



Asset Plan 2022 - 2032

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1. Introduction

The *Local Government Act 2020* requires Council to publish an Asset Plan detailing how assets within the Municipality, for which Council is the custodian, will be managed. The plan must be adopted by the 30 June 2022 and must be revised following each general council election. The Asset Plan provides a ten year strategic and financial view of how Council proposes to manage its assets.

The purpose of the Asset Plan is to define, document and present a framework of asset management best practice for the Campaspe Shire Council that guides decision making in an informed and financially responsible manner. The objectives of the plan are to ensure outcomes for managing Council assets are achieving and balancing the interest and needs the Community.

1.1 What is an asset?

An asset is defined as something of value, assets can be tangible, intangible, financial or non-financial. For this plan, we are referring to Council's tangible, fixed, infrastructure assets, made up of buildings, open spaces and recreation, roads, stormwater, footpaths and cycleways.

1.2 What is asset management?

Asset management is a systematic process to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets. Its objective is to maximise an assets service delivery potential and manage related risks and costs over their entire lives.

Infrastructure assets are fundamental to overall council service delivery and planning. The long-lived nature of many assets and the need for their ongoing renewal means that planning must be based on an understanding of the full costs throughout each asset's lifecycle and address both short and long-term planning needs.

1.3 Why is asset management important?

Infrastructure assets are critical to our community, infrastructure assets are used to provide services over an extended period and the choices we make today can impact the quality of life for future generations. Intergenerational social and financial equity must be considered.

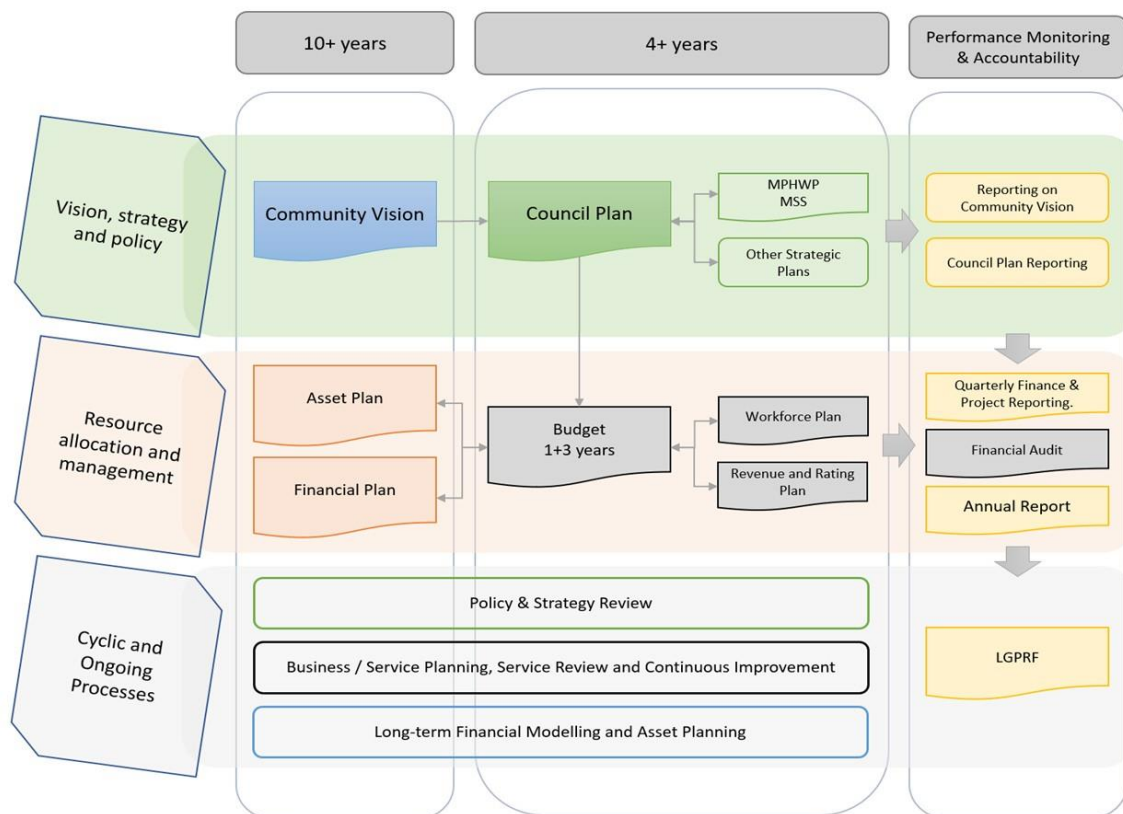
Effective asset management optimises service delivery, address's environmental and social and factors and risk whilst optimising service delivery.

2. Strategic context

2.1 Regulatory framework

The State Government Integrated Strategic Planning and Reporting Framework, shown below, ensures that a systematic approach to asset management delivers effective and efficient outcomes that meet both our corporate and asset management objectives.

Asset Management involves all areas of Council including those that plan services, provide services, manage assets and manage financial functions. When considering the social, environmental, financial and organisational impacts of any decision, the impact on Council's services and the assets that support them must be included.



Integrated Strategic Planning and Reporting Framework.

2.2 Community Vision – Campaspe Tomorrow

The community vision is a statement of our community's goals and aspiration for the future, it considers where we are, where we want to be and how we will get there.

Council's Community Vision Statement is:

Our places are vibrant and sustainable, our people are strong and supportive.

We are custodians and stewards, responsible for passing on a shire that meets the needs of generations beyond our own. Therefore, our work to create the Campaspe of the future is guided by the following principles:

Inclusion - Everybody is included and has something to contribute to the community. Nobody is left behind. Everybody should have an equal chance in life.

Respect - Respectful relationships are the norm between individuals and within communities. We respect the diversity in our community, and in particular, we respect the contribution of our older residents, our young people, and those with Aboriginal cultural heritage.

Sustainability - This is at the heart of everything we do. Sustainability is a key factor in planning for future land use, advocating for additional educational facilities, approving a development, or making decisions around how we use our infrastructure.

2.3 Council Plan

To demonstrate our commitment to achieving the Community Vision, Council's five Headline areas of focus are the following:

- We will build a solid plan to develop our local economy, including attracting long-term investment.
- We are taking action to make sure our critical places are fit for future use and meet community and visitor expectations.
- We will work with each of our communities to determine what they want, and how Council's investment in their locality can best be allocated.
- We will advocate, with partners, for essential underpinnings for our long-term future.
- We will partner with service providers to get what is needed in their local areas.

Flourishing local economy

A resilient long-term economy attractive to local and external investors that stimulates economic activity to provide local jobs.

- Attract funding for local infrastructure improvements, particularly long-term investments in the Shire's economic productivity.
- Promote local provision of post-secondary and vocational education to attract students and employers and strengthen local workforces.
- Attract enterprises that employ local people, particularly young people.
- Strengthen and support critical local industries and sectors, including agriculture and food production, manufacturing, health care and tourism.

Resilient protected healthy natural environment

Well managed resources for a sustainable future that manages water and energy use and protects the natural environment.

