



ASSET MANAGEMENT STRATEGY 2022-2032



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ACKNOWLEDGEMENT OF COUNTRY

Council respectfully acknowledges the Traditional Owners of the land which includes the Wurundjeri Woi Wurrung, Wadawurrung and Dja Dja Wurrung people. We pay our respects to the Elders past, present and emerging.

Message from the CEO

Moorabool Shire is growing fast. Our picturesque surrounds, vibrant community, and great location are attracting new residents and investment, and our population is set to double over the next twenty years.

At the same time that our population is growing, our world is changing significantly. Trends like urban sprawl, the prevalence and use of digital technology, extreme climate events and customer expectations are all contributing to the need to ensure our assets meet the needs of the growing community.

Moorabool Shire Council is the custodian of approximately \$668.6M of community infrastructure assets, such as roads, stormwater, footpaths, libraries, sports pavilions, community centres, playgrounds and parks. A significant portion of the Council budget each year is spent on managing our assets for the benefit of the community.

By 2031 there will be around 11,700 more additional residents living within the Shire, which creates unprecedented challenges for Council with regards to infrastructure and service delivery. Council recognises the need to carefully plan for future developments while maintaining the Shire's unique rural charm. Council regards asset management and maintaining safe, reliable and efficient services and planning for the future development of the community's assets as vitally important to our community.

Council acknowledges that all the infrastructure needs, and desired levels of service in our municipality will not be able to be addressed within one or two years. However, Council is confident that a planned, strategic approach that sets clear objectives to be met, such as those presented in this strategy, will place Moorabool Shire Council in a better position to be able to maintain and provide assets that are sustainable, appropriate, accessible and responsive to community needs and expectations.

This strategy is a foundational document in our Asset Management Framework, developed following the principles of the International Standards Organisation 55000 suite of documents for Asset Management and International Infrastructure Management Manual. This Asset Management Strategy will be regularly reviewed in accordance with changing community needs and evolving Council commitments to its asset management objectives.



Derek Madden
Chief Executive Officer

Introduction

Moorabool Shire Council (Council) is the owner and custodian of a large portfolio of assets that enable the community to access and enjoy all the services and facilities that Council has to offer. Moorabool is becoming an increasingly popular choice for those seeking rural tranquility with a mix of an urban lifestyle. The current population of 36,344 is forecast double in the next 20 years.

With an asset replacement value of over \$668 million¹ the efficient management of these assets is vital in maintaining safe, reliable and efficient services that help achieve the strategic priorities and goals adopted by Council.

Failure to adequately plan for the replacement of existing assets and the upgrade and construction of new assets will result in assets not meeting the needs of the community, now and into the future.

The purpose of this document is to outline Council's asset management systems and strategies to manage the delivery of its infrastructure assets effectively and efficiently.

This Asset Management Strategy (AM Strategy) defines how Council:

- Will achieve and deliver asset management practices which are aligned to ISO 55000:2014² without seeking ISO accreditation.
- Aims to provide alignment between our stakeholder's requirements, Council's organisational objectives and the resulting asset management objectives, to ensure that the assets are being managed to provide the value required of them by the organisation and stakeholders.
- Describes the role of the Asset Management System (AMS) in supporting achievement of the Asset Management Objectives (AM Objectives), delivering appropriate Levels of Service (LOS) cost-effectively, and meeting legislative requirements.
- Documents information that specifies how organisational objectives have been realised as AM Objectives; and
- Informs the approach for developing Asset Class Asset Management Plans (Asset Class AM Plan).



¹ Excludes Land, Artwork, ICT and plant and Fleet assets.

² Suite of international standards for asset management.

Strategic Context

Planning and Asset Management Framework

The delivery of Council services to the community is guided by Council plans, policies and strategies. These also drive Council's approach to asset management. Figure 1 - Council Planning and Asset Management Framework, illustrates Council's planning and asset management framework.

Council Plan

The Moorabool Shire Council Plan 2021-2025 (Council Plan) makes a commitment to outcomes and priority initiatives across three strategic objectives. Effective asset management will support the Council Plan outcomes and the delivery of sustainable services. Strategic initiatives documented in our Council Plan which will enhance the way Council manages the community's assets include:

- Review the Asset Management Strategy
- Review the Asset Plans for Transport, Open Space, Building and Drainage
- Review the Community Infrastructure Framework
- Continue to invest in the renewal and improvement of our assets
- Implement the Community Engagement framework
- Review Infrastructure Standards for Urban Development
- Develop strategies to guide our future assets and services
- Develop Precinct Structure Plans (PSPs) and Master Plans to guide our future assets and services

³ ISO 55000:2014, Section 3.3.2.

Relationship with Organisational Objectives

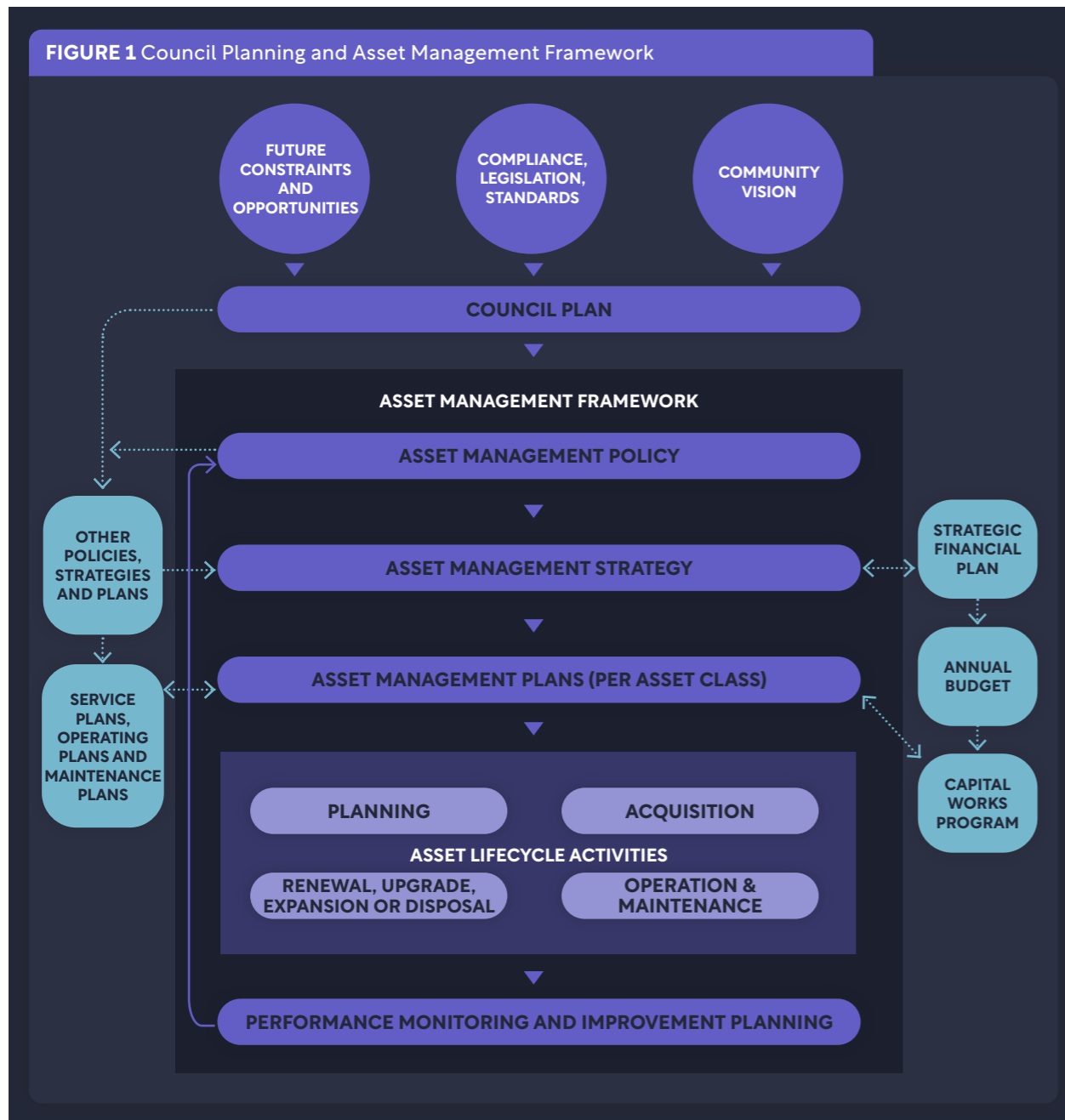
The objective of this AM Strategy is to establish a framework that will guide the planning, construction, maintenance and operation of Council's infrastructure assets, necessary for Council to provide services to the community.

