



Asset Plan

2022 - 2032

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1 Introduction

Providing effective and efficient management of assets is a key obligation of Greater Shepparton City Council (Council). As custodian of community assets, Council has the responsibility for managing these assets in the most cost-effective manner. This is achieved through managing our assets through their lifecycle from creation and acquisition to maintenance and operation, through to rehabilitation and disposal. These actions are undertaken with the goal of providing efficient, safe, and reliable services for current and future generations.

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

1.1 What is an asset?

An Asset is defined as something of value. Assets can be tangible, or intangible. For the purpose of this Plan we are referring to Council's tangible, fixed, infrastructure assets made up of Transport, Open Space, Buildings, and Stormwater assets.

1.2 What is Asset Management?

Asset management is the coordinated activity of an organisation to realise maximum value from its assets throughout their lifecycle.

1.3 Why is Asset Management Important?

We manage a portfolio of assets that have a combined value and replacement cost of \$1.7 billion. This includes in addition to our infrastructure assets all our property, plant and equipment, and infrastructure. These assets have been built up progressively over many years.

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

Without these assets we could not provide our diverse range of services to the quality that our community expects.

1.4 Asset Management Framework

Our Strategic Asset Management Framework shown in Figure 1 aims to ensure that a systematic approach to asset management delivers prudent and efficient outcomes that meet both our corporate and asset management objectives. The key documents are further described in Table 1.

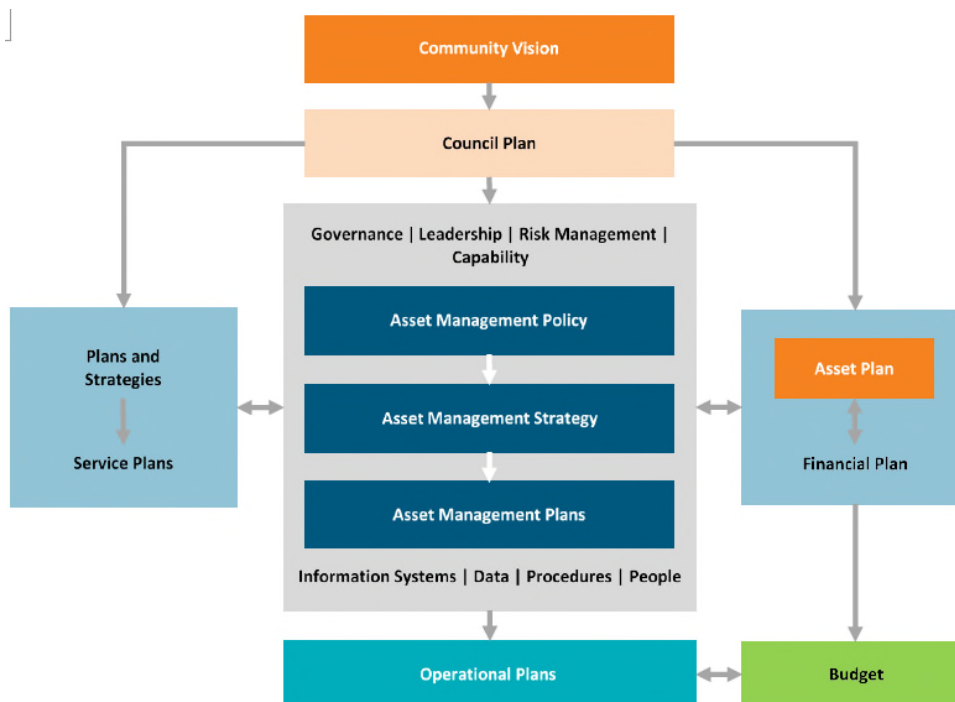


Figure 1 –Strategic Asset Management Framework

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

Table 1 – Asset Management Documents and Associated Role

1.5 The Purpose of the Asset Plan

This Asset Plan sits at the top level of Council’s comprehensive Asset Management system, overseeing the Policy, Strategy and Asset Management Plans for each asset group. It has been prepared to meet the requirements of *Section 92 of the Local Government Act 2020*.

The Asset Plan is a general overview document that summarises the key elements of the individual Asset Management Plans that we have developed for each of our major asset classes. Figure 2 below shows the relationship the Asset Plan has with other Council, policies, strategies, and plans.

The purpose of this Asset Plan is to:

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

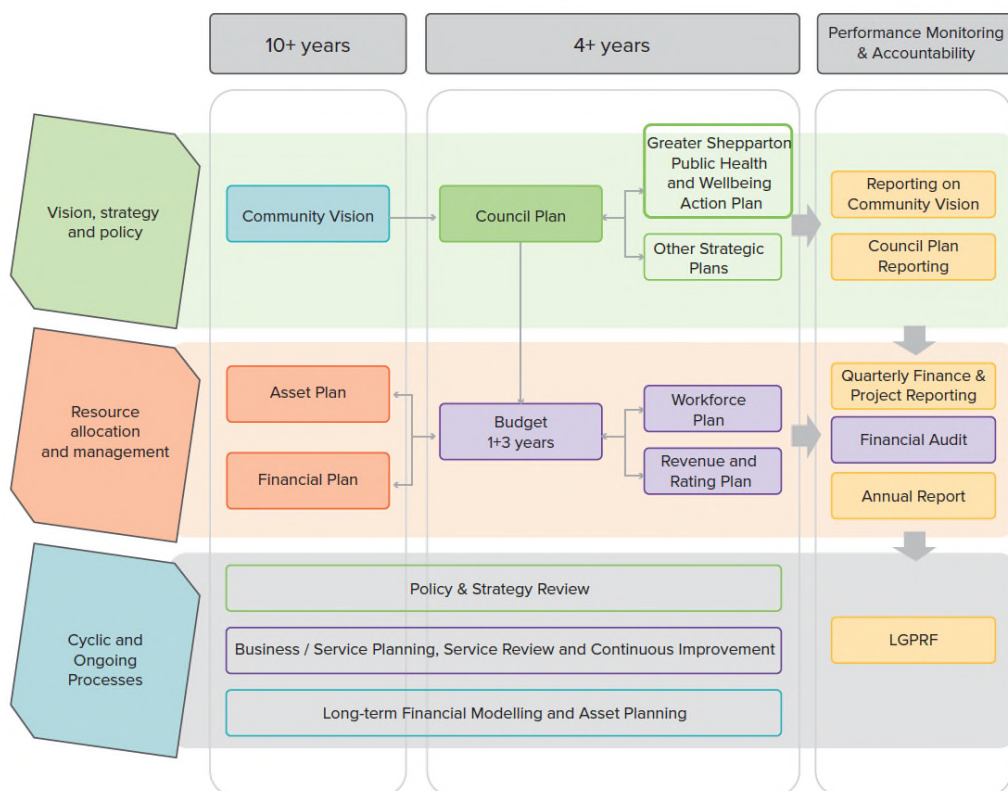


Figure 2 – Relationship between the Asset Plan & other Council documents

1.6 Scope of the Asset Plan

While we manage an extensive portfolio of assets, this Asset Plan covers Council's tangible, fixed, infrastructure assets made up of the following asset groups:

- **Transport** – Includes Roads Sealed and Unsealed, Kerb, Pathways, Bridges & Major Culverts, Traffic Management Devices, Carparks, Road Ancillary Assets and Road line-markings.
- **Open Space** - Includes Playing Courts and Fields, Play Ground Sites, Trees, Open Space Structures and Open Space Area.
- **Building** – Includes all Council Buildings and Shade sails
- **Stormwater** – Includes Stormwater Drains and Pits, Pumps, Penstocks, GPT's and litter traps and Drainage Basins.

2 Strategic Context

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

2.1 The Financial Plan

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

Our Financial Plan identifies our current and projected financial capacity to continue delivering high quality services, facilities, and infrastructure while identifying critical new capital investment to support our community's prosperity and to respond to our future challenges.

This Asset Plan is based on and intrinsically linked with the budgets and projections outlined in our Financial Plan. Ongoing affordability and financial sustainability are our key objectives.

The Financial Plan in combination with the Asset Plan supports us in achieving this aim.

2.2 The Council Plan

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

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

2.3 The Regulatory Framework

We operate in a complex legislative and policy environment that directly influences the way we do business.

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

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

2.4 The Community Engagement Policy

Our Community Engagement Policy provides the framework to facilitate extensive community consultation, of which the Asset Plan's consultation adheres to.

2.5 Related Strategic Documents

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

- Council Plan 2021-2025
- Greater Shepparton 2030 Strategy
- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans
- Road Management Plan
- Infrastructure Design Manual
- Accounting for Property, Plant & Infrastructure Policy
- Land Under Roads Policy

3 Our Assets

We manage a portfolio of assets worth over \$1.7 billion. This includes in addition to our infrastructure assets all our property, plant and equipment, and infrastructure.

This Asset Plan provides guidance on all Council infrastructure assets, which are grouped into the following asset groups:

| Asset Group | Replacement Value |
|-------------------|------------------------|
| Transport | \$901,700,662 |
| Open Space | \$230,869,304 |
| Building | \$186,092,695 |
| Stormwater | \$185,203,606 |
| Land | \$119,064,604 |
| Other | \$102,796,971 |
| Total | \$1,725,727,843 |

Table 2 – Asset Groups Replacement Value

Each asset group has the following asset categories and associated quantities.

| Asset Group | Asset Category | Quantity |
|-------------------|--|---------------|
| Building | Buildings | 899 (each) |
| Transport | Roads Sealed | 1,196 km |
| | Roads Unsealed | 1,336 km |
| | Kerb (Roads & Internal) | 792 km |
| | Pathways | 647 km |
| | Bridges & Major Culverts | 139 (each) |
| | Traffic Management Devices | 921 (each) |
| | Carparks | 24 (sites) |
| | Road Ancillary Assets | 19,555 (each) |
| | Road line-markings | 582 km |
| | Guard Rail Barriers | 10.1 km |
| Open Space | Playing Courts and Fields | 319 (each) |
| | Play Ground Sites (Reserves and Childcare centres) | 121 (each) |
| | Trees | 43,951 (each) |
| | Open Space Structures | 17,546 (each) |
| | Open Space Area | 957 Ha |
| Stormwater | Stormwater Drains | 448 (km) |
| | Stormwater Pits, pumps, litter traps | 15,478 (each) |
| | Drainage Basins | 64 (each) |

Table 3 – Our Asset Summary

3.1 State of the Assets

Our community determine the demand and value of the services our assets provide. The performance of our infrastructure is measured on agreed service levels through ongoing condition assessments on our infrastructure, as summarised in Figure 3. Asset Condition is collected on a 4 year cyclic basis.

