GREATER SHEPPARTON CITY COUNCIL

Asset Plan

2025-2035

Greater Shepparton

Traditional Owners

We, Greater Shepparton City Council, acknowledge the Yorta Yorta Peoples of the land which now comprises Greater Shepparton, we pay our respect to their tribal elders, we celebrate their continuing culture and we acknowledge the memory of their ancestors

Contents

1. Introduction

1.1 Purpose and Scope

The Victorian Local Government Act 2020 sets out the primary responsibility of the Greater Shepparton City Council to ensure effective governance that benefits and enhances the community's well-being. This legislation requires the Council to develop a 10-year asset plan that aligns with its community engagement policy. This Asset Plan must detail aspects such as acquisition, operation, maintenance, renewal and disposal of the Council's infrastructure assets.

Our Asset Plan presents the Council's overarching priorities for asset management over the next decade, outlining how we will effectively oversee our asset portfolio to deliver services efficiently. We focus on achieving optimal outcomes for the community, including future generations, while fostering resilience and promoting sustainability across economic, social, cultural, and environmental dimensions. As the steward of community assets, the Greater Shepparton City Council is committed to cost-effectively managing these assets, overseeing their lifecycle from conception and acquisition through maintenance, operation, renewal, and eventual disposal. The goal is to ensure the delivery of efficient, safe, and reliable services for both present and future generations.

A central theme of the Asset Plan is achieving equilibrium among the three foundational principles of asset management: Serviceability, Functionality, and Affordability. As illustrated in Figure 1.1, maintaining a balanced relationship between these principles is essential for delivering sustainable asset management for Council and the Community.

- Serviceability reflects the level and quality of service that an asset provides.
- Functionality refers to the actual role or purpose that the asset fulfills.
- Affordability concerns the long-term financial viability of sustaining the asset.

Striking the right balance ensures that assets continue to meet performance expectations without compromising financial or operational integrity.

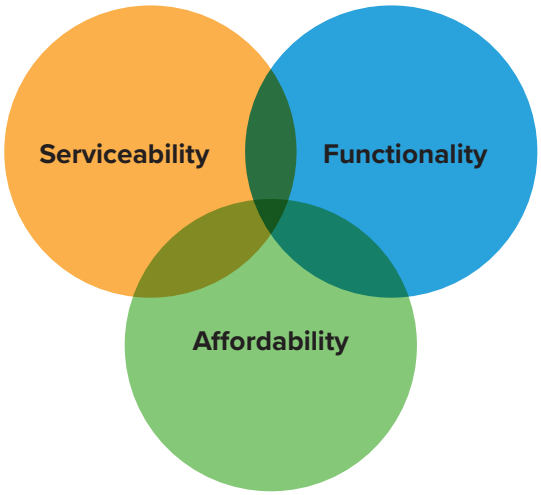


Figure 1.1 – Key Principles of Asset Management

The Asset Plan is crucial in managing our community's assets. It provides a strategic and financial perspective on how we will handle the assets under our control in the coming decade and beyond. It outlines our strategic asset management priorities and covers all aspects of the asset lifecycle.

The Council's infrastructure assets aim to provide community services efficiently for both current and future residents of Greater Shepparton. Along with infrastructure, the Council manages non-infrastructure assets, such as technology and vehicles, to support service delivery. Financial assets above a capitalisation threshold are maintained using Operating and Capital Works budgets, while those below the threshold are managed through the Operating budget.

The Asset Plan emphasises a whole-of-life approach to asset management, focusing on sustainability and cost-effectiveness. Key principles of this approach include providing agreed-upon service levels, monitoring performance, managing risks associated with asset failures and climate change, and enhancing asset management processes to ensure optimal performance.

The plan is developed in accordance with industry standards and incorporates capital, operational, and maintenance works. It provides a long-term framework for expenditure and decision-making regarding maintenance and capital projects.

A fully developed Asset Plan covers service levels, demand management, asset data, life cycle management, prioritised works, and a financial summary. The data informing the plan includes asset attributes, performance metrics, future demand projections, and lifecycle analysis.

This Asset Plan outlines the requirements for the sustainable delivery of services through effective asset management, compliance with regulatory requirements, and the necessary funding to maintain the appropriate service levels over the planning period.

1.2 Council Background and Context

Greater Shepparton City Council oversee a collection of assets replacement valued at over $2 billion, which includes our infrastructure, property, equipment, and facilities. These assets have been accumulated over many years.

The primary purpose of these assets is to deliver services and amenities to the community. The level of operations and maintenance, as well as the efforts to enhance and expand these assets, are crucial for achieving our Community Vision and Council Plan.

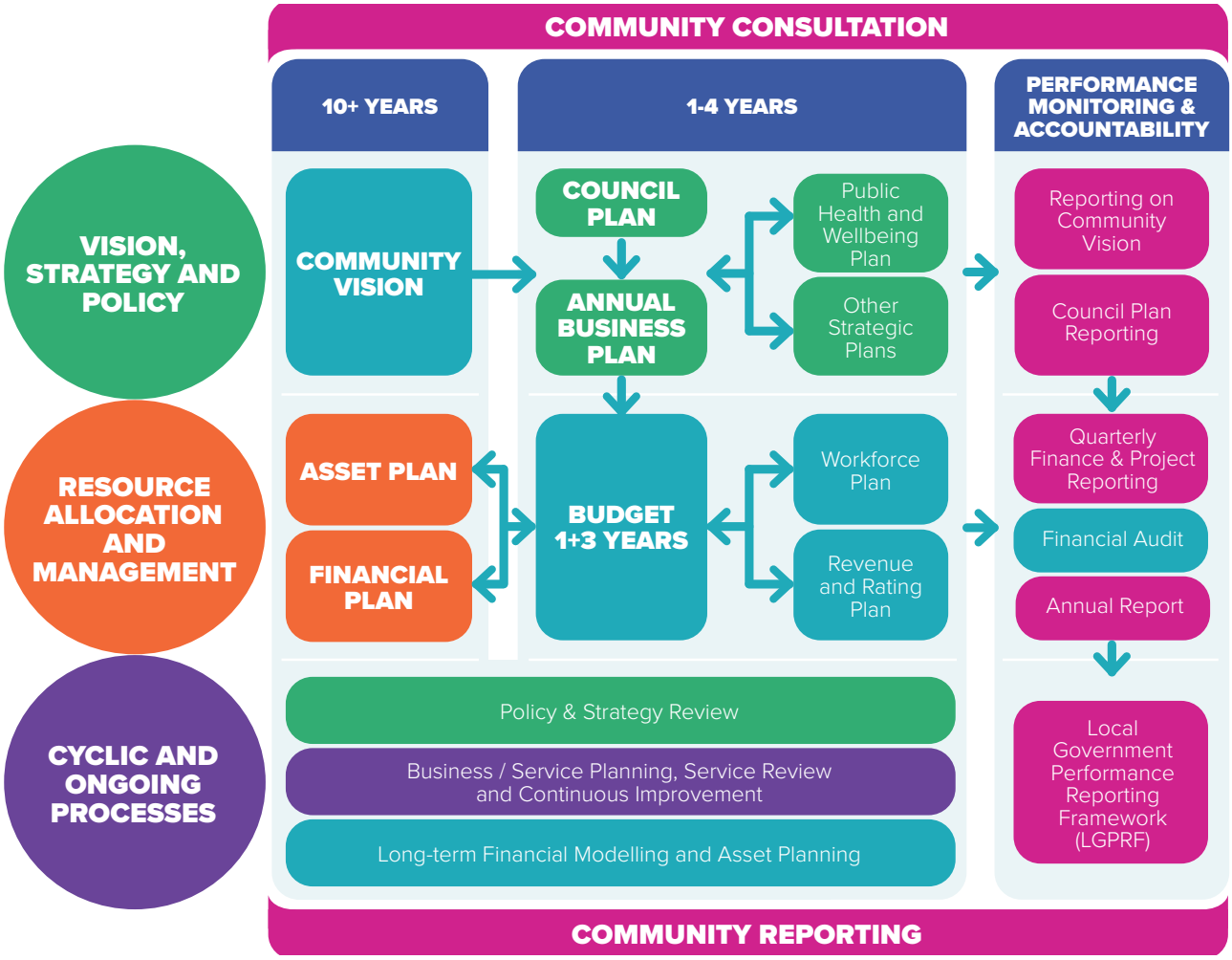
Without these assets, we would be unable to provide the diverse range of services that our community expects and deserves. Asset management involves coordinating activities to maximise the value derived from these assets over their entire lifecycle. An asset is something of value, encompassing both tangible and intangible items. In this plan, we focus specifically on the Council's tangible, fixed infrastructure assets, including Transport, Open Space, Buildings, and Stormwater Drainage.

- Transport – Roads, Footpaths, Shared Paths, Bridges, Airport.
- Open Space - Parks and Natural Areas, Playgrounds, Sporting Areas, Skate Parks, Exercise Equipment, Infrastructure (tables, bins, benches, drinking fountains, fences, irrigation systems, lighting and shade sails), Public Artwork and Memorials.
- Buildings – Community Centres, Saleyards, Caravan Parks, Shepparton Arts Museum, Riverlink, Town Halls, Public Toilets, Gazebos, Council Buildings (tips, animal shelters, council offices) and Child Care Centres.
- Stormwater Drainage – Sub-surface Drainage Pipes, Drainage Pits, Pump Stations and Gross Pollutant Traps.

1.3 Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework, as illustrated in Figure 1.2, sets out the range of strategic documents Council is required to adopt as obligated by the Local Government Act 2020. The Asset Plan provides a core component of the framework and is under pinned by the Asset Management Policy and the Asset Management Plans. Key planning documents in the framework that require close alignment with the Asset Plan are the Community Vision, Council Plan and Financial Plan, which have been defined in section 1.3.1, 1.3.2 and 1.3.3.

Figure 1.2 - Integrated Strategic Planning and Reporting Framework



1.3.1 Community Vision

A diverse, vibrant, and connected community that values accessible opportunities for everyone. We adapt and respond in innovative, sustainable, and accountable ways. We acknowledge where we have been and look forward to where we are going. Together, we are greater!