ISO 55002:2018 states that the principles by which an organisation intends applying asset management for its organisational objectives should be set out in an asset management policy. The approach to implementing these principles should be defined in an Asset Management Strategy (AM Strategy).

The AM Strategy is defined as, documented information that specifies how organisational objectives are to be converted into asset management objectives, the approach for developing asset management plans and the role of the asset management system supporting achievement of the asset management objectives³.

The AM Strategy sets the future direction to enable Council to be in a better position to manage its infrastructure assets and achieve the Asset Management Policy vision and goals. It identifies the organisation's service delivery and infrastructure asset needs over time and plans for how assets will be managed throughout their lifecycle, collectively.

To do this effectively, other strategies and plans must be considered. The AM Strategy must be integrated within an organisation's overall planning framework, support clear, logical and robust decision making and address short, medium and long-term planning.



This AM Strategy is an integral part of Council's planning framework. This includes the Council Plan, Asset Management (AM) Policy, AM Strategy, AM Plans for individual portfolios and operational frameworks. There is a clear alignment from the organisational vision and objectives, AM policy, AM objectives, AM plans, operational plans, work programs through to performance monitoring and improvement planning as shown in Figure 1 - Council Planning and Asset Management Framework.

This AM Strategy has been developed following the principles of the ISO 55000 series and International Infrastructure Management Manual (IIMM).

The AM Strategy underpins a business process vital to the achievement of the strategic objectives, much in the same way as a financial strategy.

Scope of Asset Management System

The AM system is "the set of inter-acting elements of an organisation to establish AM Policies and objectives, and processes to achieve those objectives"⁴.

The AM system scope is determined after consideration of:

- AM objectives.
- External and internal issues relevant to the purpose of the organisation.
- Stakeholder requirements.
- Interaction/linkages with other management systems; and
- Criteria for AM decision making.⁵

Purpose and Structure of Asset Management System

An asset management system is not a software system, but rather a set of interconnected elements, used by an organisation to direct, coordinate and control its asset management activities⁶. The asset management system comprises a combination of an organisation's functions, which includes people, processes, information and tools necessary to manage and deliver AM.

The AM system structure includes:

- AM Policy.
- AM Strategy.
- AM Plan for each asset class.
- Asset class service framework.
- Integration of AM processes, activities and data with other organisational functions including service delivery, quality, accounting, risk management, safety, and human resources.
- Reporting of AM objectives and resources to achieve the objectives in annual budgets; and
- Reporting of AM objectives achievements in annual reports.

Asset Management Leadership

Council's Asset Management Policy 2021, defines the roles and responsibilities within Council for asset management.

In addition, an Asset Management Steering Committee (AMSC) has been drawn from across Council administration to coordinate asset management related matters. Meetings are held regularly and chaired by the Manager Asset Management. Council is in the process of developing an Asset Management Responsibility Assignment Matrix that details the organisational relationships and lines of responsibility with regard to asset management over the asset lifecycle.

⁶ ISO 55002:2018 (E) Section 0.2.

⁷ Asset Management Plans for each asset class will identify additional specific legislative requirements.

Responsibility for the AM Strategy

The Asset Management team is responsible for the development and maintenance of this AM Strategy. Individual asset class plans detail the position responsibilities within Council as they relate to the asset management activities for each of the asset classes.

The AM Strategy will be reviewed at regular intervals by management as part of the asset management maturity self-assessment, which has been identified as an action item in the Improvement Plan.

Planning Timeline

The AM Strategy has a planning horizon of 10 years. The AM Strategy will be reviewed and amended to recognise any changes in service levels, needs arising from PSP and master plans and/or resources available to provide those services as a result of the budget decision process or in the year following Council general elections.

Regulatory Framework

In addition to using asset management as a tool to manage the community's assets and provide better services to the community, there are also legislative, regulations, standards and guideline requirements that Council must comply with in relation to the management of its assets, which include⁷:

- Victorian Local Government Act 2020
- Planning and Environment Act (1987)
- Public Health Act and Well Being Act 2008
- Occupational Health and Safety Act (Vic) 2004
- Occupational Health and Safety Regulations 2007/Disability Act (2006)
- Local Government (Planning and Reporting) Regulations 2020
- Australian Accounting Standards

⁴ IPWEA, 2015, IIMM, Sec 2.1.1, p 2|3.

⁵ IPWEA, 2015, IIMM, Sec 2.1.1, p 2|3.

Council's Asset Portfolio and Current Status

This AM Strategy is designed to take into consideration all of Council's infrastructure assets. Assets are the physical objects which are maintained by Council to support the community's social and economic activities. Assets provide the foundation on which the community conducts its everyday activities whilst contributing to overall quality of life.

The challenge for asset management is to understand the way Council's assets perform over time and whether they can be maintained in a "fit for purpose" condition, given that most of the asset portfolio was built many years

ago. Council's unprecedented and sustained growth also presents significant infrastructure challenges for both existing gap funding and new infrastructure to cater to the growing population's needs and expectations.

Asset Classification

Figure 2 - Asset Classes, illustrates Council's Infrastructure Assets Class hierarchy and the type of assets that reside in each.



Asset Portfolio Stocktake

Moorabool Shire is positioned along the major road and rail transport corridors between Melbourne and Adelaide. Its eastern boundary is located just 40km west of Melbourne's CBD and extends westwards to the City of Ballarat municipal boundary.

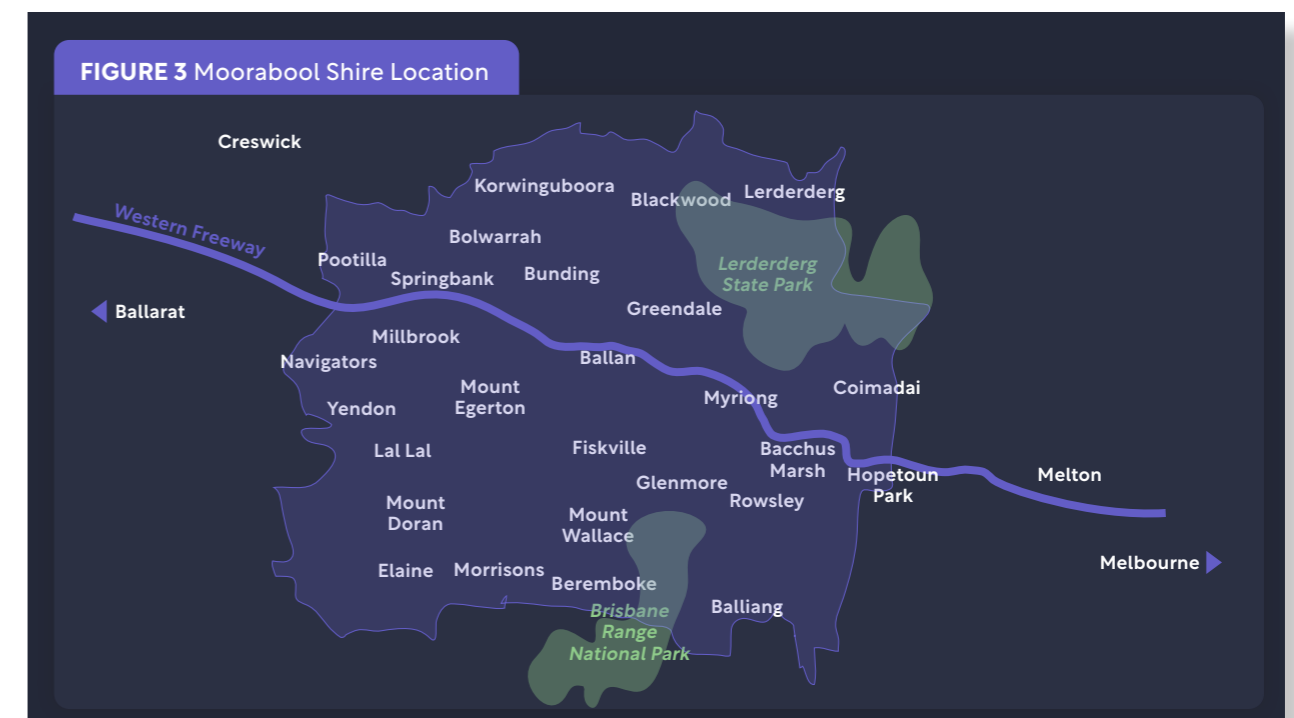
Council is responsible for infrastructure assets within its Shire borders as illustrated by Figure 3 - Moorabool Shire Location. Not all

infrastructure assets within Moorabool Shire are managed by Council. There are assets within the Shire borders that are owned and managed by other authorities such as VicRoads, V-Line, Parks Victoria, Melbourne Water Corporation and the Department of Environment, Land, Water and Planning .

A detailed list of all infrastructure assets for which Council has ownership and management responsibilities are recorded in Council's Asset Register.

