

# Asset **Plan**

2025-2035

DRAFT FOR  
CONSULTATION

# Acknowledgement of Country

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

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

**Artwork** by Taungurung artist Maddie Moser. *Artwork used with permission.*



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# Introduction

## Our Shire

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

The Macedon Ranges population is spread across nine towns and several smaller settlements. The largest towns are Gisborne, Kyneton, Lancefield, Romsey and Woodend. About 35% of people in Macedon Ranges live outside a town boundary in a rural setting.

The Macedon Ranges population is expected to increase from 56,073 in 2025 to 75,303 in 2046<sup>1</sup>. Most of this population growth is projected to occur in the south and southeast of the shire.

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

## What is Asset Management?

The practice of 'asset management' refers to the range of coordinated activities that monitor and care for physical assets. These activities cover practices such as planning, inspections and maintenance, replacement, upgrade, improvement, or sometimes disposal of an asset.

Asset Management is a structured approach to aligning strategic planning with assets and service delivery. It answers the following fundamental questions:

<sup>1</sup> [forecast.id.com.au/macedon-ranges](https://forecast.id.com.au/macedon-ranges)

- What assets does the community need now and in the future?
- How can we best manage the assets to serve the community?

## The Assets Council Manages

Infrastructure is at the heart of everything Council does. As infrastructure assets help provide services over extended periods of time, the choices that are made today can impact the quality of life for future generations.

Council manages a portfolio of land, buildings, plant and equipment, and infrastructure assets that have a combined value of \$1.4 billion.



These assets have been established and invested in progressively over many years, by multiple generations.

The standard to which our assets are maintained and the extent to which they are improved are a key consideration in setting and delivering on the Community Vision and Council Plan.

## Purpose of the Asset Plan

The Asset Plan is part of Council's Integrated Strategic Planning and Reporting Framework and sets out how it will acquire, build, look after, and use assets over the next 10 years and beyond. This version of the Asset Plan is a revision and update of the Plan adopted by Council in 2021.

This Asset Plan has been prepared to meet the requirements of section 92 of the *Local Government Act 2020*. Its purpose is to:

- Ensure that assets support the achievement of the Community Vision and Council Plan.
- Demonstrate that we will responsibly manage our assets to meet the service delivery needs of our community in a cost-effective way.
- Provide a method to integrate our asset management planning outcomes with our Council Plan, Financial Plan, and Annual Budget.

- Support the continued advocacy for Federal and State Government support for the improvement of community assets.
- Make sure that we comply with our statutory and legislative obligations.

## Scope of the Asset Plan

While Council manages an extensive portfolio of assets, this Asset Plan focuses on its physical infrastructure. The majority of this infrastructure falls into major asset classes, being:

- Transport
- Buildings
- Open Space and Recreation
- Stormwater and Flood Management.

Council's physical infrastructure assets have a combined value of \$990 million.



# Asset Management Policy

## Asset Management Vision

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

## The Importance of Asset Management to Council

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

- Informed decision-making
- Greater transparency and accountability
- More efficient and equitable use of limited resources
- Improved long-term financial management
- More financially, environmentally, and socially sustainable choices
- Continuity and availability of services
- Reduced risk to public and council
- Compliance with standards and legislation.

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

The elements of asset management where there needs to be a corporate approach include:

- Organisational support for workforce planning
- Sound information management, processes and systems
- Comprehensive asset management planning
- Community involvement in establishing service standards
- Rigour in financial assessments
- Performance measurement.

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

# The Community Vision and Strategic Directions

Council's integrated approach to asset management allows for alignment with Council's Community Vision, Council Plan, and Financial Plan.

The Community Vision guides:

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

The Council Plan is Council's key strategic document. Through its strategic directions, the Council Plan describes how Council is going to contribute to the achievement of the Community Vision and shows how Council is going to measure its success.