1.3.2 Council Plan 2025-2029

The 2025-2029 Greater Shepparton Council Plan is a legislated document that states the council's strategic direction over the next four years. The Plan details the strategic objectives that influence the councillors' priorities during their term in office. It guides decision-making and the allocation of resources to deliver outcomes and services to the community.

Our 2025-2029 Council Plan has five key themes to achieve its strategic direction:

- Your Council
- Environment
- Economy
- Liveability
- Infrastructure

Figure 1.3 Council Plan Themes

1.3.3 Financial Plan 2025-2035

The Greater Shepparton City Council Financial Plan is a 10-year forecast of Council's finances that guides how the community's needs and aspirations in the Council Plan and Community Vision will be resourced.

It forecasts Council's finances based on assumptions about the future and these results are evaluated against financial performance indicators. It is essential to align the Finance Plan and the Asset Plan to achieve long term sustainable asset management.

1.4 Legislative Requirements

The Asset Plan must comply with the legislative requirements governing asset management practices. These regulations are essential for ensuring compliance with legal standards, promoting sustainability, and fostering responsible decision-making throughout the asset lifecycle.

Adhering to these legislative requirements enables organisations to mitigate risks, maintain operational efficiency, and uphold ethical standards in asset management. Regular audits and reviews are essential to ensure ongoing compliance with evolving laws and regulations.

Legislative requirements that impact the delivery of the Asset Plan are outlined in Table 1.1.

Table 1.1 - Legislative Requirements

Legislation	Requirement
Local Government Act 2020	The Asset Plan must be reviewed and approved following the election of a new council.
Road Management Act 2004	The Council is responsible for creating and maintaining a Road Management Plan.
Heritage Act 2017	Council is required to maintain any assets with a heritage listing under the Heritage Act 2017.
Building Act 1993 and Regulations 2018	The Building Act outlines the Council's technical level of service requirements for its buildings and structures.
Disability Act 2006/Disability Amendment Act 2017	Guides decision-making on disability access and inclusion for transportation, buildings, and open spaces.
Occupational Health and Safety Act 2004 and Regulations 2017	Guides decision-making on access and inclusion for transportation, buildings, and open spaces.

1.5 Key Stakeholders

Key stakeholders in preparing and implementing this Asset Plan are shown in Table 1.2

Table 1.2 - Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Council	• To act as custodians for assets;
	• To adopt the Asset Plan;
	• To set and adopt functional service levels;
	• To adopt risk and cost standards.
Audit and Risk Committee	• Audit and risk reports relating to asset management should be considered, and recommendations should be made to the Council as appropriate.
Chief Executive/ Executive Team	• Oversee the development of the Asset Plan for Council adoption.
	• Supervise the implementation of the Asset Plan and ensure the provision of necessary resources.
	• Monitor and evaluate the performance of the Council's managers and staff in achieving the objectives of the Asset Plan.
	• Establish maturity targets for asset management within the organisation.
	• To ensure appropriate resources and funding for asset management activities
	• To ensure that the Council receives accurate and reliable information for decision-making, we will:
	• Provide an annual report to the Council highlighting the status, progress, and resource needs for implementing the Asset Plan.
	• Promote and increase awareness of asset management among the Council, staff, and community.
Managers and Staff	• To implement the Asset Plan and the Asset Management Maturity Assessment and Improvement Plan;
	• Use the lifecycle analysis to develop the Asset Plan for individual asset classes;
	• To implement continuous improvement in the management of assets through the Asset Management Maturity Assessment and Improvement Plan;
	• To create and implement tactical plans (such as maintenance programs, capital works programs) following the Asset Plan;
	• To determine and deliver asset levels of service to agreed risk and cost standards;
Community	• The community have provided feedback through a number of various consultation sessions and surveys. A summary of this information is captured in section 7 of this Asset Plan


Welcome to
Greater Shepparton
Ardmona Resource Recovery Centre
SCHEDULE OF RATES
ITEM
m³
SINGLE
COMMERCIAL
Cardboard (Commercial/Industrial) $104.15
Commercial Pallet - Wood Reuse (clean) $15.55
Cardboard (Commercial) $10.30
Polystyrene (Commercial) $68.80
Plaster Waste $10.60
DOMESTIC - LESS THAN 3 M³
Municipal Waste 1 m³ $68.70
Municipal Waste 3/4 m³ $51.50
Municipal Waste 1/2 m³ $34.35
Municipal Waste 1/4 m³ $17.20
Municipal Waste 120L Bin $8.25
Concrete & Brick Waste (including rubble) $377/t $24.20
Gas Bottles (BBQ or Small) $33.15
Mattress Disposal (all sizes - including base) $33.15
GREEN WASTE
Garden Waste 1m³ $50.40
Garden Waste 3/4 m³ $37.80
Garden Waste 1/2 m³ $25.20
Garden Waste 1/4 m³ (240lt bin) $12.60
Garden Waste 1/8 m³ (120lt bin) $6.30
TYRES (MAX. 4 PER LOAD)
Tyre - Car/Motorbike (no rim) $8.30
Tyre - Car/Motorbike (with rim) $16.80
Tyre - 4wd/4 (small & medium) $49.30
Tyre - Light truck/4X4 (7" rim) $79.05
Tyre - Light truck/4X4 (7" rim) $172.55
Tyre - Tractor (larger than 1m) $198.65
Tyre - Tractor (less than 1m) $113.70
Tyre - Truck (steel) $76.10
Tyre - Truck (with rim) $289.64
Bulker Excavation Packs/Conveyor belt
Any waste transfer or Garden less than 60lts (130m³) | Reusable items deemed by staff - Free to dispose
ITEM
SINGLE
E-WASTE
Air Conditioner $76.45
Computer (including all accessories) $75
Monitors TV/Flat2 Screen/PC $3.10
Fridges/Freezers $26.80
Printer Large - Commercial $75
Printer Small - Domestic $3.80
ITEMS ACCEPTED FREE OF CHARGE
Cardboard (domestic, clean flat packed)
Household Recyclables (glass, plastics, tetrapak, aluminium cans, paper) #52
Petroleum Based Oil & Empty Containers (under 20 litre)
Paints - Unwanted (domestic - less than 3 m³)
Car batteries (domestic)
Scrap (Domestic - 3 m³)
Small electrical items such as WA no electric - Lamps/anTostes/Hair dryers/Iron/ clocks/Lamps/pod/Electronic toys/Appliances/DVD. Contact GSCC for further information
Mobile phone and chargers (Mobile Muster)
FREE DETOX YOUR HOME FACILITY (Domestic quantities only)
Household Batteries
Fluorescent Tubes
RECYCLED PRODUCTS FOR SALE
FREE
Shredded paper waste/mulch
Amenity 3
Resource Recovery Route #10
Amount of material is assessed by the operator to be waived
0.25 CUBIC METRE
Prohibited Materials: All liquid, hazardous, volatile chemical waste, used animals, offal, hot ashes and (infectious) wastes described in Environmental Protection (Prescribed Waste) Regulations 1987
EMERGENCY CONTACTS:
Police, Fire, Ambulance: 000 | Greater Shepparton City Council: 03 5832 9700
No Elevated Tipping

2. Asset Inventory and Classification

2.1 Asset Categories

Council oversee a comprehensive portfolio of assets valued at over $2 billion. This portfolio encompasses our infrastructure assets, including property, plant, and equipment, as well as additional infrastructure elements.

This Asset Plan serves as a guiding document for all Council infrastructure assets, categorised into distinct asset groups.

Table 2.1 – Asset Groups Replacement Value (values quoted below exclude land values)

Asset Class	Asset Class – Make up	Assets Value
Open Spaces	Parks, play equipment, shade sails, sporting grounds and trees	$270.6 million
Transport	Roads, footpaths, kerbs and roadside furniture	$1.1 billion
Buildings	Public toilets, community hubs, town halls, and sporting facilities.	$236 million
Storm Water	Retention basin, gross pollutant traps, pits, sub-surface drainage and swale drains.	$252.8 million

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

Table 2.2 – Our Asset Summary

Asset Group	Asset Category	Quantity
Building	Buildings	743 (each)
Transport	Roads Unsealed	1,302 km
	Kerb (Roads & Internal)	834 km
	Roads (sealed)	1286 km
	Footpaths and Shared Paths	698 km
	Bridges & Major Culverts	143 (each)
Open Space	Sporting Reserves	59 (each)
	Playground Sites (Reserves and Childcare centres)	131 (each)
	Trees	46,327 (each)
	Open Space Area	1124 Ha
Stormwater Drainage	Stormwater Drains	484 (km)
	Stormwater Pits, pumps, litter traps	16,614 (each)
	Drainage Basins	76 (each)
	Drainage Pumps	76 (each)
	Litter Traps	28 (each)

2.2 Condition Assessment and Data Collection

An asset undergoes depreciation due to its defined design and useful life, necessitating potential renewal at various stages throughout its lifecycle. The accumulated depreciation serves as an indicator of the asset's current status within its useful life. This expense reflects the total cost incurred in utilising the asset for its intended services. It allows the anticipated costs associated with future renewal to be factored into financial planning. Assets that approach the end of their useful life, or those earmarked for renewal based on age, should be subjected to thorough inspection and validation before their inclusion in a renewal program.

Rating System Overview: The Council utilises a condition rating system ranging from 1 to 6 to evaluate the status of its assets. An asset rated as condition 1 signifies that it is new, while an asset rated at condition 6 indicates that the asset has failed. The Council typically refrains from allowing assets to deteriorate to Condition 5, as the associated maintenance costs and risks to the public are deemed unacceptable. When an asset reaches a condition score of 6, it has failed and is no longer considered safe to operate.

Once assets reach condition 4, they are closely monitored for deterioration to facilitate timely and appropriate maintenance interventions. Assets that cannot be effectively treated and advanced to condition 5 are priorities for renewal. Assets that deteriorate to condition 6 are removed from service until they can be fully decommissioned or rehabilitated.

For reporting, assets can be categorised into six conditions: excellent, good, moderate, poor, and very poor, with a failed condition also included.

