

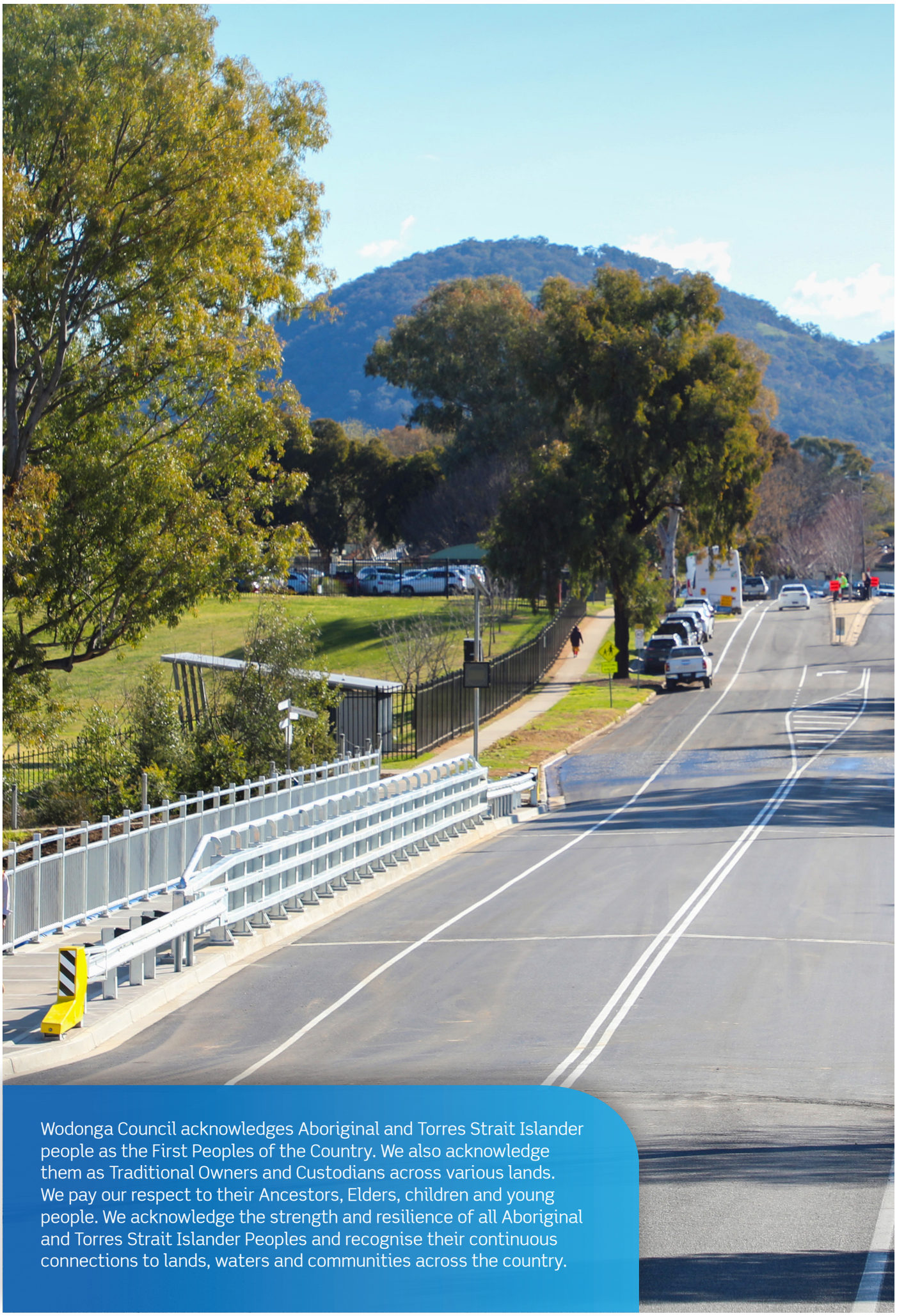





CITY OF WODONGA VIC

Draft
Asset Management Strategy

2026



Wodonga Council acknowledges Aboriginal and Torres Strait Islander people as the First Peoples of the Country. We also acknowledge them as Traditional Owners and Custodians across various lands. We pay our respect to their Ancestors, Elders, children and young people. We acknowledge the strength and resilience of all Aboriginal and Torres Strait Islander Peoples and recognise their continuous connections to lands, waters and communities across the country.

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Our city at a glance

Alongside the *Wodonga 2050 Community Vision*, the *Council Plan 2025 – 2029* (Council Plan), *Asset Plan 2025* (Asset Plan) and the *Long-Term Financial Plan* (LTFP), this *Asset Management Strategy 2026* (AMS) provides a strategic roadmap for how Wodonga Council manages and utilises its assets to maximise value and efficiency. It ensures that assets are aligned with organisational goals, support long-term sustainability and minimise risk for ratepayers.

A focus of this strategy is strengthening Wodonga's asset management maturity. By assessing current capability and establishing a clear improvement roadmap, the organisation can systematically enhance its practices, embed best-practice principles and ensure continuous uplift over time. This structured approach supports transparent decision-making, improves service performance and ensures that future generations benefit fairly from today's investment choices.

Through this maturity-driven improvement pathway, the strategy reinforces evidence-based decision-making and guides the efficient allocation of resources, supporting effective service delivery and the long-term success of the organisation.







Wodonga Council manages a substantial portfolio of public assets that support the wellbeing, liveability and growth of our community. As the city continues to expand and attract new residents, existing infrastructure ages and the demand for new and upgraded assets increases.

To make informed decisions about what it can sustainably afford, the organisation must understand how factors such as population growth and climate change influence long-term maintenance and renewal costs. As assets undergo expected wear and tear and community expectations evolve, it is essential that we are transparent about service levels and standards, ensuring we balance economic, social, cultural and environmental considerations within a finite budget.

The council's *Wodonga 2050 Community Vision* (the Vision) shapes the council's future by outlining the its aspirations to 2050. It details how the council will prioritise its resources and efforts and measure success in meeting the needs of its community.

Wodonga Council manages an infrastructure portfolio with a replacement value exceeding $1.13 billion, spanning roads, open space and recreation, buildings and other structures and Stormwater assets. A key objective identified through this strategy and the recent maturity audit is to enhance the council's Strategic Asset Management (SAM) capability across the organisation. Strengthening SAM practices will enable the council to better manage asset performance and optimise renewal investment in a funding-constrained environment, ultimately improving the council city's long-term rate of asset consumption.

Based on the *Long-Term Financial Plan* (LTFP), Wodonga Council's average asset consumption (depreciation) over the next 10 years is projected at approximately 1.90 per cent, equating to around $21.44 million per annum in depreciation expense.

The council has recognised that asset management serves as a core business function which can enable development of its strategic service delivery – aligning stakeholder needs, expectations and priorities to service delivery, in a sustainable way, for predictable whole-of-lifecycle cost and value for money outcomes.

This approach ensures that Wodonga's assets continue to underpin the services, facilities and amenities our community relies on - both now and into the future - delivering long-term, sustainable benefits for all residents.

The financial information presented in this Strategy has been prepared using the *2026/27 to 2035/36 Long Term Financial Plan* (LTFP), with operating and maintenance costs sourced from the published 2025 Asset Plan.

All financial asset balances data and supporting analysis are based on audited financial results as at June 30, 2025/2026, ensuring consistency with Council's most recent verified financial position.





2. Our assets at a glance

$1.13 billion building and infrastructure asset value	$25,000 asset value per capita	66 per cent Asset Consumption Ratio (Remaining service potential)	$19.5 million average annual capital renewal over next 10 years

Current state of the assets



Buildings

- $209.2 million replacement value
- $5.2 million 10 year forecast average annual renewal



Roads

- $488.6 million replacement value
- $7.2 million 10 year forecast average annual renewal



Parks, open space and streetscapes

- $56.2 million replacement value
- $2.3 million 10 year forecast average annual renewal



Drainage

- $233.7 million replacement value
- $2.6 million 10 year forecast average annual renewal



Footpaths and cycleways

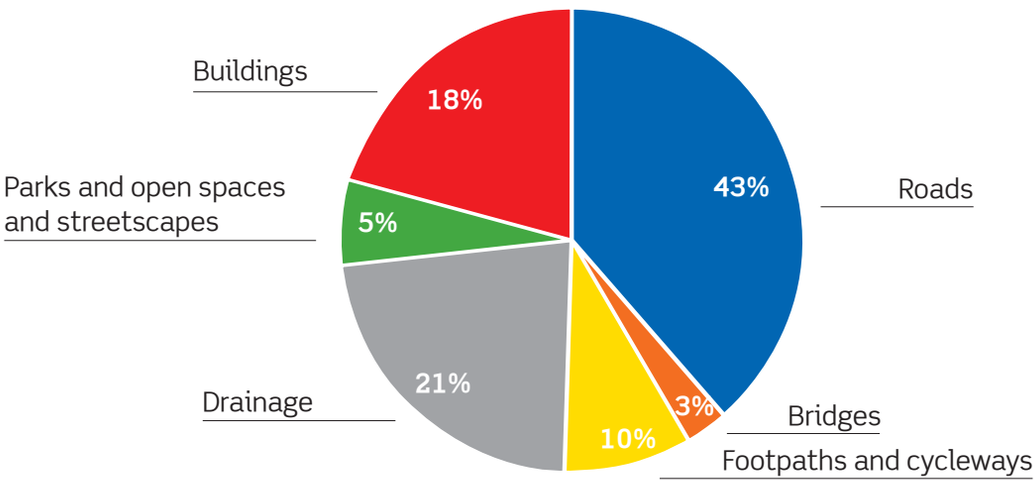
- $110.1 million replacement value
- $1.3 million 10 year forecast average annual renewal