- Provide an efficient and cost-effective waste management service.
- Minimise waste to landfill by influencing community behaviour and resource recovery.
- Advocate for landfill alternatives, including private sector options for converting waste to energy.
- Review water use within Council control, especially options for recreational land to be irrigated by raw water.
- Reduce Council emissions through renewable energy and electricity consumption reduction.
- Carry out land management practices on Council controlled lands that incorporate appropriate biodiversity conservation measures.
- Manage roadside weeds, pest and animals.

Well planned places

Ensuring we have the land we need for the future, and that we are well connected, within and outside the Shire. Whilst protecting our natural environment for future generations and planning with the changing climate in mind.

- Progress critical development of sites of importance in Echuca.
- Identify future sites of development importance throughout the Shire.
- Provide residential opportunities in townships and in rural locations targeting varied income levels and demographics.
- Review Zones within the municipality to stimulate residential and commercial growth.
- Review Council land holdings and identify those suitable for transfer to community control or divestment.
- Consult with community review and build, upgrade or remove selectively.
 - Drains and stormwater.
 - Parks and playgrounds.
 - Footpaths to enhance walkability within townships.
 - Bike paths and trails to enhance fitness and recreation opportunities.
 - Roads and bridges.
- Strengthen public transport, especially bus and rail connections with smaller towns.
- Advocate for fair and equitable internet coverage throughout the Shire.
- Resolve communications blackspot areas, especially on major highways and in population centres.

Growing quality of life

Ensure that communities have a voice in how Council spends its limited budgets in each community's interests, in a fair way. Review services and make prudent decisions about improving those the community wants the most. Work with our numerous Communities of Priority to ensure that Campaspe is a place that welcomes, and provides opportunities, for all.

- Work with communities to envision how Council assets can best be applied to community aspirations, for sports facilities, halls and other community infrastructure.
- Facilitate events that attract visitors and promote resident connections.
- Consult with communities to review Council services.
- Consult with communities and stakeholders on discretionary Council services and businesses, investigating options for rationalising, partnering or divesting.
- Improve mental wellbeing, including suicide prevention, with an emphasis on younger and older people.
- Contribute to partnerships that engage community in healthy eating and active living.
- Promote gender equity and reduction of family violence.
- Promote recognition of Aboriginal cultural heritage and its significance in Campaspe.
- Actively welcome Communities of Priorities to Campaspe

2.4 Finance Plan

The Finance Plan provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Finance Plan is developed in the context of the following strategic planning principles:

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) Council's financial plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- c) The Finance Plan statements describes the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- d) Council's strategic planning principles identify and address the risks to effective implementation of the Finance Plan.
- e) The Finance Plan provides another means of monitoring progress and reviews to identify and adapt to changing circumstances.

Integration to the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the 10-year Finance Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Finance Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

2.5 Community Engagement Policy

The Community Engagement Policy provides the framework to facilitate community consultation, the Asset Plan's consultation adheres to this policy.

3. Assets and how we manage them.

3.1 Asset management best practices.

Local Government organisations follow recognised and standard asset management best practice methodologies. There are three standards that set benchmarks and define best practice:

- ISO55000:2014 An international standard that provides an overview of principles, terminology and definitions.
- International Infrastructure Management Manual (IIFM) that provides guidance and methodologies on how to implement ISO55000.
- National Asset Management Assessment Framework and Australian Framework (NAMAF) used to measure local government asset management capability and maturity defined by ISO55000.

These standards and best practice methodologies guide Council's approach to implementing sound asset management principles.

Councils NAMAF maturity assessment.

The Maturity Assessment uses a series of questions that have been developed around asset and financial management maturity competencies, linked to the key elements of the national sustainability framework. The questionnaire highlights areas where Council has made achievements as well as what needs to be done to achieve 'core' and then 'advanced' maturity regarding asset management.

There are 11 elements of asset and financial management based on the national frameworks. Each element has questions from which the results of the assessment are displayed in the graph below.

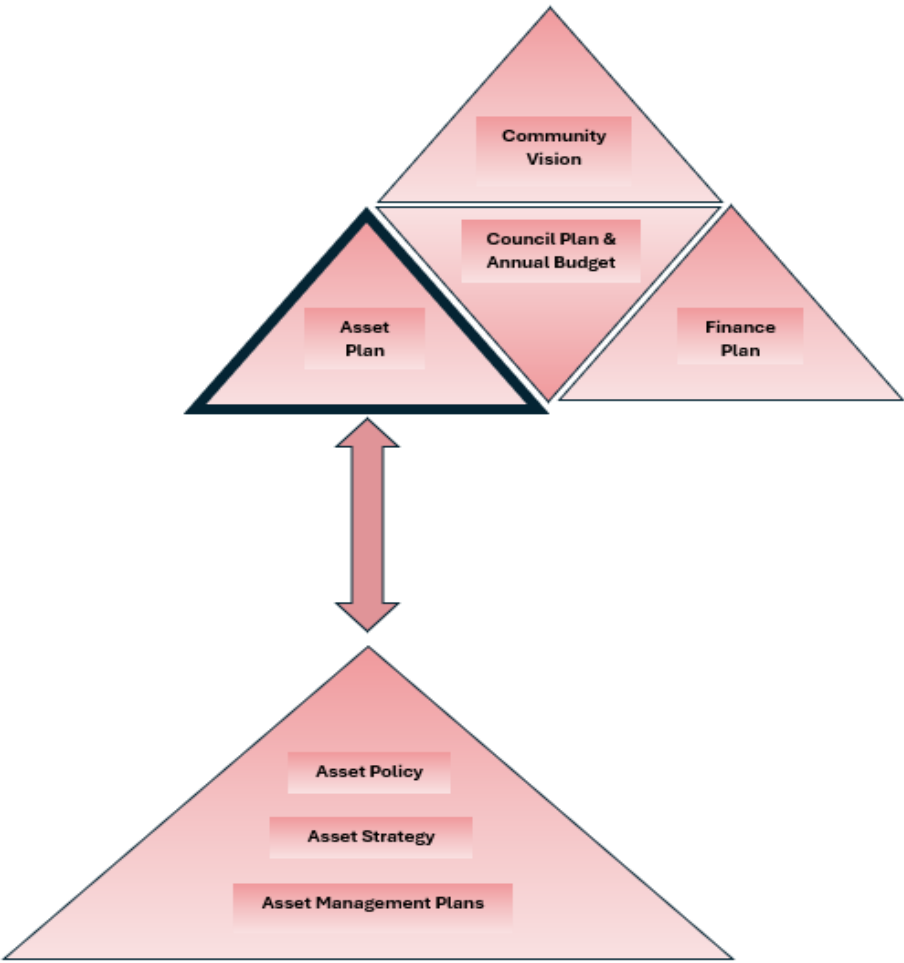
Element	Score
Strategic Longer-Term Plan	100
Annual Budget	100
Annual Report	100
Asset Management Policy	100
Asset Management Strategy	100
Asset Management Plans	80
Governance and Management	88
Levels of Service	63
Data and Systems	90
Skills and Processes	81
Evaluation	72
Total	974

The total NAMAF score is 974 which was 923 in the previous assessment. The improvement has been enabled by the development of guiding asset management documents.

3.2 Asset management systems

An Asset Management System is made up of people, processes, data and technology systems that guided how best practise asset management should be carried out. It guides and sets direction for Council to follow for long-term strategic and financial planning. It also directs the day-to-day asset management activities needed to ensure assets are built and maintained to meet required service levels for today and into the future.

