

Draft Asset Plan 2022



Acknowledgement of country

Moonee Valley City Council respectfully acknowledges the Traditional Custodians of the land on which Moonee Valley is located – the Wurundjeri Woi-wurrung People of the Kulin Nation; and we pay our respects to their Spirits, Ancestors, Elders and Community Members past and present. Council also extends this respect to other Aboriginal and Torres Strait Islander Peoples who call Moonee Valley home.

Statement of commitment

Statement of Commitment to the Wurundjeri Woi-wurrung People and to all Aboriginal and Torres Strait Islander Peoples.

Wanganyinu ngarr-gu Wurundjeri Woi-wurrung Gulinj ngargin twarn biik wenerop Moonee Valley dharri, wanganyinu gahgook Nanggit baambuth ba yalingbu.

We acknowledge the Wurundjeri Woi-wurrung People as the Traditional Custodians of the Country on which Moonee Valley is located, we pay our respects to Elders past and present. This Statement of Commitment was updated in 2017 and reaffirms the partnership between Moonee Valley City Council and Wurundjeri Woi-wurrung Council and renews our commitment to the **Wurundjeri Woi-wurrung People and to all Aboriginal and Torres Strait Islander Peoples.**

Draft Asset Plan 2022

Document control

Council business unit	Asset Management
Responsible officer	Manager, Asset and Major Projects
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Date approved	

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The draft Asset Plan is owned and managed by:

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1. Introduction

1.1 About Moonee Valley

Moonee Valley is located in the inner and middle north-western suburbs of Melbourne, between 4-13 kilometres from the CBD. The city covers 43 square kilometres and encompasses the suburbs of Aberfeldie, Airport West, Ascot Vale, Avondale Heights, Essendon, Essendon Fields, Essendon North, Essendon West, Flemington, Keilor East, Moonee Ponds, Niddrie, Strathmore, Strathmore Heights and Travancore.



Moonee Valley is a diverse, primarily established, residential municipality. Complementing its residential areas are a mix of retail strips and centres, combined with offices, industrial areas and Essendon Airport. The main industries include manufacturing, rental, hiring and real estate services, construction, transport, postal and warehousing and the retail trade.

The population of Moonee Valley is forecast to increase from 133,253 residents in 2021, to around 166,143 in 2041. This is an increase of almost 26 per cent over 20 years. (Source: REMPLAN).

1.2 Infrastructure we manage

We are the custodian of approximately \$1.24 billion worth of infrastructure assets on behalf of our community. These assets, which range from significant structures such as roads and buildings through to drainage, park furniture and play equipment, are fundamental to supporting the services Council provide and must be maintained so they are deemed fit for purpose for the long-term.

The long-term costs of owning and operating assets continue to be a financial challenge and requires us to take a whole of lifecycle approach to managing our infrastructure.

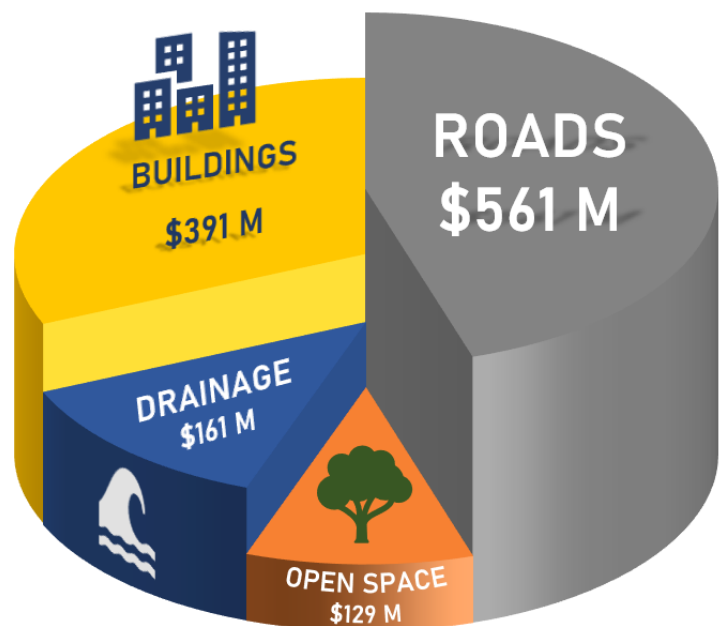


Figure 1 – Our infrastructure asset portfolio (\$ million)

1.3 The purpose of this draft Asset Plan

This draft Asset Plan has been prepared to meet the requirements of section 92 (s92) of the *Local Government Act 2020*, which states all councils must prepare strategic management plans including a Financial Plan and an Asset Plan. Under the Act, Council must adopt the Asset Plan by 30 June 2022.

In line with the 'enabling nature' of the Act, the purpose of this draft 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.

(Source: *Asset Plan Guidance 2022*)

This draft Asset Plan (2022) is the first iteration under the Act. It provides an assessment of how we plan to maintain our assets over the next 10 years, consistent with related plans and adopted strategies to achieve the Community Vision and supporting Council Plan objectives.

The development of this draft *Asset Plan* is dependent on our current understanding of the performance of our assets and a number of assumptions, which will continue to evolve over time.

1.4 Scope of the draft Asset Plan

The draft Asset Plan covers each class of Council owned and controlled infrastructure assets used to support community services. Our infrastructure asset classes include:

Asset class	Quantity	Replacement value (\$ millions)
Facilities	223 buildings and structures which support services such as libraries, leisure centres, community halls, civic centres and aged care facilities.	\$391.39
Stormwater drainage	478km of underground pipes, 3.99km of open drains, 22,025 pits and stormwater quality improvement devices.	\$161.26
Roads	411.5km of roads, 50.8km of right of ways, 791.4km kerb and channel, 55 bridges, off street carparks and 880km of pathways.	\$560.08
Parks and open Space	127 playgrounds, 138 sports fields, 75km of fencing, minor structures, public lighting, signs, retaining walls and park furniture.	\$129.65
Total		\$1,242.38

Table 1 - Summary of Council infrastructure assets

2. Current state of Council assets

Council infrastructure assets are central to our service delivery and are most likely to be the assets the community experiences. The asset portfolio represents a significant proportion of community investment with an estimated replacement value of \$1.24 billion (as at 30 June 2021).



Figure 2 - State of our assets

3. Asset management planning

3.1 What is asset management?

Asset management in short

The right assets, in the right place, at the right time, managed by the right people.

Asset management refers to the coordinated series of activities that monitor and maintain items of high value and significance — in this case, infrastructure assets. This involves balancing risk, cost and performance to realise the value of an asset fully and effectively over its entire lifespan.

Asset management aligns strategic planning with infrastructure and service delivery. It helps determine what assets people need now and how those assets can be made to last the longest and perform the best.

3.2 Why is asset management important?

Infrastructure is at the platform of everything we do. As infrastructure assets can provide services over extended periods of time, the choices we make today can impact the quality of life for future generations. Asset management provides us with the ability to understand the immediate, medium and long-term impacts of our decisions and provide solutions on how to mitigate the risks.

The benefits of good asset management include:

- improving cost efficiency by analysing costs of assets over their entire lifecycle
- targeting critical assets to ensure performance is maintained and risks are managed
- better understanding of what levels of service can be achieved for different costs
- ensuring infrastructure networks such as roads and drains are appropriately funded for the long-term
- improving community experience by matching the services and assets we provide to the community's expectations and willingness to pay.

3.3 Asset lifecycle management

Council's management of infrastructure is informed by asset lifecycle management decision-making processes.

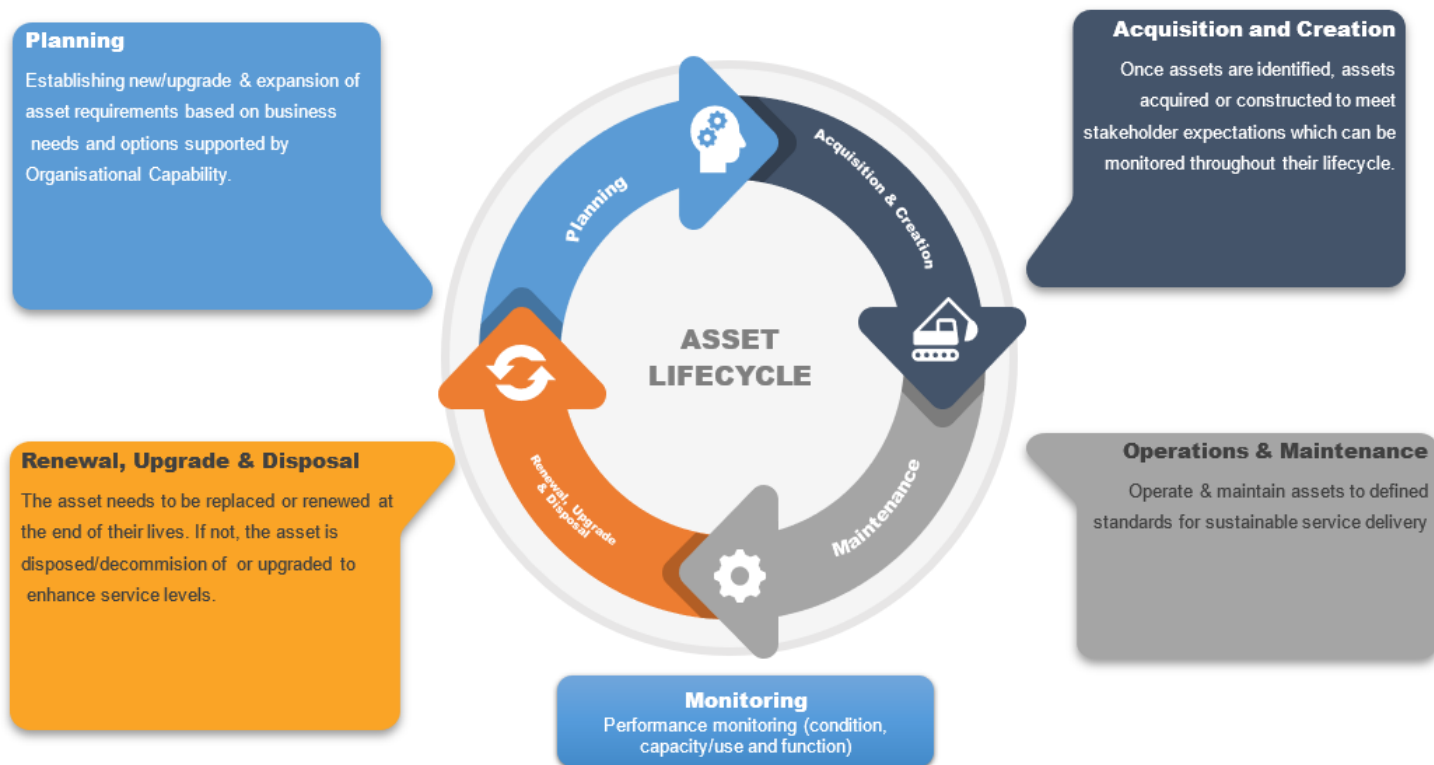


Figure 3 - Asset lifecycle decision making process

Our asset acquisition and creation decisions are based on service needs, strategic objectives, future demand/growth, financial and budgetary constraints. This includes assets acquired/created through Council's budgets and donated assets received from land development activities.

