Maribyrnong
CITY COUNCIL

ASSET PLAN

2025–35



CONTENTS

Acknowledgement of Country

Council is proud to represent a municipality filled with important and significant Aboriginal history. It acknowledges the Traditional Custodians of this land, the Kulin Nation, and acknowledges the rich culture and considerable contributions Aboriginal and Torres Strait Islander Peoples have made and continue to make to this City.

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Cover image

Photo by **Gianna Rizzo**

OUR CITY AT A GLANCE

Alongside the Community Vision (which sits in Council's Community Plan Maribyrnong 2040), the Council Plan and the Long-Term Financial Plan, this Asset Plan serves as a strategic roadmap for managing and utilising resources to maximise value and efficiency. It aligns assets with Council's strategic objectives, ensuring financial sustainability which mitigating risks for ratepayers. By addressing intergenerational equity, it ensures future generations benefit fairly. The draft Plan guides decision-making and optimises resource allocation, enhancing operational efficiency and supporting long-term success.

Council manages over 60,000 public assets worth approximately $1.1 billion benefitting our community. As our City grows and attracts more people, our existing infrastructure wears out, increasing the demand for new ones.

The City of Maribyrnong's population experienced moderate growth of 2.7 percent during the 2023/24 period – growing from 91,776 in June 2023 to 94,251 in June 2024.

The City covers 31.2 square kilometres and is located in Melbourne's inner-western suburbs, between five and 11 kilometres west of the Melbourne CBD. It has the second most ethnically diverse population in Victoria, with 40 per cent of residents born overseas. The largest non-English groups include Vietnamese, Cantonese, Mandarin, Greek, Italian and Spanish. Just under 10 per cent do not speak English well, or at all.

The City of Maribyrnong is home to over 400 club and community organisations. Sports, leisure and the arts enhance residents' cultural life.

Many former industrial sites, closed since the 1960s, have been replaced by residential developments supporting an influx of new residents attracted by the proximity to the Melbourne CBD and the City's thriving hub of arts, culture, retail, education and innovation.

The median house valuation of $954,408 is almost $300,000 higher than the state median and there is also a higher proportion of households in the medium to high income.

The City of Maribyrnong generates around $6 billion in gross regional product annually, is home to around 8,500 businesses, with health care and social assistance the largest employers. Retail is next followed by construction – combined, they account for more than a third of the total value of industry in the City. This compares to less than ten percent statewide.

High density development is increasingly evident within the Footscray Centre Activity Centre, encouraged by recent (and future) infrastructure projects including the upgrade of Footscray Station and its continued development as a major transport hub and connection on the soon to be built Airport Rail Link.

Significant areas of brownfield land within Footscray have been redeveloped – in particular the Joseph Road Precinct, with upwards of 4,000 apartment style dwellings. The City also has a number of other strategic sites, such as the Kinnear Rope Factory and the old Bradmill site in Yarraville, which are expected to commence development in the near future, as well as on land around the Highpoint Shopping Centre.

The Maribyrnong Defence Site along Cordite Avenue is another potential future development.

Continued population growth and increasing gentrification create challenges in asset management generally. But this is especially true in relation to open space and new facilities given Maribyrnong's land-locked status limits the ability to increase green spaces and find land on which to build.

The existing 153 open spaces cover 313.5 hectares or 10 percent of the total land area, which is much lower than the surrounding municipalities.

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

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

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

OUR ASSETS

OUR ASSET STORY

$1.1B
ASSETS

Transport

Drainage

Recreation and Open Space

Buildings

DELIVERING OUR KEY SERVICES

HEALTH CHECK

$27M
PROJECTED AVERAGE ANNUAL RENEWAL ALLOCATION

ASSET VALUE PER CAPITA

$11,000

Infrastructure value per head of population

ASSET QUANTITY

60,000

Number of assets managed by Council

ASSET HEALTH

70%

Proportion of remaining life left in our assets

POOR CONDITION

3%

Percentage of assets currently in poor or very poor condition

OUR FUTURE AHEAD

Growth

Demographic change

Technology shift

Ageing infrastructure

Performance

Climate change

OUR ASSETS

$415M
TRANSPORT

$270M
DRAINAGE

$38M
RECREATION AND OPEN SPACE

$407M
BUILDINGS

OUR PLAN

Long term decision making

- Balancing community needs with responsible spending
- Optimising available funding to reduce long term risk
- Transparency in allocating funding to individual program
- Prioritising new, upgrade and renewals with the focus on future needs

Financial planning

- Average annual capital expenditure = $27m
- Infrastructure value per capita = $11,000
- Infrastructure spend per capita = $273

Challenges and opportunities

- Ageing infrastructure asset base
- Balancing community expectations against available budgets and affordability
- Climate change Impacts
- Population growth and demographic shift

