Maribyrnong
CITY COUNCIL

ASSET PLAN
2022

Acknowledgement of Country

We acknowledge we are on traditional lands of the Kulin Nation and offer our respects to the Elders of these traditional lands, and through them to all Aboriginal and Torres Strait Islander peoples past, present and emerging.

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Executive summary

Council maintains a large asset portfolio consisting of around 54,400 assets with a total estimated replacement cost of $945M, servicing a community of over 97,000 people.

Council regularly undertakes physical condition assessments of its assets to inform maintenance programs. A further review is planned in some asset categories to better define the relationship between existing asset conditions and desired conditions and service levels.

This Asset Plan is a strategic public facing document to inform the community how public assets are to be managed to ensure efficient and effective operation over the next ten years. It is a requirement of the Local Government Act 2020 and is designed to support the implementation of the Community Plan Vision and Council Plan Objectives.

This Asset Plan aligns with key planning documents including the Financial Plan which showcases a 10-year expenditure across the Asset Portfolio of $847M. Broken down into expenditure types, this is $108M (13%) on new assets, $12M (2%) on asset expansions, $169M (20%) on upgrades, $375M (44%) on operations and maintenance and $183M (21%) on renewals.

Managing assets requires a good understanding of both existing service requirements and future demands that will influence asset delivery. This includes population growth, demographic changes, aging infrastructure and technology changes to name a few. A key aim of this Asset Plan is to ensure all assets are managed in a way that provides best value outcomes throughout their lifecycle.

This document focuses on four asset classes: Open Space, Transport, Buildings and Drainage. It looks at service levels, which are the link between satisfying community needs and the cost of providing the service balanced against legislative requirements, strategic objectives and resoures, including funding, treatment types and actions.

The outcomes and key messages from the community have been considered in the development of this document. This includes feedback from an asset questionnaire and the 2021 Annual Community Survey where respondents highlighted deficiencies in the asset portfolio and areas for improvements they would like Council to address. This feedback has been important in determining the actions in this Foundational Asset Plan.

These actions and improvement items outlined revolve around condition assessment validation, levels of service, capacity and functionality assessment frameworks, lifecycle and predictive modelling, and financial review in both proactive and reactive measures.

Asset Plan summary

Transport Portfolio
Sealed roads = 328km
Unsealed roads = 18km
Car parks = 140km^2
Kerbs = 511km
Footpaths = 541km
Bridges = 23 No.

Building Portfolio
Buildings (including sheds and shelters) = 144 No.

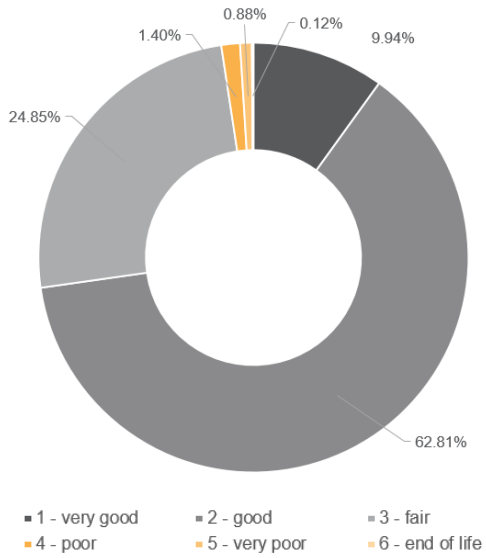
Open Space Portfolio
Playgrounds = 342 No.
Playing courts = 134 No.
Civil and landscaping structures = 4,083 assets
Furniture, monuments and sculptures = 1,719 assets
Sporting fields and facilities = 190 assets
Soft landscaping (gardens and streetscapes) = 1,503 assets

Drainage Portfolio
Pipes = 332km
Pits = 17,639 No.

Portfolio overview

$945M
Total replacement cost

54.4K
Count of Asset ID



Community Engagement outcomes 2021

What you told us

You want more:

- open space
- recreation assets
- cycle and pedestrian pathways
- regular cleaning of stormwater drains

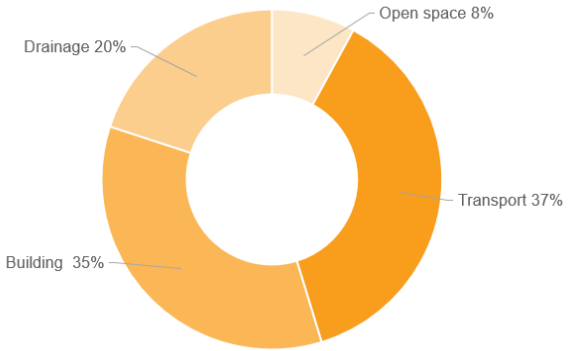
You want improved:

- maintenance and renewal of roads
- irrigation to prevent water pooling on reserves and sport fields
- management and renewal of buildings and facilities

Your expectation

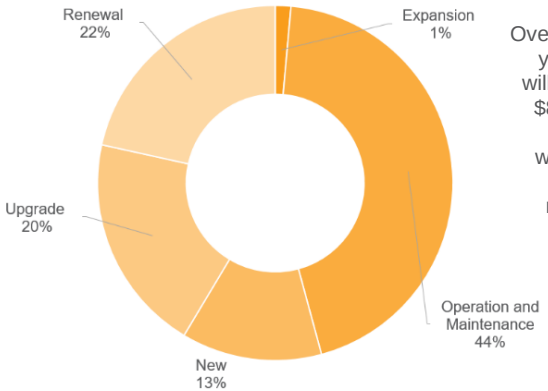
An increased focus on maintenance, repair and renewal to ensure public assets remain safe, accessible and fit for purpose long-term.