FIGURE 2 Asset Classes

ASSET CLASS	ASSET TYPE (EXAMPLES)
TRANSPORT	SEALED ROADS, UNSEALED ROADS, BRIDGES AND MAJOR CULVERTS, CARPARKS, KERB AND CHANNEL, FOOTPATHS, TRAFFIC DEVICES
BUILDINGS	OFFICES, CIVIC CENTRES, LIBRARIES, DEPOTS, CLUB ROOMS, CHANGE ROOMS, PAVILLIONS, SHELTERS
STORMWATER	PIPES, PITS, GROSS POLLUTANT TRAPS, MINOR CULVERTS
OPEN SPACES	PLAYING COURTS, PLAYGROUND / EQUIPMENT, FENCES



⁸ Each asset class plan details the infrastructure assets, which Council is not responsible for.

Current Asset Replacement Costs

The total value of the asset portfolio is approximately \$668.6 million dollars⁹. The break-up of Council's asset portfolio by replacement value is illustrated in Figure 4 - Asset Class Replacement Values.

The average annual depreciation (asset consumption) is considered a measure of the wearing out or other loss of value of the asset that arises from its use, passing of time or obsolescence environmental changes.

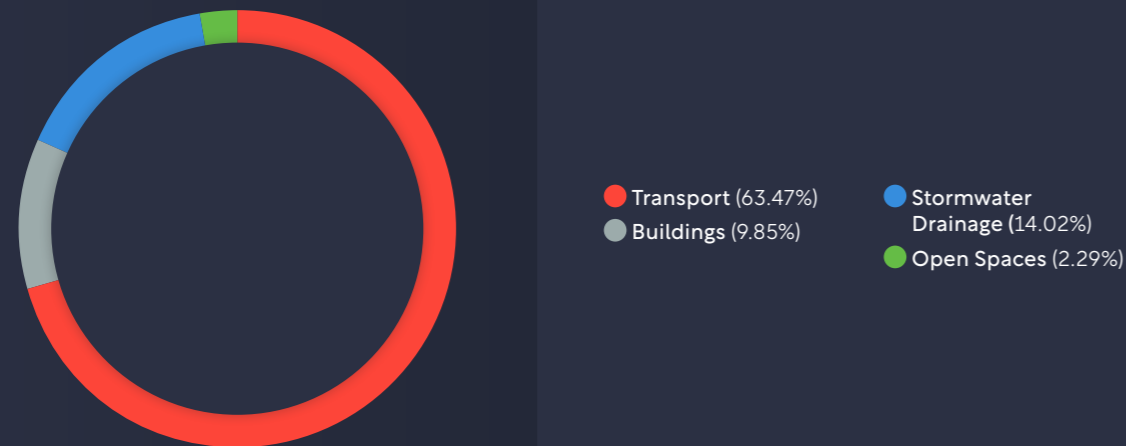
It should be acknowledged that depreciation is not an ideal measure and is seldom recommended now in modern practice with the focus more on sustainability-based analysis of asset service level (long term financial plans based on strategic lifecycle modelling and planning).

From a sustainability measure, the Remaining Service Potential Index is calculated at 81%. This ratio is calculated as the Fair Value divided by the Replacement Cost.

The Remaining Service Potential Index ratio represents the overall health of the asset stock in terms of measuring past asset consumption, via the amount of accumulated depreciation. The industry target for this ratio is that it is at 70% or higher.

The lower the ratio, the more the asset stock has been consumed, which typically indicates that historically, not enough capital expenditure has been allocated to the asset.

FIGURE 4 Asset Class Replacement Values



ASSET TYPE	REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION
Transport	\$473,434,546	\$87,467,771	\$385,966,775	\$6,976,460
Buildings	\$73,497,760	\$25,924,417	\$47,573,344	\$815,918
Stormwater Drainage	\$104,576,011	\$24,100,099	\$80,475,912	\$1,026,035
Open Spaces	\$17,053,751	\$3,585,402	\$13,468,348	\$717,219
TOTAL	\$668,562,068	\$141,077,689	\$527,484,379	\$9,535,632

TABLE 1 Asset Class Valuations¹⁰

⁹ Excludes Land, Artworks, ICT and Plant and Fleet assets.

¹⁰ Sourced from Council's Asset Register as of 30 June 2021.

Current Asset Performance

BUILDING AND STRUCTURE ASSETS

ASSET CATEGORIES

BUILDINGS: Commercial, community, cultural, family, municipal, recreation.



STRUCTURES: Sheds, pergolas, retaining walls, pool shells, etc.



CURRENT STATE OF ASSETS

NUMBER OF BUILDINGS AND STRUCTURE ASSETS

284

BUILDINGS AND STRUCTURES

5

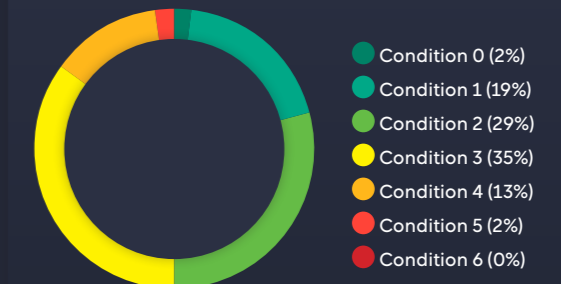
POOL STRUCTURES

REPLACEMENT VALUE OF BUILDING AND STRUCTURE ASSETS

\$73.5M

11% OF THE TOTAL ASSET PORTFOLIO VALUE

ALL BUILDING ASSET COMPONENT CONDITION DISTRIBUTION



ASSET LIFE

100 YEARS

BUILDINGS

50 YEARS

STRUCTURES

RECOMMENDED 10YR FUNDING – MAINTAIN CONDITION

\$16.92M

TOTAL CAPITAL COST

\$13.92M

TOTAL MAINTENANCE COST

SUMMARY

9.9%

Building assets account for 9.9% of the total sum of the Council's infrastructure assets.

85%

Approximately 85% of the Council's building and structure assets are in fair or good condition.

2.5 out of 6

The average network portfolio condition is 2.5 out of 6.

\$16.9M

Predicted 10-year renewal demand is \$16.9M to preserve the asset condition at present levels.

TRANSPORT ASSETS

10

ASSET CATEGORIES

DRAINAGE PITS: Pre-cast and in-situ pits, inlet/outlet (end wall/headwall) structures.

ROAD SURFACE: Bitumen surface to weatherproof the road pavement and provide for vehicle skid resistance. Typically asphalt or spray seal.

ROAD PAVEMENT: Granular pavement, designed to provide strength to the road to carry vehicle loads.

KERB & CHANNEL: Provides a barrier between the road and the footpath/road verge, designed to provide road drainage, and prevent water ingress into the road pavement.

PATHWAYS: Pathways constructed typically of concrete, asphalt or pavers to cater for pedestrian traffic and/or shared used paths to cater for pedestrians and cycling.

BRIDGE: Structure that is built over a river, creek, road, railway or other obstacle to allow vehicles and pedestrians to cross from one side to the other.

MAJOR CULVERT: Structure that is built over a river, creek, or other obstacle to allow vehicles to cross from one side to the other.

ASSET LIFE

SEALED ROADS
15-25 YRS
SURFACE

80 YRS
PAVEMENT

20 YRS
GRAVEL SHOULDERS

UNSEALED ROADS
20 YRS
PAVEMENT BASE

70 YRS
KERB & CHANNEL

10-50 YRS
PATHWAYS

40-100 YRS
BRIDGES & MAJOR
CULVERTS



CURRENT STATE OF ASSETS

LENGTH/NUMBER OF ROAD ASSETS

909.3 KM
SEALED ROADS

562.3 KM
UNSEALED ROADS

286.9 KM
KERB & CHANNEL

200.8 KM
PATHWAYS

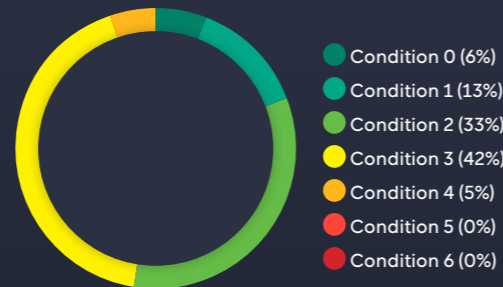
109
BRIDGES & MAJOR
CULVERTS

REPLACEMENT VALUE OF TRANSPORT ASSETS

\$467.3M

70% OF THE TOTAL
ASSET CLASSES VALUE

ALL TRANSPORT CONDITION DISTRIBUTION



RECOMMENDED 10YR FUNDING – MAINTAIN CONDITION

\$104.15M
TOTAL
CAPITAL COST

\$9.73M
TOTAL
MAINTENANCE
COST

SUMMARY

70%
Transport assets account for 70% of the total sum of the Council's infrastructure assets.