Decommissioning and disposal of Council's assets are determined through specific Council resolutions, policies, guidelines and procedures when there is insufficient use of the asset or continued existence of the asset is not justified. We used Council's non-current asset recognition and disposal procedure to define asset lifecycle expenditure types and their financial recognition.

3.4 Council's asset management planning framework

The objective of managing assets is to meet the level of service delivery in the most cost-effective way for the community's benefit, both present and future.

Asset management planning commences with defining stakeholder and legal requirements and needs. These needs inform Council's planning priorities which in turn help develop asset management policies, strategies and plans. Asset management planning provides inputs for Council's draft Asset Plan, Financial Plan and Annual Budget.

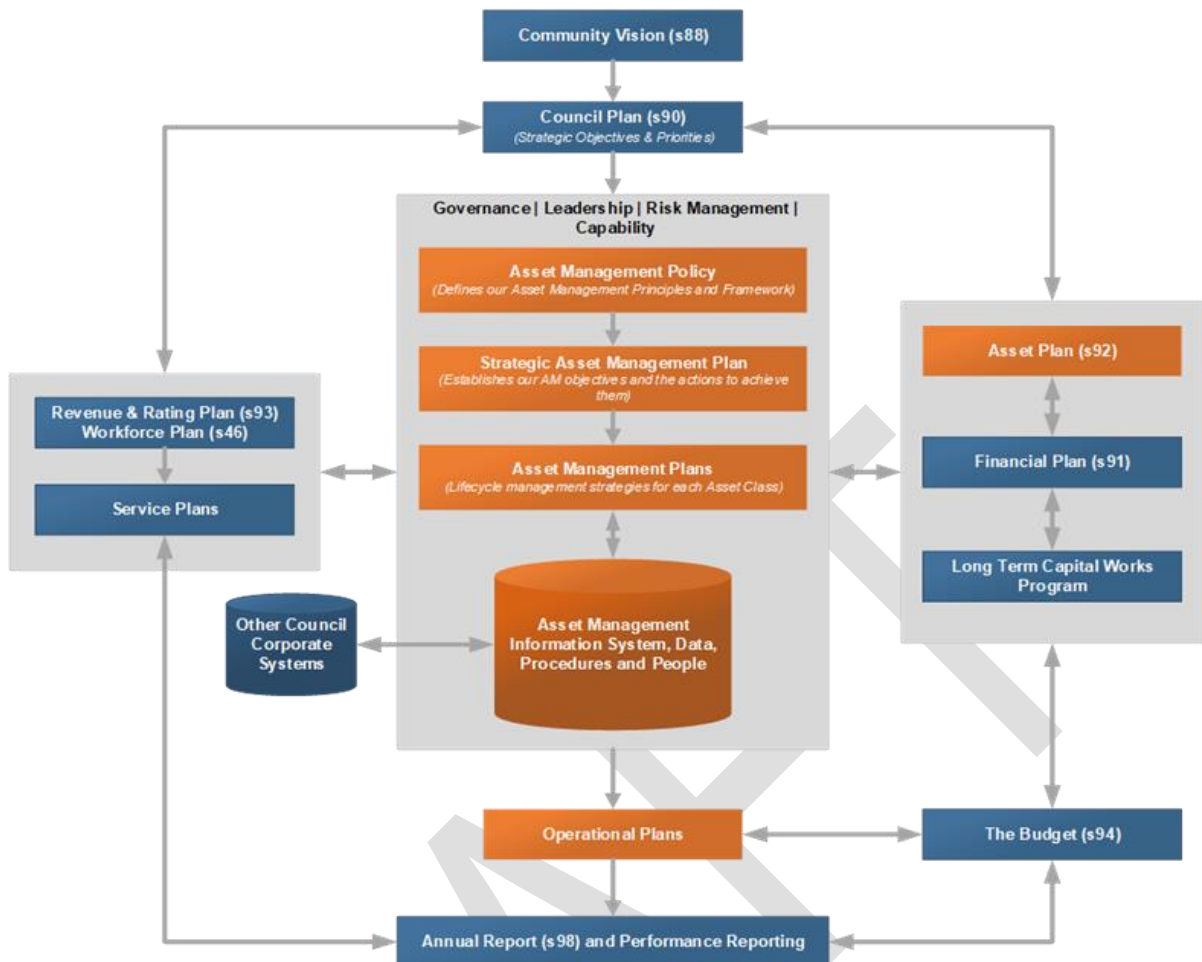


Figure 4 - Asset management planning framework

3.5 Asset planning principles

These principles guide Council’s asset management practices:

- Provide and maintain the community with assets that deliver levels of service and risk the community is willing and able to support.
- Make all asset management decisions with consideration of:
 - community priorities
 - relevant legislative, political, social, environmental, and economic requirements
 - whole of life costs
 - asset criticality and priority for action.
- Develop and maintain a Strategic Asset Management Plan (Asset Management Objectives and Actions) and Asset Management Plans for key infrastructure asset classes, covering a planning period of at least 10 years.
- Identify the asset renewal requirements to meet functional service levels in the approved Asset Management Plans.
- Consider our affordability, prioritise maintenance, renewal and upgrade of existing assets to maintain current service levels ahead of investment in new assets or services.
- Align Asset Management Plans with our long-term financial plan to ensure adequate funding is allocated to meet forecast asset management requirements.
- Maintain a reliable centralised management system to meet our operational and strategic infrastructure asset management needs.
- Provide an executive leadership team commitment to support the implementation of systems and resourcing with the expertise and skills required to perform asset management activities.

3.6 Asset management plans

Asset Management Plans have been developed for each asset class which outline processes and principles used to plan capital renewal, upgrade, expansion, acquisition and maintenance works for key assets and prioritise capital works. Underlying the plans is our endeavour to meet community expectations for agreed service standards and capacity.

The Asset Management Plans cover a 10-year planning horizon to provide guidance in the management of our assets over their lifecycle. They summarise the operating and capital expenditure requirements for each asset class.

The key elements of the Asset Management Plans are:

- Taking a life cycle approach to managing assets.
- Developing a cost-effective management strategy for the long term.
- Providing a defined functional level of service for assets.
- Providing defined performance monitoring processes.
- Understanding and meeting the demands of growth, legislative change, legal/statutory requirements, and infrastructure investment.
- Managing risks associated with the asset.
- Providing long term financial projections for asset sustainability.
- Continuously improving asset management processes and practices.

All Asset Management Plans follow recognised best practice such as ISO55001 and Asset Management Accountability Framework, with guidance provided by our strategic direction.

The Asset Management Plans considered:

- The asset register data on location, size, age, value, condition and remaining life of our assets.
- Performance relative to adopted functional service levels.
- Projections of factors affecting future demand for services.
- Correlations between maintenance and renewal, including asset condition/service performance.
- Data on new assets developed or are planned to be acquired by Council.
- Data on assumed works programs and trends.
- Budget, valuation and depreciation projections.
- Lifecycle analysis data.
- Risk, performance and cost data.
- Continuous improvements to our lifecycle processes and practices.

3.7 Relationship to this draft Asset Plan

The key planning and financial outputs from Council's Asset Management Plans are included in this draft Asset Plan.

4. Strategic context

The delivery of services to the community is guided by the Community Vision, the Council Plan, strategies and policies. These also drive our approach to asset management planning.

4.1 Strategic planning principles

The *Local Government Act 2020* drives an integrated strategic approach to planning and reporting to support strategic decision-making through:

- Recognising that planning is holistic and should be driven by the community.
- Providing a comprehensive view of our available resources and commitments.
- Enabling alignment of our objectives and capabilities.
- Supporting an understanding of medium to long-term implications of our decisions on resource allocation and performance.

The development of this draft Asset Plan has taken into consideration these principles.

Figure 5 shows how our draft Asset Plan fits with other Council strategic planning documents.

