CITY OF BALLARAT

ASSET PLAN
2025-2035

Proudly working with and for our community

Aerial of the Ballarat Botanical Gardens.

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The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

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1. Our City at a Glance

Alongside the Community Vision and the Financial Plan, this Asset Plan serves as a strategic roadmap for managing and utilising resources to maximise value and efficiency. It aligns assets with organisational goals, ensuring sustainability and mitigating risks for ratepayers. By addressing intergenerational equity it ensures future generations benefit fairly. The plan aids decision-making and optimises resource allocation, enhancing operational efficiency and supporting long-term success.

The City of Ballarat is responsible for more than $2.1 billion in public assets. These exist to benefit our community. With more people attracted to our great city, our population is growing fast. This causes greater usage of our existing assets and more demand for new assets.

In deciding what we can and can't afford, we need to understand the impact of population growth along with other challenges such as climate change on what it costs to manage our assets. Operating with a finite budget, we need to balance economic, social, cultural and environmental considerations to make sure our assets support the services and public amenities that our community needs and expects, now and into the future.

Like other municipalities experiencing rapid population growth, having the resources available to deliver the services, spaces and places to service community needs is challenging, as is finding the balance between addressing significantly increased demand for community infrastructure in new suburbs with expansion and renewal of existing facilities to accommodate growth in established areas.

To determine what we can afford, we must understand how population growth and challenges like climate change impact long term maintenance and renewal costs. As assets degrade and community expectations change, we must be transparent on our service standards and levels to balance economic, social, cultural and environmental factors within a limited budget.

This ensures our assets support the services and amenities our community needs and expects, both now and in the future, providing sustainable benefits for all residents.

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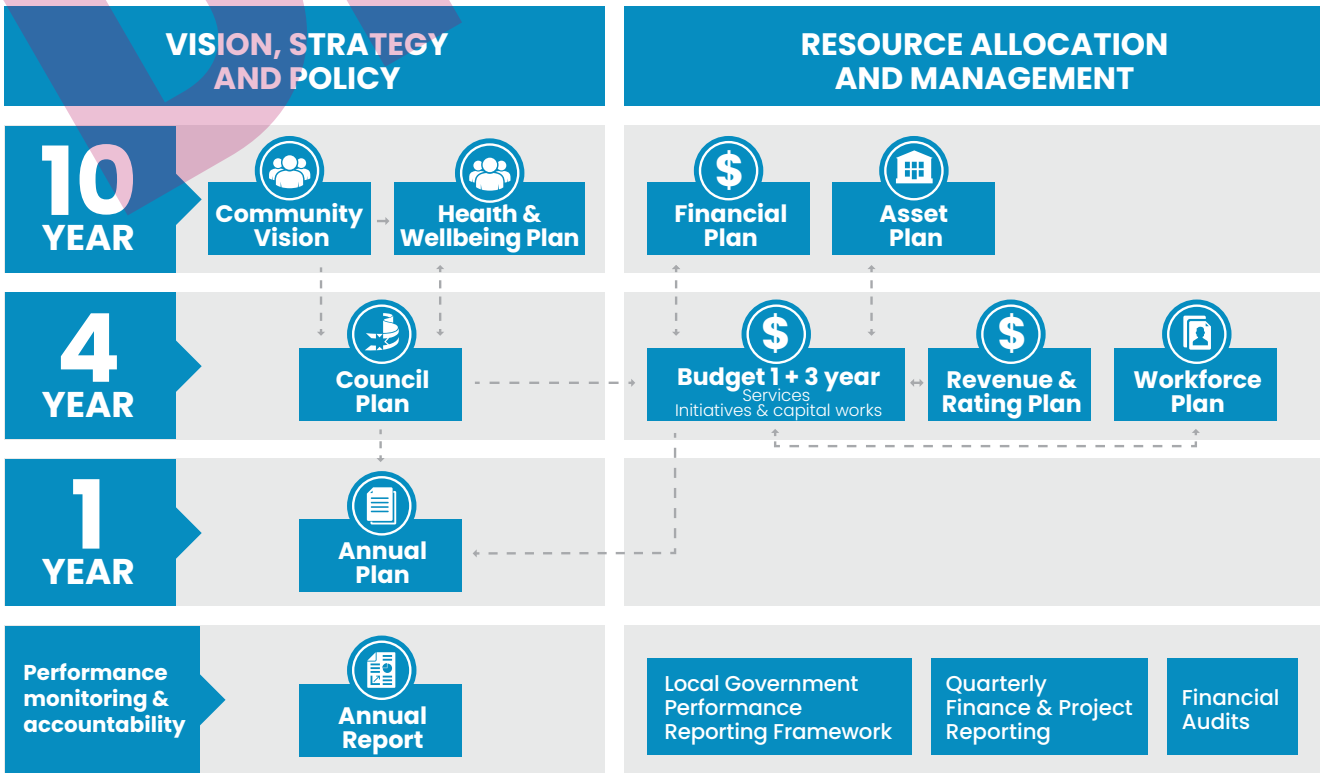
City of Ballarat integrated strategic planning framework



2. Our Asset Story on a Page

Our assets are the things you can see or use when you're out and about in the municipality that play an integral role in supporting the effective delivery of services and public amenities. Heritage, new built, natural and all the things that belong to all of us that help make life better and richer for each of us.

Our Asset Story

$2.18
BILLION ASSET PORTFOLIO

Transport Infrastructure

Buildings and Facilities

Stormwater Drainage

Parks and Recreation

DELIVERING OUR KEY SERVICES

Health Check

$313M
PROJECTED 10 YEAR RENEWAL ALLOCATION

Asset value per capita
$17.5K
Infrastructure value per head of population

Very poor (VP) condition
1%
Value of assets that are currently very poor/failing

Asset quantity
$106K
Number of assets managed by Council

Asset health
69%
Proportion of remaining life left in our assets

Our Future Ahead

GROWTH

DEMOGRAPHIC CHANGE

TECHNOLOGY SHIFT

AGEING INFRASTRUCTURE

PERFORMANCE

CLIMATE CHANGE

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Our Assets

$910M	$646M	$131M	$490M
Transport Infrastructure	Stormwater Drainage	Parks and Recreation	Buildings and Facilities

Our Plan

LONG TERM DECISION MAKING	FINANCIAL PLANNING	CHALLENGES AND OPPORTUNITIES	STRATEGIC IMPROVEMENT INITIATIVES
Balancing community needs with responsible spending	Average annual capital expenditure = $79M	Ageing infrastructure asset base requires increased renewal investment and proactive planning	Adopt levels of service approach to determine annual budgets and capital works
Optimising available funding to reduce long term risk	Infrastructure value per capita = $19K	Balancing community expectations against available budgets and affordability	Ensuring Assets are utilised, fit for purpose and sustainable by applying a priortisation framework for asset investment
Transparency in allocating funding to individual programs	Infrastructure spend per capita = $6.4K	Future service demands and asset risks such as Climate Change impact asset performance	Adopt long term asset management plans that inform capital works programs
Prioritising investment in asset renewals, upgrade and new, are suitably resourced to meet community needs	Strategic capital forecasting to avoid deferred liabilities	Meeting asset investment demands rely on the availability of suitable resources (i.e. materials, killed labour and suppliers)	Capital works programs will consider resource planning, circular economy opportunities, and assess impacts to service continuity

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3. Introduction

3.1 Purpose of the Plan

The purpose of this Asset Plan (the Asset Plan) is to inform the City of Ballarat (Council) commitment to best practice asset management and provide principles for sound asset investment decision making.