The diagram below illustrates how the Asset Management System relates to the Asset Plan and Council's strategic documents.



Source:ISO55000 Asset Management System documents: International Infrastructure Management Manual (Institute of Public Works Engineering Australasia (IPWEA), 2020, Section 1.3.3).

4. Our Assets

4.1 Asset Inventory

The Asset Plan is concerned with tangible, non-financial assets either owned or controlled by Campaspe Shire Council.

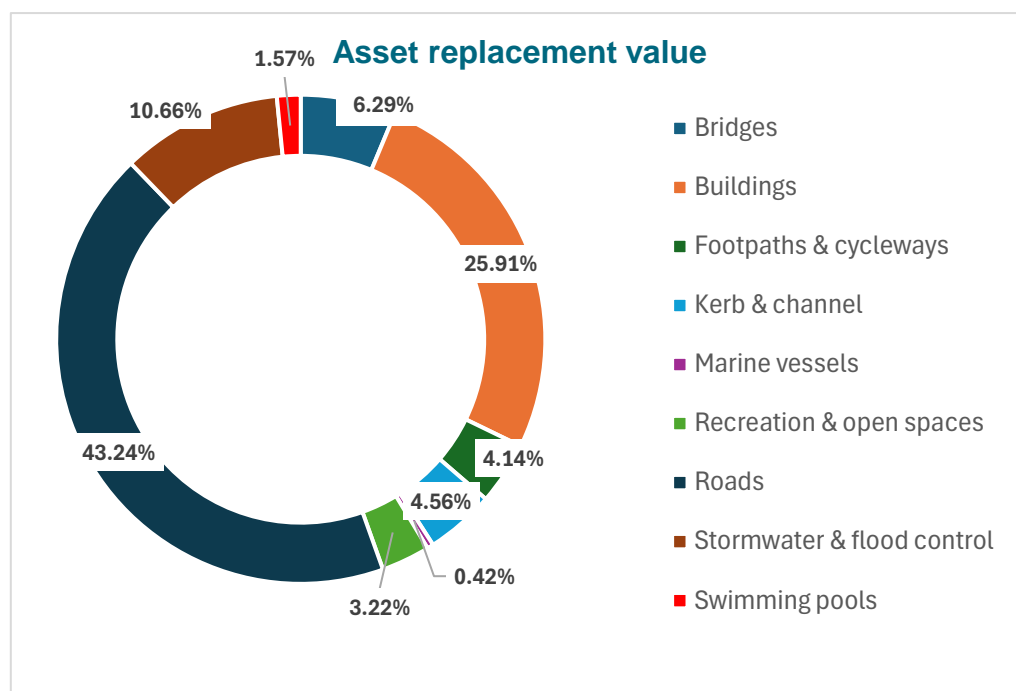
The assets included in the Asset Plan are identified in table below.

Asset Class	Asset Type	Dimension	Unit
Bridges	Bridges	10,204.77	sqm
Bridges	Marine structures	6.00	each
Buildings	Buildings	534.00	each
Footpaths	Footpaths	401,100.09	sqm
Kerb and Channel	Kerb and channel	355,832.47	m
Marine Vessels	Marine vessels	6.00	each
Recreation and Open Space	Artworks	9.00	each
Recreation and Open Space	Barbecues	24.00	each
Recreation and Open Space	Playground equipment	164.00	each
Recreation and Open Space	Sports infrastructure	155.00	each
Roads	Culverts	4,724.88	m
Roads	Other road infrastructure	181.00	each
Roads	Roads	15,431,375	sqm
Stormwater and Flood Control	Retention basins	93.00	each
Stormwater and Flood Control	Gross pollutant traps	24.00	each
Stormwater and Flood Control	Pump wells	37.00	each
Stormwater and Flood Control	Retaining walls & levee banks	8,230.50	sqm
Stormwater and Flood Control	Levee banks	15.00	each
Stormwater and Flood Control	Stormwater pipes & drainage	223,078.40	m
Stormwater and Flood Control	Stormwater pits	5,727.00	each
Swimming Pools	Pool & associated infrastructure	7.00	each

4.2 Asset Value

The financial status of our Asset Portfolio is reported in the table below.

Asset Class	Current replacement cost	Percentage of total value
Bridges	\$45.78	6.29%
Buildings	\$188.54	25.91%
Footpaths & cycleways	\$30.13	4.14%
Kerb & channel	\$33.22	4.56%
Marine vessels	\$3.03	0.42%
Recreation & open spaces	\$23.45	3.22%
Roads	\$313.91	43.24%
Stormwater & flood control	\$77.32	10.66%
Swimming pools	\$11.40	1.57%
Total	\$726.78	100.00%



4.3 Asset Monitoring

We have adopted standardised asset condition ratings based on the IPWEA 5-point scale across all asset classes to ensure assets are maintained at an optimum condition to reach their maximum potential useful life.

Council routinely conducts network wide condition assessments on each asset class in accordance with the Asset Valuation Policy. This is done to determine the overall health and service levels of assets. For long lived assets such as roads, pathways, drainage, buildings and open space, this is critical to ensure Council is achieving the full useful life potential of its assets.

Council will generally not run assets down to failure or condition 5, this usually results in additional maintenance costs and the risk to the public becoming unacceptably high. Assets are targeted for renewal once they reach condition 4.

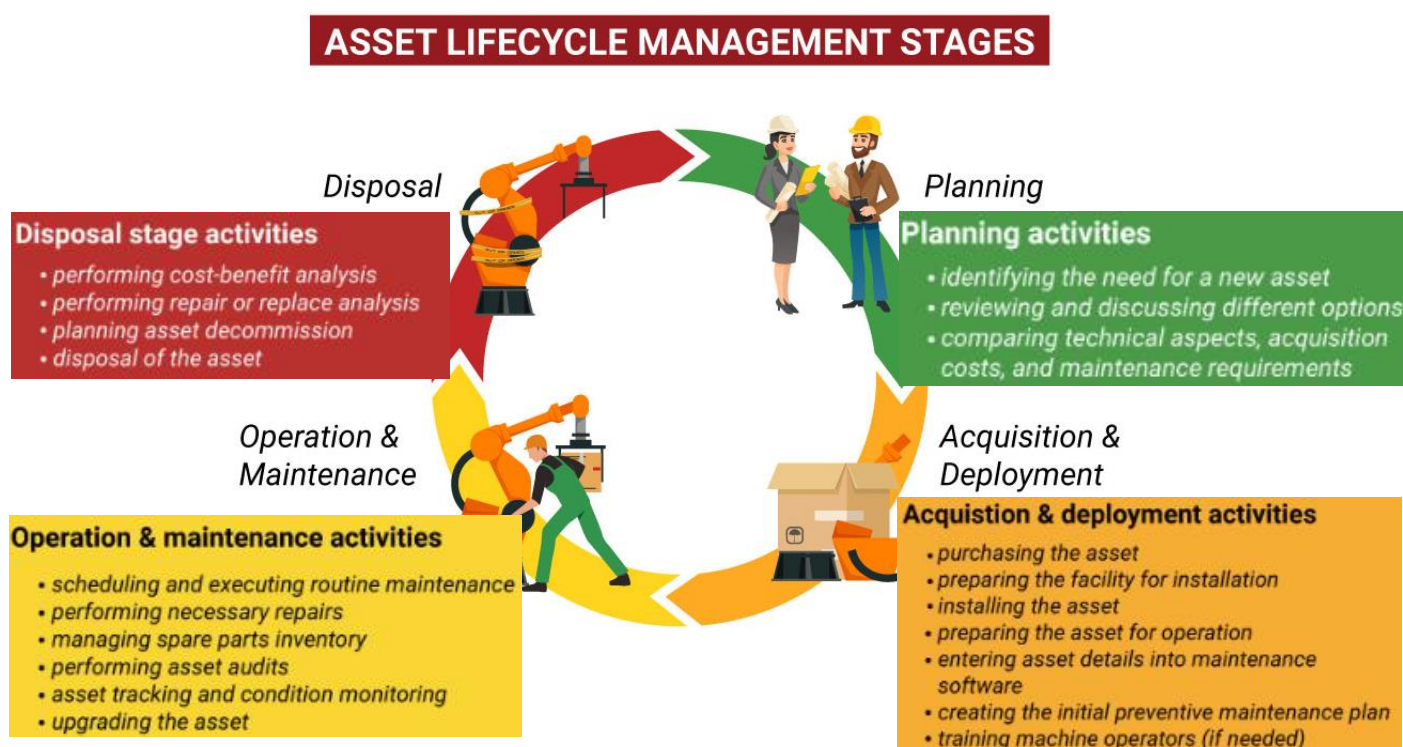
The table below provides the general assumptions and over-arching objectives we will apply for meeting affordable and sustainable minimum service levels across all asset classes.

