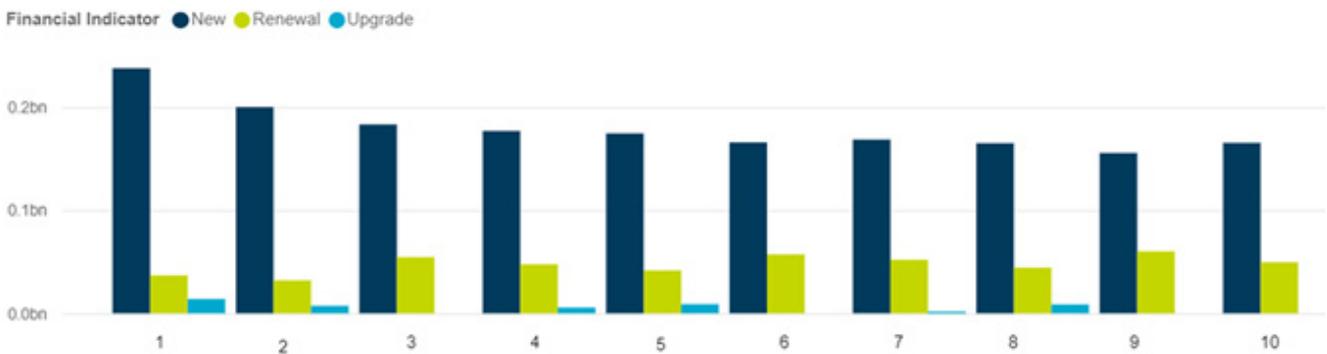


Figure 15: Long-Term Financial Plan

### Maintenance management

Maintenance management systems are fundamental to the lifecycle management of assets. Maintenance is the work that 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. Our goal is to align and bring consistency to this practice.

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>18,19</sup> Details are provided in Attachment 3.

18. The figures projected in model are as at January 2022. The Cities Generation 1 Long Term Financial Plan was published in 2021.

19. Figures will be updated by June 2022. Changes will only be a small amount.

## IMPLEMENTATION PLAN

This implementation plan sets out strategic deliverables and timeframes. 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.

	DELIVERABLE	DUE	STATUS	COMMENT
<b>GOVERNANCE AND CULTURE</b>				
1	Review Asset Management Policy (2019).	Jun '23	10%	Due for update
2	Approval and implementation of Asset Plan.	Jul '22	80%	Gen 1 to be endorsed for LG Act Compliance
3	Update terms of reference for Steering Committee and subcommittees.	Jun '23	0%	Update membership and scope
4	Business Process Framework: Centralise condition assessment manuals for each asset class.	Jun '24	20%	Required to comply with accounting standards and to ensure data consistency
5	Business Process Framework: Refine valuation methodology.	Jun '24	20%	Required to comply with accounting standards and to ensure data consistency
6	Update general AMP (2020).	Jun '24	0%	Will be due for update
7	Business Process Framework: Refining design guidelines for developments and private assets, align with ACDC project.	Jun '24	0%	
8	Business Process Framework: Establish business process for assessment / classification of asset criticality (Incorporation of road and pathway hierarchies).	Jun '24		Ensuring data reliability, consistency and alignment with new asset register
9	Business Process Framework: Establish business process for assessment / classification of asset capacity, utilisation, fitness for purpose.	Jun '24	0%	Ensuring data reliability, consistency and alignment with new asset register
10	Business Process Framework: Establish asset data collection plan and methodology, including audit process.	Jun '23	0%	Ensuring data reliability, consistency and alignment with new asset register
11	Business Process Framework: Continue to define asset handover protocols as part of Asset Handover project. Handover of minor assets, under \$10,000.	Jun '23	50%	Compliance with Accounting Standards
12	Business Process Framework: Clarification of roles and responsibilities matrix.	Jun '23	50%	
13	Business Process Framework: Protocols for asset disposal (approach for assets not in service).	Jun '23	50%	Emerging business requirement in 2021
<b>ASSET ACCOUNTING</b>				
14	Establish and meet Asset Handover Targets 2022–23.	Jul '23	10%	To be completed with Finance Team
15	Valuation Targets – ARC Dashboard: Valuation of new asset classes.	Jul '23	10%	To be completed with Finance Team
16	Valuation Targets – ARC Dashboard: Revaluation existing asset classes.	Jul '23	30%	To be completed with Finance Team