The Asset Plan for Council outlines a comprehensive strategy for managing public assets over the next decade and beyond, ensuring sustainable stewardship for current and future generations. It is intended to be a public facing document which informs the community on how Council will manage community assets to deliver on its vision statement:

Ballarat, Victoria's heritage city: leading the way as a sustainable, innovative and inclusive community, that is a great place to live.

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

We aim to support consistent, evidence based decision making, engage community and Council in asset management performance reporting, improve links between costs and levels of service, articulate our challenges and risks, all of which will result in more informed community engagement and best use of Council assets in the interest of the community.

The Asset Plan addresses the challenges of balancing economic, social, cultural and environmental factors within a finite budget.

This Asset Plan also provides our current Asset Management Maturity and an action plan to address the gaps.

The Asset Plan provides expenditure forecasts that will guide future maintenance, renewal programs and capital projects, impacting long-term financial planning and annual budgets.

Compliance with the Local Government Act

Council has prepared this Asset Plan in compliance with Victoria's *Local Government Act 2020* which requires Councils 'to integrate, long-term and transparent asset plans to achieve the best outcomes for the community with a timeline of at least 10 years.

Council's Strategic Planning

Our Planning process will include a line of sight covering the Community Vision, Community Plan, Financial Plan, and this Asset Plan.

Council's Deliberative Engagement

In line with Council's Community Engagement Policy, we will engage with our community in relation to decisions that affect asset and service delivery. We will use deliberative engagement practices in the development of key strategic asset management strategies.

What is asset management?

A systematic process to guide the planning and design, creation and acquisition, maintenance and operations, renewal and disposal and rationalisation of assets to balance available funds with community needs.

Why is asset management important?

Our community expects assets to be provided to a standard that ensures public safety, amenity and accessibility and to support the delivery of quality services and programs.

We need to balance delivering what our community needs and expects with what our community can afford.

Over time, our community needs and expectations are bound to change with demographics, climate and technology constantly evolving.

With a finite budget for investment in assets, a planned and measured approach to asset management is necessary to ensure a fair and fiscally prudent long-term financial plan.

"Our Region is dedicated to informed decision-making, leveraging the best available evidence and engaging the community. We prioritise transparency, accountability, and continuous improvement in our processes, ensuring that all decisions are well-founded and reflect the community's needs and perspectives."

Cr Tracey Hargreaves, Mayor, City of Ballarat

"We are creating a long-term investment plan for our assets to ensure they are fit for purpose, delivering necessary services that meet community expectations and are affordable for ratepayers."

Evan King, Chief Executive Officer, City of Ballarat

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3.2 A snapshot of Ballarat

Ballarat or Ballaarat (Historical Spelling)
740km² the 3rd largest City in Victoria

'balla' meaning *'elbow'* or *'reclining on the elbow'* + *'arat'* meaning *'place'*: from two Aboriginal words signifying a camping or resting place.

124,543
Population in 2025*

9.8%
Population growth 2021-2025*

164,365
Population forecast for 2025-2046 a growth of 31.97%*

11.3%
Population born overseas as at 2021^

Our top industries 23/24

- Health care and social assistance
- Education and training
- Construction
- Retail trade
- Manufacturing#

1.8%
Population identifying as Aboriginal or Torres Strait Islander as at 2021^

10,133
Businesses in 2024#

63,084
Jobs in 2024#

$7.80B
Gross Regional Product in 2024#

*Sources: *forecast.id, ^ profile.id, # economy.id*

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3.3 Our Future Ahead

The alignment between Asset Plan and Council Plan is shown by the six goals below.

In response to the Community Vision, Council has developed the Goals for the Council Plan. These are outlined below and set the direction for the next four years. Our vision for Ballarat as 'Victoria's heritage city: leading the way as a safe, sustainable, innovative and inclusive community, that is a great place to live' anchors and connects these goals to deliver real outcomes for the community.

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GOALS	HOW THIS ASSET PLAN ALIGNS
A city that conserves its heritage and enhances our natural and built assets	The City of Ballarat is the steward of a wide range of community assets. It is responsible for delivering and maintaining built assets such as roads, buildings, footpaths, drains, playgrounds and pavilions as well as natural assets such as open space, sports ovals, trees and wetlands. **Natural Assets:** Parks, wetlands, that provide ecological and recreational value. **Heritage Buildings:** Structures with historical or cultural significance that contribute to the city's identity. **Green Infrastructure:** Features like green roofs, rain gardens, that enhance biodiversity and manage stormwater. **Public Spaces:** Open areas that encourage community interaction while preserving natural beauty. **Transportation Systems:** Sustainable transit options, such as bike lanes and electric vehicle infrastructure, to reduce environmental impact.
A city that fosters sustainable growth	Attracted to our beautiful city and region and outstanding lifestyle, people are moving to Ballarat in record numbers, leading to a once in-a-generation phase of growth and change. **Transportation Infrastructure:** Roads and transit systems that support sustainable mobility. **Water Management Facilities:** Systems for efficient water use, recycling, and stormwater management. **Public Spaces:** Parks, community centers, and recreational areas that enhance quality of life and environmental health. **Buildings and Facilities:** Energy-efficient and sustainable structures.
A healthy, safe, connected and welcoming community for all	A healthy community is one where every member enjoys good physical and mental health, feels safe, enjoys connection with others and has access to excellent health and leisure facilities and services. **Public Spaces:** Parks, community centers, and libraries that serve as hubs for social interaction and activities. **Transportation Infrastructure:** Accessible public transport, bike lanes, and pedestrian pathways to improve mobility and reduce isolation.
A strong and innovative local economy and city	Ballarat is fortunate to have a diverse economy, with a strong mix across a range of industry sectors. This offers both resilience and opportunity. **Transportation Infrastructure:** Roads and infrastructure that facilitate trade and mobility. **Facilities:** Centers that nurture talent and skills.
A Council that provides leadership and advocates for its community	Our organisation is a proud workforce of more than 1,000 people, including our volunteers, all committed to achieving the best outcomes for our community. **Community Centers:** Spaces for meetings, events, and activities that strengthen community bonds. **Public Spaces:** Parks and recreational areas that enhance quality of life. **Transportation Systems:** Accessible and efficient transit options to connect people and places.
An environmentally and financially sustainable future	Environmental sustainability, the ability to strike the balance between using resources while preserving the health of the environment and seeking to leave it in better condition than it was found. **Buildings and Facilities:** Focus on energy-efficient designs, renewable energy integration, and sustainable materials.