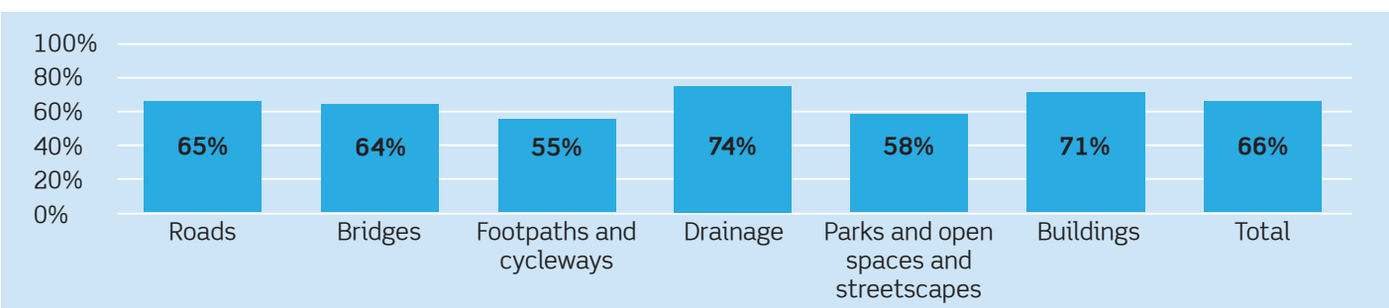
Bridges

- $34.9 million replacement value
- $807,000 10 year forecast average annual renewal

The council is responsible for the management of a wide range of assets that are recorded within the financial reporting category of fixed assets. Infrastructure assets, excluding land, have a replacement value of more than $1.13 billion. The figure below shows the distribution of assets that makes up the replacement value.



Remaining Service Potential (%) shows how much of the asset portfolio's value remains before major renewal or replacement is required. It is calculated by aggregating the current written-down value of assets compared with their replacement value. A result of 66% means that, on average, Council's assets have approximately 66% of their service potential remaining. This measure reflects asset age and consumption, rather than physical condition alone. This does not mean assets are nearing failure; Council renews assets based on condition, risk and service needs to ensure they continue to provide reliable services to the community. The figure will be used to benchmark against other councils and public authorities, as well as to track long term performance trends.



3. Introduction

3.1. Purpose of the strategy

The purpose of this *Asset Management Strategy 2026 (*AMS*)* is to inform Wodonga Council's (the council) commitment to best practice asset management, provide principles for sound asset investment decision-making and to outline the range of activities needed to achieve the continued implementation of the council's *Asset Management Policy* and, in turn, the objectives that are stated in the Council Plan.

The AMS is intended to be a public facing document which informs the community on how the council will manage community assets to achieve Wodonga's 2050 vision to be *"A vibrant, well-planned city where people, nature and opportunity thrive through connection, resilience and leadership."*

The AMS details how the council will optimise capital and maintenance requirements and balance new assets and growth with current infrastructure to deliver services in line with evolving community needs and expectations.

The AMS aims to provide a linkage between strategic asset management planning and objectives, as well as the council's service plans, which ensure the council's investment in services is achieving desired outcomes. The levels of service determined through service planning processes are used to inform this strategy. Understanding each service assists the council in comparative choice decisions when undertaking resource adjustments across the organisation.

This AMS outlines the council's current asset management maturity and establishes a structured action plan to support ongoing capability uplift and continuous improvement.

Compliance with the Local Government Act

Wodonga Council has prepared this AMS to support the implementation of the Asset Plan, which is the document required under the *Local Government Act 2020* (the Act). The Act requires councils "to develop, adopt and maintain an asset plan with a minimum 10-year outlook."

Wodonga Council's Strategic Planning Framework

Wodonga's integrated planning approach provides clear line-of-sight across key documents, including the Vision, Council Plan, LTFP, this AMS and service plans. The AMS works alongside these documents to ensure asset investment, renewal and service delivery decisions are aligned and financially sustainable.

Wodonga Council's deliberative engagement

Consistent with Wodonga's *Community Engagement Policy*, the council will engage with the community on decisions that influence assets and service delivery. This AMS is based on the 2025 deliberative engagement and community initiatives, ensuring that community values directly inform strategic priorities. Deliberative engagement practices will continue to be used in the development of major strategic asset management documents to ensure community expectations shape long-term planning.

3.2. Our community and population

Nestled along the Murray River and surrounded by scenic hills, historic River Red Gums and productive farmland, Wodonga shows a strong sense of community spirit. With an estimated resident population of 44,717 (2025)[1] , it is the largest city in North East Victoria, covering an area of 432.6 square kilometres.

A growing population

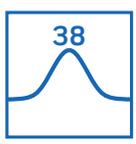
A forecasted 34.96% population growth

46,561 in 2025

62,837 by 2046

A young community

Median age



Largest age group 30 to 34 years.







Notable increase in residents aged 70 to 79 years (41.6% between 2016 and 2021).

Increasing diversity



24% increase in people born overseas.

27.8% increase in people speaking a language other than English at home.





36.3% increase in people with a need for assistance in their day-to-day lives due to a disability.

Diverse housing requirements



26.9% of households are couples with children.



Lone person households have increased from 24.6% in 2016 to 26.9% in 2021.



24.7% of households are very low or low-income households.



5.5% of households are social housing, much higher than the regional Victoria average of 3%.



2.1% of people were homeless or at risk of becoming homeless.



7.9% of households experience housing stress, spending 30% or more of their income on housing costs.

Growing economy



$3.08 billion Gross Regional Product



23,640 local jobs



3280 local businesses



4.4% unemployment (Sept 2024) compared with 3.5% in wider regional Victoria

[1] . .id community, City of Wodonga Community Profile
[2] City of Wodonga Council Plan 2025-2029

3.3. Our future ahead

Like many councils in Australia, Wodonga faces a dynamic and evolving infrastructure environment that brings both challenges and opportunities. **It is important for the council to maximise the value derived from available financial and resource capacity through informed decision-making and effective prioritisation.**

The development of strategic objectives within the AMS considered key challenges identified by these strategies, in addition to targeted stakeholder consultation sessions identified during the development of the Vision and Council Plan. Four key challenges and opportunities in managing assets were identified within the Asset Plan. These challenges are briefly summarised below.



4. Strategic context

Victoria's Integrated Strategic Planning and Reporting Framework (ISPRF) enables Wodonga Council to align all major plans and strategies, providing a clear vision and a coordinated roadmap for delivering community priorities and aspirations. The framework requires councils to take a long-term, transparent and community-informed approach to planning and decision-making, supported by meaningful engagement with the community.

The Council Plan sets out the community's vision, aspirations and priorities for the future of Wodonga over a four-year period (2025 to 2029). The Council Plan is structured around four key themes that reflect the *Wodonga 2050 Community Vision* and the community feedback received during the engagement process.



The strategic objectives and initiatives outlined in the Council Plan are designed to help asset managers deliver on these themes and achieve the associated community aspirations for Wodonga. The following table shows how the core asset areas align with the four themes, demonstrating how asset management activities contribute to the delivery of the council's Community Vision. It also identifies which asset areas play a role in achieving each strategic initiative outlined in the Council Plan.

Council Plan strategic objective and initiatives	Transport	Drainage	Buildings	Parks, open spaces and streetscapes
1. Liveable and connected communities				
1.1 Community life				
1.1.1 Increase awareness of local services and activities and how to access them				✓
1.1.2 Facilitate opportunities for active involvement and connection within the local community			✓	✓
1.1.3 Foster community safety initiatives	✓	✓	✓	✓
1.2 Active living				
1.2.1 Promote and facilitate active living			✓	✓
1.2.2 Create and sustain a welcoming and accessible network of play spaces, parks and open areas			✓	✓
1.2.3 Encourage community participation in sport and recreation			✓	✓
2. Thriving local economy				
2.1 Economic prosperity				
2.1.1 Encourage the activation of Wodonga CBD as a vibrant and welcoming destination	✓	✓	✓	✓
2.1.2 Build and strengthen relationships with businesses that operate locally, key industries, organisations and education and training providers				
2.1.3 Drive the development and promotion of Logic Wodonga as the premier industrial hub along the Hume Freeway freight corridor				
2.1.4 Actively seek productive investment and innovation that supports economic growth				

Council Plan strategic objective and initiatives	Transport	Drainage	Buildings	Parks, open spaces and streetscapes
2.2 Visitor economy				
2.2.1 Advocate for new business development and strengthen the local and regional visitor economy				
2.2.2 Encourage the development of visitor accommodation options in Wodonga				
3. Resilient infrastructure and environment				
3.1 Community infrastructure				
3.1.1 Maintain community buildings, local road and drainage networks to effectively meet the needs of the community	✓	✓	✓	✓
3.1.2 Partner with community organisations to ensure community buildings and spaces foster diversity, liveability and sustainability			✓	✓
3.1.3 Advocate for and collaborate with relevant transport agencies on rail, highway and public transport infrastructure	✓	✓	✓	✓
3.1.4 Develop a network of pedestrian pathways to support recreational and commuter movement	✓	✓		✓
3.1.5 Ensure Wodonga's built environment is safe and fit for purpose	✓	✓	✓	✓
3.2 Resilient environment				
3.2.1 Effectively manage natural areas and open spaces				✓
3.2.2 Support and promote community driven environmental programs and initiatives				
3.2.3 Optimise the council's energy and water consumption and explore innovation in sustainable waste management		✓		
3.2.4 Support and promote adaptation initiatives to address climate change	✓	✓	✓	✓