In looking at how Council is going to manage its assets into the future, it is important that Council has strong links with these objectives so that its asset management practices align with the goals of the community and organisation.

Figure 1. Overview of Community Vision and Strategic Directions

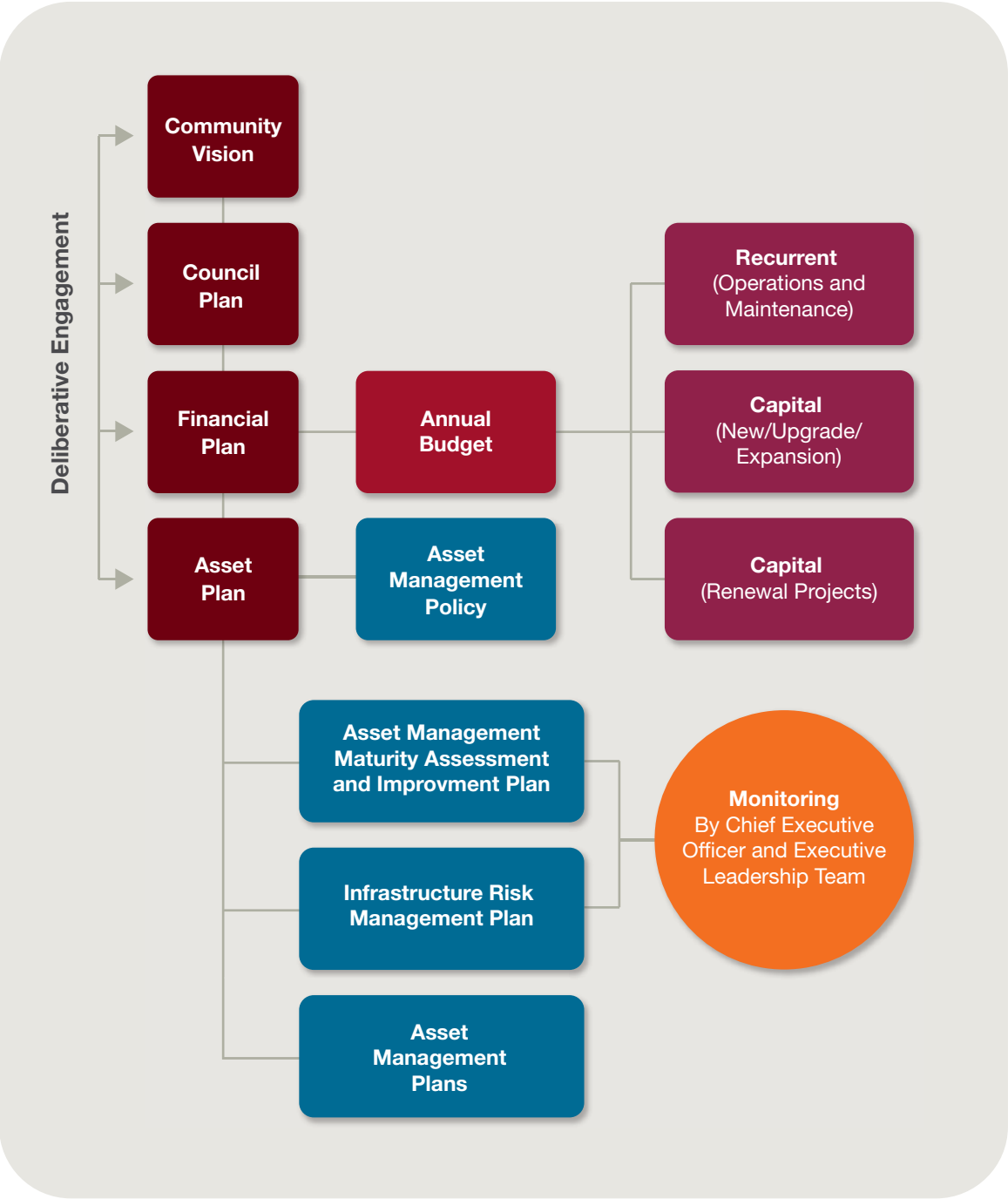


# Asset Management Framework

Our Asset Management Framework shows the connection between our strategic objectives and asset planning. It aims to ensure that we follow a systematic approach to the way we practice asset management.