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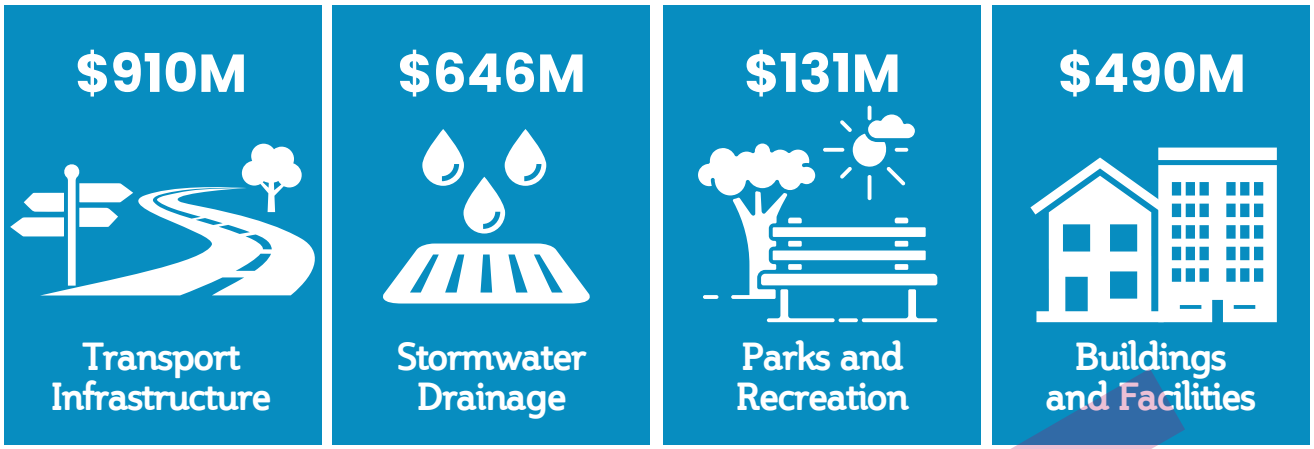

3.4 Our Asset Base

The assets owned and operated by our Council cross four (4) asset portfolios totalling over **$2.1 Billion** in replacement costs.

The mix of infrastructure is detailed in the diagram below as a percentage of the total replacement value. These infrastructure assets support nearly every aspect of our day-to-day activities. They keep us safe, healthy, connected and employed. Maintaining existing infrastructure is just as important as building new infrastructure.

The distribution of Council's asset portfolio by asset category and replacement value is shown below.

$2.18 Billion	Modelled Replacement Cost	Asset Health (% Remaining life)
Transport Infrastructure	$909,905,277	65.54%
Stormwater Drainage	$645,579,021	83.74%
Parks and Recreation	$130,943,419	58.00%
Buildings and Facilities	$490,406,126	76.41%

Notes: Transportation consists of Roads, Bridges, Footpaths, Kerbs & channels and carparks
Roads exclude Road Formation
Excludes Land and Plant & Equipment

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4. Strategic Context

4.1 Strategic Alignment

Vision Statement:

Ballarat, Victoria's heritage city: leading the way as a safe, sustainable, innovative and inclusive community, that is a great place to live.

Our city strives towards sustainable living with ecologically sound neighbourhoods where people can meet their daily needs within a short walk, ride or bus trip.

We have easy access to parks and gardens, community facilities and education for all ages. Our health and community services are proactive in responding to community needs.

We have a community where people feel safe, valued and welcomed in our city.

We celebrate our diversity, everyone in our community is well-informed, treated equitably and can participate fully in life.

We engage challenges and opportunities with a creative and innovative approach to get the best results for our people.

Our city works towards expanding our local economy by attracting a diverse range of industries.

We embrace our rich heritage and we continue to preserve our links to the gold rush era.

We recognise and respect our long Aboriginal history and community and the breadth of our cultural heritage.

We balance the need to conserve our historic places and spaces with the need and desire to progress as a modern regional city.

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4.2 Integrated Planning

Under the *Local Government Act (Victoria) 2020*, Council is legislatively required to establish a suite of Strategic Management Plans, which guide Council's future planning, asset management and financial sustainability.

An overview of these strategic management plans and how they support their delivery is shown below.

STRATEGIC PLANNING DOCUMENT	ROLE	HORIZON AND REVIEW CYCLE
Community Vision	Our community's aspirations and priorities for the future of City of Ballarat	10 years
Council Plan	Details the Objectives and Goals to aim for to achieve the Community Vision with a 4-year delivery focus	4 years
Asset Management Policy	Sets the principles for consistent and appropriate asset management practices, processes and systems across the portfolio and sets the strategic intent for the sustainable management of Council's assets	Current practice and Annual Review
Asset Plan	Details the Strategic Actions and Asset Management Indicators that provide for Deliberative Community Engagement in line with the Victorian 2020 regulation.	10 years of scenario planning with engaged Review - sign off by Mayor and CEO.
Financial Plan	Council's Financial Plan detailing the Capital Works Plan, Income and Funding Sources and Local Government Financial metrics.	10 years outlook and Annual Review
Workforce Plan	Outlines how we will manage our resources and budgets to deliver projects	4 years
Annual Business Plan and Budget	Outlines how we will manage our resources and budgets to deliver projects	1-2 years
Individual Asset Class Plans	For each major class –consisting of Transport, Buildings, Open Space and Stormwater Drainage, it details the funding need for maintenance and capital for a range of service levels	10-20 years and with a comprehensive update every re-valuation cycle.

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4.3 Asset Management Planning

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.

To ensure we get the best possible return on our asset spending, we take a lifecycle approach to asset management that considers the costs of an asset over its useful life, that is from the time a new asset is built or acquired to the time it is replaced or disposed of. This approach allows us to get the most out of our assets by meeting required levels of service in the most cost-effective way.

Council's asset management practices are also governed internally by the Asset Management Policy, the Asset Plan and supporting documents, strategies. The whole process is supported by enablers such as technology, data, processes and people and is informed by key corporate and strategic documents. Council's Asset Management Framework is outlined below.

COMMUNITY VISION
The high-level direction Council is seeking to achieve in the long term.

COUNCIL PLAN GOALS
The medium-term outcomes Council seeks to achieve, progress and contribute to over the next four years.

STRATEGIC OBJECTIVES
The specific areas Council will focus on to support the achievement of the Council Plan Goals over the next four years.

INDICATORS AND MEASURES
Council will use these to measure its progress and monitor performance and report back to the community on over the four years.

SUPPORTING STRATEGIES AND PLANS
Lists the key strategies and plans which support the strategic objectives under each Council Plan Goal.

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4.4 Lifecycle approach to asset management

1. Planning and design

When identifying asset requirements that meet service delivery needs over the long term, whole-of-life costs and other factors such as affordability, equity, accessibility, maintainability and the environment are considered.

2. Creation and acquisition

Before constructing, expanding, upgrading or acquiring a new asset, alternative service delivery solutions are considered such as leasing or strategic partnerships. Any new build should align with an endorsed management plan or strategy and be supported by a life cycle cost that informs the Financial Plan for long term maintenance and renewal needs.

3. Maintenance and operations

Assets' operations are monitored consistently over their useful life. A program of planned condition assessments, maintenance and servicing is undertaken to minimise ongoing costs and the risk of asset failures and to ensure assets remain operational, safe and compliant and meet current maintenance levels of service.