95%
Approximately 95% of the Council's Transport assets are in fair or better condition.

2.2 out of 6
The average network portfolio condition is 2.2 out of 6.

\$104.15M
Predicted 10-year renewal demand is \$104.15M to preserve the asset condition at present levels.

OPEN SPACE ASSETS

11

ASSET CATEGORIES

DRAINAGE PITS: Pre-cast and in-situ pits, inlet/outlet (end wall/headwall) structures.

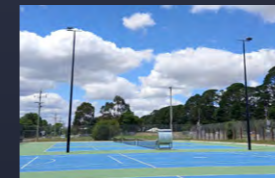
PLAY EQUIPMENT: In addition to children's play equipment such as swings, includes skate parks and outdoor gym equipment.



PARK INFRASTRUCTURE & AMENITIES: Includes assets such as tennis, netball & basketball courts, sports grounds, cricket wickets and practice nets, fencing & gates and BBQs.



LIGHTING: Includes Sports Lighting, Path Lighting and Flood Lighting.



SIGNS: Gateway signage.

ASSET LIFE

20 YRS
PLAY EQUIPMENT

20-40 YRS
PARK INFRASTRUCTURE

40 YRS
LIGHTING

40 YRS
GATEWAY SIGNS

CURRENT STATE OF ASSETS

NUMBER OF OPEN SPACE ASSETS

169
PLAY
EQUIPMENT

136
PARK
INFRASTRUCTURE

149
LIGHTING

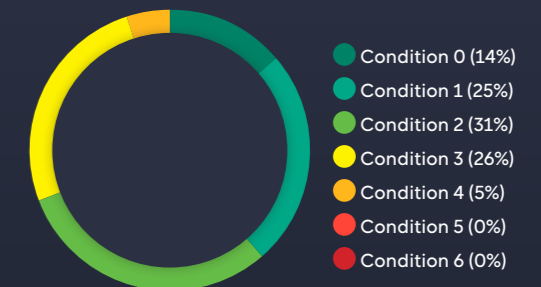
10
GATEWAY
SIGNS

REPLACEMENT VALUE OF OPEN SPACE ASSETS

\$16.7M

2.5% OF THE TOTAL
ASSET CLASSES VALUE

ALL OPEN SPACE CONDITION DISTRIBUTION



RECOMMENDED 10YR FUNDING – MAINTAIN CONDITION

\$9.655M
TOTAL
CAPITAL COST

\$3.39M
TOTAL
MAINTENANCE
COST

SUMMARY

2.5%
Open Space assets account for 2.5% of the total sum of the Council's infrastructure assets.

95%
Approximately 95% of the Council's Open Space assets are in fair or better condition.

1.95 out of 6
The average network portfolio condition is 1.95 out of 6.

\$9.655M
Predicted 10-year renewal demand is \$9.655M to preserve the asset condition at present levels.

STORMWATER DRAINAGE ASSETS

ASSET CATEGORIES

DRAINAGE PITS: Pre-cast and in-situ pits, inlet/outlet (end wall/headwall) structures.



DRAINAGE PIPES/ROAD CULVERTS: Pre-cast and in-situ pipes and culverts, open channels.



GROSS POLLUTANT TRAPS (GPT): Stormwater quality control systems used to trap rubbish to improve water quality.



ASSET LIFE

100 YEARS
S/W DRAINAGE PITS

100 YEARS
S/W DRAINAGE PIPES

100 YEARS
GPT

100 YEARS
CULVERTS

CURRENT STATE OF ASSETS

QUANTITY/LENGTH OF DRAINAGE ASSETS

8,427
PITS

237.98 KM
PIPES

22.7 km
CULVERTS

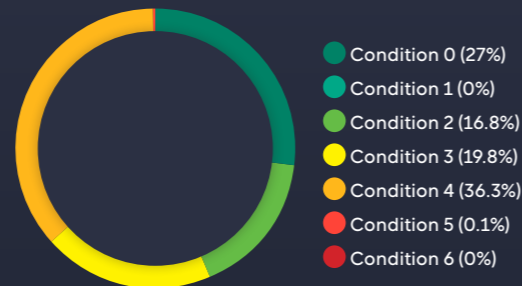
12
GPTS

REPLACEMENT VALUE OF DRAINAGE ASSETS

\$104.6M

15.6% OF THE TOTAL
ASSET CLASSES VALUE

ALL STORMWATER DRAINAGE CONDITION DISTRIBUTION



RECOMMENDED 10YR FUNDING – MAINTAIN CONDITION

\$1.21M
TOTAL
CAPITAL COST

\$3.64M
TOTAL
MAINTENANCE
COST

SUMMARY

14%
Stormwater Drainage assets account for 14% of the total sum of the Council's infrastructure assets.

79%
Approximately 79% of the Council's Drainage assets are in fair or better condition.

1.3 out of 6
The average network portfolio condition is 1.3 out of 6.

\$1.21M
Predicted 10-year renewal demand is \$1.21M to preserve the asset condition at present levels.

Strategic Organisational Context

Services Provided

Council delivers many services, such as health, social welfare, waste, recreation, infrastructure, planning and emergency management. To provide these services, Council owns and maintains an extensive portfolio of infrastructure assets.

Our Stakeholder/Customer Expectations and Issues

Council provides services to a range of stakeholders. These stakeholders include: state government organisations, stormwater catchment providers, utility providers, emergency management departments, state and the Moorabool community .

Strategic Challenges

Climate and Environment

Climate change will see an increased risk of extreme weather events including storm events, flooding, sea level rise and fire events. It is expected that climate change will intensify in the medium to long term future resulting in an increase of extreme weather events. There will be an increase in structural damage caused by extreme events and an increase in deterioration rates of the infrastructure network.

Forces on a global scale around environmental sustainability are now a hugely important local concern. There is an increasing need to create more sustainable lifestyles for Council's current and future communities.

Ageing Infrastructure

The majority of Council's infrastructure assets have been constructed over 50 years ago, during the same time the original suburbs were built. Many of these assets are approaching the end of their expected life and, as such, the physical condition will further deteriorate in the coming

years. Without adequately funding regular maintenance or capital activities, many of these aged assets will fail to provide the level of service for which they were constructed.

The following provides a general assessment of the issues Council is currently experiencing and will address as part of this AM Strategy:

- Adopting good-practice asset management strategies to ensure the intergenerational sustainability and that assets are 'fit for purpose and fit for use'.
- Ensuring that the required funding is available to upgrade existing infrastructure assets to meet population growth.
- Moving towards evidence-based funding analysis and optimised budgeting frameworks.
- Being able to reliably predict the condition of assets after 10-20 years' time at the current rate of expenditure.
- Ensuring sound risk management and mitigation associated with Council's infrastructure assets; and
- Identifying and planning for future maintenance and operational needs while managing sustainability.

Population Growth and Demographic Change

Present population growth in Moorabool is forecast to increase by 75.6% between 2021 and 2041.

By 2031 there will be around 11,700 more additional residents living in the Shire. Such growth creates unprecedented challenges for infrastructure and service delivery. This growth means Council needs to carefully plan for future developments while maintaining the Shire's unique rural charm. Each asset class asset management plan will identify the effect of expected growth and consequent demand on Council's asset infrastructure.

Organisational Issues

Asset Information Management System

All information pertaining to type, quantities, location, materials, known constructed dates and condition of Council's infrastructure assets are recorded and stored in an Asset Information Management System (AIMS), Assetic Cloud©.

Council also maintains the Finance One© software system that provides a Fixed Asset Register module. At present, financial information relating to these infrastructure assets is calculated and held in the AIMS and the high-level financials are held in the Finance System at the Financial Class level.

Council acknowledges that its asset registers are not 100% complete and that discrepancies exist. Several improvement items have been identified in the Improvement Plan. Delivering on these action items will address many of the asset management best practice and legislative requirements pertaining to information management, record keeping, valuations and reporting.

In addition, it is acknowledged that having improved and detailed asset information regarding condition, historical works undertaken, complaints, requests and financial information, will place Council in a better position to better manage its assets and provide the community with improved customer service.

Resourcing

It is envisaged that due to the projected increase in built assets over the following 10 years, that current staffing resource levels in the asset management, engineering and operations departments will need to be reviewed. The increase in assets typically impacts on internal resourcing needs necessary to manage and maintain the asset register ensuring that it is kept up to date with new asset data, undertaking proactive and reactive inspections of these new assets and delivery of maintenance. Increases in resources will impact on Council's resource plan and operational costs.



Financial Constraints

The purpose of this AM Strategy is to develop the strategies to achieve the asset management objectives through balancing of asset service performance, cost, and risk.