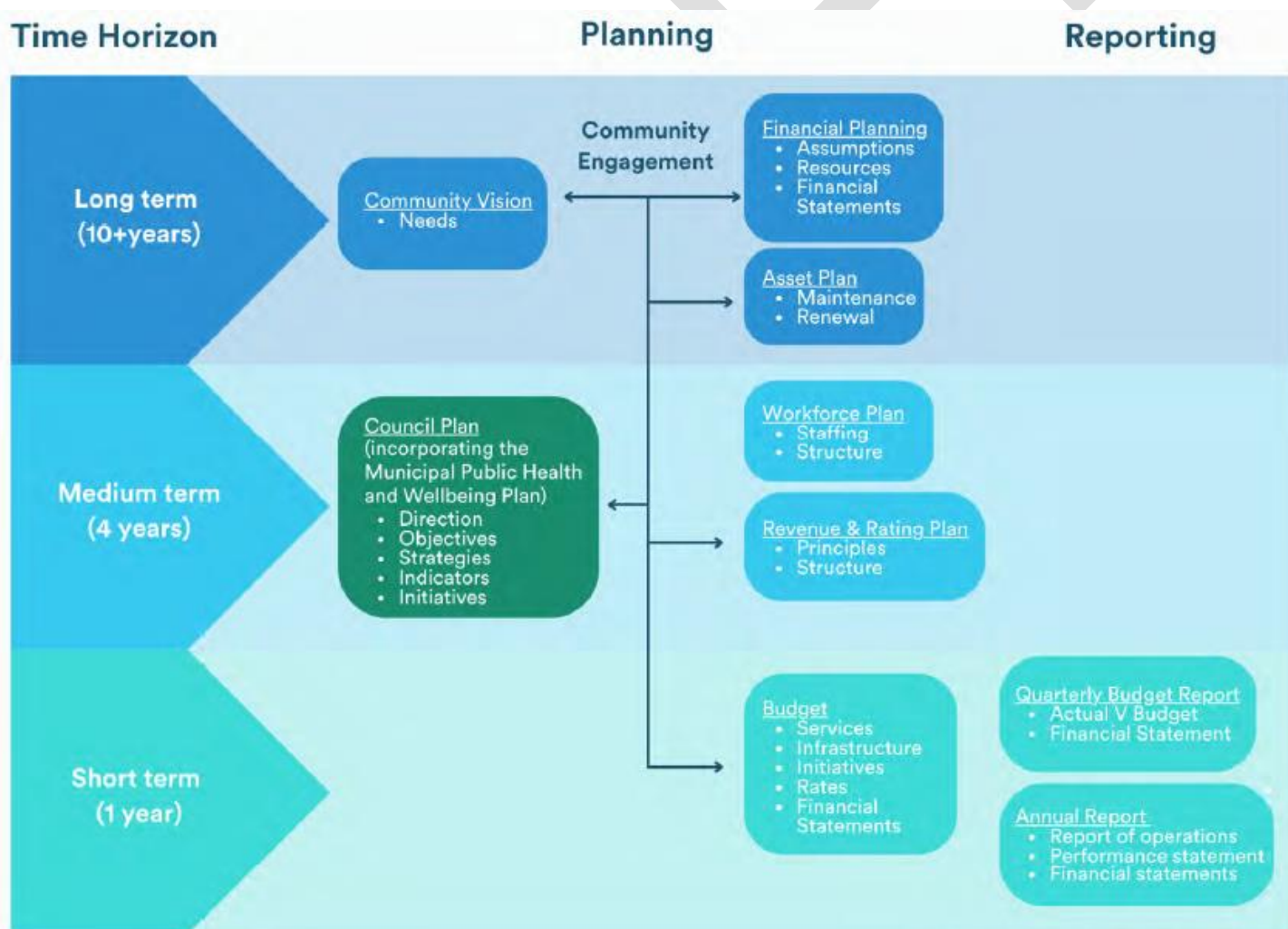


Figure 5 – Corporate planning framework
(Source: Council and Health Plan 2021-2025)

Table 2 describes some of Council's strategic planning documents and how they relate to this draft Asset Plan.

Key element	Description	Relationship to this draft Asset Plan
Draft Asset Plan (s92)	Outlines our asset management priorities for the next 10 years and how we will manage our portfolio of assets to deliver services effectively and realise our Community Vision.	It provides a strategic and financial view of how Council proposes to manage the full portfolio of assets it owns and controls.
Financial Plan (s91)	Provides a long-term view of the resources that we expect to be available to us and how these will be used/allocated and prioritised over the next 10 years.	The draft Asset Plan and Financial Plan are intrinsically linked. Asset funding is identified in the draft Asset Plan with the inputs from renewal programs and capital work program evaluations. Available funding is guided by the Financial Plan. The risks of any variance between the funding that is needed and what is available are addressed in the draft Asset Plan.
Workforce Plan	Specifies the projected staffing requirements to deliver the outcomes outlined in the Council Plan.	Identifies the human resources required to implement organisational asset management and deliver services.
Community Vision (s88)	The MV2040 Community Vision identifies the aspirations and goals the community wants to achieve in the long term.	Helps us understand and prioritise our long-term asset needs (more than 10 years).
Council Plan (s90)	The Council Plan reflects which community outcomes and strategic priorities Council intends to contribute to during its four-year term. While strongly aligned to the Community Vision, it is not constrained to this agenda and may incorporate broader objectives.	The Council Plan outlines the strategic objectives which provides a basis for setting our asset management objectives and defines asset requirements over the medium term (four years).
Annual Budget (s94)	Outlines the budget for each financial year with an outlook of at least four years outlining how resources will be allocated across all services and income to be derived.	Provides a basis for setting asset maintenance, renewal, acquisition and growth (upgrade/new/expansion) requirements over the medium term (four years).
Strategies and plans	Helps us understand the specific initiatives and actions we need to achieve our medium to long term objectives. They shape our services and identify the assets we need.	Informs future asset requirements that provide input into the long-term asset costs that inform the draft Asset Plan.
Annual Report (s98)	Transparent reporting process to enable public access to regular and transparent information about how we are performing.	Provides a mechanism to monitor and report on asset related performance indicators promoting accountability and transparency.

Table 2 – Strategic planning elements

5. Our services

Everything we do is focused on achieving community outcomes. All activities outlined in this draft Asset Plan aim to deliver the results required to achieve these outcomes, contribute to strategies and meet legislative requirements. All capital and operating investments are directed towards a level of service that moves the community closer to these outcomes now or in the future.

5.1 Council services supported by assets

Our assets enable the provision of a broad range of Council services for the community's benefit. Our ability to effectively manage our assets has a direct impact on the quality of services enjoyed by the community. The relationship between Council services, strategic objectives and their contributing assets help us make sound asset management decisions about how assets contribute to services and cost of the services to our community.

Strategic objectives	Our services	Asset class			
		Facilities	Stormwater drainage	Parks and open Space	Roads
Fair	Aged and disability services	✓		✓	✓
	Early years services	✓		✓	✓
	Family wellbeing	✓		✓	✓
	Local laws and city compliance	✓	✓	✓	✓
	Young communities (Valley Youth)	✓		✓	✓
	Community development and welcoming neighbourhoods	✓	✓	✓	✓
	Community and corporate planning	✓		✓	✓
	Community safety and emergency management	✓	✓	✓	✓

Strategic objectives	Our services	Asset class			
		Facilities	Stormwater drainage	Parks and open Space	Roads
Thriving	Economic development	✓			✓
	Council property management	✓			
	Festivals and events	✓		✓	✓
	Leisure, sport and recreation	✓		✓	✓
	Libraries and learning	✓			✓
	Performing and visual arts	✓		✓	✓
Connected	Engineering and infrastructure maintenance	✓	✓	✓	✓
	Traffic and transport		✓	✓	✓
Green	Environmental sustainability	✓	✓	✓	✓
	Waste management	✓		✓	✓
Beautiful	Capital works planning and delivery	✓	✓	✓	✓
	Statutory planning and building enforcement	✓	✓	✓	✓
	Strategic land planning	✓	✓	✓	✓
	Parks and gardens	✓	✓	✓	✓

Strategic objectives	Our services	Asset class			
		Facilities	Stormwater drainage	Parks and open Space	Roads
Resilient organisation	Customers and communications	✓	✓	✓	✓
	People	✓	✓	✓	✓
	Systems and knowledge	✓	✓	✓	✓
	Finance and assets	✓	✓	✓	✓
	Governance	✓	✓	✓	✓

Table 3 – Services supported by our assets (Source: Council and Health Plan 2021-2025)

We will continue to examine ways to improve our services. This will ensure our services are aligned with our goals, have clear and measurable outcomes and respond to community expectations and affordability.

5.2 Levels of service

Levels of service

Levels of Service (functional) are used to define the quality of assets and services it delivered. Key performance indicators are used to measure service performances (Some of the measures we use to monitor performance are included in Appendix A.)

Asset planning determines the relationship between service quality standards and the cost of the service.

This relationship can be evaluated in consultation with the community to determine the minimum levels of service people are prepared to pay for, either through general rates or user charges.

Levels of service provide the basis for planning lifecycle management strategies and work programs. Concise levels of service give us the ability to monitor and report on our performance.

5.2.1 Level of service relationship to asset management planning

A prerequisite for the development of detailed asset management strategies is that service levels need to be established in conjunction with the community, which consider:

- Our strategic vision and objectives.
- Legislative requirements.
- Technical standards and constraints.
- Financial and practical constraints.

Our current strategic and service objectives based on the Community Vision and Council Plan are yet to be sufficiently tested to establish Council's financial sustainability or willingness to pay for them.

The development and monitoring of actual service levels will be one of the foundations of future improvement to drive our asset management planning processes.

6. Our community and stakeholders

Many people use and rely on Council assets in their daily activities. Our stakeholders include a wide range of people and groups who, although may not use our assets directly, have shared or active interests in how we manage these assets.

6.1 Community engagement

It is important we understand the expectations of our stakeholders so we can manage our assets effectively.

Council's Community Engagement Policy outlines our commitment to community engagement. It details the principles that guide us to deliver sustainable outcomes for Council - through shared problem-solving, open dialogue and meaningful participation. The policy seeks to foster a deeper culture of public participation, provide a common language and strengthen our engagement.

While Local Government Victoria guidelines do not mandate deliberate engagement for this draft Asset Plan, we will seek community feedback via participatory engagement means in accordance with Council's *Community Engagement Policy and Framework*.

We are committed to transparent and informed decision-making in relation to the management of our assets and services through community engagement.

We use various engagement tools and platforms for the community to provide feedback on projects and allow them to have their say in developing policies, programs and capital works.

6.2 Our approach to meeting community needs

Council has adopted specific strategies that guide our delivery of services and assets, including the Council Plan, which set out the organisation's work during its four-year term.

We undertake inclusive community consultation and are planning to improve the process to define service levels and performance measures to shape the direction of our approach by:

- Analysis and review of legislative and regulatory obligations/changes.
- Analysis of population projections and demographic profiles for each neighbourhood area.
- Analysis of service requests from customers or formal and informal communications with our community.
- Engagement processes to prepare the Community Vision and Council Plan.
- Using benchmarking against good industry practices and our contemporaries in other local government organisations.
- Analysis and assessment of the results surveys we use to measure community satisfaction.
- Specific community consultation during the development of important strategies and master plans.
- Community consultation and engagement data from specific capital projects
- Ongoing monitoring and reporting of asset performance.

By developing and reviewing these documents, we can build on what we do well while responding to opportunities for improvement.

7. Our changing city

7.1 Challenges and opportunities

Local, national and global trends all have the potential to impact the future outlook of our City. We need to understand these trends, harness their benefits, and adaptively respond to preserve the health, vibrancy and resiliency of Moonee Valley.

We have identified a number of key areas with the potential to significantly impact our ability to meet the community's needs. These challenges also provide opportunities which we can leverage to our advantage.