Strategic improvement initiatives

- Deliberative Community Engagement
- Ensuring Assets are utilitsed, fit for purpose and sustainable
- Adopt annual level of service vs cost review approach
- Implement a climate resilient infrastructure plan

Photo by **Gracie Sietu**



INTRODUCTION

Purpose of the draft Plan

The Plan has been developed to meet the requirements of section 92 of the Local Government Act 2020. The Plan forms part of Council's key strategic documents as part of the integrated approach to planning Council's long-term goals, alongside the Community Vision and Council Plan. The Asset Plan for Council outlines a comprehensive strategy for managing public assets over the next decade and beyond, ensuring sustainable stewardship for current and future generations. It is intended to be a public facing document which informs the community on how Council will manage community assets to achieve the Community Vision.

More specifically the purpose of the Plan is to:

- Ensure we comply with our legislative obligations.
- Ensure there is integration between the Community Vision, Council Plan and the Financial Plan.
- Demonstrate that Council will responsibly manage our assets to meet the service delivery needs of our community over the next ten years.
- Summarise the operating and capital expenditure requirements for these assets.

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

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

The Asset Plan provides expenditure forecasts that will guide future maintenance, renewal programs, and capital projects, impacting long-term financial planning and annual budgets. We anticipate that the assumptions and predicted financial forecasts will be revised as part of Council's continuous improvement journey and improved maturity in strategic asset management.

Compliance with the Local Government Act

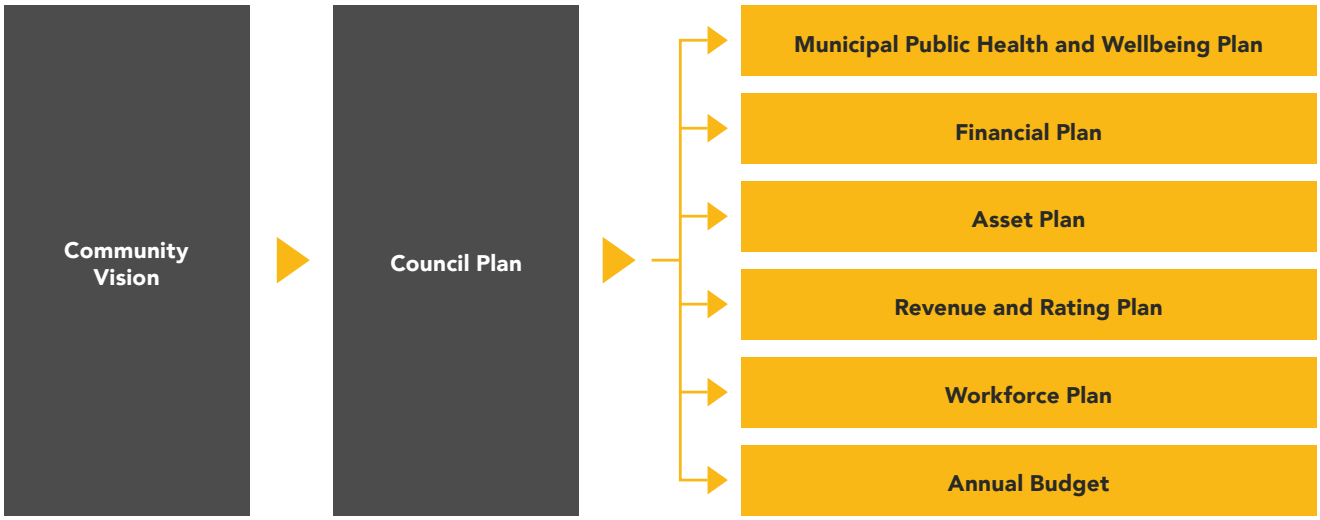
Council has prepared this Asset Plan in compliance with Victoria's Local Government Act 2020 which requires councils 'to integrated, long-term, and transparent asset plans to achieve the best outcomes for the community with a timeline of at-least 10 years.

The Asset Plan is a strategic public facing document that informs the community on how council-controlled infrastructure and other assets are to be managed to achieve the Council Plan objectives and Community Vision statement. In keeping with the 'enabling nature' of the Act, the purpose of the Asset Plan is to:

- improve the transparency around asset value and performance
- better inform the community on the type of assets under council management and the financial impost
- embed responsible asset management practices into the Integrated Strategic Planning and Reporting Framework (ISPRF)
- contribute to council's long-term objectives, strategic intent, and finances
- improve the efficiency and effectiveness of asset management practices through a more engaged community and informed council
- better align decisions around assets to community needs, service levels and standards, and financial sustainability
- articulate and communicate the challenges on service levels, costs, risks, and the considerations for the decisions made

Council's Integrated Planning

This draft Asset Plan will align, inform and complement other council planning and reporting documentation, including the Community Plan, Council Plan, Workforce Plan, Council Budget and Annual Report. This framework demonstrates the interrelationship between key elements and assists Council in matching resources, expenditure and staff to the provision of facilities, infrastructure, services and programs while remaining financial viable. Integration also supports alignment of community, stakeholder and Council priorities to inform direction and activity across all plans be they long, medium or short-term.