Condition rating	Condition description	Condition description explanation	Assumed remaining life of asset
0	New	New and have not deteriorated to a point where they are requiring any form of maintenance.	100%
1	Very Good	As new condition. Only normal cyclical maintenance required. Negligible wear and/or undamaged or damage repaired to original condition.	60% - 99%
2	Good	Sound condition with some wear and tear. Minor maintenance required along with normal cyclical maintenance. Minor components may need replacement. Low risk to safety, environment and reputation due to asset condition.	35% - 60%
3	Average	Deterioration evident. Maintenance other than normal cyclical maintenance required on a regular basis to sustain asset. Minor failures may be occurring. Condition is impacting performance of the asset. Minor risk to safety, environment or reputation due to asset condition within tolerable limits but requires high level of maintenance.	20% - 35%
4	Poor	Failure likely in the short term. Asset not performing required function. Significant risk to safety, environment or reputation due to asset condition approaching tolerable limits. Significant renewal or replacement required.	10% - 20%
5	Very Poor	Failure occurred or failure imminent or asset missing. Risk to safety, environment or reputation due to asset condition beyond tolerable limits. Urgent need for renewal of major components, replacement or removal of asset.	0% - 10%

4.4 Life Cycle Management

A key element of asset management is the understanding of an asset's life cycle. An asset's life cycle begins from the time Council acquires an asset and ends when the same asset is disposed of. The life cycle of an asset includes the maintenance and repair performed on the asset to extend its functional life.

The diagram below shows the phases of asset lifecycle management and the activities within each phase.



<https://limblecmms.com/maintenance-definitions/asset-lifecycle-management>

4.5 10 Year Plan

The 10-year plan articulates the financial requirements of all asset related activities throughout Council and requires collaboration and integration of all areas within Council. There are various forms of works or treatments available to Council's when deciding how best to keep an asset in service. These can be broken into two broad terms capital and maintenance works.

For the purpose of the Asset Plan, spending on our infrastructure is categorised as follows:

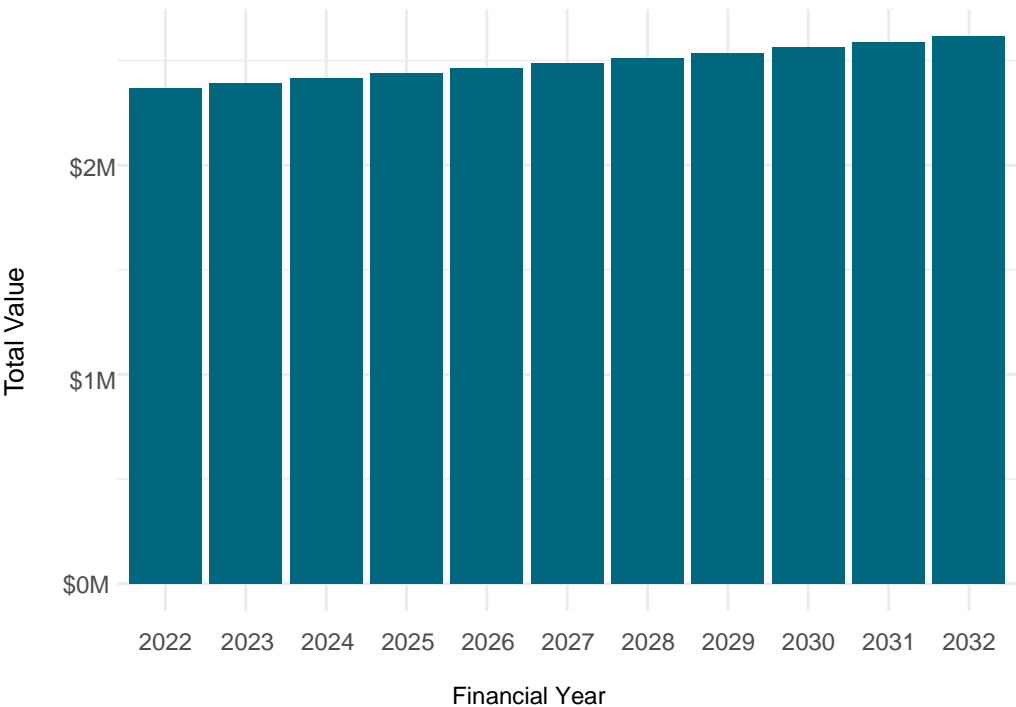
Activity	Description
Maintenance	Ongoing work required to keep an asset performing at the required level of service.
Capital - Renewal	Returns the service potential or the life of the asset to the original state.
Capital - Upgrade	Enhancements to an existing asset to provide a higher level of service.
Capital - New	Create a new asset that provides a service that does not currently exist.

Maintenance – ten year planned spend.

Maintenance is defined as work on existing assets undertaken with the intention of:

- re-instating the physical condition to a specified standard
- preventing further deterioration
- restoring correct operation
- replacing minor components
- temporary repairs
- mitigation of issues arising from emergencies.

Below is the projected ten year spend on maintenance for all asset classes.

