Benalla Rural City Council

Asset Plan 2025-2029

Draft

DRAFT

PO BOX 227
Benalla VIC 3671

(03) 5760 2600
council@benalla.vic.gov.au

Contents

1 Values, Aims and Mission Statement 5

1.1 Council Plan 5
1.2 Council Budget 5
1.3 Annual Report 5
1.4 Community Vision 5
1.5 Financial Plan 5

2 The Asset Plan Vision 6

2.1 Value 6
2.2 Alignment 6
2.3 Leadership 6
2.4 Assurance 6
2.5 Statement of Good Asset Practice 7

3 Infrastructure Asset Grouping 8

3.1 Main Asset Plans 8
3.1.1 Drainage 8
3.1.2 Land and Building 8
3.1.3 Recreation and Open Space 8
3.1.4 Transport 8

4 Asset Management System 9

4.1 Policy 9
4.2 Strategy 9
4.3 Service Plans 9
4.4 Asset Management Plans 9
4.5 Asset Management Software and Hardware 9

5 Challenges and Choices 11

5.1 Climate Change 11
5.2 Service Delivery 11
5.3 Demographic Change 11
5.4 Emerging Technical Practices 11
5.5 Political Environments 12
5.6 Asset Volume 12
5.7 Asset Condition 12
5.8 Other Drivers Identified by Council 12
5.9 Financial Capacity 12

6 Strategic Intent 13

6.1 Community Vision 13
6.2 Financial Vision 13
6.3 Capital Works Vision 13

DRAFT

7 Asset Management Maturity 14
7.1 Operations and Maintenance 14
7.2 Trade Offs 14
8 Summary 15
8.1 State of the Assets 15
9 Appendices 15
Appendix 1 – Asset Inventory 16
Appendix 2 – Four-Year Financial Plan for Assets 17
Appendix 3 – Other Measures 18
Appendix 4 – Summary of Commitments 21
Appendix 5 – State of Asset Report: Transport 22
Appendix 5.2 – State of Asset Report: Buildings 25
Appendix 5.3 – State of Asset Report: Drainage 27
Appendix 5.4 – State of the Asset Report: Recreation and Open Space 29
Appendix 6 – Asset Management Improvements 30

DRAFT

The Benalla Rural City Council Asset Plan 2025-2029

The *Benalla Rural City Council Asset Plan 2025 - 2029* (the Asset Plan) is a document that communicates the importance and magnitude of the infrastructure assets for which council is the custodian. The aim of this is to have more informed community engagement and a mutual understanding of the best use of council assets in the interest of the community and to be compliant with requirements of section 92 of the *Local Government Act 2020* (the Act).

The Asset Plan, as referred to in the Act is intended to be a strategic public facing document that informs the community on how council-controlled (infrastructure) assets are to be managed.

This plan aims to satisfy these requirements.

DRAFT

1 Values, Aims and Mission Statement

1.1 Council Plan

To provide a sustainable, thriving and cohesive community where lifestyle, culture, health and wellbeing are supported by strong leadership and community partnership.

1.2 Council Budget

Benalla Rural City Council's 2025/2026 Budget seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community.

1.3 Annual Report

Through leadership and quality service we will meet our community's needs and aspirations with a focus on thoughtfully planned growth to maintain and enhance the high productivity of our collective community.

1.4 Community Vision

Benalla Rural City is welcoming and friendly, thriving and prosperous, environmentally responsible, innovative and industrious, caring and supportive and engaging for all residents and visitors – a place where people want to continue to live, move to and are proud to call home.

1.5 Financial Plan

The *Benalla Rural City Council Financial Plan* (the Financial 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 Asset Plan is designed to inform the Financial 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 Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

Capital expenditure focuses on asset renewal projects.

DRAFT

2 The Asset Plan Vision

Asset management will be integrated into Council's operations aligning with the Integrated Strategic Planning Framework (Refer Figure 1). The Council will manage its assets to meet the required level of service, in the most cost-effective manner, through the management of infrastructure assets for the present and future users by:

- integrating with the existing council plans
- defining a level of service and performance monitoring
- the impact of growth through demand management and investment
- a lifecycle approach to long term management strategies
- risk management
- a long-term financial plan identifying required expenditure, and financing options.

This will be conducted by using the following international standard fundamentals:

2.1 Value

Asset management focusses on the value that the asset can provide to the community by delivering the service levels expected by the community.

2.2 Alignment

Asset management planning will link performance to strategic objectives and community expectations by translating those objectives into technical and financial decisions through plans and activities.

2.3 Leadership

Successfully establishing, operating, and improving asset management requires leadership and commitment from all levels of the community and council.