Table 2.3: Condition Grading System

Condition Grading	Description of Condition
1	Excellent (1): Assets in this category are in exceptional condition, exhibiting minimal signs of deterioration. Intervention or repair is not required, reflecting a period in the asset's lifecycle where costs to the Council are low. The community expresses high satisfaction with the asset and the services provided. Generally, expenses incurred during this time are operational to ensure the asset remains functional.
2	Good (2): Assets rated as good are in fair condition, displaying some signs of wear and tear but remaining functional. These assets are moving towards the midpoint of their useful life. Community satisfaction with these assets and the services they provide remains positive. While most expenses in this category continue to be operational, there will be an emerging need for maintenance to uphold asset functionality.
3	Moderate (3): Average assets are at the midpoint of their design life. They may necessitate additional monitoring to prevent unexpected maintenance or renewal needs. The community generally expresses satisfaction with both the assets and the services rendered. However, expenses during this stage are more evenly distributed between operational costs and necessary maintenance, ensuring continued functionality.
4	Poor (4): Assets deemed poor are nearing the conclusion of their design life. These assets require increased monitoring and strategic programming for necessary interventions, including maintenance, minor renewals, or significant rehabilitation efforts. The resources utilised to maintain functionality in poor-condition assets increase, alongside heightened concerns regarding community safety.
5	Very Poor (5): Assets classified as very poor have reached the end of their design life. Critical decisions must be made regarding their continued use, design life, and useful life expectancy. These assets undergo rigorous monitoring and are subjected to programming for various interventions, including maintenance, minor renewals, or major rehabilitation. Resources allocated to maintain functionality in very poor condition assets significantly increase, raising further concerns regarding community safety. This stage necessitates careful decision-making concerning service levels and future service requirements.
6	Failed (6): Assets that have failed and are no longer considered safe. These are removed from service until they can be fully decommissioned or rehabilitated.

When these categories are combined with a measure of the assets' quantity or value, a 'State of the Assets' summary can be prepared. Graphs depicting the 'State of the Assets' are useful when summarising the Council's overall strategic position regarding the asset portfolio.

Table 2.4 summarises the relevant goals and objectives in data collection and how these are addressed in this Asset Plan.

Table 2.4: Goals and how these are addressed in this Plan

Goal	Objective	How Goals and Objectives are Actioned
Conduct comprehensive condition assessments at intervals of every four to five years.	To evaluate and assign a condition rating to the asset in compliance with legislative requirements.	Condition assessments will be utilised to formulate comprehensive 10-year programs, ensuring that no assets remain in condition states 5 and 6 by the end of this period.
Implement a routine visual inspection protocol.	Conducting a thorough assessment is crucial for maintaining public safety and accurately evaluating maintenance needs.	Assets undergo a thorough visual inspection, accompanied by scheduled intervention and preventive maintenance through the Confirm system. This process ensures that each asset fulfils its intended design function while upholding community satisfaction and safety standards.
Customer enquiries	This platform allows the community to express any concerns regarding the asset's functionality or condition.	Enquiries are submitted via the Pathway system and subsequently assigned to the appropriate department for inspection. Following the completion of the inspection, any necessary intervention measures will be documented and carried out in Confirm. Feedback will then be communicated to the customer.

2.3 Technical Levels of Service

Technical Levels of Service—Operational or technical performance measures are used to deliver customer value and impact the achieved Customer Levels of Service. These technical measures relate to the activities and allocation of resources to achieve the desired customer outcomes effectively and demonstrate optimal performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – The Council acquires assets through construction projects and contributions from developers or community organisations, known as gifted assets. In some cases, the Council identifies service delivery shortfalls, prompting the acquisition of land or assets to address these gaps, often due to changes in community expectations and needs. Acquisitions occur when upgrades are insufficient to meet demand and follow Council policies and plans. These activities increase operating and maintenance costs for current and future generations. The Council commits to managing these costs and prioritises assets with lower upkeep expenses, ensuring the Financial Plan considers the impact of new assets on the operating budget.
- **Operation** – the regular activities to provide services (e.g. opening hours, cleaning, mowing grass, and inspections, etc.
- **Maintenance** – Maintenance is defined as the activities performed on existing assets with the objective of:
    - ensuring service continuity;
    - restoring physical condition to a specified standard;
    - preventing further deterioration;
    - reinstating correct operation;
    - replacing minor components;
    - executing temporary repairs;
    - addressing issues arising from emergencies;
- **Renewal** – The renewal priorities outlined in the 10-year plan are informed by a thorough analysis of several critical inputs, including:
    - Condition assessment
    - Risk and safety assessment
    - Declining service potential
    - Recurring maintenance activity
    - Modern equivalent renewal

  The proactive renewal of assets not only reduces the Council's operating and maintenance costs but also alleviates the financial burden for future generations. Furthermore, timely asset renewal mitigates risks to both the community and the Council. This process is essential for ensuring effective long-term service delivery and fostering financial sustainability.
- **Disposal** - Assets may be decommissioned or disposed of under several circumstances, including when they are:
    - no longer fit for their intended purpose,
    - have become redundant, or
    - do not meet current statutory requirements, standards, and regulations.

Asset disposal is commonly undertaken when they are replaced by similar types of assets. It is essential to consider asset disposals in conjunction with acquisition and expansion strategies to minimise the financial impact on future generations. Furthermore, asset disposal is a critical aspect of a comprehensive risk management approach to asset management. Retaining assets that have reached the end of their life cycle in the public domain exposes both the community and the Council to unacceptable levels of risk.


QUICKLIFT
MRC 250T
GRADCO
OVER SIZE


LEIGH EGAN CORNER
SHEPPARTON SPORTS CITY
SHEPPARTON BMX CLUB
FINISH
SHEPPARTON SPORTS CITY

3. Strategic and Sustainable Asset Management

The Integrated Planning and Reporting Framework, as outlined in Section 1.3 and illustrated in Figure 1.2, sets out the range of strategic documents Council is required to adopt as obligated by the Local Government Act 2020. This framework and the alignment of all the key planning documents is essential to achieving long term sustainable asset management for Council and the community. This section outlines the key strategic asset lifecycle approach and other key asset management elements of the framework.

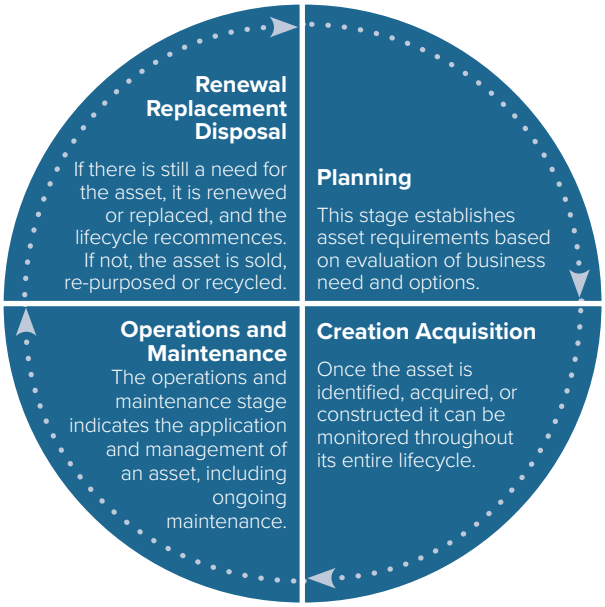
3.1 Asset Lifecycle Approach

Including an Asset Plan in the Integrated Strategic Planning and Reporting Framework enables the Council to incorporate asset planning into its long-term strategic outlook. This will improve the Council's ability to provide services and manage assets that are:

- of a quality, outlined in service plans, road management plan and other strategic documents developed and adopted by the council;
- financially sustainable;
- delivered, taking into account the full life cycle costs.

The Asset Plan should accurately reflect the most current asset data and forecasts available. The data presented in this plan are derived from the end-of-financial-year statements dated June 30, 2024. Conducting an annual plan review will ensure that the underlying parameters and assumptions remain valid, considering the current status of the assets, their condition, and the community's expectations. Supporting the Asset Plan is a collection of operational documents that assist Council staff in their daily activities and track improvements in asset management practices and business processes related to Council assets.

Figure 3.1: Asset Lifecycle



3.2 Performance Targets and Service Levels

Demand for new services will be managed by optimising existing assets, upgrading them, and providing new assets to meet demand and manage demand effectively. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Our Strategic Asset Management Framework, illustrated in Figure 1.3, is designed to promote a thoughtful and systematic approach to asset management. This framework helps us achieve our corporate goals while ensuring efficient outcomes. Table 3.1 provides more details about the key asset management documents. To ensure an integrated approach to asset management, Council have combined the former Asset Management Strategy into this Asset Plan document.

Table 3.1 – Asset Management Documents and Associated Role

Document	Role	Details
Asset Plan	A comprehensive 10-year outlook on the Council's exciting priorities for maintaining, renewing, acquiring, expanding, upgrading, and responsibly disposing of our infrastructure assets.	Merges essential insights from our Asset Management Strategy and Asset Management Plans while seamlessly connecting to the Financial Plan.
Asset Management Policy	It empowers the sustainable stewardship of the Council's assets to enhance services that cater to present and future community needs.	The text outlines the Council's vision and principles.
Asset Management Plans	Our strategic approach to asset management is designed to proactively address the evolving needs of our community, ensuring we are well-equipped to thrive in the future.	We offer a strategic roadmap designed to unlock the full value of our assets by enhancing cost efficiency, mitigating risk, and maximising performance throughout the entire lifecycle of our assets.

3.3 National Asset Management Assessment Framework (NAMAF)

The Municipal Association of Victoria (MAV) and the Institute of Public Works Engineering Australia (IPWEA) have partnered to create a National Assessment Framework (NAF) that evaluates the implementation of the Local Government Performance and Management (LGPMC) Financial Sustainability Frameworks. The NAF includes questions related to the framework's ten elements, with asset management strategy and planning split into two distinct aspects, totalling eleven elements.

The eleven elements are:

1. Strategic longer-term plan
2. Budget
3. Annual report
4. Asset management policy
5. Asset management strategy
6. Asset management plans
7. Governance and management
8. Defining levels of service
9. Data and systems
10. Skills and processes
11. Evaluation.

The NAF consists of 76 questions to assess progress toward implementing core maturity. A further 67 questions are provided to determine advanced maturity for councils that propose to target more advanced maturity. The assessment of each element is based on a series of questions on tasks or processes required to achieve core maturity. The responses will indicate whether the functions or methods are complete, partially complete, or not commenced. It is intended, in its basic form, that it will be a self-assessment carried out by each council.