Figure 6 - Key demand drivers



Social demand

<i>Issue</i>	<i>What will this mean for asset management and service delivery?</i>
<p>Population trends</p> <p>Our population will continue to grow (133,253 in 2021) and is forecast to grow to 166,143 by 2041. (Source REMPLAN)</p>	<p>We will need to expand (new/expansion and upgrade capital expenditure) our services and assets to cater for our growing community.</p> <p>We will need to invest in infrastructure so our assets are of a suitable capacity to cater for growth and exemplary urban renewal is achieved.</p>
<p>Demographic change</p> <p>Between 2018 and 2040, the workforce age structure forecasts for Moonee Valley indicate a 44 per cent increase in population of retirement age (65+), a 37 per cent increase in population under working age (0–14) and a 39 per cent increase in population of working age (15–64). (Source MV2040 Strategy)</p>	<p>Change in the age structure of the population will mean it is critical for us to plan age-based community assets and associated facilities and services.</p> <p>We will need to focus on providing assets that promote access and equity for community health, and wellbeing and social outcomes.</p>
<p>Changing city lifestyles</p> <p>Community expects us to be able to quickly respond to their emerging needs, without knowing the implication.</p>	<p>Lifestyle choices will influence the types and standards of the services and assets we provide. We will plan for responsive and adaptable assets to meet shifting community needs, such as multipurpose facilities.</p>



Built environment

<i>Issue</i>	<i>What will this mean for asset management and service delivery?</i>
<p>Ageing infrastructure</p> <p>One of the biggest financial challenges facing Council is the cost of renewing our ageing infrastructure. Council's assets have been built and developed 50 to 100 years ago while many newer assets were built as a part of large developments. Many years on, this period of development has created a large peak in the need to invest in asset maintenance and renewal.</p>	<p>There is a fundamental need to introduce robust lifecycle management practices (systems and processes) to ensure our spending on existing assets is optimised.</p> <p>As an established inner municipality, some of our assets were built 50 to 100 years ago. More investment in maintenance, renewal, and improvements are necessary so current standards enjoyed by the community continue to be delivered in a sustainable manner and maintains intergenerational equity.</p>
<p>Major development</p> <p>Major developments contribute to an increasing population and dwelling density.</p>	<p>We will ensure development projects contribute positively to our ability to provide diverse and connected neighbourhoods through infrastructure. Our vision is to develop community hubs with connected sustainable transport options and multipurpose facilities to build on our vision of 20-minute neighbourhoods.</p>
<p>Increasing density</p> <p>Increasing density of dwellings resulting from subdivision of residential lots and government policy. The number of dwellings in Moonee Valley is forecast to grow from around 58,340 in 2021 to 68,048 in 2031. This is a forecast increase of 16.64 percent on the number of dwellings in Moonee Valley in 2021. (Source: REMPLAN)</p>	<p>An increase in demand is expected for all types of assets such as roads, facilities, stormwater and open space, community centres, sports and recreational facilities. We plan to:</p> <ul style="list-style-type: none">▪ Implement climate adaptation strategies and sustainable design solutions to meet increased stormwater runoff from developed properties which leads to increase pressure on our stormwater network.▪ Accommodate higher-density residential and mixed-use developments in our activity centres to ensure they are vibrant, economically viable and meet the day-to-day needs of our community.
<p>Technological change</p> <p>The world is becoming more digitally connected. People, businesses and governments are increasingly moving online to connect, deliver and access services, obtain information and perform day-to-day activities. These changes will affect how Council delivers services and how we manage our assets.</p>	<p>We are preparing for changing work habits as the global economy becomes more digitised. We will also have the capability to share our asset information with others enabling them to interact with our services digitally and remotely. We plan to implement more mobile solutions to deliver services and inform outcomes.</p> <p>New technologies are emerging at a rapid rate and offer possibilities for our city that we may not have thought of yet. We are expected to make more use of available and emerging technology to make asset information and services more accessible. We have started to use emerging technologies such as Artificial Intelligence to optimise data collection, planning and decision-making spanning over large network of assets we are managing.</p> <p>We plan to share the benefits of technology with everybody in our community through implementing a SMART city and other emerging technologies to manage assets and services.</p>



Economic demand

<i>Issue</i>	<i>What will this mean for asset management and service delivery?</i>
<p>Diminishing own source income</p> <p>We are experiencing considerable challenges for our own source of revenue. This had previously contributed to the consolidated revenue of Council and was able to be used for the cross-subsidy of other services or had minimised the impact of the net cost to the community.</p>	<p>Loss of own source income due to rate capping, changed patterns of use, and hardship responses due to significant events such as the COVID-19 pandemic will materially affect Council's financial affordability. This will impact the way we invest in our assets and services in the future and the approach to public/private partnerships.</p>
<p>Increasing cost of providing services</p> <p>Our cost of services will continue to increase (such as power, petrol, and raw materials). For Council, this results in an expectation of doing more with less or improving our efficiency to ensure more can be achieved with less money.</p>	<p>Financial affordability will be crucial to maintain current service provisions. We aim to continually balance the affordable provision of services against the needs of our community.</p> <p>We are moving to a neighbourhood approach for our planning and service delivery. This approach will help us create a more inclusive, vibrant, and healthy city, with increased ongoing investments in new infrastructure.</p> <p>We will continue to engage with our community to understand their priorities for expenditure and to ensure quality, value outcomes are achieved.</p>
<p>Affordability</p> <p>There is ongoing pressure from the community for higher quality assets and services to be provided such as better roads, modern technology and convenience. The expectation is for a higher level of service for the same amount of money – in other words, doing more with less.</p>	<p>Community expectations can be influenced by various drivers such as legislation, environmental standards, facilities experienced elsewhere, population and demographic changes and new technology.</p> <p>Our assets are built and maintained to cater for the expectations of the community to ensure they are accessible, well maintained and fit for purpose. These expectations necessitate more investments and ongoing maintenance which must be balanced and prioritised against building our City's future (<i>asset performance</i>) and the ability of the community to pay (<i>affordability</i>).</p>



Political and regulatory influence

<i>Issue</i>	<i>What will this mean for asset management and service delivery?</i>
<p>Legislative and policy influence</p> <p>We operate in a complex legislative and policy environment that directly influences the way we do business:</p> <ul style="list-style-type: none">▪ There is an expectation that Council will continue to deliver services, even when state and federal government funding is withdrawn or reduced.▪ The cap on rate increases means our ability to control revenue is constrained.▪ Compliance and reporting requirements are increasing.	<p>We are required to meet our statutory and legislative obligations while being conscious of maintaining affordability and financial sustainability. This requires good decisions to manage competing funding demands across a broad range of projects, programs and services.</p> <p>We will work towards making our processes and systems as fair, transparent, easy to access and understand as possible. As a continuously improving organisation, we strive to provide services that matter to the diverse needs of our community through an effective engagement framework.</p>

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Natural environment

<i>Issue</i>	<i>What will this mean for asset management and service delivery?</i>
<p>Climate resilience</p> <p>Our existing natural assets, built environment and lifestyles will be impacted by climate change, population growth and diversification, and changes in local and global economy. It is estimated that by 2040 the average temperature will rise by 0.9-1.2°C and average rainfall will drop between 4-9% and will be more extreme weather including flooding. This will have an enormous impact on our City and lives we lead (Source: Council Plan 2021-2025).</p>	<p>Climate change may lead to an increased need for reactive maintenance for storm and flood damage repair.</p> <p>There may also be increased expectation to make use of sustainable energy sources and to provide environmentally efficient assets. We plan to improve our designs to consider how we can efficiently manage water as temperatures rise and rain becomes less frequent.</p> <p>We plan to adopt climate resilient City strategies which means we need to transition to low carbon and transform the way we live in, move around, design and build our city.</p> <p>In the longer-term, there may be greater community demand for climate resilience. We plan to educate, advocate and facilitate our community participation and collaboration to support the community to reduce emissions and incorporate sustainable design in investments in long lived infrastructure.</p>
<i>Issue</i>	<i>What will this mean for asset management and service delivery?</i>
<p>Sustainability</p> <p>Our infrastructure assets (such as transport and open space) are under increasing pressure to accommodate growing infrastructure needs and climate resilience. Open space improves liveability whereas transport provides connectivity.</p> <p>A challenge for our city is to provide sustainable transport options and expand and improve quality of open space for our growing population taking into consideration pandemic crisis such as COVID-19.</p>	<p>We need to provide sustainable transport options and improve access to open space to meet community demands.</p> <p>To maintain and increase levels of access to open space and sustainable transport, we will plan sustainable design solutions and greater efficiencies in the way we use infrastructure.</p> <p>We will continuously improve and enhance sustainable practices such as stormwater harvesting and onsite stormwater management and treatment in open space areas by implementing water sensitive urban design (WSUD) to manage quality and quantity of stormwater.</p> <p>Neighbourhoods will be planned to enable people access most of their everyday needs within a 20-minute walk, cycle or local public transport trip of their home which is consistent with Plan Melbourne 2017–2050, the state government’s strategy for the sustainable growth of metropolitan Melbourne.</p> <p>COVID-19 impacted our city’s social, cultural, economic, and recreational fabric, as well as the local economy. This situation created significant impacts on our income and that of our community</p>

Table 4 - Summary of key challenges and opportunities

7.2 Resilience in challenging times

Council's community infrastructure assets are essential to the delivery of required community services and even more so in changing operating environment and urban landscapes.

Our services face potential risks, whether it is from insufficient planning, climate change or public health and safety issues such as the COVID-19 pandemic.

Sound asset management lends itself to comprehensive financial management by supporting long-term financial sustainability and ultimately ensuring investment into our assets will adequately serve present and future generations.

The COVID-19 pandemic prompted us to be agile and flexible to support our community where most needed. During the pandemic, we adapted to new ways of keeping safe and connected while maintaining our high standard of service delivery.

We will continue to provide effective leadership and transparent governance to allow us to set big-picture direction and actively work towards making our processes and systems as fair, transparent, and as easy to access and understandable as possible. Better communication around our existing services, programs and initiatives is considered a key way to achieve our community vision.

Effective community engagement is central to the success of delivering 'A healthy city'. We will continue to promote wider participation in community engagement activities and more user-friendly tools to make the bigger picture simple in coming years.

As our asset management proficiency continues to improve based on the actions we propose through our various improvement plans, the resilience of our assets and services to future threats and hazards will be improved.

8. Funding for long-term sustainability

Underpinning our draft *Asset Plan* and broader asset management planning principles is responsible stewardship of our assets to meet community needs.

Providing services from our infrastructure assets in a sustainable manner requires managing service levels, risks, projected expenditures, and matching funding to achieve financial sustainability. This will ensure our services through community assets able to improve community health and wellbeing, and a connected city of accessible and sustainable services.

8.1 Our strategic approach

Looking ahead to the next 10 financial years, our approach is to be prudent in our investment decisions using a holistic lifecycle approach to asset management. We will plan our assets so they continue to support quality living, economic development, and the environmental integrity of our city in the long-term.