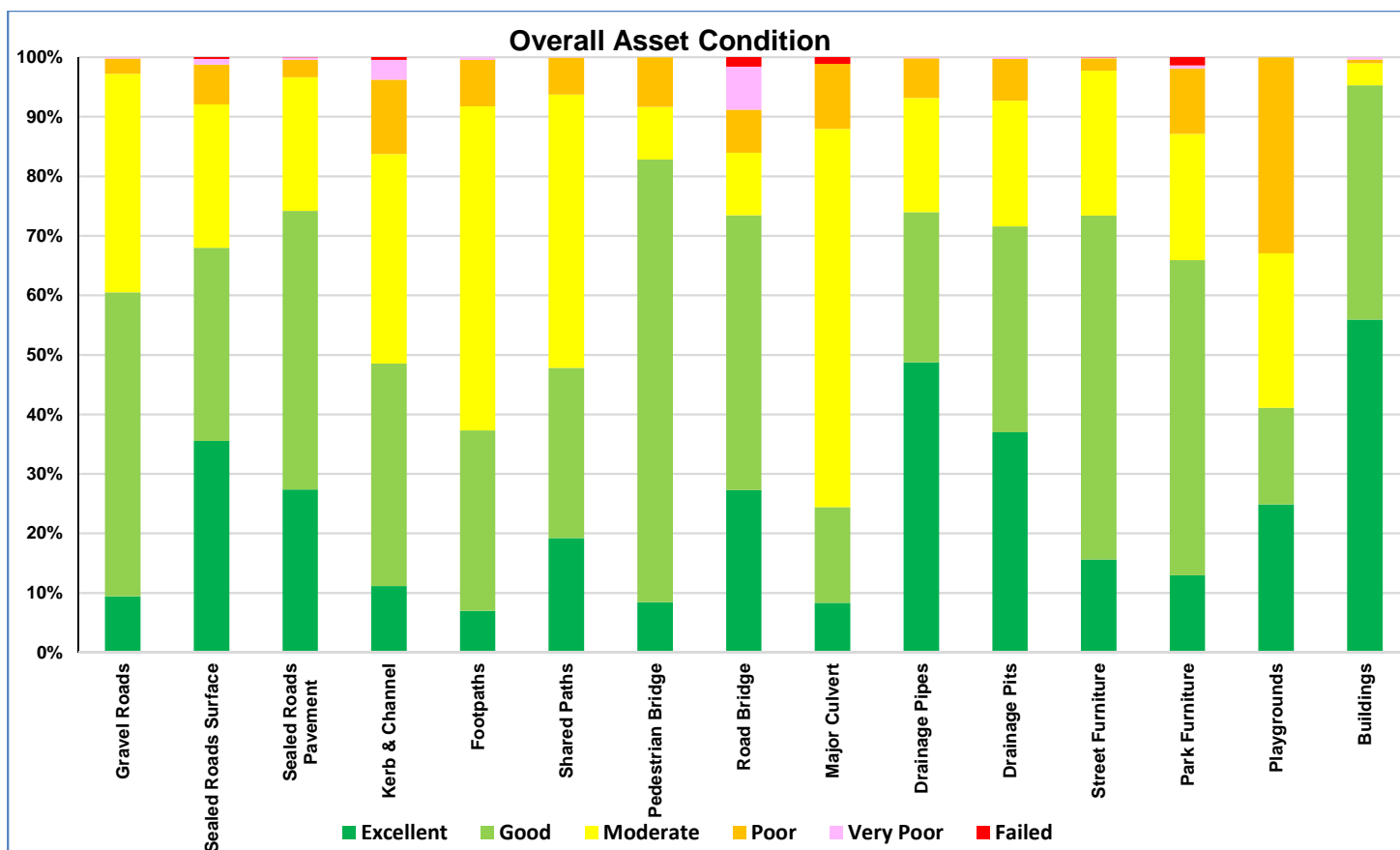


Figure 3 – Asset Condition of Infrastructure Assets

4 Lifecycle Management

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

The key elements of effective asset management are:

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

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

Our approach to asset management is centred on asset lifecycle management. There are four key stages in the asset lifecycle as shown in Figure 4.