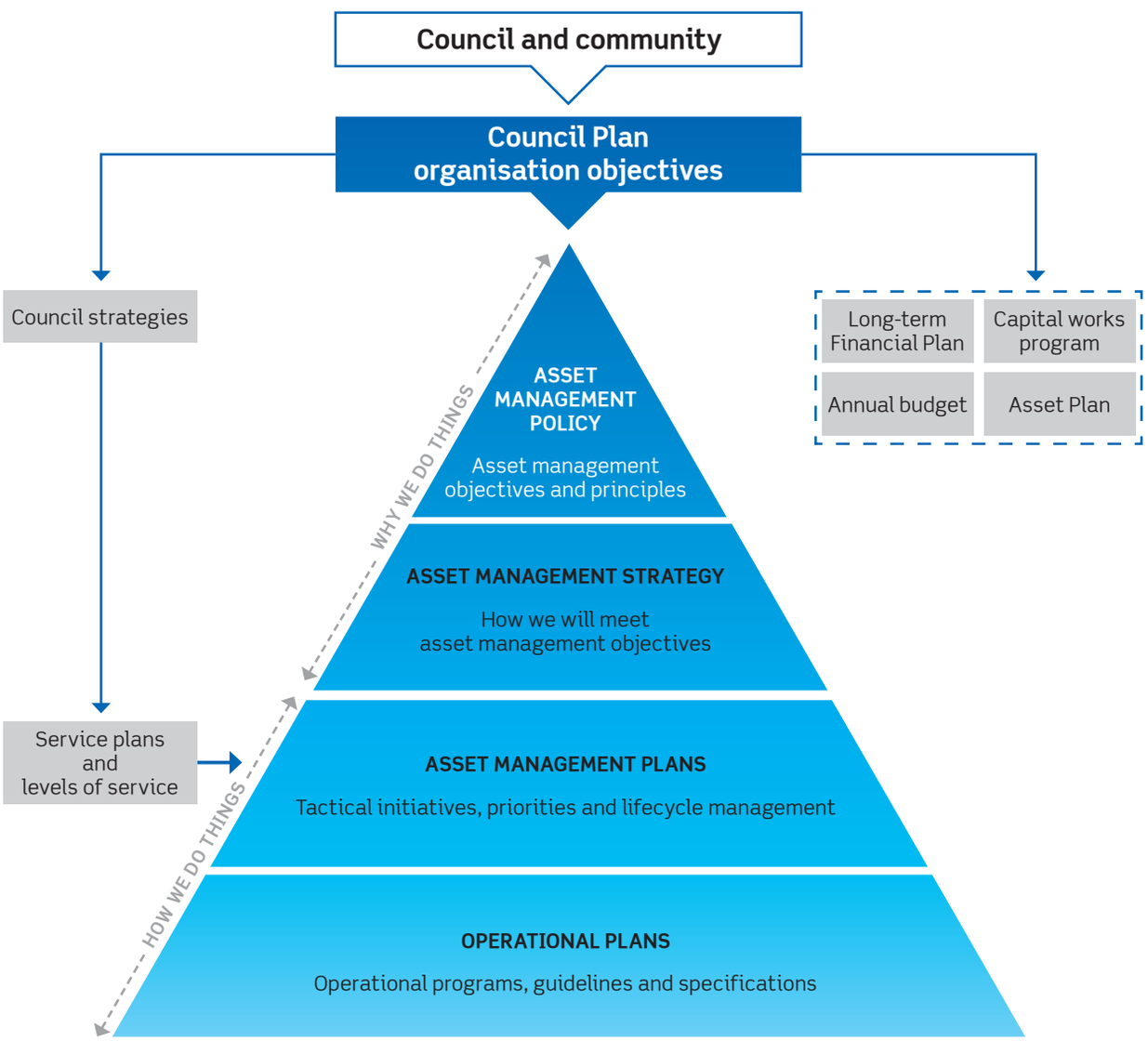
Council Plan strategic objective and initiatives	Transport	Drainage	Buildings	Parks, open spaces and streetscapes
4. Effective leadership and sustainable future				
4.1 Responsible leadership				
4.1.1 Enhance financial planning and reporting processes to ensure the council's long term financial sustainability	✓	✓	✓	✓
4.1.2 Show civic leadership through transparent decision making, adherence to good governance and reporting responsibilities	✓	✓	✓	✓
4.1.3 Maintain an innovative and responsive policy and integrated planning framework to sustain future growth and development				
4.1.4 Deliver efficient council services that provide value for money for the community	✓	✓	✓	✓
4.1.5 Cultivate an engaged, capable and future ready workforce through a culture of excellence, continuous learning and high performance				
4.2 Advocacy and partnering				
4.2.1 Advocate to stakeholders and decision makers on key community issues, while proactively seeking partnerships with government, businesses and community organisations				
4.2.2 Collaborate with key partners and agencies to proactively plan for emergencies and ensure coordinated preparedness and recovery efforts	✓	✓	✓	✓

4.1. Asset management planning

Wodonga Council takes a lifecycle management approach to asset management planning, considering the resourcing requirements to operate, maintain, rehabilitate and renew assets to meet service level requirements and asset useful life expectancy.

The council's asset management practices are governed internally by the *Asset Management Policy*, the Asset Plan, this AMS, individual asset management plans and supporting documents and strategies. The council's *Asset Management Framework* is shown in the Figure below. This framework, including this strategy, is a vital part of the equation that enables the council to deliver on the following asset specific strategic outcomes within the Council Plan.

Within the framework, several key documents support asset management at Wodonga. These documents include the following.



Asset Management Framework

Document	Description
Asset Management Policy	The policy outlines the organisation's commitments and expectations for decisions, activities and behaviours concerning asset management and sets out the principles for how an organisation intends to apply asset management to achieve its organisational objectives.
Asset Management Strategy	Specifies how organisational objectives are to be converted into asset management objectives, the approach for developing asset management plans and the role of the asset management system in supporting achievement of the asset management objectives. Includes documenting the relationship between the organisational objectives and the asset management objectives and defines the framework required to achieve the asset management objectives.
Asset Plan	A long term (minimum 10-year) plan required under the *Local Government Act 2020*. It outlines the current state, performance, condition, and projected lifecycle needs of major asset classes. The Asset Plan identifies renewal gaps, funding requirements, levels of service, risks and long term financial implications to support transparent, sustainable decision making.
Asset management plans	Plans developed for the management of one or more infrastructure assets that combines multidisciplinary management techniques (including technical and financial) over the lifecycle of the asset in the most cost-effective manner to provide specified levels of service. A significant component of the plan is a long-term cash flow projection for the activities.
Long-Term Financial Plan	Demonstrates the council's financial commitment to developing and maintaining community assets and services over a longer timeframe (10 years).
Service plans (including levels of service)	Assist in ensuring the council's investment in services is achieving desired outcomes and create better understanding of each service to allow comparative choice decisions to be made when undertaking resource adjustments across the organisation.
Operational plans	Assist in the ongoing operation and maintenance of the council's infrastructure.

4.2. Asset management leadership

Wodonga Council's *Asset Management Policy* outlines the roles and responsibilities for asset management across the organisation. An Asset Management Steering Group (AMSG) comprising representatives from across the council has been established to coordinate asset management matters. The committee meets regularly and is chaired by the Team Leader Strategic Asset Management.

The council is also developing an Asset Management Responsibility Assignment Matrix, which will define organisational relationships and clarify lines of responsibility throughout the asset lifecycle.

4.3. Lifecycle approach to asset management

Planning (and design):

The current and future needs of the community are assessed to determine what, where and when infrastructure is required. This step involves analysing population growth trends, identifying changes in community expectations and reviewing the condition of existing assets. These factors are used to develop long-term strategies and investment plans to support the sustainable growth of the council.

Acquisition (creation and renewal):

The council acquires assets when a new asset is built, or when an existing asset is upgraded or replaced in a like-for-like manner, considered a renewal. During this phase, it is ensured that the acquired asset meets the required design standards, environmental guidelines and long-term performance goals of the council. Wodonga Council works closely with engineers, planners and contractors to ensure the required service levels are met from day one.

Operation:

Once the asset is in service, it is operated in the correct manner to ensure it delivers upon its intended function safely and effectively.

Maintenance:

Maintenance is performed on assets to ensure they remain in operation for their entire useful life, as well as to avoid unexpected failures. Maintenance can be either planned or unplanned in nature, with the council aiming to complete most maintenance activities in a planned manner, demonstrating safer and maturing asset management maturity. Activities that typically form part of this phase include pothole repairs and the servicing of mechanical equipment.

Decommission:

When an asset reaches the end of its useful life, planning commences for the safe removal or replacement of the asset. This allows for reinvestment in new, more efficient assets and reduces the risk from ageing assets.



4.4. Strategic asset management targets

To ensure that our infrastructure assets remain fit for purpose and continue to support services that are accessible, responsive, timely and sustainable, the council is committed to responsible asset management practices that preserve asset life and deliver the best value for money to the community.

The effectiveness of this AMS will be measured and monitored on the basis of annual strategic council indicators as follows.

- **Performance against Asset Management Ratios:** The council will track key financial sustainability ratios to assess whether long term renewal investment is aligned with asset consumption and best practice guidelines.
    - ***Infrastructure renewal ratio*** = Renewal expenditure /depreciation expense ×100
      Purpose: Measures whether Wodonga Council is renewing assets at the same rate they are being consumed.
      Benchmark: >100per cent per cent (IPWEA and Code of Accounting Practice)
    - ***Asset renewal funding ratio*** = 10-year renewal budget÷10-year renewal requirement
      Assesses whether long term budgets meet long term renewal needs.
    - ***Asset consumption ratio*** = fair value of assets ÷ current replacement cost
      Indicates the remaining service potential of the asset base.
- **Performance of remaining service potential:** Currently measured at four-year condition assessment cycles and measured against the funding scenario in the adopted plan. This ensures the network is performing as expected and that renewal timing remains appropriate.
- **Performance against improvement plan actions:** Th council will track delivery of the Asset Management Improvement Plan (AMIP) to ensure the council is implementing the actions required to strengthen asset management maturity. This provides a transparent measure of whether the council is doing what it said it would do in the AMS.