Strategic Context

The Asset Plan sits alongside the Community Vision, Council Plan and Long-Term Financial Plan and should be read in conjunction with these documents.

Council's Deliberative Engagement

In line with Council's Community Engagement Policy, a deliberative engagement approach will be undertaken to support the review and update of the Asset Plan. Deliberative engagement requires a level of engagement that is measured, considered and has the involvement of others and can be scaled to fit the size and impact of the project.

What is asset management?

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

Why is asset management important?

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

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

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

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

Our community and population

94,251

people live in the City of Maribyrnong

35–49yrs

is the largest age bracket, making up 24.9% of our population

$7.24B

Gross Regional Product, representing 1.35% of the state's GSP

38%

of our population speak a language other than English at home

51,805

local jobs in the City of Maribyrnong

Health Care and Social Assistance

is the largest industry by employment

Climate Emergency

declared by Council in 2019

100%

of Council's electricity is sourced from renewable energy

355km

length of tracks, trails and pathways in the City of Maribyrnong

50%

vegetation cover on land in our five main townships (combined)

45

public playground

150ha

of bushland reserves are managed by Council, along with 42km of foreshore

Our future ahead

The Council Plan commits to strategic directions which are achieved through strategic outcomes and priorities. The Plan supports and aligns with the strategic outcomes and priorities of the Council Plan by supporting the delivery of services through effective asset management of the assets which enable and facilitate these services.

The strategic objectives set out in the draft Council Plan are briefly summarised below.

Ethical Governance

Council will govern ethically, with consultation, integrity and transparency

Wellbeing and Safety

Council will create engaged, socially and physically healthy communities.

Environmental Sustainability

Council will create and shape healthy built and natural environment.

Thriving Community

Council will drive future focused growth and innovation to build a resilient and adaptable city.

Connected Community

Council will create an active, connected city with thriving neighbourhoods.

Our asset base

The assets owned and operated by our Council cross four asset portfolios, totalling over $1.1 billion in replacement costs.

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

$1.13 billion	Replacement cost ($'000)	Fair value ($,000)
Transport	$415,418	$217,212
Drainage	$269,642	$183,808
Recreation and Open Space	$37,621	$27,328
Buildings	$407,455	$231,642

STRATEGIC CONTEXT

Integrated Planning

The interrelationships between our Asset Plan and key Council strategic documents is outlined in the table below.

ISPRF Document	Role	Horizon/Review Cycle
Community Vision	Our Community's aspirations and priorities for the future of Maribyrnong City Council.	20 years
Council Plan	Details the Objectives and Strategies to aim for to achieve the Community Vision with a 4-year delivery focus.	4 years
The Asset Management Policy	Sets the principles for consistent and appropriate asset management practices, processes and systems across the portfolio and sets the strategic intent for the sustainable management of Councils assets.	Current practice and Annual Review
Asset Plan	Details the long-term funding requirement, strategic actions and challenges based on Deliberative Community Engagement in line with the Victorian 2020 regulation.	10 years of scenario planning with engaged review – sign off by Mayor and CEO / reviewed with each new Council
Long Term Financial Plan	Council's Financial Plan detailing the Capital Works Plan, Income and Funding Sources and Local Government Financial metrics.	10 years outlook and annual review
Workforce Plan	Outlines how we will manage our resources and budgets to deliver projects.	4 years
Annual Business Plan and Budget	Outlines how we will manage our resources and budgets to deliver projects.	1–2 years
Individual Asset Class Plans	Details the capital works programs and levels of service for each asset class.	10–20 years and with a comprehensive update every re-valuation cycle