The National Asset Management Assessment Framework comprises eleven key Elements designed to evaluate the maturity of asset management practices within a Council. This Framework features two benchmark levels: CORE and ADVANCED. Each Element includes a series of questions aimed at determining whether a Council meets the necessary criteria for the respective maturity level.

Greater Shepparton City Council (GSCC) will conduct a self-assessment against the CORE level before pursuing an ADVANCED level assessment. The ADVANCED assessment encompasses both questions targeted at that level and those pertinent to the CORE level. Notably, the outcomes of the CORE level assessment are carried forward and incorporated into the ADVANCED level evaluation.

The Greater Shepparton City Council (GSCC) successfully completed the NAMAF assessment framework in July 2023, with results detailed in Figures 3.2 and 3.3. The Council intends to review and update the framework every three to four years to evaluate ongoing improvements and competencies. GSCC envisions gradual enhancement over time, aiming for a long-term goal of surpassing 80% achievement in the eleven Core Competencies and exceeding 50% in the eleven Advanced Competencies. The target for attaining these benchmarks has been set for July 2028.

Figure 3.2 GSCC Core Competency Results from the 2023 audit.

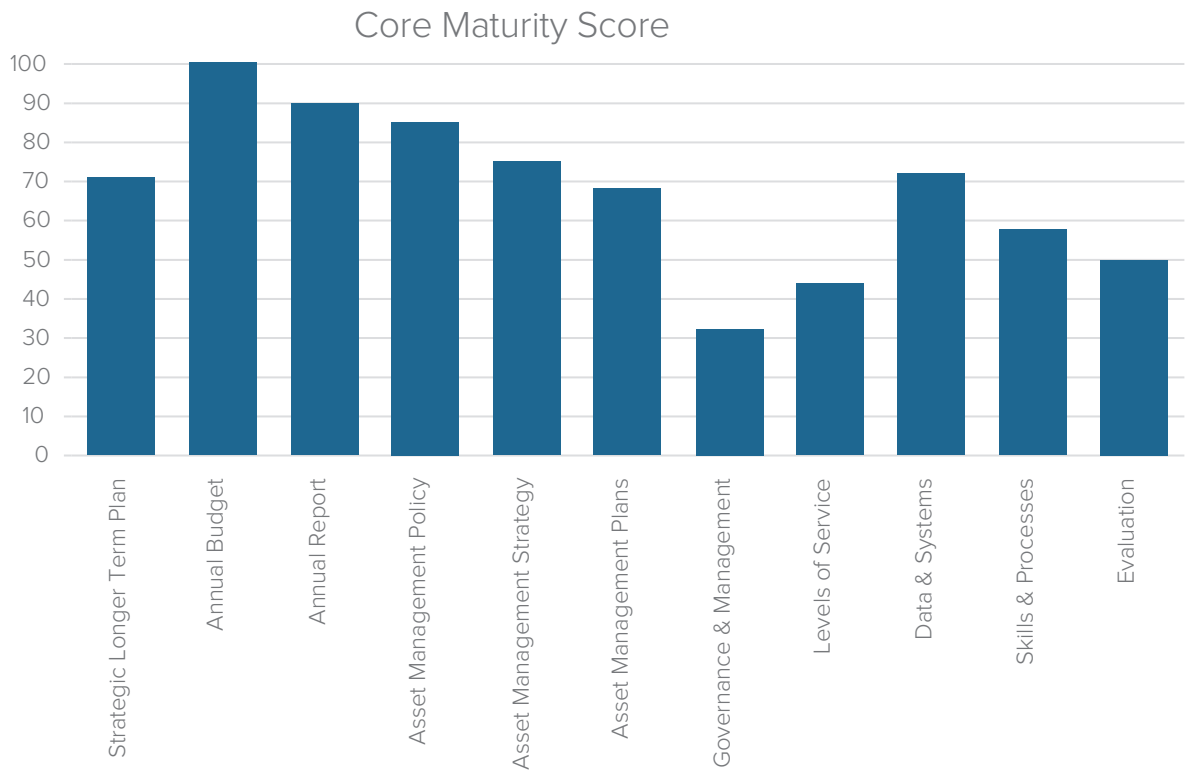
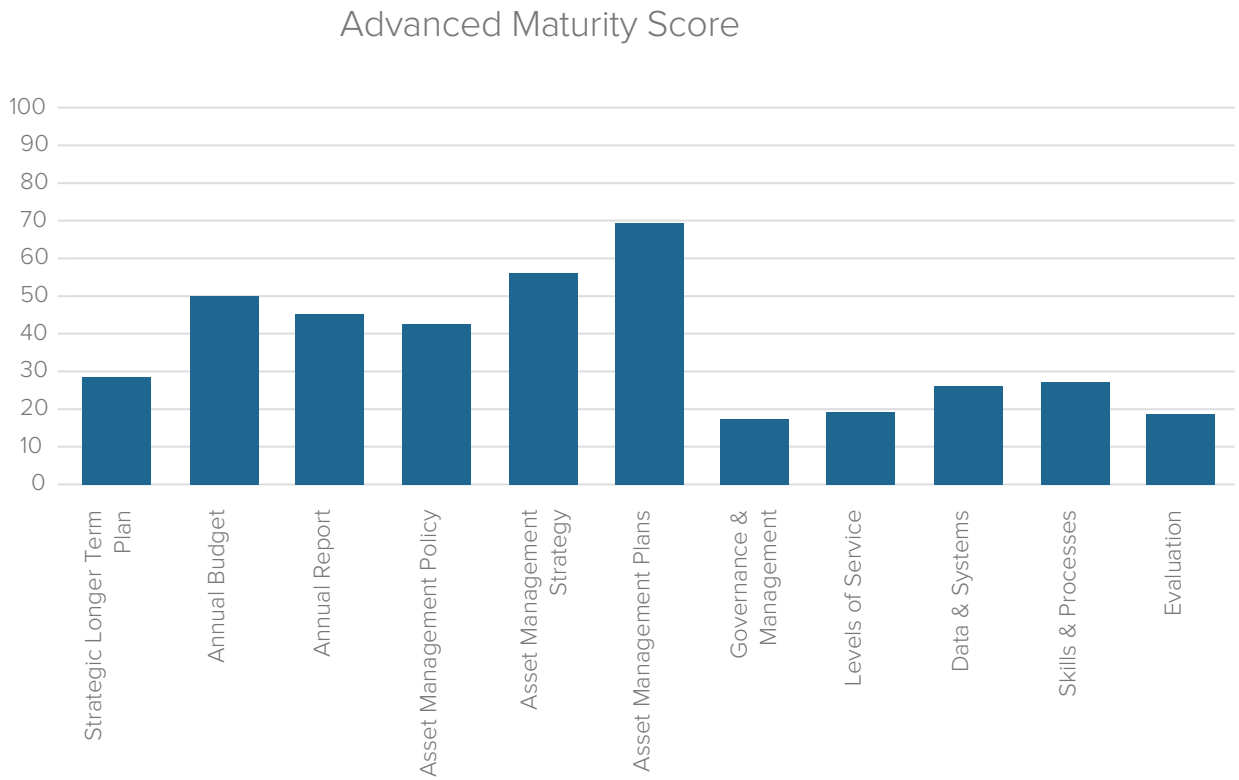


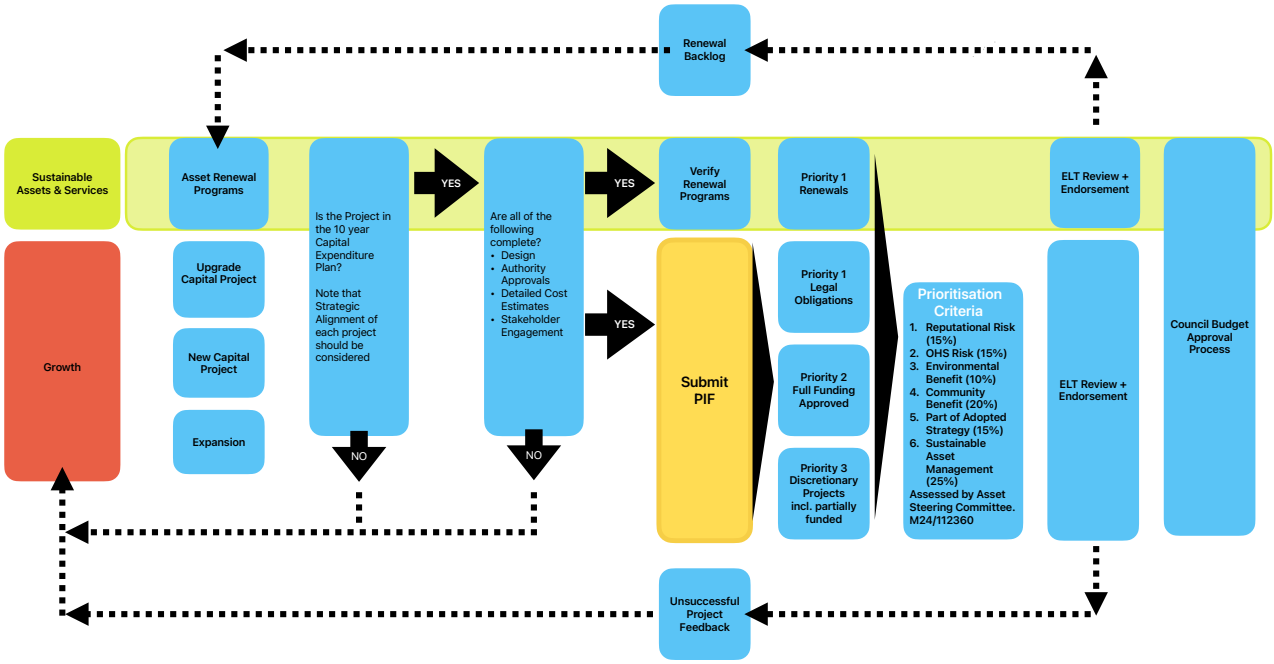
Figure 3.3 GSCC Advanced Competency Results from the 2023 audit



3.4 Capital Project Assessment Framework

The Greater Shepparton City Council (GSCC) currently provides a diverse range of over 100 services and manages an asset portfolio valued at more than $2 billion. The GSCC needs to establish clear priorities that meet the community's needs and effectively oversee existing assets. To facilitate this, the Capital Project Assessment Framework has been developed as a systematic approach for evaluating and prioritising projects that align with the Council's strategic goals and objectives. See Figure 3.4 below.