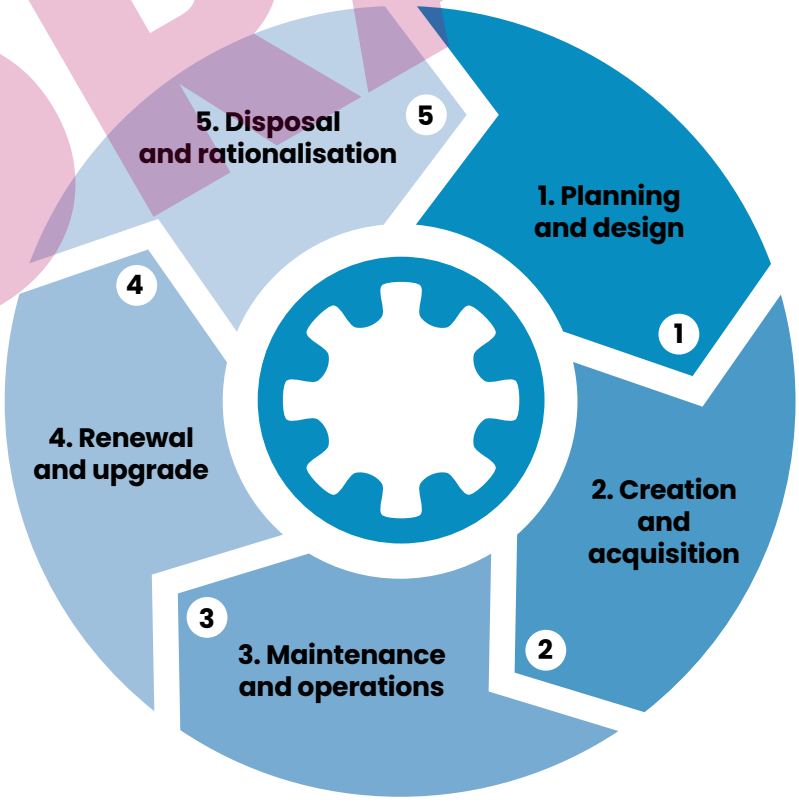
4. Renewal and upgrade

Existing assets are replaced only when they have reached their intervention state– that is, they no longer support the required level of service delivery. Prioritisation of such works is based on criticality of the service and associated assets.

5. Disposal and rationalisation

Where an asset no longer directly supports the required level of service delivery, decommissioning or rationalisation of the asset to reduce lifecycle costs is considered as part of long-term financial planning.

Asset information – inventory, condition, functionality and capacity are recorded in our enterprise asset management information system. Our funding is based on scenario planning using a service level-based approach.



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The deliberative engagement process

The Community Panel comprised 43 randomly selected participants from a recruitment process. Participants met over three face-to-face sessions between February and March 2025. The Community Panel's primary task was to respond to the following remit, in order to help the City of Ballarat formulate our strategic plans.

REMIT

The future of Ballarat is set for significant growth, with the population projected to increase and change in demographic profile. The Community Vision sets out our aspirations for Ballarat's future, however we must ensure we are supporting the Ballarat we know today, while planning for the changing needs of our community.

What should Council do to prioritise and balance our services, infrastructure and finances to best support our community?

The Community Panel worked together to revise the Community Vision and write a set of principles in their own words. All Community Panel members had the opportunity to contribute to the writing and refining of each principle.

The final report consisted of:

- A brief introduction
- The updated Community Vision 2025-2035
- A set of principles

At the conclusion of their final session the Community Panel handed over their report to Councillor Tracey Hargreaves (Mayor) and Evan King (Chief Executive Officer).

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The process involved:

a clear question (remit) to focus the deliberations and access to a broad range of information from a variety of sources

conversations and Q&As with City of Ballarat staff

17 hours per person of discussion and deliberations across three Community Panel sessions

support from facilitators experienced in delivering deliberative processes

an online portal that provided a central place for participants to access relevant information inputs

group agreement processes where 80% or more of the Community Panel said they could live with it or better was used as a guiding principle

6. How We Manage Our Assets

6.1 Our Assets Support Our Services

Council provides a range of important and valued services to support the community to be a place for all. Our services have yet to be defined in a service catalogue and this has been highlighted as a key improvement item.

Our assets are valuable and tangible physical elements within the region that are essential for delivering effective services and enhancing public well-being. These assets, both heritage and new, built and natural, belong to all our communities and contribute to provide opportunities for current and future generations to work, live, play and thrive in a safe and habitable environment. Over time, these assets degrade through natural wear and tear, malicious damage or obsolescence. Balancing our rate-payer dollars to ensure these assets are maintained to their fullest potential is integral to our long-term financial sustainability.

Why is asset management important?

Our community expects assets to be provided to a standard that ensures public safety, amenity and accessibility and to support the delivery of quality services and programs.

We need to balance delivering what our community needs and expects with what our community can afford.

Over time, our community's needs and expectations are bound to change with demographics, climate and technology constantly evolving.

With a finite budget for investment in assets, a planned and measured approach to asset management is necessary to ensure a fair and fiscally prudent long-term financial plan.

What assets are covered in this plan?

For the purposes of this Asset Plan 'assets' refers to the portfolio of public assets that Council is responsible for managing. To make it easier for our community to understand what these assets are, we have grouped them according to their services they provide and the functions they belong to in the table below.

TRANSPORT INFRASTRUCTURE	STORMWATER DRAINAGE	PARKS AND RECREATION	BUILDINGS AND FACILITIES
The infrastructure needed for movement, within or beyond our city and as part of our day-to-day activities, whether by vehicle or bike or as a pedestrian.	The infrastructure we need to direct stormwater run-off, mitigating flooding and improves water quality in line with EPA standards.	The locations and environments we frequent while enjoying the natural surroundings or engaging in recreational and leisure activities.	The locations and areas we utilise when accessing community services or participating in recreational, cultural, or social activities.
Includes roads and streets, bridges, footpaths, trails, roundabouts, speed humps and traffic management devices	Includes swales, drains and pipes, pits, sedimentation ponds, dams, wetlands, gross pollutant traps and water-sensitive urban design elements.	Includes parks and gardens (trees, flower beds, fences, gates), playgrounds, waterways, sports fields, stadiums, public furniture and amenity assets (seats, barbecues, pergolas, shade sails)	Includes town halls, leisure and aquatic centres, sports pavilions, libraries, community centres, maternal health and other buildings that house community services, public toilets and shelters.

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6.2 How Our Assets Support Community Needs

Our assets exist to support the delivery of Council services and public amenities 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 always 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.

Service levels are set by the Council based on community expectation, legislated levels of service and subject matter standards and detailed within the respective Asset Management Plans balanced against affordability.

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 then
- Finding the balance based on priority, risk and utilisation

6.4 Asset Health

This Asset Plan adopts 'Asset Health' as the key indicator used to express asset performance to the community and is not to be confused with asset condition.

Asset Health is aligned with the asset consumption ratio that indicates the level of service potential (as new condition) remaining in the existing asset portfolio. The higher the percentage, the greater service potential is available to the community.

On average in councils across the Australia, Asset Health is approximately 60% with 3% of assets in very poor condition forming a baseline service target.

Not all assets have to wait until they are in very poor condition before intervention. We will establish a priortisation framework, identifying critical or significant assets which require earlier intervention.

Condition Rating	Useful Life	Remaining Life Estimated	HEALTH
= 4.5	= 40 years	= 4 years	= 4/40 = 10%

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6.5 Our Asset Response to Gender Impacts Assessment (GIA)

In asset management planning, our gender equity considerations include:

Access to public spaces and facilities: Ensuring that public facilities such as parks, libraries and sports facilities are safe, accessible and designed to meet the needs of both men and women, including those with disabilities. Regular condition assessments are undertaken by the City to gather this data on a rolling basis.