To illustrate, Council is responsible for maintaining a road network that stretches the equivalent distance from Melbourne to Newcastle. However, it has less than one third of the rates revenue that regional city Councils can access to fund its road construction and maintenance requirements.

Council's unprecedented and sustained growth presents significant infrastructure challenges for both existing gap funding and new infrastructure to cater to the growing population's needs and expectations.

The development of appropriate strategies needs to be undertaken in the context of limited financial resources and competing funding priorities. Incorporating strategic predictive modelling tools and techniques using the Predictor© software will allow Council to

undertake long-term infrastructure asset planning, across its complex portfolio of infrastructure assets, to:

- Simulate long term financial planning and Asset Investment Planning.
- Predict the future performance and level of service of infrastructure assets.
- Optimise available budgets over the life of the asset portfolio and identify where best to spend monies when funding is constrained.
- Produce 20 plus Years Investment Plans, 10 Year Financial Plans, 5 Year Project Level Work Bank; and
- Allow for scenario modelling comparing outcomes of different asset management strategies (treatment types, intervention points, funding/budget levels).

Improvement items have been identified in the Improvement Plan Section to address how Council will manage financial funding challenges that many infrastructure organisations are faced with today.

Asset Management Objectives

The asset management objectives developed in this AM Strategy have been designed to align with the organisational objectives and the Asset Management Policy. This ensures clear 'line of sight', providing the essential link between the organisational objectives and each of the asset class AM Plans which document how the objectives will be achieved.

The AM objectives are developed from the Council Plan 2021-2025 and a range of requirements including corporate goals and stakeholder, regulatory and legislative requirements. The AM objectives state the outcomes required from the asset management system and the program to ensure Council's strategic goals are met.

The AM objectives incorporate our desire to ensure that infrastructure assets are managed in an efficient and sustainable manner and asset cost is optimised over the asset's lifecycle. AM objectives transform the required outcomes (product or service) to be provided by the assets, into activities typically described in the asset management plans.

Where Do We Want to Be?

Organisational Objectives

The Moorabool Shire Council Plan 2021-25 identifies Council's organisational vision as:

“
embracing our natural environment and lifestyle options to create an inspiring place for everyone to live, work and play
”

The Council Plan 2021-25 sets objectives and guiding principles to address long-term challenges. Council has also developed Service Commitments standards help inform the community of what they can expect when dealing with Council.

Asset Management Vision

To ensure that infrastructure assets are fit for purpose and support services that are appropriate, accessible, responsive, timely and sustainable to the community, in accordance with responsible asset management that will preserve the life of the asset and ensure that the community is receiving the best value for money.

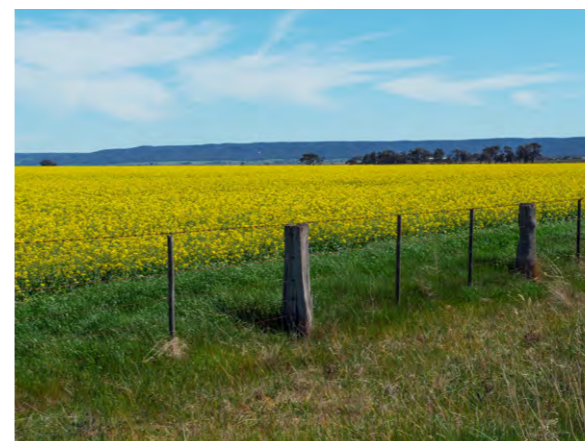


AM Strategy Objectives

In addition to implementing the Policy Principles as documented in Council's Asset Management Policy (Adopted May 2021), the objective of the AM Strategy is to demonstrate responsible management and care for Council's infrastructure assets for present and future communities by:

- Supporting sustainable innovative services.
- Making socially responsible decisions. Ensuring that our infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to our financial sustainability.

- Identifying the level of service required and performance outcomes for management, maintenance and new actions.
- Meeting the future challenges by building resilience into our assets and capital works programs.
- Planning for emergencies and natural hazards and mitigate risk to the community and assets.
- Ensuring operational and service delivery risks are adequately managed.
- Demonstrating good governance.



How Will We Get There?

The AM Strategy proposes the following strategies to enable the organisational objectives and asset management policies to be achieved.

NUMBER	STRATEGY	DESIRED OUTCOME
1.	Annually review the AM Strategy and the asset class AM Plans.	Ensure that the AM Strategy and Plans remain relevant and current in relation to delivery of services.
2.	Develop and maintain a long-term financial plan covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome. Communicate any consequence of funding decisions on service levels and service risks.	Annually review and develop a sustainable long-term funding model to provide services (using best practice techniques such as predictive modelling). Council decision makers are aware of changes to service levels and costs arising from budget decisions.
3.	Improving health and wellbeing, increasing community connectedness and capacity.	Provision of transport assets that are accessible, safe and well maintained. Ensure transport assets are designed and built to accommodate growth, diverse needs and future flexibility. Promote active transport options in the road and open space network. Ensure road networks are adequate, safe and contribute to the wellbeing of the community. Support creation of a connected and active community through the design and delivery of walking and cycling networks.
4.	Develop and maintain a risk register of operational and service delivery risks showing current risk levels, risk management treatments and report regularly to the Council on current high-level risks.	Risk management of operational and service delivery risks is an integral part of governance.
5.	Improve asset data and the asset management software system that incorporates registers, financials and predictive modelling. Ensure Council decisions are made from accurate and current information in the asset register, on service level performance and costs and 'whole of life' costs.	Improved decision making and greater value for money.
6.	Ensure aging and/or poor performing infrastructure assets are effectively maintained, upgraded, or removed/replaced, according to economic cost-benefit, risk assessment, and their role in increasing resilience for the region.	Improved decision making and greater value for money.

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NUMBER	STRATEGY	DESIRED OUTCOME
7.	Report on our resources and operational capability to deliver the services needed by our customers in the annual report.	Services delivery is matched to available resources and operational capabilities.
8.	Formally assign asset management roles and responsibilities by ensuring that responsibilities for asset management are identified and incorporated into staff position descriptions and an AM responsibility matrix.	Responsibility for asset management is defined. Accountability for asset management is defined.
9.	Implement, monitor and report on asset performance through the use of key performance indicators.	Improved decision making and greater value for money.
10.	Resource and undertake regular condition assessments, ensuring that historical condition information is maintained in the AIMS.	Improved understanding and decision making. Improved skills and capability within Council asset teams.
11.	In conjunction with the network wide condition assessments, undertake asset revaluations in accordance with Australian Accounting Standards.	Regular Australian Accounting Standards compliance and provides input into the annual report.
12.	Develop and implement promotion and training programs.	Improved understanding of responsibilities and how each staff can contribute to AMAF compliance and AM best practice.
13.	Action the improvement plan to improve maturity.	Improved financial and asset management capacity within the organisation.

TABLE 2 Asset Management Strategies

Asset Management Approach

ISO 55001:2014 Clause 6.1 requires organisations to assess Asset Management risks and opportunities. This section identifies the most significant risks and opportunities associated with the AM Strategy.

The AM planning approach provides direction for AM Plans to achieve the organisational objectives. This includes documentation of decision-making criteria, processes for managing the complete life cycle of assets, addressing risks and opportunities, activities to be undertaken, resources, responsibilities, timelines, performance criteria and financial implications.

Levels of Service

Council have defined two tiers of service levels.

Strategic Levels of Service measure how the community receives the service and whether the organisation is providing community value.

Strategic levels of service measures that will be explored for use in the asset management plan are:

- Condition/Quality - How good and/or safe is the service?
- Function/fit for purpose - Is it the right service, is it performing as designed?
- Capacity/Utilisation - Do we need more or less of these assets?
- Affordability – Are we funding our capital works program at the desired levels to maintain / improve our levels of service?

Technical Levels of Service - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services such as access, availability, cleansing, inspections, make-safes, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition (e.g. minor repairs to a seawall to replace loose rocks).
- Renewal – the activities that return the service capability of an asset like that which it had originally (e.g. replacement of a concrete pathway using similar design and materials); and
- Upgrade/New – the activities to provide a higher level of service (e.g. reconstruction of an unsealed road with a spray sealed surface).

The detailed levels of service are documented in each of the asset class AM Plans.