In planning and providing infrastructure requirements in the next 10 financial years, we will aim to:

<p>Continue to operate and maintain our infrastructure in efficient manner</p>	<ul style="list-style-type: none"> ▪ We will continue to use a combination of maintenance practices such as preventive maintenance, reactive maintenance, run-to-failure (breakdown maintenance), predictive maintenance, and risk-based maintenance for critical assets. ▪ We will continue to improve our current operation and maintenance practices through performance-based maintenance management and use of advanced software tools.
<p>Optimise asset renewals to replace and/or upgrade ageing infrastructure</p>	<ul style="list-style-type: none"> ▪ We will continue to improve asset renewal/upgrade decisions based on asset performance (condition and risk-criticality, use/capacity and maintenance history) when better data becomes available. ▪ Through asset management improvement actions, we will progressively improve the selection and timing of renew/upgrade treatment of our assets as they reach the end of their useful lives. We will continue to improve decision making capability and transparency of decisions through use of state of art software tools.
<p>Sustain current levels of service</p>	<ul style="list-style-type: none"> ▪ We have enhanced quality of performance data and staff capabilities over recent years and are now taking steps to develop scenario models and identify optimum funding mix to sustain existing services. ▪ This covers holistic lifecycle approach to maintain current services, and evidence driven decisions to identify sustainable funding levels to continue current asset-based services.
<p>Manage the impacts of growth and land use change</p>	<ul style="list-style-type: none"> ▪ Our strategic plans (MV2040 and Council Plan) along with Planning Controls provide guidance on future asset needs by identifying location and scale of growth. Contributions from development will be taken to part fund essential infrastructure from growth (development contribution), and ensure costs are not unfairly borne by existing communities. ▪ We will continue to establish an affordable funding plan to cater new assets coming from growth and neighbourhood concepts.
<p>Comply with legislative requirements</p>	<ul style="list-style-type: none"> ▪ We acknowledge and will action legislated standards in infrastructure planning and development. We will maintain transparent and fair communication with our community for decision-making processes.

Provide sustainable and affordable services

- We will continue to review the Financial Plan which defines our broad fiscal boundaries for the Council Plan, draft Asset Plan, other subordinate policies and strategies and budget processes.
- The *Financial Plan* reflects how we are balancing planned investments with ratepayer affordability and community needs and aspirations.

Rate capping constrains our ability to control revenue. Under the rate capped environment, greater emphasis is placed on the maintenance and renewal of existing assets as opposed to improvements or development of new assets.

Our Revenue and Rating Plan addresses our reliance on rate revenue and provides options to actively reduce that reliance to ensure ongoing financial sustainability.

Council rate cap
The Minister for Local Government sets local council rate caps. The cap is the maximum amount we can increase our general rates and municipal charges within a financial year. The rate cap set for 2022/23 is 1.75%. (Source: Victorian Government – Essential Services Commission)

8.1.1 Expenditure categories

Classification of expenditure helps us plan our budgets and monitor how we spend our money on our assets and services. For the purposes of this draft Asset Plan, our expenditures on our infrastructure are classified into these main categories:

Expenditure activity	Expenditure type	Description
Operating	Maintenance	Ongoing expenditure required to keep our assets performing at the required levels of service and also to prevent premature asset failure.
	Operations	Recurrent expenditure that is continuously required to provide a service.
Renewal	Renewal	Works required to replace existing assets with assets of modern equivalent capacity or performance to sustain existing levels of service.
Growth	Upgrade	Improvements or enhancements to an existing asset which improve an existing asset beyond its existing capacity or performance.
	Expansion	Extends or expands an existing asset at the same standard as is for existing users, to a new group of users.
	New	Work that creates a new asset that does not currently exist.

Table 5 - Expenditure categories

8.1.2 Investment evaluation decision-making

We follow investment principals that:

- Ensure that capital investment for infrastructure is aligned with our strategic objectives.
- Ensure capital investment delivers best value to our community.
- Ensure that capital investment is financially sustainable and considers whole life cycle costs of our infrastructure.

- Build a robust capital infrastructure asset investment mechanism, that is impartial and priority-based for allocating our resources.
- Enhance transparency and public confidence in our capital investment decision-making process.

Our approach provides a means of evaluating and appraising proposed infrastructure investments, as well as setting priorities within the context of our long-term asset and service needs.

It is important that investment decisions on our infrastructure are based on our ability to fund the upfront capital costs and also include allowances for the ongoing operational, maintenance, and future replacement costs.

8.2 Financial summary

Life-cycle costs identify how much money we will need to spend on an asset over the course of its useful life. This includes costs from the time an asset is acquired or built, while it is in use (e.g., maintenance) to the time it is either replaced or disposed.

The cost to buy, use, and maintain assets adds up and future costs needs to be forecast over the long-term so we can plan to budget for this expenditure in coming years.

There are a number of ways we can determine when and how much we need to allocate to fund the lifecycle costs of our assets.

Operating	Operating costs (i.e., asset maintenance and operation) are determined according to levels of service and frequency of various activities (e.g., mowing, street sweeping, utility costs).
Renewal	Renewal costs are determined using analysis software that forecasts when an asset needs to be renewed or replaced based on its current condition and our understanding of how it ages and deteriorates over time.
Growth	The priority and amount we need to allocate to improving our assets are guided by our various strategies, plans and community expectations. The selection of discretionary projects must pass through our investment evaluation processes before they are selected for inclusion in our capital works program.

Table 6 - Asset Lifecycle cost determination

Figure 7 below shows our planned expenditure across our infrastructure assets included in this draft Asset Plan over the next 10 financial years

Planned 10-year Expenditure Total

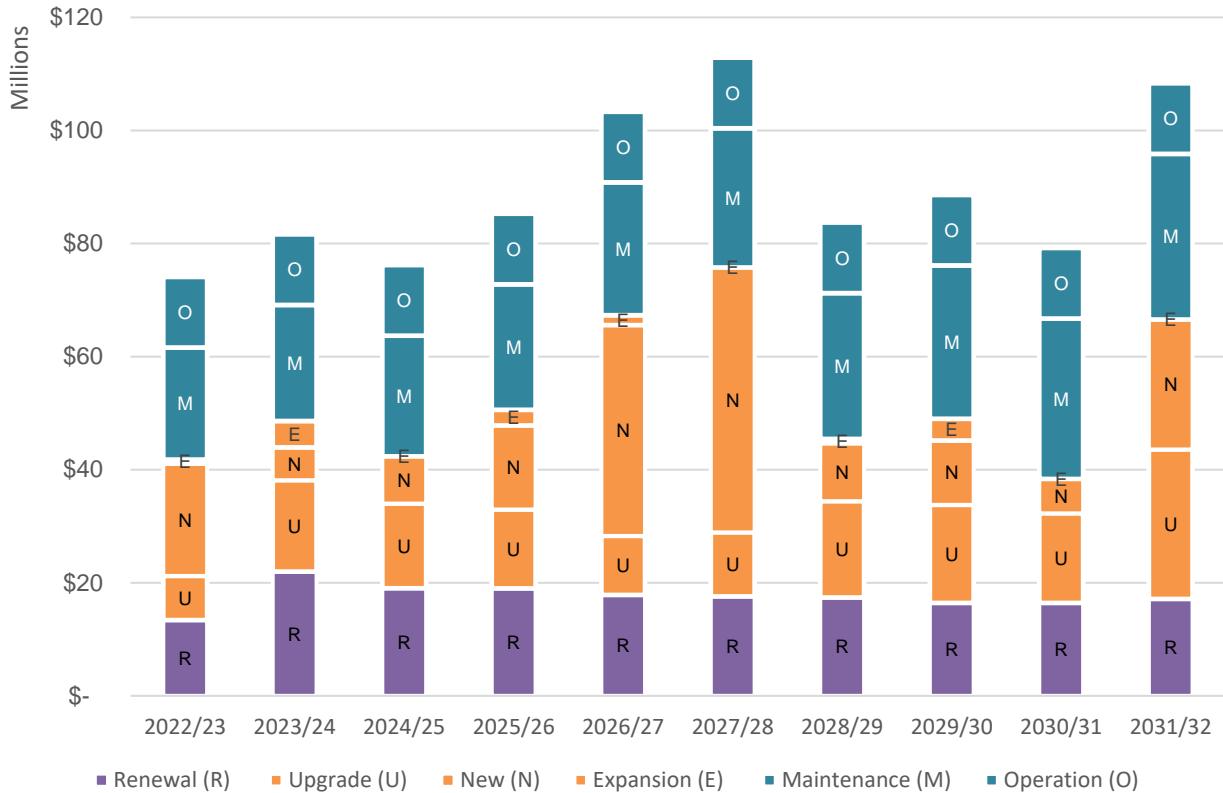


Figure 7 - Projected total asset expenditure

Table 7 shows the total planned expenditure related to capital (i.e.: renewal, upgrade, new and expansions), and operating activities (i.e., operations and maintenance) over the next 10 years for each asset class.

Asset Class	Renewal (\$'000)	Upgrade (\$'000)	New (\$'000)	Expansion (\$'000)	Operation (\$'000)	Maintenance (\$'000)	Total (\$'000)
Stormwater drainage	\$5,551	\$31,221	\$10,903	-	\$9,847	\$30,577	\$88,100
Facilities	\$28,317	\$13,844	\$126,837	\$7,624	\$71,329	\$47,948	\$295,899
Parks and Open Space	\$56,578	\$78,789	\$33,684	-	\$20,025	\$136,675	\$325,751
Roads	\$85,727	\$27,497	\$12,399	\$6,843	\$23,559	\$27,415	\$183,440
Total	\$176,173	\$151,351	\$183,824	\$14,467	\$124,760	\$242,615	\$893,190

Table 7 - Planned expenditure by asset class

We plan to spend an estimated total of \$893.2 million on our assets over the next ten 10 years. Of this:

- Around 41% (\$367.4 million) is for caring for our assets through ongoing maintenance and operations to make sure that they are safe and functional.
- Around 20% (\$176.2 million) is renewal expenditure for replacement of assets that are reaching the end of their lives.
- Around 39% (\$349.6 million) relates to expenditure to meet growth or additional future demand.

Asset spend represents significant Council investment that is made on behalf of the community and is fundamental in enabling us to meet ever-changing demands and safeguard future use of our infrastructure.

8.2.1 Financial integration

The planned financial spend set out in this draft Asset Plan are based on the best available information we have about our assets and the planning we have done to formulate our capital works program.

As our data and processes improve, the financial forecasts to renew, improve, and maintain our infrastructure will be refined and used to inform future versions of this draft Asset Plan and the *Financial Plan*.

The outlays made in this draft Asset Plan have been determined based on the affordability assessments made in our Financial Plan and represent the investment that is required to maintain our existing levels of service.

Our draft Asset Plan outlines a bigger picture of the future demand on our assets so that we can make informed decisions around prioritisation of our finite funding resources. Actual funding will be guided by the Financial Plan and determined in our Annual Budget.

Projected funding allocations may change depending on shifting priorities, our need to react to immediate or emerging issues, or as grant opportunities become available.