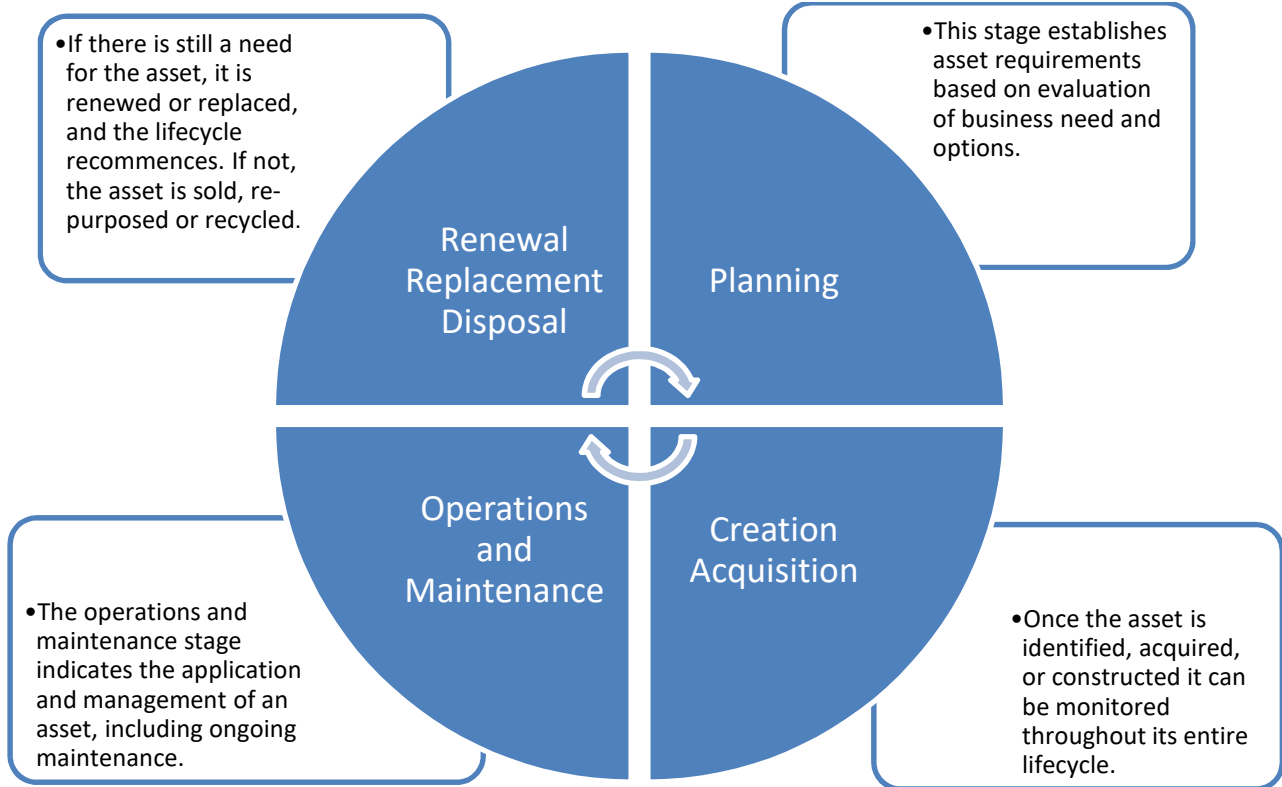


Figure 4 – Asset Lifecycle

4.1 Lifecycle Strategies

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

Our lifecycle strategies that we employ in each phase are summarised in Table 2.

| Lifecycle Phase | Our Lifecycle Strategies |
|--|---|
| Planning | <ul style="list-style-type: none"> We consider asset requirements necessary to support our long term objectives and to ensure that the right assets are provided to meet service needs. Future asset planning and service design considers and balances the key principles of affordability, equity, and the environment. We use transparent, informed decision-making processes that consider the whole-of-life implications of acquiring, operating, maintaining, and disposing of an asset. |
| Creation / Acquisition | <ul style="list-style-type: none"> Our projects are comprehensively defined so that its objectives are clear. We select appropriate procurement strategies to ensure we work with the right project partners and achieve value for money. We use systems and processes to plan, manage, and control projects that result in the creation of assets. We integrate environmentally sustainable approaches to the design and construction of assets. Newly acquired assets are checked for quality before they are put into service. |
| Operations and Maintenance | <ul style="list-style-type: none"> We act to enable existing assets operate to their service potential over their useful life. We regularly inspect, service, and maintain our assets so that they are safe, compliant, and are continuously available for use. Maintenance is planned to minimise the risk of critical asset failure and ongoing lifecycle costs. We use systems and processes to help record information about our assets and monitor their performance. The development and roll out of the Asset Management Information System to monitor and record effort and cost of maintenance to maintain assets |
| Renewal, Replacement, or Disposal | <ul style="list-style-type: none"> We continuously assess the condition of our assets. We aim to optimise the timing of the renewal or replacement of our assets so that they remain safe and functional and to minimise overall lifecycle costs. Our goal is to maximise the use of our assets through adaptive reuse or colocation of services where appropriate. Where assets do not directly support core service delivery they are considered for rationalisation. |