Key Performance Indicator (KPI)	Measure	Target	Reporting
Infrastructure renewal ratio	Renewal expenditure ÷ depreciation	> 100% (benchmark)	Annual
Asset renewal funding ratio	10 yr renewal budget ÷ 10 yr renewal requirement	95–105%	Annual
Asset consumption ratio	Fair value ÷ replacement cost	50–80%	Annual
Network remaining service potential	Per cent of assets meeting performance targets i.e. Remaining service potential projected performance	≥ 65%	4 year cycle
Improvement actions completed	Per cent of actions completed each year	≥ 80%	Annual
Improvement actions on track	Per cent of actions on schedule	≥ 90%	Annual
Data maturity improvement	Progress against data governance and quality milestones	Year on year improvement	Annual
Asset management maturity	Assessment of the council's asset management capability and practices against a recognised maturity model (e.g. ISO 55001, NAMS+ or equivalent), covering governance, data, systems, lifecycle planning, risk, and continuous improvement	Optimising	4 year cycle
Renewal program delivery	Per cent of renewal program delivered	≥ 95%	Annual
Capital variance	Budget variance on renewal projects	≤±10%	Annual
Project close out compliance	Per cent of projects with completed close out documentation	100%	Annual

5. Our community's role

We are committed to engaging with our community and ensuring transparency in our decision-making by providing opportunities to provide input into decisions that affect asset and service delivery.

In compliance with the Act, we seek feedback from the community at key points in the decision-making process to ensure we provide services and assets that are sustainable and available for future generations.

Our stakeholders

- The community
- The council
- User groups
- Community groups

Informed by community input collected through the development of the Council Plan, LTFP, Vision, the Asset Plan and AMS, these documents reflect shared priorities such as climate resilience, equitable service delivery and the need to both build more and renew existing assets.

5.1. How we engage with our community

Wodonga Council will undertake community engagement for the Asset Plan in accordance with the *Community Engagement Policy*. Development of the Asset Plan will be carried out using deliberative engagement, alongside the Council Plan, the Vision and LTFP, to ensure community values and priorities inform long-term asset decision-making.

Review of asset management strategies and asset management plans will be undertaken through the council's formal submissions process, providing the community with an opportunity to comment on proposed updates. Each year, the council will also present a *State of the Assets* report to the community to inform stakeholders of asset performance, condition and key trends.

6. How we manage our assets

6.1. Our assets support our services

Wodonga's assets form the backbone of how our community moves, connects and thrives.

As these assets age, they deteriorate due to weather, traffic loading, environmental conditions and evolving service expectations. Ensuring they continue to perform requires deliberate, well timed investment. For Wodonga Council, balancing ratepayer funds across maintenance, renewal and upgrades is a critical responsibility. Sustainable asset management ensures that today's community receives the services it needs while future generations inherit infrastructure that remains functional, safe and fit for purpose.

The AMS supports that objective by clearly identifying how the council will prioritise investment, manage risk and maintain the long term financial sustainability of our transport network.

The Asset Management team – structure, roles and capability

Behind the scenes, a dedicated team of specialists ensure that Wodonga's assets are managed responsibly, efficiently and with the future in mind. The team brings together engineering, data, planning and field expertise to make sure decisions are based on evidence and aligned with community expectations.

How the team is structured

- Team Leader Strategic Asset Management - leads the overall asset management program, sets strategic direction and ensures alignment with the council's long term financial planning.
- Manager Projects and Assets – manages the Strategic Asset Management team, as well as teams delivering renewal, new and upgrade projects as required by the capital works program.
- Assets Management Officer and Asset Officer(s) – provide technical advice, model asset lifecycles and help determine when assets should be renewed or upgraded. Also manages the council's asset data, mapping systems and registers to ensure information is accurate and up to date

Skills and qualifications

The team includes professionals with backgrounds in:

- Civil and infrastructure engineering
- Asset accounting
- Asset management certification (IPWEA, Engineers Australia, AMCouncil or equivalent)
- GIS and spatial information
- Data and systems management
- Risk and lifecycle planning

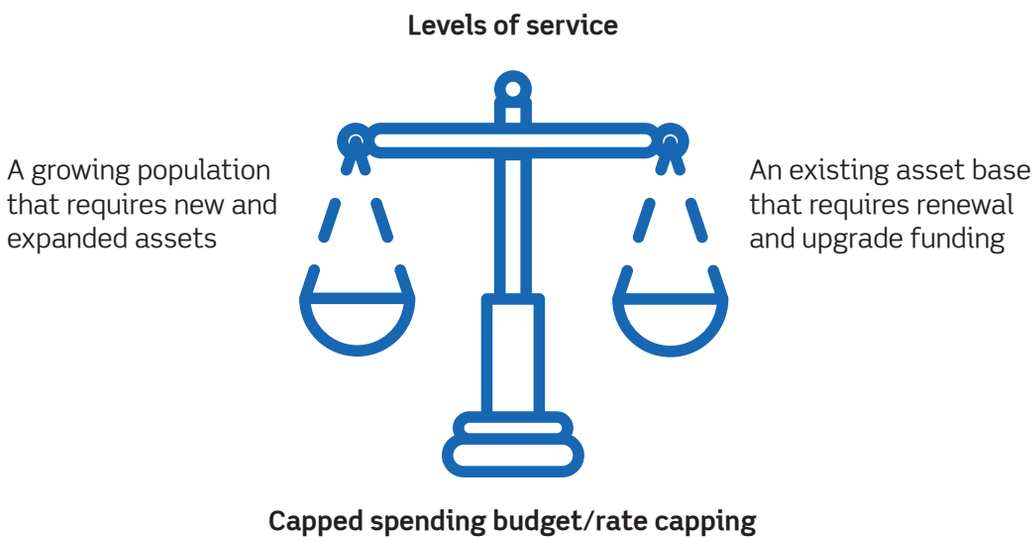
Ongoing training and continuous professional development are essential to ensure that the Strategic Asset Management team and the wider Projects and Assets department are equipped with adequate technical knowledge for their roles and are keeping up with industry trends.

6.2. How our assets support community needs

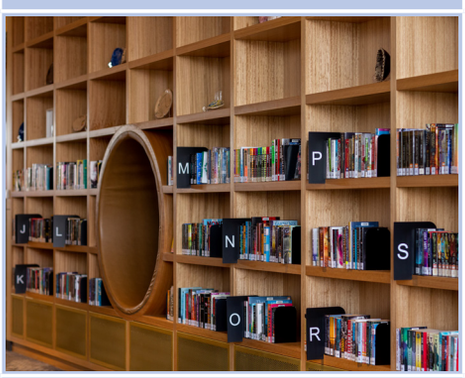
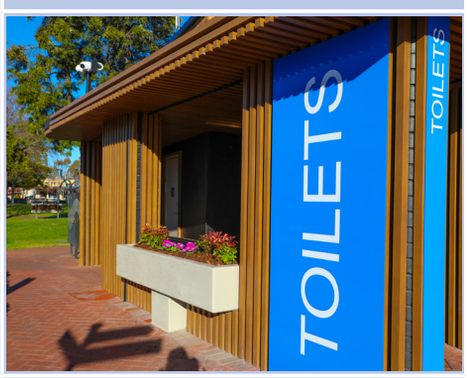
Our assets exist to support the delivery of council services and public amenity that, in turn, support our community's social and economic needs.

When making decisions about renewal or maintenance of our assets and/or prioritising our new asset investments, we undertake life cycle analysis and what the appropriate levels of service are for an asset prior to setting budgets.

6.3. Levels of service



Our service levels are defined by our expectations of the standard at which an asset needs to perform. We define our service levels with respect to availability of the service, quality of the service, risk posed by service deficiency, accessibility of the service and comfort level of the service. This is illustrated in the examples below. We acknowledge that where a higher service level provision is required due to higher utilisation and need, there will be a higher criticality of the asset providing the service.

How often do we mow our parks or sweep our streets depending on their priority and criticality?	**What hours are our libraries open, and does it vary with utilisation and frequency of use?**	**How many public toilets do we provide across the city and what standards are they maintained to?**
		
How quickly do we respond to a customer request based on the nature of the issue?	**On what basis do we replace, repair and renew our assets?**	**Do our facilities and public places meet all abilities access standards?**
		

Service levels are set by the council based on community expectation, legislated levels of service, subject matter standards and affordability. The levels of service are detailed within the respective asset management plans.

Our decisions on maintenance, renewal and upgrades are driven by these service level interventions and are based on the criticality of the asset (service), utilisation and available resources.

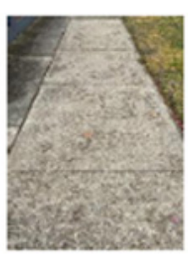
When determining appropriate service levels, we focus on the following key considerations:

- Appropriate intervention level;
- What is the ongoing investment needed to fund minimum levels; and,
- Finding the balance based on priority, risk and utilisation.

6.4. Our condition assessment framework

Effective asset management relies on understanding how assets are performing at every stage of their lifecycle. To achieve this, the council undertakes periodic condition assessments to evaluate the physical state of each asset. These assessments provide consistent, evidence-based insights into remaining service potential, enabling informed decisions about maintenance, renewal and replacement. By regularly monitoring condition, the council can plan proactively, optimise investment and ensure assets continue to deliver safe, reliable and cost-effective services to the community.

Wodonga Council undertakes a range of defect and condition inspections, with all information collated and analysed by the Strategic Assets team to support effective, prioritised and targeted repair and works programs, as outlined in the Asset Management Condition and Defect Schedule in Appendix 2.