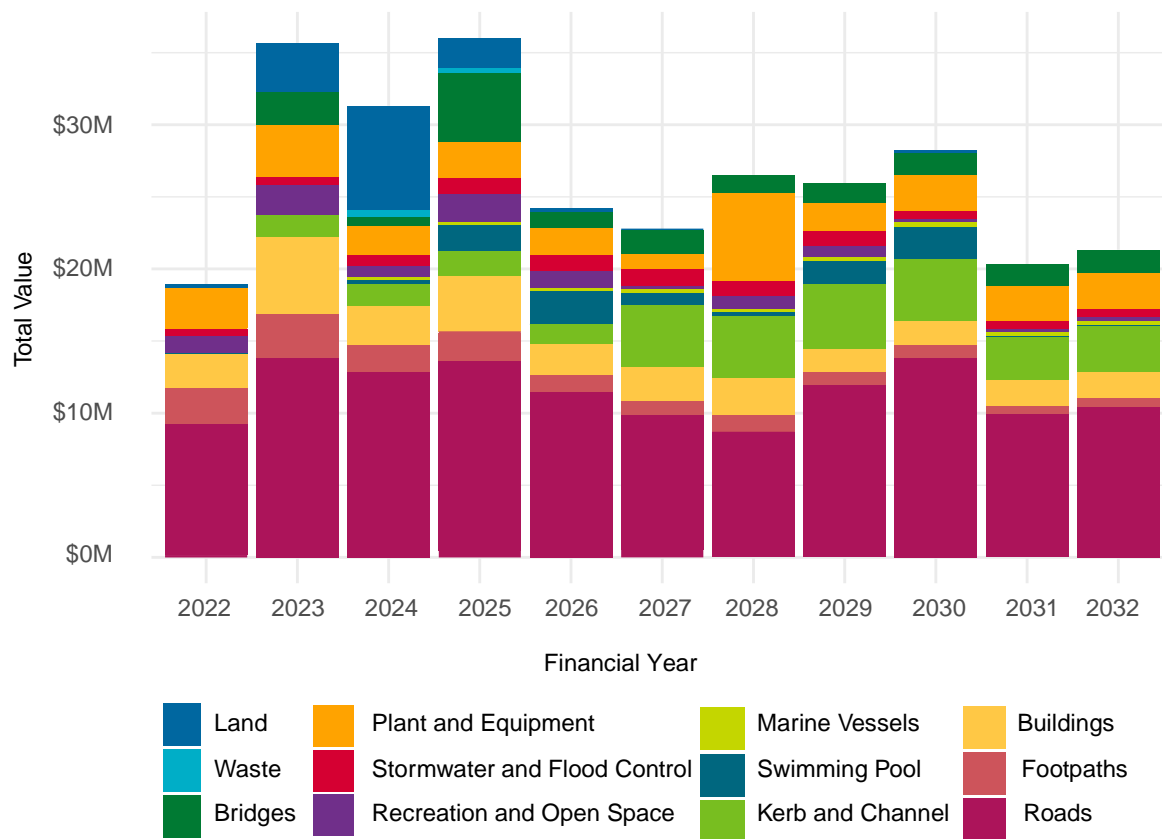


Council has projected that \$27 M will be required over the next ten years to operate and maintain assets.

There is an opportunity to increase maintenance expenditure in the service areas where there have been a large numbers of customer complaints. A quicker response time may alleviate some of the community concerns that arise as well as ensuring that assets are functioning to the required level of service.

Capital – ten year planned spend.

Below is the projected ten year spend on capital works across all asset classes.



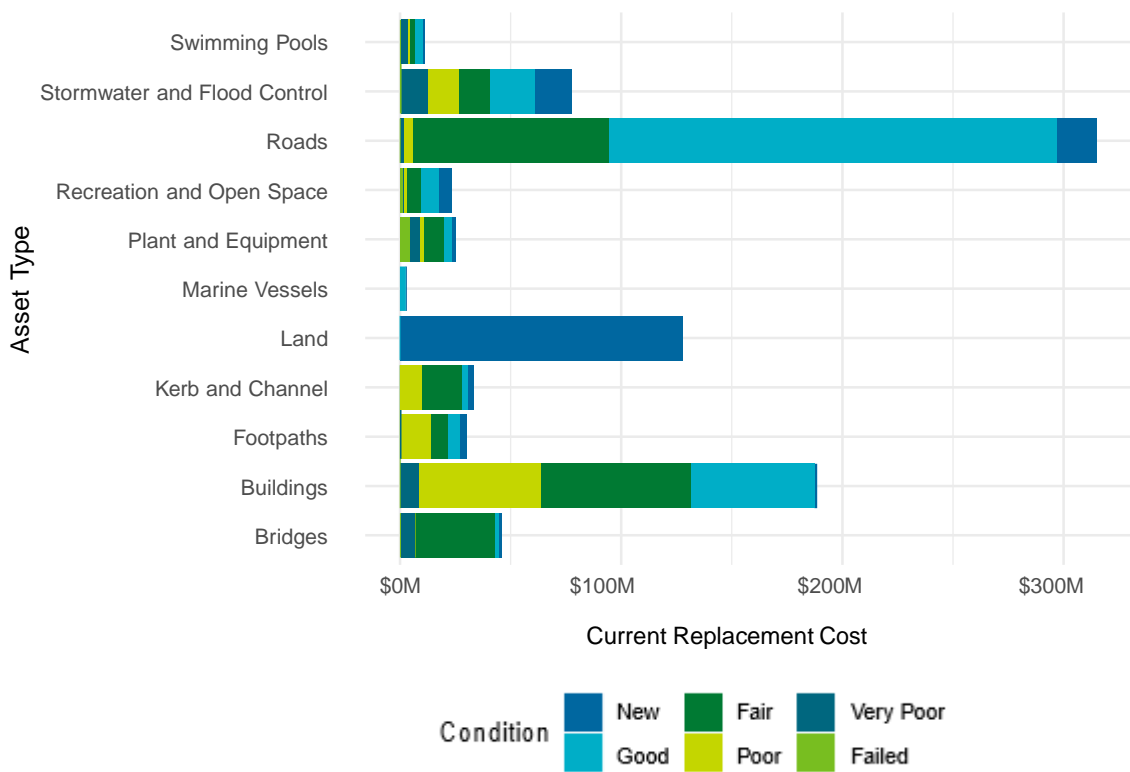
Over the next ten years Council anticipates spending a total of \$291 M for renewing, improving, disposing and increasing assets. A large proportion of the total has been allocated to renewing Council's assets, the total renewal projection is \$218 M.

5. State of the Assets

The asset condition is an indication of where an asset sits within its useful life. Assets that are nearing the end of their useful life or that have been identified for renewal based on age should be inspected and validated before being placed on a renewal program.

The majority of Councils assets are in good to fair condition, with renewal programs designed each year to maintain assets in a serviceable condition to meet the needs of the community.

Asset class by condition is shown in the table below.