Table 4 – Lifecycle Strategies

5 Future Challenges and Opportunities

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

| Issue | What does this mean for asset management and service delivery? |
|---|---|
| <p>Population Trends Current population of more than 67,000, growth rate of 0.9%. Facilities and infrastructure assets increasing at 1% per annum.</p> | <p>We will need to expand our services and assets to cater for our growing community. Council will need to make a financial investment in infrastructure so that our assets are of a suitable capacity to cater for growth and that exemplary urban renewal is achieved.</p> |
| <p>Changing Community Needs The community expects Council to be able to quickly respond to emerging needs, without knowing how long the demand might last.</p> | <p>We will need to plan assets that are responsive and adaptable to meet shifting stakeholder needs. We will need to seek to form strategic alliances with service delivery partners to enhance non-asset based service delivery solutions in turn optimising the use of Council's asset portfolio.</p> |
| <p>Ageing Infrastructure One of the biggest financial challenges facing us is the cost of renewing our ageing infrastructure. Council's assets have been built and developed in the past. Many years on, this period of development has created a large peak in the need to invest in asset maintenance and renewal.</p> | <p>There is a critical need to introduce systems and processes to ensure that our spending on our existing assets is optimised. As our assets continue to age, more investment in maintenance and renewal expenditure will be required to ensure that the current levels of service enjoyed by the community continue to be delivered</p> |
| <p>Technological Change People, businesses and governments are increasingly moving online to connect, deliver and access services, obtain information and to perform day to day activities. These changes will affect how we deliver services and how we manage our assets</p> | <p>Council may also be expected to be able to make more use of available and emerging technology to make data more accessible to all</p> |
| <p>Increasing cost of providing services Cost increases to items such as electricity, petrol, and raw materials impact on the Council. For the Council, this occurs within an expectation of doing more with less or improving our efficiency to ensure more can be achieved with less money.</p> | <p>We will need to aim to continually balance the affordable provision of services against the needs of our community</p> |
| <p>Legislative and Policy Influence We operate in a complex legislative and policy environment that directly influences the way we do business. There is an expectation that Council will continue to deliver services, even when State and Federal government funding is withdrawn. The cap on rate increases means our ability to control revenue is constrained</p> | <p>We need to meet our statutory obligations while being conscious of maintaining affordability and financial sustainability. This requires good decisions to be made to manage competing funding demands across a broad range of projects, programs, and services.</p> |
| <p>Climate Adaption We are already experiencing the impacts of climate change. In the future, we can expect; increased flooding properties and public facilities; storm damage to infrastructure; decreased water quality and security of water supply; reduced summer outdoor activities; and hotter urban spaces.</p> | <p>Changing weather may lead to increased need for reactive maintenance for storm and flood damage repair. Assets will need to be built and renewed to a standard that can withstand at least 1.5 degrees of warming. This may require different materials, methods of construction and other innovative approaches. There may also be increased expectation for leadership from Council to make use of sustainable energy sources and to provide assets that are environmentally efficient. In the longer-term, there may be greater community demand for weather protection, for sports and leisure activities that have traditionally occurred outdoors.</p> |

Table 5 – Summary of Key Challenges and Opportunities

6 Funding for Long-Term Sustainability

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

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

6.1 Spending Categories

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

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

Table 6 – Expenditure Category

Classifying our expenditure in this way helps us to plan our budgets and track how we spend our money on our assets and services.

6.2 Recurrent Expenditure

Recurrent expenditure for each asset classes includes spending on activities:

Buildings

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

Transport

- Maintenance and repairs to roads such as patching potholes, crack sealing.
- Joint grinding, relaying of pavers.
- Line marking
- Street sweeping
- Inspections of the road network.
- Weed and vegetation control