Construction	Condition Grade 1	Condition Grade 2	Condition Grade 3	Condition Grade 4	Condition Grade 5
Concrete					

The condition for all asset classes is reported using a 1 to 5 rating system (IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80). The council has adopted a condition assessment framework based on IPWEA guidelines that is used to assess the asset network condition

Remaining service potential describes how much useful life remains in each asset class and how close those assets are to requiring renewal or major intervention. It provides a snapshot of how “charged” the asset portfolio is at a point in time - similar to a battery indicator that shows how much capacity is left before it needs to be recharged.

Remaining service potential is expressed as a percentage that represents the proportion of an asset’s useful life remaining. Assets in Condition 1 (Very Good) typically have between 55 per cent and 100 per cent of their useful life left, while those in Condition 5 (Very Poor) are nearing the end of their lifecycle. As assets deteriorate to this level, unplanned maintenance costs typically increase, making asset condition an important consideration when prioritising renewal decisions.

7. Our performance

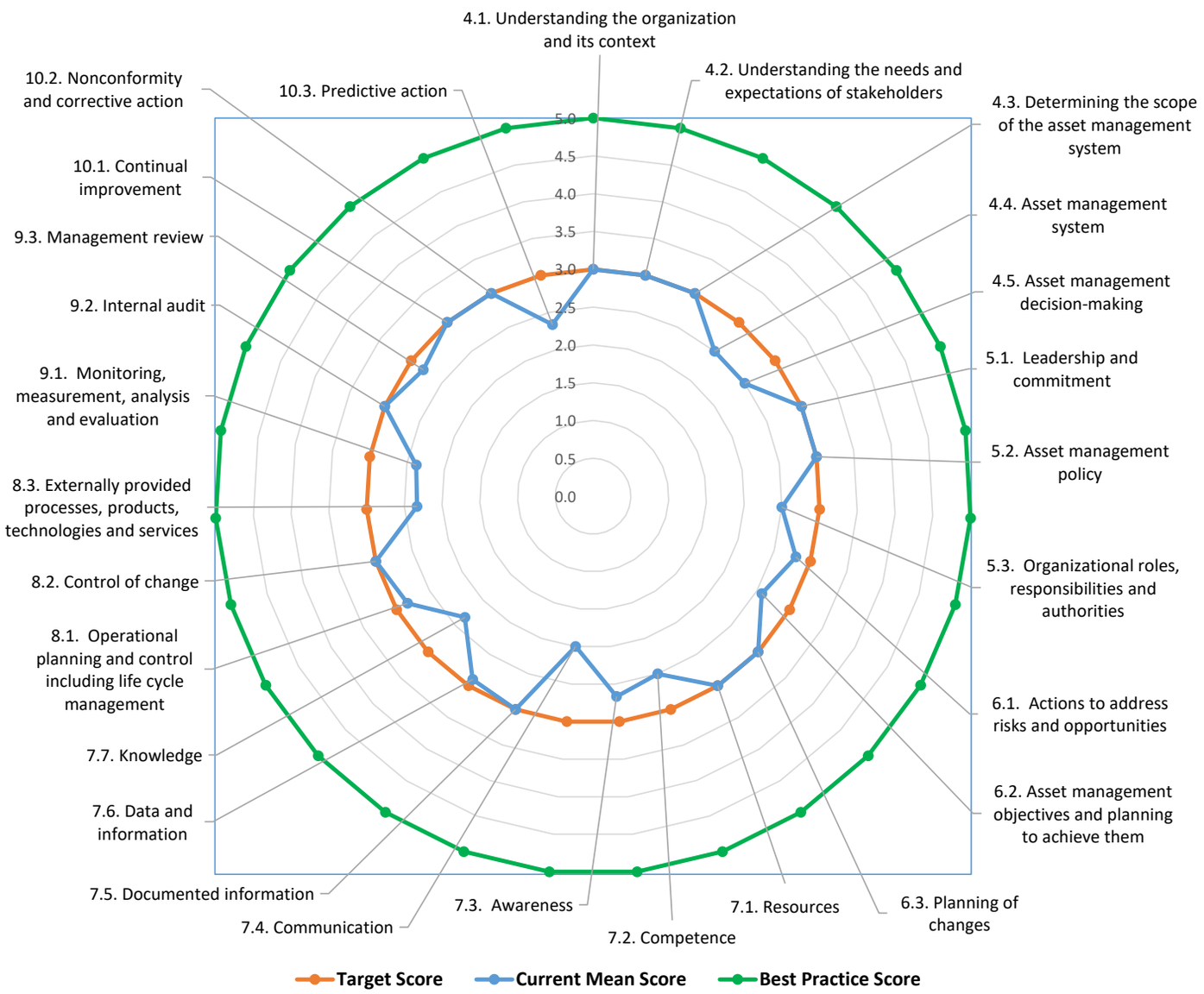
7.1. Asset management maturity

The *Asset Management Maturity Assessment (April 2026)* was conducted by an external advisory organisation qualified as a Certified Asset Management Assessor to assess the council's current state asset management maturity and develop a roadmap for improving processes, people and systems.

The review rated the council's compliance against the requirements of ISO 55001 as shown below. The assessment was based on interviews with council staff, documentation and literature review.

Asset Management Maturity Ranking

Rating	Description
1 - Aware	The organisation has no or inadequate processes in place to enable it to impact asset management outcomes, or is done ad hoc
2 - Developing	The organisation has identified the need for this requirement and there is evidence of intent to progress it. Some elements may be done on an as needed basis for critical programs and activities
3 - Competent	The organisation has identified the means of systematically and consistently achieving the requirements and can demonstrate that these are being progressed with credible and resourced plans in place
4 - Optimising	The organisation identifies all requirements necessary for a successful asset management outcome, has document processes and has trained its people in these processes
5 - Excellent	The organisation provides an exemplary level of capability which may be seen as a benchmark for good performance



Wodonga Council's asset management maturity has been assessed as Developing to Competent in most areas. Note that this reflects the asset management maturity at a point in time when the assessment was carried out, and a number of improvement plan initiatives have already been delivered leading to incremental improvements.

The council aspires to achieve alignment to ISO55001 and at least a maturity score of Competent to Optimising at the next maturity assessment, to be conducted upon completion of the Asset Management Improvement Actions detailed in Appendix 1.

Key improvement initiatives have been through a high-level prioritisation considering each item's value, ease, dependencies and strategic fit with business objectives.

8. The state of our assets

Wodonga Council is responsible for delivering services to the community. Many of these services rely on a large and diverse portfolio of physical assets for delivery. Understanding the current state of these assets, their service performance, costs and risks enable us to plan and prioritise maintenance and management to best meet the needs of the community. To better manage their unique characteristics and challenges, assets are categorised into asset classes.

This AMS presents a high-level summary of the state of the assets and their sustainability. Detailed data on each asset class, as well as intervention levels and service monitoring, future financial sustainability options and consequences, can be found in the relevant asset management plan.

When we consider asset performance, we consider current state but, most importantly, take a long-term view in order to ensure future sustainability and minimise any burden on future generations. This section presents the anticipated performance of our **$1.13 billion** asset portfolio over the next 10 years.

8.1. Transport infrastructure

Transport and town centres state of the assets ($633.6 million) 63% remaining service potential	
	**Roads** • $488.6 million replacement value • 65% remaining service potential
	**Footpaths & Cycleways** • $110.1 million replacement value • 55% remaining service potential
	**Bridges** • $34.9 million replacement value • 64% remaining service potential

Why do we have these assets?

Wodonga Council's transport network is vital for community connectivity, economic productivity and sustainable mobility. It manages local roads, safety and infrastructure, supporting active transport through shared pathways and fostering a liveable, productive and sustainable environment. Key infrastructure links residents to employment and services, managing traffic flow and supporting active transport initiatives.

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
• Maintenance and repairs to roads such as patching potholes, crack sealing and path grinding • Operational servicing such as street sweeping, vegetation management and weed spraying	• Resurfacing of existing roads • Road rehabilitation or major patching of road failures • Replacement of sections of existing pathways to an equivalent standard	• New constructed and assets contributed to the council by developers • Road safety improvements such as installation of crash barriers, intersection upgrades, etc • Traffic calming treatments such as construction of roundabouts, installation of speed humps, etc • Extension of existing pathway network to address gaps in connectivity

How much do we plan to spend over the next 10 years?

Over the next 10 years we expect to spend:

$93.2 million renewing our assets.

$29 million improving existing assets and creating new ones.

$34.2 million operating and maintaining our assets.

What does our financial plan achieve?

Over the next 10 years we expect to spend over $156 million on maintaining, renewing and improving the regions transport network.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our road network to retain the current average network condition of "Good".

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our transport assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

What key actions will we take, including significant projects?

- Update the *Roads Asset Management Plan*, *Bridge Asset Management Plan* and *Pathways Asset Management Plan*.
- Footpath masterplan delivery and development of maintenance plans
- Continue re-sheeting unsealed roads
- Continue asset data maintenance and data cleansing
- Continue trials of innovative products to progress towards a circular economy
- Continue to implement annual major patching and reseal programs
- Continue to implement annual renewal programs based on asset condition assessment data
- Continue to implement road safety initiatives
- Path and Shared Paths renewal program

8.2. Stormwater drainage

Drainage state of the assets	
	**Drainage** • $233.7 million replacement value • 74% remaining service potential

Why do we have these assets?

Wodonga's stormwater and drainage network is critical infrastructure that manages runoff, reduces flood risk and protects the health of local waterways such as House Creek, Felltimber Creek and the broader Murray River catchment. The system - comprising pipes, pits, channels, basins and wetlands - helps prevent erosion, manages stormwater from roads, public land and private property and supports safe, sustainable and compliant urban development across the council.