Asset management planning commences with defining our stakeholder and legal requirements and needs. These inform our key directions which helps us to develop our asset management policies, strategies, and plans.

Figure 2. Asset Management Framework



The key elements of our Asset Management Framework are:

### **Asset Management Policy**

Summarises our vision and asset management objectives. It also sets out the guidelines and rules on how Council goes about reaching its asset management objectives and vision.

### **Asset Management Improvement Plan**

Provides the framework for the ongoing enhancement of our asset management practices and outlines how we will meet our asset management objectives.

### **Asset Management Plans**

Our Asset Management Plans provide details on how we intend to manage each of our asset classes to meet the demands of our community in the future - achieving value from our assets by optimising cost, risk, and performance across the lifecycle of an asset.

## **Asset Management Policy and Planning Principles**

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

### **Council will:**

1. Have a 10 year Asset Plan informing the community and organisation in the management of assets and integration of asset ownership within the Integrated Strategic Planning and Reporting Framework.
2. Include information about maintenance, renewal, acquisition, expansion, upgrade,

disposal and decommissioning relating to each infrastructure asset class within the Asset Plan.

3. Follow Council's deliberative engagement practices and legislated requirements in reviewing the Asset Plan.
4. Annually update the Financial Plan and the Asset Plan so that the two plans remain in alignment.
5. Use a lifecycle modelling approach in managing assets that includes purchase cost, useful life expectancy, service levels, sustainability, emissions profile, maintenance and renewal.
6. Define levels of service for the provision, design, and operation of each asset.
7. Have guidelines for evaluating the allocation of capital and recurrent financial resources for asset lifecycle management and maintenance.
8. Fund asset renewal as non-discretionary, utilising a 'Renew before Upgrade or New' philosophy new assets and asset upgrade projects are discretionary.
9. Review grant funded new or upgrade projects based on full lifecycle costs to determine long-term affordability.
10. Maintain an accurate asset register, including depleted or redundant assets.
11. Include Asset Management Policy principles in the capital works prioritisation and evaluation framework for capital works business cases.
12. Make asset management and service delivery decisions considering asset lifecycle costs and evaluate alternate options by assessing risk and opportunity methodology.
13. Prepare an Asset Status Report for internal review each year to help inform Council's budget process.
14. Update and implement best practice asset management systems and tools to allow Council to make informed decisions.
15. Incorporate universal design, visibility, and safety principles in new and renewed assets where possible.

# Roles and Responsibilities

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

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

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

## Internal Stakeholders

### Council

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

### Audit and Risk Committee

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

### Chief Executive/Executive Leadership Team

- To oversee the Asset Plan development for Council adoption
- To oversee the implementation of the Asset Plan and provide the agreed resources
- To monitor and review the performance of Council's Managers and staff in achieving the Asset Plan
- To set the asset management maturity targets for the organisation
- To ensure appropriate resources and funding for asset management activities
- To ensure the presentation of accurate and reliable decision making information to Council

- Report to Council, annually, on the status, progress and resource requirements for implementing the Asset Plan
- Promote and raise awareness of asset management to Council, staff and community.

### Managers and Staff

- To implement the Asset Plan and the Asset Management Maturity Assessment and Improvement Plan
- Use the lifecycle analysis to develop the Asset Plan for individual asset classes
- To implement continuous improvement in the management of assets through the Asset Management Maturity Assessment and Improvement Plan
- To create and implement tactical plans (such as maintenance programs, capital works programs) following the Asset Plan
- To determine and deliver asset levels of service to agreed risk and cost standards
- Complete Gender Impact Assessments so that asset management and service-based decisions best meet the needs of people of different genders, abilities and ages
- To manage assets in consideration of long-term sustainability
- To present information to the Council and Executive Leadership Team in terms of lifecycle risks and costs.