Demand Management

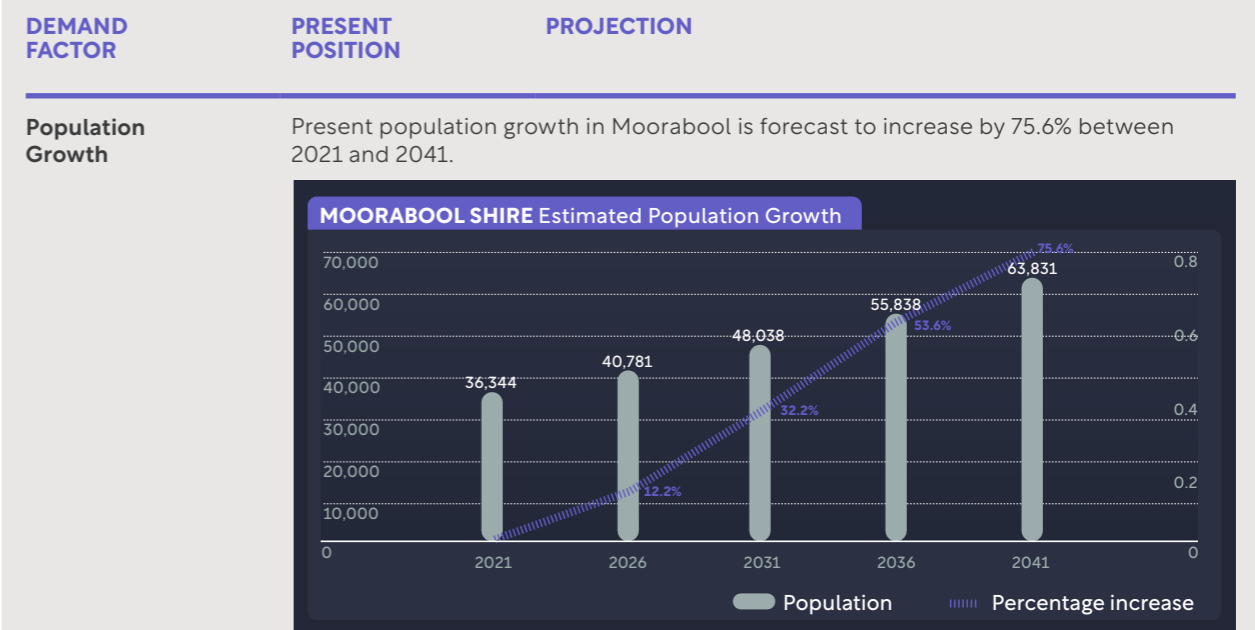
Forecasting future demand is essential in determining lifecycle management for assets. The management of assets within the Shire is directly affected both by growth in the number of assets and growth in the resident as well as visiting populations. Drivers affecting asset demand include factors such as population change, changes in demographics, technological changes and environmental changes. Infrastructure assets within the Shire must serve both the local resident population needs as well as business industries, tourism, the commuter and visitor needs.

The present position and projection for demand drivers due to population growth that may impact future service delivery and utilization of assets are identified and documented in Table 3 - Demand Factors, Projections and Impact on Services.



The emerging needs of the population growth suggests that demand for infrastructure assets within Council is required to meet the population growth needs. Each asset class AM Plan will

identify the necessary infrastructure asset growth needs because of capital new, upgrade and gifted assets and their impact to the long-term financial plan requirements.

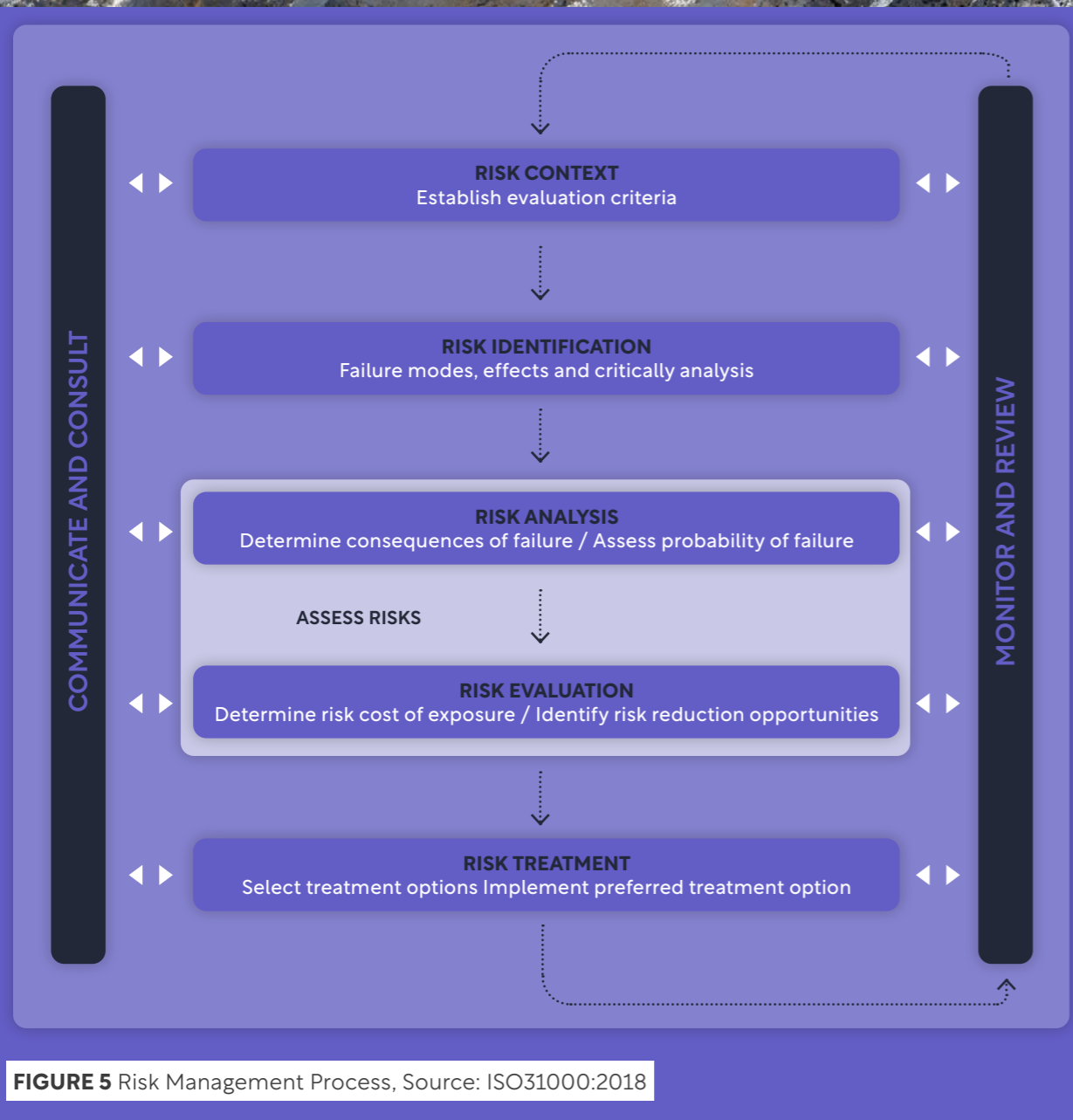


Source: Population and household forecasts, 2016 to 2041, prepared by .id (informed decisions), November 2020.

TABLE 3 Demand Factors, Projections and Impact on Services

Infrastructure Risk Management

Council's Risk Management Policy sets the overall framework for addressing risk within the framework of ISO31000-2018. The Policy outlines Council's commitment to manage its resources and responsibilities in a manner which is intended to minimise harm or loss. The elements of this framework are illustrated in Figure 5 - Risk Management Process, Source: ISO31000:2018.



Operations and Maintenance Strategies

Operations activities can be described as activities that are delivered on a day-to-day basis necessary to meet levels of service delivery requirements. Operational activities can include service delivery items such as clearing a blocked stormwater pipe that is full of debris or tree roots. Operational activities also include proactive and reactive inspections, undertaken by in-house technical staff and/or specialist contractors. Operations activities do not improve the condition of assets.

Maintenance includes all actions necessary for retaining an asset as near as practicable to its intended lifecycle profile path ensuring that it continues to provide its intended level of service, for which it was designed. Maintenance activities include works such as repairing isolated defects such as pothole patching, repairing a broken swing. Often this type of work has a low financial threshold as the expenditure does not improve the assets condition, but rather ensures that the asset's performance and failure does not accelerate faster than its intended useful life.

Each of the asset class AM Plans will address how Council will operate and maintain its infrastructure assets to provide the defined level of service to approved budgets in the most cost-efficient manner, recognising that unfunded maintenance expenditure requirements will result in a lesser level of service and increase risk of potential failures.

Renewal/Replacement Strategies

Activities such as renewal, rehabilitation, reconstruction and replacement will return the degraded service of the asset back to its original condition. The extent of service improvement depends on the nature and type of treatment.

Renewal activities such as resurfacing a roadway, recladding the roof of a building, are typically relatively large (material) in value compared with routine maintenance and have benefits which are expected to last more than 12 months.

Renewal and replacement strategies will be based on the most current asset condition inspections available to Council at the time of developing their forward works programs. The rule bases which reflect the policy decisions that Council will employ to determine when they will select infrastructure assets for inclusion on their capital works program will be documented Council's Business Process Manuals. The rule

base also incorporates criteria to optimise the selection of candidates when funding is constrained.