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
• Pit cleaning • Pipe cleansing and removal of debris, sediment, etc. • Removal of litter from Gross Pollutant Traps • Programmed inspections	• Replacement of pits and pipes • Rehabilitation of minor culverts and Water Sensitive Urban Devices	• Replacement of pipes to a higher hydraulic capacity • Extension of the stormwater drainage network • Installation of stormwater quality improvement devices, such as rain gardens, litter traps, etc • Expansion of our stormwater harvesting network • Upgrade of stormwater systems (GPT's and outflow points) to environmental standards

How much do we plan to spend over the next 10 years?

Over the next 10 years we expect to spend:

$26.2 million renewing our assets.

$30.9 million improving existing assets and creating new ones.

$4.8 million operating and maintaining our assets.

What does our Financial Plan achieve?

Over the next 10 years we expect to spend over $61 million on maintaining, renewing and improving the regions drainage network.

We will continue to work on better understanding the performance of our drainage network to make sure that we continue allocating sufficient funds towards the management of our stormwater drainage assets.

Upgrade and expansion expenditure is higher than renewal because many renewal projects require increased capacity to meet the demands of a growing community. When existing assets - such as drainage or pipe networks - are replaced, they often need to be upsized or redesigned to accommodate future development, rather than simply renewed at the same standard. This is particularly evident in areas influenced by the Baranduda and Leneva Development Contribution Plans, where proposed new infrastructure projects drive the need for larger-scale upgrades to support projected population growth and service expectations.

As we better understand the capacity of the network under climate change scenarios, we may identify areas that may need improvement. We will continue to monitor the condition of the drainage network.

Improved information on the performance of the stormwater drainage network will enable more accurate lifecycle costs to be determined that will be reflected in future revisions of our Asset Plan and Financial Plan.

What key improvement actions will the council take, including significant projects.

- Expansion of its network at critical locations to prevent localised flooding
- Continue to update the asset register by collecting stormwater asset information
- Update the *Stormwater/Drainage Asset Management Plan*
- Progress the region's major flood mitigation projects

8.3. Buildings

Buildings state of the assets	
	**Buildings** • $209.2 million replacement value • 71% remaining service potential

Why do we have these assets?

Wodonga Council provides accessible, inclusive and welcoming buildings and facilities that enable the delivery of services to and for the community. The council manages key civic, community and recreational facilities across the council, including the primary council offices, libraries, community centres and leisure and sporting facilities. These places support community participation, service delivery and local activity, contributing to a connected, liveable and resilient Wodonga

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
• Minor repairs to building components due to failure, vandalism etc. • Unblocking drains, service checks, carpet repairs • Safety, compliance and condition inspections	• Major structural repairs • Replacement of roof, plumbing, or other building components • Replacement of heating and cooling systems	• Building extensions • Sustainability improvements (e.g. Solar systems, water harvesting and reuse systems etc.) • Construction of a new building to cater for increased or changing demand

How much do we plan to spend over the next 10 years?

Over the next 10 years we expect to spend:

$52.1 million renewing our assets.

$20.6 million improving existing assets and creating new ones.

$41.2 million operating and maintaining our assets.

What does our Financial Plan achieve?

Over the next 10 years we expect to spend over $113 million on maintaining, renewing and improving the buildings portfolio.

Along with maintaining the condition of our buildings as they age and deteriorate; we will also need to provide facilities that are of a contemporary standard, making sure that they are accessible, environmentally sustainable and meet the service needs of our growing and changing population

What key improvement actions will we take, including significant projects?

- An identified evidence-based program of works to ensure compliance with the building code
- Prepare a new *Building Asset Management Plan*
- Update condition assessments of council buildings
- *Community Infrastructure Plan* implementation
- Continue to invest in building related carbon reduction initiatives



8.4. Parks and open spaces and streetscapes

Parks and open spaces and streetscapes state of the assets	
	**Parks and open spaces and streetscapes** • $56.2 million replacement value • 58% remaining service potential

Our open space assets enable users to enjoy many outdoor aspects of Wodonga. Included in this portfolio are play spaces such as playgrounds, skate parks, fitness stations, sports reserves and sports courts including netball, tennis and other items such as park benches, picnic settings, barbeques, litter bins and public lighting.

Why do we have these assets?

Wodonga's parks, open space and streetscape assets provide the community with a wide range of outdoor recreation and leisure opportunities. This portfolio includes play spaces such as playgrounds, skate parks, fitness stations, sports reserves and courts, as well as supporting amenities including park benches, picnic settings, barbecues, litter bins and public lighting. These assets contribute to a healthy, active and connected community and form an essential part of Wodonga's liveable urban environment

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
• Hazard/defect inspections • Mowing, vegetation/weed control • Garden bed maintenance • Litter collection and facility cleaning • Graffiti removal	• Replacement of playground equipment • Replacement of park furniture • Rejuvenation or replacement of entire playing courts or sports fields to an equivalent standard	• Playing court extension • Replacement of playground equipment to a higher standard • Development of new park or reserve • Foreshore improvements

How much do we plan to spend over the next 10 years?

Over the next 10 years we expect to spend:

$23.2 million renewing our assets.

$12.1 million improving existing assets and creating new ones.

$89.5 million operating and maintaining our assets.

What does our Financial Plan achieve?

Wodonga Council manages diverse open spaces, focusing on enhancing active lifestyles through parks, bushland and recreational facilities. Key areas are developed according to the *Sport and Recreation Strategy 2023*, which promotes nature play spaces, playgrounds, skate parks, informal sport courts, walking circuits and fitness equipment. The shire is characterised by significant natural, coastal and urban green spaces.

Over the next 10 years we expect to spend over $124 million on maintaining, renewing and improving these open spaces and streetscape assets.

A significant proportion of this expenditure is planned to be spent on the day-to-day activities that we undertake to maintain and care for our parks, playgrounds, sportsgrounds and gardens.

- Prepare the *Parks and Open Space Asset Management Plan* including technical data and community levels of service
- Implementation of regular open space related maintenance programs



9. Funding for the future

To ensure responsible and sustainable stewardship of our assets, we are committed to balancing our community's needs and aspirations with what is affordable for ratepayers.

Making decisions about funding our assets requires ongoing balancing of service levels, risk and the need to adequately maintain and renew assets. Our aim is to achieve long-term asset sustainability

9.1. Integration with the Financial Plan

To ensure the resources needed to manage our assets are provided for in our financial planning instruments, integration of the AMS and the Long-term Financial Plan is critical. To achieve the financial objectives outlined in the LTFP, the council has implemented an improvement plan focused on identifying budget efficiencies to allocate funds annually for the future renewal of existing infrastructure assets.

Balancing the renewal of existing assets with investment in improvement and growth requires ongoing planning and prioritisation. While underinvestment or deferral can impact service outcomes, Wodonga Council is committed to maintaining adequate financial capacity to support asset renewal and enhancement as required, ensuring infrastructure remains fit for purpose and responsive to community needs.

This AMS balances available funding between operational/maintenance, renewal and acquisition activities to ensure that resources are allocated for the best long-term outcome for the condition and performance of the council's transport assets. Forecast funding has been developed to broadly align with annual depreciation over the life of the plan, supporting sustainable renewal of the asset base. Using depreciation expense as a proxy for long-term renewal demand is a well-established asset management practice; however, it is effective only when it is understood for what it is - an accounting estimate of asset consumption - and what it is not - a precise predictor of actual renewal timing.

Depreciation provides a reasonable indicator of the annual consumption of asset life and is therefore used as a baseline for forecasting long-term renewal demand. By aligning forecast renewal expenditure with depreciation over the life of the plan, the council ensures that investment broadly matches the rate at which infrastructure assets are being consumed. This approach supports sustainable funding levels, minimises the risk of renewal backlogs and provides a consistent financial basis for long-term planning.

Future iterations of this AMS will refine depreciation-based forecasts through updated condition assessments, life-cycle modelling and internal scenario testing to ensure that renewal timing and funding reflect actual asset performance and service delivery requirements.

All funding requirements identified for each asset portfolio have been allocated in the LTFP. This will require ongoing monitoring and further analysis as new asset information becomes available, such as updated condition data. Funding requirements may change over time, which will require adjustment to both the Asset Plan and the LTFP to ensure alignment with actual asset needs and service expectations.

9.2. Our asset investment strategies

Looking ahead to the next 10 years, the council's approach is to be prudent in its investment decisions using a holistic lifecycle approach to asset management. This means that we will aim to plan our assets so that they will continue to support quality living, economic development and environmental sustainability in the long-term.

Refinement of the asset modelling data for a 10- to 20-year period will be conducted by testing different funding scenarios for all asset categories. Feeding existing long-term financial plan figures into the model, along with information from service plans, strategic documents containing future assets and allowance for increased asset growth in the renewal modelling data will all assist in more sustainable future planning. This will become of greater importance over time with existing assets aging and approaching the end of their useful lives, and with increasing growth and construction of new assets.

Maintaining integration between the Asset Plan and LTFP is key to ensuring that future funding is allocated in a way that supports service delivery and effective asset management.

Our asset investment strategies align with our asset management and financial planning principles.

We will aspire to:

- Optimise asset life through timely and effective maintenance
- Continue to place a high priority on renewing our ageing assets
- Manage the impacts of growth by being strategic in how we plan for our future asset needs
- Comply with our obligations by actioning legislated standards in asset planning and development
- Provide affordable services by balancing community needs and aspirations with what ratepayers can afford
- Build resilient assets that not only deliver the best outcome for our community but also the best outcome for the environment

9.3. Asset investment categories

For the purposes of this AMS, our asset spending is categorised in a way that helps us to plan our budgets and track how we spend our money on assets and services.