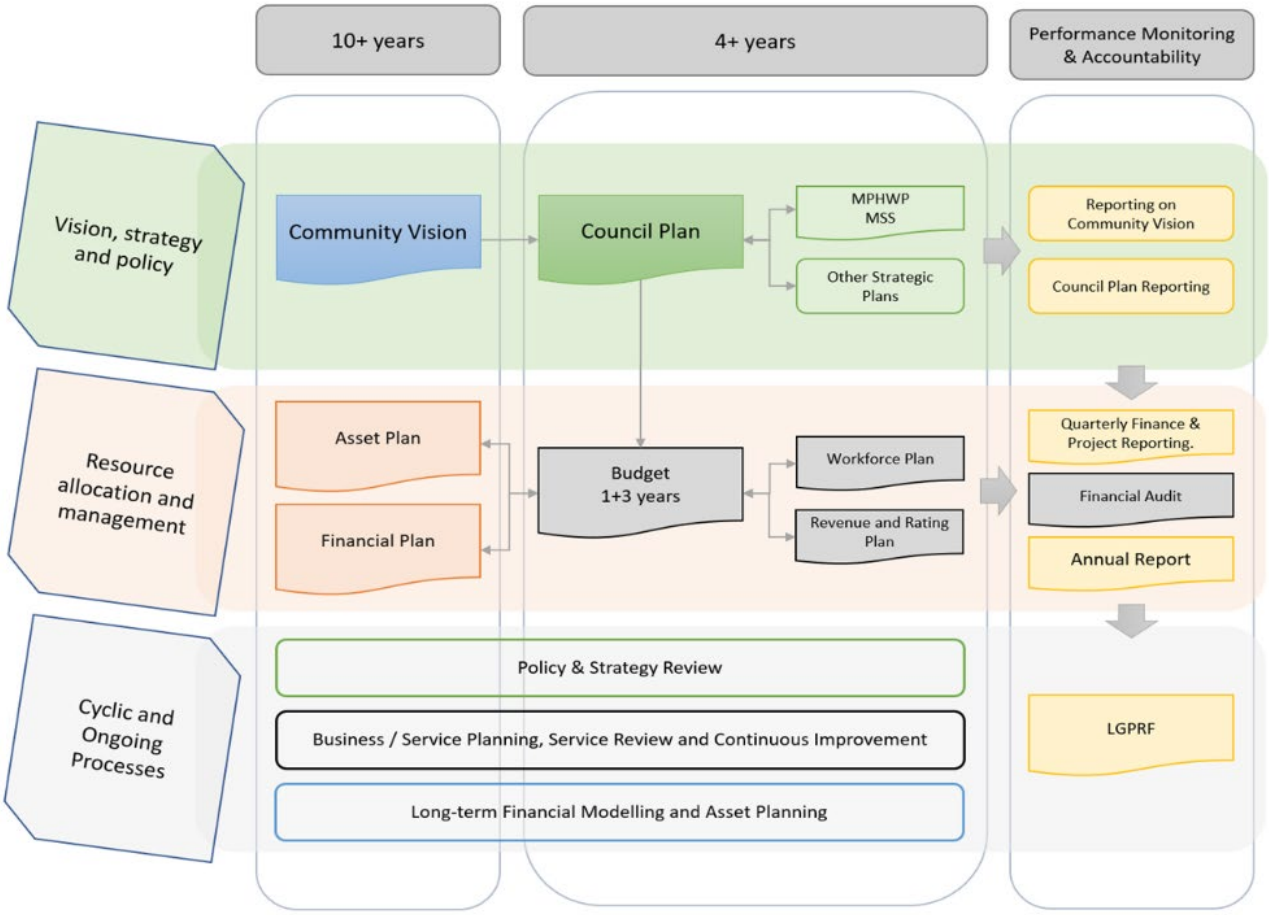
2.4 Assurance

Making sure the community are getting from the asset management process what council is delivering by monitoring and checking feedback to ensure what is being done is delivering the expected outcomes.

(Source: Section 2.4.2 *ISO 55000:2014 Asset Management Standard*).

DRAFT

Figure 1: The Integrated Strategic Planning Framework



2.5 Statement of Good Asset Practice

Asset management provides a structured approach for the development, coordination and control of actives undertaken on assets by council over different lifecycles stages and for aligning these activities with its objectives by:

- improving financial performance
- informed asset investment decisions
- risk management
- improving services and outputs
- demonstrating social responsibility
- demonstrating compliance
- enhancing reputation
- improving organisational sustainability
- improving efficiency and effectiveness.

3 Infrastructure Asset Grouping

3.1 Main Asset Plans

Assets are grouped according to Class, Type, Asset and Components.

The Class and Type of assets are:

3.1.1 Drainage

- Stormwater pipes
- Stormwater Pits
- Drainage channels
- Basins
- Monitoring and control equipment.

3.1.2 Land and Building

- Council owned buildings
- Leased buildings
- Structures
- Heritage
- Owned Land
- Leased Land
- Land Under Roads.

3.1.3 Recreation and Open Space

- Playground equipment
- Sports Ovals and surfaces
- Street furniture
- Parks and gardens.

3.1.4 Transport

- Roads, sealed and unsealed
- Bridges and Major culverts
- Kerb and Channel
- Footpaths and cycleways
- Aerodromes.

Asset class stock are detailed in **Appendix 1**.

DRAFT

4 Asset Management System

The elements of the asset management system used to manage assets in council are:

4.1 Policy

The purpose of the Benalla Rural City Council Asset Management Policy is to set guidelines for implementing consistent asset management processes throughout the Benalla Rural City Council.

4.2 Strategy

The Infrastructure Asset Management Strategy (Section 2.5.2 and Section 2.2 ISO 55001-2014 Asset management Standard) gives effect to the policy by establishing objectives and how they will be achieved and direction for activities such as asset management plans and programs of work.

4.3 Service Plans

Service plans identify the responsibilities of a service area and the business plan for that's service, identifying the growth, decline or renewal requirement for assets and the changes in expected service levels over the long term to assist in developing appropriate asset management plans.

4.4 Asset Management Plans

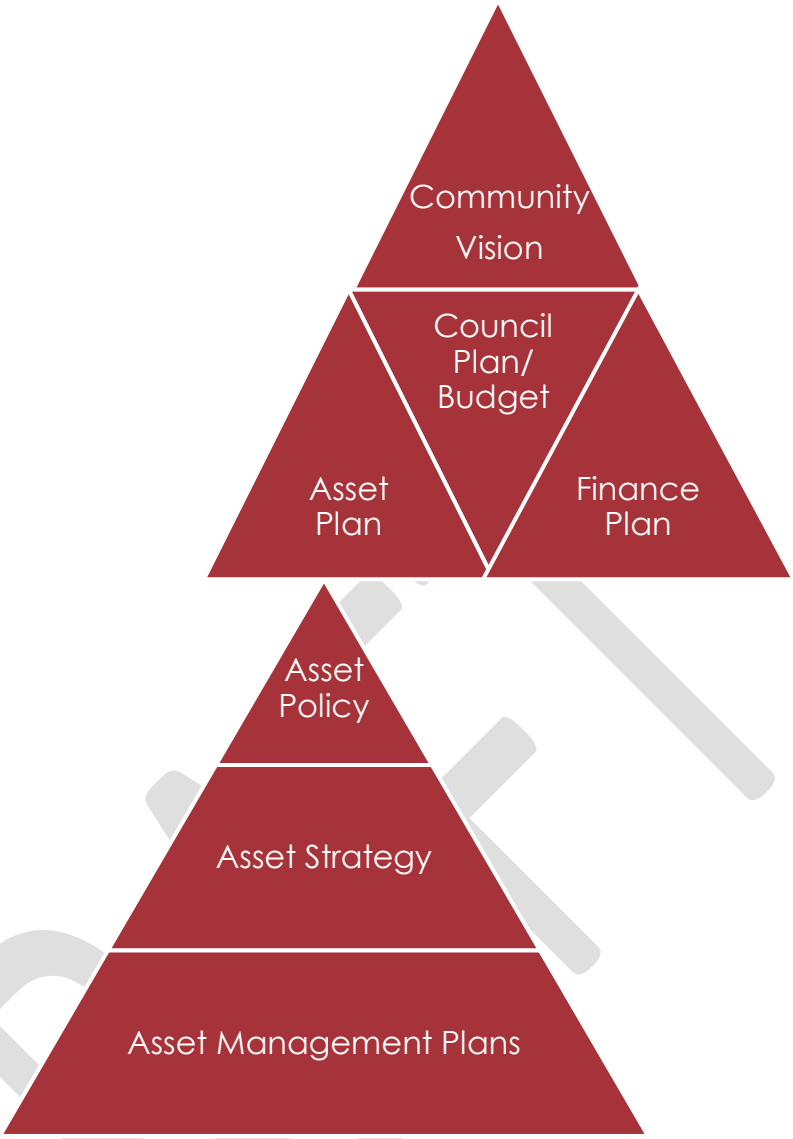
Infrastructure Asset Management Plans are long term plans that outline the asset activities for each service area or asset class and resources at a defined level of service I the most cost-effective way.

4.5 Asset Management Software and Hardware

The Asset management database is the repository of asset data which is used to calculate any metrics required. This along with any mapping and inspection programs make up the information technology requirements.