Transport infrastructure: Prioritising walking and bike routes that support the mobility needs of all genders, including safer lighting, well-designed cycle ways, pram ramps, for example are key to Capital Planning.

Community Facilities: Gender-responsive planning to ensure that community facilities cater to the needs of single mothers, elderly women and vulnerable women, ensuring safety and access to essential services.

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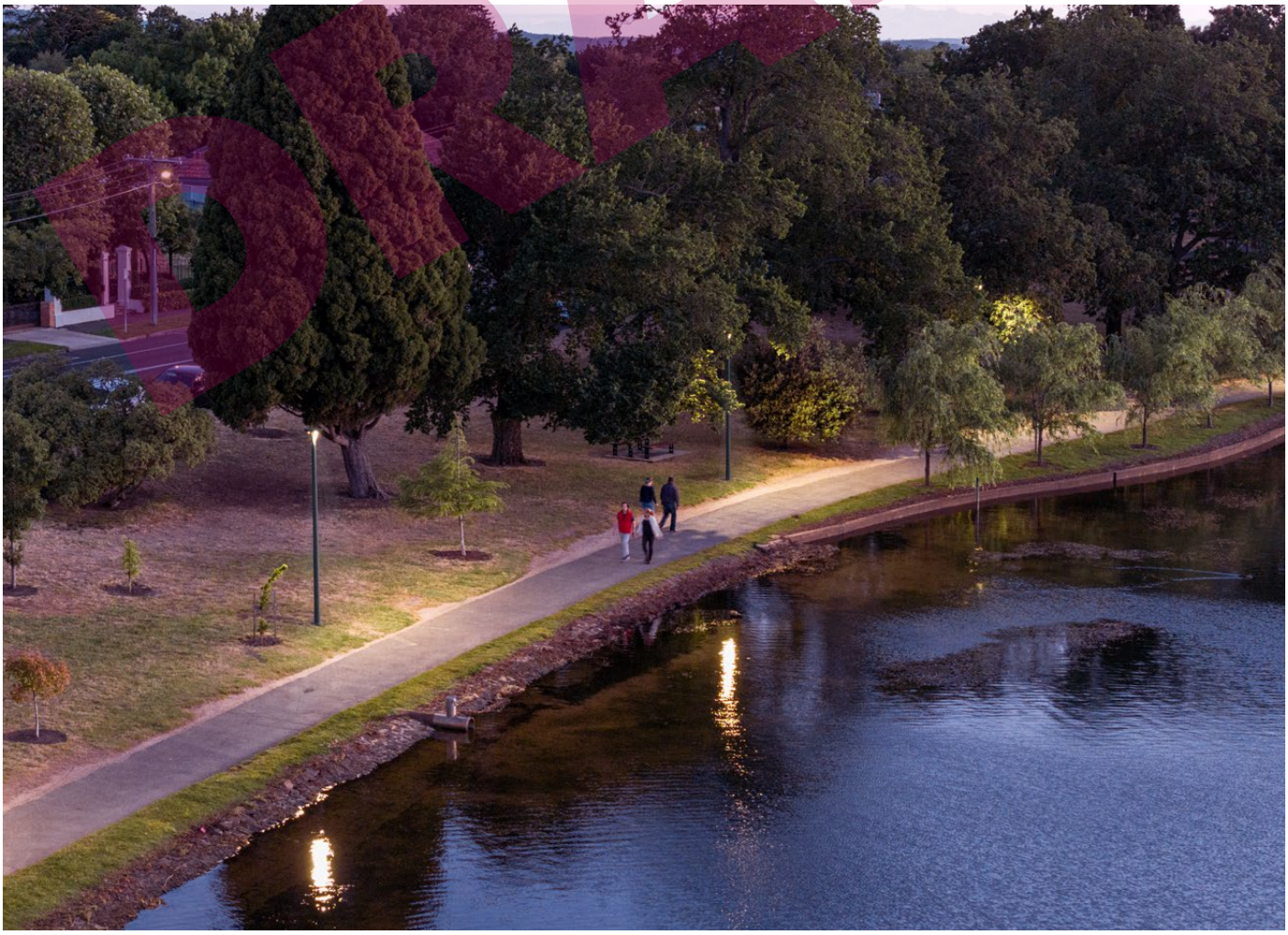

7. The State of Our Assets

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, enables 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 Asset Plan 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 $2 Billion asset portfolio over the next 10 years.

Asset Health is a measure of the remaining useful life of the asset portfolio. The figure below displays the current asset health by asset class.

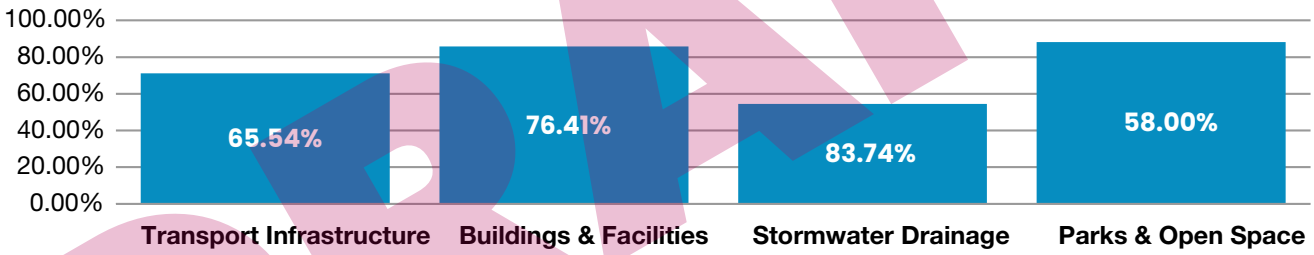

Figure 1: Asset Health (% Remaining life) by Asset Class as at 30th June 2024

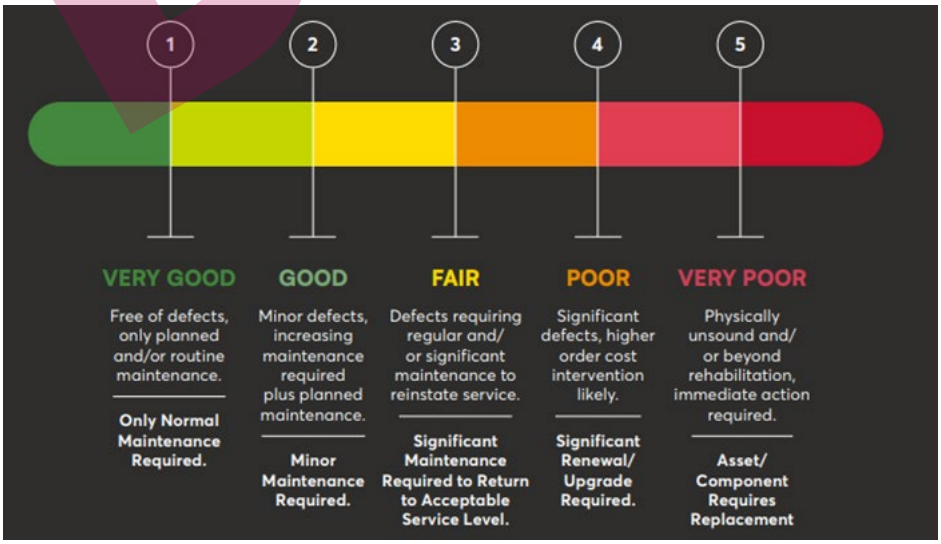

Figure 2 – Asset Condition Assessment Rating

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Within each asset class, there is a distribution of assets from very good to very poor condition. The current distribution is illustrated in the figure below:

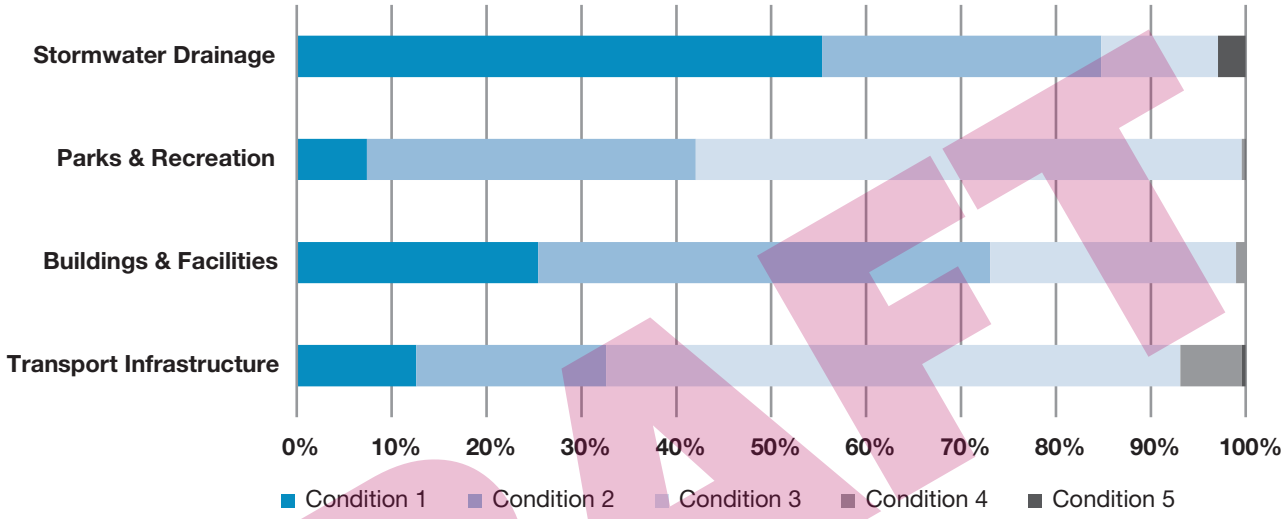

Figure 3: Condition distribution as percent of replacement cost as at 30th June 2024

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8. 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. We aim to achieve long-term asset sustainability.

8.1 Integration with the Financial Plan

To ensure the resources needed to manage our assets are provided in our financial planning instruments, integration of the Asset Plan and the Financial Plan is critical.

The balance between maintaining and renewing our assets and accommodating funding for improvement and growth is a constant challenge because underfunding the renewal of an asset can lead to lower levels of service and deferring an important asset upgrade can mean that the asset is no longer fit for purpose.

Our Asset Plan has considered a minimum of two options, linked to Community Levels of Service. The adopted expenditure included in this Asset Plan is consistent with our affordability after considering at least two scenarios per service/class.

All funding requirements identified for each asset portfolio have been allocated in the Financial Plan. Forecasts included in this Asset Plan for the projected asset expenditure are consistent with our Financial Plan and cover the planned asset activities for the next ten (10) years. This will require future monitoring and further analysis as new asset information becomes available such as new asset condition data. Funding requirements may potentially change and require adjustment to both this Asset Plan and the Financial Plan.

8.2 Our asset investment strategies

Looking ahead to the next 10 years, our approach is to be prudent in our 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.

Investment in asset maintenance and renewal will be balanced by significant investment in new and upgraded assets to meet current and future demand across the region as we grow and change.

Maintaining integration between our Asset Plan and Financial Plan 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 principles.

We will adopt asset management practices guided by:

- Transparent assumptions about service delivery requirements which form the basis of asset management strategies.
- Asset management which is integral for corporate and financial planning.
- Decisions informed by and incorporate a life-cycle approach to asset management.
- Clear points of accountability and responsibility for the lifecycle of assets, including the assessment of each assets condition, use and performance must be established.
- Works programs that use Asset Management Frameworks such as asset criticality.
- The long term sustainability of the Council.

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STRATEGIC INITIATIVES

Life Cycle Planning	Council will undertake life cycle costing to determine whole of life cost for any new and upgraded asset to ensure financial sustainability.
Scenario Planning	Our ten year budgets and capital work programs will be developed using scenario modelling and asset specific service levels. Such scenarios will include maintenance, renewal, upgrade and new costs to provide target service levels into future and form the basis of our individual asset class plans.
Criticality and Demand Based Planning	Council will adopt asset criticality framework into all asset management models and plans, so prioritisation of maintenance and capital is based on criticality and future demand.
Climate Adaptation	Council will undertake a vulnerability framework for Strategic Asset Management. This framework will form the basis of a risk score per asset and used in developing an adaptation based Asset Management Plan.
Asset Functionality Assessments	In addition to routine condition assessments, Council will enhance its asset assessment framework to include functionality assessments to better inform its rationalisation and upgrade programs.
Asset Data and Resourcing	Councils will ensure adequate asset data and resources for Asset Management activities are considered in the Financial Plan effectively linking responsibility for service provision with responsibility for asset management.
Gender Impact Assessment (GIA)	Council will develop and implement a GIA framework to be part of new, upgrade and renewal capital works programs.

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8.3 Asset investment categories

For the purposes of this Asset Plan, 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	Maintenance	Scheduled work to keep assets operating at the required level of service, or reactive work to repair defects and ensure that assets meet their service life and don't require early renewal.
	Operations	Recurrent expenditure that is required to use an asset such as utility costs, audit and inspection programs, cleaning or fees paid to other organisations.
Capital	Renewal	Works on assets that are at the end of life that restore their ability to deliver or facilitate the delivery of the desired service
	Upgrade	Works that increase the quality of the existing service that can be delivered through an existing asset.
	New	Works that generate an asset that can provide a service that does not currently exist.

8.4 Lifecycle investment profile

A detailed breakdown of what we expect to spend on each asset function over the next 10 years is outlined within individual asset class profiles under section 9 – Asset Class Detail.

The table below summarises the adopted 10-year expenditure by asset class for 2025-2035:

ASSET CLASS	RENEWAL $'000	UPGRADE/NEW* $'000	MAINTENANCE $'000	TOTAL $'000
Transport Infrastructure	$219,418	$198,865	$78,480	**$496,763**
Stormwater Drainage	$3,681	$28,269	$9,911	**$41,861**
Parks and Recreation	$37,743	$28,723	$122,432	**$188,898**
Buildings and Facilities	$51,888	$225,301	$66,632	**$343,821**
Total	**$312,730**	**$481,158**	**$277,455**	**$1,071,343**

**Includes major projects funding*

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9. Asset Class Detail

9.1 Transport Infrastructure

What assets are included?

Sealed roads, unsealed roads, bridges & major culverts, footpaths, kerbs and car parks.

What does our work involve?