### Asset Management Unit

- Asset management subject matter experts on behalf of the organisation
- Responsible for the administration of the Asset Plan
- Annually report on the status, progress and resource requirements of implementing the Asset Plan to the Executive Leadership team for reporting to Council
- Report the Asset Management Maturity Assessment and Improvement Plan actions to the Senior Management Team and the Executive Leadership Team

- Report on the Infrastructure Risk Management Plan to the Executive Leadership Team
- Administer the asset management system
- Advocate, encourage and guide the development of processes and procedures that allow for the 'whole-of-life' and continued management and ownership of assets, including all asset lifecycle management functions
- Advocate, encourage and guide the development of procedures that ensure the asset register is maintained and updated and provide required reports to Council to meet their statutory and legal responsibilities
- Advocate a common and consistent approach to asset management across all assets.

### External Stakeholders

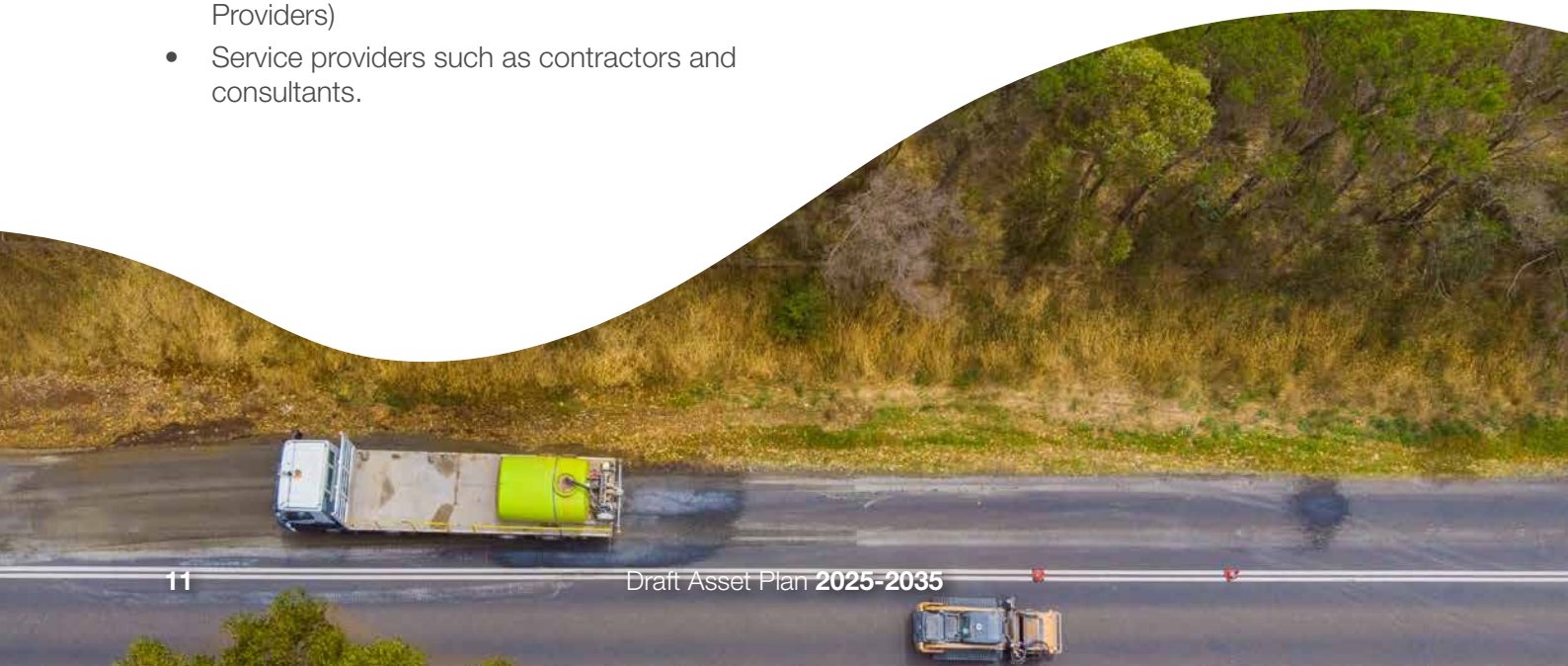
- Residents and Ratepayers
- Asset Committees
- Traditional Owner Groups and Corporations
- Advisory Committees
- Friends Groups
- Land Care Groups
- Facility User Groups
- Tenants
- Tourists and visitors
- Business community
- External agencies (such as State and Federal Government, EPA, VicRoads, Workcover,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