Our draft Asset Plan will be agile and responsive to make sure it is reflective of our plans and is closely integrated with our Financial Plan.

Appendix A provides a detailed breakdown of the planned expenditure requirements for each infrastructure asset class over the next 10 years.

9. Monitoring and review

This draft Asset Plan will be reviewed following Council elections in accordance with the *Local Government Act 2020*. The second iteration is due for completion by 31 October 2025 after the next general Council election.

Intermediary reviews of the draft Asset Plan may be undertaken from time to time as improvements are implemented or major financial decisions are made. This is to make sure that it retains consistency with our strategic goals and objectives having regard to:

- Our available financial resources.
- Long term capital works programs that are reviewed annually.
- The consideration of any external factors that are likely to influence the draft Asset Plan.

9.1 Improving our evidence base

This draft Asset Plan has been developed based on existing processes, practices, data, and standards.

We acknowledge significant expenditure is required to annually manage and maintain our existing infrastructure. This has highlighted the importance of having high-level management skills and practices to ensure that services are delivered economically and sustainably.

In recognition of the need to establish an appropriate balance between developing new assets and maintaining our existing asset base, we are committed to managing our assets in accordance with recognised best practice and have been continuously improving our organisational capability. We are continuously working to improve what we know about our assets and enhance the tools we use to manage them.

Our financial expenditure plans included in the draft Asset Plan are based on our current data and systems. We are implementing various actions to enhance the maturity of our data, systems and processes.

Future versions of this draft Asset Plan will build on the work we have done and will reflect our improved knowledge base and analysis. One of the keys to this will be engaging with our community to establish optimised service levels that are affordable now and are fit for the future.

The approach to the implementation of our capability improvements is discussed in our respective Asset Management Plans.

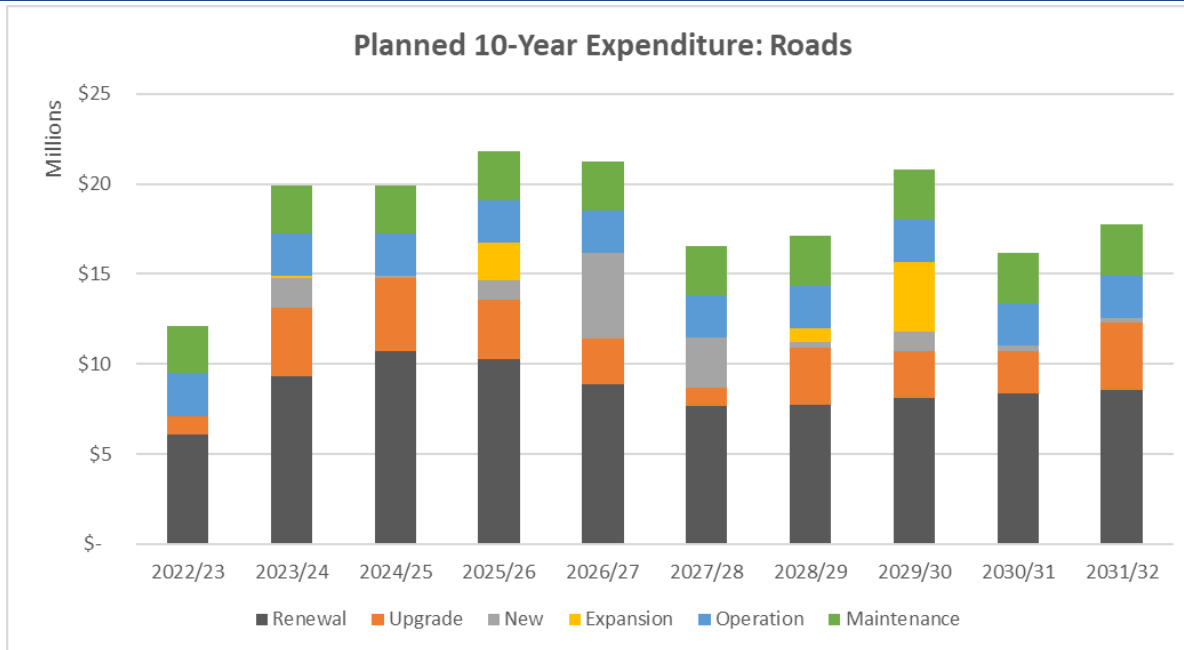
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Appendix A – Planned financial expenditure

Roads

Our investment objectives	To provide safe, accessible, connected, and sustainable transport options to facilitate efficient movement of people, vehicles and goods	
Road activity examples		
Renewal	Growth (New/upgrade/expansion)	Operating
<ul style="list-style-type: none"> ▪ Resurfacing or resealing of existing roads ▪ Road reconstruction or major patching of road failures ▪ Replacement of bridges, kerb and channel, footpaths 	<ul style="list-style-type: none"> ▪ Road safety improvements ▪ Widening or duplication of existing roads ▪ Traffic calming treatments ▪ Construction of a new road 	<ul style="list-style-type: none"> ▪ Reactive and planned maintenance including pothole repairs, crack sealing, line marking ▪ Street sweeping ▪ Scheduled inspections of the road network ▪ Reporting and removal of hazards

Financial Projections



Allocated funding is informed by our Financial Plan which considers our planned investment for road asset class over the next 10-years.

The roads asset class includes our local road network, footpaths, kerb and channel, bridges and major drainage structures, traffic management devices (e.g., roundabouts, speed humps), and street lighting network. This complex array of assets all work together to allow residents and others to move around our city in a safe and efficient way.

Our approach to timely investments in maintenance and renewal of our road’s infrastructure is likely to enhance our practices while maintaining current service levels at lower cost in the long-term.

Expenditure (\$'000)	Year 1 22/23	Year 2 23/24	Year 3 24/25	Year 4 25/26	Year 5 26/27	Year 6 27/28	Year 7 28/29	Year 8 29/30	Year 9 30/31	Year 10 31/32	Total (\$'000)
Renewal	\$6,081	\$9,343	\$10,703	\$10,268	\$8,897	\$7,679	\$7,700	\$8,127	\$8,376	\$8,552	\$85,727
Upgrade	\$1,041	\$3,763	\$4,070	\$3,275	\$2,504	\$1,026	\$3,191	\$2,554	\$2,358	\$3,716	\$27,497
New	-	\$1,652	\$124	\$1,117	\$4,755	\$2,745	\$334	\$1,136	\$264	\$272	\$12,399
Expansion	-	\$159	-	\$2,095	-	-	\$751	\$3,838	-	-	\$6,843
Total Capital	\$7,122	\$14,918	\$14,897	\$16,756	\$16,156	\$11,450	\$11,977	\$15,655	\$10,997	\$12,539	\$132,466
Operation	\$2,356	\$2,356	\$2,356	\$2,356	\$2,356	\$2,356	\$2,356	\$2,356	\$2,356	\$2,356	\$23,559
Maintenance	\$2,645	\$2,650	\$2,676	\$2,696	\$2,727	\$2,761	\$2,779	\$2,799	\$2,835	\$2,847	\$27,415
Total Operating	\$5,001	\$5,006	\$5,032	\$5,052	\$5,083	\$5,117	\$5,135	\$5,155	\$5,190	\$5,203	\$50,973
Total Expenditure	\$12,123	\$19,924	\$19,929	\$21,808	\$21,238	\$16,567	\$17,111	\$20,810	\$16,188	\$17,742	\$183,440

Funding sources - Expenditure is funded through the following mechanisms

Rates revenue	✓	Grants and subsidies	✓	Contributions		Developer contributions	✓
Borrowing/loan		Asset disposal		Open space reserve		Other sources	

Performance indicators

Customer value	Level of service objective	How we measure performance	Measure type	2021 result
Quality	Number of sealed local road requests	The number of sealed local road requests per 100 kilometres of sealed local road	Mandatory LGRPF ^x	14.49
Cost	Cost of sealed local road reconstruction	The direct reconstruction cost per square metre of sealed local roads reconstructed	Mandatory LGRPF ^x	\$78.17
	Cost of sealed local road resealing	The direct resealing cost per square metre of sealed local roads resealed	Mandatory LGRPF ^x	\$23.57

Stormwater drainage

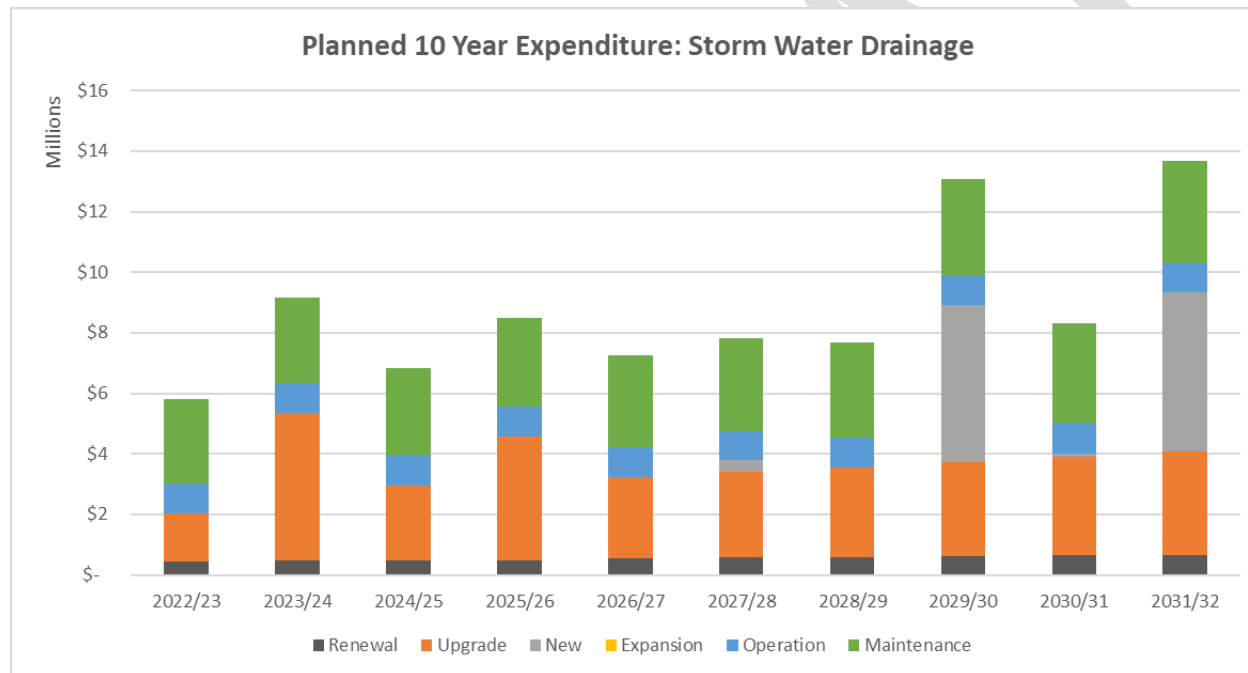
Our investment objectives

To protect our community from flooding and enhance our natural environment by improving the quality of stormwater discharge.

