Asset Plan
2021-2031

Macedon Ranges Shire Council

Picture: Matthew Fumeaux

1 Acknowledgement of Country

Macedon Ranges Shire Council acknowledges the Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung Peoples as the Traditional Owners and Custodians of this land and waterways. Council recognises their living cultures and ongoing connection to Country and pays respect to their Elders past and present.

Council also acknowledges local Aboriginal and Torres Strait Islander residents of Macedon Ranges for their ongoing contribution to the diverse culture of our community.

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2 Introduction

Macedon Ranges Shire is approximately 60km north-west of Melbourne and covers an area of 1,747 square kilometres.

The Macedon Ranges population is spread across nine towns and a number of smaller settlements. The largest towns are Gisborne, Kyneton, Lancefield, Romsey and Woodend. About 35% of people in Macedon Ranges live outside a town boundary in a rural setting. The Macedon Ranges population is expected to increase from 51,907 in 2022 to 65,405 in 2036 (forecast.id November 2017). Most of this population growth is projected to occur in the south and southeast of the shire.

The Macedon Ranges Shire is renowned for its rural character, semi-rural lifestyle, landscapes and forests, and unique natural features such as Hanging Rock and Mount Macedon.

Figure 1: Shire Map

Macedon Ranges Shire Council (MRSC) manages assets on behalf of the community with a value of more than $964M (excluding land). These assets are used by the community or directly by MRSC to provide services to the community.

MRSC must manage these assets responsibly and sustainably for both current and future generations. These assets include:

- Bridges;
- Buildings;
- Footpaths and Cycleways;
- Information Communication and Technology;
- Kerb and Gutter;
- Open Space and Recreation;
- Other; (Includes elements of the saleyards, the airfield, and resource recovery)
- Plant, Fleet, and Equipment;
- Sealed Roads;
- Unsealed Roads; and,
- Stormwater and Flood Management.

Councils group assets together into categories or classifications that must support: financial reporting, local government performance reporting, service delivery, and asset modelling. Council has selected the categories described above so that all different forms of reporting can be supported.

As part of the Victorian Local Government Act 2020, the State Government increased the focus on local government sustainability. Victorian Councils must produce and maintain a 10-year asset plan within an Integrated Strategic Planning and Reporting Framework (ISPRF). The planning framework requires that the community have input into Council's asset policy and strategies.

The Asset Plan:

- focuses more on Council's financial asset portfolio, that is, assets with a value higher than the capitalisation thresholds defined by the Asset Accounting and Valuation Procedure;
- provides a strategic and financial view of how Council proposes to manage the assets that are owned and/or controlled by Council;
- defines Council's high-level strategic asset management priorities;
- addresses all aspects of asset management including maintenance, renewal, acquisition, expansion, and disposal or decommissioning of assets; and,
- results in an ongoing commitment to service planning, determining physical asset needs to support service delivery at a defined level and at an affordable cost.

Effective asset management involves the realisation that assets exist to support the delivery of service outcomes for the use and benefit of the community. The Asset Plan defines and articulates the required investments to maintain those service outcomes.

Assets will be managed through technical processes that consider the age and condition of assets as well as the fitness-for-purpose to deliver against adopted performance standards.

2.1 Asset Management

Council's infrastructure assets exist primarily to provide services to the community. The objective in managing assets is to meet the functional and amenity service standards in the most cost effective manner for the benefit of present and future members of the Macedon Ranges community.

Council also manages classes of assets that are classified as non-infrastructure, such as information, communication, and technology assets, fleet vehicles, major plant, and minor plant and equipment. These assets are required so that Council can deliver services and manage assets on behalf of the community. Assets with a value above the capitalisation threshold (financial assets) are kept in service using Council's Operating and Capital Works budgets. Assets with value below the capitalisation threshold are kept in service using only Council's Operating budget. The Asset Plan focuses more on the financial assets as these assets represent a larger long term planning risk to Council. Human resources are not regarded as assets for the purpose of the Asset Plan.

To manage assets in an economically, environmentally and socially sustainable manner a whole of life approach needs to be considered when making decisions that affect assets. The addition of assets will increase the maintenance and operating costs of Council over the long term. Rather than acquiring new assets, consideration should be given to managing Council's existing assets to an agreed standard, which can be best achieved through modern equivalent renewals. This approach will stabilise the operating and maintenance costs incurred by Council into the future.

The key principles of the Asset Plan are:

- taking a whole of life approach to managing assets;
- developing cost-effective management strategies;
- providing agreed service levels for assets, taking into account functionality, amenity, and affordability;
- providing performance monitoring processes;
- understanding and meeting the demands of growth, legislative change, statutory requirements and infrastructure investment;
- managing risks associated with asset failures and planning for future scenarios experienced as a result of a changing climate;
- providing long term financial projections for asset sustainability to align with the Financial Plan; and,
- continuous improvement of asset management processes and practices.

The Asset Plan:

- has been prepared in accordance with the relevant industry standards and guidance from Macedon Ranges Shire Council Plan, Community Vision, Themes and Priorities;
- includes provision for capital, operational and maintenance works and the principles used to prioritise works on assets;
- provides a long-term planning framework, including expenditure forecasts, which will assist Council in making informed decisions about maintenance programs and capital projects.

The planning and utilisation of resources across Council is closely aligned to asset management. The provision of staff, plant and materials must be understood to allow for the planning, design, construction, operations and maintenance, renewals and rehabilitation, disposal and replacement of all assets across Council.

The condition and performance of Council's infrastructure assets influence and have an impact upon Council's Financial Plan, Annual Budget and Workforce Plan.

A fully developed Asset Plan includes:

- design and functional service levels – defining the quality of the service to be delivered by the asset;
- demand management – the impact on future service delivery and the resources required including risk management;
- asset data status – what Council owns, what the network is valued at and its most recent assessed condition;
- life cycle management – how Council will optimise the management of its existing and future assets to provide the required services;
- prioritised capital and maintenance works; and,
- Financial summary – what funds are required to provide the agreed service levels.

The data that informs the Asset Plan includes:

- asset attribute information including location, extent, size, age, value, condition and remaining life;
- unit rates for assets, materials and works;
- asset performance relative to adopted service levels;
- projections of factors affecting future demand for services;
- new assets developed or acquired by Council;
- assumed works programs and trends; and,
- lifecycle analysis.

3 Definitions

Assets: Are resources controlled by the Shire as a result of past events and from which future economic benefits or service potential are expected to flow to the Shire and the community. An essential characteristic of an asset is that the Shire must have control over the future economic benefits or service such that it is able to enjoy those benefits or services and deny or regulate the access of others to the benefits.

Assets – Current: Assets are classified as current when:

- it is expected to be consumed, realised, sold or otherwise disposed of within one financial year;
- it is held primarily for the purpose of trading; or
- the asset is cash or a cash equivalent (as defined in AASB 107) which is not restricted from being exchanged or used to settle a liability within one financial year.

Assets – Non-current: Any asset which is not expected to be fully consumed, realised, sold or otherwise disposed of within one financial year.

Assets – Intangible: An intangible asset is an identifiable non-monetary asset without physical substance. An intangible asset will mainly comprise of computer software developed in-house.

Assets – Tangible: Non-current assets are tangible resources, for example property, plant or equipment, controlled by the entity as a result of past events, that are held for use in the production or supply of goods or services or for administrative purposes and are expected to be used during more than one accounting period. A non-current asset, therefore, has an economic life of greater than 12 months; any item which has a life of less than 12 months is expensed.

Asset Component: A separate part / component of a complex asset. Separate asset components may be required when the part could be managed independent of or have a significantly different design life to the rest of the asset.

Asset Management (relates to Tangible Non-Current Assets): Refers to a systematic approach to the technical, financial, economic, social and environmental governance and value realisation across the whole life cycle of tangible assets for which Council has control. This includes processes for developing, operating, maintaining, upgrading, and disposing of assets in the most cost-effective manner (including all costs, risks and performance attributes).

Asset Plan: A strategic asset planning document that is required by Section 92 of the Victorian Local Government Act 2020. The Asset Plan contains information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of assets.

Asset Register: A record of asset information, typically held in a spreadsheet, database or software system, including asset attribute data such as quantity, type, construction cost, condition, and valuation.

Auspice: To ‘auspice’ means to provide support, sponsorship or guidance. Usually performed by

an incorporated body.

Level of Service: Defined service quality for a particular service/activity against which service performance may be measured. Service Levels usually relate to the Provision, Design and Operation of Assets and define quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost

Lifecycle: The time interval commencing with identifying the need for an asset and terminates with the decommissioning of the asset or any liabilities after that.

Infrastructure Assets (Tangible Non-Current Assets): A type of physical asset which has value, enables services to be provided and has an economic life of greater than 12 months. An asset that is fixed in place and cannot be easily moved from its constructed location.

Mobile Asset: An asset that is not fixed in place or can be easily moved. This includes plant and equipment, office furniture, computers and fleet.

Plant and Equipment (Tangible Non-Current Assets): Items held for use in the production or supply of goods or services, for rental to others, or for administrative purposes; and are expected to be used during more than one accounting period.

The Definitions have been compiled from various publications from Institute of Public Works Engineering Australasia, International Infrastructure Management Manual [1], and various other Council adopted plans and strategies.

4 Asset Management Policy

4.1 Asset Management Vision

To provide affordable, functional, and accessible assets that support the delivery of services to present and future generations, in a financially, socially, and environmentally sustainable way.

4.2 The Importance of Asset Management to Council

Asset management is important to Council because it supports the following:

- informed decision making;
- greater transparency and accountability;
- more efficient and equitable use of limited resources;
- improved long term financial management;
- more financially, environmentally, and socially sustainable choices;
- continuity and availability of services;
- reduced risk to public and Council; and,
- compliance with standards and legislation.

It is essential to recognise that asset management is a corporate responsibility not a technical function of Council. The key components of a sound asset management approach cannot be achieved within the individual operational areas of Council alone. The elements of asset management where there needs to be a corporate approach include:

- organisational support for workforce planning;
- sound information management, processes and systems;
- comprehensive asset management planning;
- community involvement in establishing service standards;
- rigor in financial assessments; and,
- performance measurement.

To ensure further improvement and development of our integrated corporate approach to asset management, Council is committed to appropriately fund renewal and replacement activities across all service delivery areas.

4.2.1 The Community Vision

Council's integrated approach to asset management allows for alignment with Council's Community Vision [2], Council Plan 2021-2031 [3] and Financial Plan 2021/22 to 2030/31 [4].

The discussions of the Community Vision Assembly focused on:

- guiding Council's future decision making in regard to the new services and assets it may choose to pursue, by reviewing the existing internal framework that is used for decision making; and,
- guiding Council in terms of the key decisions it may be able to make to influence future key strategic decisions regarding borrowing, rates, assets and service delivery.

The four community themes coming from the Community Vision are outlined in Figure 2 [2].

Figure 2: Community Vision.

4.3 Asset Management Framework

Council will be using the Integrated Strategic Planning and Reporting Framework to replace the historic Asset Management Framework that has been in use for many years. The historic framework consisted of Asset Management Policy, Strategy, and Plan documents that were reviewed regularly. The Strategy and Plan documents will become obsolete on adoption of this plan, while the Policy document is being incorporated into this plan. The new ISPR framework [5], as illustrated in Figure 3, shows the relationship between the Council Plan, Asset Plan and the other elements of the framework.

Within the Asset Plan Council has included the Asset Management Policy and Strategy statements, ensuring an integrated strategic approach to asset management.

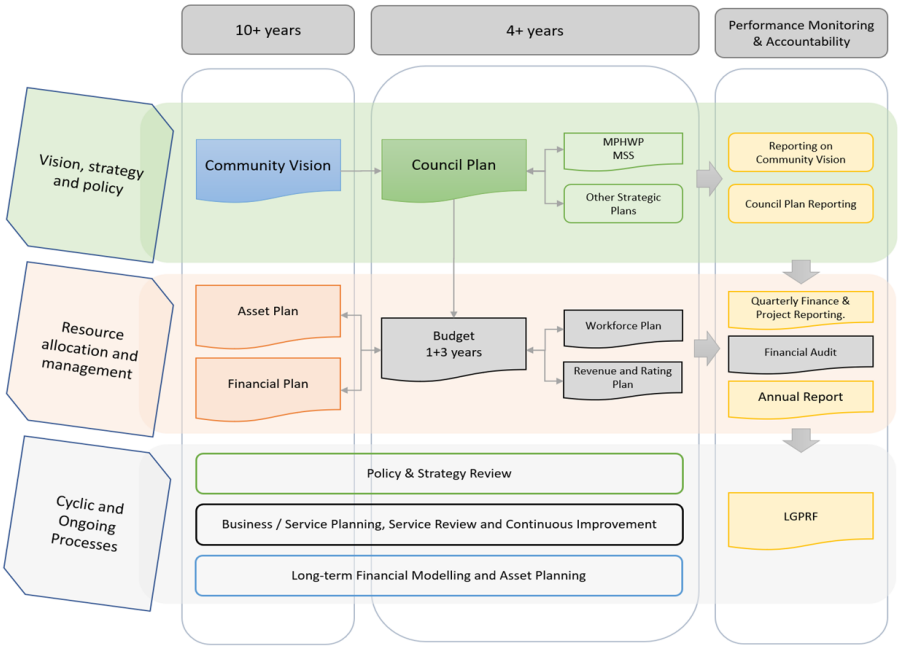

Figure 3: Integrated Strategic Planning and Reporting Framework.

The inclusion of an Asset Plan in the Integrated Strategic Planning and Reporting Framework allows Council to include asset planning in the long term strategic outlook. This will improve Council's ability to provide services and manage assets that are:

- of an agreed quality;
- financially sustainable; and,
- delivered taking into account the full life cycle costs.

It is important that the Asset Plan reflects the most recent asset data and forecasts available. Data presented in this plan is from the 30th June 2021 end of financial year statements.

Conducting an annual review of the plan will ensure that the underlying parameters and assumptions are reasonable, given the current state of the assets, asset condition, and community expectations.

Sitting beneath the Asset Plan is a suite of operational documents that assist Council staff in day to day activities and tracking the improvement in asset management practices and business processes relating to Council assets. The relationship between the Asset Plan and the other documents is shown in Figure 4.

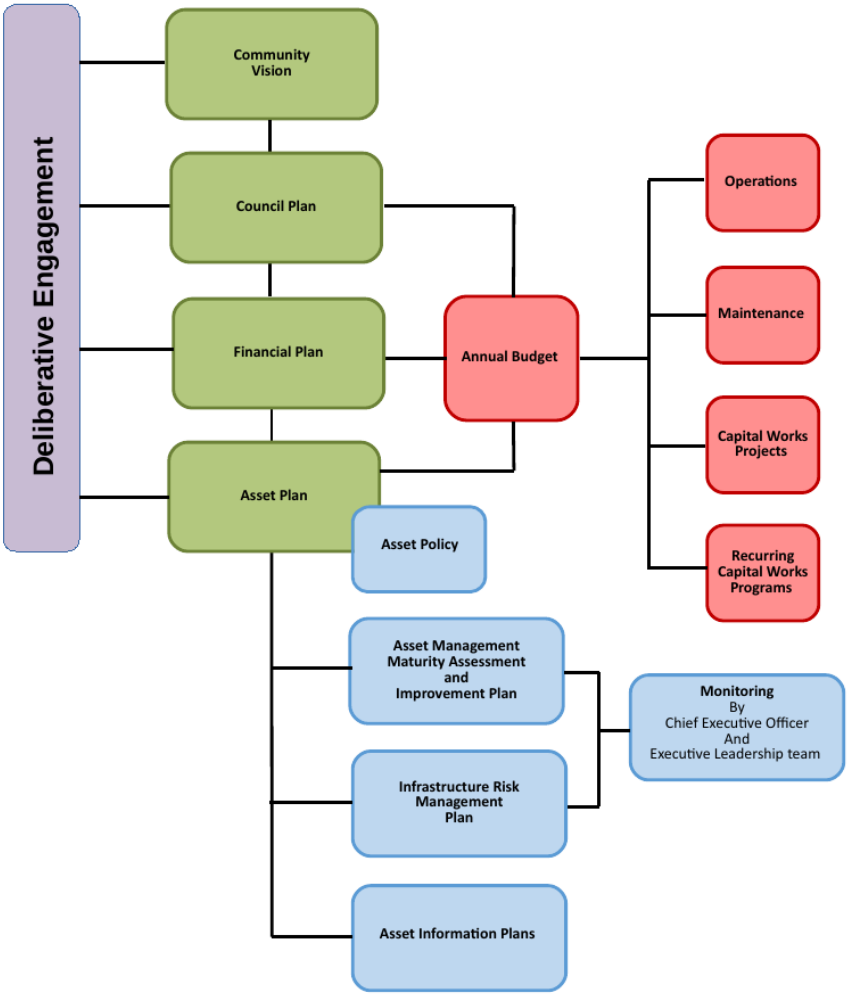

Figure 4: Asset Management Framework.

The documents underpinning Council's Asset Plan are endorsed and monitored by Council's Chief Executive Officer and the Executive Leadership Team. Where appropriate and/or where requested they are presented to Councillors and/or the Audit and Risk Committee for information.

4.4 Key Elements

The asset management planning process guides three key strategic outputs that fit within the Integrated Strategic Planning and Reporting Framework.

4.4.1 Asset Management Policy

Council's Asset Management Policy is embedded into the Asset Plan so that:

- the key policy and strategic directions in relation to asset management are being developed in conjunction with the Macedon Ranges community;
- all elements of the framework are integrated and aligned.

4.4.2 Asset Plan

Council will develop and maintain its Asset Plan in accordance with the Local Government Act 2020.

4.4.3 Integration of Asset Management into Council's Business Processes

Integration of asset management and planning into the Integrated Strategic Planning and Reporting Framework ensures the Community Vision flows through into the Financial Plan, Asset Plan, Workforce Plan and annual Budget and that all reporting is aligned and integrated.

4.5 Strategic Priorities

The strategic priorities identified in the Council Plan that are related to assets or asset based services are outlined below.

Connecting Communities

- Improve connectivity and movement, and provide transport choices to the community, including walking trails and bike paths;
- Integrate land use planning and revitalise and protect the identity and character of the shire;
- Provide well designed, fit-for-purpose, multi-use open spaces and infrastructure for the community to connect, engage and participate in a financially sustainable way;
- Target community needs through development programs and grants;
- Continue to deliver improved outcomes for and recognition of our First Nations People;
- Promote a more inclusive community by supporting community groups and vulnerable groups; and,
- Explore opportunities for affordable and social housing in the shire.

Healthy Environment, Healthy People

- Protect the natural environment and enhance biodiversity;
- Lessen the severity of climate change through actions that enable Council and the community to reduce greenhouse gas emissions;
- Improve the quality of recycling, minimise the generation of waste and establish alternatives to landfill disposal;
- Provide opportunities to experience open space and bushland reserves;
- Improve the management of water, including flooding risk, water quality of creeks and waterways, and the efficient use of water;
- Maintain systems and capacity to manage and respond to emergency events;
- Encourage active and healthy lifestyles for people of all ages and abilities;
- Engage families to promote the importance of early childhood education and health;
- Support our community to ensure better access and connection for facilities and services; and,
- Assist to improve mental well-being within the community.

Business and Tourism

- Encourage economic vitality (including tourism, agribusiness and local employment options);
- Support local industry sectors that align with our vision and strategies;
- Support small business and the local economy; and,
- Engage with emerging technology solutions and initiatives to increase the livability of the shire.

Deliver Strong and Reliable Government

- Ensure sustainable financial management and the strategic allocation of resources to deliver planned infrastructure and services;
- Enhance strategy, policy and plan development, and identify alignment to allow for prioritisation of services that are efficient, well planned, accessible and meet community needs;
- Lead advocacy engagement and enhance relationships with all tiers of government and key stakeholders;
- Enhance customer experience through the transformation of our services to ensure they are easy to access, and provide seamless transactional and interactional experiences; and,
- Support transparent and evidence based decision making through sharing Council data and clear reporting on our measures of success to the community.

4.6 Asset Management Policy and Planning Principles

The asset planning process demonstrates Council's commitment to sustainable lifecycle asset management by outlining the principles that will lead to quality, accessible and sustainable assets that deliver an agreed level of service, in collaboration with the community, and that enhance community well-being.

Council is committed to the following principles.

Council will:

1. have a 10-year Asset Plan informing the community and organisation in the management of assets and integration of asset ownership within the Integrated Strategic Planning and Reporting Framework;
2. include information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning relating to each infrastructure asset class within the Asset Plan;
3. follow Council's deliberative engagement practices and legislated requirements in reviewing the Asset Plan; (Deliberative engagement on the first Asset Plan has been waived by the State Government, subsequent Asset Plans will include deliberative engagement);
4. annually update the Financial Plan and the Asset Plan so that the two plans remain in alignment;
5. use a lifecycle modeling approach in managing assets that includes purchase cost, useful life expectancy, service levels, sustainability, emissions profile, maintenance and renewal;
6. define levels of service for the provision, design, and operation of each asset;
7. have guidelines for evaluating the allocation of capital and recurrent financial resources for asset lifecycle management and maintenance;
8. fund asset renewal as non-discretionary, utilising a 'Renew before Upgrade or New' philosophy - new assets and asset upgrade projects are discretionary;
9. review grant funded new or upgrade projects based on full lifecycle costs to determine long term affordability;
10. maintain an accurate asset register, including depleted or redundant assets;
11. include asset management policy principles in the capital works prioritisation and evaluation framework for capital works business cases;
12. make asset management and service delivery decisions considering asset lifecycle costs and evaluate alternate options and impacts using a risk and opportunity methodology.

4.7 Roles and Responsibilities

Asset management is more than just fixing roads and playgrounds, there are many stakeholders that have varying roles and responsibilities within the asset management system and framework.

Asset management is a function that draws in many participants from within the organisation, as well as outside of Council.

The roles and responsibilities of the identified stakeholders are listed below.

4.7.1 Internal Stakeholders

Council

- To act as custodians for assets;
- To adopt the Asset Plan;
- To set and adopt functional service levels; and
- To adopt risk and cost standards.

Audit and Risk Committee

- To consider audit and risk reports prepared relating to asset management and make recommendations to Council as appropriate.

Chief Executive/Executive Team

- To oversee the Asset Plan development for Council adoption;
- To oversee the implementation of the Asset Plan and provide the agreed resources;
- To monitor and review the performance of Council's Managers and staff in achieving the Asset Plan;
- To set the asset management maturity targets for the organisation;
- To ensure appropriate resources and funding for asset management activities;
- To ensure the presentation of accurate and reliable decision making information to Council;
- Report to Council, annually, on the status, progress and resource requirements for implementing the Asset Plan; and
- Promote and raise awareness of asset management to the Council, staff and community.

Managers and Staff

- To implement the Asset Plan and the Asset Management Maturity Assessment and Improvement Plan;
- Use the lifecycle analysis to develop the Asset Plan for individual asset classes;
- To implement continuous improvement in the management of assets through the Asset Management Maturity Assessment and Improvement Plan;
- To create and implement tactical plans (such as maintenance programs, capital works programs) following the Asset Plan;
- To determine and deliver asset levels of service to agreed risk and cost standards;

- To manage assets in consideration of long-term sustainability; and,
- To present information to the Council, Chief Executive and Directors in terms of lifecycle risks and costs.