Linkage with Council Plan

Strategic objectives	Community aspiration	Supporting documents	Role of Asset Plan
Ethical Governance	Council will govern ethically, with consultation, integrity and transparency.	• Council Budget • Domestic Animal Management Plan • Governance Framework • Putting Customers First Strategy	Ongoing commitment to collaboration and deliberative engagement when planning for the future of our assets.
Wellbeing and Safety	Council will create engaged, socially and physically healthy communities.	• Housing Strategy • Disability Action Plan • LGBTQIA+ Action Plan • Intercultural Maribyrnong Action Plan • People and Participation Strategy • Homelessness Protocol and Action Plan • Community Strengthening Action Plan • Library Plan • Municipal Public Health and Wellbeing Plan • Child, Youth and their Families Strategy	Enhance and maximise the use of Council's open space and community facilities to deliver community benefit.
Environmental Sustainability	Council will create and shape healthy built and natural environment.	• Towards Zero Waste Strategy • Maribyrnong Nature Plan • Urban Forest Strategy • Heritage Strategy • Air Quality Improvement Plan	Future improvement initiative to incorporate climate change into asset modelling.
Thriving Community	Council will drive future focused growth and innovation to build a resilient and adaptable city.	• Climate Emergency Strategy • Indoor Stadium Strategy • Seddon Neighbourhood Plan • Yarraville Neighbourhood Plan • West Footscray Neighbourhood Plan • Footscray Structure Plan • Footscray CBD Place Plan • Business Friendly Memorandum of Understanding • Towards Gender Equity 2030	Balance capital expenditure between catering for growth and innovation while also maintaining Council's existing asset base at an acceptable service level.
Connected Community	Council will create an active, connected city with thriving neighbourhoods.	• Smart Cities Strategic Framework • Maribyrnong Integrated Transport Strategy • Footscray Public Realm • Public Art Strategy • Creativity Strategy • Open Space Strategy	Balance capital expenditure between new build while also maintaining Council's existing asset base at an acceptable service level.



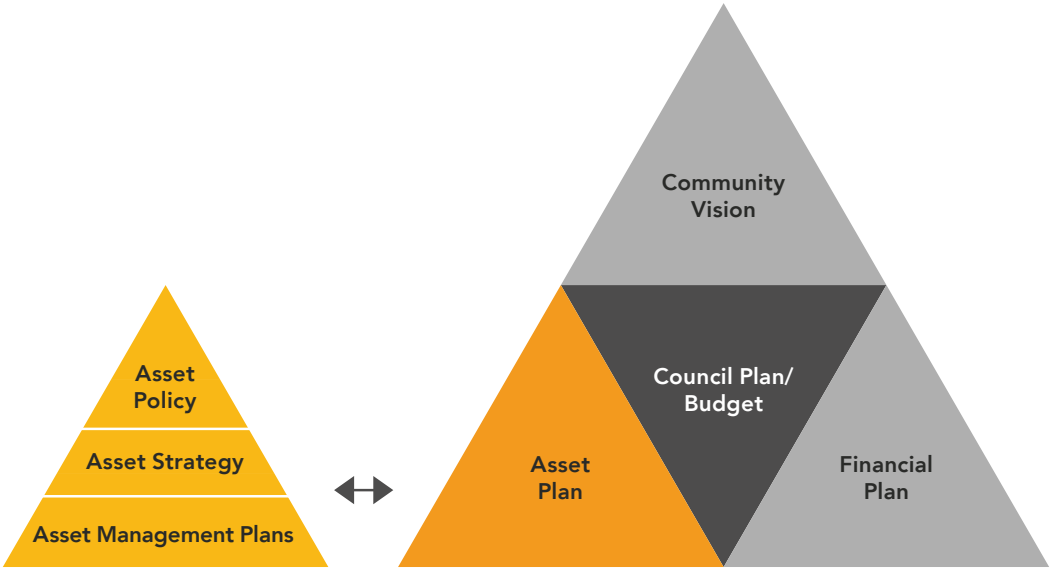
Photo by **Mel Desa**

Asset management planning

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

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

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



Lifecycle approach to asset management

1. Planning and design

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

2. Creation and acquisition

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

3. Maintenance and operations

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

4. Renewal and Upgrade

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

5. Disposal and rationalisation

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



OUR COMMUNITY'S ROLE

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

In compliance with the Local Government Act 2020, we seek feedback from the community at key points in the decision-making process to ensure we provide services and assets that are sustainable and available for future generations.

Since July 2024, we have been conversing with our community across two engagement phases on key areas they would like us to focus on as part of engagement on the Community Vision, Council, Asset and Financial Plans. This included a deliberative survey in late 2024, to replicate as much as practicable the conversations of the Panel, recognising the different methodology where respondents were presented with introductory information prior to commenting on one or more sections:

- Services and programs
- Assets
- Managing growth
- Changing climate
- Their vision for the future

During this time we engaged with around 2,500 residents, who provided 700 comments online or at in-person opportunities, and through a deliberative engagement process. The key findings from these conversations are detailed below.

- Support for maintaining or improving the service offering currently delivered.
- Support for infrastructure (both physical and social) that keeps pace with our growing population.
- A willingness to accept higher up-front costs for more sustainable outcomes and cost savings in the future.
- A love of libraries and community centres as places that build community connection.
- A desire for more open green space and trees.
- Care and concern for vulnerable people in the community – affordable housing, foodbanks, free or low cost opportunities for life-long learning or events.
- Requires for improved amenity – from repairing footpaths and roads, through to more public toilets.
- Opportunities for communications and engagement to share the programs and services on offer throughout the City.