Stormwater drainage activity examples

Renewal	Growth (new/upgrade/expansion)	Operating
<ul style="list-style-type: none"> ▪ Pipes replacement ▪ Pits replacement ▪ Gross Pollutant Trap replacement ▪ Minor culvert replacement 	<ul style="list-style-type: none"> ▪ Upgrade of existing pipes to increase hydraulic capacity ▪ Extension of stormwater drainage network ▪ Installation of new infrastructure to improve the quality of or harvest stormwater for reuse 	<ul style="list-style-type: none"> ▪ Drainage maintenance and minor repairs ▪ Clearing pits and underground pipes of debris ▪ Cleaning water quality improvement devices ▪ Laneway cleansing ▪ Scheduled inspections

Financial Projections



We acknowledge we have more work to do to understand the performance of our drainage network to make sure that we are allocating sufficient funds towards the management of our stormwater drainage assets.

We recently completed a study of the capacity of the network to identify areas that need improvement to control nuisance flooding. The costs of these upgrades still need to be quantified. Updated growth costs will be assessed over time and will be reflected in future revisions of the draft Asset Plan and Financial Plan.

The financial projections in this draft Asset Plan will also be further refined as our knowledge of the condition of the drainage network improves through the various inspections and planned improvements. This will aid in optimising the replacement of parts of the network that are in most need.

Expenditure (\$'000)	Year 1 22/23	Year 2 23/24	Year 3 24/25	Year 4 25/26	Year 5 26/27	Year 6 27/28	Year 7 28/29	Year 8 29/30	Year 9 30/31	Year 10 31/32	Total (\$'000)
Renewal	\$450	\$464	\$477	\$492	\$564	\$582	\$601	\$620	\$640	\$661	\$5,551
Upgrade	\$1,577	\$4,873	\$2,476	\$4,071	\$2,675	\$2,811	\$2,953	\$3,102	\$3,259	\$3,424	\$31,221
New	-	-	-	-	-	\$388	-	\$5,180	\$97	\$5,238	\$10,903
Expansion	-	-	-	-	-	-	-	-	-	-	-
Total Capital	\$2,027	\$5,336	\$2,953	\$4,563	\$3,239	\$3,781	\$3,554	\$8,902	\$3,996	\$9,323	\$47,675
Operation	\$985	\$985	\$985	\$985	\$985	\$985	\$985	\$985	\$985	\$985	\$9,847
Maintenance	\$2,798	\$2,825	\$2,910	\$2,953	\$3,023	\$3,070	\$3,125	\$3,176	\$3,320	\$3,378	\$30,577
Total Operating	\$3,782	\$3,810	\$3,894	\$3,937	\$4,008	\$4,054	\$4,110	\$4,161	\$4,305	\$4,363	\$40,425
Total Expenditure	\$5,809	\$9,146	\$6,848	\$8,500	\$7,247	\$7,835	\$7,664	\$13,063	\$8,301	\$13,686	\$88,100

Funding sources - Expenditure is funded through the following mechanisms

Rates revenue	✓	Grants	✓	Contributions	✓	Developer Contributions	✓
Borrowing/loan		Asset disposal		Open space reserve		Other Sources	

Performance Indicators

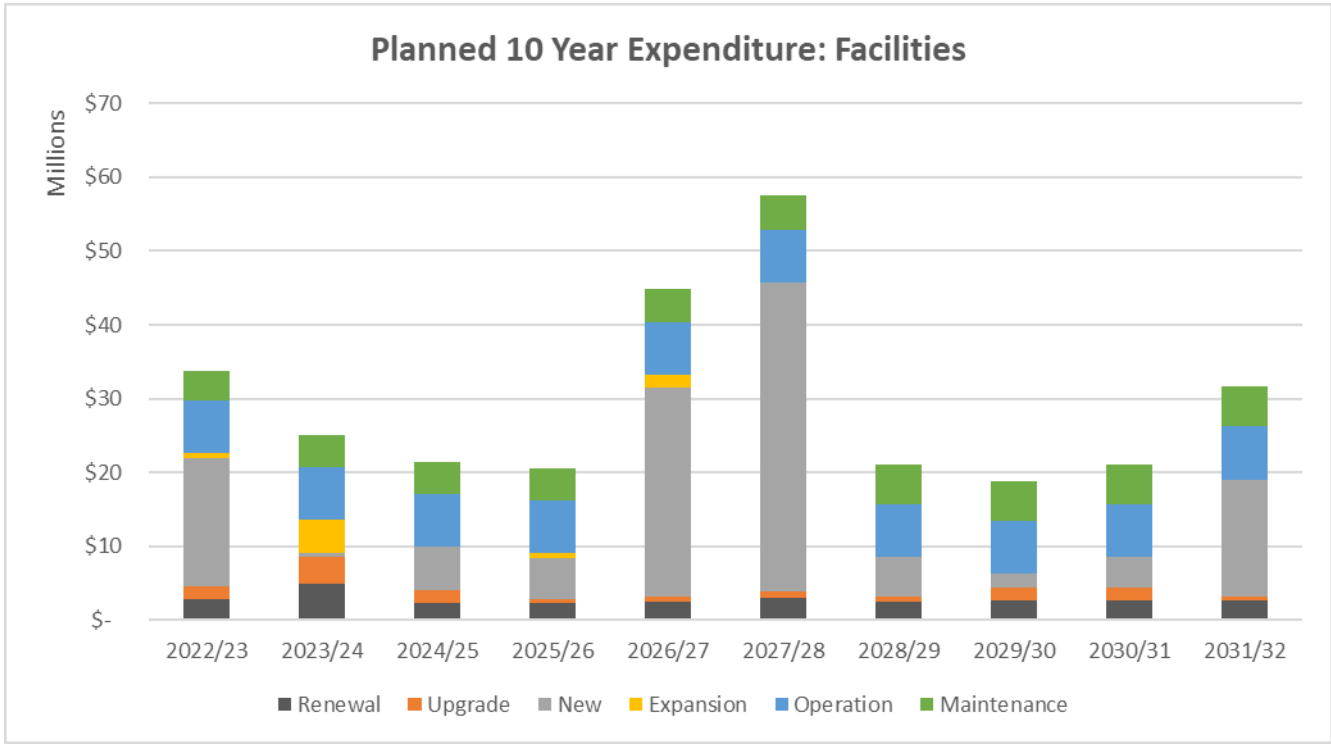
Customer value	Level of service objective	How we measure performance	Measure Type	2021 Result
Quality	Stormwater assets are maintained to an acceptable condition.	Percentage of community satisfaction with Council's stormwater service (local infrastructure)	Annual Report 20/21	66

Facilities

Our investment objectives Our facilities are safe, fit for purpose and easily accessible for all users and promote social connectedness.

Facility activity examples		
Renewal	Growth (new/upgrade/expansion)	Operating
<ul style="list-style-type: none"> Major structural repairs Replacement of roof or wall cladding Replacement of heating and cooling systems 	<ul style="list-style-type: none"> Extension of building spaces Construction of new facility to cater for growth Environmental sustainability enhancements such as water harvesting and reuse, energy efficient Installation of new heating, ventilation & Air conditioning (HVAC). 	<ul style="list-style-type: none"> Cleaning and removal of debris from gutters and downpipes Safety, compliance and condition inspections Cleaning and waste disposal Servicing electrical, mechanical and HVAC.

Financial projections



We are working towards updating the condition information we have for our building portfolio. This will influence and refine the future projections for how much we should be spending on building renewal.

Along with maintaining the condition of our buildings as they age and deteriorate; we will also need to plan for our facilities that are of a contemporary standard, making sure that they are accessible and meet the service needs of our growing and changing population.

While we acknowledge more work needs to be done to identify contemporary standards and priority investment needs to manage future facility needs, we are also working towards employing SMART city technologies and other measures to identify demand, monitor service performance and guide our decision-making

Expenditure (\$'000)	Year 1 22/23	Year 2 23/24	Year 3 24/25	Year 4 25/26	Year 5 26/27	Year 6 27/28	Year 7 28/29	Year 8 29/30	Year 9 30/31	Year 10 31/32	Total (\$'000)
Renewal	\$2,858	\$4,913	\$2,372	\$2,340	\$2,471	\$2,960	\$2,515	\$2,569	\$2,630	\$2,692	\$28,317
Upgrade	\$1,655	\$3,601	\$1,712	\$562	\$709	\$926	\$646	\$1,777	\$1,819	\$436	\$13,844
New	\$17,330	\$640	\$5,884	\$5,469	\$28,254	\$41,780	\$5,462	\$2,000	\$4,090	\$15,928	\$126,837
Expansion	\$700	\$4,510	-	\$675	\$1,739	-	-	-	-	-	\$7,624
Total Capital	\$22,543	\$13,664	\$9,968	\$9,046	\$33,173	\$45,666	\$8,623	\$6,346	\$8,538	\$19,055	\$176,622
Operation	\$7,133	\$7,133	\$7,133	\$7,133	\$7,133	\$7,133	\$7,133	\$7,133	\$7,133	\$7,133	\$71,329
Maintenance	\$4,070	\$4,275	\$4,366	\$4,445	\$4,515	\$4,834	\$5,278	\$5,342	\$5,381	\$5,442	\$47,948
Total Operating	\$11,203	\$11,408	\$11,499	\$11,578	\$11,648	\$11,967	\$12,411	\$12,475	\$12,514	\$12,575	\$119,277
Total Expenditure	\$33,746	\$25,072	\$21,467	\$20,624	\$44,821	\$57,633	\$21,034	\$18,821	\$21,052	\$31,630	\$295,899

Funding sources - Expenditure is funded through the following mechanisms

Rates revenue	✓	Grants and subsidies	✓	Contributions	✓	Developer contributions	✓
Borrowing/loan	✓	Asset disposal	✓	Open space reserve		Other sources	

Performance indicators

Customer value	Level of service objective	How we measure performance	Measure type	2021 result
Quality	Cost of indoor aquatic facilities	The direct cost less any income received of providing indoor aquatic facilities per visit	Mandatory LGRPF ^x	\$5.46
	Library collection to meet user needs	Percentage of the library collection that has been purchased in the last 5 years	Mandatory LGRPF ^x	78.02%
	Cost of library service per population	The direct cost of the library service per municipal population	Mandatory LGRPF ^x	\$38.98
Use	Utilisation of aquatic facilities	Number of visits to aquatic facilities per municipal population	Mandatory LGRPF ^x	1.37
	Physical library collection usage	Number of physical library collection item loans per physical library collection item	Mandatory LGRPF ^x	2.69