Asset Management Unit

- Asset management subject matter experts on behalf of the organisation;
- Responsible for the administration of the Asset Plan;
- Annually report on the status, progress and resource requirements of implementing the Asset Plan to the Executive for reporting to the Council;
- Report the Asset Management Maturity Assessment and Improvement Plan actions to the Senior Management Team and the Executive Leadership Team;
- Report on the Infrastructure Risk Management Plan to the Executive Leadership Team;
- Administer the asset management system;
- Advocate, encourage and guide the development of processes and procedures that allow for the 'whole of life' and continued management and ownership of assets, including all asset lifecycle management functions;
- Advocate, encourage and guide the development of procedures that ensure the asset register is maintained and updated and provide required reports to Council to meet their statutory and legal responsibilities; and,
- Advocate a common and consistent approach to asset management across all assets.

4.7.2 External Stakeholders

- Residents, Ratepayers and Asset Committees;
- Traditional Owner Groups and Corporations;
- Advisory Committees;
- Friends Groups;
- Land Care Groups;
- Facility User Groups;
- Tenants;
- Tourists and visitors;
- Business community; and,
- External Agencies (such as State and Federal government, EPA, VicRoads, Workcover, Insurers, Health Service Providers).

4.8 Audit and Review Procedures

The Asset Management Unit monitors the relevance and compliance of the Asset Plan on an ongoing basis.

The ongoing audit and review process involves the Asset Management Unit, Executive, Managers, Staff and Council. Actions include:

- an annual review of the goals and targets established by the Council;
- incorporating feedback from stakeholders, government agencies and legislation into the Council's asset management activities;
- monitoring and reporting of the lifecycle performance of the assets and their compliance to service levels;
- formal review of the Asset Plan every four years in line with the Council Term and the Local Government Act 2020;
- Adoption of the updated Asset Plan no later than the 31 October following a Council election (First version must be adopted by 30 June 2022);
- Annual reporting to Executive and Senior Leadership Teams on the status of the **Asset Management Maturity Assessment and Improvement Plan**
- Annual reporting to Executive and Senior Leadership Teams on the status of the **Infrastructure Risk Management Plan**

5 Asset Plan

5.1 Asset Management Systems and Planning Process

Effective asset management planning ensures that assets are managed and maintained in an efficient manner enabling affordable services to be provided for the community. Asset management planning and financial planning have an interdependent and reciprocal relationship. As part of Council's ongoing endeavour for improvement, future revisions of the Financial Plan and the Asset Plan will be prepared and balanced together.

Assets exist to support the delivery of service outcomes to the community. A core part of the Asset Plan is establishing functional service level standards across all classes of assets. The Asset Plan defines the performance standards for each asset class/type, as well as the necessary investments that will be required to achieve them.

The Asset Plan will be based on and clearly connected to the Financial Plan and underlying budgets and projections. Assumptions underpinning the Asset Plan will be transparent and linked to preparation of the Financial Plan, budgets, service standards, and major capital initiatives.

The Asset Plan provides a 10-year projection that is aligned and integrated with the Financial Plan taking into consideration the actions of the Council Plan to achieve the Community Vision.

The Asset Plan is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting;
- Council's Asset Plan addresses the Community Vision by managing Council's assets in a way that meets the aspirations and actions of the Council Plan, which are formulated in the context of the Community Vision;
- Council's strategic planning principles identify and address the risks to allow for the effective implementation of the Asset Plan; and,
- Council employs a strategic approach to asset planning that is influenced by service levels, the financial position, and impacts on the organisation and community.

The aim of this strategic approach is to ensure:

- support of the achievement of the Community Vision 2021–2031;
- that the needs and expectations of the Macedon Ranges Shire community are met;
- Council's long term financial sustainability;
- intergenerational equity; and,
- delivery of appropriate, targeted, effective and efficient services.

In turn, Council can:

- continue funding to ensure Council's infrastructure is replaced and maintained when required;
- commit to major projects;
- continue to fund the full life-cycle costs of any new or enhanced services, or construction of new assets through savings, rate increases or grant funding; and,
- maintain existing services at agreed functional performance standards.

5.2 Information and Knowledge Management

Council uses computer based information systems that perform various asset management tasks throughout the organisation, they include;

- AssetFinda - maintenance management system
- AssetFinda - corporate asset register
- iAuditor - inspection application
- IntraMaps - geographic information system
- Pathway - customer service system
- PinPoint - GPS tracking tool
- QGIS - geographic information system
- TechOne / CiAnywhere - finance system and project lifecycle management

Council's information systems are integral in the management and monitoring of assets and allows Council to:

- Document asset attributes, conditions and values;
- Create and dispose of assets;
- Assign works via the works requests system and record the expenditure;
- Fulfill the requirement to report regularly to the community and other government authorities about Council's asset management programs and asset information;
- Calculate end of financial year valuations;
- Record and measure performance, utilisation, activities and requests relating to assets and service provision;
- Continuously develop and improve the asset management process, knowledge and support; and,
- Measure the performance and maturity of assets and asset management across Council.

System integration and data alignment must occur for transparent and repeatable asset management reporting outcomes. The integration and alignment of Council's disparate corporate asset data creates Council's asset management data model. The model enables accurate, informative, and data driven reporting. The asset registers will be spatially available in the database and aligned with the finance and maintenance management systems.

5.3 Asset Management Maturity Assessment

Communities rely on council infrastructure services for everyday life, but with the huge range of infrastructure and limited budgets, it is often difficult to make asset management decisions and determine priorities objectively.

The Australian Centre of Excellence for Local Government and the Institute of Public Works Engineering Australasia developed the National Assessment Framework for Australian Council's to assess the level of their asset management competencies and gauge how well those competencies support decision making.

The maturity assessment uses a series of questions that have been developed around asset and financial management maturity competencies. These are linked to the key elements of the national sustainability frameworks adopted by Australian state and federal governments. The questionnaire helps to show what has been done and what needs to be done to achieve 'core' and then 'advanced' maturity. The five stages of maturity are: aware, basic, core, intermediate, and advanced.

There are 11 elements of asset and financial management based on the national frameworks. The results of the assessment [6] are displayed in the graph below.

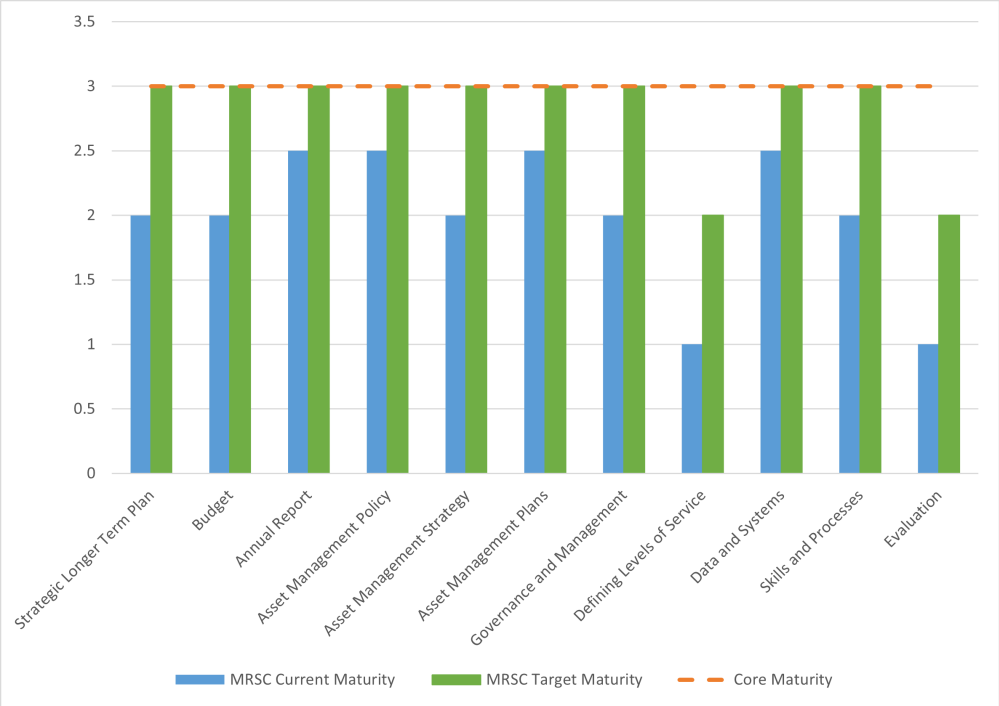

Figure 5: Asset Management Maturity Assessment (as at 30th June 2021).

In addition to the national assessment framework self assessment there have been three recent audits into asset management that have assisted Council in determining its asset management maturity. Those are:

- Victorian Auditor-General Office (VAGO) audit “Maintaining Local Roads” dated March 2021 [7] ;
- VAGO audit “Asset Management and Compliance” dated May 2019 [8]; and,
- Internal HLB Mann Judd audit “Asset Management (inc Asset Maintenance)” dated November 2020 [9].

The VAGO audits were performed on a number of Victorian Council’s not including the Macedon Ranges. While not specific to the Macedon Ranges the results of the audits can still be used by all Victorian Council’s as a benchmark.

The findings of these three audits have been reviewed by Council management and staff, combined with the asset management maturity assessment, and translated into the actions required to become a more mature organisation.

These findings are contained within the operational document **Asset Management Maturity Assessment and Improvement Plan**. This document will be adopted by Council’s Chief Executive Officer and Executive Leadership Team. Progress against the actions in the plan will be reported as required by the Audit and Risk Committee and regularly to Council’s Executive and Senior Leadership Teams. Progress will also be reported to Councillors, if requested.

5.4 Council Services

The many services that MRSC provides to the community that utilise assets as part of the delivery process can be broken into service area categories. These categories better represent how the community views and interacts with Council assets. The service area categories also correspond to the different service areas of the Council as an organisation.

Service areas may cross over into multiple asset categories. For example, a recreation reserve will contain assets from several asset categories including roads, drains, buildings, and sports facilities. However, the overall service being delivered to the community is Open Space and Recreation.

As Council progresses towards a more service driven approach to financial and asset management planning the traditional groupings of assets into asset categories becomes a less useful mechanism.

The Asset Plan information will be presented according to the service area so that strategic objectives are more aligned to the corresponding area of the organisation. Service areas include:

- Buildings and Facilities;
- Open Space and Recreation;
- Transport;
- Urban Stormmwater and Drainage;
- Plant and Equipment;
- Information Communications Technology; and
- Other Assets.

These service areas have assets that are required to be maintained to ensure that the community can feel safe and comfortable whilst utilising the network of assets available. There are many co-dependencies across the service delivery areas to enable access and utilisation of assets and facilities. For example, most people require a road or a footpath, which is part of the transport service area, to access a park or a library which are then part of another service area of Council, such as Open Space or Buildings.

Integration, coordination and collaboration within Council across service areas is essential for the community to seamlessly utilise their assets and for the organisation to better apply the asset planning principles contained in this plan.

5.5 Service performance principles

Council services are designed to be fit for purpose, targeted to community needs and value for money. The service performance principles include:

- services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded;
- services are accessible to the relevant users within the community;
- Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate Council's performance regarding the provision of quality and efficient services;
- Council is developing a performance monitoring framework to continuously improve its service delivery standards; and,
- Council is developing a service delivery framework that considers and responds to community feedback and complaints regarding service provision.

5.6 Managing Demands and Setting Priorities

Asset management for MRSC is the process of balancing amenity, functionality, and affordability while striving to maintain existing services, for the community, at agreed performance standards. Amenity, functionality, and affordability can be viewed as three sides of a triangle [10].

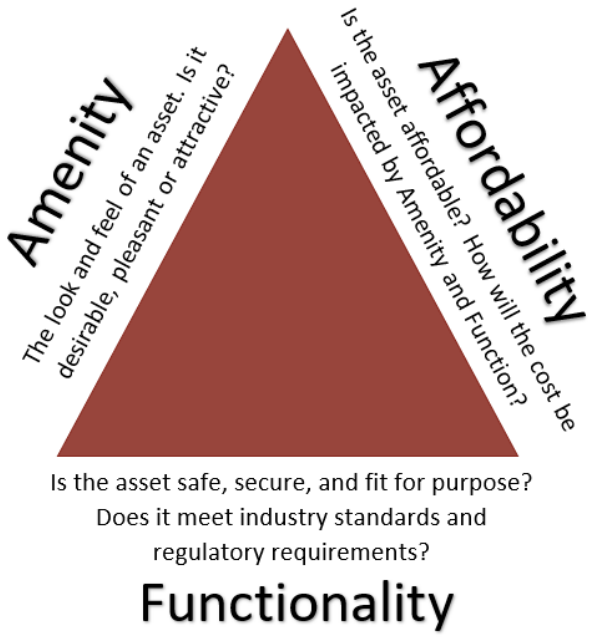

Figure 6: Asset Management Balanced Approach

Functionality refers to both present functionality and future functionality, taking into account factors that influence demand over time, such as a changing climate or the increased frequency fires, floods, and storms.

Affordability may also be influenced by increased or decreased operating costs as a result of fluctuating utility prices and the availability of resources.

Demand management is applied within asset management planning to ensure that Council services are delivered effectively when demands are placing increasing pressures on the limited resources available to Council. This requires Council to manage the balance between maintaining existing services at agreed functional performance standards and whole of life costs, while ensuring the economic, financial and human resources required for effective service delivery can be met.

The following principles regarding demand management are applied when setting priorities for Council's works programs, allowing for informed decision making:

- identifying community expectations, needs and priorities;
- identifying strategies to articulate Council's capacity to meet demand and the consequences of any actions;
- applying strategies to manage the provision of resources to meet demands over time; and,
- using available resources effectively and efficiently.

By managing demand Council can prioritise and manage resources and workloads. This creates confidence and transparency in decisions relating to:

- refurbishment or renewal of existing assets;
- maintenance of existing assets;
- procurement or acquisition of new assets; and,
- disposal and rationalisation of existing assets.

Elements of demand management and priority setting include:

- identifying, defining and measuring current and future service demand;
- measuring current and future service capacity;
- measuring the gap between projected demand and capacity;
- identifying strategies to influence demand;
- performing a financial and risk analysis;
- monitor and review processes and the impacts on service demand and asset performance; and,
- applying the most efficient and effective management strategies.

This leads to better governance of assets and better planning of Council's long term infrastructure asset projects and programs. Services are then targeted to the appropriate recipients and community groups effectively and cost efficiently, making best use of available resources. A sustainable approach to asset management finds the balance between amenity, function and cost.

In March 2021, Council stated a Declaration of Climate Emergency, signifying its commitment to address climate change. The declaration will be supported by a Climate Emergency Response Plan, to be developed in 2023, which will draw together work already completed or underway for reducing emissions and facilitating local action on climate change, and provide a guide for council and the community to address climate change together.

Two key components of the Climate Emergency Response Plan which will guide the management of assets for optimal environmental performance and long term cost savings are: * The Sustainable Buildings Policy, adopted by Council in September 2021; and, * The forthcoming Zero Net Emissions Plan for council operations (Zero Net Emmissions by 2030).

A key theme informing the Climate Emergency Response Plan will be climate adaptation, to prepare for changed climate scenarios and ensure that council assets can continue to serve the community.

5.7 Risk Management and User Safety

Council's corporate risk management approach is covered in the Risk Management Framework and Risk Management Policy. The standard procedure includes the following:

- Hazard identification;
- Risk analysis;
- Risks evaluation;
- Risk treatment;
- Monitoring and review; and,
- Communication.

The implementation and integration of risk management is an integral part of asset management and was recently highlighted during an audit into Council's asset management practices, undertaken by VAGO in May 2019. As a result of the audit Council has prepared an extensive infrastructure risk register that will form the basis of the Infrastructure Risk Management Plan. The risk register and plan will be completed in 2022. Adopting a risk management approach assists Council in managing all assets and liabilities

Once embedded into day to day activities, elements of the register and plan will be incorporated into the Asset Plan.

Council's maintenance management system combined with the asset management risk overlay helps determine which of Council's assets are critical and what level of intervention is required.

Some of the key risks associated with infrastructure assets include:

- financial sustainability;
- compliance with legislation and standards;
- mitigation of public safety issues;
- obsolescence;
- contemporary acceptance and neighbourhood character;
- asset degradation due to inadequate funding; and,
- impacts of climate change.

More information regarding Council's risk management approach in relation to assets will be contained within the operational document **Infrastructure Risk Management Plan**. This document will be endorsed by Council's Chief Executive Officer and Executive Leadership Team. Status of risks will be reported to the Audit and Risk committee at appropriate intervals and regularly to Council's Executive and Senior Leadership Teams.

5.8 Standards and Compliance

Assets must be safe and fit for purpose to ensure that users are not placed at increased risk as they undertake their daily activities.

There are industry standards and best practice compliance obligations across all service areas of Council. Infrastructure must be built so that it can last to an expected standard for an expected period of time.

Using pre-existing standards and best practice guidelines assists in reducing risk to both the public and Council. Bespoke guidelines in relation to infrastructure should be avoided.

5.9 Growth and Development

The demand for an increase in service and asset provision will increase proportionally with population growth and demographic changes. This has also been articulated through the Council Plan where the community would like to see a coherent network of assets that provide fit for purpose services across Council to the community. Demand for services will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet and manage the ongoing changes within the community. Demand management practices may also include non-asset solutions, such as advocating for improved access to public transport, or insuring against risks and managing failures.

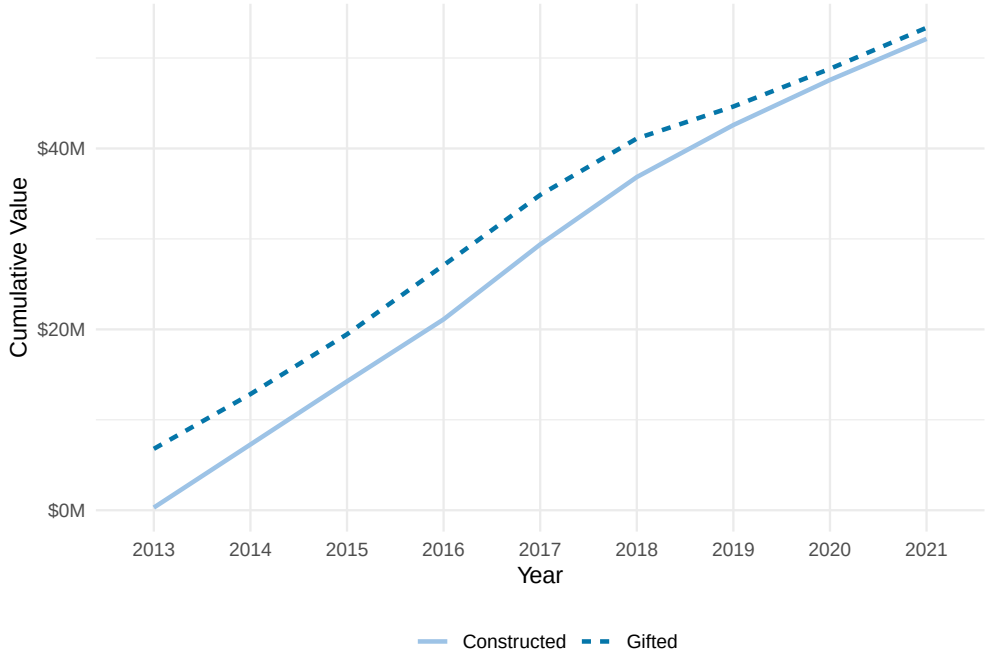

Figure 7: Asset Growth through Constructed and Gifted Assets.

The graph above shows the annual increase in the asset base through gifted assets, the average annual growth is : $2.97M. This represents assets gifted to council through urban development. This graph has been prepared using data from Council's corporate asset register.

While there is no initial cost to Council, there will be additional operating and maintenance costs incurred over time to ensure that these assets continue to function for the community.

Growth to the asset base places upward pressure on operating and maintenance costs that are independent of increases due to inflation. Cost increases due to inflation have been modeled in the Financial Plan using an estimate of the Consumer Price Index.

5.10 Access, Usability and Inclusion

With changes in demographics, an aging population and the improvement in technology the demand on Council's infrastructure is forever evolving. It is important that Council is abreast of what the community needs are regarding accessing and utilising Council and community infrastructure. Accessibility and inclusion have been identified as priorities for the community and are essential for ongoing and improved community health and well-being, which represents a shift from the historical norm where the rural amenity of the Shire was placed ahead of the accessibility of community services. This represents a challenging issue for Council to balance.

5.11 Customer Requests relating to Council Assets

Council provides a range of services for the community, one of the many indicators of community satisfaction is the customer requests or complaints that are entered into Council's Customer Request System. The figure below indicates the customer requests that have been entered into Council's system over the last 4 years.

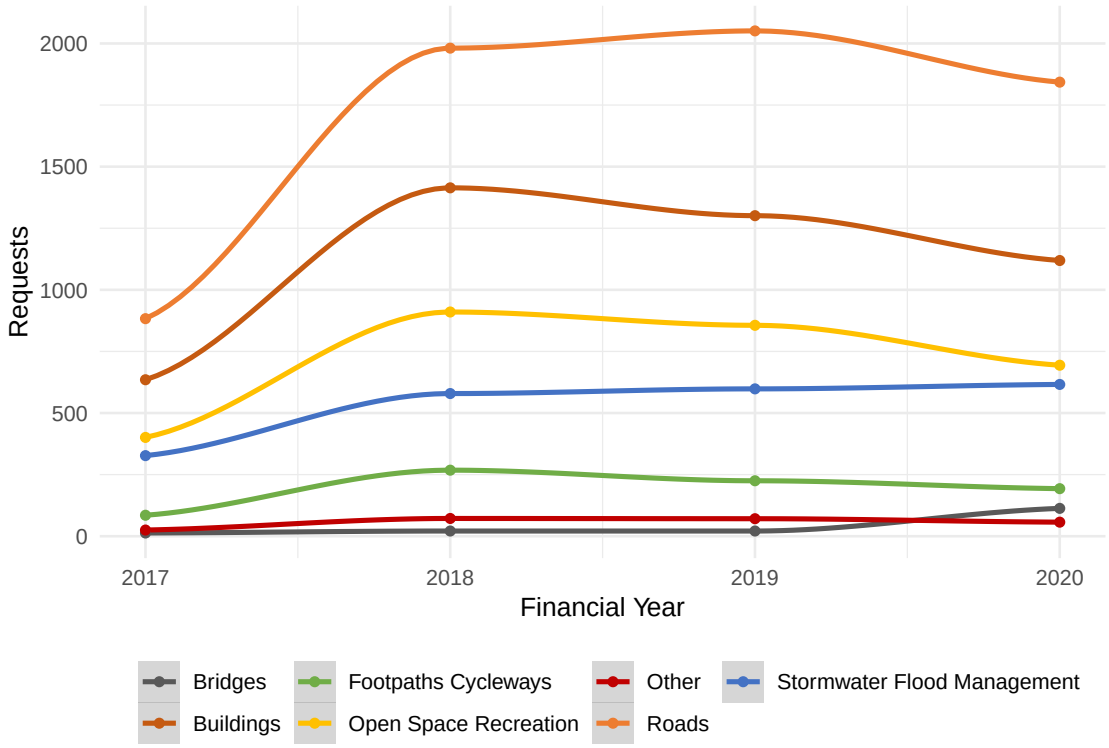

Figure 8: Customer Requests

This data has been compiled from Council's customer request management system. The asset classes resulting in the most requests are roads and buildings. There has been an overall increase in requests since 2017, it appears there was a minor peak in request numbers during 2018 and 2019.

Further analysis of the customer request data shows the top 10 maintenance requests based on activity type. These are displayed in the table below. The four asset classes that the majority of requests are related to are buildings, roads, drainage and recreation facilities, with various activity types recorded.