Distribution of Asset Class by replacement value



Total 10-year forecast expenditure

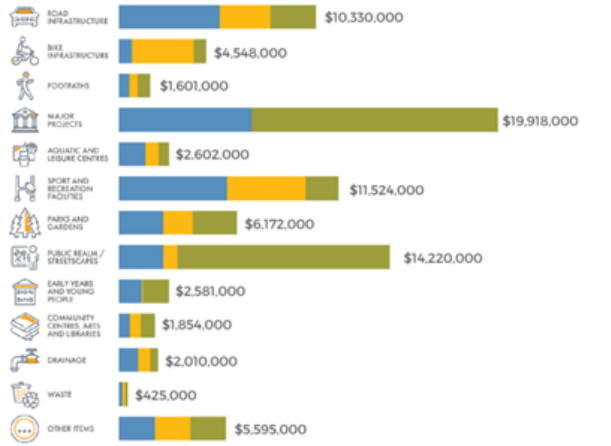
$12M	$108M	$183M	$375M	$168M
Expansions	New	Renewals	Op/Maintenance	Upgrades



Over the next ten years, Council will be spending $847M on new assets, along with upgrades, renewal and maintenance.

Proposed Budget 2022/23

Capital and Improvement budget breakdown by service category:



1. Introduction

Local Government organisations oversee the delivery of a diverse range of programs, services, facilities and projects for their communities.

The community Maribyrnong Council serves is experiencing significant growth with the population forecast to increase from [1] 97,435 in 2021 to 164,637 by 2051 – an increase of 68.94%.

Demand for increased and varied services across asset portfolios will also grow in parallel.

This will be both challenging and rewarding, presenting opportunities for Council and its portfolio of assets to ensure service levels are met and to provide quality services to the community.

If it is to best meet these challenges, maximise the opportunities and deliver high quality assets and services to a growing population, it is essential Council develops and maintains a solid asset database, digital systems, asset plans, asset management strategies and policies to continue meeting the asset portfolio needs of Maribyrnong.

1.1. Maribyrnong City Snapshot

The City of Maribyrnong covers 31.2 square kilometres and is located in Melbournes 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% of residents born overseas. The largest non-English groups include Vietnamese, Cantonese, Mandarin, Greek, Italian and Spanish. Just under 10% do not speak English well, or at all.

It is home to over 400 club and community organisations. Sports, leisure and the arts enhance residents cultural life.

Many former industrial sites, closes since the 1960's, have been replaced by residential developments supporting an in flux 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 it also has a higher proportion of households in the medium to high income.

Maribyrnong generates around $6 billion in gross regional product annually, hosts around 8,500 busineses, and health care and social assistance are the largest employers, generating $676 million in 2020/21. Retail ($485m) is next followed by construction ($481m), which combined 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 precincct, 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

[1] *forecast for 2021 adjusted in January 2021 based on potential COVID-19 impacts and development trends since 2018 adjustment*

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 limites the ability to increase green spaces and find land on which to build.

The existing153 open spaces, cover 313.5 hectares or 10 percent of the total land area, which is much lower than the surrounding municipalities.

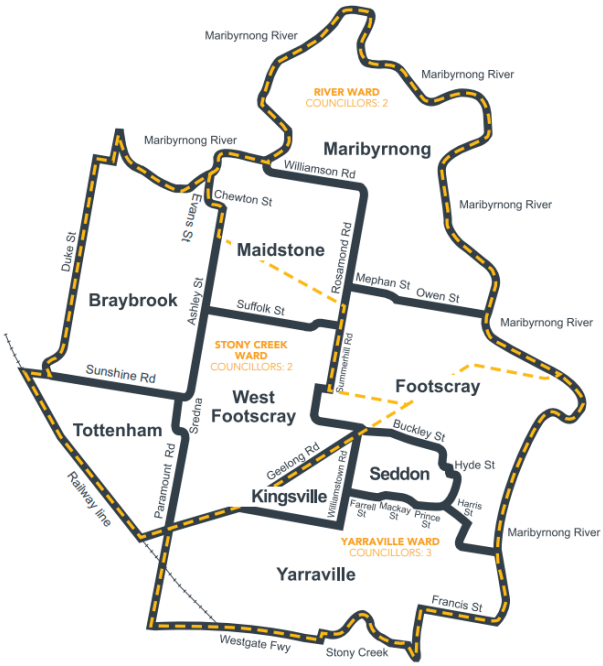


Figure 1: Maribyrnong City Council

1.2. Asset Plan

In accordance with the Victorian Local Government Act 2020, 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 thefinancial 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 moreengaged community and informed council
- better align decisions around assets to community needs, service levels and standards, andfinancial sustainability
- articulate and communicate the challenges on service levels, costs, risks, and the considerations for the decisions made

1.3. Importance of The Asset Plan

This Asset Plan supports, and should be read in conjunction with, a number of other plans, policies and strategies, as overviewed in Figure 2: Asset Management System and Council's Key Strategic Plans.

The adopted Asset Plan effectively represents a statement by Council of their commitment to the integrated framework, as well as how their decision-making has been informed by the Asset Management System documents of the council (suggested by the lower group of triangles in Figure 2).

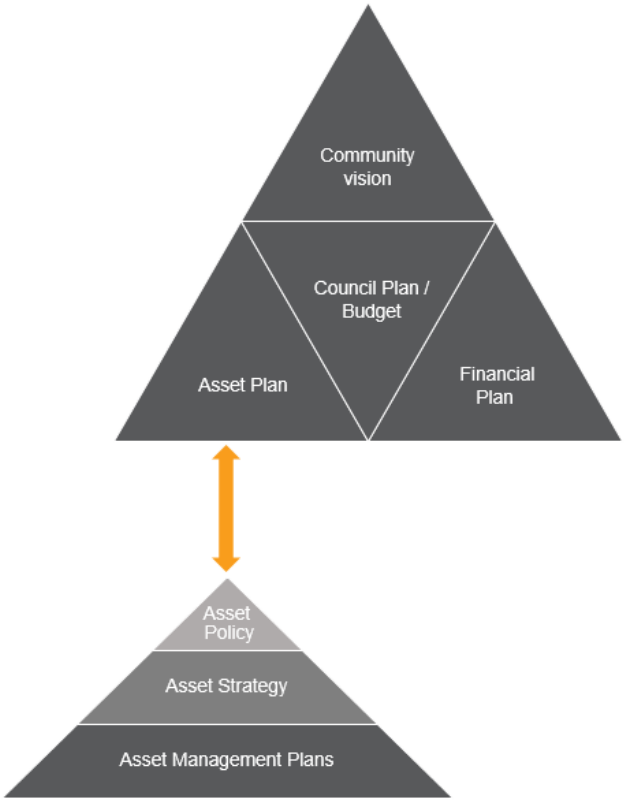


Figure 2: Asset Management System and Council's Key Strategic Plans

There are many aspects to this process including analysis of the current asset database, conducting lifecycle modelling, understanding future demand and supply for labour, forecasting asset needs across the lifecycle, understanding financial requirements across portfolios, identifying priorities, gaps and managing issues such as restricted funding, service levels and community expectations.