MAINTENANCE	• 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
RENEWAL	• Resurfacing of existing roads • Road reconstruction or major patching of road failures • Replacement of sections of existing pathways to an equivalent standard • Replacement of bridge components such as rail, deck, superstructure and substructure
UPGRADE AND NEW	• New constructed and gifted assets by developers • Road safety improvements such as installation of crash barriers, intersection upgrades, etc. • Widening or duplication of existing roads • Traffic calming treatments such as construction of roundabouts, installation of speed humps, etc • Extension of existing pathway network to address gaps in connectivity

How is funding prioritised?

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 future asset condition.

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

Projected expenditure 2025-2035:

PROJECTED EXPENDITURE ($'000)											
EXPENDITURE TYPE	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**TOTAL**
Maintenance	$7,848	$7,848	$7,848	$7,848	$7,848	$7,848	$7,848	$7,848	$7,848	$7,848	**$78,480**
Renewal	$16,162	$18,174	$17,398	$17,113	$25,095	$25,095	$25,095	$25,095	$25,095	$25,095	**$219,418**
Upgrade/New	$4,764	$4,947	$2,828	$19,228	$28,549	$26,128	$27,411	$27,407	$28,802	$28,802	**$198,865**
Total	**$28,774**	**$30,969**	**$28,074**	**$44,189**	**$61,492**	**$59,071**	**$60,354**	**$60,350**	**$61,745**	**$61,745**	**$496,763**

**Includes major projects funding*

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What are future challenges and opportunities?

CHANGING POPULATION	INCREASED FREIGHT TASK	CLIMATE CHANGE	LEGISLATION AND COMPLIANCE
• The increased demand on local roads and their connections with State government and Collector roads due to population growth and increased dwelling density	• The increased deterioration of our road network due to an increased number of heavy vehicles and increased gross loadings	• The lack of availability of sustainable transport options, including public transport • The increased risk of damage to our transport assets due to more frequent and more extreme weather events • The need to consider resilience in the design and construction of new assets	• The need to ensure compliance with the *Transport Integration Act 2010 and Road Management Act 2004* • The need to meet the requirements of our Road Management Plan • The need to ensure clarity on which roads we are responsible for

9.2 Building and Facilities

What assets are included?

Buildings, structures and containers.

What does our work involve?

MAINTENANCE	• Minor repairs to building components due to failure, vandalism, etc. • Unblocking drains, service checks, carpet repairs, etc. • Safety, compliance, and condition inspections
RENEWAL	• Major structural repairs • Replacement of roof or wall cladding • Replacement of bathrooms and kitchens
UPGRADE AND NEW	• Building extensions • Sustainability improvements (e.g. PV systems, water harvesting and reuse systems, etc.) • Construction of a new building to cater for increased or changing demand • Replacement of amenities with DDA compliance

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How is funding prioritised?

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our buildings assets and the impact of various renewal funding scenarios on future asset condition.

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

Projected expenditure 2025-2035:

PROJECTED EXPENDITURE ($'000)											
EXPENDITURE TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
Maintenance	$6,663	$6,663	$6,663	$6,663	$6,663	$6,663	$6,663	$6,663	$6,663	$6,663	**$66,632**
Renewal	$9,156	$9,510	$8,030	$8,315	$2,813	$2,813	$2,813	$2,813	$2,813	$2,813	**$51,888**
Upgrade/New	$40,184	$31,536	$16,209	$18,126	$16,131	$20,778	$18,634	$20,945	$21,379	$21,379	**$225,301**
Total	**$56,003**	**$47,709**	**$30,902**	**$33,104**	**$25,607**	**$30,254**	**$28,110**	**$30,421**	**$30,855**	**$30,855**	**$343,821**

**Includes major projects funding*

What are future challenges and opportunities?

CHANGING POPULATION	INCREASED UTILISATION	CLIMATE CHANGE	LEGISLATION AND COMPLIANCE
• The need to improve access for all genders and abilities and other underrepresented communities • The need to meet diverse and often competing community demands and expectations for facilities	• The need to maximise the use of existing facilities and to manage assets that are surplus to needs • The unplanned maintenance liabilities associated with facilities that community groups are no longer able to manage	• The increased risk of damage to our buildings and facilities due to more frequent and more extreme weather events • The challenge of ensuring we meet our target of net zero	• The need to ensure compliance with all relevant legislation such as in relation to accessibility, fire safety, occupational health and safety, etc. • The need to ensure that buildings are provided in line with the National Construction Code.

**Refer Community Infrastructure Plan*

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9.3 Stormwater Drainage

What assets are included?

Pipes, pits, culverts, wetlands, drainage basins, and water sensitive urban design assets.

What does our work involve?

MAINTENANCE	• Pit cleaning • Pipe cleansing and removal of debris, sediment, etc. • Removal of litter from Gross Pollutant Traps • Programmed inspections
RENEWAL	• Replacement of pits and pipes
UPGRADE AND NEW	• 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. • Stormwater harvesting initiatives

How is funding prioritised?

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our stormwater assets and the impact of various renewal funding scenarios on future asset condition.

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

Projected expenditure 2025-2035:

PROJECTED EXPENDITURE ($'000)											
EXPENDITURE TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
Maintenance	$991	$991	$991	$991	$991	$991	$991	$991	$991	$991	**$9,911**
Renewal	$720	$2,162	$100	$100	$100	$100	$100	$100	$100	$100	**$3,681**
Upgrade/New	$8,870	$5,983	$7,720	$683	$702	$722	$722	$931	$968	$968	**$28,269**
Total	**$10,581**	**$9,136**	**$8,811**	**$1,774**	**$1,793**	**$1,813**	**$1,813**	**$2,022**	**$2,059**	**$2,059**	**$41,861**

**Includes major projects funding*

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What are future challenges and opportunities?

DEVELOPMENT DENSITY	AGEING INFRASTRUCTURE	CLIMATE CHANGE	ENVIRONMENTAL SUSTAINABILITY
• The need to upgrade the capacity of our existing drainage network to mitigate flooding due to increased volumes of stormwater run-off caused by continued urban consolidation • The need to implement stormwater quality improvement initiatives to protect receiving waterways affected by continued urban consolidation	• The need to upgrade some of our older drainage assets that are currently under capacity to improve flood immunity • The need to deal with more frequent and extreme flooding events • The ability to fund the timely renewal and upgrade of drainage assets that are in poor condition	• The projected reduction in current level of service with respect to flood protection and accessibility due to more frequent and more extreme weather events that lead to more flooding	• The increased need to provide infrastructure for the capture, treatment and reuse of stormwater to enable us to make use of stormwater run-off as a sustainable resource

9.4 Parks and Recreation

What assets are included?

Playgrounds, play equipment, sportsgrounds, park furniture, fences, lighting, irrigation and other assets typically found within open space areas.

What does our work involve?

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

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How is funding prioritised?

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our parks and recreation assets and the impact of various renewal funding scenarios on future asset condition.

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

Projected expenditure 2025-2035:

PROJECTED EXPENDITURE ($'000)											
EXPENDITURE TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
Maintenance	$12,243	$12,243	$12,243	$12,243	$12,243	$12,243	$12,243	$12,243	$12,243	$12,243	**$122,432**
Renewal	$3,595	$2,343	$2,957	$2,970	$4,313	$4,313	$4,313	$4,313	$4,313	$4,313	**$37,743**
Upgrade/New	$2,007	$1,610	$1,272	$7,842	$2,107	$2,164	$2,164	$3,103	$3,227	$3,227	**$28,723**
Total	**$17,846**	**$16,196**	**$16,472**	**$23,055**	**$18,663**	**$18,720**	**$18,720**	**$19,659**	**$19,783**	**$19,783**	**$188,898**

**Includes major projects funding*

What are future challenges and opportunities?