Table 1: Top 10 Customer Requests

Request Types	No. Requests
Council Buildings - Maintenance	3533
Roads - Unsealed - Grading	1422
Rec Fac - Playground - Maintenance	936
Rec Fac - Park/Reserve - Maintenance	805
Roads - Unsealed - Potholes	657
Drainage - Aboveground - Open Drains	641
Council Buildings - Public Toilets - Maintenance	609
Roads - Traffic Management - Enquiry	597
Roads - Sealed - Pot Holes	539
Drainage - Stormwater - Maintenance	513

These activity types are held in the customer request management system and align with activities that are undertaken on assets in the field. These requests are a part of the criteria that inform decision making within the asset maintenance areas of Council.

5.12 Community Satisfaction Survey

Macedon Ranges Shire Council participated in the 2021 Community Satisfaction Survey, undertaken by the Department of Jobs, Precincts and Regions. The independent survey was conducted in February and March by JWS Research [11]. The statewide telephone survey collects direct feedback from the community about Councils in five key performance areas:

- Council's overall performance
- community consultation and engagement
- advocacy – lobbying on behalf of the community
- customer service
- overall council direction

The results of the survey reflect the needs of the community and are used to shape future planning towards short and long term targets.

From the 2021 Community Survey results, Macedon Ranges has an overall index score of 54/100 which is below the statewide average of 61 and the Large Rural Council group which had an average index score of 58. Perceptions of Council's overall performance had remained relatively stable in previous years but there was a four point decline to an all-time low in the current result. Council performs in line with the State wide and Large Rural group. Averages in the areas of parking facilities and unsealed road maintenance, art centres and libraries is the area where Council performed best and the next highest rated area being the appearance of public areas. Almost a third of residents rate the value for money they receive from Council in infrastructure and services provided to their community as 'very good' or 'good.'

Focus Areas

Unsealed road maintenance and roadside slashing and weed control are rated quite low (both with an index score of 45, declining four index points in the past year, significantly so in unsealed road maintenance). Roadside slashing and weed control is shown to have a moderate to strong influence on overall performance rating. Council should devote extra attention to this service area in the coming 12 months, especially in the East Ward, where residents' ratings are lowest (index score of 41). Ratings of unsealed road maintenance declined significantly among West Ward residents this year, suggesting Council should prioritise recovering performance perceptions in this region.

The figure below shows the results of the community surveys undertaken from 2015 to 2020 and how the assets groups have scored in the areas of importance and performance. The performance axis has been set at the average performance of large rural Councils in Victoria (58). The Importance axis has been set to the overall average of Importance to the Macedon Ranges Community (72).The asset class point clusters demonstrate that Council is performing relatively consistently over time. The asset classes where Council is under performing compared to comparable Councils and the community expectation are located in the bottom right quadrant of the graph.

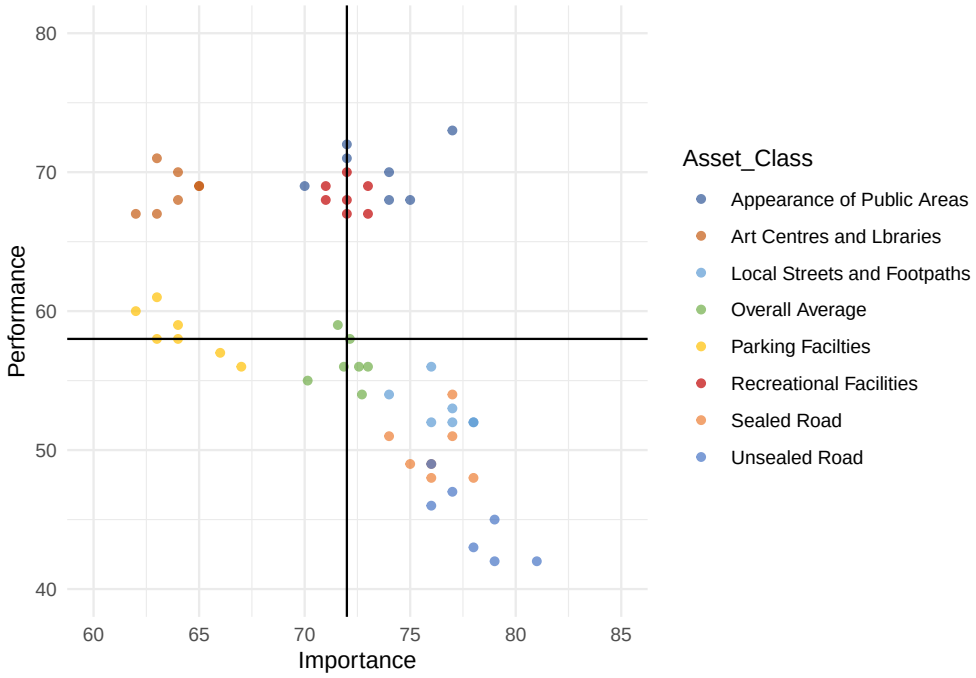

Figure 9: Community Survey - Asset Performance and Importance

The survey grouped respondents by wards. The community were asked how they perceived that Council performed, the results of those questions are below. The East Ward is less satisfied than the South and West Wards. Overall satisfaction is relatively steady or declining slightly in all Wards.

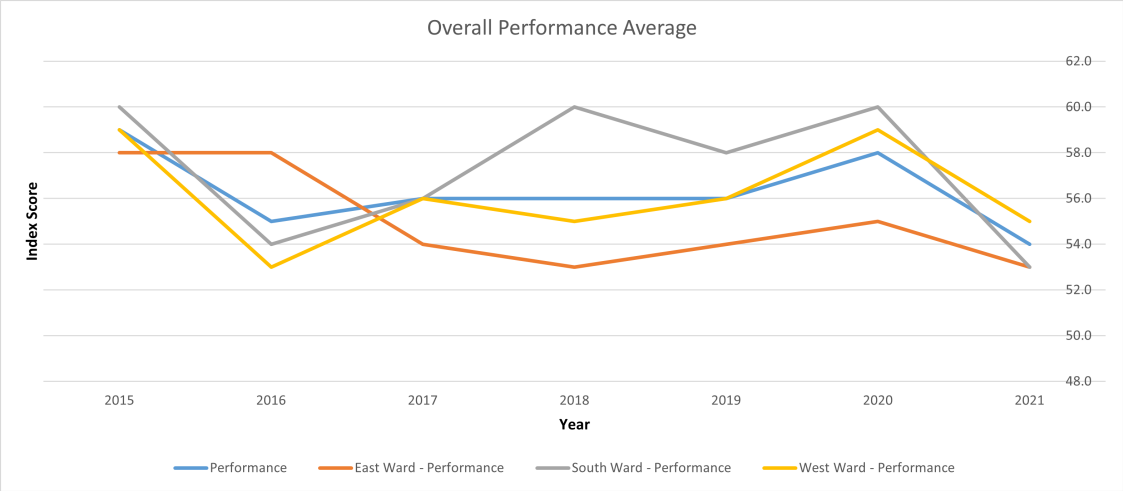

Figure 10: Community Survey - Ward responses.

5.13 Asset Inventory

The asset inventory for Macedon Ranges has been compiled using the last audited financial information from the corporate asset register and is accurate at the 30th June 2021. The inventory can be viewed in the table below.

Table 2: Asset Inventory

Service Area	Asset	Quantity	Dimension
Buildings	Buildings	308	Number of
Stormwater and Flood Management	Stormwater Pipes	287	Length KM
Stormwater and Flood Management	Stormwater Pits	10756	Number of
Stormwater and Flood Management	Stormwater Basins	66	Number of
Information Communication and Technology	Furniture	136	Number of
Information Communication and Technology	IT Hardware	917	Number of
Open Space and Recreation	Minor Structures	195	Items
Open Space and Recreation	Play Equipment	370	Items
Open Space and Recreation	Recreation Assets	914	Items
Open Space and Recreation	Sport Facilities	178	Number of
Other	Other	62	Number of
Plant and Equipment	Plant and Equipment	368	Number of
Transport	Bridges	222	Number of
Transport	Footpaths Cycleways	218	Length KM
Transport	Kerb and Gutter	327	Length KM
Transport	Sealed Roads	862	Length KM
Transport	Unsealed Roads	892	Length KM

5.14 State of the Assets

5.14.1 Asset Value

Valuations are undertaken in accordance with the relevant Accounting Standards as well as Council Policies and Procedures. In addition to the valuation requirements Council is required to depreciate their assets in accordance with the requirements of specific standards. This requires that assets be fully componentised so that each part that has a different useful life can be depreciated over the duration of the useful life using a method that matches the pattern of consumption.

Table 3: Asset Value by Class

Service Area	Class	CRC	WDV	Annual Depr
Buildings	Buildings	$172.38M	$113.49M	$4.43M
Information Communication and Technology	ICT	$3.95M	$0.98M	$0.47M
Open Space and Recreation	Open Space Recreation	$53.74M	$35.62M	$1.95M
Other	Other	$5.35M	$4.06M	$0.25M
Plant and Equipment	Plant Fleet	$11.39M	$6.06M	$0.97M
Stormwater and Flood Management	Drainage	$76.14M	$57.37M	$0.76M
Transport	Bridges	$50.87M	$32.36M	$0.41M
Transport	Footpaths Cycleways	$33.72M	$22.84M	$0.67M
Transport	Kerb Gutter	$41.60M	$27.02M	$0.38M
Transport	Sealed Roads	$450.91M	$319.85M	$5.77M
Transport	Unsealed Roads	$63.06M	$54.14M	$1.22M

Table 3 shows the following valuation information of the assets, taken from the corporate asset register and accurate at June 30th 2021:

- replacement cost (CRC);
- written down value (WDV); and,
- annual depreciation (Annual Depr).

Asset valuations and determination of written down value are calculated in accordance with the relevant standards and Council's Asset Accounting and Valuation Procedure.

Building valuations shown are based on the asset replacement cost and differ from the fair value valuations shown in Council's annual report.

Council also manages assets that are not depreciated, these are considered to have an infinite useful life. This makes these assets unique among asset types, they include land under road, road pavement sub-base, and road formation.

Most of Council's assets are valued using the 'Cost Approach' which is determined by estimating the current cost to replace or replicate the service potential provided by the existing asset. This requires determining the replacement cost of the modern equivalent or reproduced asset adjusting for condition, location, restrictions and general obsolescence.

The graph below shows the asset class by total value, including assets that are not depreciated. Data taken from the corporate asset register and accurate at June 30th 2021.

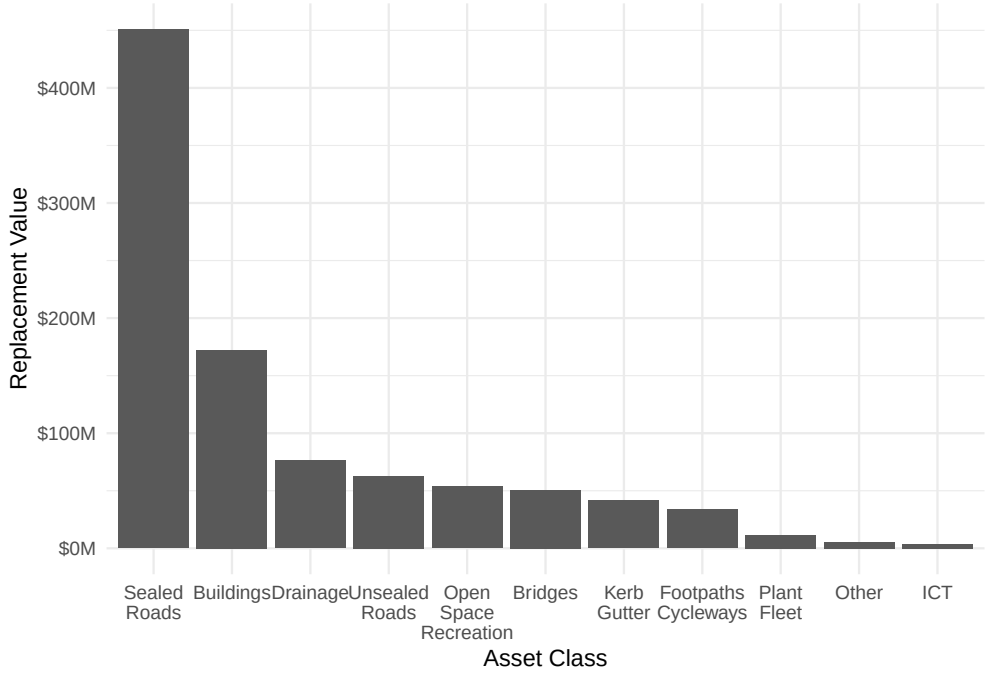

Figure 11: Asset Value by Class

Sealed roads are by far the largest asset class by value. Due to this very high value, Council's long term financial sustainability is directly linked to the management and performance of the sealed road network.

The transport network, as a whole, consists of more than just roads and is a fundamental component of almost every service enjoyed by the community. It is one of the most challenging and important classes of assets managed by Council. There is a legislated requirement for Council to adopt and adhere to a Road Management Plan that defines the performance standards and defect response times relating to the transport network.

5.14.2 Condition

An asset is depreciated because it has a useful life and will likely require renewing at some point during the life cycle of the asset. The accumulated depreciation or condition is an indication of where the asset exists within its useful life. Accumulated depreciation expense gives an indicative cost of how much the asset has cost to provide services and also allows for the future cost of renewal to be accounted for. Assets that are nearing the end of life or that have been identified for renewal based on age should be inspected and validated before being placed on a renewal program.

Rating System: Council uses a 0 to 10 condition rating system. An asset in condition 0 is new, while an asset in condition 10 is at end of life.

Council generally doesn't run assets down to condition 10 as the maintenance costs and risks to the public are regarded as unacceptably high. Assets are closely monitored for deterioration once they reach condition 6 so that appropriate interventions can be planned. Assets that are non-critical that cannot be treated or rehabilitated may reach condition 9 or 10 at which time they are removed from service until being fully decommissioned or rehabilitated.

Assets can be placed into three broad condition categories for the purpose of reporting. The categories include: good, fair, and poor.

Good (Condition 0 to 3): Assets in good condition are near new and have not deteriorated to a point where they are requiring any form of intervention or repair. This is a time in the life of the asset where it is low cost to Council, and the community are generally satisfied with the asset and service being provided. Most of the costs incurred during this time are operational to keep the asset functioning.

Fair (Condition 4 to 6): Assets in fair condition are generally showing signs of wear and tear and are somewhere in the middle of their useful life. They may need additional monitoring to identify any need for unforeseen maintenance or renewal. These assets may need additional repairs such as pothole repairs or repairs of minor parts on playgrounds. Assets in this category start to incur regular maintenance costs to be kept in service.

Poor (Condition 7 to 10): These are assets that are nearing the end of their useful lives, are closely being monitored and programmed for some form of intervention including maintenance, minor renewal or major rehabilitation. Assets in poor condition start to use more resources to remain functional. There are additional concerns regarding community safety as assets deteriorate. This is when decision making regarding levels of service and future service requirements are important.

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

5.14.3 Overall State of the Assets

The graph below shows the condition of the depreciating component of the assets. The totals do not include the non-depreciable part of the assets. Only the part of the assets that wear out and need maintenance and renewal works to support continued service delivery are shown. Figures are taken from Council's corporate asset register and are accurate to the 30th of June 2021.

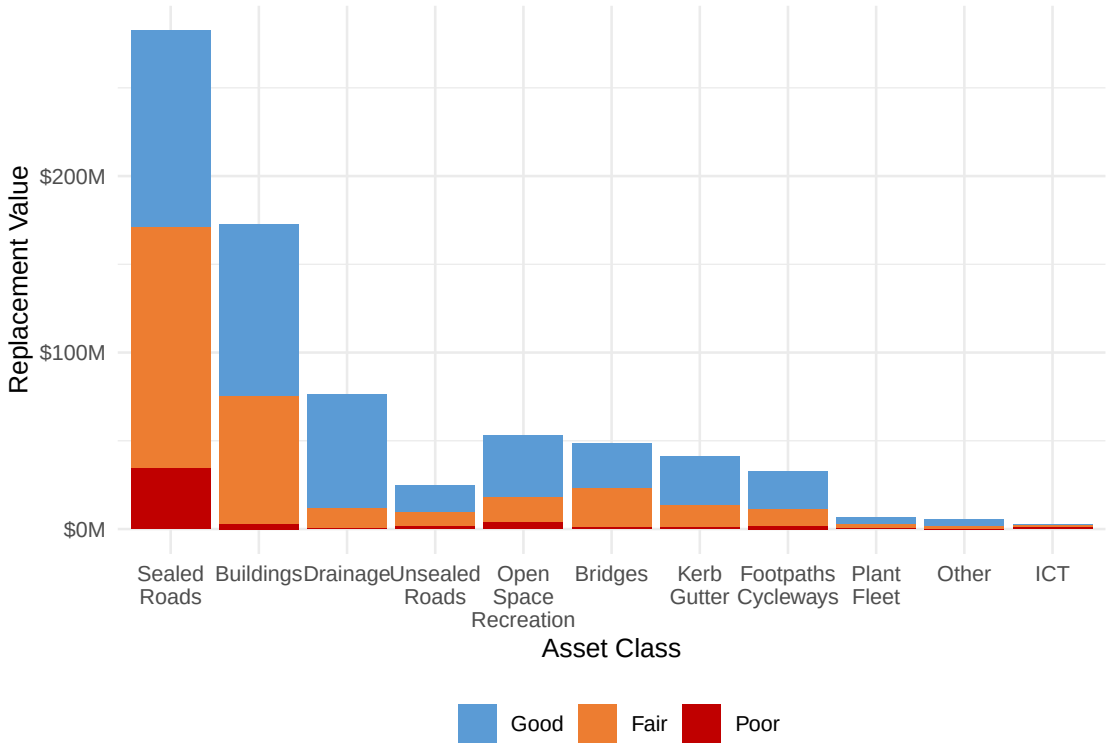

Figure 12: State of the Assets

As can be seen above most of Council's infrastructure assets are either in fair or good condition, this will allow Council to manage its assets in a financially sustainable manner into the future as the majority of assets in poor condition are of low value.

The area of highest concern is the value of the sealed road assets that are depicted as being in poor condition, approximately $25Million, this equates to around 10% of the depreciable asset value, which is high and unless addressed will create a financial burden in the future. Assets in the poor condition category are expensive to keep in service through maintenance and will need to remain in service for at least 5 to 10 years before being addressed by Council's sealed road renewal programs.

As the asset base ages the value of assets that are in fair and good condition must be monitored.

Noting that assets in the fair category cost more to maintain than assets in the good category. Shifts in condition will impact the cost of the work required to keep the assets in service and this must be taken into account in Council's financial planning.

5.15 Determining the 10 Year Plan

Determining the 10 year plan can be viewed as achieving the balance of Amenity, Functionality, and Affordability.

The life of an asset and the strategies applied to determine the most appropriate treatments of an asset throughout the duration of its life are outlined in the diagram below. The depreciation costs over the life of an asset can be managed through effective and timely maintenance and renewal activities reducing the whole of life costs.

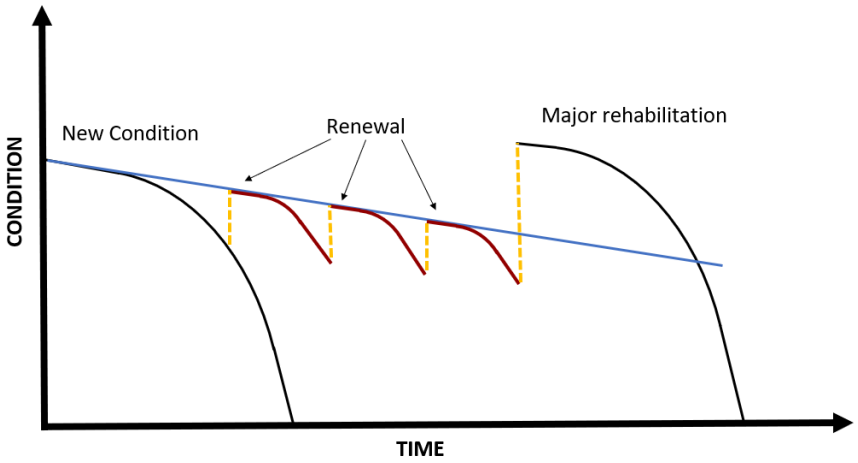

Figure 13: Treatment Strategies.

There are various forms of works or treatments available for Council's to consider when deciding how best to keep an asset in service. These can be broken into maintenance works and capital works.

Maintenance works are minor works that are required to safely keep an asset delivering services and are funded through Council's annual operating budget. If maintenance works are neglected then assets may not achieve their full design life and require early major interventions which can place a heavy financial burden onto future generations.

Capital works are major works that are required when rehabilitating older assets, constructing new assets, or upgrading existing assets. Capital works are funded through Council's annual capital works budget.

These are the strategies that are utilised at Council to help reduce whole of life costs and to maintain the balance between asset amenity, functionality and affordability.

5.15.1 Maintenance Works

Maintenance is defined as work on existing assets undertaken with the intention of:

- maintaining service continuity;
- re-instating the physical condition to a specified standard;
- preventing further deterioration;
- restoring correct operation;
- replacing minor components;
- temporary repairs; and,
- mitigation of issues arising from emergencies.

5.15.2 Capital Works

Renewal

Renewal priorities in the 10year plan are the result of data analysis of the following inputs;

- condition assessment;
- risk and safety assessment;
- declining service potential;
- recurring maintenance activity; and
- modern equivalent renewal.

The timely renewal of assets drives down Council's operating and maintenance costs and reduces the financial burden for future generations. Renewal also reduces risk to the community and Council. Asset renewal is a key component of long term service delivery and financial sustainability.

Upgrade

An upgrade is work done on an existing asset so that it provides an increased level of service. Upgrade can be the preferred type of work when it is paired with the renewal of an older asset. Upgrades are sometimes prioritised over renewals when the current asset composition is no longer fit for purpose.

Upgrades drive up operating and maintenance costs, however, when paired with the renewal of an older asset can provide a good net result to Council. A dramatic increase in the level of service being provided is obtained with a relatively neutral impact on operating and maintenance costs.

Acquisition and Expansion

Council acquires assets either through construction undertaken by Council or through gifting from developers / community groups. Gifted assets are sometimes also referred to as contributed assets.

On occasion Council may identify a shortfall in a service area and have to acquire either land or assets to fill that void. Shortfalls also occur when there is a shift in community expectation or an agreed service level change. The acquisition normally occurs only if a modern equivalent renewal or asset upgrade cannot meet the service demand. All acquisition and expansion are guided by endorsed Council Policies, Plans, and Strategies.

Acquisition and Expansion both result in increases to the operating and maintenance costs incurred by current and future generations. Operation and maintenance cost increases are committed to at the time of acquisition and Council should seek to acquire assets that have low built in operating and maintenance costs. Council should always make allowances in the Financial Plan for the impact that new assets have on the operating budget.

Disposal and Decommissioning

Assets can be decommissioned or disposed when they are:

- no longer fit for purpose;
- made redundant; or,
- no longer comply with statutory requirements, standards and regulations.

Assets are often disposed of when replaced by a like type asset. Asset disposals should always be considered alongside acquisition and expansion so that the financial burden placed onto future generation is minimised.

Asset disposal is a key component of a risk management approach to asset management. Leaving end of life assets in the public realm places the community and Council at an unacceptable level of risk.

5.15.3 Projects and Themes from Adopted Documents

The following documents have been adopted by Council and contain high level themes and broad project descriptions that pertain to infrastructure assets. Actions from these plans and strategies generally require design and investigation before projects can be properly scoped and considered for funding through Council's Financial Plan.

Some of the high level themes presented in this suite of documents are being, where possible, delivered using Council's recurring capital works programs, while others require individual consideration through the budget process.