1.4. Integrated Planning and Reporting

As an integral part of the Local Government Integrated Strategic Planning and Reporting Framework shown in Figure 3, this 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.

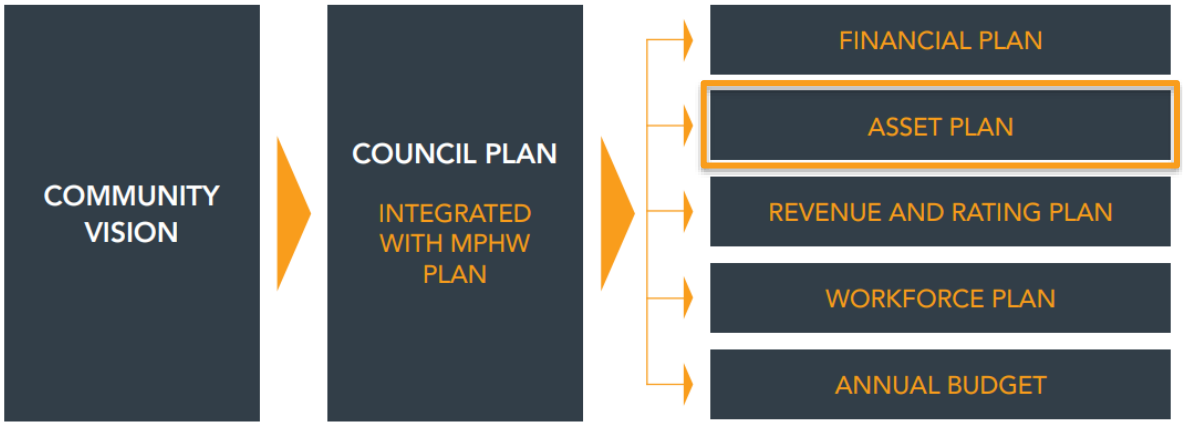


Figure 3: Local Government Integrated Strategic Planning and Reporting Framework

1.5. Community Engagement

As part of its delivery of this Asset Plan, Council invited its community to provide feedback on current asset conditions and quality during a three week period in February 2021. While overall, respondents expressed a degree of satisfaction with both, there is also a perceived lack of maintenance of existing assets across all classes of asset.

There is a clear community expectation for an increased focus on maintenance, repair and renewal to ensure the City's public assets remain safe, accessible and fit for purpose long-term.

Key themes included calls for:

- More open space, recreation assets, cycle and pedestrian pathways with a focus on better maintenance and renewal of current assets, more lighting, shade and trees as well as better connections and integrations between paths.
- Better maintenance and renewal of road and lane surfaces.
- More regular cleaning of stormwater drains, pits and gutters, and improved irrigation at some parks and sports fields to reduce flooding and pooling of water after heavy rain.
- Better management and renewal of buildings and facilities to support community activities, as well as increasing the size and access to some smaller libraries.

The feedback and themes align with that received on other projects and activities including the Council Plan, Budget, Financial Plan and the Annual Community Satisfaction Survey, particularly in relation to the transport network.

The Annual Survey canvasses 800 randomly selected residents representative of the City's demographic. Because of COVID it was this year was conducted by phone and two months later than usual, just as Melbourne was coming out of lockdown in October.

Dissatisfaction with footpath maintenance and repairs and maintenance and repair of sealed roads specifically have been a regular feature of the Annual Survey over a number of years, and along with cycling and walking tracks and more open spaces were among the eight issues identified in the recent survey as issues the community wants Council to address.

This recurring feedback has influenced the development of this Asset Plan.

1.6. Asset Lifecycle

Lifecycle management is an essential component of this Asset Plan. The practice of lifecycle management requires the consideration of all management options and strategies as part of the asset lifecycle from the initial planning stage to ultimate disposal. The objective of managing the assets in this manner is to look at long term cost impacts (or savings) and options when making asset management decisions.

Figure 4 provides a graphical representation of the asset lifecycle, including each of the stages an asset passes through during its life.

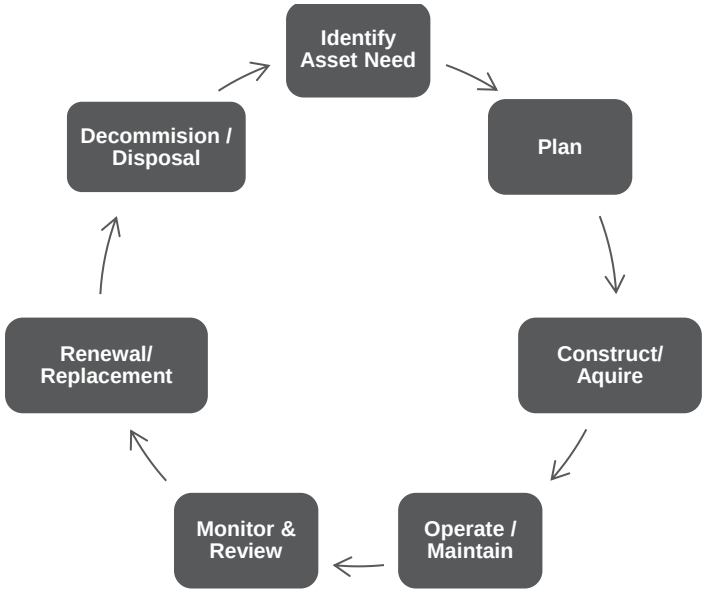


Figure 4: Asset Lifecycle

1.7. Scope of the Asset Plan and Portfolio Overview

Council has around 54,400 assets registered in its databases with a total replacement value of $945M, servicing over 97,000 people as at 2021. Council has undertaken a high level condition assessment across its asset portfolio, however, further detailed assessments will be undertaken over time to better align existing conditions with desired condition and service levels.