Expenditure type	Asset management activity	Description
Recurrent costs	Maintenance	The ongoing expenditure required to keep an asset performing at the required level of service. Maintenance includes inspections, preventive maintenance, reactive maintenance, and replacement of minor components.
Recurrent costs	Operations	Operational expenditure is recurrent or annual expenditure on activities that keep assets in service. Operations include utilities (electricity, water, gas), security, cleaning and waste services.
Renewal costs	Renewal	Asset renewal is the replacement of an asset at the end of its useful life. Playground equipment for example should be replaced about every fifteen years. After this time play equipment is more likely to appear worn or faded, parts are harder to obtain and other types of play might be more popular. Assets are prioritised for renewal based on age, condition, safety and service priority.
Acquisition	Upgrade	An upgraded asset works to partially or fully reconstruct an asset to an increased service capacity, service quality or useful life.
Acquisition	New	A new asset provides a service where it didn't previously exist, for example a new shared pathway along a busy road to facilitate pedestrian and cycle movement. The activities involved in an asset acquisition are planning, procurement, construction and commissioning.

Other funding strategies

Regardless of the different modelling scenarios used for predicting costs to maintain asset service levels, funding strategies should also be considered for organisational long-term sustainability. The council can continually improve processes to ensure the right assets are being maintained and renewed at the right time, optimising expenditure. By pursuing other funding strategies, the council can help bolster existing programs or assist community groups to achieve their goals.

Presently, this includes the following:

- **Grant programs, such as Roads to Recovery, Victorian Grants Commission funds and Community Impact. Grants and Community Infrastructure Grant programs and state and federal funding for major projects (such as the Baranduda Fields project).** Grants and grant programs constantly change and should be viewed as a means of complementing planned expenditure, rather than relying on them.
- **Collaboration on projects through the Two Cities One Community initiative.** This is a partnership between Albury and Wodonga Councils, to realise a shared vision to plan, develop and grow the Albury-Wodonga region. Benefits include shared costs on projects and sharing services, which will be of benefit to the sustainability of both organisations.
- **Lease arrangements or partnerships on council-owned buildings and facilities.** User groups or facility managers can enter into a lease agreement with the council that enables the council to minimise operational or maintenance costs associated with the building or complex.



9.4. Lifecycle costs

The council's current capital planning process uses a capital works evaluator, a project prioritisation method used to assist in the ranking of projects. Total prioritisation scores range from one to five and all projects are evaluated across four criteria being financial (10 per cent), Council Plan objectives (50 per cent), risk and criticality (20 per cent) and community benefit (20 per cent). One point is allocated to each criteria where an even percentage distribution is used. The percentage weighting varies according to organisational or community requirements. At present, the council is using a 60 per cent weighting for Council Plan objectives (including renewal submissions) and 20 per cent for the others. Ranked capital projects are then presented to AMSG meeting in February and form part of the annual budget process.

Wodonga Council is now well-placed to explore more advanced asset management processes. This incorporates planning for new assets and the upgrade of assets being driven by the council's strategic longer-term plans, service plans and asset management plans. With community engagement and an integrated approach to strategic planning and reporting a focus of the *Local Government Act 2020*, the council will need to incorporate whole of asset life costings and the expectations of the asset users into future planning.

Lifecycle costs refer to how much money we will need to spend on an asset over the course of its useful life – that is, from the time a new asset is built or acquired to the time it is replaced or disposed of. The cost to create, operate and maintain an asset adds up so future costs need to be spread over the long term so we can plan to budget for this expenditure in coming years.

What it will cost

Over the next 10 years we expect to spend:

$194.7 million renewing our assets.

$92.6 million improving existing assets and creating new ones.

$169.8 million operating and maintaining our assets.

Which equates to a combined investment of **$457.1 million** making sure our assets remain safe and fit-for-purpose. A detailed breakdown of what we expect to spend on each asset function over the next 10 years is provided in the individual asset profiles listed in Appendix 3.

10. Monitoring and improvement plan

Asset planning is not a set and forget process. It needs to be flexible to ensure our assets and levels of service are responsive to changes in population and demographics, the ongoing challenge of climate change, can capitalise on emerging trends and opportunities and continue to meet agreed requirements as priorities change over time.

Asset Management Strategy reviews and updates

This AMS will be formally reviewed and updated every four years in line with the new council term to provide opportunities for the new councillor group to make any required changes.

Intermediary reviews may be undertaken to provide the opportunity to reflect improvements achieved, major financial decisions made, the consideration of any relevant external factors, or changes to long-term capital works programs to ensure it is responsive to our available financial resources over time.

All actions within the AMS will be monitored at 4-monthly Asset Management Steering Group meetings, and the Asset Management team will be accountable to this group. The Improvement Plan will be revised as required, on a separate timeline to this strategy.

Reporting

Asset management plans have a life of four years in line with the council election cycle. They are fully reviewed and updated within two years of each council election. They are also reviewed during the annual budget planning process and updated to recognise any material changes in service levels or resources available to provide those services as a result of budget decisions.

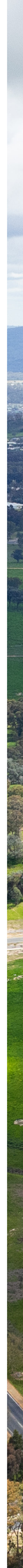
Continuous improvement

We acknowledge that significant annual expenditure is required to manage and maintain our existing infrastructure. This highlights the importance of maintaining high-level skills and practices to ensure services are delivered economically and sustainably, and that the council is committed to continuously working to improve our knowledge, skills and operational practices in line with sector-wide best practice.

The financial analysis and projections in this AMS are based on existing data, processes, systems, processes, processes and standards. Wodonga Council is committed to identifying ways to achieve a more robust evidence base and analysis, as well as to improving our practices to achieve this. One of the keys to this will be engaging with our community to establish optimised service levels that are affordable over the long term.

Asset management improvement road map

The Asset Management Improvement Roadmap (the Roadmap) highlights action item opportunities that Wodonga Council can prioritise and implement to improve its strategic asset management capabilities within the context of the organisation's overall Asset Management System. One of the key outcomes of the Roadmap is to improve alignment between the Asset Management Planning process and the LTFP.





Appendix

APPENDIX 1: ASSET MANAGEMENT IMPROVEMENT PLAN

Action No.	Improvement Action Description	Success Criteria	Proposed Timeframe	Priority
Item 1	Review customer and technical levels of service to ensure they are current and clearly aligned, linking community satisfaction targets with supporting technical standards. Document mature Levels of Service (LoS) and embed them in lifecycle planning and forward capital works programs, with consideration of obsolescence factors such as functionality, capacity, gender equity and climate adaptation.	Levels of service reviewed by the council. A link is developed and LoS incorporated into the Asset Management Strategy.	3 to 12 months	High
Item 2	Revise and update the Asset Management Strategy	The Asset Management Strategy is current and details the council's asset management objectives clearly aligned to the council's corporate objectives as detailed in the Community Vision and Council Plan.	3 months	High
Item 3	Review the process for long-term/strategic budget planning requirements for asset renewals - identify and document the business process to undertake 10-year long-term financial planning which will identify the necessary forecast expenditure, to deliver agreed Levels of Service (LoS), within the council.	The Capital Planning Process is formalised, with the 10-year long-term financial planning process is documented and endorsed by the council. LoS and performance measurement to include functionality, capacity, demand, climate and gender impact where appropriate.	12 months	High
Item 4	Review existing "asset close-out" practices to ensure that asset information pertaining to completed capital works and donated assets as result of Subdivisional development, is managed and captured within the asset register. Review and document the process to capture asset information relating to internal and external works	Review the asset close out process and update process for each business unit's specific needs as part of process review and properly addressed in each asset management plan.	12 months	High

Action No.	Improvement Action Description	Success Criteria	Proposed Timeframe	Priority
Item 5	Confirm existing asset management qualifications, skills and competencies within the team, including any training currently underway, to identify capability strengths and any targeted development needs.	Skills matrix and training requirements identified	12 to 18 months	High
Item 6	Review and implement a responsibility matrix with a view to streamline roles and responsibilities. Identify critical asset management functions and key staff positions responsible for those.	Critical asset management functions identified and key staff positions identified.	3 to 6 months	High
Item 7	Revise and update Asset Management Policy to ensure it provides a framework for setting asset management objectives	Asset Management Policy has been updated and endorsed by the council.	30 to 36 months	High
Item 8	Review financial forecasts annually as better data becomes available, update and submit any supporting budget proposals. Asset Plan to inform LTFP and deliberative budgeting made way of life with the inclusion of future modern equivalent in renewal and upgrading planning. Test if valuation methodology meets requirements of AASB13 amendments	Financial forecasts are subject to annual review and a more deliberative, long-term approach to budgeting has become standard practice. This includes consideration of future modern equivalent assets in renewal and upgrade planning, supporting more sustainable and forward-looking investment decisions.	Ongoing, annual review	High
Item 9	Develop asset criticality, hierarchy and risk frameworks and ensure that these are suitable for all assets and assigned to each asset within the corporate asset register. Include these in the business process manuals to support the asset management plan.	Asset criticality and hierarchy frameworks have been developed and endorsed by management and Subject Matter Experts. Requirements integrated within the council's current risk identification, reporting, escalation and mitigation arrangements. Data available for use in asset life-cycle modelling.	3 to 12 months	High Moderate