Deliberative engagement workshops

The Foundations for Tomorrow workshops brought together 15 community representatives (from an initial pool of 33) recruited by Council through an Expression of Interest process promoted on Your City Your Voice (Council's online engagement portal), email call outs, posters in libraries and community centres, social media and requests to Council Advisory Committees.

The Foundations Panel deliberated on some of the most pressing and complex issues impacting Council for their planning now and into the future.

A range of deliberation techniques were used throughout the workshops, including presentations and panel discussions from a range of leading subject matter experts from within Council. Topics included the range of Council services and programs, climate change, population growth, asset management and financial planning.



Photo by **Kit Edwards**

Community workshops

Council hosted three workshops with the community throughout November and December 2024. Details of each workshop can be found in the table below:

Workshop	Location	Objectives
Workshop 1 Thursday 14 November	Maidstone Community Centre	• Context setting • Introducing the remit of the plane and the challenges Council is facing • Presenting the breadth of services and assets that Council manages and provides
Workshop 2 Thursday 28 November	Medway Golf Club	• Acknowledging a Climate Emergency • Focusing on Maribyrnong's growth and future developments • Deliberating on asset scenarios • Advice on existing assets
Workshop 3 Saturday 7 December	Civic Precinct and Community Hub	• To deliberate on how Council manages assets, services and programs into the future • Future priorities aping for the Council Plan • Review and refine the Community Vision

Key findings from the deliberative engagement panel included:

- Panel members strongly agreed with the statement: *Council should increase upfront spending to reduce long-term costs while delivering sustainable outcomes that benefit the community now and in the future.*
- When asked to consider their preferred funding scenario for the future, just over half selected *reduce or reprioritise service delivery and asset maintenance.*
- When considering the level of funding support for asset management the majority supported *increasing renewal and reducing investment in new/upgrades assets to ensure asset health is maintained around the current level of 76% (around $25 million additional needed).*
- There was no support for *keeping the current level of investment which would result in a drop in asset health well below the national average of 66% in 10 years.*
- The majority supported the idea of creating one-stop facilities, conditional upon proximity to public transport, ongoing maintenance and operational costs, accessibility, and complementary activity offering.

HOW WE MANAGE OUR ASSETS

Our assets support our services

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

What assets are covered in this plan?

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

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

How our assets support community needs

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

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

Levels of service

Our Service Levels are defined by our expectations of the standard at which an asset needs to perform. We define our service levels with respect to utilisation, asset health and criticality of the service. An example of the typical decision-making criteria when using this data is provided in the table below.

Asset Health	Functionality	Capacity	Utilisation	Decision
Very Poor	Good-Fair	Good-Fair	High	Renew asset in next 3 years
Very Poor	Poor-Very Poor	Poor-Very Poor	High	Consider rationalisation or upgrade
Fair	Poor-Very Poor	Poor-Very Poor	High	Consider asset for upgrade in next 3 years
Fair	Fair	Fair	High	Pay attention for future upgrade
Poor	Good-Fair	Good-Fair	High	Consider asset renewal in 3–5 years

The condition for all asset classes is reported using a 1 to 5 rating system (IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80) as shown below.

VERY GOOD	GOOD	FAIR	POOR	VERY POOR
Free of defects, only planned and/or routine maintenance.	Minor defects, increasing maintenance required plus planned maintenance.	Defects requiring regular and/ or significant maintenance to reinstate service.	Significant defects, higher order cost intervention likely.	Physically unsound and/or beyond rehabilitation, immediate action required.
Only normal maintenance required.	**Minor maintenance required.**	**Significant maintenance required to return to acceptable service level.**	**Significant renewal/upgrade required.**	**Asset/component requires replacement.**