Transport Portfolio
Sealed roads = 328km
Unsealed roads = 18km
Car parks = 140km^2
Kerbs = 511km
Footpaths = 541km
Bridges = 23 No.

Open Space Portfolio
Playgrounds = 342 No.
Playing courts = 134 No.
Civil and landscaping structures = 4,083 assets
Furniture, monuments and sculptures = 1,719 assets
Sporting fields and facilities = 190 assets
Soft landscaping (gardens and streetscapes) = 1,503 assets

Building Portfolio
Buildings (including sheds and shelters) = 144 No.

Drainage Portfolio
Pipes = 332km
Pits = 17,639 No.

Figure 5: Asset Portfolio Overview

It should be noted that physical condition is only one aspect of an asset's performance, with functionality (fit for purpose) and capacity (ability to meet demand) also key factors in Council's decision-making processes.

Maribyrnong is working towards preparing and undertaking further assessments for functionality and capacity of assets that match the requirements of our service planning. Future iterations of the Asset Plan will include more detail on the functionality and capacity of the asset portfolio.

2. State of the Assets

2.1. Physical Condition of Assets

At present, Council utilises physical condition as the main asset performance measure, particularly to inform maintenance programs. Condition assessments are carried out to identify deficiencies in the structural integrity of the infrastructure assets which if untreated, are likely to adversely affect network performance. Deficiencies may impact short-term serviceability as well as the ability of the asset to continue to perform for the duration of its intended life span.

Our condition assessment cycle occurs nominally every four year, although higher risk assets may be assesses more frequently.

Our condition assessment includes individual onsite assets inspection, validation and capturing of photographic images.

2.2. Function and Capacity

In addition to asset condition, Council uses function and capacity as additional performance measures to inform investment decisions.

Information on the functionality (fit for purpose) and capacity (ability to meet demand) of assets across the portfolio is being reviewed and will be provided in more detail in future revisions of the Asset Plan. It should be noted however, that function and capacity are still being considered on a case-by-case basis when determining the scope, cost and timing of asset-related projects.

2.3. Asset Classes

Figure 6**Error! Reference source not found.** below provides as a percentage, an overview of the current replacement value of assets by asset group and class.

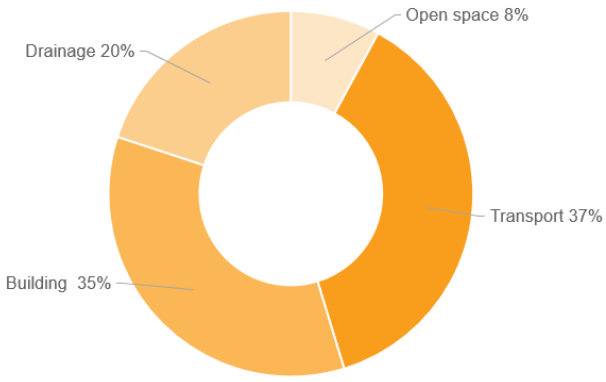


Figure 6: Distribution of Asset Class by Replacement Value

This information relates to replacement of existing assets in their current form, not the upgrading and expansion of assets to meet changing function and capacity requirements.

2.3.1. Open Space

We know our community values open spaces and associatedinfrastructure which survey respondents rated most important of all the asset classes to them.

Keyopen space assets include sports fields and facilities, streetscapes, park furniture, lighting and fencing, used for a variety of community purposes. Recreational assets include playground facilities and playing courts and all equipment located in parks for children's play (e.g. swings, slides, as well as surrounding soft-fall areas).

The quality of these assets varies. Gaps in existing data are being addressed to provide a clearer understanding of the condition of all the open space assets, their estimated value, service levels needed to meet present and changing demand, and investment required to meet the community's needs and expectations into the future.

Asset Class	Asset Group	Quantity	Gross Replacement Value (Financial Valuation)
Open Space	Parks, Open Spaces & Streetscapes	• 4,083 Civil and Landscaping Structures • 1,719 Furniture, Monuments and Sculptures • 190 Sporting Fields and Facilities • 1,503 Soft Landscaping (Gardens and Streetscapes)	Currently under review
	Recreational, Leisure & Community Facilities	• 342 playgrounds • 134 playing courts	Currently under review

Table 1 Open Space Assets

Levels of Service – For Open Space Assets

Detailed service levels for each of the asset classes are contained within each of the respective asset management plans and will continue to be reviewed and revised over time in accordance with community needs and capacity to fund.

The types of activities to maintain our Open Space assets include:

- During peak sporting seasons, sporting ovals and facilities will be inspected and maintained.

- Waste bins in public open spaces will be collected.
- Emergency works will be undertaken in the event of things like fires, drainage bursts or fallen power lines.
- Depending on the level of unplanned maintenance required:
    - Overgrown nature strips, playground repairs, dumped rubbish, overflowing bins, and fallen trees and overgrown paths will all be attended to.

Treatments applicable to Open Space Assets

- Renewal - Based on remaining useful life, condition, and functionality to deliver on the defined level of service in the most efficient manner.
- Maintenance - Based on established core maintenance activity levels of service.
- Upgrade / New - Required to meet future demands through planning of Councils services and the demands placed on them.

The table below illustrates the forecast renewal model spend across different Open Space asset categories.

Renewal Funding Forecast	FY22/23 $'000's	FY23/24 $'000's	FY24/25 $'000's	FY25/26 $'000's	FY26/27 $'000's	FY27/28 $'000's	FY28/29 $'000's	FY29/30 $'000's	FY30/31 $'000's	FY31/32 $'000's
Parks, open space & streetscapes	129	1,554	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894

Table 2: Open Space 10 – Year Renewal Forecast (Source: Maribyrnong City Council Financial Plan 2022-23 to 2031-32)

Actions resulting from this section

- Update the open space asset register, replacement values and ensure consistency with valuations. .
- Develop a set of criteria to determine the various condition states for Open Space assets from a capacity and fit for purpose perspective
- Reforecast open space renewal and upgrade funding following a detailed audit of open space assets and their condition.
- Ensure the open space network is maintained at a standard expected by users and the wider community.