Figure 3.4 – Capital Project Assessment Framework



In Table 3.4, we present the criteria and rationale for scoring projects submitted for funding consideration each financial year.

Table 3.4 - Capital Project Assessment Framework

Criteria	0	1	2	3	4	5 (Highest)
Reputational Risk (15%) if the project does not proceed	Minimal/No Risk of complaint from the community	Isolated complaints from the community	Coordinated complaints from the community, including adverse publicity on social media and from local media organisations	Significant adverse social media and local media attention	Significant adverse social media and public outcry, local and state media attention, resulting in a potential government investigation	Significant adverse State and National media attention. Public outcry and community dissatisfaction result in the State Government's attention and investigation. The council's reputation is irreparably damaged.
Health and Safety (H&S) Risk (15%)	Little or no direct H&S risk benefit	Low H&S Risks mitigated	Mitigates some moderate H&S risks, but still notable gaps or areas where improvements could be made to ensure comprehensive safety measures are in place.	Mitigates several H&S risks, but there are some gaps or areas for improvement to ensure comprehensive safety measures.	Mitigates significant non-compliance health and safety (H&S) risks in line with relevant safety and regulatory standards, which pose potential legal risks to the Council or safety risks to parts of the community.	Mitigates significant non-compliance H&S risks in line with the relevant safety and regulatory standards that pose major health and safety risks to the community. Also, posing significant legal and financial risks for the Council.
Environmental Benefit (10%)	No environmental benefit or reduced emissions	Insignificant environmental benefit and/ or negligible reduction in emissions.	Minor environmental benefit and/or makes efforts to reduce emissions.	Moderately reduces environmental impacts and/ or moderately reduces emissions.	Significantly minimises ecological impact and/ or substantially reduces emissions	Significant environmental benefit recognised at the State and National level and/ or significant emissions reductions on a broader scale beyond our Municipality
Community Benefit (20%)	Little or no direct benefit to the Community	Single-Payer Benefit	Local Benefit (1km radius)	Whole of Township Benefit	Multiple towns Benefit	Whole of Municipality Benefit
Part of the Adopted Strategy (15%)	There are no adopted documents and no endorsed operational documents	Department Business Plan item	Directorate Business Plan item	ELT Endorsed Strategy/Project	Council Endorsed Strategy/ Masterplan	Council Plan Action
Sustainable Asset Management Benefit (25%)	Little or no direct benefit to sustainable asset management	Asset within 5 years of Renewal/ Replacement or not at the current required standards	Asset Renewal investment will reduce overall whole life costs and increase the remaining useful life of the asset	Asset with 2 years of Renewal/ Replacement or not meeting the current required standards.	An asset that is due for renewal or replacement, or does not meet current standards, is needed.	Asset Beyond Renewal/ Replacement

4. Financial Planning and Investment Strategy

The primary theme that underpins our Asset Plan and the overarching principles of asset management is the commitment to responsible stewardship of our assets in order to fulfil the needs of future generations within our community.

This consideration takes into account the diverse and multifaceted factors that impact the provision of our community's infrastructure. Some of these challenges may stem from legacy issues, such as decisions made by previous Councils or practices from four decades ago. Others arise from the evolving demands of a progressive society that continually seeks improvement. Regardless of the source, we must ensure that the built infrastructure not only enhances community well-being but also meets the criteria of being fit for purpose, of high quality, safe, future-proof, cost-effective, and adequately funded.

4.1 Current Financial Overview

The current Asset Value is shown in table 4.1. There is the write-down value and replacement value. These are two different methods for valuing an asset. Write-down value is based on the asset's historical cost minus depreciation, whereas replacement value estimates the cost of replacing the asset with a new one of similar utility. Typically, replacement value is higher than book value due to the effects of depreciation.

Table 4.1 - Value of Assets covered by this Plan, with Write-down and Replacement Values

Asset Category	Current Write-down	Replacement Value
Transport	$651,421,403.87	$1,129,413,531.89
Open Spaces	$184,983,579.27	$270,578,759.77
Drainage	$162,574,145.25	$252,799,918.26
Buildings	$173,534,798.35	$236,084,019.85
Other (Waste, land held for Sale, land, LUR, Land Improvement, Other Infrastructure)	$152,618,201.13	$158,208,921.32
TOTAL	$1,325,132,127.87	$2,047,085,151.09

All figure values are shown in current-day dollars.

4.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 4.2.

Table 4.2 - Known Service Performance Deficiencies

Location	Service Deficiency
Transport	The Transport Asset Network is currently facing financial challenges concerning its maintenance. These issues, compounded by the constraints of rate caps and the growing population of Shepparton, have led to a substantial influx of new assets being contributed to the Council through Developer Contributions. Insufficient funding for the maintenance of the existing network may result in a considerable proportion of assets deteriorating to condition states 4 and 5 significantly ahead of their intended design lifespan.
Buildings	Following the floods of 2022, securing insurance has become increasingly challenging. GSCC is now able to insure its assets only up to a total value of $2 million. Given that numerous buildings within Shepparton are valued significantly higher, this limitation could exert considerable financial pressure in the event of another flood disaster, particularly when it comes to replacing the structures that may be lost. That, it would place pressure on the finances to replace many of the structures lost in another flood event.
Transport, Open Spaces, Storm Water and Buildings	The current approach to condition inspections and their associated timelines may lead to gaps in data collection. This situation could potentially result in the GSCC being ineligible for insurance claims and financial assistance related to external funding opportunities.

4.3 Funding Sources and Revenue Stream

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary to retain an asset in as near an appropriate service condition as practicable, including regular, ongoing day-to-day work required to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

4.4 Life Cycle Cost Analysis

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 4.3. Asset valuable lives were last reviewed in June 2024-25.

Table 4.3 - Useful Lives of Assets

Asset (Sub)Category	Useful life
Land improvements	15 - 60 years
Land under roads	-
Buildings	10 - 100 years
Heritage assets	10 - 100 years
Plant, machinery and equipment	2 - 10 years
Furniture, equipment and computers	2 - 13 years
Art collection and civic regalia	-
Roads - surface and seal	12 - 60 years
Spray seal	12-15 years
Asphalt	20 years
Concrete	40 years
Kerb, channel and, minor culverts	60 - 90 years
Bridges and major culverts	40 - 100 years
Footpaths and shared paths	40 - 80 years
Drainage	50 - 90 years
Regulatory signs	7 - 35 years
Street furniture	5 - 50 years
Nature strip trees	50 years

The estimates for asset renewals presented in this Asset Plan are derived from the Asset Register.

Asset renewal is generally undertaken for two primary reasons:

1. To ensure the reliability of existing infrastructure, enabling it to effectively deliver the services for which it was initially designed (for example, replacing a bridge that has a 5-ton load capacity).

2. To maintain the infrastructure to a quality standard that meets current service requirements (for instance, assessing the condition of a playground).

To prioritise asset renewals, it is essential to identify specific assets or groups of assets that exhibit the following characteristics:

- A high consequence of failure.

- Significant usage that could disproportionately affect users.

- Above-average operational or maintenance costs, and

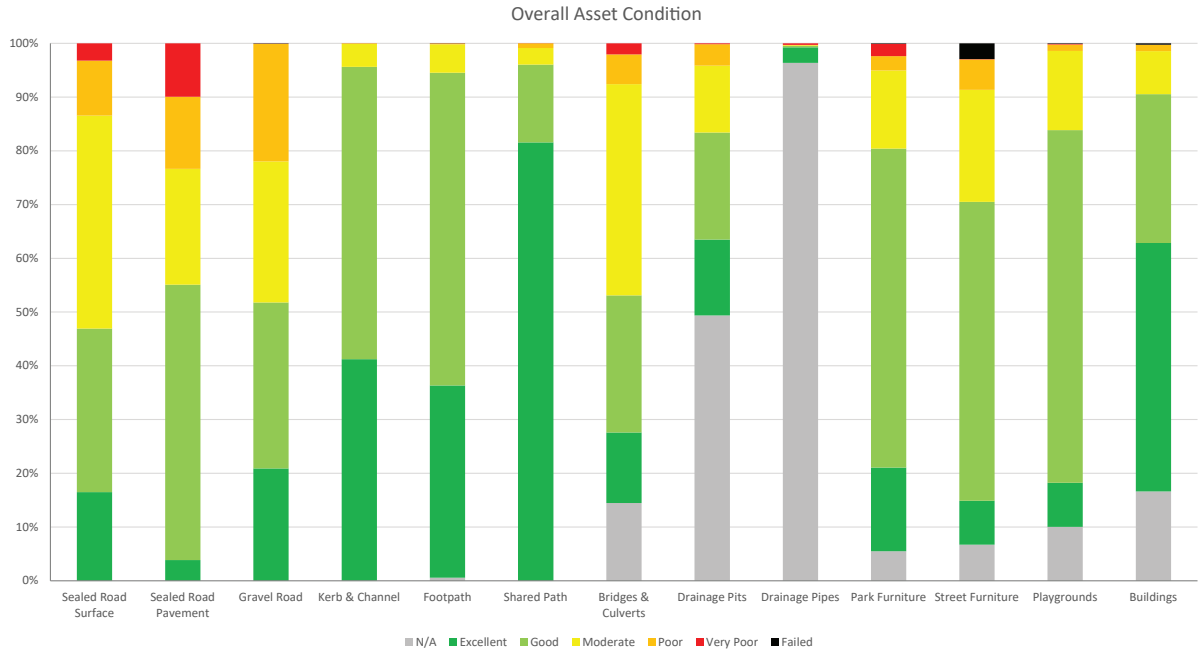
- The potential to lower life cycle costs through the replacement of outdated assets with modern equivalents that provide equivalent services.

The ranking criteria used to determine the priority of identified renewal proposals are detailed in Table 4.4.