CHANGING POPULATION	OPEN SPACE PROVISION	PARTICIPATION TRENDS	ENVIRONMENTAL SUSTAINABILITY
• The increased demand for specific outdoor recreation facilities and settings as well as new open spaces within close proximity to where people live • Need for more inclusive and accessible park designs to accommodate older adults, people with disabilities and families • Higher density living creating greater pressure on existing open spaces	• Greater need for new parks and recreational spaces within walking distance of residential areas • Redevelopment or optimisation of underused spaces to meet growing community needs • Competition for land use limiting opportunities to expand open space	• Growing interest in informal and unstructured activities like walking, running, and outdoor fitness • Rising demand for multipurpose facilities that can accommodate a range of activities • Increased use of parks and open space driven by flexible work arrangements and lifestyle shifts	• Stronger community expectations for environmentally sustainable park designs (e.g. native planting, water sensitive features) • Managing the impacts of climate change such as heat, drought and more intense weather events on park infrastructure • Incorporating sustainable asset management practices into park maintenance and planning

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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 and 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 Plan reviews and updates

This Asset Plan will be formally reviewed and updated every four years in line with the new Council term to provide opportunities for the new Council 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.

Reporting

Our 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.

Reporting on service levels and other performance measures is undertaken as part of our Annual Report.

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 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 Asset Plan are based on existing data, processes, systems, processes and standards. Council is committed to identifying ways to achieve a more robust evidence base and analysis and 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.

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Appendix 1: Long term investment plan

RENEWAL EXPENDITURE BASED ON PROPOSED LTFP										
PROJECTED RENEWAL EXPENDITURE										
ASSET CLASS	2025 -2026	2026 -2027	2027 -2028	2028 -2029	2029 -2030	2030 -2031	2031 -2032	2032 -2033	2033 -2034	2034 -2035
Transport Infrastructure	$16,161,870	$18,174,230	$17,398,320	$17,113,481	$25,094,991	$25,094,991	$25,094,991	$25,094,991	$25,094,991	$25,094,991
Buildings and Facilities	$9,156,193	$9,509,530	$8,030,000	$8,315,000	$2,812,905	$2,812,905	$2,812,905	$2,812,905	$2,812,905	$2,812,905
Stormwater Drainage	$720,000	$2,162,000	$100,000	$100,000	$99,879	$99,879	$99,879	$99,879	$99,879	$99,879
Parks and Recreation	$3,595,384	$2,343,108	$2,956,560	$2,970,349	$4,312,881	$4,312,881	$4,312,881	$4,312,881	$4,312,881	$4,312,881
Total	**$29,633,447**	**$32,188,868**	**$28,484,880**	**$28,498,830**	**$32,320,655**	**$32,320,655**	**$32,320,655**	**$32,320,655**	**$32,320,655**	**$32,320,655**

MAINTENANCE EXPENDITURE										
ESTIMATED MAINTENANCE EXPENDITURE REQUIRED										
ASSET CLASS	2025 -2026	2026 -2027	2027 -2028	2028 -2029	2029 -2030	2030 -2031	2031 -2032	2032 -2033	2033 -2034	2034 -2035
Transport Infrastructure	$7,848,040	$7,848,040	$7,848,040	$7,848,040	$7,848,040	$7,848,040	$7,848,040	$7,848,040	$7,848,040	$7,848,040
Buildings and Facilities	$6,663,166	$6,663,166	$6,663,166	$6,663,166	$6,663,166	$6,663,166	$6,663,166	$6,663,166	$6,663,166	$6,663,166
Stormwater Drainage	$991,068	$991,068	$991,068	$991,068	$991,068	$991,068	$991,068	$991,068	$991,068	$991,068
Parks and Recreation	$12,243,206	$12,243,206	$12,243,206	$12,243,206	$12,243,206	$12,243,206	$12,243,206	$12,243,206	$12,243,206	$12,243,206
Total	**$27,745,481**	**$27,745,481**	**$27,745,481**	**$27,745,481**	**$27,745,481**	**$27,745,481**	**$27,745,481**	**$27,745,481**	**$27,745,481**	**$27,745,481**

UPGRADE & NEW EXPENDITURE BASED ON PROPOSED LTFP										
FORECAST UPGRADE & NEW EXPENDITURE										
ASSET CLASS	2025 -2026	2026 -2027	2027 -2028	2028 -2029	2029 -2030	2030 -2031	2031 -2032	2032 -2033	2033 -2034	2034 -2035
Transport Infrastructure	$4,764,000	$4,947,000	$2,828,000	$19,227,626	$28,549,053	$26,127,872	$27,411,226	$27,407,106	$28,801,630	$28,801,630
Buildings and Facilities	$40,184,000	$31,536,000	$16,209,000	$18,125,720	$16,130,522	$20,777,777	$18,634,261	$20,944,947	$21,379,361	$21,379,361
Stormwater Drainage	$8,870,000	$5,983,000	$7,720,000	$683,100	$702,350	$721,600	$721,600	$930,887	$968,122	$968,122
Parks and Recreation	$2,007,000	$1,610,000	$1,272,000	$7,841,900	$2,106,500	$2,164,250	$2,164,250	$3,102,955	$3,227,073	$3,227,073
Total	**$55,825,000**	**$44,076,000**	**$28,029,000**	**$45,878,346**	**$47,488,425**	**$49,791,499**	**$48,931,337**	**$52,385,895**	**$54,376,186**	**$54,376,186**

** Additional details: Refer Open Space Strategy and Community Infrastructure Plan*

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Appendix 2: Key terms and definitions

TERMINOLOGY	DESCRIPTION
Infrastructure Assets	Stationary systems forming a network and serving whole communities where the system as a whole is intended to be maintained indefinitely by continuing replacement and refurbishment of its components, e.g. roads, facilities, footpaths, drains, parks.
Capital Expenditure	Expenditure for new infrastructure and for the renewal or upgrade of existing assets that enhances the service potential of the assets.
Maintenance	Expenditure that is incurred to ensure that the asset continues to provide its pre-determined service capacity and quality and achieves its expected useful life. Maintenance expenditure is of a regular and ongoing nature.
Long Term Financial Plan	A Financial Plan based on a Service Level Target that produces a year-by-year forecast of the investment needed in capital renewals, capital upgrades, new infrastructure and ongoing maintenance.
Lifecycle Indicator	Planned 10-year LTFP / Desired 10-year LTFP costs (maintenance, renewal, upgrade and new expenditure for desired service level). Recommended target = 85-115%.
Asset Health	Asset Health refers to the remaining life expectancy and serviceability of the asset portfolio
Intervention Level	A physical state of an asset defined by its condition, capacity or functionality at which Council will determine a treatment action.
Gender Impact Assessment (GIA)	A process that assesses how policies, programs or services may affect people of different genders differently with the aim of promoting equitable outcomes.

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CITY OF BALLARAT

Customer Service
Monday to Friday, 8.30am–5pm

Phone
5320 5500

Email
info@ballarat.vic.gov.au

Postal Address
PO Box 655
Ballarat, VIC 3353

Website
ballarat.vic.gov.au

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All information was correct at time of publication.

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