Action No.	Improvement Action Description	Success Criteria	Proposed Timeframe	Priority
Item 10	Review/develop asset management plans which are consistent and aligned with the council's objectives. Ensure they document the methods, criteria, processes, resources and life cycle management for decision making prioritisation of the activities and resources to achieve its asset management plans and objectives.	Asset management plans are reviewed in line with industry best practice and endorsed by Executive. Ensure integration of LTFP with AMS financial projections. Asset management plans reviewed regularly and updated accordingly.	30 to 36 months	High - Moderate
Item 11	Review the existing stakeholder survey process to confirm how stakeholder feedback is currently incorporated into setting and reviewing LoS, noting that several asset management plans already integrate stakeholder survey results into LoS development. Where required, clarify, document and consistently apply this approach across asset classes to ensure stakeholder feedback is systematically used as an input into service level planning.	Process developed and utilised as input into service level planning.	18 to 24 months	High - Moderate
Item 12	Improve *Asset Management Policy* awareness	Once the *Asset Management Policy* is reviewed, ensure it has been communicated/made available to stakeholders.	30 to 36 months	High - Moderate
Item 13	Promote cross-functional collaboration and continual improvement within the organisation	Provide suitable training and mentoring programs to ensure skills level are updated or current and that cross-functional collaboration is promoted via quarterly to half-yearly AM Project briefings	4-year program to improve capability	High - Moderate
Item 14	React to nonconformities or incidents occurring in its assets. To handle nonconformities or incidents, react appropriately by taking action to control and correct the issue or deal with its consequences i.e. containment or correction.	Developed a nonconformity and corrective action framework to support the continual improvement of the Asset Management System. The Asset Management Improvement Plan (AMIP) will serve as the primary corrective action mechanism for addressing any identified ISO 55001 AMS non-conformances.	Ongoing, annual review	Low

Action No.	Improvement Action Description	Success Criteria	Proposed Timeframe	Priority
Item 15	Utilise mature asset management lifecycle modelling techniques to optimise and align the forward works program with available budgets and resources. Mature = beyond condition only and introduce cross category optimisation to unlock hidden capital. Introduce the influence of planned maintenance into capital modelling.	Lifecycle modelling integrated with the development of the council Capital Works Plans. Discretionary projects reduced and non-discretionary funds are quarantined.	3 to 12 months	Moderate
Item 16	Review current measures of performance (as identified in asset management plans) and update for relevance and detailed KPIs that can be measured and reported against. Introduce remaining service potential and per cent very poor as per NSOA and IPWEA.	Performance measures identified with measurable KPIs and implemented reporting processes established	12 months	Moderate
Item 17	Improve line of sight between the council's corporate plans and Asset Management Strategy as per ISPRF requirements.	Community Vision and Council Plan and Asset Management Plan are clearly aligned. Have an identified strategic purpose that contributes to the council's community infrastructure and/or service delivery objectives as defined in Council Plan, AMS and operational plans.	12 to 18 months	Moderate
Item 18	Review Wodonga's *Climate Change Adaptation Action Plan (2022–2027)* to identify implications for asset management and incorporate relevant actions into asset management plans and strategies as required.	Relevant climate adaptation actions are explicitly incorporated into Asset Management Plans and supporting strategies, including lifecycle, renewal, upgrade and risk sections where applicable.	12 to 18 months	Moderate - Low
Item 19	Improve knowledge by reviewing existing asset infrastructure performance indicators to ensure that these are correctly reflecting how assets behave throughout their lifecycle and determine how these are utilised and linked to the development of the long-term financial plans.	KPIs defined and endorsed/reported on.	30 to 36 months	Moderate

Action No.	Improvement Action Description	Success Criteria	Proposed Timeframe	Priority
Item 20	Undertake analysis to identify future service level demand requirement needs and impact on existing infrastructure assets.	Comprehensive list of stakeholders formally documented. Asset management plans to include future demand projections and forecasts based on population and demographic projections, as well as allowances for gender impact, functionality, climate change and ensure demand management is considered in project decisions	30 to 36 months	Moderate
Item 21	Improve the council's capacity to assess climate change risks and gender impact assessments to assets and integrate findings into strategic planning processes.	The council has an adopted position on climate change and conducts vulnerability assessments, identifying priority assets and climate change risks, this will incorporate adaptation measures into asset management plans	24 to 30 months	Moderate
Item 22	Separate to legislative and regulatory reporting requirement, review existing asset performance reporting outputs to ensure that they are aligned to the needs of all external and internal stakeholder-reporting requirements for example Annual State of the Assets report. Review existing processes to disseminate information and where none exists develop relevant communication modes.	Key stakeholders informed at agreed pre-defined timely basis. Success would be further enhanced if the processes and solutions are automated. Asset performance measured and communicated in an appropriate and timely manner to aid informed decision making.	24 to 30 months	Moderate
Item 23	Review and optimise maintenance practices and process to ensure appropriate allocation of resources and funds. In consideration with defined levels of service.	Maintenance optimisation.	24 to 36 months	Moderate

APPENDIX 2: ASSET MANAGEMENT CONDITION AND DEFECT SCHEDULE

Wodonga Council undertakes a range of defect and condition inspections, with all information collated and analysed by the Assets team to support effective, prioritised and targeted repair and works programs, as outlined in the Asset Management Condition and Defect Schedule below.

Asset Area	Activity	Frequency (Years)	DEPT	2025 -26	2026 -27	2027 -28	2028 -29	2029 -30	2030 -31	2031 -32	2032 -33	2033 -34	2034 -35
Roads (inc kerb)	Condition and defect audit	3 to 4	Assets	✓				✓				✓	
Footpaths and cycleways	Condition and defect audit	4	Assets			✓				✓			
Bridges	Level 2 - Condition and defect audit	4	Assets			✓				✓			
Buildings	Condition and defect audit	4	Assets		✓				✓				✓
Drainage	Pits and pipes condition and defect audit	4	Assets				✓				✓		
Parks, open spaces and streetscapes	Condition and defect audit	4	Assets		✓				✓				✓
Playgrounds	Play equip defect audit	1	Rec	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

APPENDIX 3: LONG TERM INVESTMENT PLAN

Projected Renewal Expenditure ($'000)										
Renewal Expenditure based on Proposed LTFP										
Asset Class	**26/27**	**27/28**	**28/29**	**29/30**	**30/31**	**31/32**	**32/33**	**33/34**	**34/35**	**35/36**
Roads	$6,670	$6,715	$7,132	$6,760	$7,028	$7,193	$7,361	$7,535	$7,713	$7,706
Bridges	$420	$1,458	$443	$454	$1,576	$479	$491	$1,703	$517	$531
Footpaths and Cycleways	$1,179	$1,210	$1,241	$1,274	$1,308	$1,342	$1,377	$1,414	$1,451	$1,489
Drainage	$2,783	$1,977	$2,169	$2,375	$2,481	$2,592	$2,708	$2,830	$2,959	$3,289
Parks and open Spaces and Streetscapes	$2,164	$1,841	$2,409	$2,045	$2,498	$2,264	$2,353	$2,445	$2,541	$2,612
Buildings	$4,689	$4,884	$5,037	$4,954	$5,084	$5,218	$5,355	$5,496	$5,640	$5,789
Total	**$17,905**	**$18,084**	**$18,432**	**$17,863**	**$19,975**	**$19,087**	**$19,646**	**$21,423**	**$20,821**	**$21,416**

Projected Renewal Expenditure ($'000)										
Upgrade and Expansion Expenditure based on Proposed LTFP										
Asset Class	**26/27**	**27/28**	**28/29**	**29/30**	**30/31**	**31/32**	**32/33**	**33/34**	**34/35**	**35/36**
Roads	$2,382	$886	$1,118	$602	$612	$623	$634	$646	$657	$591
Bridges	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Footpaths and Cycleways	$30	$1,026	$0	$0	$0	$0	$0	$0	$0	$0
Drainage	$874	$257	$0	$0	$0	$0	$0	$0	$0	$0
Parks and open Spaces and Streetscapes	$0	$0	$935	$0	$0	$0	$0	$0	$0	$0
Upgrade Investment - Roads	$1,751	$8,654	$1,211	$389	$55	$57	$58	$60	$62	$63
Total	**$5,037**	**$10,822**	**$3,265**	**$991**	**$668**	**$680**	**$693**	**$706**	**$719**	**$654**

Projected Renewal Expenditure ($'000)										
New Investment Expenditure										
Asset Class	**26/27**	**27/28**	**28/29**	**29/30**	**30/31**	**31/32**	**32/33**	**33/34**	**34/35**	**35/36**
Asset Class	$3,780	$7,861	$790	$162	$166	$448	$2,735	$180	$185	$0
Roads	$294	$0	$0	$0	$0	$0	$0	$0	$0	$0
Bridges	$1,344	$109	$115	$122	$129	$136	$144	$152	$161	$165
Footpaths and Cycleways	$4,546	$103	$772	$7,128	$139	$1,478	$2,103	$3,618	$5,104	$4,748
Drainage	$3,578	$154	$2,923	$3,675	$638	$0	$88	$0	$92	$0
Parks and open Spaces and Streetscapes	$50	$821	$0	$725	$6,696	$0	$0	$0	$0	$0
Buildings	**$13,593**	**$9,048**	**$4,600**	**$11,813**	**$7,768**	**$2,061**	**$5,069**	**$3,950**	**$5,542**	**$4,913**

Projected Renewal Expenditure ($'000)										
Recurrent Maintenance and Operations Expenditure										
Asset Class	**26/27**	**27/28**	**28/29**	**29/30**	**30/31**	**31/32**	**32/33**	**33/34**	**34/35**	**35/36**
Roads	$2,285	$2,276	$2,285	$2,325	$2,366	$2,405	$2,445	$2,485	$2,521	$2,554
Bridges	$492	$492	$492	$492	$492	$492	$492	$492	$492	$492
Footpaths and Cycleways	$532	$532	$532	$532	$532	$532	$532	$532	$532	$532
Drainage	$482	$482	$482	$482	$482	$482	$482	$482	$482	$482
Parks and open Spaces and Streetscapes	$7,738	$7,970	$8,229	$8,496	$8,772	$9,058	$9,352	$9,656	$9,970	$10,294
Buildings	$3,562	$3,668	$3,788	$3,911	$4,038	$4,169	$4,305	$4,444	$4,589	$4,738
Total	**$15,091**	**$15,422**	**$15,808**	**$16,240**	**$16,683**	**$17,138**	**$17,608**	**$18,092**	**$18,587**	**$19,093**

CITY OF WODONGA VIC