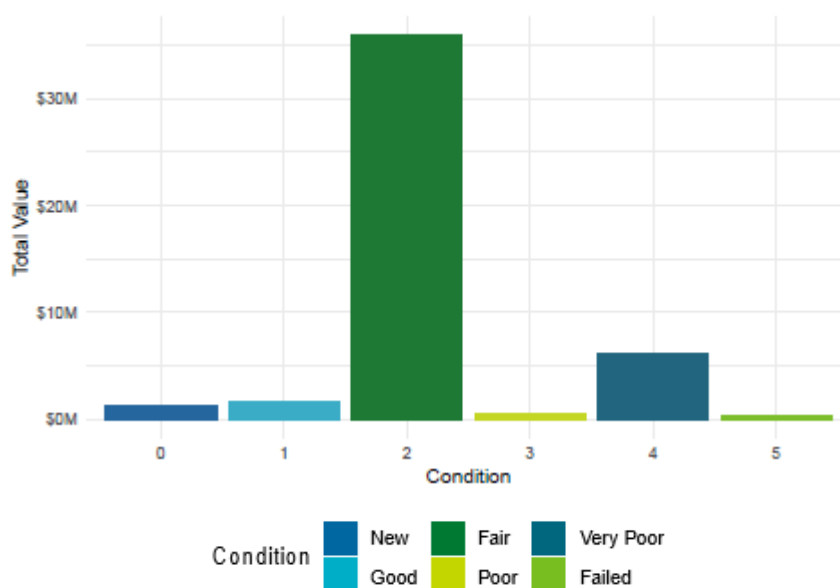


5.1 Bridges

Council owns and maintains 65 bridges of which seven are timber structures and the remainder steel and concrete.

The majority of bridge structures are in fair condition.

Bridge conditions are shown in the below graph.



The key conclusions identified for bridges are outlined below:

- Bridges and structures are generally in good condition, with no identified medium to long term renewal backlog.
- Council needs to ensure there is enough funds available for maintenance of the foot bridges and boardwalks to ensure the footpath network remains connected.

Asset quantities

Asset Class	Asset Type	Current replacement value	Dimensions	Unit
Bridges	Bridges	\$34.19 M	10,204.77	sqm
Bridges	Marine structures	\$11.59 M	6.00	each

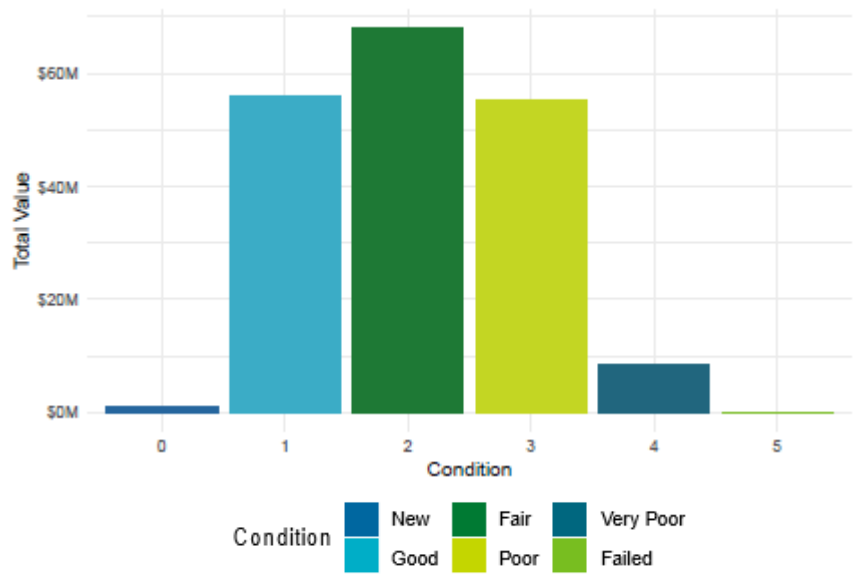
The ten-year capital renewal program has budgeted \$17.96 M to bridge and major culvert renewal and replacement.

5.2 Buildings

Council buildings are required to deliver a range of services, these include libraries, childcare, aquatic activities, recreation, customer service and many more.

Council buildings are maintained to ensure that they are fit for purpose for their current use. The ageing nature of these assets is leading to increased maintenance costs. This is one of the challenges facing council today and into the future in providing the services that the community expect. Innovative measures will be needed to enable Council to provide what the community expect with in constrained budgets.

Building conditions are shown in the below graph.



The key conclusions identified for buildings are outlined below:

- Council’s buildings are utilised by many service areas placing pressure on the buildings maintenance team to keep all building and facilities functional and operational.
- Consideration should be given to service providers requirements when managing the building renewals and capital program, this will ensure buildings are fit for purpose.
- There will need to be adequate lead time prior to a building renewal for consultation, design and approvals ensuring all building are fit for purpose and meet service needs.

Asset quantities

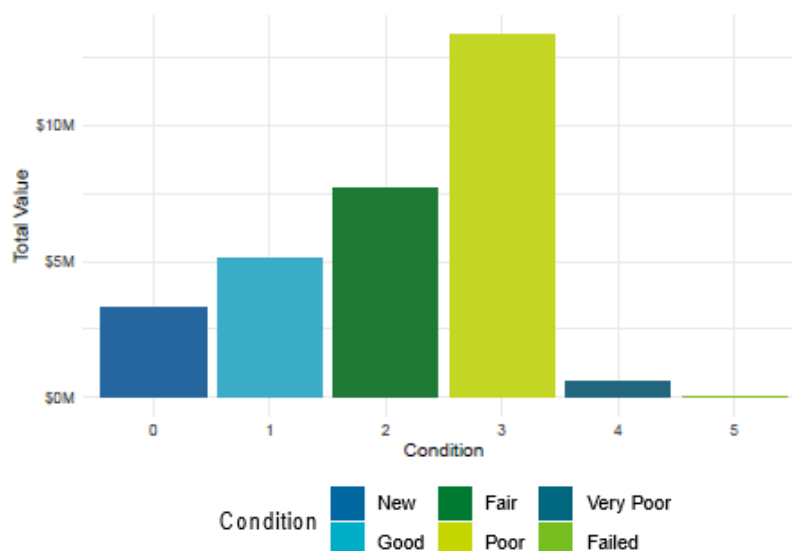
Asset Class	Asset Type	Current replacement value	Dimensions	Unit
Buildings	Buildings	\$188.54 M	534	each

The ten-year capital renewal program has budgeted \$25,965 M to building renewal and replacement.

5.3 Footpaths

The objective of the footpath and cycleways network is to provide a safe, accessible well-connected and maintained system to meet the community's needs.

Footpath conditions are shown in the below graph.



The key conclusions identified for footpaths are outlined below:

- There is a large demand for the shared network to be expanded.
- The existing infrastructure is in good condition leaving scope for new assets as identified in strategic plans for connectivity and accessibility.

Asset quantities

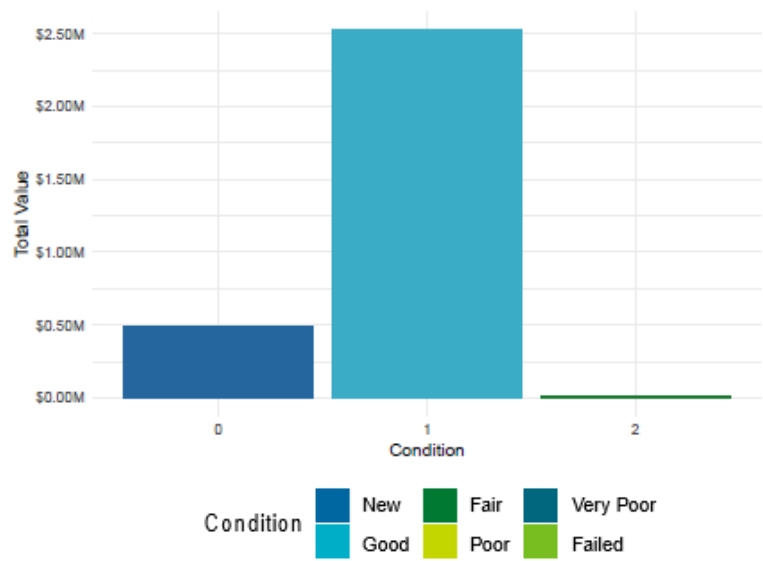
Asset Class	Asset Type	Current replacement value	Dimensions	Unit
Footpaths	Footpaths	\$30.13 M	401,100.1	sqm

The ten-year capital renewal program has budgeted \$13,150 M to footpath renewal and replacement.