Table 4.4 - Renewal Priority Ranking Criteria

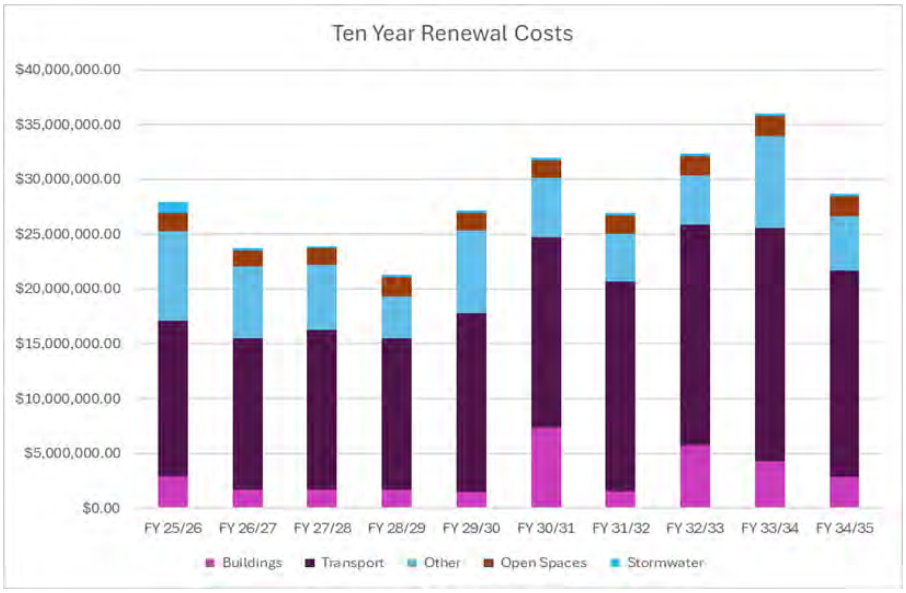
Score	Condition Rating	Description
1	**Excellent**	New or near new.
2	**Good**	Showing early stages of minor wear and tear.
3	**Moderate**	Functionality is sound with some signs of deterioration
4	**Poor**	Functionality is impacted by increasing deterioration and defects.
5	**Very Poor**	Significant signs of deterioration indicate a need for replacement soon.
6	**Failed**	Asset is unsound and needs to be replaced immediately

Figure 4.1 – Overall Asset Condition



The overall asset condition is represented in Figure 4.1. The forecasted renewal costs are projected to increase over time as the asset stock expands. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 4.2.

Figure 4.2 - Forecast Renewal Costs

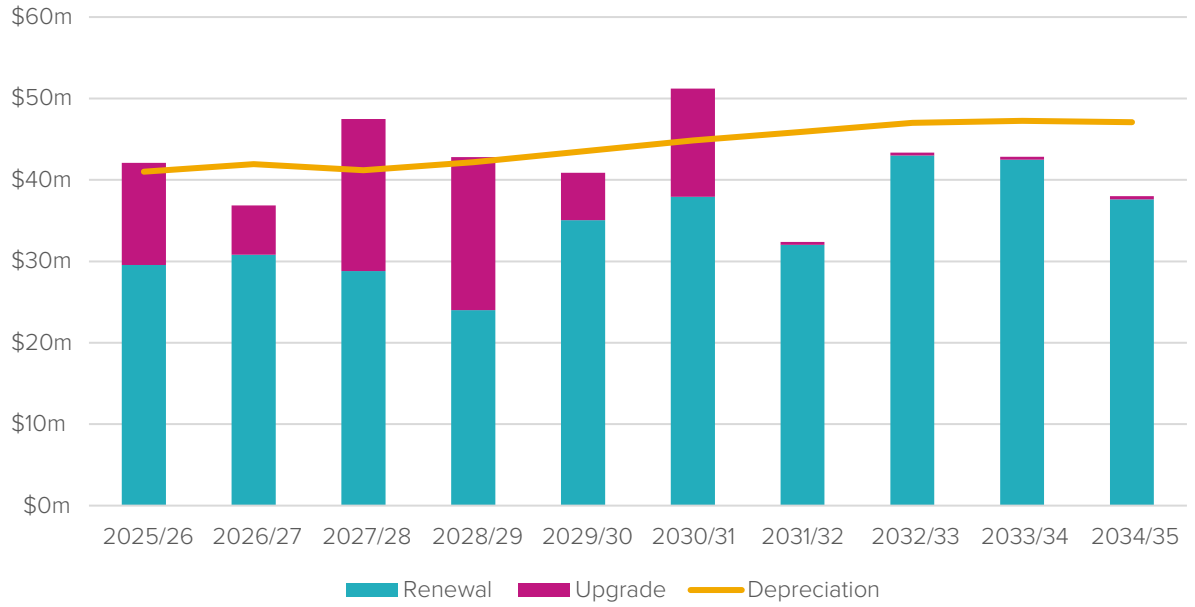


All figure values are shown in current day dollars.

4.5 Asset Renewal and Upgrade compared to Asset Depreciation

The current Asset Renewal and Upgrade Financial Plan compared to the Asset Depreciation is shown in Figure 4.3 below. In the first four years of the plan the sustainability ratio is 100% which indicates a strong alignment between asset management and financial management over those years. Over the life of the 10 year financial plan the ratio is 93% and the data indicates that further development of upgrade projects are required in years 7 to 10 of the plan, which is a key element of our asset management improvement plan and will improve as our asset management maturity grows.

Figure 4.3 - Asset Renewal and Upgrade compared to Asset Depreciation



4.6 New, Upgrade and Expansion Assets

The acquisition of new assets represents the introduction of resources that did not previously exist or the enhancement of existing assets beyond their current capabilities. Such initiatives may arise from increased growth, demand, or social and environmental considerations. Additionally, assets may be contributed as donations to the Greater Shepparton City Council.

The proposed acquisition of new assets, along with the upgrading of current assets, is identified through various channels, including community requests, proposals outlined in strategic plans, and collaborative partnerships. It is essential to review potential upgrades and new projects to confirm their alignment with the needs of the organization. This analysis should also encompass the development of a preliminary renewal estimate to ensure the long-term sustainability of services.

Once verified, proposals can be prioritized based on priority criteria and available funding, allowing for an effective schedule within future work programs. The criteria for priority ranking can be found in Table 3.4.

Table 4.5 - New and Upgrade assets over $5 million within the ten year capital program

Project	Construction Year	Total Project Cost
Watts Road Bridge	2030/2031	$21,000,000
Animal Shelter	2028/2029	$7,100,000
DCP North East Growth Corridor – Community Centre	2033/2034	$5,794,000
Telford Drive Basin	2029/2030	$5,033,000
Welsford St Office Redevelopment	2030/2031 to 2034/2035	$15,275,000
Shepparton Sports and Events Centre	2027/2028 to 2028/2029	$32,000,000

4.7 Disposal of Assets

Disposal includes any activity associated with the disposal of a decommissioned asset, including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are disposed of in accordance with Council's Accounting for Property, Infrastructure, Plant and Equipment Policy. Any costs or revenue generated from asset disposals are managed in accordance with the Reserve Accounting Policy.

5. Risk Management and Resilience

Infrastructure risk management aims to systematically document findings and recommendations derived from the periodic identification, assessment, and treatment of risks associated with providing infrastructure-enabled services. This process aligns with the principles outlined in International Standard ISO 31000:2018, which focuses on risk management principles and guidelines.

ISO 31000:2018 defines Risk Management as "coordinated activities to direct and control concerning risk."

The assessment of risks related to service delivery aims to identify potential threats that could lead to service disruption, personal injury, environmental impacts, financial setbacks, reputational damage, or other significant consequences. The risk assessment process involves recognising credible risks, evaluating the likelihood of their occurrence, and determining the potential consequences should such events occur. Furthermore, the assessment should facilitate the development of a risk rating, a comprehensive evaluation of identified risks, and the formulation of a risk treatment plan for those risks categorised as unacceptable.

5.1 Risk Identification and Assessment

Critical assets are defined as those with a high consequence of failure, causing significant loss or service reduction. Critical assets have been identified, and their typical failure mode and the impact on service delivery are summarised in Table 5.1. Failure modes may include physical failure, collapse, or interruption of essential services.

Table 5.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Roads	Essential Service Interruption (Fire/ Flood/Event)	Access to critical services, such as healthcare, food, and shelter, relies on open roads. When blocked by flooding, fires, or accidents, community mobility is hindered, isolating residents from essential resources and delaying emergency responses. Safe roads are also crucial for restoring essential services such as water, gas, telecommunications, and electricity after an event.
Tatura Showground and Shepparton Showground	Essential Service Interruption(Fire/ Flood/Event)	In the event of evacuations, the community and pets require housing. Both these facilities are critical in providing temporary accommodation during these events.
Landfill (facilities)	Physical Failure, Essential Service Interruption	Landfill facilities are a critical resource; the physical failure or interruption would result in a buildup of rubbish across the Council.
Childcare and Kindergartens	Physical Failure, Essential Service Interruption	The closure effect on families and children from respite and learning. Physical failure can result in additional travel times.

By identifying critical assets and failure modes, an organisation can ensure that investigative activities, condition inspection programs, maintenance plans, and capital expenditure plans target essential assets.

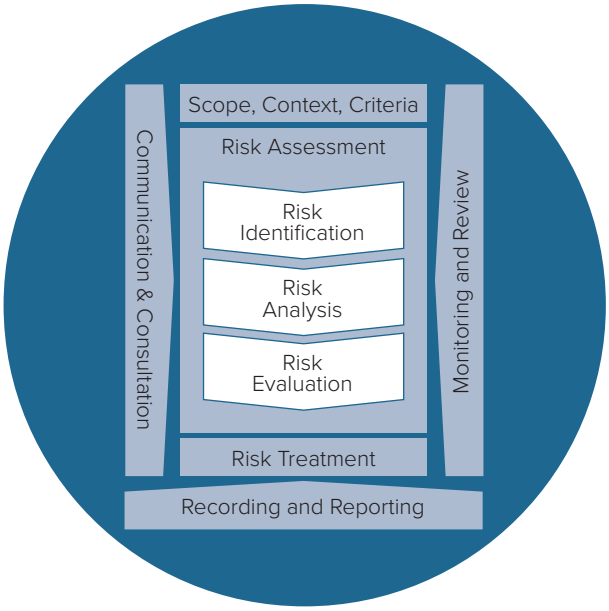
5.2 Mitigation and Adaptation Strategies

The risk management process used is shown in Figure 5.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for selecting treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

Figure 5.2 Risk Management Process – Abridged



Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, assesses the likelihood of the risk event occurring, determines the consequences should the event occur, develops a risk rating, evaluates the risk, and develops a risk treatment plan for unacceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

5.3 Climate Change and Environmental Considerations

Climate change poses a significant challenge, impacting economic structures, infrastructure performance, and the sustainability of asset portfolios. Increasing temperatures, extreme weather events, and shifting climate patterns underscore the need to integrate environmental risks into asset planning.