Figure 2: Relationship Between the Asset Management System and the Integrated Strategic Planning Framework

DRAFT


Community Vision
Council Plan/ Budget
Asset Plan
Finance Plan
Asset Policy
Asset Strategy
Asset Management Plans

DRAFT

5 Challenges and Choices

The Council needs to spend significant funds on existing infrastructure assets to maintain them in a condition that meets the standard of services required. Providing new and upgraded infrastructure, while beneficial, there is a finite amount of council funds available to operate and maintain the existing assets as well as the impost from new and upgraded ones.

Grant funding usually only covers the initial costs and not the whole of life costs. The challenge then becomes balancing community needs, asset requirements and financial sustainability.

5.1 Climate Change

Council building stock and public assets exemplify best practice resource efficiency and utilities, and infrastructure is built and maintained to withstand increased flood events and heatwave events.

Council will use the available tools to ensure that assets consider climate change options in the planning and operation.

5.2 Service Delivery

Assets are provided for council's services to be delivered in most effective way, considering both cost and utility. Well defined service delivery will help formulate the long-term capital works program and any changes to operations and maintenance regimes.

Council will have service plans for each service that identify future asset requirements, new or otherwise and the service levels required to be provided by those assets.

5.3 Demographic Change

Benalla Rural City continued its strong rate of population growth, which continued to put pressure on the local property markets. This was reflected by a significant increase in income received from Building and Planning fees.

5.4 Emerging Technical Practices

Council is rationalising where asset data is recorded so that consistency and ease of access can be maintained for reporting purposes. There is a move to using handheld devices to collect data, which allows for real time problem solving and as a record of works completed.

Council will review its use of materials and procedures when modern technologies are developed, especially relevant regarding climate change and cost savings.

DRAFT

5.5 Political Environments

The Local Government Act 2020 (the Act) requires councils to take an integrated approach to strategic planning and reporting. Local Government Victoria (LGV) is responsible for managing and overseeing the implementation phase of the Act. As the Act is a principles-based Act, LGV is seeking not to be prescriptive in 'telling' councils how to implement the strategic planning and reporting sections of the Act but rather collaborating with councils and 'codesigning' the supports identified as being needed by councils to implement the provisions of the Act.

5.6 Asset Volume

Through a combination of service reviews and asset planning, where assets will be rationalised to be more cost efficient but not at the expense of service provision. (Refer Appendix 1).

The Council needs to improve the quality of data used for asset management through the collection of base data and the development of procedures to collect and update data into the Asset Management System.

5.7 Asset Condition

Assets are monitored for condition through programmed inspection regimes. These regimes focus on either maintenance or condition. Maintenance items are completed within time frames established in any service agreements while condition items are programmed through the capital works program. Council will continually review practices to ensure they meet the social, financial, environmental and the capacity to deliver them.

5.8 Other Drivers Identified by Council

The Council is committed to establish a cohesive asset management system to manage this function across council services.

5.9 Financial Capacity

The Council's financial position continues to remain sound; however, ongoing underlying surpluses continue to be a challenge with the Council reliant on funding from other levels of government to ensure its long-term financial sustainability.

DRAFT

6 Strategic Intent

The Council's strategic intent is by:

- committing to improve long-term financial sustainability
- review of council facilities to identify those which are surplus to current needs with the potential for repurpose or disposal
- provide greater understanding of the annual consumption cost of infrastructure
- allocate increased investment in climate adaptation strategies to protect council's assets.

6.1 Community Vision

In line with the Council Plan 2025-2029 and Community Vision 2036, assets will be supplied and managed by:

- providing assets that support the delivery of services required by the community
- having a positive cost benefit,
- being managed responsibly in accordance with best asset management practices
- actively engaging with the community on the long-term plans for assets.

6.2 Financial Vision

Council's Financial Plan outlines the expected capital costs to council for projects identified in the Capital Works Program. The current Financial Plan is attached as **Appendix 2**.

6.3 Capital Works Vision

The Council's ten-year capital works program has been developed from the service planning requirements and is designed to meet the needs of the community through the renewal of assets according to their lifecycle, through the acquisition of new assets, upgrade to existing assets, the expansion to assets to meet growing demand for services and the disposal of any assets no longer required.

The current ten-year capital works plan is attached as **Appendix 3**.

Capital works proposals will be supported by a business case, which will include acquisition costs, whole of life costs, benefits to the community, timelines and responsibility using the *Local Government Asset Investment Guidelines (2006)*. Works will be prioritised in the following order:

- Renew – bringing existing assets back to near new condition to extend the life
- Upgrade – improve assets to meet new standards or current expectations
- New – where a new service demand has been identified or renewal and upgrade will not meet a new service requirement.

Grant funding will be sought for funding at every opportunity.

Unplanned and reactive maintenance is not programmed under Capital Works and is allocated based on previous year's performance.

DRAFT

7 Asset Management Maturity

The measurement used for Asset management maturity is the National Asset Management Assessment Framework (or its equivalent). This measure has competencies for sustainable asset management including:

- Strategic Long-Term Plan
- Annual Budget
- Annual Report
- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans
- Governance and Management
- Levels of Service
- Data and Systems
- Skills and Processes
- Evaluation

The indicators used for measuring council's asset management performance are in outlined in **Appendix 4**. These include demographic, financial, distribution and performance measures.

7.1 Operations and Maintenance

Councils' operations and maintenance commitment will be to ensure the optimum use of assets to meet the service needs of the community. Maintenance will ensure defects are resolved within the timeframes set in the relevant instructions where defects reach the prescribed intervention level (e.g Benalla Rural City Council Road Management Plan 2025-2029).

Preventative maintenance is scheduled according to the specifications provided for the assets. Operational costs are monitored to see where synergies can be made to reduce costs while not reducing service levels.

7.2 Trade Offs

The choice of having new assets, increasing the maintenance regime or providing higher levels of service can be done at the expense of other areas of council. For example, not renewing an asset when due will resulting higher restoration costs, maintaining low use assets at the same level as high use assets will incur extra costs.

The Council commits to reviewing the trade-offs needed to give the community the most cost-effective way of managing assets and reducing the financial burden on the community.

DRAFT

8 Summary

The Asset Plan is highly dependent on the existing high level council plans for its guidance will influence the asset management system components.

The Asset Plan provides to the community an overall approach that council will have to asset management and present general information on the asset types to inform the community of the scale and scope that makes up the asset inventory.

Specific statements have not been included as the direction of the Council may change from year to year or as community priorities change.

The Council give those general commitments to good practice in asset management on behalf of the community.

A summary of key commitments is attached as **Appendix 5**.

8.1 State of the Assets

Asset Reports are attached in **Appendix 6**. They plot the current state of council's assets.

These reports show the current inventory, its value, the expected renewal funding required, and the current funding proposed. They also show the maintenance allocation and effects on long term planning and include an explanation of the implications identified.