## Audit and Review Procedures

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

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

- An annual review of the goals and targets established by Council
- Incorporating feedback from stakeholders, government agencies and legislation into the Council's asset management activities
- Monitoring and reporting of the lifecycle performance of the assets and their compliance to service levels
- Formal review of the Asset Plan every four years in line with the Council Term and the *Local Government Act 2020*
- Adoption of the updated Asset Plan no later than the 31 October following a Council election
- Annual reporting to Executive and Senior Leadership Teams on the status of the Asset Management Maturity Assessment and Improvement Plan
- Annual reporting to Executive and Senior Leadership Teams on the status of the Infrastructure Risk Management Plan.



# Strategic Context

Council is committed to sustainably planning for the future of Macedon Ranges. Council does this by working directly with the community to understand the vision for the shire and its people.

This vision is delivered through a set of strategic plans including this Asset Plan. These plans inform and guide Council's decision making and set out the outcomes and priority initiatives that compel action towards a thriving future.

## Integrated Strategic Planning Framework

Council's strategic plans are developed in accordance with the integrated approach to planning and reporting driven by the *Local Government Act 2020*.

Figure 3. Integrated Strategic Planning Framework



The Integrated Strategic Planning and Reporting Framework (ISPRF) outlines Council's commitment to building a strategic planning and reporting system that is connected, inter-dependent, and outcomes focused.

The framework is designed to give Council and the community a clear picture of:

- The long-term vision for our shire – Community Vision
- What we will deliver to get there – Council Plan
- The resources we need to deliver – Financial Plan and Asset Plan
- How progress towards the vision is measured – Annual Reporting.

Strategic planning provides Council with a clear direction, informs its resource planning, and helps to ensure it delivers on its commitments.

Council's Asset Plan fits together with the other strategic planning documents, all working toward achieving our Community Vision, Council Plan objectives, and how Council tracks its progress against them.

## Supporting the Delivery of Council's Goals

Infrastructure assets play a critical role in helping Council achieve the goals and aspirations it shares with the community as articulated in the Community Vision and Council Plan.

Physical assets provide the places and networks that are the backbone of the delivery of services to the community.

Without fit for purpose, safe, and well managed assets, the quality and standards of these services can adversely suffer.

The alignment of the Community Vision Themes, Council Plan Outcomes, Council services and programs, and infrastructure assets is shown in the Integrated Strategic Planning Framework diagram. At a high level, it demonstrates how community assets support outcomes and objectives.