Effectively the rule bases document the level of service that Council will deliver in relation to each asset class.

Upgrade / Expansion Strategies

Upgrade and expansion works are associated with improving service levels beyond the original designed capability or modern-day equivalent. Additionally, expansion works include activities that extends the capacity of an existing asset, to provide higher levels of service and/or meet changes in asset resilience requirements, such as widening a 1.5m wide pathway to 2.5m to cater for pedestrians and cyclist movements. Upgrade/expansion is different to renewal/replacement which only improves the degraded service capability within the boundaries of the original designed capability.

Typically, proposals for upgrade/expansion of existing assets are put forward by various sources such as internal staff or the community and/or identified from the Moorabool Community Infrastructure Framework, Precinct Structure Plans and Masterplans.

New Assets Strategies

New works are those works that create a new asset that did not previously exist. Council can acquire existing built assets or new assets in several ways, as follows:

- Transferring ownership from a third party (such as land developers); and
- Construction of new assets via capital projects.

All assets acquired are subject to an asset handover process (acceptance / validation processes) to ensure that the asset meets Council standards. Information with regards to estimated quantities of new and gifted assets will be documented in each of the asset class AM Plans.

Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition, relocation or transfer of ownership to a local authority.

Where disposals of infrastructure assets occur, which is rare, they are managed in accordance with corporate policies and procedures (Asset Accounting Policy). Presently, there are no assets earmarked for disposal.

Financial Summary

A key element in the successful implementation of this AM Strategy is the establishment of a sustainable financial framework upon which the asset class AM Plans may be implemented. This AM Strategy reflects the financial long-term funding requirements, that have been developed using improved modelling techniques and frameworks, implemented during the development of this AM Strategy and each asset class management plan in early 2022.

The financial projections will be improved in future iterations of this AM Strategy, as further information becomes available on desired levels of service and asset performance.

Forecast 10-Year Funding Plan

Strategic modelling analysis has been used to predict the deterioration of Council's infrastructure asset portfolio under varying funding scenarios. The 2022 strategic modelling analysis predicts the lifecycle performance of Council's infrastructure asset portfolio by calculating the results of different funding options, utilising a core dataset that is current as at June 2021. The length of time predicted for each funding option is for a period of 10 years until the year 2032.

The overall deterioration of the Council's infrastructure asset portfolio has been established by predicting the behaviour of every individual infrastructure asset within

ASSET CLASS	FUNDING STRATEGY	RENEWAL FUNDING OVER 10 YEARS	BACKLOG AT YEAR 10	AVERAGE CONDITION AT YEAR 10
Transport	Current LTFP*	\$103,794,229	\$31,711,770	2.4
	Maintain Condition	\$104,156,500	\$22,794,160	2.2
		\$362,271	-\$8,917,610	-0.20
Buildings	Current LTFP*	\$12,069,096	\$15,150,000	2.8
	Maintain Condition	\$16,920,000	\$10,420,000	2.7
		\$4,850,904	-\$4,730,000	-0.10
Stormwater	Current LTFP*	\$1,206,910	\$1,352,140	1.9
	Maintain Condition	\$1,206,910	\$1,352,140	1.9
		\$0	\$0	0.00
Open Spaces	Current LTFP*	\$14,871,448	\$4,216,770	1.95
	Maintain Condition	\$9,655,000	\$5,665,451	1.98
CURRENT LTFP TOTAL		\$131,941,683	\$52,430,680	2.3
MAINTAIN CONDITION TOTAL		\$131,938,410	\$40,231,751	2.2

* Long Term Financial Plan

TABLE 4 Predictive Renewal Modelling Funding Options – Comparison

the AIMS after allocation of treatments based on the optimised decisions determined for each funding option.

The renewal funding options considered were **Current LTFP** – models how the asset portfolio condition will improve or deteriorate, should Council continue to fund current proposed capital works financial allocations over the following 10 years and **Maintain Condition** – to identify and model the current asset portfolio funding requirements necessary to maintain current levels of service at the end of 10 years.

TABLE 4 - Predictive Modelling Funding Options – Comparison, documents the total capital

renewal funds, the predicted asset backlog and condition states comparisons between these two funding options.

The 10-year funding¹² considered sufficient to enable Council's infrastructure asset portfolio to maintain current levels of service into the future and achieve its current useful lives through capital and maintenance activities is documented in Table 5 - Desired 10-Year Funding Strategy.

Due to a number of studies / investigations being undertaken, these may identify additional funding needs to upgrade existing assets to meet required service levels, over the following 4 years.

2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)	2031/32 (\$,000)
TRANSPORT ASSETS									
SPEND TYPE: Capital New / Upgrades*									
\$3,710.0	\$935.0	\$3,435.0	\$5,185.0	\$3,107.0	\$3,035.0	\$3,035.0	\$3,035.0	\$3,035.0	\$3,035.0
SPEND TYPE: Capital Renewal									
\$7,233.9	\$10,560.4	\$11,955.4	\$11,805.6	\$10,461.7	\$10,919.2	\$11,939.0	\$13,091.5	\$8,425.4	\$7,764.5
TOTAL CAPITAL									
\$10,943.9	\$11,495.4	\$15,390.4	\$16,990.6	\$13,568.7	\$13,954.2	\$14,974.0	\$16,126.5	\$11,460.4	\$10,799.5
MAINTENANCE**									
\$885.2	\$880.8	\$929.5	\$950.1	\$1,000.0	\$1,250.0	\$1,500.0	\$1,650.0	\$1,800.0	\$2,000.0
BUILDINGS & OTHER STRUCTURES									
SPEND TYPE: Capital New / Upgrades*									
\$30,950.0	\$23,000.0	\$5,700.0	\$7,700.0	\$7,700.0	\$200.0	\$200.0	\$200.0	\$200.0	\$200.0
SPEND TYPE: Capital Renewal									
\$708.8	\$300.0	\$3.0	\$864.9	\$1,026.6	\$1,108.1	\$1,048.6	\$363.70	\$5,499.9	\$5,999.8
TOTAL CAPITAL									
\$31,658.8	\$23,300.0	\$5,703.0	\$8,564.9	\$8,726.6	\$1,308.1	\$1,248.6	\$563.7	\$5,699.9	\$6,199.8
MAINTENANCE**									
\$858.1	\$886.6	\$959.9	\$1,011.9	\$1,439.5	\$1,553.4	\$1,651.3	\$1,967.4	\$1,889.3	\$1,708.9

* Excludes assets which will be gifted by developers.

** Maintenance requirements exclude operational costs.

TABLE 5 Desired 10-Year Funding Strategy

continued next page >

¹² This funding plan will be reviewed in conjunction with the development of each asset class AM Plan. As new information becomes available on growth demand needs and asset lifecycle, these will be reflected in the 10-Year Funding Strategy.

	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)	2031/32 (\$,000)
STORMWATER DRAINAGE										
SPEND TYPE: Capital Renewal										
	\$83.5	\$106.9	\$117.8	\$123.5	\$113.1	\$121.8	\$129.0	\$134.1	\$138.6	\$138.6
TOTAL CAPITAL										
	\$83.5	\$106.9	\$117.8	\$123.5	\$113.1	\$121.8	\$129.0	\$134.1	\$138.6	\$138.6
MAINTENANCE**										
	\$295.5	\$308.9	\$323.0	\$337.7	\$353.2	\$369.0	\$385.5	\$402.8	\$422.2	\$447.8
OPEN SPACE ASSETS										
SPEND TYPE: Capital New / Upgrades*										
	\$8,875.0	\$9,875.0	\$4,125.0	\$3,607.0	\$1,719.0	\$1,025.0	\$1,025.0	\$1,025.0	\$1,025.0	\$1,025.0
SPEND TYPE: Capital Renewal										
	\$1,100.0	\$721.6	\$799.4	\$711.8	\$764.3	\$1,171.3	\$980.6	\$1,069.5	\$1,087.7	\$1,248.8
TOTAL CAPITAL										
	\$9,975.0	\$10,596.6	\$4,924.4	\$4,318.8	\$2,483.3	\$2,196.3	\$2,005.6	\$2,094.5	\$2,112.7	\$2,273.8
MAINTENANCE**										
	\$256.5	\$278.5	\$303.4	\$316.0	\$368.0	\$341.9	\$338.5	\$362.9	\$392.7	\$444.8
ALL ASSET CLASSES										
SPEND TYPE: TOTAL CAPITAL NEW / UPGRADES*										
	\$43,535.0	\$33,810.0	\$13,260.0	\$16,492.0	\$12,526.0	\$4,260.0	\$4,260.0	\$4,260.0	\$4,260.0	\$4,260.0
SPEND TYPE: TOTAL CAPITAL RENEWAL										
	\$9,126.2	\$11,688.9	\$12,875.6	\$13,505.8	\$12,365.7	\$13,320.4	\$14,097.2	\$14,658.8	\$15,151.6	\$15,151.7
SPEND TYPE: TOTAL MAINTENANCE										
	\$2,295.3	\$2,354.8	\$2,515.8	\$2,615.7	\$3,160.7	\$3,514.3	\$3,875.3	\$4,383.1	\$4,504.2	\$4,601.5

* Excludes assets which will be gifted by developers.