- Arts and Culture Strategy 2018-2028
- Disability Action Plan 2021-2025
- Environment Strategy Refreshed 2021
- Gisborne Urban Design Framework
- Municipal Early Years Plan 2021-2025: CREATE
- Municipal Public Health and Wellbeing Plan 2021-2025
- New Gisborne Development Plan
- Open Space Strategy 2013
- Positive Ageing Plan: PARTICIPATE
- Sport and Active Recreation Strategy 2018-2028
- Various Bushland Environmental Management Plans
- Various Township Structure Plans
- Various Flood Studies
- Walking and Cycling Strategy
- Weed and Pest Animal Strategy

The following documents have been adopted by Council and contain specific infrastructure projects that would be of benefit to the community. Actions from these plans and strategies are considered for funding through Council's Financial Plan. Many actions from this suite of documents have been delivered by Council, while others will be considered for inclusion in future revisions of the Financial Plan and the budget process.

- Ash Wednesday Park Master Plan
- Barkly Square Master Plan
- Climate Change Action Plan
- Economic Development Strategy
- Gilbert Gordon Master Plan 2014
- Gisborne Botanic Gardens Master Plan
- Gisborne Development Contributions Plan
- Gisborne Fields Park - Landscape Plan
- Gisborne Movement Network Study
- Kyneton Airfield Master Plan 2019
- Kyneton Botanic Gardens Master Plan
- Kyneton Saleyards Plan
- Kyneton Showgrounds Master Plan
- Lancefield and Woodend Outdoor Pools Master Plan
- Lions Five Mile Creek Park
- Malmsbury Botanic Garden Master Plan
- Romsey Development Contribution Plan
- Shire-wide Footpath Plan

- Various Bushland Environmental Management Plans
- Various Township Structure Plans
- Various Flood Studies
- Visitor Economy Strategy

The following documents are currently being developed by Council and will likely have asset related actions that will need to be incorporated into future updates of the Financial Plan and Asset Plan:

- Barbecue and Public Toilet Strategy
- Dixon Field Masterplan
- Domestic Animal Management Plan
- Gender Equality Action Plan
- Gisborne Aquatic Centre Master Plan
- Gisborne Futures
- Heritage Study
- Information Communication and Technology Strategy
- Kyneton Urban Design Framework
- Kyneton Movement Network Study
- Open Space Strategy
- Riddells Creek Movement Network Study
- Romsey Structure Plan
- Romsey and Gisborne Developer Contribution Plans
- Senior Housing Units Plan
- Shire-wide Mobility and Road Safety Strategy
- Woodend Five Mile Creek Master Plan
- Woodend Integrated Transport Study
- Woodend Racecourse Reserve Master Plan
- Zero Net Emissions Plan

The following documents were also reviewed in the preparation of this plan. These documents contain policy, advocacy or investigation actions that may lead to future asset related activities:

- Agribusiness Plan
- Arts and Culture Strategy
- Biodiversity Strategy
- Electric Line Clearance Management Plan
- Equine Bushfire Survival and Property Plan
- In the Rural Living Zone Strategy
- Events Strategy
- Heritage Strategy
- Memorial Policy
- Nature Strip Landscaping Policy
- Revenue and Rating Plan

- Roadside Conservation Management Plan
- Settlement Strategy
- Various Environmental Management Plans
- Various Emergency Management Plans
- Youth Strategy

5.16 10 Year Capital Works Plan

The 10 year capital works plan has been prepared from Council's Financial Plan, adopted 27th October 2021 [4]. Expenditure from the plan has been grouped into the major service areas of Council.

The graph below indicates the proposed capital spend for the next 10 years. The asset class with the highest value of proposed spend is sealed roads, which is part of the Transport service area.

Large variations in the 10 year capital works plan like those in 2022, 2023, 2026, and 2027 are caused by larger individual capital works projects such as the: Shared Trails, Sports Precinct, or Edgecombe Street bridge.

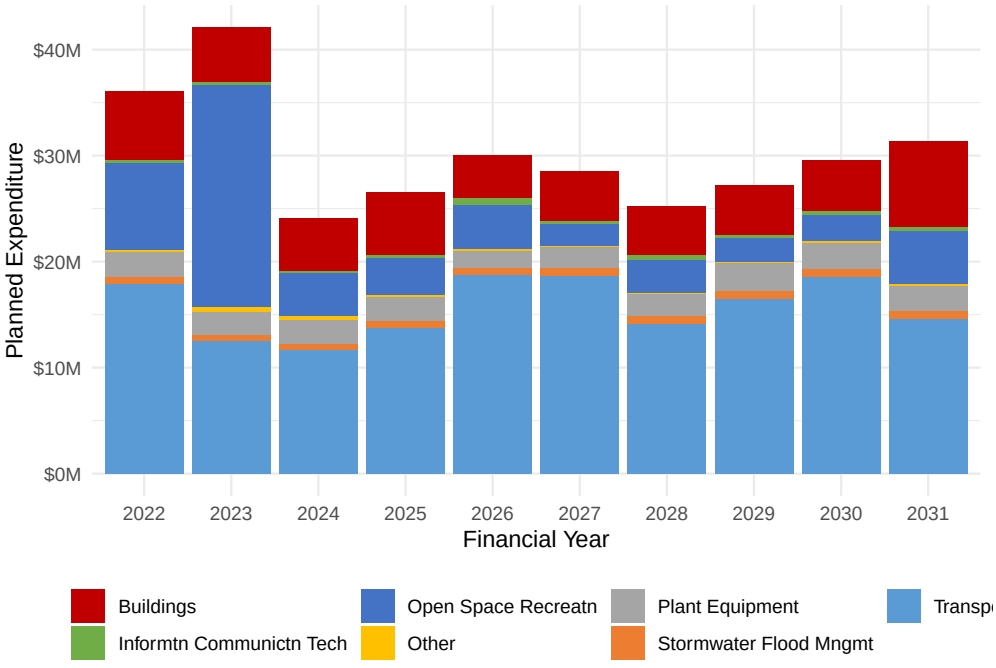

Figure 14: Proposed 10 Year Capital Works

5.17 Asset Maintenance Management

5.17.1 Maintenance Introduction

Maintenance is defined as work on existing assets undertaken with the intention of:

- reinstating physical condition to a specified standard;
- preventing further deterioration or failure;
- restoring correct operation within specified parameters including amenity;
- replacing components at the end of their useful/economic life with modern engineering equivalents, that are below the capitalisation threshold;
- making temporary repairs for immediate health, safety and security reasons (e.g. after a major failure);
- mitigation of the consequences of a natural disaster or emergency response; and,
- assessing assets for maintenance requirements (e.g. to obtain accurate and objective knowledge of physical and operating condition, including risk and financial impact for the purpose of maintenance).

Operational activities are routine functions undertaken for hygienic, aesthetic and security purposes, and for the supply of utilities. These activities are necessary to keep the assets compliant and in a usable condition but are not considered maintenance activities. In some instances, these routine functions may be undertaken at the same time as maintenance activities and/or by the same service provider.

Operational tasks to enable asset use may include:

- cleaning;
- security;
- waste management; and,
- pest control.

The following activities are not classified as maintenance:

- improvements and upgrading to provide additional or new service capability or function;
- upgrading to meet new statutory requirements;
- major refurbishment, rehabilitation and replacements to extend the useful life of the asset;
- restoration of the entire asset to operational condition after total or near total failure (e.g. resulting from natural disasters);
- work performed under warranty or defects liability period; and,
- supply of utilities (e.g. energy, water and telecommunications).

5.17.2 Maintenance Objectives

Maintenance is about planned intervention at appropriate intervals to ensure the expected life and service potential of the asset is achieved taking into account standards, legislative requirements and the parameters of functionality, amenity, and affordability.

The maintenance activities undertaken on assets should:

- meet agreed levels of service delivery;
- reduce the whole of life costs of assets; and,
- make the most efficient use of resources.

The key outcomes to be achieved from undertaking maintenance are:

- the functional, operational, and service delivery needs are realised;
- the physical condition of assets is kept up to a standard appropriate for their service function and value to the community;
- all requirements to ensure health, safety, reliability and risk mitigation are met; and,
- aesthetic values are incorporated into decision making.

5.17.3 Asset performance and maintenance planning

Maintenance must be viewed in the overall context of the ability of an asset to support service delivery in terms of physical condition, functionality, amenity, capacity, environmental performance and alignment with service demand.

The assets should efficiently, effectively and economically sustain the delivery of services across Council. At various points throughout the life of an asset decisions must be made regarding its future, based on sound evaluation. These decisions to either dispose or retain an asset should be based on agreed service delivery objectives and community outcomes.

5.17.4 Maintenance strategies

All of Council's asset custodians are required to document a plan for maintenance of their assets at an asset type or component level. The intention of the maintenance plan is to optimise whole of life costs whilst realising the expected life of the asset.

Each maintenance activity undertaken by Council should align with the approaches outlined below:

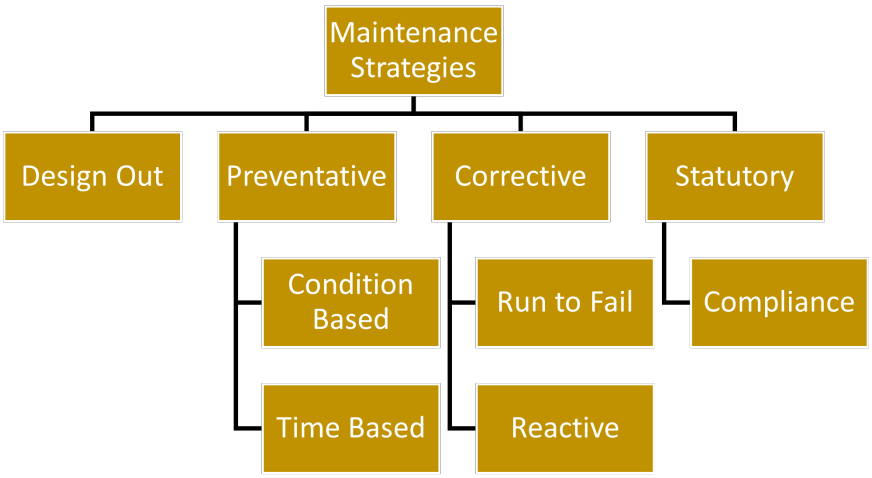

Figure 15: Maintenance Strategies

Poor implementation of maintenance strategies affect the affordability of Council's service delivery as well as impact the amenity and functionality of Councils assets.

Analytical tools and systems can be used to measure the effectiveness and efficiency of the maintenance methodology applied historically. Predictive model outputs can be generated based on past behaviours that can be assessed and implemented across an asset class. However, service providers' first-hand knowledge and experience of maintenance issues can also be applied to analyse what has happened in the past and how it relates to the current setting.

Operational maintenance decisions should consider how service level needs can be most efficiently met by the asset. This may involve the consideration of how reliability can be improved and future maintenance demand can be reduced. Thought should also be given to improving whole of life costs ,financial sustainability and social and environmental outcomes. Understanding and analysing the reason for the failures occurring and the frequency of defects is as important as rectifying them. By identifying the causes, action can be taken to avoid a repetition of the problem.

Design out Ongoing maintenance "problems" can be viewed as opportunities to create solutions that reduce whole of life costs, improve asset reliability and maximise the useful life of an asset.

Designing out known failures of an asset type optimises whole of life costs and reduces maintenance demand on an asset or component that is known to have ongoing problems that can be rectified.

Preventative maintenance Preventative or planned maintenance is work that is undertaken at predetermined intervals to meet agreed technical and community levels of service, and to preserve the asset and prolong its economic life.

Planned maintenance consists of preventative and condition based maintenance.

Condition based maintenance is identified and programmed as a result of a condition assessment or inspection process. The maintenance work is planned then carried out because the physical condition of an asset is below the agreed standard or there are signs that the asset will no longer be functioning or useful.

Corrective maintenance Corrective or reactive maintenance occurs when the failure of an asset requires attention to either make an asset safe, based on an identified hazard or to repair and rectify an asset failure.

A run to fail strategy can be applied to less critical assets, as it may be more efficient to replace an asset or component once it has reached its end of life than predicting when that failure may occur.

Statutory Statutory maintenance are maintenance activities that are undertaken to meet requirements mandated in Acts, Regulations and other statutory instruments. Examples of assets where maintenance must be carried out in order to meet local statutes and/or regulatory requirements include:

- elevators;
- fire extinguishers;
- smoke alarms; and,
- backflow valves.

Deferred maintenance Is defined as maintenance work that is postponed until funds become available. It is important to have a strategy in place to keep deferred maintenance to a manageable level. Some maintenance activities can be postponed without immediately having a noticeable effect on the functionality of the of an asset. Allowing assets to decline through inadequate maintenance may potentially expose Council to unnecessary levels of risk and increase the whole of life costs of an asset.

Maintenance demand Maintenance demand can be determined by assessing the total maintenance requirements of the asset register. The scope of maintenance work will be a combination of:

- preventative maintenance which takes into account knowledge and advice from subject matter experts as well as manufacturers' recommendations;
- condition based maintenance works identified during inspection;
- deferred (backlog) maintenance;
- statutory maintenance requirements;
- frequency of use;
- exposure to harsh or hazardous conditions;
- reactive maintenance estimates based on historical information; and,
- agreed community level of service and amenity requirements.

5.17.5 Maintenance Requirements

Effective and efficient maintenance planning consist of the following elements:

- work activities;
- work activity instructions;
- work schedules;
- patterns of asset failure;
- staff and contractor availability;
- specialised equipment or access requirements;
- required materials; and,
- budget.

Maintenance management is a fundamental element of infrastructure asset management. Infrastructure organisations like Council must constantly strive to ensure the effectiveness of their maintenance processes in order to obtain the best value from their assets.

Maintenance management ensures that assets are optimally and functionally available to support whole of Council operations. However, the following items can impact optimisation of maintenance:

- a lack of skilled and experienced personnel to understand and anticipate maintenance requirements;
- a lack of skilled and experienced personnel to undertake effective maintenance scheduling;
- a reduction in resources available to carry out inspection and maintenance works; and,
- availability of simple technology applications to facilitate maintenance processes are complex and constantly changing.

Council's available resources, knowledge and skill capabilities should be considered when managing and planning for an effective maintenance management framework. When looking to implement strategies and undertake activities remember maintenance management should be achievable, repeatable and transparent.

5.17.6 Work activities

There work activities required on each asset need to be clearly defined so that there can be a clear understanding of what activities need to be undertaken to ensure assets remain functional. In some cases there will need to be priority based decision making. These priorities and sequence of activities should be articulated for when the maintenance work begins.

The goal is to undertake sufficient maintenance tasks to ensure assets deliver the required level of service over the life of the asset. Under maintaining an asset or deferring maintenance leads to drop in service potential and an increase in future costs. Over maintaining an asset increases the lifecycle cost to Council without returning any benefit.

Work Activity Instructions

Work activities should be documented with clear instructions provided on the activity to be carried out and the desired outcomes of that activity. Well documented work instructions contribute to corporate knowledge retention.

Scheduling

The purpose of a maintenance schedule is to do the work as often as needed, not over maintaining by doing the work too often nor under-maintaining so that failures are experienced. Optimised maintenance scheduling keeps whole of life costs down and allows for financially sustainable asset management.

Workers or Contractors

Maintenance tasks must be undertaken appropriately skilled workers. Work Activity Instructions should indicate the appropriate skill set for each maintenance task. This information will inform the choice of the best staff or contractors for the work.

A maintenance plan should specify the work that will be undertaken by contractors and the work that can be undertaken by Council staff.

Materials or Store items

Although hard to predict, thought needs to be given to the materials or parts required to undertake maintenance activities throughout the year.

Council utilises a ‘just in time’ methodology to save on storage and stores management. When required items are not available via the just in time method there needs to be consideration given when scheduling or planning maintenance activities or service interruption may occur.

5.18 10 Year Maintenance Budget

The result of a clearly articulated maintenance plan, aligned to service levels, is an accurate prediction of the maintenance budget required over the financial planning period.

Council's planned maintenance budget has been set using historical maintenance data and service levels. Agreed technical and community levels of service determine what activities Council performs and the frequency of those activities.

Continual improvement in the articulation and alignment between services, assets, defects and activities across Council will assist with asset maintenance optimisation and efficiency.

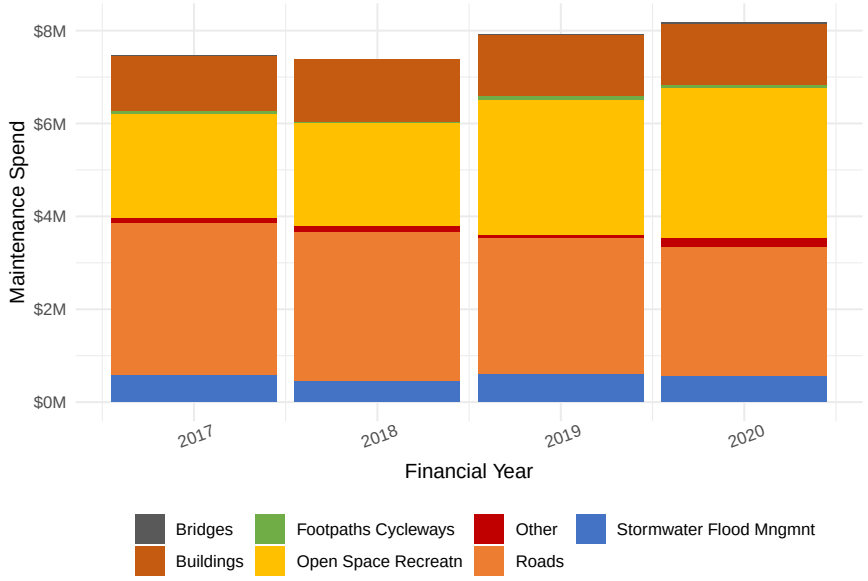

Figure 16: Historic Maintenance Spend

The historic maintenance spend figures, which have been taken from Council's finance system, show a steady increase over the last four financial years, with fluctuations within each asset groups from year to year.

The figure below shows the proposed maintenance spend for the next 10 years by asset class. Which has been calculated using the historical data presented and information from the Financial Plan [4].

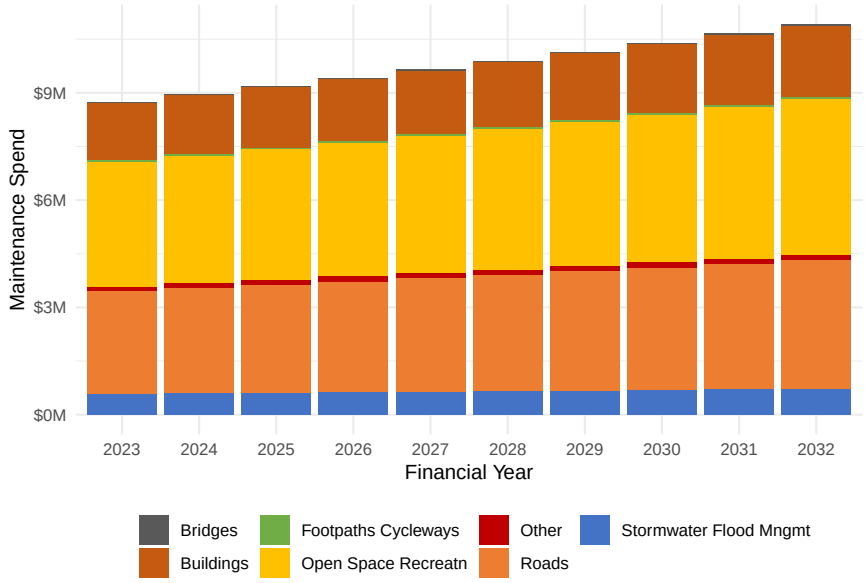

Figure 17: Planned Maintenance Spend

Increases to maintenance budgets are based on an estimate of the Consumer Price Index in the Financial Plan and do not take into consideration growth in the asset base or the condition of the existing assets. Major projects such as the Macedon Ranges Sports Precinct or the Macedon Ranges Shared Trail project are expected to have an impact on operating and maintenance costs.

The assumptions around future maintenance spend are in line with Council's current practices and the adopted Financial Plan. Council needs to develop a 10 year plan for the maintenance of assets that includes assumptions allowing for: the condition of asset base, the Consumer Price Index, and growth in the asset base that includes gifted assets any planned large acquisitions. The updated 10 year maintenance plan will be included in future revisions of the Asset Plan and the Financial Plan.

Maintenance spend within asset classes should be reviewed alongside any capital planning and asset condition data, to identify any correlation between assets reaching the end of their useful lives, customer complaints and capital intervention.

Continuing and completing the implementation of a corporate maintenance management system (Scheduled for 2022/23) will allow for a thorough and consistent approach to maintenance management. Condition based and time based maintenance and maintenance scheduling will drive efficiency and improvements across the various assets classes that Council maintains.

6 Asset and Service Area Summaries

6.1 Asset Summary - Buildings

6.1.1 Goal

To ensure our buildings and facilities are compliant, fit for purpose and accessible to all members of our community. To apply the principles of the Sustainable Buildings Policy to improve environmental performance of Council buildings.

6.1.2 Methodology

- Council manages a large number of different public buildings using a variety of strategies. The strategy used depends on the building type, criticality, and utilisation. Buildings vary from large complex sports and aquatic centres used on a daily basis to small community halls that see limited use.
- Council manages buildings that are owned by Council but also manages buildings on land owned by others, such as Crown Land. Buildings on land not owned by Council are said to be under Council control if the service potential of those buildings is managed by Council. Council also leases buildings to and from third parties which can alter the asset management strategy applied.
- A large number of Council's recreational and community buildings are leased to community and sporting clubs either via long term leases or seasonal hire agreements. The maintenance and management responsibilities of these buildings are clearly defined by lease / hire agreements with the groups and clubs.
- Council has the following recurring capital works program in relation to buildings: Council Building Renewal, Seniors Housing Units Refurbishment, Minor Building Works, and Energy and Water Efficiency Works.
- Many other capital works projects on building assets are evaluated and performed as stand alone projects.

6.1.3 Objectives

- Ensure buildings are fit for purpose and accessible for the community and users (Council Plan 2021-2031).
- Implement a suite of environmental upgrades to Council buildings to enhance energy efficiency and environmental performance (Council Plan 2021-2031).
- Improve accessibility of Council's buildings and facilities so that they are safe for staff and the community to utilise (Disability Action Plan, Positive Ageing Plan).
- Ensure the design, budgeting and delivery of Council building projects incorporates best practice sustainable design principles and resource efficient features. (Sustainable Building Policy).

- Improve building maintenance, better manage risk, and ensure buildings meet community needs (Sport and Active Recreation Strategy).
- Inspect, maintain, and operate over 290 buildings (Officer Informed).
- Establish a proactive inspection program for Council's most critical building assets (Officer Informed).
- Ensure maintenance and renewal responsibilities for leased or seasonally hired assets are clearly articulated and understood (Officer Informed).
- Review insurance valuations for all Council buildings (Officer Informed).
- Plan towards zero net carbon emissions by 2030 (Council Resolution 25/10/2017).