Open Space

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

Stormwater

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

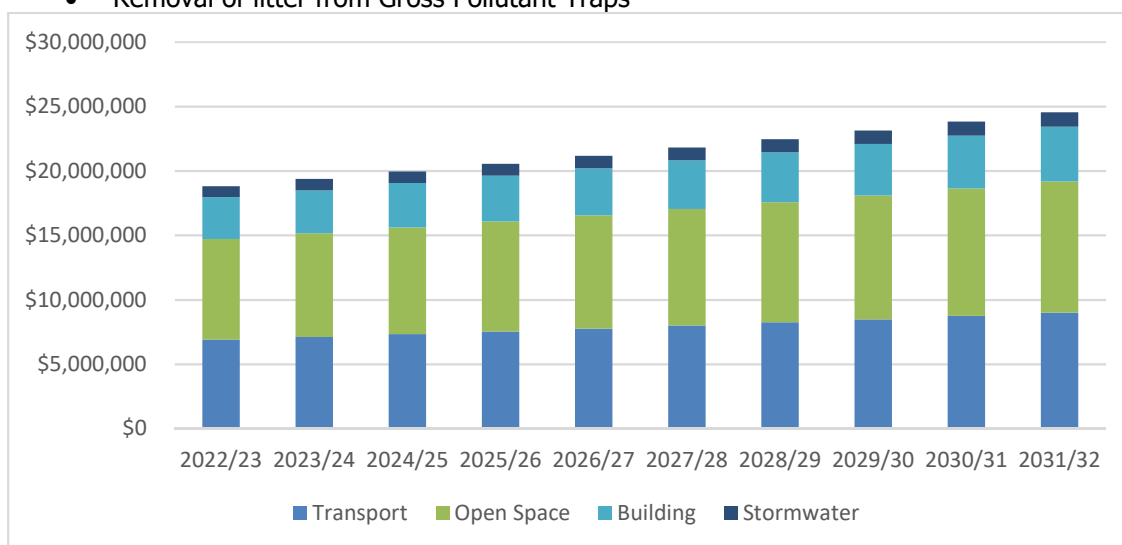


Figure 5 – Recurrent Expenditure

| Year | Transport | Open Space | Building | Stormwater | Total |
|--------------|---------------------|---------------------|---------------------|--------------------|----------------------|
| 2022/23 | \$6,897,834 | \$7,810,000 | \$3,246,700 | \$855,379 | \$18,809,913 |
| 2023/24 | \$7,104,769 | \$8,044,300 | \$3,344,101 | \$881,040 | \$19,374,210 |
| 2024/25 | \$7,317,912 | \$8,285,629 | \$3,444,424 | \$907,471 | \$19,955,436 |
| 2025/26 | \$7,537,449 | \$8,534,197 | \$3,547,756 | \$934,695 | \$20,554,099 |
| 2026/27 | \$7,763,572 | \$8,790,223 | \$3,654,189 | \$962,736 | \$21,170,722 |
| 2027/28 | \$7,996,480 | \$9,053,930 | \$3,763,815 | \$991,618 | \$21,805,844 |
| 2028/29 | \$8,236,374 | \$9,325,548 | \$3,876,729 | \$1,021,367 | \$22,460,019 |
| 2029/30 | \$8,483,465 | \$9,605,314 | \$3,993,031 | \$1,052,008 | \$23,133,820 |
| 2030/31 | \$8,737,969 | \$9,893,474 | \$4,112,822 | \$1,083,568 | \$23,827,835 |
| 2031/32 | \$9,000,109 | \$10,190,278 | \$4,236,207 | \$1,116,075 | \$24,542,670 |
| Total | \$79,075,933 | \$89,532,893 | \$37,219,774 | \$9,805,957 | \$215,634,568 |

Table 7 – Recurrent Expenditure

6.3 Renewal Expenditure

Renewal expenditure for each asset classes includes spending on activities:

Buildings

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

Transport

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

Open Space

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

Stormwater

- Replacement of pits and pipes

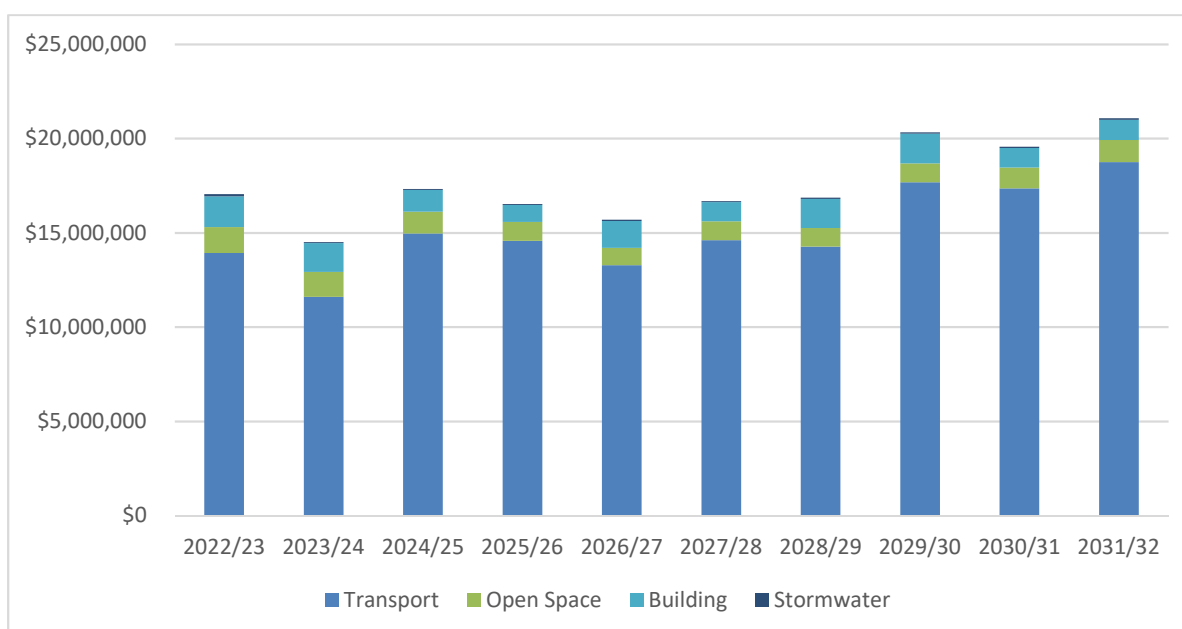


Figure 6 – Renewal Expenditure

| Year | Transport | Open Space | Building | Stormwater | Total |
|--------------|----------------------|---------------------|---------------------|------------------|----------------------|
| 2022/23 | \$13,934,000 | \$1,379,000 | \$1,615,000 | \$131,000 | \$17,059,000 |
| 2023/24 | \$11,608,000 | \$1,326,000 | \$1,523,000 | \$55,000 | \$14,512,000 |
| 2024/25 | \$14,959,000 | \$1,160,000 | \$1,156,000 | \$58,000 | \$17,333,000 |
| 2025/26 | \$14,574,000 | \$1,000,000 | \$900,000 | \$61,000 | \$16,535,000 |
| 2026/27 | \$13,277,000 | \$928,000 | \$1,427,000 | \$62,000 | \$15,694,000 |
| 2027/28 | \$14,601,000 | \$1,016,000 | \$1,005,000 | \$64,000 | \$16,686,000 |
| 2028/29 | \$14,276,000 | \$984,000 | \$1,537,000 | \$66,000 | \$16,863,000 |
| 2029/30 | \$17,674,000 | \$1,012,000 | \$1,583,000 | \$68,000 | \$20,337,000 |
| 2030/31 | \$17,353,000 | \$1,104,000 | \$1,043,000 | \$70,000 | \$19,570,000 |
| 2031/32 | \$18,750,000 | \$1,176,000 | \$1,074,000 | \$72,000 | \$21,072,000 |
| Total | \$151,006,000 | \$11,085,000 | \$12,863,000 | \$707,000 | \$175,661,000 |

Table 8 – Renewal expenditure

6.4 Growth Expenditure

Growth expenditure for each asset classes includes spending on activities:

Buildings

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

Transport

- Road safety improvements
- Widening or duplication of existing roads
- Traffic calming treatments
- Accessibility improvements (e.g., installation of tactiles at intersections)
- Widening or improving the surface of existing pathways.
- Extension of the pathway network to address gaps in connectivity.

Open Space

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

Stormwater

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

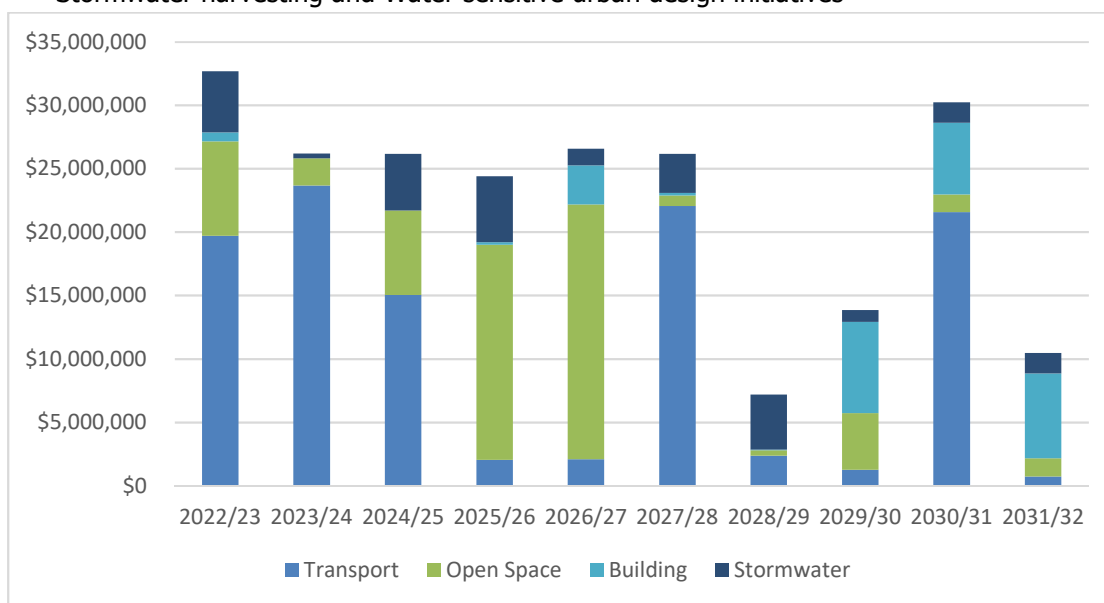


Figure 7 – Growth Expenditure

| Year | Transport | Open Space | Building | Stormwater | Total |
|--------------|----------------------|---------------------|---------------------|---------------------|----------------------|
| 2022/23 | \$19,694,000 | \$7,464,000 | \$706,000 | \$4,822,000 | \$32,686,000 |
| 2023/24 | \$23,664,000 | \$2,150,000 | \$0 | \$389,000 | \$26,203,000 |
| 2024/25 | \$15,024,000 | \$6,676,000 | \$0 | \$4,475,000 | \$26,175,000 |
| 2025/26 | \$2,038,000 | \$16,963,000 | \$200,000 | \$5,213,000 | \$24,414,000 |
| 2026/27 | \$2,093,000 | \$20,098,000 | \$3,057,000 | \$1,328,000 | \$26,576,000 |
| 2027/28 | \$22,048,000 | \$848,000 | \$200,000 | \$3,069,000 | \$26,165,000 |
| 2028/29 | \$2,375,000 | \$409,000 | \$50,000 | \$4,353,000 | \$7,187,000 |
| 2029/30 | \$1,248,000 | \$4,464,000 | \$7,202,000 | \$942,000 | \$13,856,000 |
| 2030/31 | \$21,563,000 | \$1,410,000 | \$5,641,000 | \$1,627,000 | \$30,241,000 |
| 2031/32 | \$722,000 | \$1,448,000 | \$6,684,000 | \$1,619,000 | \$10,473,000 |
| Total | \$110,469,000 | \$61,930,000 | \$23,740,000 | \$27,837,000 | \$223,976,000 |

Table 9 – Growth expenditure

6.5 Total Expenditure

Figure 8 shows the planned expenditure across the infrastructure assets included in this Asset Plan over the next 10 years.