5.4 Marine vessels

Council maintains a fleet of Paddlesteamers for visitors and locals to experience and enjoy. These assets are subject to regular inspections to maintain their certificate of survey, which is required to enable the vessels to operate to carry passengers.

Marine vessels conditions are shown in the below graph.



The key conclusions identified for marine vessels are outlined below:

- The operation of the vessels is managed by Campaspe Port Enterprise.
- There is a high dependence on slip infrastructure, not controlled by council, to ensure that the vessels maintain certificates of survey.
- Ongoing build up of silt at the Echuca Wharf restricting the Paddlesteamers from accessing the wharf for embarking and disembarking of passengers.

Asset quantities

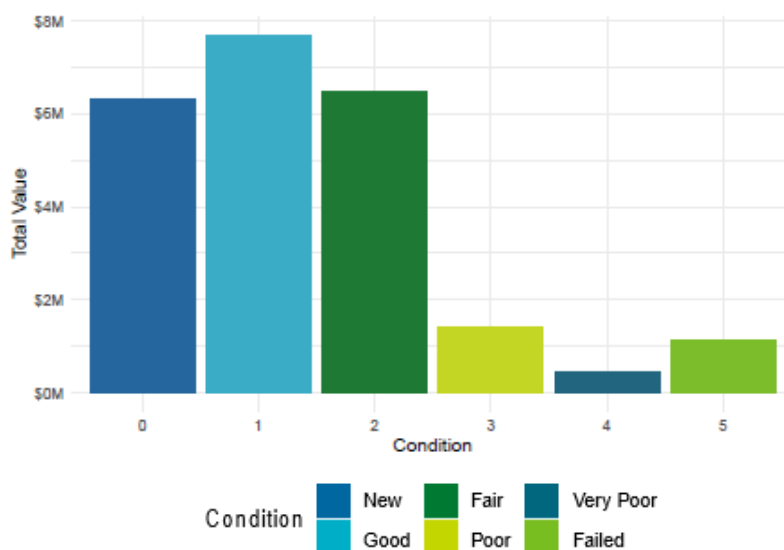
Asset Class	Asset Type	Current replacement value	Dimensions	Unit
Marine Vessels	Marine Vessels	\$3.03 M	6	each

The ten-year capital renewal program has budgeted \$2,19 M to vessel renewal.

5.5 Recreation and open spaces

Councils has open spaces and recreation assets to provide the community with both active and passive recreation options. These spaces allow the community to participate in a range of sporting and leisure activities.

Recreation and open spaces conditions are shown in the below graph.



The key conclusions identified for recreation and open spaces are outlined below:

- Recreation and open spaces have many small assets that have short useful lives. These assets need to be well funded for renewal and included modern equivalent items as part of any capital project to ensure assets are fit for purpose and inclusive.
- Condition assessment information indicates that assets are in good condition resulting in there being no renewal backlog.
- Asset renewals and upgrades need adequate lead time to ensure stakeholders are consulted and assets and facility requirements are recorded and coordinated ensuring assets are fit for purpose and inclusive,

Asset quantities

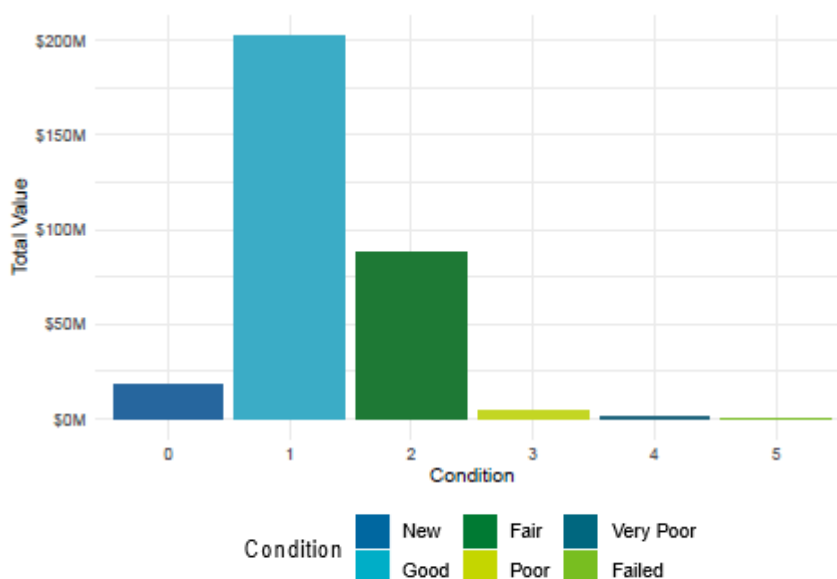
Asset Class	Asset Type	Current replacement value	Dimensions	Unit
Artworks	Artworks	\$1.42 M	9	each
Barbecues	Barbecues	\$0.27 M	24	each
Playground equipment	Playground equipment	\$2.43 M	164	each
Sports infrastructure	Sports infrastructure	\$19.33 M	155	each

The ten-year capital renewal program has budgeted \$8,548 M to recreation and open spaces asset renewal and replacement.

5.6 Roads

Council works to ensure that the transport network is high quality, fit for purpose, well maintained, connected and safe, especially those with high use for commercial, farming tourist and general resident use.

Road conditions are shown in the below graph.



The key conclusions identified for roads are outlined below.

- Council's understanding of the sealed local road network gained through customer service requests and ongoing inspections programs; both indicate the network is generally in good condition.
- Road condition information indicates that roads are in good condition with no renewal backlog.
- Further development of an aligned road capital works program, incorporating pavement, seal, kerb and channel and footpaths is required for the refinement of the ten-year plan to maximise efficiencies.