6.1.4 Assets condition by value

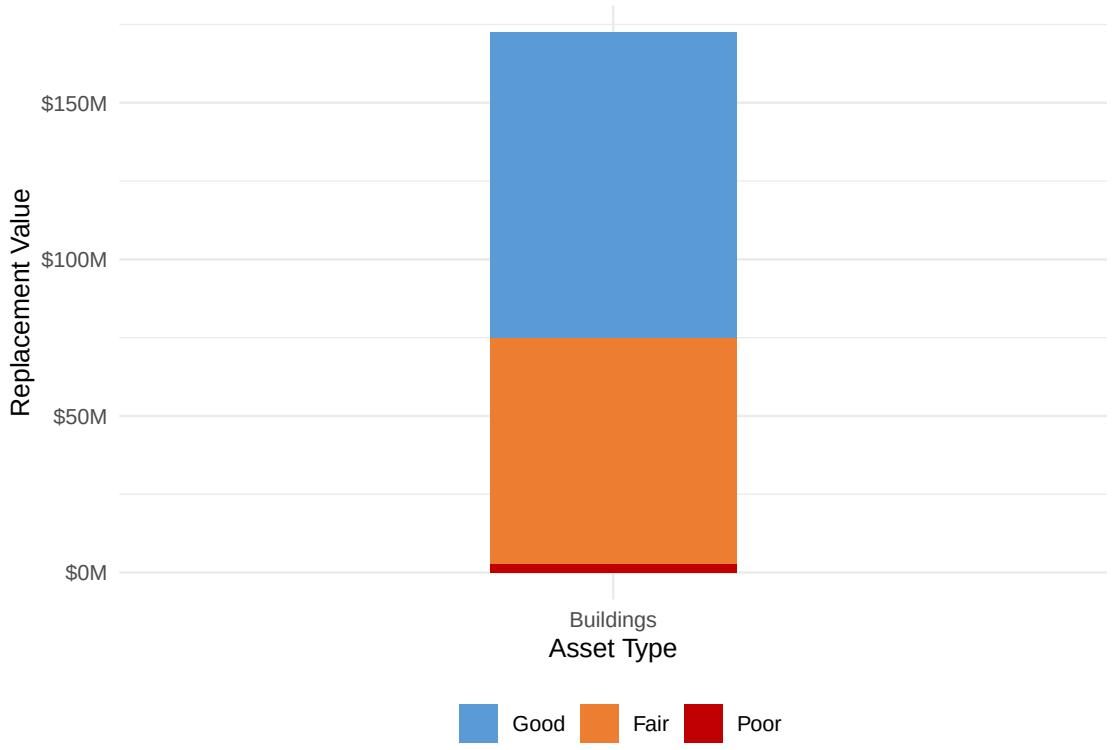

Figure 18: Asset Condition By Value

The condition values in the graph above have been generated from Council's asset management systems as of 30 June 2021, AssetFinda and TechnologyOne.

6.1.5 The 10 Year Plan

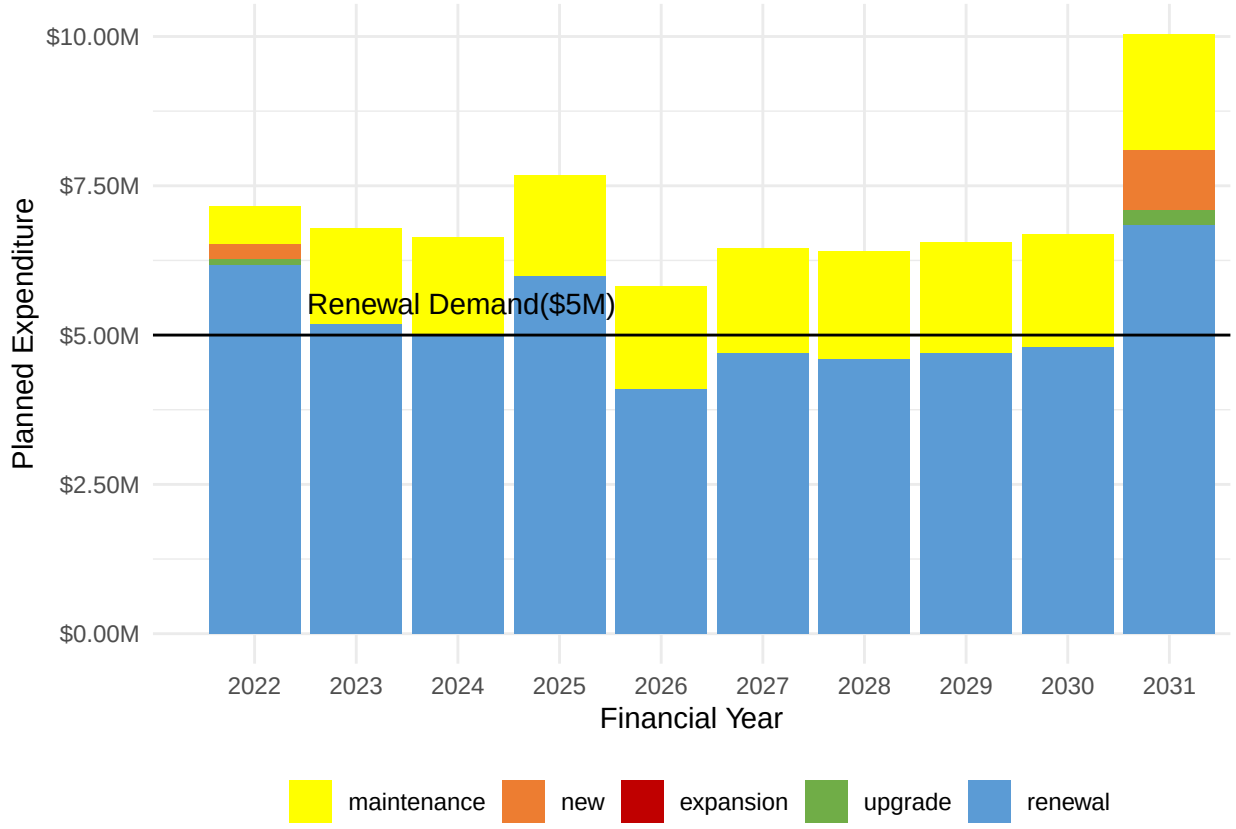

Figure 19: The 10 Year plan by Activity Type

The proposed expenditure values displayed in the graph above have been generated from Council's Financial Plan, adopted 27 October 2021[4].

6.1.6 Proposed Activities and Initiatives

- Improve building compliance to regulations and accessibility requirements (Positive Ageing Plan, Disability Action Plan).
- Complete the Public Toilet Strategy and schedule works arising from that strategy.
- Review the requirements and possible works relating to buildings arising from Year 1 of Council's Gender Equality Action Plan (Council Plan 2021-2031).

- Continue replacement of lighting in Council's buildings with LED lighting technology (Climate Change Action Plan).
- Continue installing solar panels, where possible, on Council buildings (Climate Change Action Plan).
- Investigate replacement of emissions intensive gas boilers at Council buildings (Climate Change Action Plan).
- Upgrade building and meeting room assets at Kyneton Airfield (Kyneton Airfield Masterplan).
- Undertake water and energy usage audits at major Council buildings to identify possible efficiency gains (Officer informed).
- Tell people about which Council buildings have products to help people hear, like a Hearing Loop System and sound panels (Disability Action Plan).
- Continue to schedule fire safety, pest control, and plant servicing, where required, at all Council buildings (Officer informed).
- Schedule recurrent activities such as gutter cleaning.
- Establish a proactive inspection program for Council's most critical building assets and routine inspections to determine maintenance items at all Council buildings. (Risk Management Policy).
- Review lease and seasonal hire arrangements to ensure maintenance and renewal responsibilities for leased assets are clearly articulated and understood (Officer Informed).

6.1.7 Summary Comments

- State of the Assets has been steadily improving due to investment in the building stock, however the renewal burden should be closely monitored to determine the long term requirements. A full building condition survey is currently underway and will inform the long term outlook for buildings.
- Continuing the building renewal funding in the Financial Plan is recommended until the long term requirements can be determined.
- Council should consider, where possible, consolidating the building asset stock, when it can be done in a way that does not reduce the level of service being provided to the community.
- Council will need to monitor the changing requirements of buildings due to influences like: climate change, gender equity, accessibility, and service changes.

6.1.8 Asset Inventory

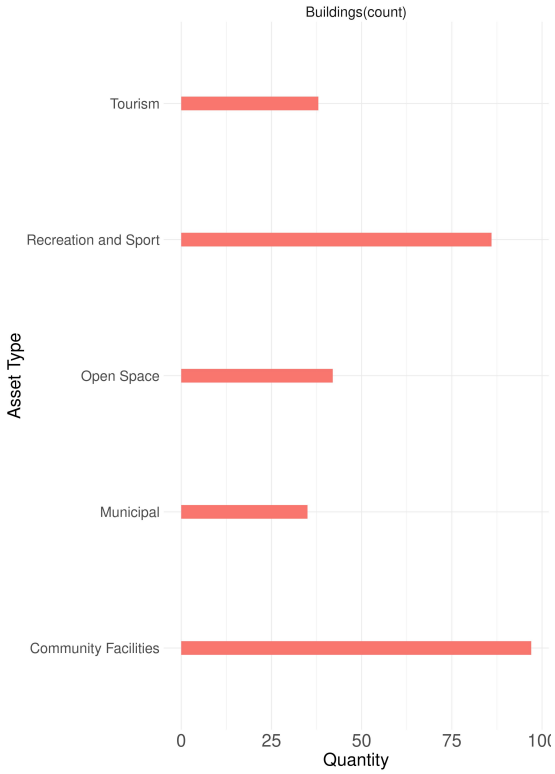

Figure 20: Asset Inventory by Asset Type

The asset types and values in the graph above have been generated from Council's asset management system AssetFinda, as of 30 June 2021.

6.2 Asset Summary - Open Space and Recreation

6.2.1 Goal

Enhance Council's public recreation and open spaces by providing our community with the opportunity for improved health and wellbeing as well as feeling included and connected.

6.2.2 Methodology

- Council's open space and recreation assets include: bushland reserves and walking trails, minor structures, aquatic centres, indoor stadiums, sporting ground and facilities, parks, streetscapes, play equipment, exercise equipment, picnic settings, and barbecue facilities.
- The management approach used by Council is a balance of the affordability, functionality, and amenity of the assets.
- Many recreation and community assets have management and maintenance responsibilities shared between the user group and Council. These assets will have either a lease or seasonal hire agreement in place that articultaes the division of repsonsibilities. Council and the groups have a joint responsibility in ensuring that assets and services are fit for purpose and safe for the community to enjoy.
- Despite assets being under lease or seasonal hire agreement with community groups, Council retains certain legislated responsibilities and obligations that must be met.
- Sporting clubs and community groups are able to lobby for financial support from Local, State, and Federal Government grant programs. Generally, lobbying is done in partnership with the Council, so that grant applications are of a high standard and align with Council's goals as the asset owner. External funding is often contingent on Council auspicing the grant and completing the works, which ensures that works are fit for purpose and completed to the required standard.
- Play Equipment is managed with a risk management and amenity focus, noting that play equipment has a short lifespan and stringent controls and standards must be applied to the purchase, installation, and operation of the equipment. Play Equipment is inspected regularly, with higher use facilities being inspected more frequently.
- Open Space and Recreation assets have the following recurring capital works programs: Leisure and Aquatic Centre Equipment Renewal, Recreation Facility Renewal, Outdoor Pool Renewal Works, Lighting Upgrades, Carpark Works, Tennis Court Renewal Program, Playground Renewal Program, Early Years Playground Renewal Program, Community Parks Renewal and Upgrade, Neighbourhood Park Development Program, and Masterplan Implementations.
- Council inspects and maintains: playgrounds, play equipment, playground softfall, Sporting Ovals, Streetscapes, Parks and Gardens, and Mowing of Open Space areas. A mixture of

proactive and reactive inspection methodologies are used.

6.2.3 Objectives

- Maintain our built environment, including open space, in a fiscally, environmentally, and socially sustainable way (Council Plan 2021-2031).
- Provide opportunities to experience Open Space and Bushland Reserves (Council Plan 2021-2031).
- Improve the accessibility of Open Space and Recreation assets to promote inclusiveness (Council Plan 2021-2031, Disability Action Plan, Sport and Active Recreation Strategy).
- Provide an appropriate range of facilities and participation opportunities (Sport and Active Recreation Strategy).
- Maximise opportunities for shared use of facilities (Sport and Active Recreation Strategy).
- Manage complex recreation reserves / precincts, which are made up of a diverse range of assets, including many that are subject to leases or seasonal hire agreements. Many assets within reserves are managed with shared responsibilities for maintenance, upgrade, and renewal (Officer informed).
- Ensure regular inspection of assets in accordance with any lease or seasonal hire agreement requirments and program any works arising accordingly (Officer Informed).
- To aid the long term planning and management of reserves, review lease and seasonal agreements to ensure maintenance and renewal responsibilities are clearly articulated and understood by Council and user groups (Officer Informed).
- Plan towards zero net carbon emissions by 2030 (Council Resolution 25/10/2017).

6.2.4 Assets condition by value

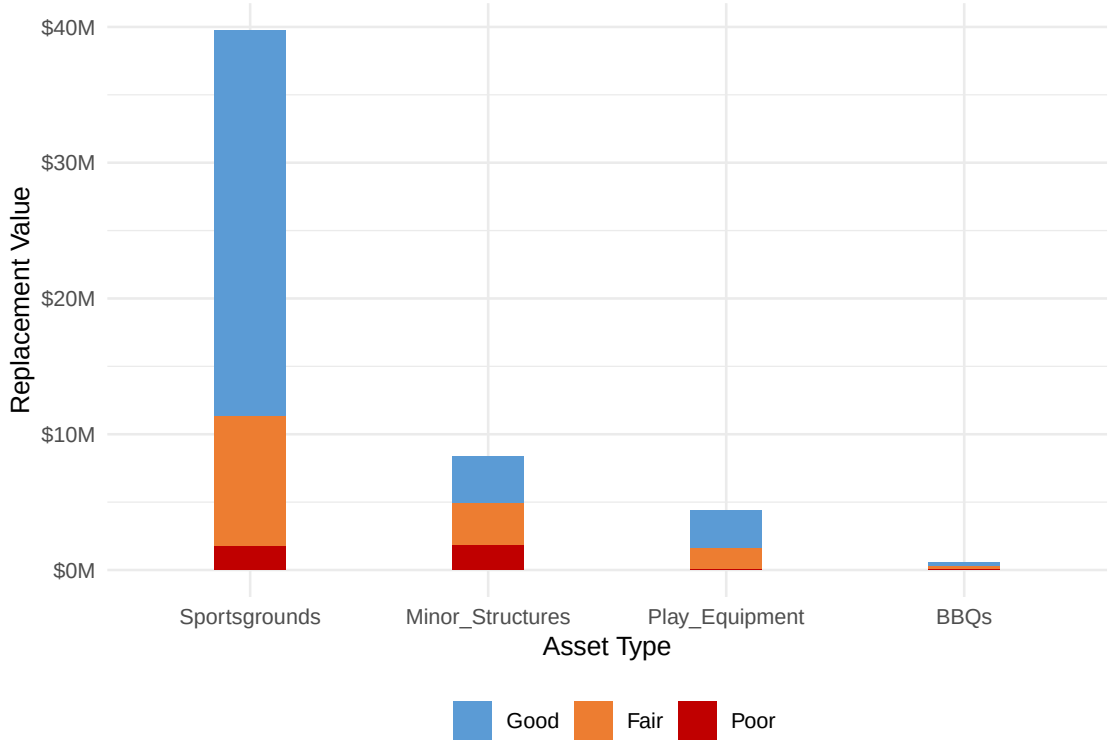

Figure 21: Asset Condition By Value

The condition values in the graph above have been generated from Council's asset management systems as of 30 June 2021, AssetFinda and TechnologyOne.

6.2.5 The 10 Year Plan

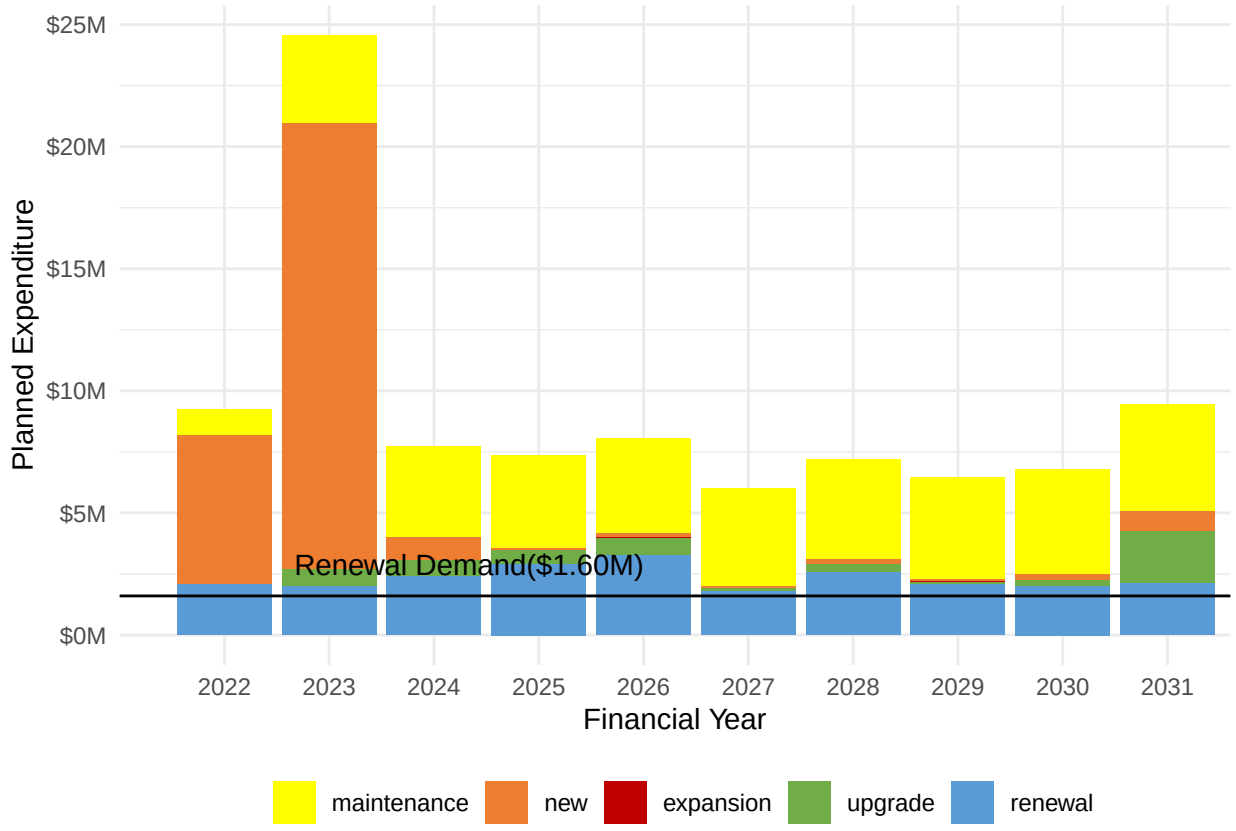

Figure 22: The 10 Year plan by Activity Type

The proposed expenditure values displayed in the graph above have been generated from Council's Financial Plan, adopted 27 October 2021[4].

6.2.6 Proposed Activities and Initiatives

- Continue to deliver the Macedon Ranges Sports Precinct project (Council Plan 2021-2031).
- Implement actions from numerous master plans and management plans.
- Improve the quality of streetscape assets (Economic Development Strategy).
- Improve skate parks across the shire (Sport and Active Recreation Strategy).
- Deliver Council's capital works programs for Open Space and Recreation assets (Council Plan 2021 - 2031).

- Commence planning various adopted plan and master plan actions and program the associated works through the Financial Plan.
- Deliver routine operational activities such as mowing, litter collection, vegetation and weed control.

6.2.7 Summary Comments

- State of the Assets is tracking in an acceptable manner, which is consistent with the findings of the Community Satisfaction Survey.
- Current renewal funding is adequate in the short term but the ongoing renewal burden needs to be closely monitored. Better understanding of the shared responsibilities between Council and user groups will lead to more accurate long term forecasts.
- Council should consider reviewing the current open space and recreation asset renewal programs in the financial plan and align them to the current adopted objectives and initiatives.
- Inspection and maintenance funding for this service area will need to be increased significantly when the large new projects in the Financial Plan are completed (Sports Precinct and Shared Trails projects).

6.2.8 Asset Inventory

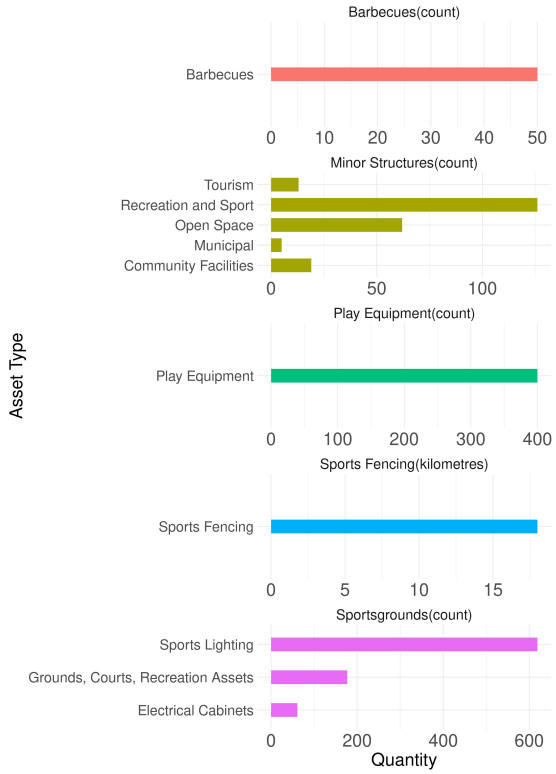

Figure 23: Asset Inventory by Asset Type

The asset types and values in the graph above have been generated from Council's asset management system AssetFinda, as of 30 June 2021.

6.3 Asset Summary - Transport

6.3.1 Goal

To provide a transport network that is connected, safe, reliable and available for all users.

6.3.2 Methodology

- Council's transport network consists of sealed and unsealed roads, footpaths, kerb and channel, bridge, footbridge, and major culvert assets.
- Council takes a risk focused management approach to the transport network. The use of the network exposes the community to significant levels of risk and Council uses various management strategies to mitigate that risk . Council manages the transport network in accordance with the adopted Road Management Plan, which is a legislated requirement of all road managers, including Council's. The Road Management Plan is an important component of Council's risk mitigation strategy.
- Assets are inspected for defects according to the frequency specified in the Road Management Plan and any above intervention level defects are treated within the response times specified in the plan.
- Sealed roads are a very high value asset class that pose the greatest threat to Council's long term financial sustainability. The lifecycle costs of the sealed road network must be very closely managed or there is a risk of placing a financial burden on future members of the Macedon Ranges community.
- Council has the following recurring capital works programs in relation to roads: Minor Roadworks, Road Rehabilitation Program, Road Improvement and Renewal Program, Road Resealing Program, Unsealed Road Renewal Program, Intersection Upgrade and Renewal Program, Guard Rail Upgrade and Renewal Program, Road Stabilisation Program, and Road Design Program.
- Council has the following recurring capital works program in relation to bridges: Bridge Renewal Program (Includes footbridge and major culverts).
- Council has the following recurring capital works program in relation to footpaths and cycleways: Footpath Renewal Program, Footpath Construction Program (Shire wide Footpath Plan).
- Council has the following recurring capital works program in relation to kerb and channel: Kerb and Channel Renewal Program.
- As Transport assets deteriorate in condition maintenance works will start to become more frequent and more expensive. At this point consideration must be given to rehabilitating the asset through a capital works project. Council does not have a set condition based intervention level, though once an asset reaches condition 6 the asset will be closely

monitored to identify the best time to apply a capital intervention. Assets in the Transport group will normally be rehabilitated before they reach condition 8 due to the risk profile associated with the group. Transport assets in condition 9 or 10 are regarded as a high risk to Council and the community.