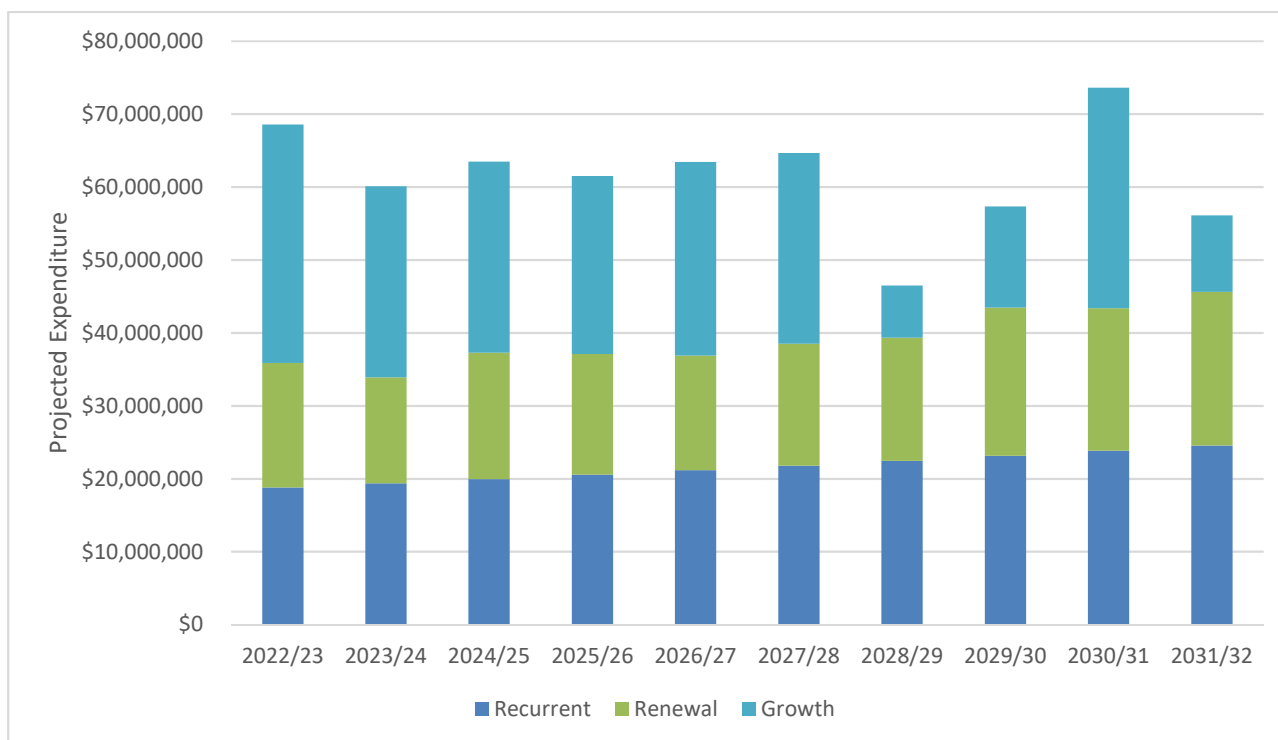


Figure 8 – Forecast Total Asset Expenditure

This is further summarised in Table 10, which shows the total planned expenditure related to asset renewal, improvement & acquisition, and recurrent activities (ie operations and maintenance) over the next ten years.

| Asset Class | Recurrent | Renewal | Growth | Total |
|-------------------|---------------|---------------|---------------|---------------|
| Buildings | \$37,219,774 | \$12,863,000 | \$23,740,000 | \$73,822,774 |
| Transport | \$79,075,933 | \$151,006,000 | \$110,469,000 | \$340,550,933 |
| Open Space | \$89,532,893 | \$11,085,000 | \$61,930,000 | \$162,547,893 |
| Stormwater | \$9,805,957 | \$707,000 | \$27,837,000 | \$38,349,957 |
| Total | \$215,634,557 | \$175,661,000 | \$223,976,000 | \$615,271,557 |

Table 10 – Forecast Expenditure by Asset Class

There is an estimated total of \$615 million of asset expenditure planned in the next ten years. Of this:

- Around 36% (\$224 million) is attributed to new assets being created (not accounting for gifted assets from new estate developments) to meet growth or additional future demand.
- Around 35% (\$216 million) relates to caring for our assets through ongoing maintenance and other activities to make sure they are safe and functional.
- Around 29% (\$176 million) is renewal expenditure for replacement of assets that are reaching the end of their lives.
-

Our spending on our assets represents a significant investment that is made on behalf of the community and is fundamental in enabling us to meet ever changing demands and to safeguard its future use of our infrastructure.

6.6 Assumptions

The assumptions made for the projected asset costs in this Asset Plan are consistent with our Financial Plan and reflect the issues that may impact on our activities over the next ten years.

These assumptions underpin our determination of the most likely scenarios for management of key assets, and the significant decisions on expenditure over the period of this Asset Plan.