** Maintenance requirements exclude operational costs.

TABLE 5 Desired 10-Year Funding Strategy

Assumptions

The key assumptions made in this asset management plan and risks that these may change are shown in Table 6 - Key Assumptions made in AM Strategy and Risks of Change.

KEY ASSUMPTION	RISK OF CHANGE TO ASSUMPTION / IMPACT TO MODEL
The allocation of renewal funds have been based on the asset replacement costs developed as part of the valuations in June 2021 for the buildings asset class.	Medium to Low
The allocation of renewal funds has been based on costs derived from Council's asset register for all other asset classes.	Medium to Low
Maintenance funding levels will be progressively increased to represent as a minimum, 2% of the asset base replacement value.	Medium
The funding needs for new and/or upgrade of infrastructure assets will be identified via PSPs and masterplans and funding sought from grants and/or developer contributions. As identified, these will be incorporated into future AM Plan revisions.	Medium
Capital renewal treatments are like for like and do not account for additional costs to upgrade and/or utilise new technologies and materials.	Medium to Low
Asset register currency pertaining to condition and asset performance of building assets.	Low
Asset register currency pertaining to asset quantities.	Low
Network strategic condition inspections will be funded on a 3-4 year cyclic basis and incorporated into the Operational budget.	Low
Network strategic sampling CCTV condition inspections will be funded on an annual basis and incorporated into the Operational budget for stormwater pipes.	Low
Current human resource plan will not change in the near future.	Low

TABLE 6 Key Assumptions made in AM Strategy and Risks of Change



Monitoring, Evaluation and Reviewing

Performance Measures

The effectiveness of this AM Strategy will be measured and monitored based on annual strategic Council indicators as follows:

- Action the AM strategies in this Strategy;
- Delivery of the Improvement Plan;
- The performance of Council against the Levels of Service documented each asset class AM Plan; and
- Performance against the Asset Management Ratios documented each asset class AM Plan.



Continuous Improvement

The Asset Management Improvement Plan which is set out in Table 7 details the key improvement tasks. Completion of these tasks will improve Council’s asset management capabilities.

Taking a Continuous Improvement Approach

Continuous improvement should be driven through monitoring and review processes. Continuous improvement of the AM System can occur in a variety of different ways:

- At the whole ‘system’ level;
- At the network performance level; and
- At the business process level.

ISO 55001 also requires evaluation of performance at different levels with Cl. 9.1 referencing the need to evaluate asset performance, AM performance and the effectiveness of the AM System. Further information regarding Council’s continuous improvement approach is detailed in the Monitoring, Evaluation and Reviewing Section.

Consequences if actions are not completed

There are consequences for Council if the improvement actions are not completed. These include:

- Inability to achieve strategic and organisational objectives.
- Inability to achieve financial sustainability for the organisation’s operations.
- Current risks to infrastructure service delivery are likely to eventuate and response actions may not be appropriately managed; and
- We may not be able to accommodate and/or manage changes in demand for infrastructure services.

Improvement Plan

ITEM NO	ACTION ITEM	RESPONSIBILITY / LEAD	TIMELINE
OPERATIONAL			
1.	Review and finalise the draft responsibility matrix with a view to identify and streamline roles and responsibilities.	Asset Manager	June 2022
2.	Develop and implement an asset handover process to enable 100% asset data capture of new assets gifted or constructed by others to be captured in Council’s asset register on an annual basis.	Asset Manager	December 2022

TABLE 7 Improvement Plan

continued next page >

ITEM NO	ACTION ITEM	RESPONSIBILITY / LEAD	TIMELINE
3.	Undertake analysis to identify financial and accomplishment data on maintenance works to improve alignment with annual capital funding process, ensuring allocation of appropriate annual maintenance funding. Update Maintenance funding expenditure in future AM Plan revisions.	Asset Manager, Finance Manager, Operations Manager, Civil Maintenance Coordinator	June 2023
4.	Review Council's operational and resource costs to ensure funding is at required levels for all asset classes.	Operations Manager, Finance Manager	June 2023
5.	Develop and implement frameworks to improve and further develop its lifecycle AM processes to ensure that all lifecycle costs are identified and included in all capital investment decisions.	Asset Manager, Project Managers, Finance Manager	June 2024
6.	Ensure that new asset needs identified from the PSPs and studies are reflected in the respective AM Plans and LTFP's.	Asset Manager, Manager Connected Communities, Executive Manager Community Planning and Economic Development and Finance Manager	June 2024
7.	Ensure information relating to capacity, functionality and fit for purpose from Council's Community Infrastructure Plan is used to inform renewal planning for all infrastructure assets.	Asset Manager	June 2024
8.	Undertake regular asset maturity assessment and asset performance monitoring.	Asset Manager	On-going
TRANSPORT			
9.	Finalise the draft Transport's Business Process Manual for adoption and implementation.	Asset Manager	December 2022
10.	Future community surveys should include specific questions to the community regarding unsealed roads and bridges, to identify and measure performance in delivering this service to the community.	Asset Manager	January to June 2022
11.	Review strategic prediction models annually and renewal costs annually to ensure that approved renewal budgets will continue to cover the cost of like for like replacements.	Asset Manager	On-going
12.	Undertake bridge level 2 inspections and update strategic prediction models in future TAMP revisions.	Asset Manager	June 2023

TABLE 7 Improvement Plan

continued next page >

ITEM NO	ACTION ITEM	RESPONSIBILITY / LEAD	TIMELINE
13.	Complete review of the Moorabool Bike for Hike Strategy and incorporate recommended future works program needs into future TAMP revisions.	Asset Manager	December 2023
BUILDINGS			
14.	Review and formally document the current maintenance Levels of Service regarding all building assets owned or maintained by Council.	Asset Manager	December 2022
15.	Finalise the draft Building's Business Process Manual for adoption and implementation.	Asset Manager	December 2022
16.	Future community surveys should include specific questions to the community regarding building assets, to identify and measure performance in delivering this service to the community.	Asset Manager	January to June 2022
17.	Incorporate BAMP forecast 10-Year funding plan into Council's annual and long-term budgeting and undertake a review of inputs into buildings valuations. Will assist in improving Council's remaining service index performance ratio performance.	Asset Manager, Finance Manager	June 2023
OPEN SPACES			
18.	Review the current maintenance Levels of Service regarding all open space assets owned or maintained by Council. Incorporate Risk Assessment.	Operations Manager	December 2022
19.	Incorporate prediction renewal models for all open space assets in future OSAMP iterations.	Asset Manager	June 2024
20.	Finalise the draft Open Space Business Process Manual for adoption and implementation.	Asset Manager	December 2022
21.	Ensure that new asset needs identified from the PSPs and masterplans are reflected in the OSAMP and LTFP.	Asset Manager, Manager Connected Communities, Executive Manager Community Planning and Economic Development and Finance Manager	June 2024
22.	Future community surveys should include specific questions to the community regarding open space assets, to identify and measure performance in delivering this service to the community.	Asset Manager	January to June 2022
23.	Finalise the draft Stormwater Business Process Manual for adoption and implementation.	Asset Manager	December 2022

TABLE 7 Improvement Plan

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ITEM NO	ACTION ITEM	RESPONSIBILITY / LEAD	TIMELINE
24.	Develop, implement and resource an annual CCTV sampling inspection of underground pipes and update pipe conditions within the asset register.	Asset Manager	December 2022
25.	Formally document the current maintenance Levels of Service regarding all stormwater assets owned or maintained by Council in a Stormwater Management Plan.	Operations Manager	June 2023
26.	Identify and capture asset data pertaining to stormwater asset types such open drains and basins and incorporate into future SAMP reviews.	Asset Manager	December 2023
27.	Identify and maintain a register of known flooding location and undertake drainage capacity analysis as required, to determine capacity and functionality conditions to assist in identifying future works.	Asset Manager	December 2023
28.	Undertake prediction modelling and lifecycle costing analysis of the stormwater drainage system to inform the SAMP Financial Summary Section.	Asset Manager	June 2024
29.	Future community surveys should include specific questions to the community regarding stormwater services, to identify and measure performance in delivering this service to the community.	Asset Manager	January to June 2022

TABLE 7 Improvement Plan



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