DELIVERABLE		DUE	STATUS	COMMENT
<b>CULTURE AND COMMUNICATIONS</b>				
17	Communication Plan: Deliberative community consultation.	Jul '23	10%	Carry on work commenced in 2021
18	Asset management landing page – Update current SharePoint / CityWeb offering.	Jun '23	20%	Carry on work commenced in 2021
19	Skills Matrix – Conduct gap assessment.	Jun '23	0%	Align with BSR
20	Internal Communication – Internal engagement on handovers, roles and responsibilities.	Jun '23	0%	Align with BSR
21	Asset management training: Internal training and information sessions, as well as identifying external courses for individuals with particular gaps.	Jun '24	10%	Align with BSR
22	Industry participation: Participation in conferences, working groups and G21 leadership events.	Jun '24	30%	Presented at Assetic Conference in 2021, awarded excellence in Asset Management in 2021. IPWEA international conference in 2022  Participating in a range of industry working groups

DELIVERABLE		DUE	STATUS	COMMENT
<b>LIFECYCLE AND LTP SAM</b>				
23	Annual update of strategic models to produce capital works plan.	Annually	90% 2022	Working with asset owners to update models
24	Annual update of asset management plans.	Jun '22	10%	All major asset classes – fleet, environmental, arts & culture, leisure service outstanding
25	Adopt asset management plan 10-year capital works plans into Long-term Financial Plan.	Jun '22	90%	Working with finance team to align
26	Asset Categories where SAM is Gen 1 (open space, building, waterfront, leisure) additional support to ensure renewal program implemented and input into Long-term Financial Plan.	Jun '22	10%	Working to support asset owners
27	Explore alternate sources of funding (grant) to support infrastructure funding shortfalls.	Jun '24	0%	Working to support asset owners
28	Integrate strategic plans such as Social Infrastructure Plan, drainage strategy, footpath hierarchy, DCP Infrastructure Prioritisation Tool.	Jun '24	10%	Focus primarily on Social Infrastructure Plan in 2021
29	Improved Service Planning / Demand Matrix: Improve maturity of service levels and incorporation of non-condition-based performance data (capacity, utilisation, criticality, fitness for purpose).	Jun '24	10%	Focus for second half 2021
30	Integrating climate change, growth and demographics into strategic model.	Jun '22	10%	2021–22 pilot completed
31	Deliberative community engagement.	Jun '24	10%	Deliberative community consultation

DELIVERABLE	DUE	STATUS	COMMENT	
<b>MAINTENANCE MANAGEMENT</b>				
32	Maintenance management strategy: Develop documents for each maintenance area, which sets out: <ul style="list-style-type: none"> <li>operations and maintenance requirement for asset types</li> <li>service plans, intervention levels, LoS for each service area.</li> <li>inspections (including proactive), addressing backlog.</li> </ul>	Jun '23	10%	Service planning engagement in 2019–20
33	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.	Jun '23	10%	Phase 2 kick off 2022 Next steps as part of BSR project
34	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.	Jun '23	10%	Assumed values in Gen 1 models
35	Customer Request System: As part of BSR project, ensure alignment of RFS Codes with asset classes / types for better reporting.	Jun '23	10%	Working as part of BSR
36	BSR booking system aligned with Asset Register to enable visibility of scheduled works for on assets prior to booking.	Jun '23	10%	Working as part of BSR

DELIVERABLE	DUE	STATUS	COMMENT	
<b>INFORMATION MANAGEMENT</b>				
37	Asset Register: System management / BSR. Asset definition, incorporate all data into corporate asset register/prioritisation.	Jun '23	10%	Working as part of BSR
38	Alignment of budget structure with asset reporting requirements: maintenance, capital and asset classes.	Jun '23	20%	Working as part of BSR
39	Collection of asset criticality, data.		10%	
40	Collection of asset utilisation, data – Harnessing Smart City data collection.	Jun '23	10%	Initial discussion with Smart Cities team  Work-to-date mainly desk-based input from subject matter experts
41	Collection of asset fitness for purpose data.	Jun '23	10%	Initiated with WF team and Open Space
42	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.	Jun '23	10%	Working as part of BSR
43	Establish a corporate plan and resource requirement for data collection.	Jun '23	60%	Business case for 2023–24 FY
44	Input into preparation of GIS Strategy – ensure GIS Integration as part of BSR.	Jun '23	10%	
45	Asset Management Handover Project.  Continue project to ensure asset data maintained and reliable.  Develop ACDC protocols as part of BSR.	Jun '23	20%	Continuing work initiated in 2019