2.3.2. Transport

Transport is the asset class ranked second in priority by survey respondents out of the four asset classes.

Council manages the local road network, which includes sealed and unsealed roads, footpaths and cycle ways, kerb and gutters, traffic management devices (e.g. roundabouts, medians and crossings), bridges and major culverts, road furniture such as bollards, barrier railing, street signs, and road markings.

The road network is one of the most extensively used of Council assets, as it is used by those who live in, work in, pass through or visit Maribyrnong. Council needs to maintain road assets so that they are safe, usable and provide a satisfactory level of service. It is also Council's highest valued asset class, accounting for approximately 24% of the overall asset portfolio replacement value.

The following table shows the break down of Transport asset groups.

Asset Class	Asset Group	Quantity	Gross Replacement Value (Financial Valuation)
Transport	Roads and Laneways	• 328km of sealed roads • 18km of unsealed roads • 39km of laneways	$273,001,239
	Footpaths and Cycleways	• 541km of pathways	$84,435,671
	Carparks	• 97 carparks	$14,844,342
	Bridges	• 23 bridges	$3,729,323
	Total		**$376,010,575**

Table 3: Transport Assets (Source: CVR Movement Report - Financial Valuation)

Concerns were expressed by respondents to both the Asset Plan and Annual Community Survey 2021, around footpath maintenance and repairs, and maintenance and repair of some sealed local roads, and of bicycle and pedestrian pathways.

These concerns have featured in the Annual Community Satisfaction Survey over a number of years reinforcing increasing importance of these assets to the community but decreasing satisfaction with them.

Levels of Service – For Transport Assets

Detailed service levels for each of the asset classes are contained within each of the respective Asset Management Plans and will continue to be reviewed and revised over time in accordance with community needs and capacity to fund. The types of activities to maintain our Transport assets include:

- Attention to any flooding of water on local roads across the municipality.
- The replacement of ofMissing regulatory, warning or any other road related signs or line-marking on local roads.
- Potholes, dig outs, edge breaks, deformations surface distress, cracking, depressions, damaged or deteriorated speed humps will be repaired – timing for works will be guided by severity and location.
- Hazardous material will be attended to, andt fallen power poles or defective street lights reported to the relevant utility provider.
- Defective footpaths will be inspected, made safe and repaired.
- Fallen street trees, branches or overhanging vegetation on the roadway will be attended to, as will
- Structurally damaged or broken culvert pipes, missing,broken or structurally damaged guards or safety barriers.

Treatments applicable to Transport Assets

- Renewal – Resurfacing or rehabilitation.
- Maintenance – Crack sealing, patching, minor reshaping, sign and line marking maintenance.
- Upgrade – Capacity upgrades, change in road hierarchy, traffic management treatments, signage and linemarking.

The table below illustrates the forecast renewal model spend across different Transport asset categories.

Renewal Funding Forecast	FY22/23 $'000's	FY23/24 $'000's	FY24/25 $'000's	FY25/26 $'000's	FY26/27 $'000's	FY27/28 $'000's	FY28/29 $'000's	FY29/30 $'000's	FY30/31 $'000's	FY31/32 $'000's
Footpaths and Cycleways	932	523	798	798	798	798	798	798	798	798
Roads, Bridges and Car parks	9,004	9,830	7,997	8,359	9,002	9,643	10,029	10,529	11,029	11,029

Table 4: Transport 10-Year Renewal Forecast (Source: Maribyrnong City Council Financial Plan 2022-23 to 2031-32)

Actions resulting from this section

- Focus on maintenance and renewal of footpath and road assets to address identified deficiencies.
- Review community services, functionality and capacity of transport assets.
- Develop a service strategy and plan for the transport network to increase overall community satisfaction including: assessing the impact of the increase in demand, climate change, road hierarchy, construction and use of the road network for all transport modes on prioritisation.

2.3.3. Buildings

Council delivers a range of services through its buildings and facilities asset network. Assets in this category include the Maribyrnong Aquatic Centre, community centres, libraries, Footscray Town Hall, public amenities, toilets and change rooms.

Regular condition assessments are undertaken on buildings and facilities to identify maintenance, risk and safety issues, and inform maintenance programs. To address chaging service requirements, assets may be upgraded or in some cases new assets are built.

Asset Class	Asset Group	Quantity	Gross Replacement Value (Financial Valuation)
Buildings	Facilities and Structures	• 6 Arts Facilities • 14 Children's Facilities • 22 Community Centres/ Neighbourhood Houses • 23 Council Operational • 3 Indoor Recreational Facilities • 4 Libraries • 3 Other • 10 Public Toilets • 32 Sheds • 1 Special Needs Facilities • 26 Sporting Facilities	$349,937,673
Total		**144 facilities and structures**	**$349,937,673**

Table 5: Building Assets (Source: CVR Movement Report - Financial Valuation)

Respondents to the Asset Plan survey expressed was general satisfaction with the standard of Council facilities, there were also calls for better maintenance, repair and renewal of buildings to ensure they are able to continue to adequately and safely provide the services they host in the long-term.

Size and access were raised in relation to libraries at Maribyrnong and Yarraville, and improvement works sought in relation to Footscray Library. There were also some comments in relation to better amenities in buildings and facilities, including toilet and change room upgrades.

Specific comments in relation to the age and modernity of the Footscray Town Hall will be addressed in the pending redevelopment of the building.

Levels of Service – For Building Assets

Detailed service levels for each of the asset classes are contained within each of the respective Asset Management Plans and will continue to be reviewed and revised over time in accordance with community needs and capacity to fund. The types of activities to maintain our Buildings assets include:

- Assessment of the physical condition of Council buildings every four years.
- Regular inspections of all buildings to support safety and occupancy.
- Responding to emergency and non-urgent repairs, including undertaking emergency electrical and plumbing works.
- Council will generally replace floor coverings, damaged wall fixtures and undertake painting repairs.