Figure: Asset Condition Assessment Rating Scale

THE STATE OF OUR ASSETS

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

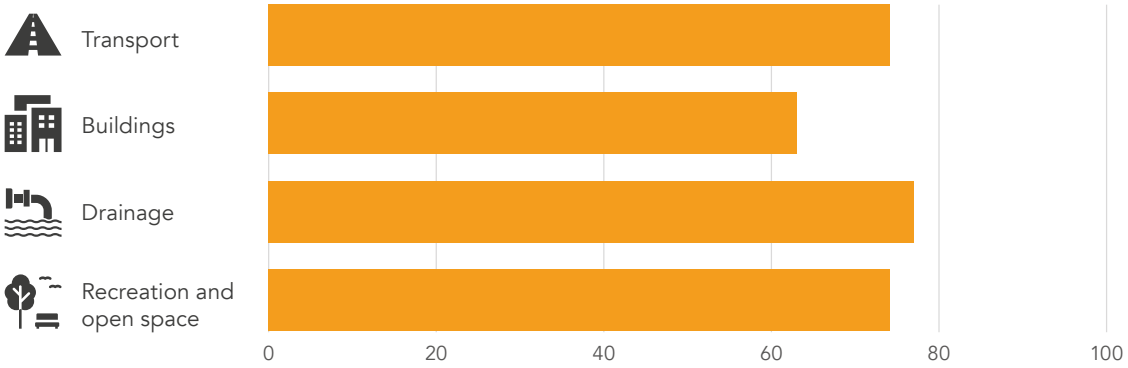


Figure: Asset Health (% Remaining life) by Asset Class as at 30 June 2024

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

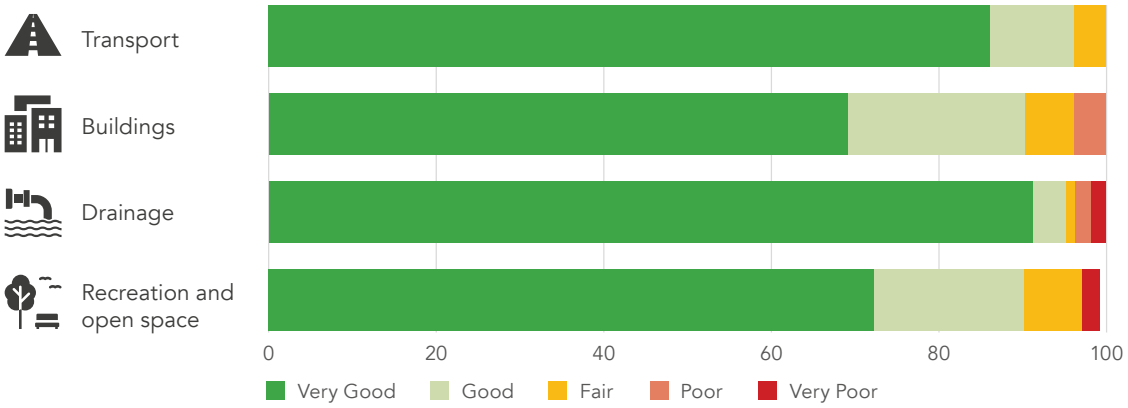


Figure: Condition distribution as percent of replacement cost as at 30 June 2024

FUNDING FOR THE FUTURE

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

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

Integration with the Financial Plan

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

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

Our asset investment strategies

Looking ahead to the next 10 years, our approach is to be prudent in our investment decisions using a holistic lifecycle approach to asset management.

This means that we will aim to plan our assets so that they will continue to support quality living, economic development, and the environmental sustainability in the long-term.

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

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

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

We will aspire to:

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

Asset investment categories

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

Expenditure Type	Asset Management Activity	Description
Maintenance and Operations Costs	Maintenance	The ongoing expenditure required to keep an asset performing at the required level of service
	Operations	The recurrent (continuous) expenditure required to provide a service
Renewal Costs	Renewal	The expenditure required to return the service potential or the life of an asset to its original state
Upgrade/ New Costs	Upgrade	The expenditure required to make improvements to an existing asset to enable a higher level of service
	Expansion	The expenditure required to extend or expand an existing asset to provide a service to a new group of users at the same standard as is currently enjoyed by existing users
	New	The expenditure required to create a new asset to provide a services that does not currently exist

Lifecycle investment profile

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

The table below summarises the adopted 10-year expenditure by asset class for 2025–35.

Asset Class	Renewal $'000	Upgrade/New* $'000	Maintenance & Operations	Total $'000
Transport	135,126	20,600	14,845	170,571
Buildings	64,111	85,971	4,534	165,634
Drainage	12,954	9,000	35,861	26,487
Recreation and Open Space	88,285	46,775	15,550	170,920
Total	**300,475**	**162,346**	**70,790**	**533,611**

*Includes major projects funding

ASSET CLASS DETAIL

Transport

What assets are included?

Sealed roads, unsealed roads, footpaths, kerbs and car parks.

What does our work involve?

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

How is funding prioritised?

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

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

Projected expenditure ($'000)

Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Maintenance & Operations costs	$1,577	$1,531	$1,458	$1,392	$1,568	$1,461	$1,538	$1,500	$1,441	$1,379	**$14,845**
Renewal costs	$10,084	$14,518	$13,522	$11,578	$11,650	$14,955	$13,878	$14,825	$14,376	$15,740	**$135,126**
Upgrade/New costs*	$4,300	$1,700	$1,800	$1,800	$2,000	$1,800	$1,800	$1,800	$1,800	$1,800	**$20,600**
Total	**$15,961**	**$17,749**	**$16,780**	**$14,770**	**$15,218**	**$18,216**	**$17,216**	**$18,125**	**$17,617**	**$18,919**	**$170,571**

*Includes major projects funding

What are the future challenges and opportunities?