9 Appendices

The appendices have been designed to be updated annually so that the plan can reflect the best information at the time and be in step with current council philosophy on asset management and priorities for managing the asset inventory.

- **Appendix 1** – Asset Inventory
- **Appendix 2** – Four-Year Financial Plan for Assets
- **Appendix 3** – Other Measures
- **Appendix 4** – Summary of Commitments
- **Appendix 5 –** State of the Assets Reports
  - **Appendix 5.1** – Asset Report: Transport
  - **Appendix 5.2** – Asset Report: Buildings
  - **Appendix 5.3** – Asset Report: Drainage
  - **Appendix 5.4** – Asset Report: Recreations and Open Space
- **Appendix 6** – Asset Management Improvements

DRAFT

Appendix 1 – Asset Inventory

The current stock of assets covered by this plan and owned or controlled by council are:

Asset Class	Quantum Indicative Quantity		Value $,000
Roads	Sealed Roads	561km	$158,744
	Unsealed Roads	773km	$32,553
	Kerb and Channel	130km	$15,309
	Off Street Carparks	110,097sqm	$1,312
Bridges and Major Culverts	Bridges	75	$23,155
	Major Culverts	230	$17,846
Footpaths and Cycleways	Footpaths Cycleways	104km 21km	$8,639
Drainage*	Pipe… Pits	54km 2059	$26,194
Buildings**	Buildings & Structure	104	$43,487
Rec/Open space***	Various items		$2,304
Total			$329,544

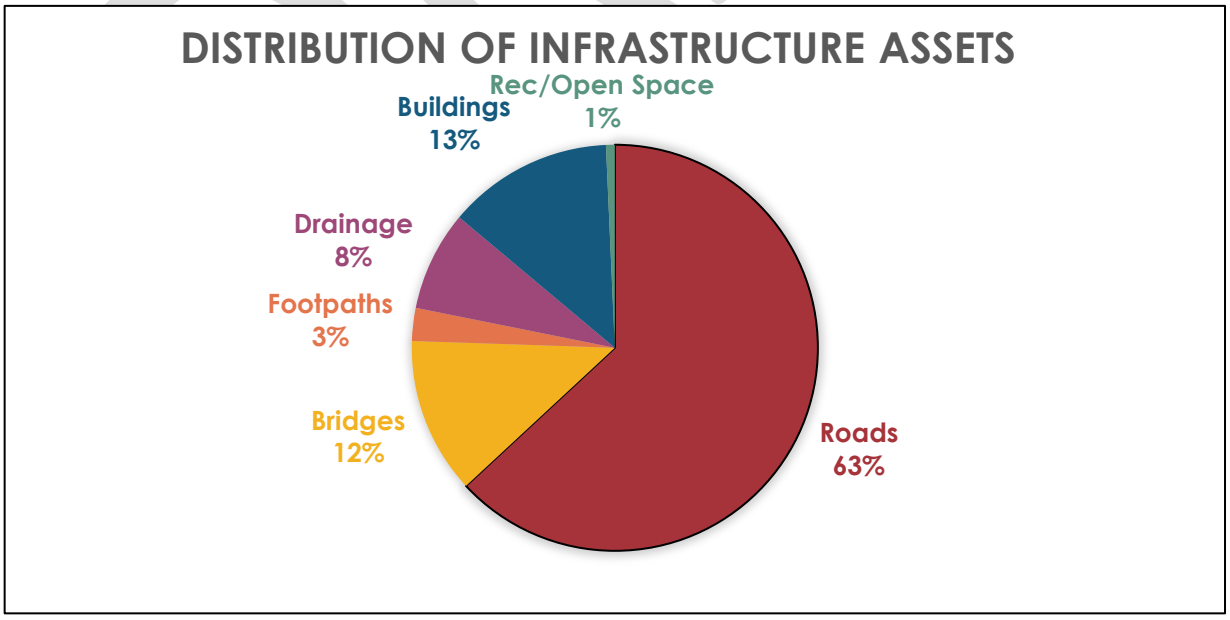
Notes:

*Does not include basins or channels

**Includes all buildings and structures

***Does not include land values

Figure 1: Percentage Distribution of Asset Value.



DRAFT

Appendix 2 – Four-Year Financial Plan for Assets

The figures for the 10-year long Term Plan are current for the year noted, this is updated annually in accordance with the most recent capital works programs.

The table below displays data extracted from the Financial Plan . Only the four major Infrastructure Areas have been considered.

10 Year Capital Program	2026 $,000	2027 $,000	2028 $,000	2029 $,000	Total $,000
Roads	$4,178	$4,178	$2,368	$3,564	$14,288
Bridges	$191	$191	$150	$150	$682
Footpaths and Cycleways	$252	$252	$150	$150	$804
Aerodromes	$305	$305	$0	$805	$1,415
Off Street Carparks	$0	$0	$0	$0	$0
Total Transport	**$4,926**	**$4926**	**$2,668**	**$4,669**	**$17,189**
Total Drainage	**$718**	**$718**	**$888**	**$630**	**$2,954**
Recreation, Leisure and Community Facilities	$1,000	$1,000	$0	$0	$2,000
Parks, Open Space and Streetscapes	$160	$160	$50	$50	$420
Total Recreation and Open Space	**$1,160**	**$1,160**	**$50**	**$50**	**$2,420**
Buildings	$2,222	$2,222	$101	$157	$4,702
Total Buildings	$2,222	$2,222	$101	$157	$4,702
Total	**$9,026**	**$9,026**	**$3,707**	**$5,506**	**$27,265**

DRAFT

Appendix 3 – Other Measures

A1.1.1 Infrastructure per head of the municipal population

The following table indicates the ratio of population to major infrastructure.

Major Infrastructure	Measure/Population	Value/Population
Roads/Population	0.09km	$14,702.20
Sealed Road	0.04km	
Unsealed Road	0.05km	
Off Street Carparks	7.79sqm	
Footpath/Population	100m	$20.80
Drainage/population		$1,845.87
Buildings		$3,069.18
Rec/Open space		$134.61
Total Infrastructure/Population		$22,672.92
Sealed road with Kerb and channel		23%

A1.1.2 Capital Works Expenditure/Head of Population

The following table shows the amount of funding each head of population contributes to the Capital works for major infrastructure. It does not represent the contribution per ratepayer to council funds.

10 Year Capital Program	2026	2027	2028	2029	Total
Transport	$178.04	$152.86	$150.95	$133.48	$1,620.78
Drainage	$47.89	$37.14	$28.51	$36.92	$515.10
Recreation Open space	$24.76	$3.54	$3.54	$3.54	$110.07
Buildings	$22.49	$20.66	$28.93	$8.70	$485.32
Total	$273.18	$214.19	$211.93	$182.64	$2,731.27

DRAFT

A1.1.3 Financial Ratios

Financial Ratios are used to indicate how an organisation is performing. The two ratios used here indicate performance in asset management.