Asset quantities

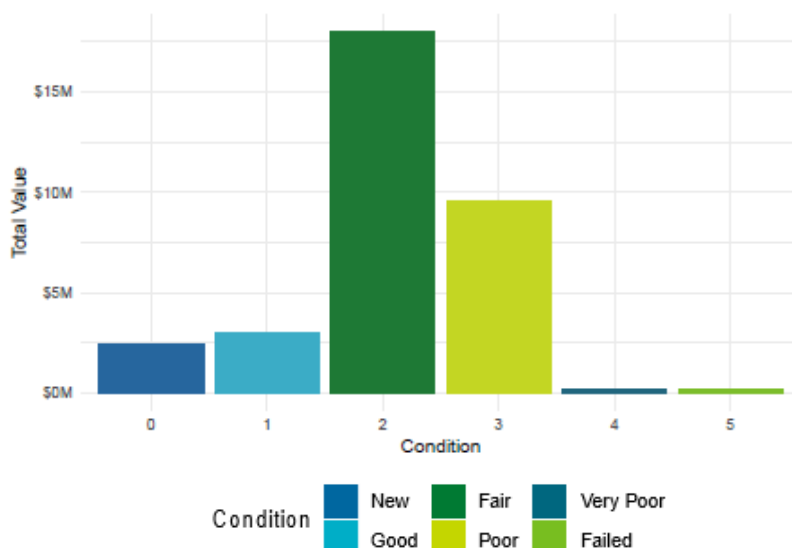
Asset Class	Asset Type	Current replacement value	Dimensions	Unit
Roads	Roads	\$310.19 M	15,431,375	sqm
Roads	Culverts	\$1.79 M	4,724.88	sqm
Roads	Other infrastructure	\$1.93 M	181	each

The ten-year capital renewal program has budgeted \$116,311 M to road and related infrastructure renewal and replacement.

5.7 Kerb and channel

Council maintains an extensive network of kerb and channel assets across the municipality to discharge stormwater runoff to natural water courses.

Kerb and channel conditions are shown in the below graph.



The key conclusions identified for kerb and channel are outlined below.

- Kerb and channel asset are in excellent condition requiring very little renewal.
- There is a need to review the useful life of the kerb and channel as the condition of the network is indicating that the asset lives should be increased.
- Review of the longer-term allocation to kerb and channel renewal is required, there is a large increase in funding within the ten-year plan that does not align with the asset condition information.

Asset quantities

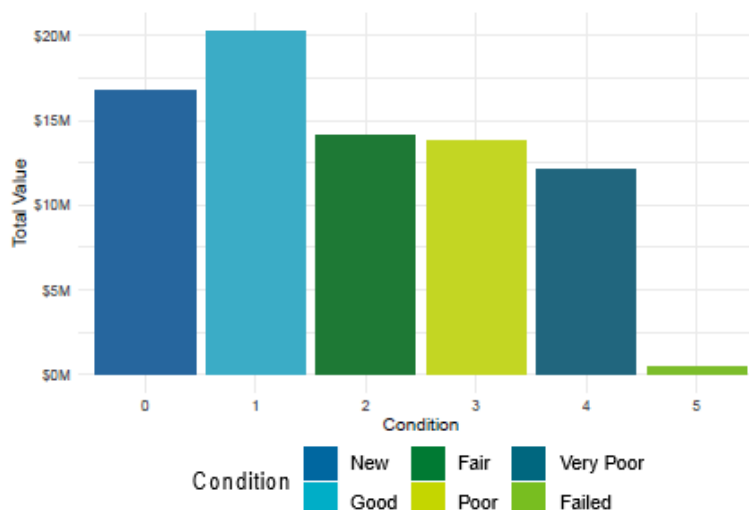
Asset Class	Asset Type	Current replacement value	Dimensions	Unit
Kerb and channel	Kerb and channel	\$33.22 M	355,832.5	m

The ten-year capital renewal program has budgeted \$29,718 M to kerb and channel infrastructure renewal and replacement.

5.9 Stormwater and flood control

Council maintains an extensive network of stormwater and flood control assets across the municipality to protect the community from flooding and to discharge stormwater runoff to natural water courses.

Stormwater and flood conditions are shown in the below graph.



The key conclusions identified for stormwater and flood control are outlined below.

- The shire is quite flat and requires drainage water to be pumped, the pumps are an essential part of Council's infrastructure and require ongoing maintenance and inspection.
- Assets are mostly underground, an age-based methodology is used for condition assessments, a random sampling of the network would be recommended to gain further understanding of the network condition.

Asset quantities

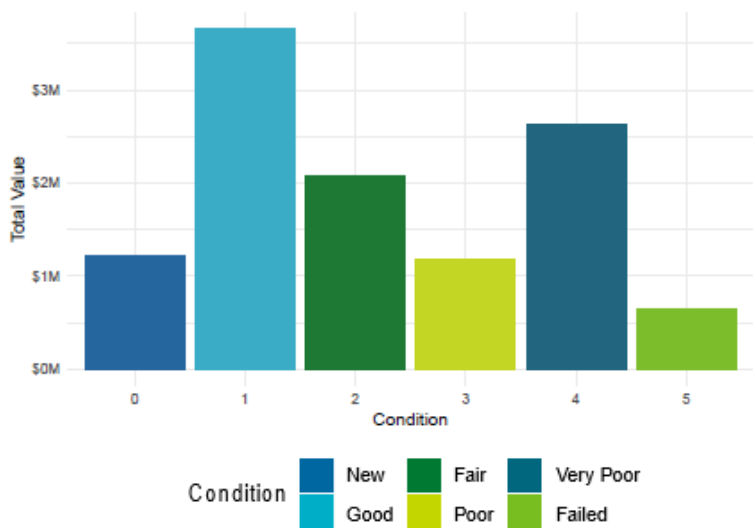
Asset Class	Asset Type	Current replacement value	Dimensions	Unit
Stormwater and flood control	Retention basins	\$3.42 M	93	each
Stormwater and flood control	Gross pollutant traps	\$0.79 M	24	each
Stormwater and flood control	Levee banks	\$1.66 M	15	each
Stormwater and flood control	Pump wells	\$3.05 M	37	each
Stormwater and flood control	Retaining walls	\$9.22 M	8,230.5	sqm
Stormwater and flood control	Stormwater pipes	\$43.32 M	223,078.4	m
Stormwater and flood control	Stormwater pits	\$15.86 M	5,727.0	each

The ten-year capital renewal program has budgeted \$8,369 M to stormwater and flood control infrastructure renewal and replacement.

5.10 Swimming pools

Council has seven swimming pools locate within the municipality to provide aquatic and leisure services to the community through health and wellness programs, education and social activities.

Swimming pool conditions are shown in the below graph.



The key conclusions identified for swimming pools are outlined below.

- Attendance has increased at the indoor facility with the growth of the learn to swim and aqua group fitness programs.
- Aged infrastructure and equipment will result in increased operational costs due to break downs, loss of water through leaking and increased maintenance requirements.
- Ability to fund renewal and maintenance costs projected in the ten-year capital plan is impacted by limited funding opportunities, rate capping and the ability to offset expenses through income generated by user fees.

Asset quantities

Asset Class	Asset Type	Current replacement value	Dimensions	Unit
Swimming pools	Swimming pools	\$11.40 M	7	each

The ten-year capital renewal program has budgeted \$9,434 M to swimming pool infrastructure renewal and replacement.

6. Asset Plan review

The Asset Plan will be reviewed every four years. Council must adopt and Asset Plan by 31 October in the year following a general Council election in accordance with *Sec 92 (4) Local Government Act 2020*.

The next revision of this Asset Plan will be due 31 October 2025.

Intermediary reviews of the Asset Plan may be undertaken from time to time as improvements are implemented or major financial decision are made. This is to make sure that it retains consistence with our strategic goals and objectives, having regard to:

- The available financial resources of Council
- Long term works programs that are reviewed annually.
- The consideration of any external factors that are likely to influence the Asset Plan.

Any review and update to the Asset Plan must be adopted by Council at an ordinary meeting of Council.