# ATTACHMENT 1 – PROJECT GOVERNANCE

<p><b>Project Manager</b></p> <p>Coordinator Corporate Asset Management</p> <p><b>Accountabilities</b></p> <p>Project Stream Progress Monitoring</p> <p>Project Master Scheduling</p> <p>Project Budget Monitoring</p> <p>Governance Reporting &amp; Meeting Cadence</p> <p>Arrange / Chair CTP Working Group Meeting</p> <p>Arrange / Chair CTP Control Group Meeting</p>	<p><b>Steering Committee</b></p> <p>Director Customer and Corporate Services</p> <p>Director City Services</p> <p>Director Community Life</p> <p>Manager Engineering Services</p> <p>Manager Social Planning and Investment</p> <p>Manager Property, Procurement and Assets</p>	<p><b>Project Sponsor</b></p> <p>Director Customer and Corporate Services</p>
<p><b>Project Management Team</b></p> <p>Manager Engineering Services</p> <p>Manager Social Planning and Investment</p> <p>Manager Property, Procurement and Assets</p> <p>Project Stream Managers x 7</p>		

POLICY, STRATEGY & FRAMEWORK	ASSET ACCOUNTING	SKILLS, CAPABILITIES, CULTURE	STRATEGIC ASSET MANAGEMENT	MAINTENANCE MANAGEMENT	ASSET INFORMATION	ASSET HANDOVER
<p><b>Accountabilities</b></p> <p>Clarify Project Scope</p> <p>Develop Project Strategy and Plan</p> <p>Develop Project Structure &amp; Resourcing</p> <p>Develop Project Budget Requirements</p> <p>Develop Project Meeting Cadence</p> <p>Engage Change &amp; Communications to Support Project Requirements</p> <p>Execute Project Plan</p> <p>Report on Project Progress</p> <p><b>Key Deliverables</b></p> <p>Contract management of the developer</p> <p>Finalise building design</p> <p>Oversee construction by developer to ensure on time and on budget delivery</p> <p>Proactively identify and manage risks to CoGG relating to construction</p>	<p><b>Accountabilities</b></p> <p>Clarify Project Scope</p> <p>Develop Project Strategy and Plan</p> <p>Develop Project Structure &amp; Resourcing</p> <p>Develop Project Budget Requirements</p> <p>Develop Project Meeting Cadence</p> <p>Engage Change &amp; Communications to Support Project Requirements</p> <p>Execute Project Plan</p> <p>Report on Project Progress</p> <p><b>Key Deliverables</b></p> <p>Identify future workplace neighbourhoods</p> <p>Engage and consult with teams to:</p> <ul style="list-style-type: none"> <li>- design future office fit-out</li> <li>- future storage requirements</li> <li>- future technology requirements</li> <li>- employees facilities and amenities</li> </ul> <p>Design and implement future workplace with Cox Design Specialists</p> <p>Develop and implement future "Ways of Working" with P&amp;C Team</p>	<p><b>Accountabilities</b></p> <p>Clarify Project Scope</p> <p>Develop Project Strategy and Plan</p> <p>Develop Project Structure &amp; Resourcing</p> <p>Develop Project Budget Requirements</p> <p>Develop Project Meeting Cadence</p> <p>Engage Change &amp; Communications to Support Project Requirements</p> <p>Execute Project Plan</p> <p>Report on Project Progress</p> <p><b>Key Deliverables</b></p> <p>Create Paperlite Environment through:</p> <ul style="list-style-type: none"> <li>- 5S</li> <li>- Decluttering</li> <li>- Records management</li> <li>- Digital scanning</li> <li>- Archiving support</li> </ul> <p>Determine future storage requirements</p>	<p><b>Accountabilities</b></p> <p>Clarify Project Scope</p> <p>Develop Project Strategy and Plan</p> <p>Develop Project Structure &amp; Resourcing</p> <p>Develop Project Budget Requirements</p> <p>Develop Project Meeting Cadence</p> <p>Engage Change &amp; Communications to Support Project Requirements</p> <p>Execute Project Plan</p> <p>Report on Project Progress</p> <p><b>Key Deliverables</b></p> <p>Discovery and engagement – understanding the voice of the customer</p> <p>Recommend and prioritise</p> <p>Implement and train</p> <p>Website redesign</p> <p>Civic Precinct customer interface function and design</p> <p>Phones upgrade</p> <p>Customer journey redesign</p>	<p><b>Accountabilities</b></p> <p>Clarify Project Scope</p> <p>Develop Project Strategy and Plan</p> <p>Develop Project Structure &amp; Resourcing</p> <p>Develop Project Budget Requirements</p> <p>Develop Project Meeting Cadence</p> <p>Engage Change &amp; Communications to Support Project Requirements</p> <p>Execute Project Plan</p> <p>Report on Project Progress</p> <p><b>Key Deliverables</b></p> <p><b>STAGE 1:</b></p> <p>Select professional service provider</p> <p>Discovery and engagement – understanding the voice of the internal customer</p> <p>Recommend and prioritise</p> <p>RFT – go to market</p> <p><b>STAGE 2:</b></p> <p>Design and build</p> <p>Implement and train</p>	<p><b>Accountabilities</b></p> <p>Clarify Project Scope</p> <p>Develop Project Strategy and Plan</p> <p>Develop Project Structure &amp; Resourcing</p> <p>Develop Project Budget Requirements</p> <p>Develop Project Meeting Cadence</p> <p>Engage Change &amp; Communications to Support Project Requirements</p> <p>Execute Project Plan</p> <p>Report on Project Progress</p> <p><b>Key Deliverables</b></p> <p>Review current booking systems and identify improvement opportunities</p> <p>Recommend and prioritise</p> <p>Implement agreed changes</p> <p>Provide training</p>	<p><b>Accountabilities</b></p> <p>Clarify Project Scope</p> <p>Develop Project Strategy and Plan</p> <p>Develop Project Structure &amp; Resourcing</p> <p>Develop Project Budget Requirements</p> <p>Develop Project Meeting Cadence</p> <p>Engage Change &amp; Communications to Support Project Requirements</p> <p>Execute Project Plan</p> <p>Report on Project Progress</p> <p><b>Key Deliverables</b></p> <p>Citrix decommissioning</p> <p>Surface-pros / mobile devices rollout</p> <p>Emails for all staff</p> <p>SharePoint (collaboration applications)</p> <p>Digital radio (band decommissioning)</p> <p>Implement mobile maintenance management system</p>