A1.1.4 Asset Sustainability Ratio

The ratio of asset renewal expenditure relative to depreciation for a period. It measures whether assets are being renewed at the rate they are being consumed. A value of 100 per cent might be considered normal but the relative age of the asset portfolio and renewal profile.

Applying this ratio only to the infrastructure assets identified in this plan over the ten years, the results are listed in the following table:

Infrastructure Assets	Ratio	Renewal Profile
Transport	139%	High
Buildings	97%	Within best practice
Drainage	129%	High
Rec/Open space N/A	Not applicable	Not enough data for valid result
Overall	134%	High

DRAFT

A1.1.5 Asset Renewal Funding Ratio

The ratio of asset renewal expenditure for a period relative to the asset renewal expenditure as warranted in an asset management plan for the same period. It assesses the organisations asset performance. A value between 90 per cent and 110 per cent is considered best practice

Applying this ratio only to the infrastructure assets identified in this plan over the ten years, the results are

Infrastructure Assets	Ratio	Renewal Profile
Transport	70%	Low
Buildings	16%	Very low
Drainage	7%	Very low
Rec/Open space N/A	Not applicable	Not enough data for valid result
Overall	39%	Low

This indicates that there may be a disconnect between what needs to be done and what is planned to be done. It suggests expectations are not aligned with the renewal demand. A low indicator result may, for example be because the planned expenditure is based on aspirational rather than affordable service levels. It may also arise because service levels are affordable, but expenditure is below this level because an organisation is reluctant to spend more. It may for example prefer to maintain very low levels of debt.

When these ratios are considered along with the state of the assets report it is apparent that council is not funding its renewal requirement.

DRAFT

Appendix 4 – Summary of Commitments

The following is a summary of key commitments that the Council will make that were identified in this plan.

- Asset management will be integrated into councils' operations.
- The Council will manage its assets to meet the required level of service, in the most cost-effective manner.
- The Council will use the available tools to ensure that assets consider climate change options in the planning and operation.
- The Council will have service plans for each service that identify future asset requirements, new or otherwise and the service levels required to be provided by those assets.
- The Council will consider the expected growth in assets as a result of demographic growth and the whole of cost liabilities taken on from gifted assets.
- The Council will review its use of materials and procedures when modern technologies are developed.
- Assets will be rationalised to be more cost efficient but not at the expense of service provision.
- The Council will continually review practices to ensure they meet the social, financial, environmental and the capacity to deliver them.
- The Council is also committed to establish a cohesive asset management system to manage this function across council services.
- The Council will actively engage with the community on the long-term plans for assets.
- Capital works proposals will be supported by a business case, using the *Local Government Asset Investment Guidelines (2006)*.
- Preventative maintenance will be scheduled according to the specifications provided for the assets.
- Operational costs will be monitored to see where synergies can be made to reduce costs while not reducing service levels.
- The Council commits to reviewing the trade-offs needed to give the community the most cost-effective way of managing assets and reducing the financial burden on the community.
- The Council will aim for and maintain Core Competency in National Asset Management Assessment Framework (NAMAF) assessment.
- Capital expenditure focuses on asset renewal projects.
- The Council needs to improve the quality of data used for asset management.

DRAFT

Appendix 5 – State of Asset Reports

Appendix 5.1 – State of Asset Report: Transport

Description:

Transport Assets are those infrastructure assets that contribute to the transport network. These include, Roads, Kerb, Footpaths, Carparks, Aerodrome, Bridges and Major culverts

Condition inspections were completed for aerodrome, road, footpath and kerb assets in February 2025. A bridge inspection was completed in February 2022.

Transport Assets in Benalla

Roads	Km	Value	Renewal	Poor	Fair	Good	UKN
Sealed	562	$158,743,953	$1,533,160	34	228	300	0
Unsealed	775	$32,552,675	$532,000	72	226	477	0

Bridges and Major Culverts	Count	Value	Renewal	Poor	Fair	Good	UKN
Bridge	71	$22,515,169	$-	-	10	61	-
Timber	4	$639,883	$-	-	1	3	-
Culvert	230	$17,846,473	$-	-	11	64	229

Footpaths	Km	Value	Renewal	Poor	Fair	Good	UKN
Concrete	68	$6,578,303	$6,578,303	-	2	66	-
Brick/Paver	1	$667,239	$667,239	-	-	1	-
Sealed	17	$595,184	$595,184	-	10	7	-
Other	61	$798,099	$798,099	-	3	58	-

Kerb	Km	Value	Renewal	Poor	Fair	Good	UKN
Concrete	134	$15,271,200	$133,735	3	49	82	-

Aerodrome	Sqm	Value	Renewal	Poor	Fair	Good	UKN
Seal	33,224	$1,491,742	$-	-	-	33	-
Pavement	33,224	$89,244	$-	-	45	33	-

Off Street Carpark	Sqm	Value	Renewal	Poor	Fair	Good	UKN
Seal	34,360	$215,951	$-	22	11	2	-
Pavement	37,227	$1,096,500	$-	-	24	13	-
Formation	38,511	$155,280	$-	-	-	39	-
	m	Value	Renewal	Poor	Fair	Good	UKN
Kerb	325	$38,163	$-	-	-	325	-

DRAFT

DRAFT

A1.1.6 Renewal Gap

The Renewal Gap is the difference between what should be spent to maintain assets in good condition and what is being spent to do so. Construction of new and upgrade to assets does not contribute to reducing the renewal gap.

The current renewal forecast as displayed in figure 1. shows that with the current funding settings that there is a consistent shortfall in matching the predicted requirement and as a result the number of transport assets above intervention are expected to increase. Figure 2 shows the cumulative gap in funding.

Figure 1: Comparison of Predicated and Proposed Renewal Expenditure.