Parks and open space

Our investment objectives

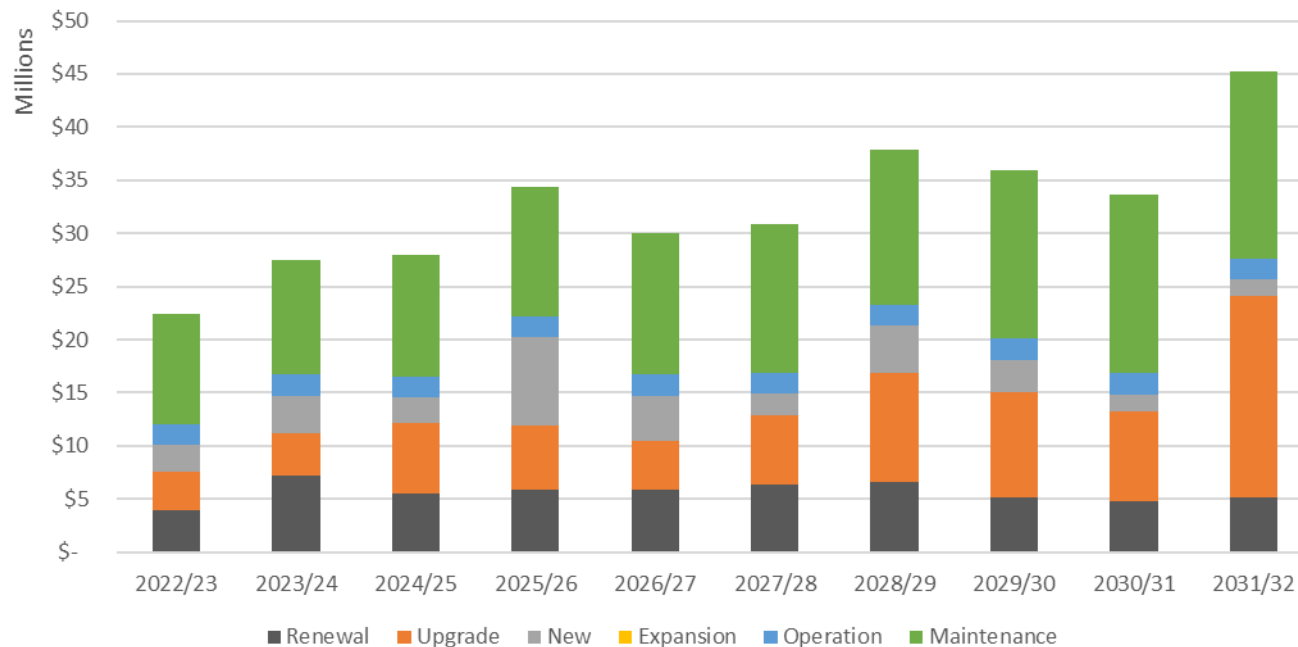
Encourage physically active, engaged and healthy communities by providing open space facilities as a common platform for community interaction.

Facility activity examples

Renewal	Growth (new/upgrade/expansion)	Operating
<ul style="list-style-type: none"> Replacement of play equipment and sports field Replacement of park furniture Lighting and sign replacement 	<ul style="list-style-type: none"> Upgrading of sports fields Extension of tennis court or basketball court Acquisition of new open space (land) Development of new parks and recreation reserves 	<ul style="list-style-type: none"> Mowing and weed control Litter removal Safety and compliance inspections Maintenance of irrigation system, tree and garden beds, playgrounds and turf areas

Financial Projections

Planned 10 Year Expenditure: Parks & Open Space



Our immediate plans are to review how we allocate our funding between renewal and growth so there is better balance between improving and enhancing our public open spaces and being able to replace ageing assets when they need to be.

We are also updating our Open Space Strategy. This strategy is key in defining our service levels for parks and open space.

An updated strategy will guide us in targeting where we need to enhance and improve our parks, playgrounds and recreation facilities considering affordability of longer-term spending of managing current assets and major changes to current offerings.

Expenditure (\$'000)	Year 1 22/23	Year 2 23/24	Year 3 24/25	Year 4 25/26	Year 5 26/27	Year 6 27/28	Year 7 28/29	Year 8 29/30	Year 9 30/31	Year 10 31/32	Total (\$'000)
Renewal	\$3,996	\$7,240	\$5,484	\$5,901	\$5,916	\$6,364	\$6,572	\$5,115	\$4,769	\$5,221	\$56,578
Upgrade	\$3,538	\$3,933	\$6,703	\$6,059	\$4,559	\$6,561	\$10,249	\$9,900	\$8,422	\$18,866	\$78,789
New	\$2,562	\$3,515	\$2,354	\$8,272	\$4,278	\$1,955	\$4,456	\$3,087	\$1,639	\$1,566	\$33,684
Expansion	-	-	-	-	-	-	-	-	-	-	-
Total Capital	\$10,095	\$14,688	\$14,541	\$20,233	\$14,752	\$14,879	\$21,277	\$18,102	\$14,831	\$25,653	\$169,051
Operation	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$20,025
Maintenance	\$10,310	\$10,795	\$11,387	\$12,107	\$13,247	\$13,949	\$14,627	\$15,796	\$16,829	\$17,629	\$136,675
Total Operating	\$12,312	\$12,797	\$13,390	\$14,110	\$15,249	\$15,952	\$16,629	\$17,798	\$18,831	\$19,631	\$156,700
Total Expenditure	\$22,408	\$27,485	\$27,931	\$34,342	\$30,002	\$30,831	\$37,906	\$35,900	\$33,662	\$45,284	\$325,751

Funding sources - Expenditure is funded through the following mechanisms

General rates	✓	Grants and subsidies	✓	Dividends from investments		Other sources	
User fees and charges	✓	Special rates and charges		Developer contributions	✓		

Performance indicators

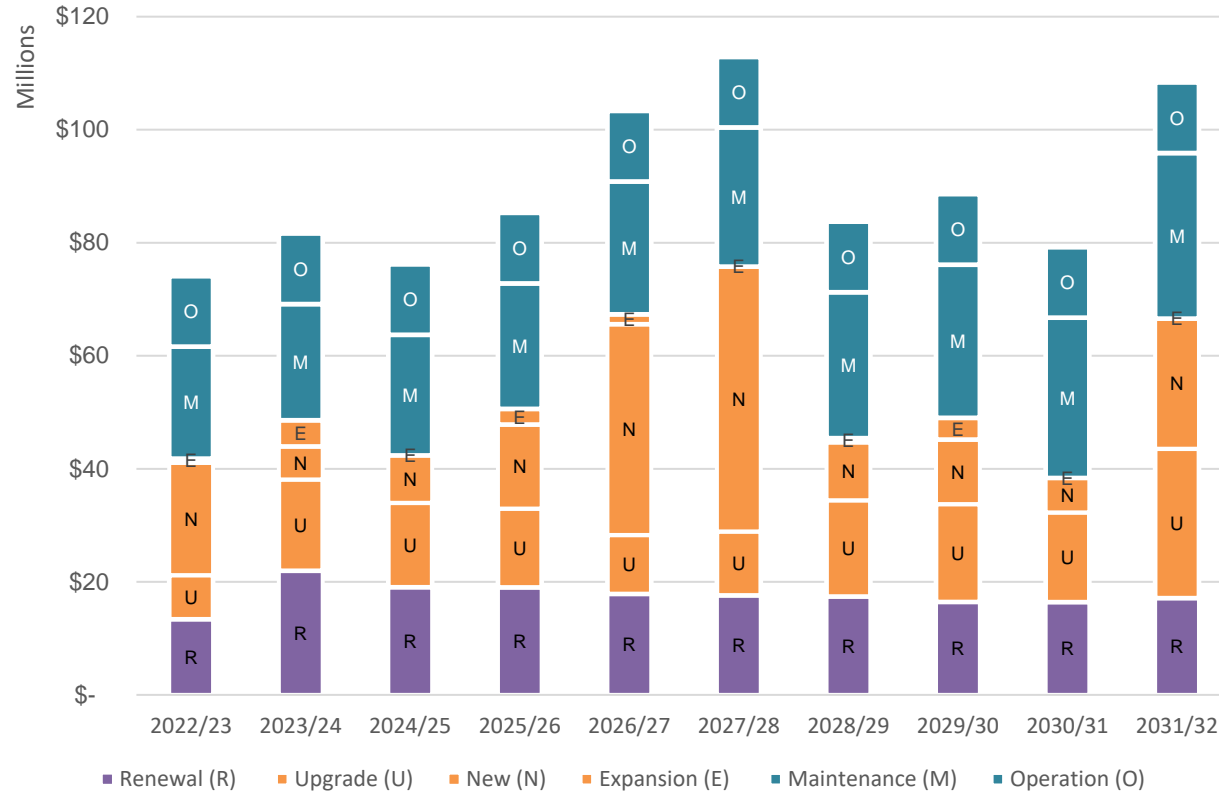
Customer value	Level of service objective	How we measure performance	Measure type	2021 result
Quality	Provision of quality parks and open space services	Percentage of community satisfaction with Council's parks and recreation reserves (local infrastructure)	Annual Report 20/21	66%
Function	Parks and open space services meets users' needs	Percentage of community satisfaction with sport and recreation facilities	Annual Report 20/21	69%

* LGPRF – Local Government Planning and Reporting Framework

Summary of all infrastructure asset class

Financial Projections

Planned 10-year Expenditure Total



Allocated funding shown in the figure is informed by our Financial Plan which considers our planned investment for infrastructure asset class over the next 10-years.

Our infrastructure asset class includes

- Road network
- Stormwater drainage
- Facilities-buildings and services
- Parks and open Space

Our approach of timely investments in maintenance and renewal of our infrastructure is likely to result in further enhancements of our practices and unlock hidden capital while maintaining current service levels at lower cost in a long-term.

Moonee Valley Language Line

العربية	Arabic	9280 0738	Ελληνικά	Greek	9280 0741	Español	Spanish	9280 0744
廣東話	Cantonese	9280 0739	Italiano	Italian	9280 0742	Türkçe	Turkish	9280 0745
Hrvatski	Croatian	9280 0740	Somali	Somali	9280 0743	Viêt-ngu	Vietnamese	9280 0746

All other languages 9280 0747

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