6.3.3 Objectives

- Improve connectivity and movement, and provide transport choices to the community, including walking trails and bike paths (Council Plan 2021-2031).
- Improve continuous accessible paths of travel to key destinations (Council Plan 2021-2031).
- Improve the environmental sustainability of Council's Transport network and the works associated with keeping the network operational (Environment Strategy, Climate Change Action Plan).
- Improve the use of computerised works systems to demonstrate compliance with Council's Road Management Plan (Asset Management Audit).
- Improve the use of computerised works systems to more efficiently achieve compliance with Council's Road Management Plan (Asset Management Audit).
- Effectively manage risks associated with the Transport network (Risk Management Policy).
- Increase Council's understanding of the utilisation of the transport network through the use of counters (VAGO Audit).
- Continue the delivery of the Macedon Ranges Shared Trail Project (Council Plan 2021-2031).
- Ensure that maintenance budgets are adequately achieving the desired level of service and that assets are remaining in service or the expected amount of time (Asset Management Audit).
- Effectively manage roadside vegetation and weeds (Road Management Plan and Roadside Conservation Management Plan).
- Plan towards zero net carbon emissions by 2030 (Council Resolution 25/10/2017).

6.3.4 Assets condition by value

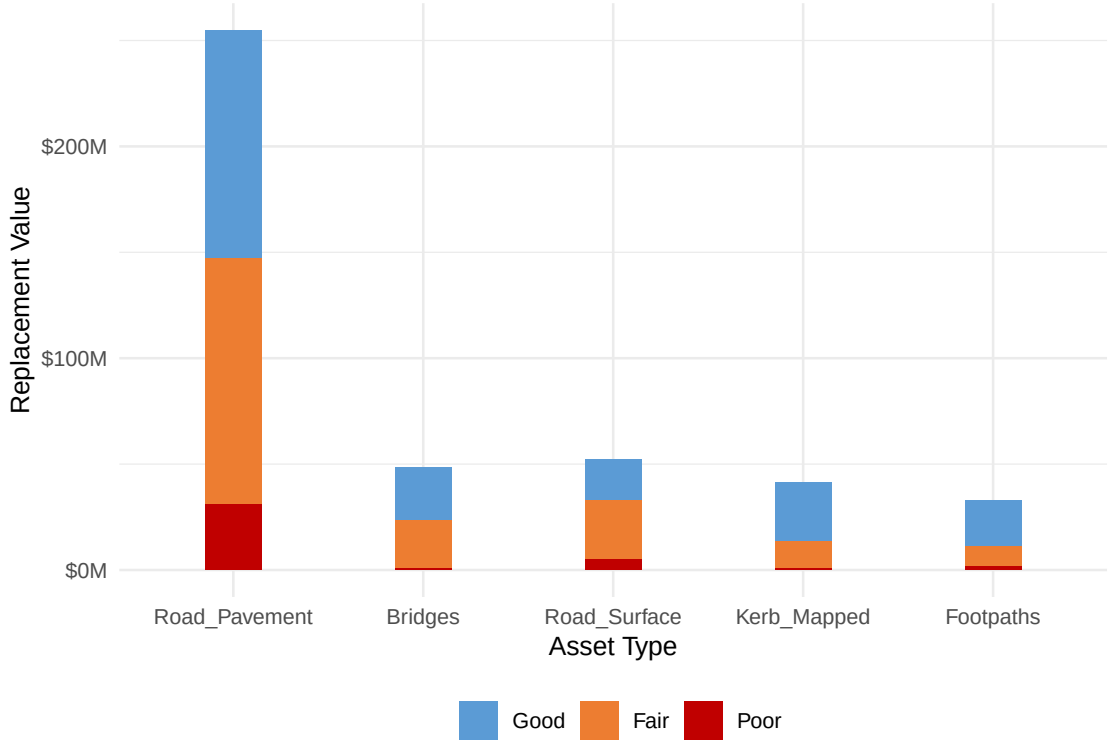

Figure 24: Asset Condition By Value

The condition values in the graph above have been generated from Council's asset management systems as of 30 June 2021, AssetFinda and TechnologyOne.

6.3.5 The 10 Year Plan

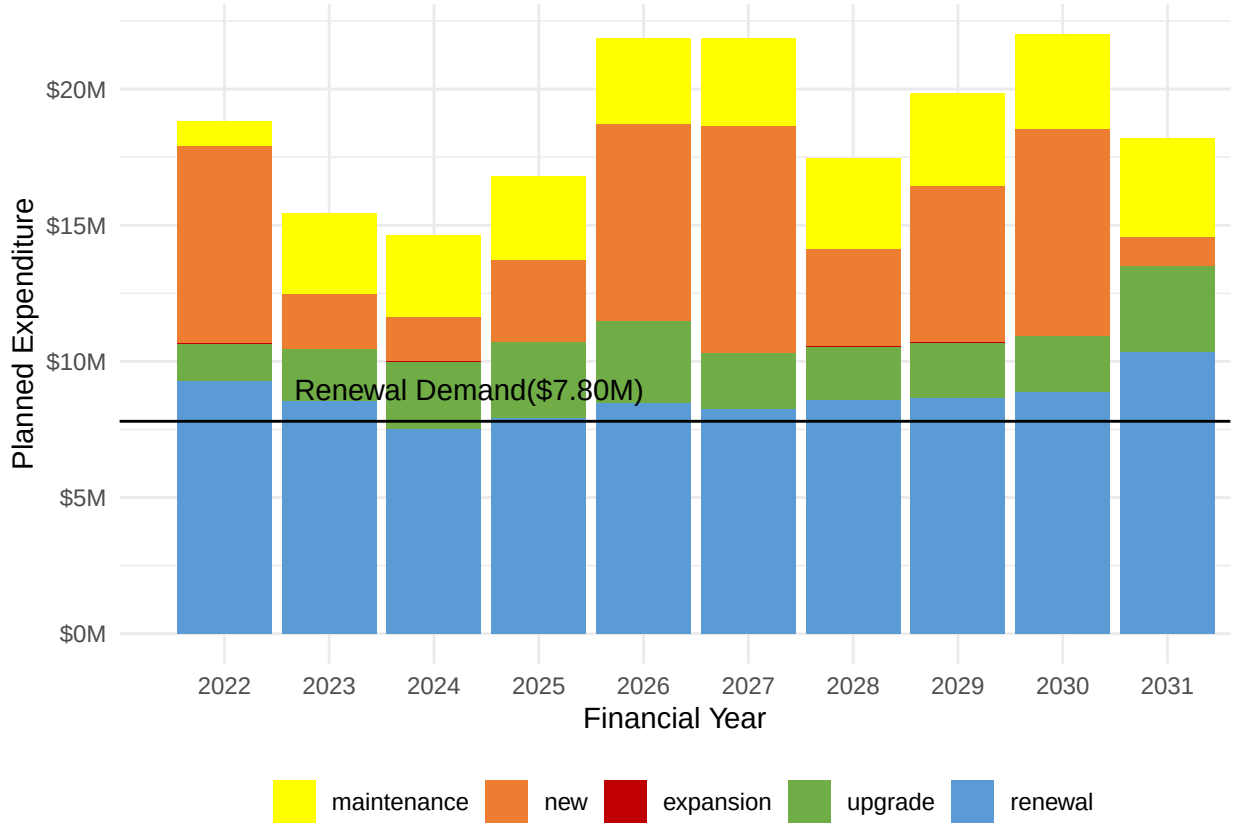

Figure 25: The 10 Year plan by Activity Type

The proposed expenditure values displayed in the graph above have been generated from Council's Financial Plan, adopted 27 October 2021[4].

6.3.6 Proposed Activities and Initiatives

- Continue inspection and defect treatment of all Transport assets in accordance with the Road Management Plan (Legislated requirement).
- Deliver Council's capital works programs for Transport assets (Council Plan 2021 - 2031).
- Program works arising from various traffic studies (Officer Informed).
- Identify and program works to fill missing links in the transport network (Council Plan 2021 - 2031).

- Create a Shire wide Sustainable Transport Strategy (Environment Strategy).
- Finalise and adopt the Road Safety and Mobility Strategy (Officer informed).
- Finalise and adopt the Woodend Integrated Transport Study (Council Plan 2021 -2031).
- Complete and adopt the Kyneton Movement Network Study following the Kyneton Urban Design Framework (Council Resolution).
- Complete and adopt the Riddells Creek Movement Network Study (Riddells Creek Town Structure Plan 2013).
- Analyse data from the current year condition survey to program works, confirm the current state of the assets, and assess whether renewal funding is adequate for Transport assets (Officer informed).
- Upgrade/renew the remaining narrow single lane sealed roads that are critical to the transport network (Officer informed).
- Create a policy criteria for considering the sealing of unsealed roads and create a capital works program so that works can be programmed.
- Continue the delivery of pram crossing and car parking accessibility improvements (Disability Action Plan).

6.3.7 Summary Comments

- State of the Assets for most transport assets is acceptable. However, the high value of Sealed Road Pavements and Surfaces in poor condition ($25M) is a concern. The quantity of assets in poor condition represent a 5 to 10 year backlog of renewal work which risks placing a future financial burden on the community and a drop in the service level being delivered is expected.
- Review maintenance hot spots identified through Road Management Plan inspections and program renewal works on appropriate assets.
- Footbridges make up the majority of bridge and major culvert assets in poor condition and have been recently targeted with renewal funding from the Local Roads and Community Infrastructure Grant Program.
- The recent bridge condition survey identified several bridge and major culvert assets as being of interest to Council. These structures will need further assessment before being programmed for works.
- Consider creating a capital works program for the restoration of the shires bluestone gutter assets.
- Consider funding the accelerated removal of low quality brick footpaths to better manage the risk to the community.

- Consider increasing the footpath maintenance budget to improve the serviceability of the path network and to better manage the risk to the community.
- Consider the operational impacts that the Macedon Ranges Shared Trail project will have on inspection and maintenance budgets.

6.3.8 Asset Inventory

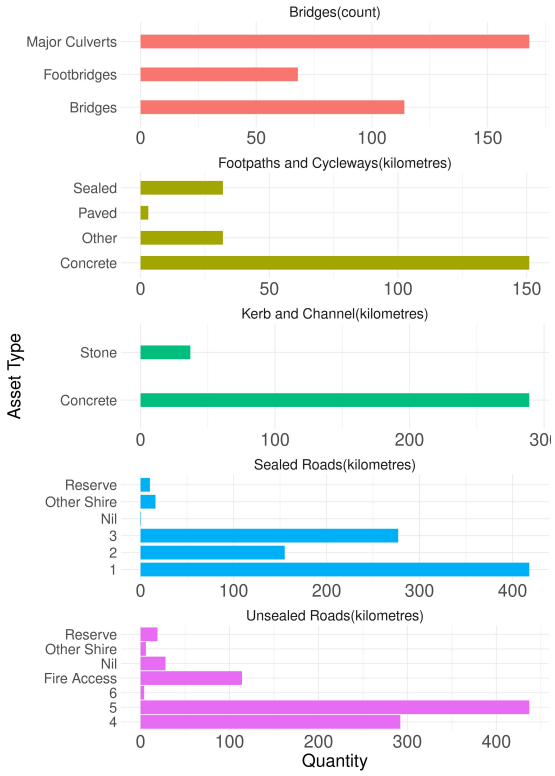

Figure 26: Asset Inventory by Asset Type

The asset types and values in the graph above have been generated from Council's asset management system AssetFinda, as of 30 June 2021.

6.4 Asset Summary - Stormwater and Flood Management

6.4.1 Goal

To protect the community from flooding and improve the quality of stormwater runoff discharged to natural water courses.

6.4.2 Methodology

- Council manages open drains, pits, pipes, and basins as part of the drainage network. Pits and Pipes enable the capture and flow of storm water from surfaces to a discharge point into natural creeks and waterways. Basins throughout the network perform flood mitigation and in some instances water treatment functions.
- Stormwater and Flood Management assets are managed using a combination of functionality, affordability, and risk management strategies.
- Stormwater and Flood Management assets relating to the transport network are inspected and maintained according to the Road Management Plan. All other public realm drainage assets are inspected annually and maintained if found to be defective. The maintenance of all drainage assets traversing private property is performed on a reactive basis. Which may be exposing Council and the community to risk.
- Council undertakes street and kerb sweeping on a cyclical basis to reduce the amount of debris entering the drainage network from Council streets and footpaths.
- Council has the following recurring capital works program in relation to Drainage assets: Drainage Works Identified, Drainage Works Unplanned, and Works Identified in Flood Studies.
- Drainage assets relating to the transport network are inspected and maintained according to the Road Management Plan. All other public realm drainage assets are inspected annually and maintained if found to be defective. The maintenance of all drainage assets traversing private property is performed on a reactive basis. Which may be exposing Council and the community to risk.

6.4.3 Objectives

- Improve the management of water, including flooding risk, water quality of creeks and waterways, and the efficient use of water (Council Plan 2021-2031).
- Ensure regular maintenance activities are undertaken so that the network functions as designed (Officer informed).
- Ensure gaps in the underground drainage network data are investigated so that all drainage assets receive maintenance (Risk Management Policy).

- Increase Council understanding of the most critical open drains (Risk Management Policy).
- Plan towards zero net carbon emissions by 2030 (Council Resolution 25/10/2017).

6.4.4 Assets condition by value

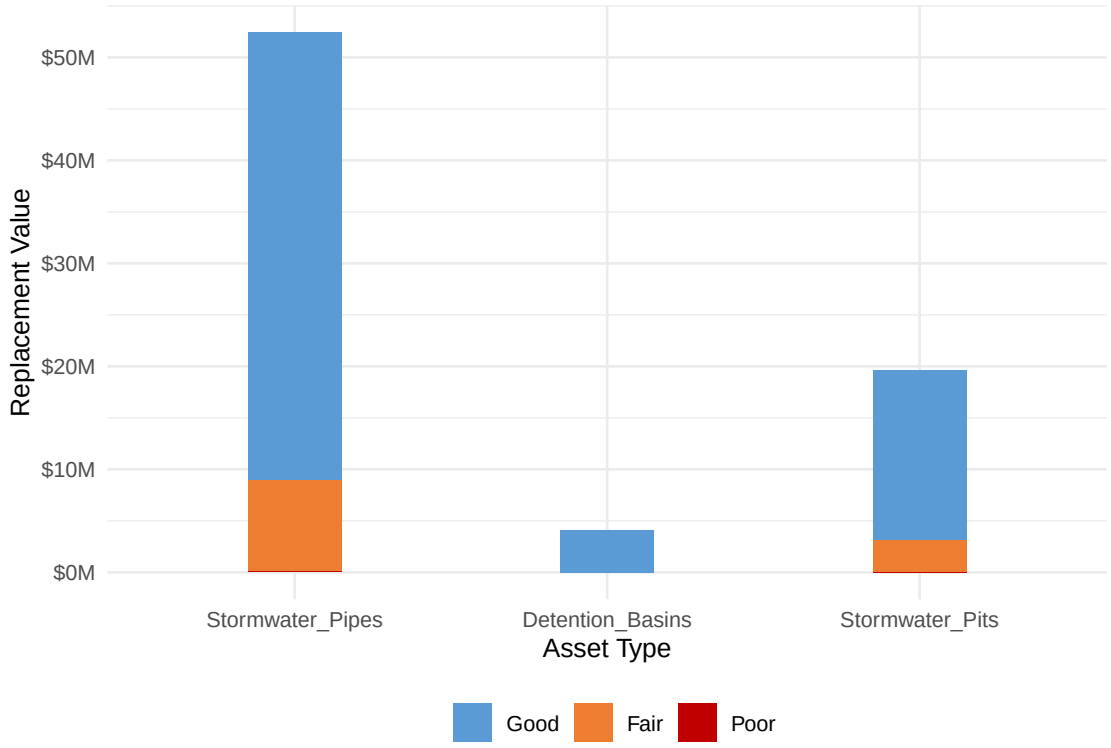

Figure 27: Asset Condition By Value

The condition values in the graph above have been generated from Council's asset management systems as of 30 June 2021, AssetFinda and TechnologyOne.

6.4.5 The 10 Year Plan

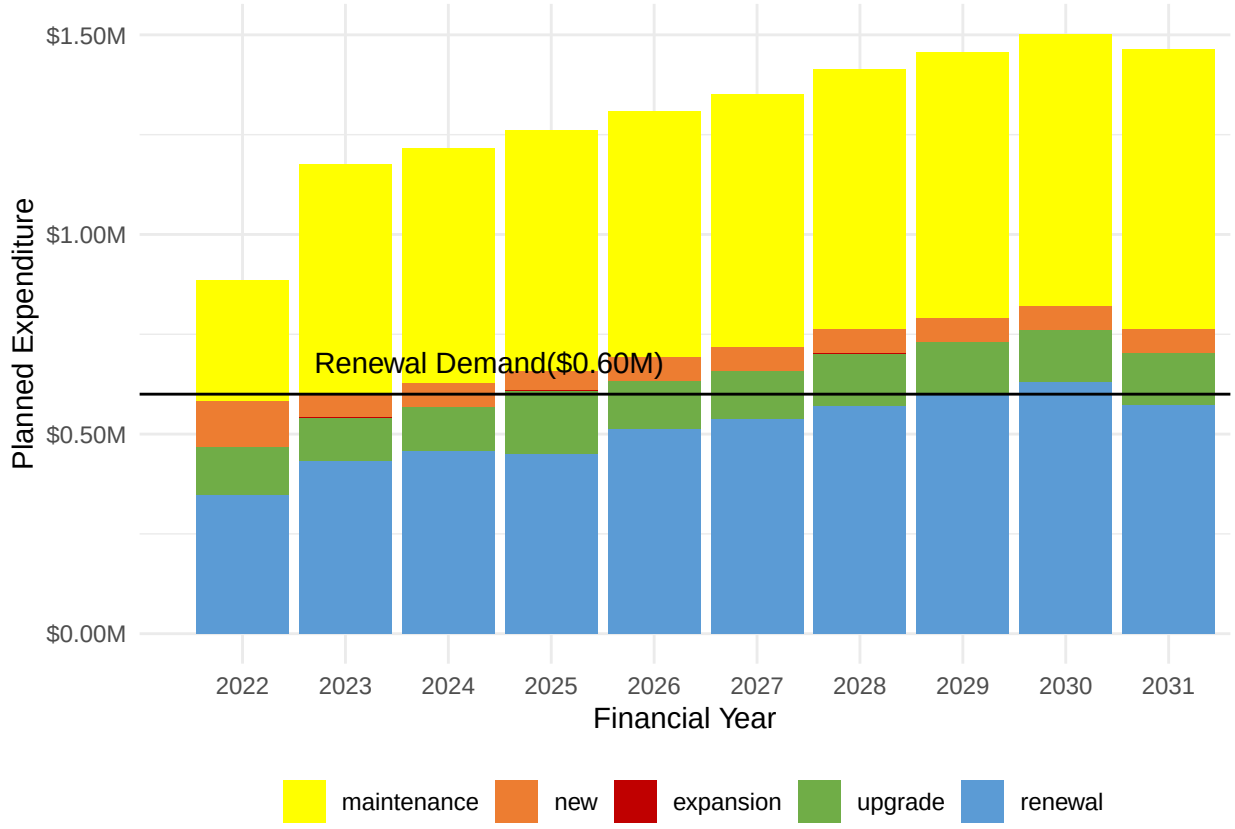

Figure 28: The 10 Year plan by Activity Type

The proposed expenditure values displayed in the graph above have been generated from Council's Financial Plan, adopted 27 October 2021[4].

6.4.6 Proposed Activities and Initiatives

- Implement action from various flood studies, masterplans, and management plans.
- Deliver Council's capital works and maintenance programs for storm water and flood management assets.

6.4.7 Summary Comments

- Stormwater assets are long life assets that are predominantly underground. The renewals are mostly reactive due to known failures.
- Council should continue to explore options to treat stormwater discharge before it enters natural waterways.
- Council should gain a better understanding of open drain assets to improve the financial management of the asset class.
- Consider funding the location and assessment of storm water assets on private property to reduce the risk of flooding.

6.4.8 Asset Inventory

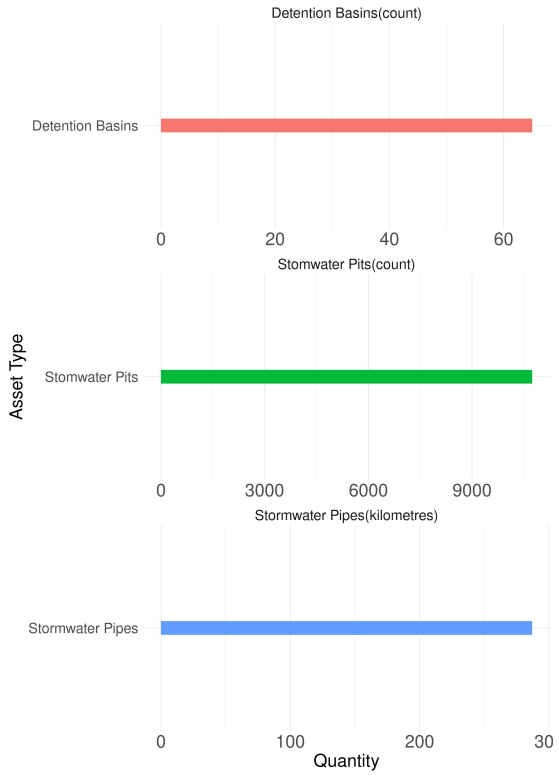

Figure 29: Asset Inventory by Asset Type

The asset types and values in the graph above have been generated from Council's asset management system AssetFinda, as of 30 June 2021.

6.5 Asset Summary - Plant and Equipment

6.5.1 Goal

To allow Council staff to perform their duties whilst managing the plant and fleet portfolio in the most financially sustainable manner.

6.5.2 Methodology

- Council's Plant and Equipment assets include: Vehicles, Machinery, Mowers, Brushcutters, Cameras, Generators, and other specialise equipment.
- Council manages these assets with a strategy that balances functionality and affordability.

6.5.3 Objectives

- Allow for the maintenance and management of Council assets to be adequately resourced through the provision of appropriate fleet, plant, and equipment.
- Support initiatives that reduce the emissions and improve environmental performance from Council's fleet, plant, and equipment.
- Plan towards zero net carbon emissions by 2030 (Council Resolution 25/10/2017).