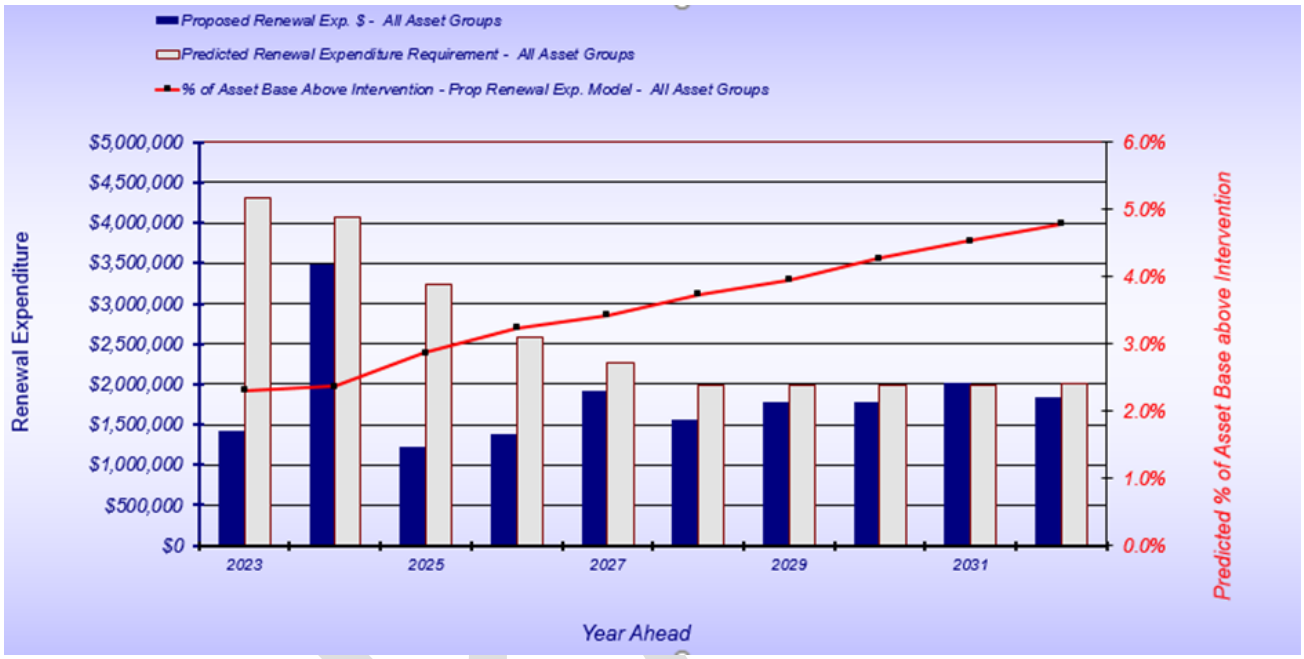
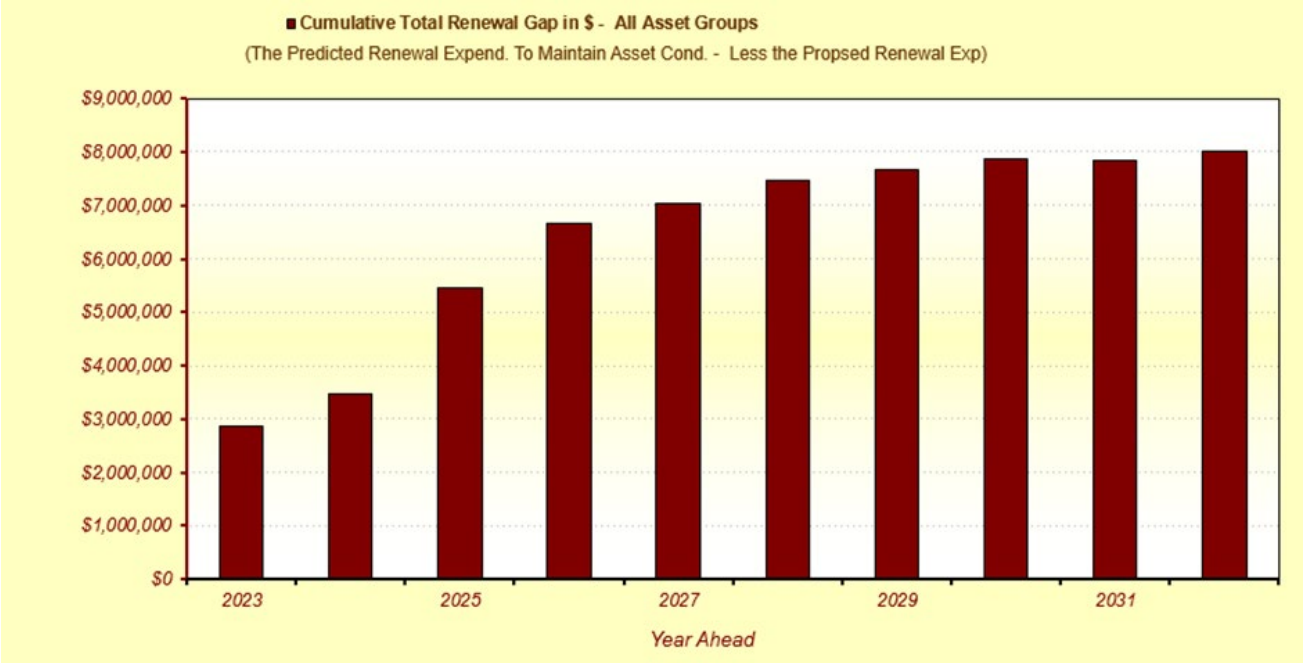


Figure 2: Cumulative Renewal Gap Prediction



Appendix 5.2 – State of Asset Report: Buildings

Description:

This class includes all buildings and other structures that are best classified under this group. Building assets are defined as either short life or long life, as are structures. This includes all the components of the assets within the single definition and have not been separated.

There has been no condition survey done on the buildings and structures within council and the best information has been sourced from the valuations that are done on a regular basis. In this report the remaining useful life has been used

Building Assets in Benalla

Table 1: Buildings and Structures

Buildings Remaining Useful Life	No	Value	0 < 5 Years	5 < 10 Years	10 < 20 years	20 < 50 Years	over 50 years
Long Life Buildings	34	$24,469,154	4	-	5	12	13
Short Life Buildings	36	$11,574,756	8	7	9	7	5
Long Life Structures	17	$ 6,251,630	1	-	1	6	9
Short Life Structures	17	$ 1,191,370	5	-	1	8	3

Renewal Gap

The Renewal Gap is the difference between what should be spent to maintain assets in good condition and what is being spent to do so. Construction of new and upgrade to assets does not contribute to reducing the renewal gap.

in the next ten years it is estimated that 25 assets will require renewal work, as this also include the Town Hall, over 100 years old. This data may be skewed, and better data collection might be required. Any works should be based on an actual determination rather than a modelled one. Figures 1 and 2 show that over 30 per cent of the asset base is predicted to be over intervention condition, this however may not be reflected in real life and that renewal funding requirements are not being met. The predicted requirement is based on the age of an asset and its useful life.

Building assets need to be componentised into structure, roof, fit out and mechanical services to better separate the renewal effort into the right categories.