The rising incidence of floods, storms, and droughts threatens essential assets like transportation networks and energy grids. Proactively identifying vulnerable assets is crucial to prevent service disruptions and costly repairs.

Evolving climate policies are pushing for reduced greenhouse gas emissions and enhanced sustainability reporting, making compliance essential for mitigating penalties and capturing available subsidies. Climate change introduces transition and physical risks that can affect asset valuations and market perceptions. Embedding climate risk assessments into asset management can enhance competitiveness and improve long-term investments.

Incorporating climate projections enables targeted infrastructure investments, maintenance redesign, and flexible design standards, contributing to cost efficiencies and service reliability. As the Greater Shepparton City Council pursues decarbonisation, it can explore renewable energy initiatives and green projects, fostering public-private partnerships and community engagement.

Comprehensive monitoring systems are necessary to track climate trends and performance. Utilising climate models allows for regularly updating maintenance schedules and investment priorities.

Conducting climate modelling and vulnerability assessments is essential for developing effective adaptation strategies that align with financial metrics. A phased investment plan should prioritise upgrading high-risk infrastructure elements to enhance operational reliability and reduce emissions.

Recognising climate change as a current reality, integrating climate risk management into asset planning is crucial for mitigating impacts, seizing opportunities for sustainable growth, ensuring long-term value, and achieving operational excellence.

Table 5.1 - Environmental Risks

Risk	Risk Evaluation
Adaptation and mitigation	Adaptation efforts must be approached within the framework of carbon constraints, and the Greater City of Shepparton should prioritise the sustainability of its adaptation initiatives. For instance, while addressing heat stress through the increased use of air conditioning units may provide immediate relief, this strategy has significant implications for energy consumption and budget allocations, particularly as the cost of carbon becomes more prominently considered.
Migration pressures towards resilient areas	Individuals may pursue relocation to areas characterised by lower risk exposure. This trend will likely exert increased pressure on destination regions' housing markets, infrastructure, and planning services. Concurrently, the Greater City of Shepparton in the original areas may experience declining revenue streams and a diminished rate base. Given their financial means, it is anticipated that individuals with stable incomes will be the first to relocate, resulting in a concerning scenario where more vulnerable members of society become concentrated in regions facing the highest risks.
Biophysical changes	The Greater City of Shepparton is anticipated to confront increasingly variable and extreme weather events, including floods, storms, droughts, and heatwaves. These incidents will significantly affect aquatic and terrestrial ecosystems, agriculture, and infrastructure. Considering these factors in the planning and development of infrastructure intended to have long-term resilience and sustainability is essential.
Liability	Without consistent planning legislation and clearly defined roles and responsibilities related to adaptation, councils may face challenges in effectively opposing maladaptive development, resulting in potential litigation risks.
Risk transfer	Insurance is frequently regarded as a tool for transferring the risks associated with climate change. However, a market-driven mechanism continually adapts to evolving risk profiles. Insurers may opt to deny coverage, as observed recently in Shepparton following the floods of 2022, or may raise premiums to levels that become unaffordable for many. Such changes can have significant repercussions, affecting not only individual peace of mind but also property values and marketability. Consequently, the challenges associated with obtaining insurance for natural hazards may lead to broader community decline.

6. Implementation, Monitoring and Review

The implementation of the monitoring and review component of the Greater City of Shepparton Asset Plan focuses on establishing a continuous feedback loop to ensure that assets are maintained in optimal condition and that the plan remains adaptable to evolving circumstances. This process entails defining appropriate performance indicators, establishing regular data collection protocols, scheduling structured reviews, and acting on the insights obtained. This ongoing cycle enables the timely identification of deviations from expected performance, facilitates necessary corrective actions, and fosters a culture of continuous improvement within the Greater City of Shepparton.

6.1 Action Plans and Priority Projects

The Asset Plan delineates a structured six-step approach to collect data through thorough inspections and condition reports to enhance asset management processes within the Greater City of Shepparton. This process includes reporting data against Key Performance Indicators (KPIs) to evaluate overall performance, developing strategies to address identified deficiencies, and establishing performance benchmarks.

The initial step involves precisely defining Key Performance Indicators (KPIs). These KPIs may encompass equipment uptime, maintenance costs, asset condition scores, and risk exposure, all of which quantify performance relative to established expectations.

Following the establishment of KPIs, the next phase emphasises the implementation of robust data collection methodologies. This may involve a range of strategies, from manual inspections conducted by trained personnel to the engagement of qualified contractors for comprehensive condition reports. Such approaches will provide a holistic view of asset health and performance.

Once data collection is initiated, it is imperative to conduct regular performance reviews at defined monthly, quarterly, or annual intervals. Designated teams should evaluate the collected data against the established KPIs during these reviews. This assessment will illuminate areas where performance may not meet expectations and identify opportunities for improvement.

Table 6.1 - Data Collection Approach

	Activity Details/Tools	Responsible Parties
1	Define KPIs - Identify measurable performance indicators (e.g., asset downtime, condition scores, maintenance costs)	Assets Steering Committee and the Executive Leadership Team
2	Data Collection - Use tools such as sensors (IPAVE), Confirm, or manual inspections to gather data	Maintenance Teams/Field Inspectors/Contractors
3	Schedule Reviews - Create a review calendar (monthly, quarterly, annually) to evaluate performance against KPIs	Assets Steering Committee
4	Data Analysis - Benchmark current performance against historical data and targets to identify trends or issues	Assets Team
5	Corrective Action - Develop and implement action plans to address identified gaps or deviations, promoting continuous improvement.	Operations, Parks and Gardens, Projects,
6	Documentation & Reporting - Record performance, findings, and improvement actions; communicate these insights to stakeholders	All Involved Departments

Adhering to the following steps will ensure that your asset management plan remains agile and closely aligned with the Greater City of Shepparton's objectives. This strategic approach enhances asset reliability and performance while supporting informed decision-making for long-term success. Integrating digital tools and automation can optimise data collection and analysis, facilitating real-time monitoring and prompt responses to emerging challenges.

In addition to these foundational elements, it is worthwhile exploring advanced asset

management platforms that leverage Internet of Things (IoT) sensors and Artificial Intelligence (AI) analytics. These platforms provide predictive maintenance capabilities, alerting stakeholders to potential issues before they escalate and offering valuable insights into asset lifecycle performance. Furthermore, fostering open communication among cross-functional teams, including finance, operations, and IT, can enhance the evaluation process by incorporating diverse perspectives and ensuring that proposed improvements are technically sound.

6.2 Performance Indicators and KPIs

Key Performance Indicators (KPIs) play a critical role in asset management by providing measurable metrics for evaluating asset performance, condition, and utilisation. These indicators enable organisations to monitor progress, pinpoint areas for improvement, and make data-driven decisions aimed at optimising asset use while minimising costs. Important KPIs such as compliance with the Road Management Plan and Service Level agreements facilitate predictive maintenance strategies, while asset utilisation rates assist in identifying underutilised resources. The careful selection of relevant KPIs ensures alignment with organisational objectives and fosters long-term success.

Table 6.2 - KPIs

KPI	Definition	Purpose
Transport	We will assess the associated costs related to our activities, benchmark our performance against the Road Management Plan (RMP), and strive to enhance the overall quality of our condition data.	To enhance production capacity, it is essential to ensure compliance with the Road Management Plan (RMP) and improve the overall condition of our assets.
Open Space	We will implement measures to assess associated costs related to our activities, evaluate our performance against the Open Space Strategy, and seek opportunities to enhance the overall condition data.	Ensuring compliance with the Open Space Strategic Plan and the Play Safe Strategy is essential. Consideration should be given to disposing of assets that do not align with the objectives of these strategies. Additionally, efforts should be made to enhance the overall condition of the assets to better serve our goals.
Buildings	We aim to implement strategies to manage associated costs related to our activities, evaluate performance benchmarks in both customer service and technical service levels, and enhance the overall quality of our condition data.	Adherence to the established customer service and technical service levels is essential. Additionally, it may be necessary to evaluate the disposal of assets that do not align with the council's strategic objectives. Improving the overall condition of our assets is also a key priority.
Drainage	To enhance our operational effectiveness, we will implement measures to assess associated costs related to our activities. Additionally, we will benchmark our performance against the Road Management Plan (RMP) and strive to improve the overall condition data.	To enhance production capacity, it is essential to ensure compliance with the Risk Management Plan (RMP) and to improve the overall condition of our assets.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6.3 Reporting, Evaluation and Continuous Improvement

The Balanced Scorecard (BSC) is a strategic management framework designed to enhance business performance by aligning daily operations with long-term objectives. This framework expands upon traditional financial metrics by incorporating additional perspectives, including customer satisfaction, internal processes, and learning and growth. This comprehensive approach will enable Greater Shepparton City Council to monitor performance across multiple dimensions, ensuring that short-term actions align with long-term goals.

The BSC effectively translates an organisation's vision into clear, actionable objectives. Mapping out strategic goals and linking them to specific performance indicators promotes a unified direction among all departments and employees, ensuring everyone is working towards shared objectives.

Additionally, the BSC visually represents the organisation's asset goals and key performance indicators (KPIs), demonstrating how various activities contribute to their achievement. This clarity enhances internal communication and helps employees understand their roles within the broader organisational strategy. By evaluating performance from multiple perspectives—beyond just financial metrics—the BSC offers a more holistic view of organisational health. This balance aids in identifying areas of strength as well as opportunities for improvement across different facets of the business.