Treatments applicable to Building Assets

- Renewal - Based on physical condition, functionality and capacity, in consulation with service managers, the building components and acceptable service standards are reviewed and prioritised.
- Maintenance – Proactive and reactive inspection and maintenance to ensure building components are safe and serve its purpose.
- New/Upgrades/Expansion – Required to meet growing population, future demands and new levels of service.

The table below is an extract illustrating the forecast model renewal spend for this asset class.

Renewal Funding Forecast	FY22/23 $'000's	FY23/24 $'000's	FY24/25 $'000's	FY25/26 $'000's	FY26/27 $'000's	FY27/28 $'000's	FY28/29 $'000's	FY29/30 $'000's	FY30/31 $'000's	FY31/32 $'000's
Buildings	1,350	110	160	760	960	960	960	960	960	960

Table 6: Buildings 10-Year Renewal Forecast (Source: Maribyrnong City Council Financial Plan 2022-23 to 2031-32)

Actions resulting from this section

- Plan and structure functional and capacity frameworks to enable condition assessments for building assets.
- Continue to update renewal rates across different building components to strengthen capital works planning and estimates.
- Develop a service plan and buildings network development plan to address growth and change in population, demography and service delivery.

2.3.4. Drainage

Storm water management in the municipality is a responsibility shared by Council and Melbourne Water.

Council's Drainage Assets include a network of underground pipes and pits that channel water from the local area away from homes and property.

The general message from the community was balanced in terms of satisfied, unsatisfied and neutral feedback, which could be attributed to a range of factors including lack of knowledge, understanding or issues experienced with drainage assets.

Better maintenance in terms of cleaning and upkeep to reduce the risk of flooding and pooling water, specifically on sports fields and reserves,due to blocked drains and stormwater pipes was, however,highlighted. It is important to mitigate these risks especially given increased extreme weather events associated with climate change.

Asset Class	Asset Group	Quantity	Gross Replacement Value (Financial Valuation)
Drainage	Pits and Pipes	• 332km of pipe length • 17,639 pits	$201,004,356
	Total		**$201,004,356**

Table 7: Drainage Assets (Source: CVR Movement Report - Financial Valuation)

Levels of Service – For Drainage Assets

Detailed service levels for each of the asset classes are contained within each of the respective Asset Management Plans and will continue to be reviewed and revised over time in accordance with community needs and capacity to fund. The types of activities to maintain our Drainage assets include:

- Attending to blocked drains or broken underground stormwater pipes in a park or reserve that creates a hazard.Otherwise, depending on the nature of the problem, the timeline for investigation works are planned.
- Urgent attention to missing or damaged water covers, or pit lids,
- Priority investigation and maintenance of reported sink holes
- Closure of roads that are either affected by the flood or can potentially be affected by flood.
- Attention toflooding of water on local roads across the municipality.

Treatments applicable to Drainage Assets

- Renewal - Programs focused on flood modelling condition, pit and pipe renewal based on condition audits undertaken by Council.
- Maintenance – Regular cleaning of debris from gutters, storm water drainage pits to prevent flash flooding and pooling,, especially after heavy rainfall.
- Expansion/Upgrade – Typically completed in conjunction with a road upgrade. Additional works completed to meet future demands, consideration given to population change, urban development, climate change and demographics.

The table below is an extract illustrating the renewal spend for this asset class.

Renewal Funding Forecast	FY22/23 $'000's	FY23/24 $'000's	FY24/25 $'000's	FY25/26 $'000's	FY26/27 $'000's	FY27/28 $'000's	FY28/29 $'000's	FY29/30 $'000's	FY30/31 $'000's	FY31/32 $'000's
Drainage	1,209	768	1,212	1,212	1,212	1,212	1,212	1,212	1,212	1,212

Table 8: Drainage 10-Year Renewal Forecast (Source: Maribyrnong City Council Financial Plan 2022-23 to 2031-32)

Actions resulting from this section

- Conduct CCTV audits of drainage network to update physical condition assessments of pit and pipe networks.
- Develop a framework, and and conduct capacity assessments for drainage. Subsequently produce a program of capacity upgrades based on these results and other factors, such as growing population numbers and expected road network upgrades.
- Ensure the drainage network i able to service the community and is maintained at an appropriate standard.
- Use innovative techniques to reline and maintain underground drainage pipes.
- Undertake a flood management modelling and mapping project with Melbourne Water.

3. Levels of Service

Service levels are the link between satisfying community needs and the cost of providing the service.

Generally, a higher level of service (LoS) costs more to deliver than a lower LoS, although there may be economies of scale.

A decision to provide an increased LoS generally requires additional funding be provided to the service, while a decision to reduce funding generally results in lower service levels. Appropriate service levels are defined on the basis of:

- customer expectations;
- legislative requirements;
- strategic organisational mission and objectives; and
- availability of resources and financial constraints.

The individual asset management plan for each of the four asset classes defines the levels of service response times. .

Further detailed service levels should be undertaken across each asset class to ensure alignment between customer expectations, asset condition and Council's financial capacity.

4. Legislative and Council Requirements

Councils operate in a complex legislative and policy environment that directly impacts the way we do business and manage our assets. This includes compliance with Commonwealth and State legislation and regulations, industry and Council standards and local policies and strategies.

We must meet our statutory obligations while being conscious of maintaining affordability and financial sustainability. This requires good informed decisions being made manage competing funding demands across a broad range of projects, programs and services.

Maintaining federal and state funding sources and grants will be important to assist Council in addressing the increasing need to renew its aging infrastructure, whileproviding new assets to meet the ongoing demands for services to support growth and change.

5. Future Demand

Managing assets requires a good understanding of both existing service requirements and the future demands that will influence asset delivery.

Traditional approaches to asset provision will need to be redefined to better support changing service delivery models, a shift to more active and public transport solutions, open space opportunities, and changing urban form and environment outcomes.