DRAFT

Figure 1: Comparison of Predicated and Proposed Renewal Expenditure

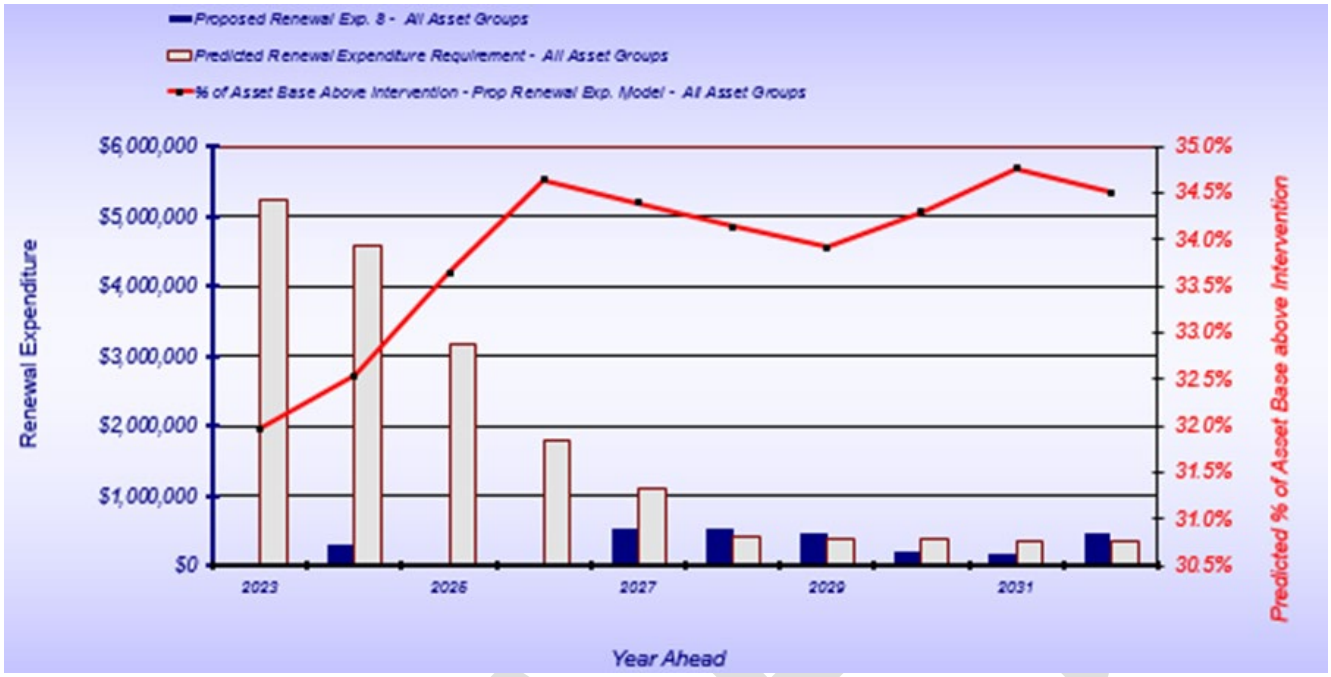
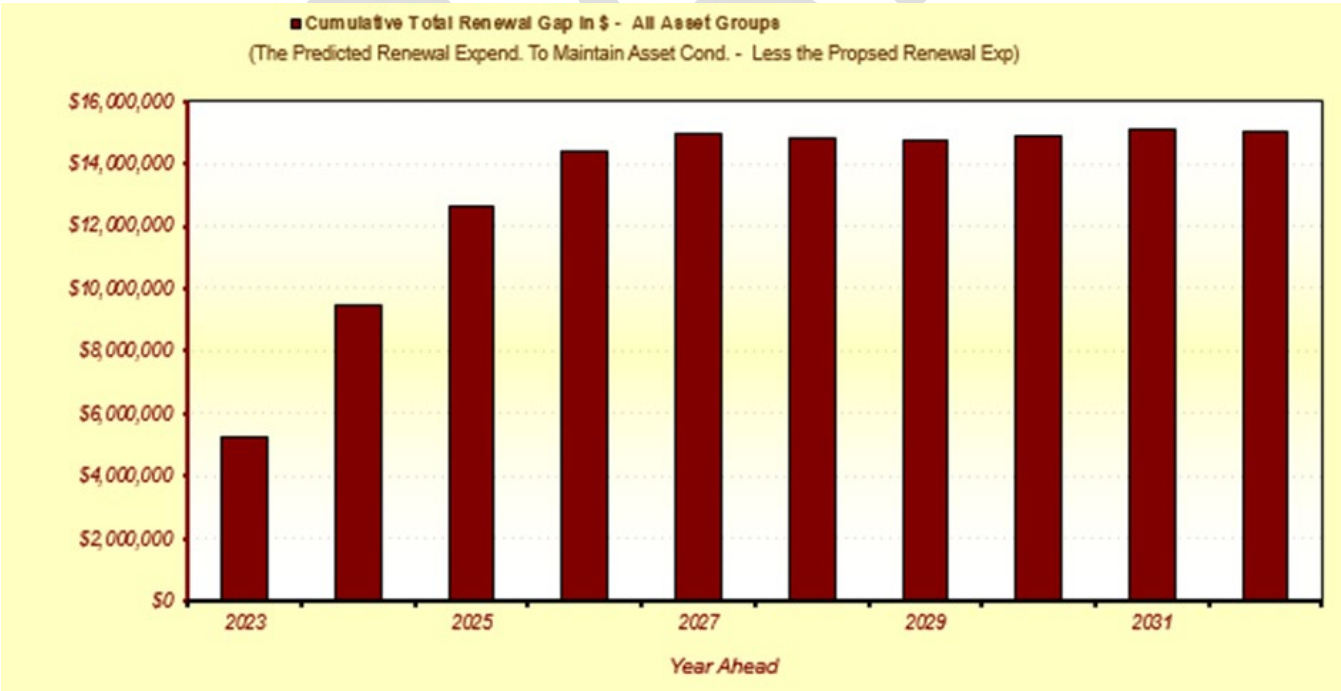


Figure 2: Cumulative Renewal Gap Prediction



Appendix 5.3 – State of Asset Report: Drainage

Description:

Drainage Assets are those assets built for the management of Storm Water. These include all Pits and Pipes, Drainage Basins, Drainage Channels and any mechanical equipment that enables the movement of Storm Water. It does not include Kerb or culverts, which are reported under transport.

Condition inspections for pits was completed in 2019. This survey primarily mapped the underground network and gave a general indication of condition. In order to model the condition of the network the Moloney default values have been used. There is no useful data currently available for basins, channels, and equipment and these have not been included.

Drainage Assets in Benalla

Table 1: Pits and Pipes

Roads	No	Value	Renewal	Poor	Fair	Good	UKN
Pits	2,005	$5,404,364	$7,789	-	271	1,734	-
	m	Value	Renewal	Poor	Fair	Good	UKN
Pipes	55,718	$20,789,695	$29,961	-	7,522	48,196	-

Renewal Gap

The Renewal Gap is the difference between what should be spent to maintain assets in good condition and what is being spent to do so. Construction of new and upgrade to assets does not contribute to reducing the renewal gap.

The current renewal forecast as displayed in figure 1. shows that with the current funding settings there is insufficient funding to match the predicted expenditure requirement and as a result more assets will move above the intervention level. The decision to fund renewal must take into consideration actual asset condition. Figure 2 shows the cumulative gap in funding, this shows the potential cumulative impact of not adjusting the current funding.

The actual reported condition of drainage pit assets shows that there are pits worthy of inclusion as shown in Table 2.

The primary problem to be addressed for drainage is cleaning and making sure that flows are not impeded and can manage the capacity of any storm water event.