6.5.4 Assets condition by value

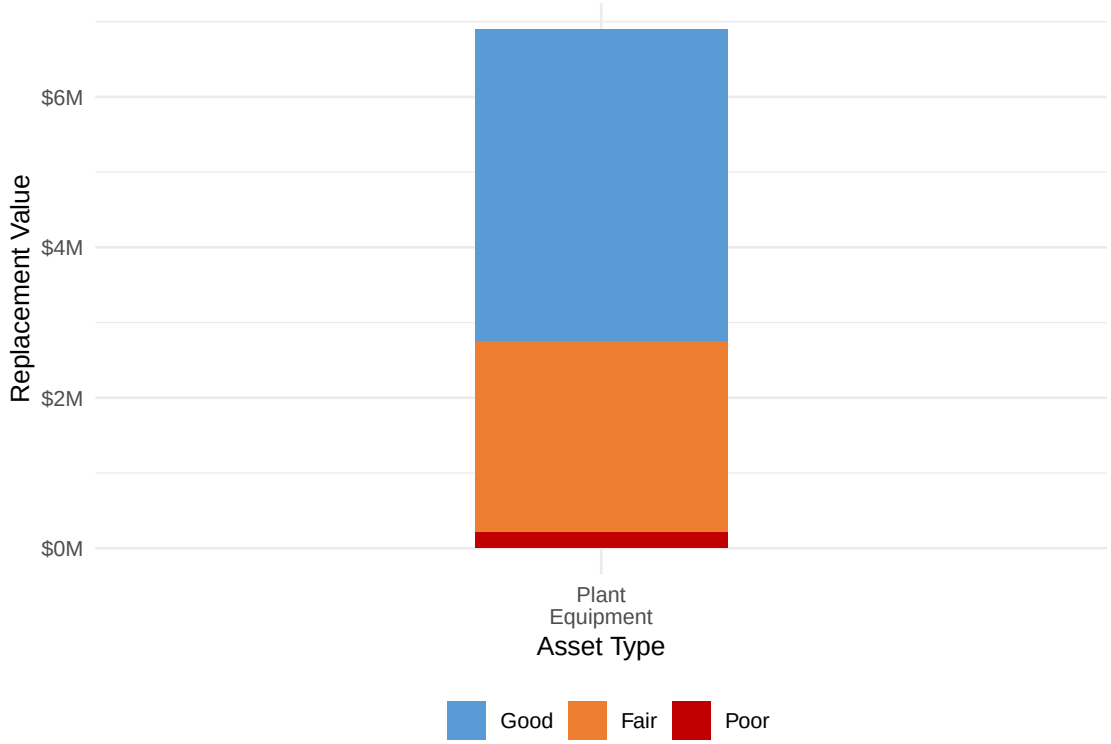

Figure 30: Asset Condition By Value

The condition values in the graph above have been generated from Council's asset management systems as of 30 June 2021, AssetFinda and TechnologyOne.

6.5.5 The 10 Year Plan

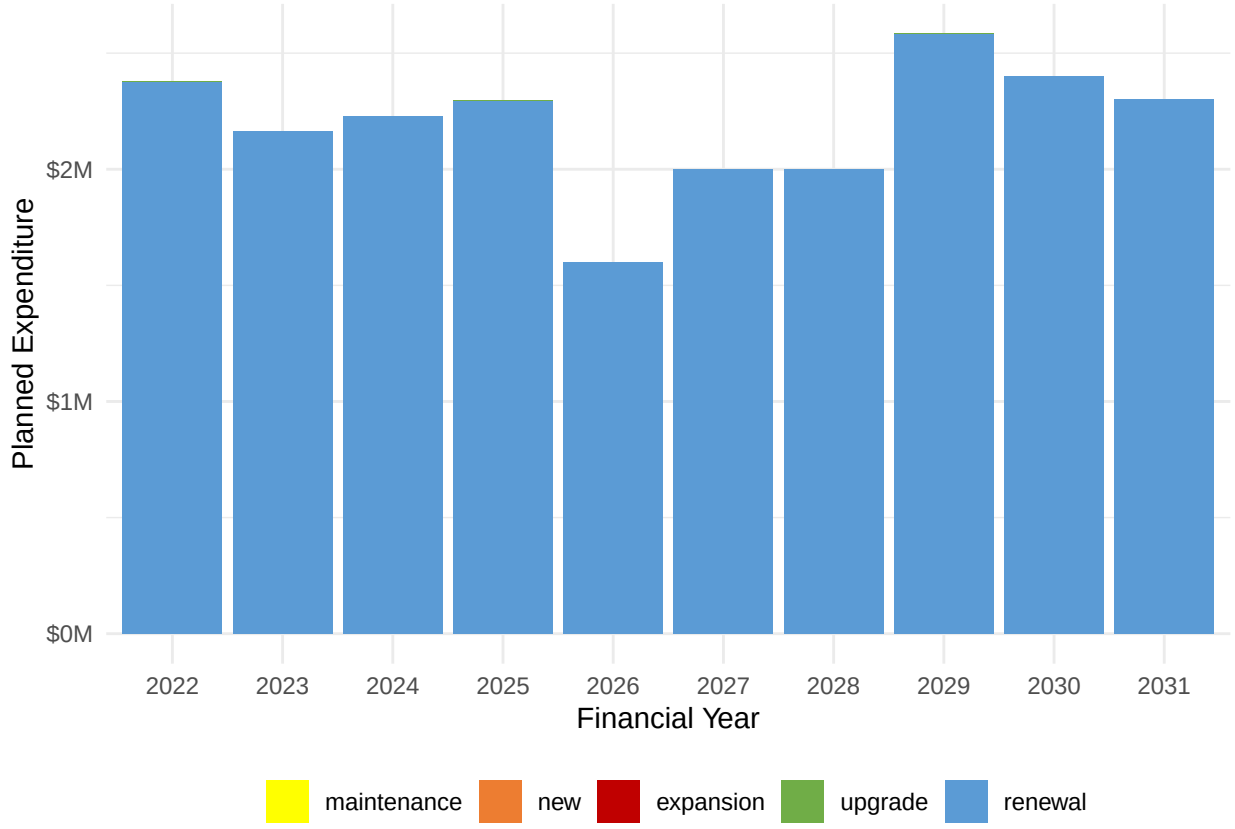

Figure 31: The 10 Year plan by Activity Type

The proposed expenditure values displayed in the graph above have been generated from Council's Financial Plan, adopted 27 October 2021[4].

6.5.6 Proposed Activities and Initiatives

- Investigate technology and assets that will reduce Council's carbon emission from Plant and Equipment.
- Schedule upgrade/renewal of Plant and Equipment.

6.5.7 Summary Comments

- Council's plant and equipment is adequate for the needs of the organisation and is facilitating the delivery of services to the community. Current funding levels are adequate for these assets.
- There is an opportunity for Council to lower the carbon emissions being produced by Plant and Equipment.

6.5.8 Asset Inventory

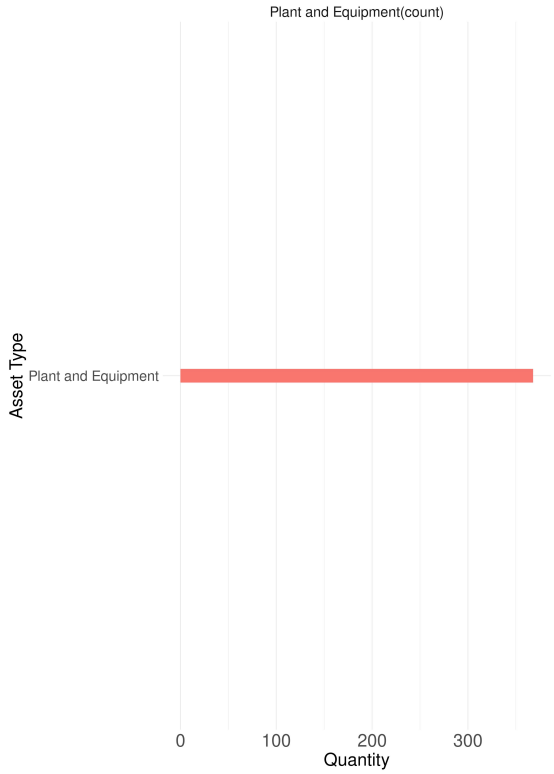

Figure 32: Asset Inventory by Asset Type

The asset types and values in the graph above have been generated from Council's asset management system AssetFinda, as of 30 June 2021.

6.6 Asset Summary - Information Communication and Technology

6.6.1 Goal

To support and provide the information technology and communication environment to Council for the provision of services to the community in the most financially sustainable manner.

6.6.2 Methodology

- Council's Information and Communication Technology (ICT) assets include: printers, servers, desktop computers, laptop computers, tablets, fixed line phones, mobile phones, and other devices such as traffic counters, vehicle tracking systems, and GPS units.
- Council manages ICT assets using a balance of functionality and affordability.
- ICT assets often have a shorter useful life than many of Council's other assets. This is due to the rapidly changing nature of ICT which requires that Council must be regularly updating its assets.
- The furniture assets group contains various miscellaneous items of furntiure that are above Councils capitalisation threshold. The items include things like: office furniture, gym equipment, surveillance equipment, defibrillator units, blinds and lighting equipment. The total value of these assets is approximately 0.1 percent of Council's total asset base and to streamline reporting have been grouped together with the organisations ICT assets..

6.6.3 Objectives

- Ensure that the ICT environment is fit for purpose and supports the organisation's and community's requirements.
- Ready the organisation for progression to the cloud.
- Reduce ICT system complexity, ensuring that ICT systems are easier to maintain and manage.
- Improve digital capabilities and services that Council offers.
- Strengthen information security and cyber resilience.
- Ensure that staff are appropriately trained in the use of the ICT systems they use.
- Ensure that data/information held within the ICT environment is treated as a corporate asset.
- To provide and support an information technology (IT) environment across more than 30 facilities (Annual Budget 2022).

- Internally hosted and cloud based applications are continually reviewed for adherence to industry best practice, system reliability and value for money (Annual Budget 2022).
- Maintain a Geographic Information System that provides layers of spatial data to accessible by all staff (Annual Budget 2022).
- Classify and register mail in accordance with the Public Records Act 1973 (Annual Budget 2022).
- Plan towards zero net carbon emissions by 2030 (Council Resolution 25/10/2017).

6.6.4 Assets condition by value

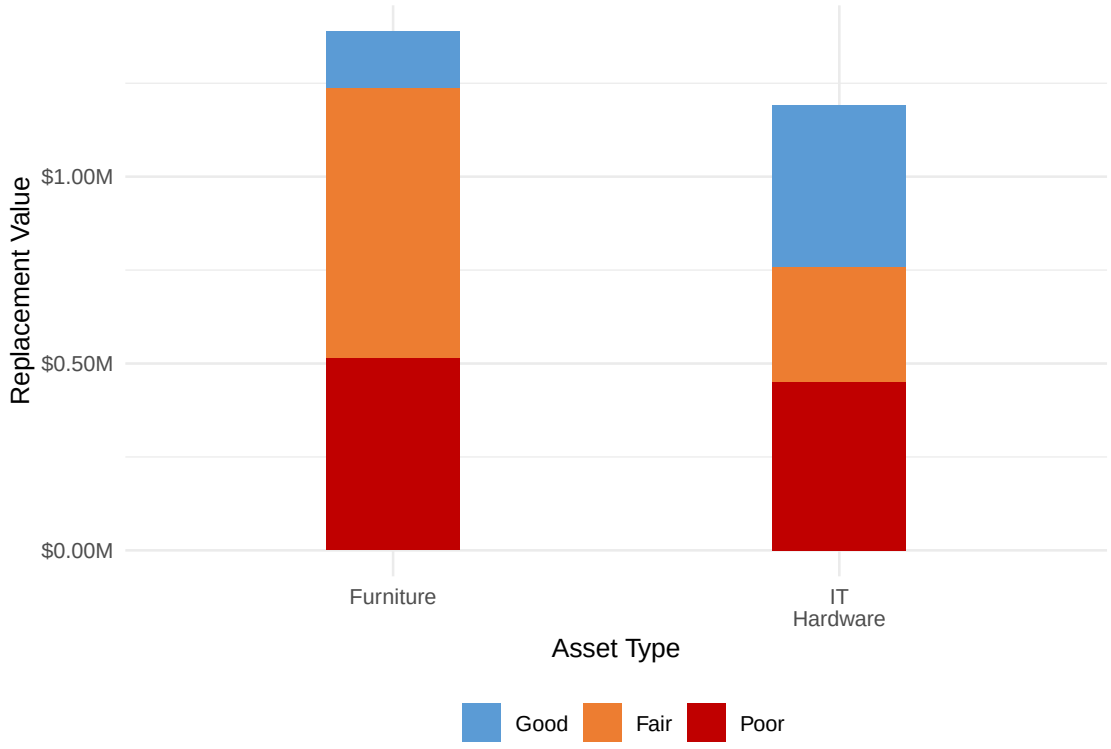

Figure 33: Asset Condition By Value

The condition values in the graph above have been generated from Council's asset management systems as of 30 June 2021, AssetFinda and TechnologyOne.

6.6.5 The 10 Year Plan

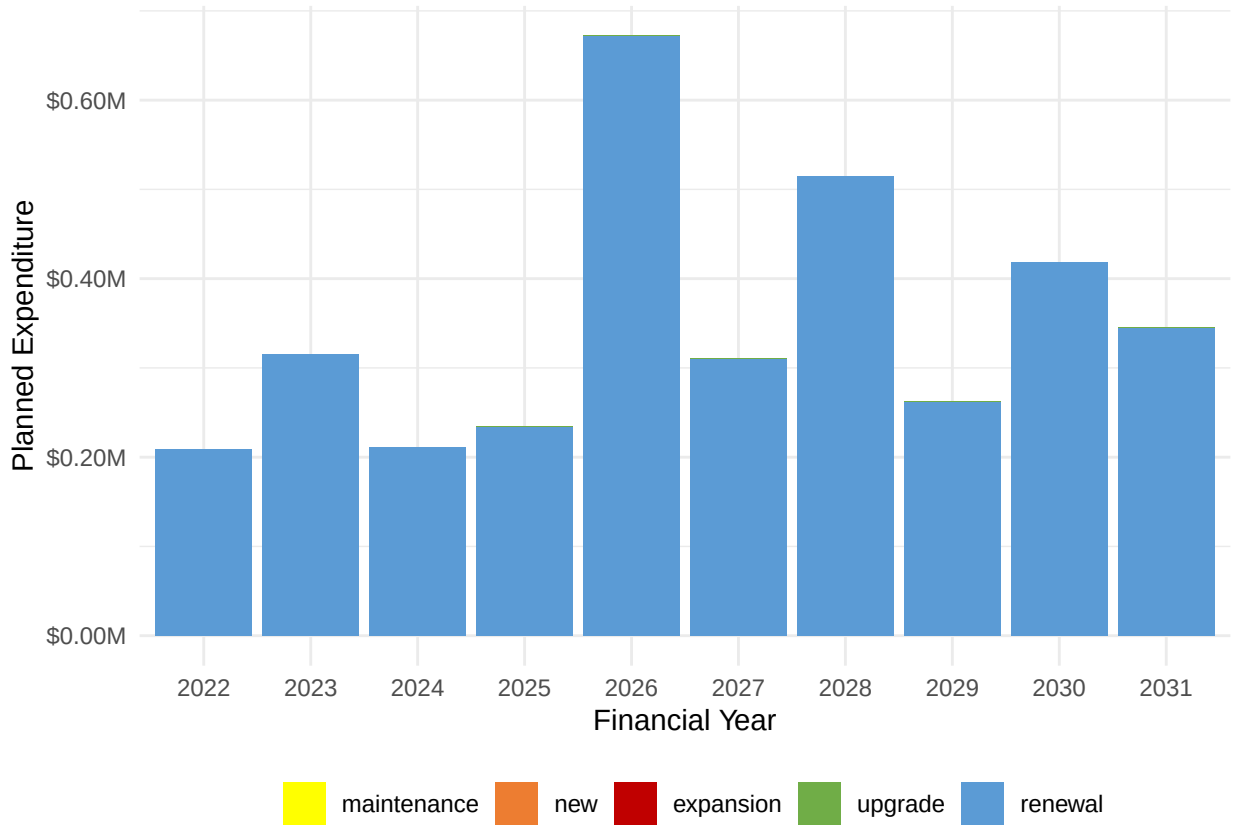

Figure 34: The 10 Year plan by Activity Type

The proposed expenditure values displayed in the graph above have been generated from Council's Financial Plan, adopted 27 October 2021[4].

6.6.6 Proposed Activities and Initiatives

- Develop an ICT Strategy to guide the Council's ICT direction.
- Establish a scheduled maintenance program for system improvements and upgrades.
- Establish a scheduled maintenance program for software upgrades and installations.
- Establish a scheduled hardware maintenance and replacement program for Council's PC and Laptop fleet and investigate opportunities for Bring Your Own Device (BYOD) technologies for Council's mobile phone fleet.

- Review the current ICT application environment to ensure it is meeting the requirements of Council.
- Review opportunities and costs to the move of the current ICT environment to the cloud, including the capability of Council's Wide Area Network (WAN).

6.6.7 Summary Comments

- Funding for ICT assets is currently adequate and the organisation is being supported. There is opportunity for efficiency gains and greater resilience in delivery of services if systems are further developed and the objectives of this asset class can be met.
- Staff regularly request software and hardware requirements, these requests are put forward as part of the budget process if they are beyond the normal upgrades and replacement programs.

6.6.8 Asset Inventory

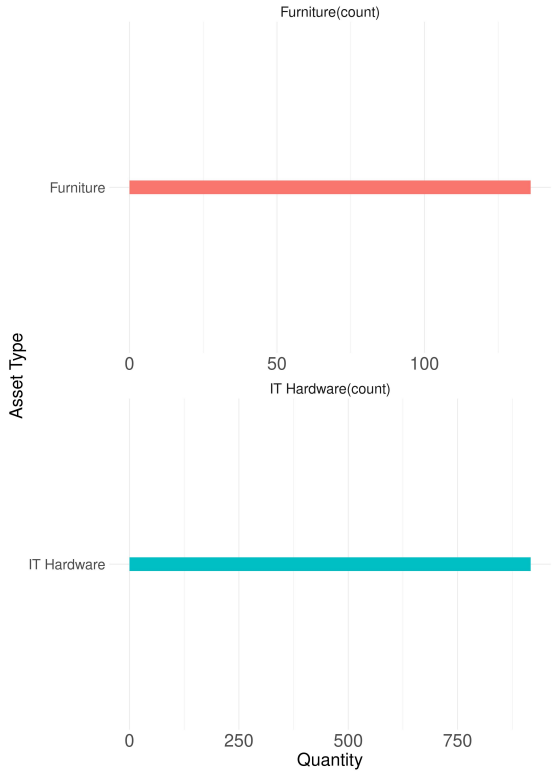

Figure 35: Asset Inventory by Asset Type

The asset types and values in the graph above have been generated from Council's asset management system AssetFinda, as of 30 June 2021.

6.7 Asset Summary - Other

6.7.1 Goal

Our commercial assets are financially sustainable and well managed on behalf of the community.

6.7.2 Methodology

- Council's other assets include various items relating to: Kyneton saleyards, Kyneton airfield, transfer stations, streetlights, and park and kerbside bins.
- The other asset group is managed using a balance of functionality and affordability strategies.

6.7.3 Objectives

- All specialised assets are managed effectively by Council.
- Ensure adequate funding in the Financial Plan to meet agreed commitments.
- Monitor income, expenses and opportunities for improvement through utilisation, condition and affordability.
- Plan towards zero net carbon emissions by 2030 (Council Resolution 25/10/2017).

6.7.4 Assets condition by value

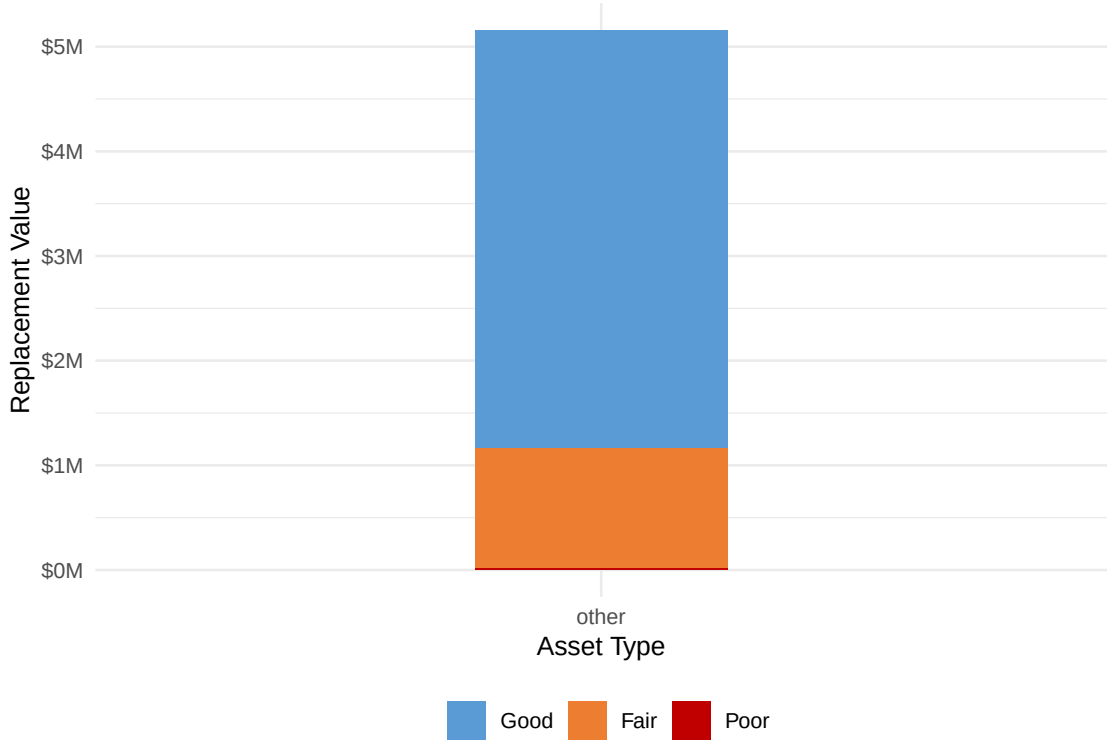

Figure 36: Asset Condition By Value

The condition values in the graph above have been generated from Council's asset management systems as of 30 June 2021, AssetFinda and TechnologyOne.

6.7.5 The 10 Year Plan

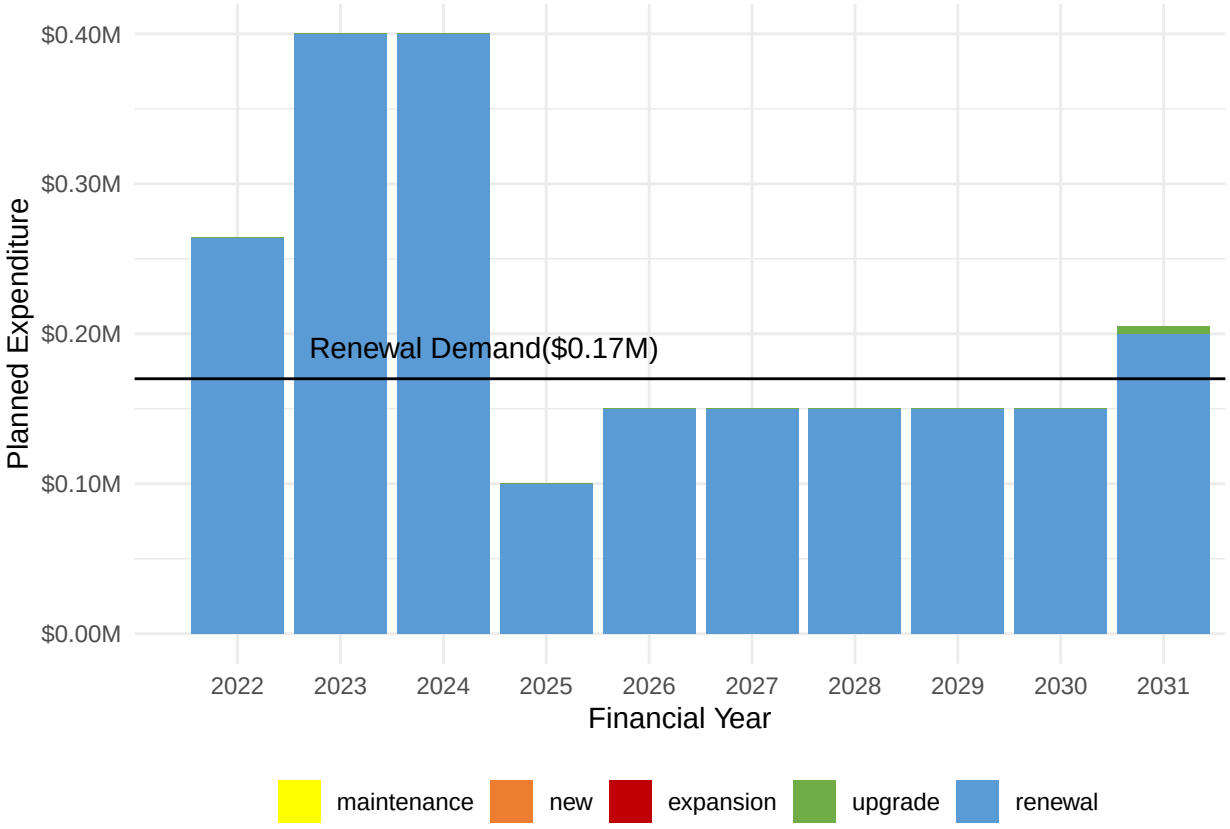

Figure 37: The 10 Year plan by Activity Type

The proposed expenditure values displayed in the graph above have been generated from Council's Financial Plan, adopted 27 October 2021[4].