Demand for new services can be addressed through a combination of managing existing assets, upgrading existing assets, provision of new assets and implementation of demand management techniques. Demand management can include non-asset solutions, insuring against risks and managing failures.

Investment decisions made today must consider probable future demands. Some of these demands are summarised below.

Population and Residential Growth

- The resident population of the City of Maribyrnong is forecast to grow from 98,424 in 2022 to 164,637 by 2051, being an increase of 66,213 (67%).
- From a base of 35,919 dwellings in 2016, the number of dwellings within the municipality is forecast to grow to 71,154 by 2051, an increase of 98%.
- Council will need ongoing review and expansion of services to meet increasing demand and demographic change within the community.
- This will require associated life cycle investment across all asset categories to maintain, operate, upgrade, renew and in some cases build new infrastructure.

Community expectations

- The community generally expects Council to respond quickly to emerging needs, without knowing how long the demand might last.
- It will be important to plan assets that are responsive and adaptable to meet shifting user needs. Strategic alliances with service delivery partners will be needed to enhance non-asset based service delivery solutions, which will in turn optimise the use of Council's asset portfolio.

Ageing Infrastructure

- Public assets in Maribyrnong have been built and developed in the past. Many years on, this period of development has created a large peak in the need to invest in asset maintenance and renewal.
- A challenge facing Council is the cost of renewing ageing infrastructure, managing risk and safety, meeting changing industry standards,community expectations, and increasing construction costs.
- Council needs to continuously improve its asset management systems and processes to ensure optimal planning for renewal and maintenance activities on existing assets, through targeting expenditure on the right assets at the right time.
- As assets continue to age and the renewal expenditure increases year-on-year, investment in maintenance and renewal expenditure will need to increase to ensure continued levels of service now and in the future.

Environmental Factors and Climate Adaptation

- Infrastructure should be assessed against resilience to climate extremes and where vulnerable infrastructure is identified, actions taken to mitigate against potential risks.
- Efficient Buildings and Infrastructure will be required to use less energy to occupy and incorporate green roof and wall options. Use of low/zero carbon and recycled materials in construction, renovation and maintenance of buildings, and infrastructure projects.
- Asset standards and specifications require ongoing review to ensure optimal environmental outcomes and we should remain innovative and stay abreast of current research trends in the use and application of materials with greater climate resiliency when considering asset construction or renewal.
- Planning for drainage networks, flood management and infrastructure development will require consideration of both industry standards and climate change factors.

Technology Changes

- Society will continue to be more connected, as new technologies and initiatives are developed and embraced. People, businesses and governments are increasingly moving to online solutions to connect, deliver and access services, obtain information and to perform day to day activities.
- Technology changes will impact how we deliver services and how we manage, maintain and develop our assets.
- Information systems and processes will continue to develop, and data collection, recording and monitoring are vital areas that can be improved by technology updates. Expanded data sources and analytics have a great potential to further inform urban planning and asset life cycle investment.
- Council will have the ability to enable a more mobile workforce and make more use of available and emerging technologies to share data on our assets to stakeholders, enabling them to interact with our services digitally.

6. Funding Levels

Council is the responsible steward of all public assets, and is tasked to meet the needs of tomorrow's community. Based on the MCC Financial Plan 2022-23 to 2031-32, the following figures highlight the breakdown of expenditure types over the total 10-year period.

The expenditure types are classified into:

- **Maintenance Expenditure:** Ongoing work or repairs to keep an asset performing at the required level of service. This work is undertaken to minimise community risk and reduce unexpected hazards or dangerous circumstances.
- **Operation Expenditure**: Recurring expenditure that is required to provide a service.
- **Renewal Expenditure:** Cost of replacing or reconstruction of an existing asset. This restores the service potential to a 'new' state.
- **Upgrade Expenditure:** Cost to enhance an existing asset to provide a higher level of service.
- **Expansion Expenditure:** Cost to extend or expand an existing asset at the same standard currently enjoyed by residents, to a new group of users.
- **New Expenditure:** Cost to create or construct new assets to provide a service that does not currently exist.

Over the next ten (10) years we expect to expend a total of ***$847 million*** for new, renewal, expansion, upgrade, operation and maintenance across Council's asset portfolio. Funding levels are based on the 10-year Financial Plan (The Financial Plan) and shown as a percentage for each expenditure type in Figure 7.

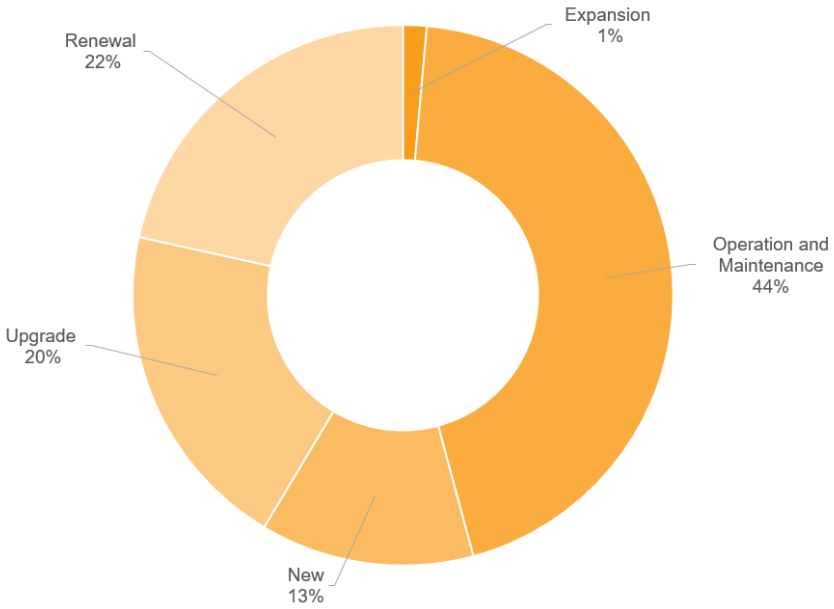


Figure 7: 10 Year Total Funding Distribution by Expenditure Type (%)

The following points break down the $847 million current asset expenditure forecast for the next 10 years.