Moreover, the BSC integrates various performance metrics, which facilitates data-driven decision-making. Managers have a comprehensive data set to make informed choices aligned with strategic objectives. The BSC's learning and growth perspective highlights the importance of organisational capacity development. Organisations can cultivate an environment of continuous improvement by prioritising employee training, knowledge management, and cultural development.

7. Stakeholder Engagement and Communication

The public engagement initiative was conducted through the Greater Shepparton City Council website. Four hundred seventy-one participants completed the survey, which consisted of nine questions. The initial question required participants to rank 30 asset categories in order of perceived importance. Subsequently, these assets were classified into four asset management categories, and participants were asked to identify their top three priorities. The final two questions focused on the participants' residential area within Greater Shepparton and their age demographics.

The first question asked, "Council maintains various facilities, infrastructure, and living assets (like trees). Please rank them in order of importance to you". There were 30 pre-defined criteria, and the five top priorities the participants raised were:

1. Sealed Road Condition
2. Open Space Areas, Parks and Gardens
3. Footpaths and kerbs
4. Public Lighting
5. Public Toilets

While leisure centres and pools come in at a close six.

The next series of questions focused on participants selecting three areas they would like to see improved from the four Asset Management Plan categories:

- Transport
- Open Spaces
- Buildings
- Stormwater Drainage

7.1 Transport

The key Transport responses included three of the top five responses from question one: Council-owned Sealed Roads, Footpaths, and Kerb and Public Lighting. In the transport survey, Off-road shared paths ranked higher than Street Lighting. Figure 7.1 shows the percentage breakdown of participants' responses.

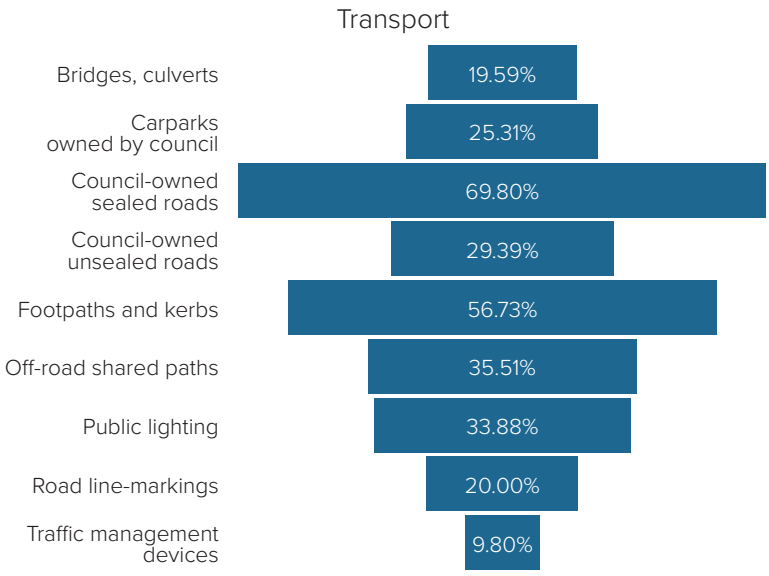

Figure 7.1- Community responses regarding their primary priorities within the Transport portfolio

7.2 Open Spaces

The community rated Open Space Areas, Gardens, and Parks as the second most important asset; they would like to see improvements in these areas throughout this Asset Plan. While the community commentary was subjective, the community raised concerns over planting more street trees; however, they wanted better street tree maintenance. At the same time, the community wanted more suitable species planted to adapt to the power line pruning and inner city infrastructure. Figure 7.2 shows the percentage breakdown of participants' responses.

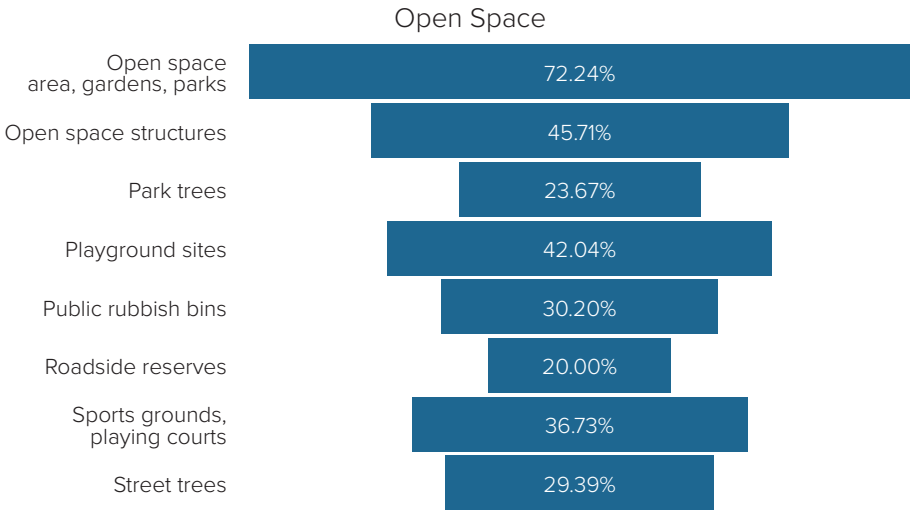

Figure 7.2 - Community responses regarding their primary priorities within the Open Space portfolio

7.3 Buildings

Whilst the Public Toilet was rated number five in overall services, the community wanted to address it in this Asset Plan. When the community was asked to pick three of the below-listed, the leisure centre and pools were just as important as public toilets. The community commentary strongly reflected this sentiment, and a significant number of community members expressed a desire for improved sporting and aquatic centre facilities, including Aquamoves, Shepparton Sports Stadium and Kids Town. They noted the quality of facilities available in neighbouring cities such as Bendigo and Wangaratta as a benchmark for enhancement. Figure 7.3 shows the percentage breakdown of participants' responses.

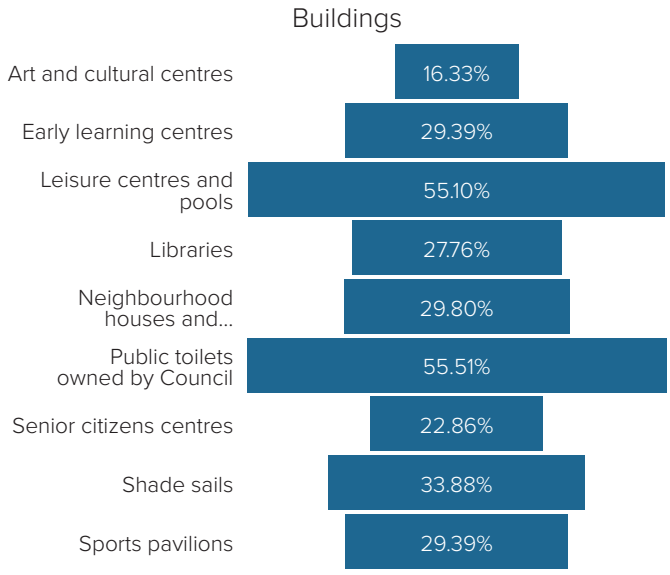

Figure 7.3 - Community responses regarding their primary priorities within the Buildings portfolio

7.4 Stormwater Drainage

Overall, no drainage assets were listed in the top five holdings for improvement: Stormwater, drainage, and pits ranked at number 10. While this could be attributed to the current dry spell the region is experiencing, some drainage issues were raised during the community commentary. Their commentary was more related to their specific problems with drainage at Grammar Park.

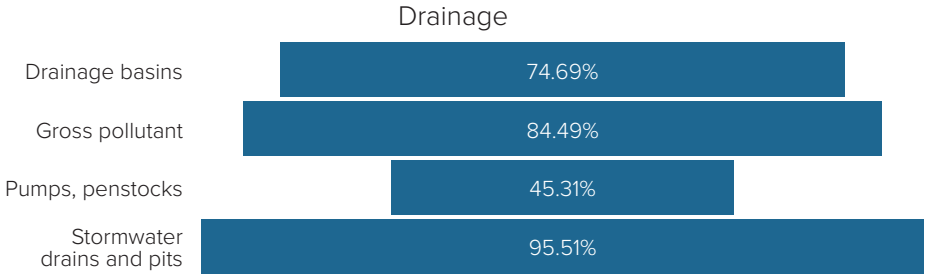

Figure 7.4 - Community responses regarding their primary priorities within the Drainage portfolio

The three major factors influencing future demand and the impacts they have on service delivery are:

- Increased Population Growth - The rapid growth of the population is leading to housing developments situated at greater distances from the central business district. This trend may result in existing services being insufficient to meet the needs of these new developments, necessitating the establishment of additional amenities such as community centres, parks, public restrooms, and sports facilities.
- Community Expectations—In the Asset survey conducted in March 2025, a significant number of community members expressed a desire for improved sporting and aquatic centre facilities. They noted the quality of facilities available in neighbouring cities such as Bendigo and Wangaratta as a benchmark for enhancement.
- Connectivity – The primary concern expressed by the community pertains to issues related to roads and footpaths. Feedback highlighted several key areas that require attention, including the need for road maintenance, the increasing volumes of traffic, the presence of intersection black spots, and the impact of heavy vehicle traffic along Wyndham Street, High Street, and Doyles Road. Additionally, there were concerns regarding the connectivity of footpaths within the area.

We will proactively meet these demands by enhancing our current assets and introducing new ones. Our demand management approach will also explore innovative non-asset solutions, risk insurance, and effective failure management, ensuring a resilient and responsive strategy for the future.

- Budgeting - Allocating resources and setting budgets based on anticipated demand.
- Demand Planning - Translating forecasted demand into specific actions, such as developing Master Plans, Needs Assessments and Asset Management Plans.
- Data-Driven Decision Making - Using data and analytics to inform demand, forecasting and planning decisions.

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Phone: (03) 5832 9700 **SMS:** 0427 767 846

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Join the conversation:

Greater Shepparton City Council is NRS friendly. If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service:

TTY users: 133 677 then ask for (03) 5832 9700.

Speak & Listen users: (speech-to-speech relay) 1300 555 727 then ask for (03) 5832 9700.

Internet relay users: Connect to the National Relay Service via www.relayservice.com.au and then ask for (03) 5832 9700.

A hearing loop is also available at Council's customer service centre and Council meeting rooms.

Interpreter service available.