6.7.6 Proposed Activities and Initiatives

- Complete the capital works in the current year budget relating to other assets.
- Implement actions from strategies and plans relating to other assets.
- Fund Council's component of the Kyneton Airfield runway resurfacing in the Financial Plan.

6.7.7 Summary Comments

- Funding for other assets is adequate at this time, though any agreed commitments from Council should be funded in the Financial Plan.
- Infrastructure assets identified as ‘other’ are assets that don’t align with the identified service areas. They are often commercial or specialised (Eg Airfields).

6.7.8 Asset Inventory

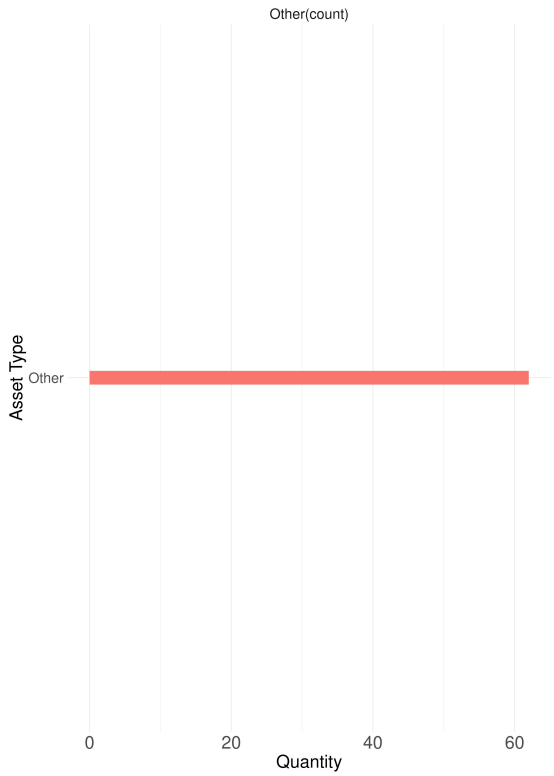

Figure 38: Asset Inventory by Asset Type

The asset types and values in the graph above have been generated from Council’s asset management system AssetFinda, as of 30 June 2021.

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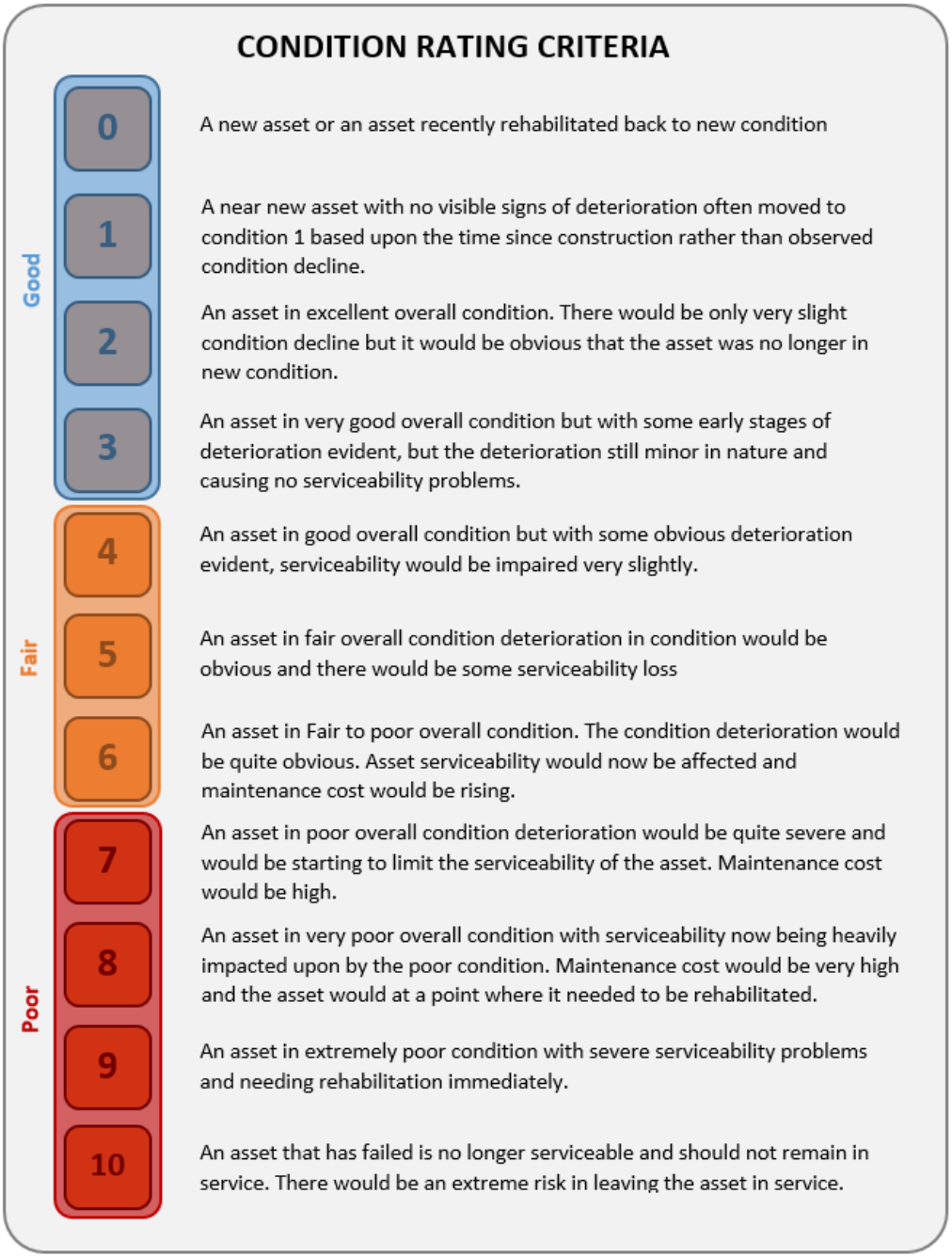
8 Appendix

8.1 Condition Rating Criteria



8.2 Legislations, Plans and Policies

State Legislation and Regulations

- Local Government Act 2020
- Planning and Environment Act 1987
- Disability Act 2006/Disability Amendment Act 2017
- Heritage Act 2017
- Crown Land (Reserve) Act 1978
- Land Act 1958 and Retail Leases Act
- Building Act 1993 and Regulations 2018
- Water Act and Coastal Management Act 1995
- Electricity Safety Act 1998
- Subdivisions Act 1988
- Occupational Health and Safety Act 2004 and Regulations 2017
- Emergency Management Act 1986 (Disaster Recovery Fund Arrangements)
- Environment Protection Act (EPA) 1970
- Road Management Act 2004
- Rate Capping (under FGRS)

National Legislation and Regulations

- Climate Change Authority Act 2011
- Local Government (Financial Assistance) Act 1995
- Environment Protection and Biodiversity Conservation Act 1999
- Biosecurity Act 2015
- Disability Discrimination Act 1992

Associated Council Policies and Documents

- Macedon Ranges Council Plan 2021-2031
- Community Vision
- Financial Plan
- Asset Management Policy
- Asset Accounting Policy
- Procurement Policy
- Capitalisation Policy
- Risk Management Policy
- Risk Management Framework
- Climate Change Action Plan
- Road Management Plan
- Asset Management Plans - Roads, Bridges, Kerb and Channel, Stormwater Drainage, Buildings, Parks and Open Space. At the completion and adoption of the Asset Plan these Asset Management Plans will become obsolete and will no longer require the endorsement of Council.

8.3 Data Tables

8.3.1 Table for Figure 7 Asset Growth

Year	Gifted ($M)	Constructed ($M)	Total ($M)
2021	$ 3.3	$ 1.4	$ 4.7
2020	$ 3.8	$ 0.7	$ 4.5
2019	$ 0.1	$ 3.0	$ 3.1
2018	$ 2.5	$ 2.9	$ 5.4
2017	$ 3.0	$ 7.1	$ 10.1
2016	$ 0.3	$ 4.7	$ 5.0
2015	$ 2.5	$ 6.0	$ 8.5
2014	$ 0.1	$ 5.1	$ 5.2
2013	$ 0.3	$ 6.6	$ 6.9
Total	$ 15.9	$ 37.5	$ 53.4

8.3.2 Table for Figure 11 Asset Value by class

Service Area	Class	Replacement Cost	Written Down Value	Annual Depreciation
Buildings	Buildings	$ 172.4	$ 113.5	$ 4.4
Information Communication and Technology	ICT	$ 4.0	$ 1.0	$ 0.5
Open Space and Recreation	Open Space Recreation	$ 53.7	$ 35.6	$ 1.9
Other	Other	$ 5.3	$ 4.1	$ 0.2
Plant and Equipment	Plant Fleet	$ 11.4	$ 6.1	$ 1.0
Stormwater and Flood Management	Drainage	$ 76.1	$ 57.4	$ 0.8
Transport	Bridges	$ 50.9	$ 32.4	$ 0.4
Transport	Footpaths Cycleways	$ 33.7	$ 22.8	$ 0.7
Transport	Kerb Gutter	$ 41.6	$ 27.0	$ 0.4
Transport	Sealed Roads	$ 450.9	$ 319.8	$ 5.8
Transport	Unsealed Roads	$ 63.1	$ 54.1	$ 1.2
	Total	$ 963.7	$ 674.4	$ 17.3

8.3.3 Table for Figure 12 State of the Assets Data Table

Asset Class	Good ($M)	Fair ($M)	Poor ($M)
Sealed Roads	$ 111.3	$ 136.8	$ 34.2
Buildings	$ 97.5	$ 72.0	$ 2.9
Drainage	$ 64.1	$ 11.9	$ 0.1
Unsealed Roads	$ 15.5	$ 7.6	$ 1.6
Open Space Recreation	$ 35.1	$ 14.4	$ 3.6
Bridges	$ 25.4	$ 22.4	$ 0.9
Kerb Gutter	$ 28.2	$ 12.8	$ 0.6
Footpaths Cycleways	$ 21.6	$ 9.5	$ 1.7
Plant Fleet	$ 4.2	$ 2.5	$ 0.2
Other	$ 4.0	$ 1.2	$ -
ICT	$ 0.6	$ 1.0	$ 1.0

8.3.4 Table for Figure 14 Poposed 10 Year Capital Works Data Table

Asset Class	2022 ($M)	2023 ($M)	2024 ($M)	2025 ($M)	2026 ($M)
Bridges	$ 1.0	$ 0.3	$ 0.2	$ 2.4	$ 7.1
Buildings	$ 6.5	$ 5.2	$ 5.0	$ 6.0	$ 4.1
Computers and telecommunications	$ 0.2	$ 0.3	$ 0.2	$ 0.2	$ 0.7
Drainage	$ 0.6	$ 0.6	$ 0.6	$ 0.7	$ 0.7
Footpaths and cycleways	$ 7.7	$ 1.6	$ 2.4	$ 2.1	$ 2.4
Other infrastructure	$ 0.3	$ 0.4	$ 0.4	$ 0.1	$ 0.2
Parks, open space and streetscapes	$ 1.4	$ 1.1	$ 0.6	$ 0.5	$ 0.7
Plant, machinery and equipment	$ 2.4	$ 2.2	$ 2.2	$ 2.3	$ 1.6
Recreational, leisure and community facilities	$ 6.8	$ 19.8	$ 3.4	$ 3.1	$ 3.4
Roads	$ 9.2	$ 10.7	$ 9.0	$ 9.2	$ 9.2
Total	$ 36.1	$ 42.1	$ 24.1	$ 26.5	$ 30.1

Asset Class	2027 ($M)	2028 ($M)	2029 ($M)	2030 ($M)	2031 ($M)
Bridges	$ 7.7	$ 0.4	$ 0.1	$ 0.4	$ 0.7
Buildings	$ 4.7	$ 4.6	$ 4.7	$ 4.8	$ 8.1
Computers and telecommunications	$ 0.3	$ 0.5	$ 0.3	$ 0.4	$ 0.3
Drainage	$ 0.7	$ 0.8	$ 0.8	$ 0.8	$ 0.8
Footpaths and cycleways	$ 1.6	$ 4.2	$ 6.3	$ 8.2	$ 1.6
Other infrastructure	$ 0.2	$ 0.2	$ 0.2	$ 0.2	$ 0.2
Parks, open space and streetscapes	$ 0.5	$ 0.7	$ 0.5	$ 0.3	$ 0.4
Plant, machinery and equipment	$ 2.0	$ 2.0	$ 2.6	$ 2.4	$ 2.3
Recreational, leisure and community facilities	$ 1.5	$ 2.4	$ 1.8	$ 2.1	$ 4.7
Roads	$ 9.3	$ 9.6	$ 10.0	$ 9.9	$ 12.3
Total	$ 28.5	$ 25.2	$ 27.2	$ 29.6	$ 31.3

8.3.5 Table for Figure 16 Historic Maintenance Spend Data Table

Row Labels	2017 ($000's)	2018 ($000's)	2019 ($000's)	2020 ($000's)
Bridges	$ 11.3	$ 4.2	$ 32.8	$ 34.5
Buildings	$ 1,181.2	$ 1,301.2	$ 1,262.0	$ 1,253.5
Drainage	$ 571.5	$ 450.5	$ 599.6	$ 546.0
Footpaths	$ 40.4	$ 27.9	$ 56.0	$ 44.3
Open Space and Rec	$ 1,745.2	$ 1,781.6	$ 2,111.3	$ 2,486.8
Other	$ 117.6	$ 133.4	$ 83.5	$ 177.4
Roads	$ 653.2	$ 798.4	$ 427.4	$ 309.1
Sealed Roads	$ 1,065.4	$ 1,101.7	$ 1,084.0	$ 1,037.8
Street Trees	$ 283.0	$ 240.4	$ 516.4	$ 649.6
Unsealed Roads	$ 1,554.2	$ 1,297.9	$ 1,413.4	$ 1,445.1
Total	$ 7,222.9	$ 7,137.1	$ 7,586.4	$ 7,984.1

8.3.6 Table for Figure 17 Planned Maintenance Spend Data Table

Asset Class	2022 ($000's)	2023 ($000's)	2024 ($000's)	2025 ($000's)	2026 ($000's)
Bridges	$ 7.4	$ 36.2	$ 37.1	$ 38.1	$ 39.0
Buildings	$ 621.2	$ 1,603.4	$ 1,643.5	$ 1,684.6	$ 1,726.7
Drainage	$ 303.7	$ 574.1	$ 588.5	$ 603.2	$ 618.3
Footpaths and cycleways	$ 25.0	$ 46.8	$ 48.0	$ 49.2	$ 50.4
Other	$ 56.0	$ 134.1	$ 137.4	$ 140.8	$ 144.4
Parks, open space and streetscapes	$ 990.9	$ 3,476.9	$ 3,563.8	$ 3,652.9	$ 3,744.2
Roads	$ 897.5	$ 2,872.2	$ 2,944.0	$ 3,017.6	$ 3,093.1
Total	$ 2,901.6	$ 8,743.7	$ 8,962.3	$ 9,186.4	$ 9,416.1

Asset Class	2027 ($000's)	2028 ($000's)	2029 ($000's)	2030 ($000's)	2031 ($000's)
Bridges	$ 40.0	$ 41.0	$ 42.0	$ 43.1	$ 44.1
Buildings	$ 1,769.9	$ 1,814.1	$ 1,859.5	$ 1,905.9	$ 1,953.6
Drainage	$ 633.7	$ 649.6	$ 665.8	$ 682.5	$ 699.5
Footpaths and cycleways	$ 51.7	$ 53.0	$ 54.3	$ 55.7	$ 57.1
Other	$ 148.0	$ 151.7	$ 155.5	$ 159.3	$ 163.3
Parks, open space and streetscapes	$ 3,837.8	$ 3,933.8	$ 4,032.1	$ 4,132.9	$ 4,236.2
Roads	$ 3,170.4	$ 3,249.6	$ 3,330.9	$ 3,414.2	$ 3,499.5
Total	$ 9,651.5	$ 9,892.7	$ 10,140.1	$ 10,393.6	$ 10,653.4

8.3.7 Service Area Summary State of the Assets Data Tables

Service Area	Asset Class	State of the Assets	Percentage	Replacement Cost
Buildings	Buildings	Good	56.6%	$ 97,487,957
Buildings	Buildings	Fair	41.8%	$ 72,025,894
Buildings	Buildings	Poor	1.7%	$ 2,862,543
Open Space and Recreation	Sportsgrounds	Good	69.8%	$ 28,189,602
Open Space and Recreation	Sportsgrounds	Fair	24.3%	$ 9,813,775
Open Space and Recreation	Sportsgrounds	Poor	5.9%	$ 2,402,242
Open Space and Recreation	Minor Structures	Good	41.1%	$ 3,439,961
Open Space and Recreation	Minor Structures	Fair	37.2%	$ 3,116,543
Open Space and Recreation	Minor Structures	Poor	21.7%	$ 1,819,489
Open Space and Recreation	Play Equipment	Good	63.8%	$ 2,814,353
Open Space and Recreation	Play Equipment	Fair	36.1%	$ 1,592,710
Open Space and Recreation	Play Equipment	Poor	0.2%	$ 7,128
Open Space and Recreation	BBQs	Good	57.0%	$ 311,878
Open Space and Recreation	BBQs	Fair	41.3%	$ 9,425
Open Space and Recreation	BBQs	Poor	1.7%	$ 225,769
Transport	Road Pavement	Good	42.2%	$ 107,730,681
Transport	Road Pavement	Fair	45.6%	$ 116,415,922
Transport	Road Pavement	Poor	12.2%	$ 31,203,193
Transport	Bridges	Good	49.1%	$ 24,994,826
Transport	Bridges	Fair	44.8%	$ 22,791,083
Transport	Bridges	Poor	6.1%	$ 3,088,237
Transport	Road Surface	Good	36.6%	$ 19,118,749
Transport	Road Surface	Fair	53.8%	$ 28,097,409
Transport	Road Surface	Poor	9.7%	$ 5,045,116
Transport	Kerb Mapped	Good	67.7%	$ 28,155,455
Transport	Kerb Mapped	Fair	30.8%	$ 12,796,696
Transport	Kerb Mapped	Poor	1.5%	$ 643,708
Transport	Footpaths	Good	64.9%	$ 21,897,825
Transport	Footpaths	Fair	28.3%	$ 9,533,373
Transport	Footpaths	Poor	6.8%	$ 2,283,965

Service Area	Asset Class	State of the Assets	Percentage	Replacement Cost
Storm Water and Flood Management	Stormwater Pipes	Good	82.9%	$ 43,455,982
Storm Water and Flood Management	Stormwater Pipes	Fair	16.9%	$ 8,862,876
Storm Water and Flood Management	Stormwater Pipes	Poor	0.2%	$ 94,662
Storm Water and Flood Management	Detention Basins	Good	100.0%	$ 4,101,917
Storm Water and Flood Management	Stormwater Pits	Good	84.4%	$ 16,557,098
Storm Water and Flood Management	Stormwater Pits	Fair	15.5%	$ 3,033,448
Storm Water and Flood Management	Stormwater Pits	Poor	0.2%	$ 33,685
Plant and Equipment	Plant Equipment	Good	39.2%	$ 4,469,968
Plant and Equipment	Plant Equipment	Fair	43.3%	$ 4,928,222
Plant and Equipment	Plant Equipment	Poor	17.5%	$ 1,993,527
ICT and Furniture	Furniture	Good	10.5%	$ 152,097
ICT and Furniture	Furniture	Fair	50.0%	$ 723,346
ICT and Furniture	Furniture	Poor	39.5%	$ 570,680
ICT and Furniture	IT Hardware	Good	17.3%	$ 434,126
ICT and Furniture	IT Hardware	Fair	12.2%	$ 306,537
ICT and Furniture	IT Hardware	Poor	70.5%	$ 1,767,176
Other	Other	Good	75.8%	$ 4,053,999
Other	Other	Fair	21.5%	$ 1,150,448
Other	Other	Poor	2.7%	$ 145,333

8.3.8 Service Area Summary Asset Inventory Data Tables

Service Area	Asset Class	Type	Quant.	Unit
Buildings	Buildings	Community Facilities	97	count
Buildings	Buildings	Municipal	35	count
Buildings	Buildings	Open Space	42	count
Buildings	Buildings	Recreation and Sport	86	count
Buildings	Buildings	Tourism	38	count
Inform Comms and Tech	Furniture		136	count
Inform Comms and Tech	IT Hardware		917	count
Open Space and Recreation	Barbecues	Barbecues	50	count
Open Space and Recreation	Minor Structures	Community Facilities	19	count
Open Space and Recreation	Minor Structures	Municipal	5	count
Open Space and Recreation	Minor Structures	Open Space	62	count
Open Space and Recreation	Minor Structures	Recreation and Sport	126	count
Open Space and Recreation	Minor Structures	Tourism	13	count
Open Space and Recreation	Play Equipment	Play Equipment	400	count
Open Space and Recreation	Sports Fencing		18	length km
Open Space and Recreation	Sportsgrounds	Electrical Cabinets	61	count
Open Space and Recreation	Sportsgrounds	Grounds, Courts, Recreation Assets	177	count
Open Space and Recreation	Sportsgrounds	Sports Lighting	619	count
Other	Other		62	count
Plant and Equipment	Plant and Equipment		368	count
Stormwater and Flood Management	Detention Basins		65	count
Stormwater and Flood Management	Stomwater Pits		10738	count
Stormwater and Flood Management	Stormwater Pipes		287	length km

Service Area	Asset Class	Type	Quant.	Unit
Transport	Bridges	Bridges	114	count
Transport	Bridges	Footbridges	68	count
Transport	Bridges	Major Culverts	168	count
Transport	Footpaths and Cycleways	Concrete	151	length km
Transport	Footpaths and Cycleways	Other	32	length km
Transport	Footpaths and Cycleways	Paved	3	length km
Transport	Footpaths and Cycleways	Sealed	32	length km
Transport	Kerb and Channel	Concrete	289	length km
Transport	Kerb and Channel	Stone	37	length km
Transport	Sealed Roads	1	418	length km
Transport	Sealed Roads	2	155	length km
Transport	Sealed Roads	3	277	length km
Transport	Sealed Roads	Nil	0.6	length km
Transport	Sealed Roads	Other Shire	16	length km
Transport	Sealed Roads	Reserve	10	length km
Transport	Unsealed Roads	4	292	length km
Transport	Unsealed Roads	5	437	length km
Transport	Unsealed Roads	6	4	length km
Transport	Unsealed Roads	Fire Access	114	length km
Transport	Unsealed Roads	Nil	28	length km
Transport	Unsealed Roads	Other Shire	6	length km
Transport	Unsealed Roads	Reserve	19	length km

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