- 13% ($108M) is new asset expenditure to meet growth or additional future demand.
- 1% ($12M) is expansion expenditure relates to enhancements to existing assets to meet additional demand from existing assets.
- 20% ($169M) is upgrade expenditure to ensure an existing asset will be able to provide a higher level of service.
- 44% ($375M) is operation and maintenance expenditure, required to operate and maintain the existing assets.
- 22% ($183M) is renewal expenditure for replacement of assets that have passed the intended level of service and are reaching end of life.

These projections are subject to change based on Councils annual budgeting processes and annual reviews relating to the reforecasting of the asset plan, and its affordability. Our spending on our assets represents a significant investment and is fundamental in enabling us to meet existing service demands, respond to ever changing needs and to safeguard its future use of our infrastructure.

As an organisation we rely on assets to deliver our services, we develop and adhere to a capital planning strategy that:

- Makes sure allocated capital investment for infrastructure assets complies with asset management strategies and policies.
- Fulfil the development of a service needs from Council objectives, to better inform our financial plan.
- Ensure that capital investment is financially sustainable and is in accordance with asset management principles for the whole life cycle costs of asset.
- Build a robust capital infrastructure asset investment system that is impartial and priority-based for allocating Council resources.

7. Risk Management

A key aim of this Asset Plan is to ensure all assets are managed in a way that ensures they operate efficiently and effectively throughout their lifecycle to support the needs of the community. Any failure to apply and improve the council's asset management processes and procedures will impact Council's risk exposure.

Potential causes of risks manifesting are:

- Failure to execute asset renewal and or maintenance works in a timely manner.
- Lack of planning to develop and deliver the renewal program.
- Deferral of acquisition / upgrade / renewal / expansion asset projects due to changing priorities.
- Inappropriate or outdated asset design guidelines, installations or environmental impacts.
- Various climate change scenarios such as more frequent extreme weather events (heavy rainfall, bush fires and droughts) and global warming.
- Increased costs in asset upgrade, renewal, operation and maintenance.
- Increase in user and community expectations for Council to provide climate resilient asset network.

Potential consequences arising from these risks can include:

- An increase to Council's risk exposure.
- Public infrastructure does not meet current service requirements or operate as originally designed or intended.
- Potential for litigation against Council.
- Increasing life cycle costs.
- Increasing asset vulnerability in supporting service delivery.
- Accelerated asset deterioration and premature asset failure.
- Assets requiring more frequent renewal or maintenance.
- Personal safety risk.
- Loss of an asset.

Robust risk identification and management approaches have the following anticipated benefits:

- Provide a safe and secure environment with reasonable protection from harm for employees, community and other stakeholders.
- Manage financial resources in a responsible manner.
- Comply with all legislation relevant to Council activities.
- Maintain and protect Council assets.
- Ensure business continuity.

The following controls have been generally identified in response to risk management:

- implementation of ongoing condition audit programs
- preparation of renewal programs based on asset life-cycle modelling
- the Financial Plan
- dedicated maintenance funding
- monitor works through an Asset Management System
- Asset Management Plans
- Council Strategies and Structure Plans
- Community Engagement Policy
- Capital Works Program
- Asset Maintenance System monitoring failures & optimised renewal program
- Planning controls
- Climate Change Action Plan
- Council's Risk Management Policy is based on the fundamentals of the risk assessment standard ISO 31000:2018
- Council's formal practice in this area will be further developed in future revisions of the Asset Plan and in more detail specifically within individual asset management plans

Improvement Plan

High priority action and improvement items have been identified as follows:

- Confirm the condition and remaining life of assets identified for renewal over the next ten yearsInvestigate alternatives for renewal or extension of the asset lives.
- Establish a 'Levels of Service' framework with technical and community level of service standards, target levels of service and performance measures.
- Establish a framework and program for capacity and functionality assessments to be undertaken.
- Include capacity and function information (when available) into future revisions of the Asset Plan and supporting detailed asset management plans.
- Enhance lifecycle and predictive modelling for asset classes with capacity and functionality considerations in works planning.
- Review data collection methods for asset maintenance activities and expenditure.

Undertake community engagement to support development of a more comprehensive 10-year Asset Plan over the next 12 months.Further detailed improvement plan items can be found within the detailed asset management plans foreach asset class.

Council has identified a need to further develop its asset management processes and practices in relation to all asset classes and to further improve its strategic approach to asset management. The following tables detail some of the the proposed improvement tasks.

ITEM	ACTION	TIMING
Asset Data Management		
Data Register	Continuous improvement of data register including data clensing and new meta-data.	Ongoing
Condition Assessments	Stormwater (50%) Bridge (100%) Open Space (100%)	2022/23
	Building (100%) Transport (100%)	2024/25
	Storm water Initiation	2025/26
Data Collection	Continuous improvement of data collection methods including mobile data collection	Ongoing
Asset Management Digital Systems		
Assetic Asset Management System (AMS)	Continued development of the AMS	Ongoing
Predictive Modelling Tools	Refine predictive modelling with service planning data, condition assessments, etc	Ongoing
Maintenance Management System	Review current MMS and develop charter and business case for an upgraded/new system	2022/23
	Implement MMS development	2023/24
GIS	Maintain asset GIS layers and match with Authority system. Further investigate 3D modelling.	

Asset Accounting

Long Term Financial Plan	Review and update	Ongoing
Revaluation	Stormwater, Bridge, Buildings	2022/23
	Open Space, Buildings	2023/24
	Buildings, Transport	2024/25
	Storm water Initiation, Buildings	2025/26

Asset Strategy and Planning

Asset Management Strategy and Policy	Review and implement the asset management strategy and policy in line with the Council Plan.	2022/23
Service Plans	Review service plans with consulataion from service managers. Utilise new service plans to inform next iteration of the Asset Plan.	2022/23
Asset Management Plans	Continuous monitoring and cyclic review of Asset Management Plans.	Ongoing
10 Year Asset Plan	Review and update including community engagement for next iteration of the plan.	2022/23
10 Year Capital Works Program	Review current program and development processes. Link to 2023/24 Budget development.	2022/23

Table 9: Asset Management Improvement Tasks