# ATTACHMENT 3 – ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
<p>Asset Owner</p> <p>Delegated ultimate responsibility for the asset.</p>	<p>Compliance with legislative requirements.</p> <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>
<p>Asset Maintainer</p> <p>responsible for the day to day running and upkeep of the asset.</p>	<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 asserts.</p>
<p>Asset Creator</p> <p>responsible for the provision of or improvement to, an asset</p>	<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> <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>

ROLE	RESPONSIBILITIES
<p>Service provider responsible for how a service is provided with the asset. The service provider is responsible for:</p>	<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, such as a building, is not to be utilised.</p> <p>Play a support role when asset Maintainers are seeking budget increases for increased levels of service.</p>
<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>	<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>
<p>Governance</p>	<p>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:</p> <p>Demonstrating corporate support for sustainable asset management.</p>
<p>Corporate Asset Management and Asset Accounting</p>	<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> <ul style="list-style-type: none"> <li>• operational planning and control</li> <li>• supporting activities</li> <li>• control activities</li> <li>• other relevant processes</li> </ul> <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.

	QUANTITY	REPLACEMENT VALUE (\$M)	WRITTEN DOWN VALUE (\$M)	CONDITION (AVG)	DATA CONFIDENCE	REMAINING SERVICE POTENTIAL	RENEWAL RATIO	CURRENT BACKLOG %	RENEWAL GAP
Bridges	207 Bridges	\$61.20	\$46.50	1.98	High	76%	32.0	0.08%	0.7
Drainage	2037km Pipe	\$642.30	\$458.50	1.62	Low	71%	32.5	4.11%	2.5
Footpaths	1888 km	\$278.20	\$142.70	2.13	High	52%	63.9	0.80%	2.1
K&C	2943 Km	\$231.90	\$109.80	1.18	High	47%	100.0	0.07%	0
Roads	15,462km <sup>2</sup>	\$848.50	\$469.50	1.51	High	55%	93.2	0.00%	1.1
Infrastructure Other*	-	\$100.00	\$40.57	-	-	-	-	-	-
WSUD	1378 Assets	\$70.60	\$47.30	1.8	Med	67%	0.0	2.37%	2.0
Buildings	700 Buildings	\$618.10	\$470.00	1.89	High	76%	24.7	0.02%	6.7
Waterfront	2090 Assets	\$33.80	\$23.20	2.24	Med	69%	26.9	0.09%	1.0
Open Space	TBC	\$104.10	\$104.06	TBC	Med	TBC	TBC	TBC	TBC
Land		\$754.00	\$754.00	-	-	-	-	-	-
Environmental Assets	TBC	TBC	TBC	TBC	Med	TBC	TBC	TBC	TBC
Corporate Assets*	TBC	\$90.11	\$32.39	TBC	Med	TBC	TBC	TBC	TBC
WIP		\$60.17	\$60.17	N/A	N/A	N/A	N/A	N/A	N/A
<b>TOTALS / AVERAGE</b>		<b>\$4,000.00</b>	<b>\$2,758.74</b>	<b>1.8</b>		<b>64%</b>	<b>61.0%</b>	<b>7.54%</b>	<b>\$16.1</b>