Changing population	Increased freight task	Climate change	Legislation and compliance
• The increased demand on local roads and their connections with State government and Collector roads due to population growth and increased dwelling density	• The increased deterioration of our road network due to an increased number of heavy vehicles and increased gross loadings	• The lack of availability of the sustainable transport options, including public transport • The increased risk of damage to our transport assets due to more frequent and more extreme weather events • The need to consider resilience in the design and construction of new assets	• The need to ensure compliance with the Road Traffic Act 1961 • The need to meet the requirements of our Road Asset Management Plan • The need to ensure clarity on which roads we are responsible for

Buildings

What assets are included?

Buildings, structures and containers.

What does our work involve?

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

How is funding prioritised?

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

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

Projected expenditure ($'000)

Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Maintenance & Operations costs	$1,699	$1,538	$1,569	$1,669	$1,776	$1,909	$1,568	$1,363	$1,251	$1,210	**$15,550**
Renewal costs	$5,662	$6,113	$4,291	$5,870	$7,387	$6,082	$7,470	$7,243	$6,493	$7,500	**$64,111**
Upgrade/New costs*	$22,969	$19,000	$10,772	$1,230	$5,000	$5,000	$5,500	$5,500	$5,500	$5,500	**$85,971**
Total	**$30,330**	**$26,651**	**$16,632**	**$8,769**	**$14,163**	**$12,991**	**$14,538**	**$14,106**	**$13,244**	**$14,210**	**$165,634**

What are the future challenges and opportunities?

Changing population	Increased freight task	Climate change	Legislation and compliance
• The need to improve access for all genders and abilities and other underrepresented communities • The need to meet divers – and often competing – community demand and expectations for facilities	• The need to maximise the use of existing facilities and to manage assets that are surplus to needs • The unplanned maintenance liabilities associated with facilities that community groups are no longer able to manage	• The increased risk of damage to our buildings and facilities due to more frequent and more extreme weather events • The challenge of ensuring we meet our target of net zero	• The need to ensure compliance with all relevant legislation such as in relation to accessibility, fire safety, occupational health ad safety, etc. • The need to ensure buildings are provided in line with the National Construction Code

Drainage

What assets are included?

Pipes, pits and box culverts.

What does our work involve?

Recurrent	Renewal	Upgrade and Growth
• Pit cleaning • Pipe cleansing and removal of debris, sediment, etc. • Removal of litter from Gross Pollutant Traps • Programmed inspections	• Replacement of pits and pipes	• Replacement of pipes to a higher hydraulic capacity • Extension of the stormwater drainage network • Installation of stormwater quality improvement devices, such as rain gardens, litter traps, etc. • Stormwater harvesting initiatives

How is funding prioritised?

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

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

Projected expenditure ($'000)

Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Maintenance & Operations costs	$412	$431	$447	$457	$462	$467	$467	$466	$462	$462	**$4,534**
Renewal costs	$1,150	$600	$600	$1,573	$1,432	$1,414	$1,511	$1,562	$1,512	$1,600	**$12,954**
Upgrade/New costs*	$0	$500	$0	$2,000	$2,000	$2,000	$1,000	$500	$500	$500	**$9,000**
Total	**$1,562**	**$1,531**	**$1,047**	**$4,030**	**$3,894**	**$3,881**	**$2,978**	**$2,528**	**$2,474**	**$2,562**	**$26,487**

*Includes major projects funding

What are the future challenges and opportunities?

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

Recreation and Open Space

What assets are included?

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

What does our work involve?

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

How is funding prioritised?

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

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

Projected expenditure ($'000)

Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Maintenance & Operations costs	$3,526	$3,492	$3,420	$3,357	$3,360	$3,584	$3,726	$3,800	$3,783	$3,812	**$35,861**
Renewal costs	$3,785	$6,584	$8,901	$10,979	$8,800	$7,226	$9,450	$9,750	$11,600	$11,210	**$88,285**
Upgrade/New costs*	$7,515	$4,000	$10,310	$5,750	$3,500	$3,700	$3,000	$3,000	$3,000	$3,000	**$46,775**
Total	**$14,826**	**$14,076**	**$22,631**	**$20,086**	**$15,660**	**$14,510**	**$16,176**	**$16,550**	**$18,383**	**$18,022**	**$170,920**

*Includes major projects funding

What are the future challenges and opportunities?