Table 2: Pits Reported Below Good Condition

Condition	No of Pits	Value
05 Fair to Good Overall Condition	4	$10,541
07 Poor Overall Condition	3	$7,990
Total	**7**	**$18,531**

DRAFT

Figure 1: Comparison of Predicated and Proposed Renewal Expenditure

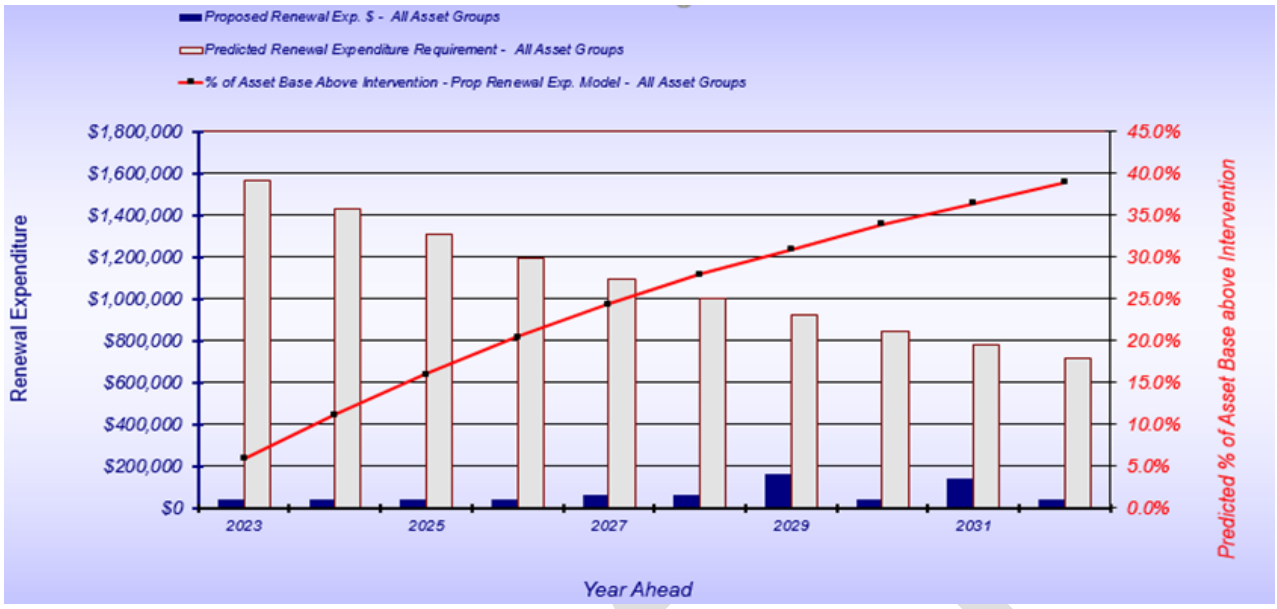
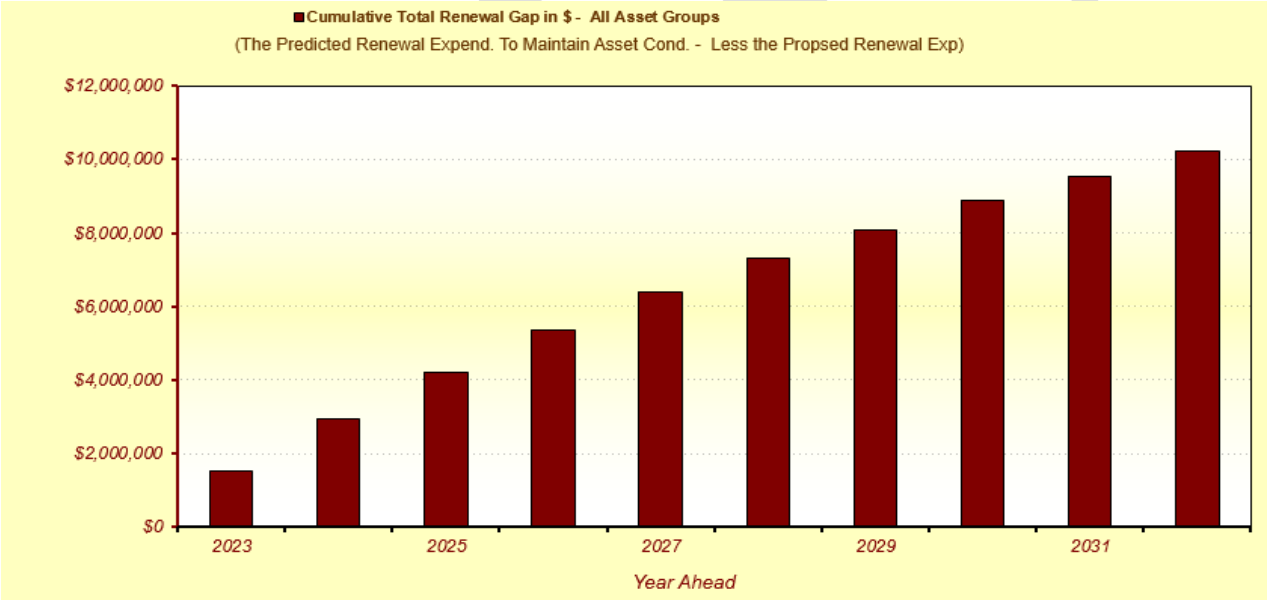


Figure 2: Cumulative Renewal Gap Prediction



Further condition inspections and data collection is required for the drainage assets not being reported on.

Another consideration for pit renewal is age, show in Table 3, which shows that no pits are up for renewal by age in the near future.

Table 3: Remaining Useful Life of Pits

Age Bracket	No of Pits	Value
20 < 50 years	1481	$4,037,382
Over 50 years	524	$1,366,981
Total	**2005**	**$5,404,364**

Appendix 5.4 – State of the Asset Report: Recreation and Open Space

Description:

Recreation and Open Space Assets are those assets associated primarily with community activities and include all sporting grounds and facilities, playgrounds and equipment, street scapes, public parks and gardens, seats, lighting, BBQ's, monuments and other facilities and structures for public use.

There is insufficient data to produce a state of the assets report for this category and considerable effort will be needed to collect the asset, condition and valuation data.

The buildings, drainage and road assets that support this class are identified in their own state of assets report.

DRAFT

Appendix 6 – Asset Management Improvements

Asset Management Improvements

The following items have been identified as areas for improvement for asset management at council:

- Collection of data for drainage basins and channels
- Collection of data for Recreation and Open Space Assets
- Update and assessment of asset stock for Recreation and Open Space assets, including Pavilions, grounds and facilities
- Update to asset management plans using the IPWEA template
- Modelling asset management outcomes using the Moloney Asset Management Modelling system
- Further analysis of how council can address the renewal gap
- Commit to improve long term financial sustainability

DRAFT

DRAFT

benalla.vic.gov.au

PO BOX 227
Benalla VIC 3671
(03) 5760 2600
council@benalla.vic.gov.au

DRAFT

BENALLA
RURAL CITY