CIVIL INFRASTRUCTURE ASSETS
  CIVIL INFRASTRUCTURE ASSETS
  CIVIL INFRASTRUCTURE ASSETS
  CIVIL INFRASTRUCTURE ASSETS

## OUR STRATEGY

	DELIVERABLES	RESPONSIBLE	ESTIMATED COMPLETION DATE	STATUS	% COMPLETE
<b>GOVERNANCE &amp; CULTURE - POLICY, STRATEGY, FRAMEWORK</b>					
1	Review Policy	CAM	Three year cycle (2023)	Complete	100%
2	Prepare Strategy (following years annual update)	CAM	December 2020 / Annual	In Progress	80%
3	Business Process - Framework	CAM	Draft 1 2021 as per Table 3	In Progress	50%
<b>GOVERNANCE &amp; CULTURE - ASSET ACCOUNTING</b>					
4	Handover Procedure	CAM/FIN		In Progress	20%
5	Valuation Targets	CAM/FIN	As per Table 4	In Progress	20%
6	Handover Targets	CAM/FIN	Monthly / EoFY	In Progress	20%
<b>GOVERNANCE &amp; CULTURE - CULTURE &amp; COMMUNICATION</b>					
7	Communication Strategy	CAM	Dec-21	Not Started	0%
8	Asset Management Landing Page	CAM	Dec-21	In Progress	20%
9	Skills Matrix	CAM	Dec-21	Not Started	0%
10	AM Training	CAM	Jan-22	Not Started	0%
11	Industry Participation	CAM	Jan-22	Not Started	0%
<b>LIFECYCLE &amp; LONG TERM PLANNING - STRATEGIC ASSET MANAGEMENT</b>					
12	Asset Management Plans	CAM/ Asset Owners	Dates as per table in Section 4.2	In Progress	40%
13	Adopt proposed budget	CAM	Dec-20	In Progress	50%
14	Improved performance data	CAM	Dec-21	In Progress	10%
15	Improved service planning / Demand Mmt	CAM	Jun-22	In Progress	10%
16	Integrating Climate Change, growth and demographics into Stratetic Model	CAM	Jun-22	Not Started	0%
17	Internal Engagement	CAM	Jun-22	In Progress	10%
18	External Engagement	CAM	Jun-22	Not Started	0%
<b>LIFECYCLE &amp; LONG TERM PLANNING - MAINTENANCE MANAGEMENT</b>					
19	Integrated Maintenance Management Solution informing service plans for each business area	CAM, Asset Maintainers	June 2022	In Progress	20%
20	Integrating SAM & MMS	CAM/ Asset Owners	June 2023	Not Started	0%
<b>INFORMATION MANAGEMENT</b>					
21	System Management / BSR	CAM / Asset Owners / DIT	Dec-21	In Progress	10%
22	Data Governance	CAM / Asset Owners / DIT	Dec-21	In Prorgess	20%
23	Data Collection & Currency Review	CAM / Asset Owners / DIT	Dec-21	Not Started	30
24	Harnessing Smart City Data Collection	CAM / Smart Cities	Jan-22	Not Started	0%
26	Asset Data Quality Dashboard	CAM / Asset Owners	Jan-22	In Progress	10%
26	Asset Management Handover Project	CAM / FIN / Asset Owners	Jan-22	In Progress	20%

# ATTACHMENT 5 – LONG-TERM FINANCIAL PLAN

Budget Category / Class	1	2	3	4	5	6	7	8	9	10	Total
<b>New</b>											
Roads	43,607,710	47,583,182	47,814,814	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	2,760,832	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>

Historic Hitchcock Fountain in the Geelong Botanic Gardens.



## CONTACT US

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, please contact us on 03 5272 5272.

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