Changing population	Open space provision	Participation trends	Environmental sustainability
• The increased demand for specific outdoor recreation facilities and settings as well as new open spaces within close proximity to where people live	• The increased expectation that we are working towards	• The increased demand for specific outdoor recreation facilities and settings as well as new open spaces within close proximity to where people live	• The increased expectation that we are working towards

MONITORING AND IMPROVEMENT PLAN

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

Asset Plan reviews and updates

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

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

Reporting

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

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

Continuous Improvement

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

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



Photo by **Kit Edwards**

APPENDIX 1: LONG TERM INVESTMENT PLAN

Projected Renewal Expenditure ($'000)

Renewal Expenditure based on Proposed LTFP

LTFP Group	Infrastructure	Buildings	Infrastructure	Infrastructure	
Asset Plan Group	Transport	Buildings	Drainage	Recreation & Open Space	Total
25/26	$10,084	$5,662	$1,150	$3,785	**$20,681**
26/27	$14,518	$6,113	$600	$6,584	**$27,815**
27/28	$13,522	$4,291	$600	$8,901	**$27,313**
28/29	$11,578	$5,870	$1,573	$10,979	**$30,000**
29/30	$11,650	$7,387	$1,432	$8,800	**$29,269**
30/31	$14,955	$6,082	$1,414	$7,226	**$29,677**
31/32	$13,878	$7,470	$1,511	$9,450	**$32,309**
32/33	$14,825	$7,243	$1,562	$9,750	**$33,380**
33/34	$14,376	$6,493	$1,512	$11,600	**$33,981**
34/35	$15,740	$7,500	$1,600	$11,210	**$36,050**

Projected New & Upgrade Expenditure ($'000)*

New & Upgrade Expenditure based on Proposed LTFP

LTFP Group	Infrastructure	Buildings	Infrastructure	Infrastructure	
Asset Plan Group	Transport	Buildings	Drainage	Recreation & Open Space	Total
25/26	$4,300	$22,969	$0	$7,515	**$34,784**
26/27	$1,700	$19,000	$500	$4,000	**$25,200**
27/28	$1,800	$10,772	$0	$10,310	**$22,882**
28/29	$1,800	$1,230	$2,000	$5,750	**$10,780**
29/30	$2,000	$5,000	$2,000	$3,500	**$12,500**
30/31	$1,800	$5,000	$2,000	$3,700	**$12,500**
31/32	$1,800	$5,500	$1,000	$3,000	**$11,300**
32/33	$1,800	$5,500	$500	$3,000	**$10,800**
33/34	$1,800	$5,500	$500	$3,000	**$10,800**
34/35	$1,800	$5,500	$500	$3,000	**$10,800**

*Includes major projects funding

Projected Maintenance & Operations Expenditure ($'000)

Maintenance & Operations Expenditure

LTFP Group	Infrastructure	Buildings	Infrastructure	Infrastructure	
Asset Plan Group	Transport	Buildings	Drainage	Recreation & Open Space	Total
25/26	$1,577	$1,699	$412	$3,526	**$7,214**
26/27	$1,531	$1,538	$431	$3,492	**$6,993**
27/28	$1,458	$1,569	$447	$3,420	**$6,894**
28/29	$1,392	$1,669	$457	$3,357	**$6,875**
29/30	$1,568	$1,776	$462	$3,360	**$7,166**
30/31	$1,461	$1,909	$467	$3,584	**$7,421**
31/32	$1,538	$1,568	$467	$3,726	**$7,299**
32/33	$1,500	$1,363	$466	$3,800	**$7,128**
33/34	$1,441	$1,251	$462	$3,783	**$6,938**
34/35	$1,379	$1,210	$462	$3,812	**$6,863**

Projected Expenditure for Other Assets ($'000)*

Other Assets Expenditure based on Proposed LTFP

LTFP Group	Other Assets	
Item	Other Assets (not part of infrastructure**)	Total
25/26	$8,523	**$8,523**
26/27	$6,803	**$6,803**
27/28	$6,274	**$6,274**
28/29	$6,134	**$6,134**
29/30	$8,131	**$8,131**
30/31	$7,876	**$7,876**
31/32	$7,682	**$7,682**
32/33	$8,045	**$8,045**
33/34	$8,243	**$8,243**
34/35	$7,902	**$7,902**

*These figures are estimates only. Other assets listed here are not included as part of infrastructure assets

**Includes items such as IT, Library Books, Fleet, Bins, etc.

APPENDIX 2: KEY TERMS AND DEFINITIONS

Terminology	Description
Infrastructure Assets	Stationary systems forming a network and serving whole communities where the system as a whole is intended to be maintained indefinitely by continuing replacement and refurbishment of its components, e.g. roads, facilities, footpaths, drains, parks.
Capital Expenditure	Expenditure for new infrastructure and for the renewal or upgrade of existing assets that enhances the service potential of the assets.
Maintenance & Operations Costs	Expenditure that is incurred to ensure that the asset continues to provide its pre-determined service capacity and quality and achieves its expected useful life. Maintenance and Operations expenditure is of a regular and ongoing nature.
LTFP	Long-term Financial Plan. A Financial Plan based on a Service Level Target that produces a year-by-year forecast of the investment needed in capital renewals, capital upgrades, new infrastructure and ongoing maintenance.
Asset Health	Asset Health refers to percentage of life left for an asset.
Intervention State	A physical state of an asset defined by its condition, capacity or functionality at which Council will determine a treatment action.