### Service Performance Principles

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

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

# Council's Strategic Objectives **and our Assets**

| Strategic Objective                                                                                                                                                          | Supporting Services and Programs                                                                                                                                                                                                                                                            | Supporting Assets                                                                                                           | How Assets Serve Our Objectives                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <b>Our Places</b><br>We have connected and active places and spaces for everyone           | <ul style="list-style-type: none"> <li>- Social housing</li> <li>- Open space management</li> <li>- Libraries</li> <li>- Facilities</li> <li>- Traffic and transport</li> <li>- Community transport</li> <li>- Community access and equity</li> <li>- Arts and cultural services</li> </ul> | <b>Transport</b>                         | Roads, bridges, footpaths and pathways enable people to move safely, actively, and equitably around our shire.                                                                                                                                                                                                              |
|                                                                                                                                                                              |                                                                                                                                                                                                                                                                                             | <b>Open Space and Recreation</b>         | Parks, gardens, trails, and recreation assets contribute to a well-connected and liveable built environment by fostering access to green, inclusive public spaces. These assets support community connection, promote active lifestyles and enhance environmental outcomes through tree planting and improved canopy cover. |
|                                                                                                                                                                              |                                                                                                                                                                                                                                                                                             | <b>Buildings</b>                         | Community buildings, libraries, arts and cultural venues, and sporting facilities support connection, inclusion, safety, and accessibility for all.                                                                                                                                                                         |
|  <b>Our Environment</b><br>Our rural and natural surroundings are cared for and protected | <ul style="list-style-type: none"> <li>- Biodiversity and conservation programs</li> <li>- Waste and resource recovery</li> <li>- Climate action initiatives</li> <li>- Water management and environmental sustainability</li> <li>- Parks and open space management</li> </ul>             | <b>Stormwater and Flood Management</b>  | The stormwater drainage network protects the natural environment by managing runoff and improving water quality.                                                                                                                                                                                                            |
|                                                                                                                                                                              |                                                                                                                                                                                                                                                                                             | <b>Open Space and Recreation</b>       | Natural reserves, parks, and conservation areas protect biodiversity and provide sustainable recreational spaces.                                                                                                                                                                                                           |
|                                                                                                                                                                              |                                                                                                                                                                                                                                                                                             | <b>Buildings</b>                       | Community buildings incorporate sustainable design principles, supporting climate resilience and environmental stewardship.                                                                                                                                                                                                 |

| Strategic Objective                                                                                                                                                                                    | Supporting Services and Programs                                                                                                                                                                                                                                                                      | Supporting Assets                                                                                                      | How Assets Serve Our Objectives                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <b>Our People</b><br>Our community is safe, healthy and well                                                         | <ul style="list-style-type: none"> <li>- Youth services</li> <li>- Family and children's services</li> <li>- Community safety initiatives</li> <li>- Sport and active living programs</li> <li>- Health and wellbeing partnerships</li> <li>- Emergency management and resilience programs</li> </ul> | <b>Transport</b>                    | Safe and accessible pathways, crossings and roads improve safety and connectivity for all users.                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                       | <b>Open Space and Recreation</b>    | Parks, gardens, trails, playgrounds, and other recreation spaces provide inclusive and accessible public places that promote physical and mental wellbeing, support active lifestyles, foster community connection, and offer safe, welcoming spaces for people to gather.                                                                                                            |
|                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                       | <b>Buildings</b>                    | Accessible and inclusive buildings support service delivery, community resilience, health, wellbeing, and social connection.                                                                                                                                                                                                                                                          |
|  <b>Our Economy</b><br>Our local businesses and tourism sectors are thriving and provide opportunities for everyone | <ul style="list-style-type: none"> <li>- Economic development and tourism</li> <li>- Arts and cultural services</li> <li>- Community facilities management</li> <li>- Event and activation programs</li> <li>- Local business support initiatives</li> </ul>                                          | <b>Transport</b>                    | Local roads and transport infrastructure support goods movement, visitor access, and local economic activity.                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                       | <b>Open Space and Recreation</b>  | Parks, reserves, and civic spaces support tourism and economic vibrancy by creating destinations for visitors and residents.                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                       | <b>Buildings</b>                  | Community hubs, libraries, event spaces, and other public buildings support cultural tourism, business activity, and inclusive community participation. These facilities also play a vital role in advancing social equity by providing access to essential services, enabling social connection and supporting initiatives such as affordable housing and inclusive service delivery |

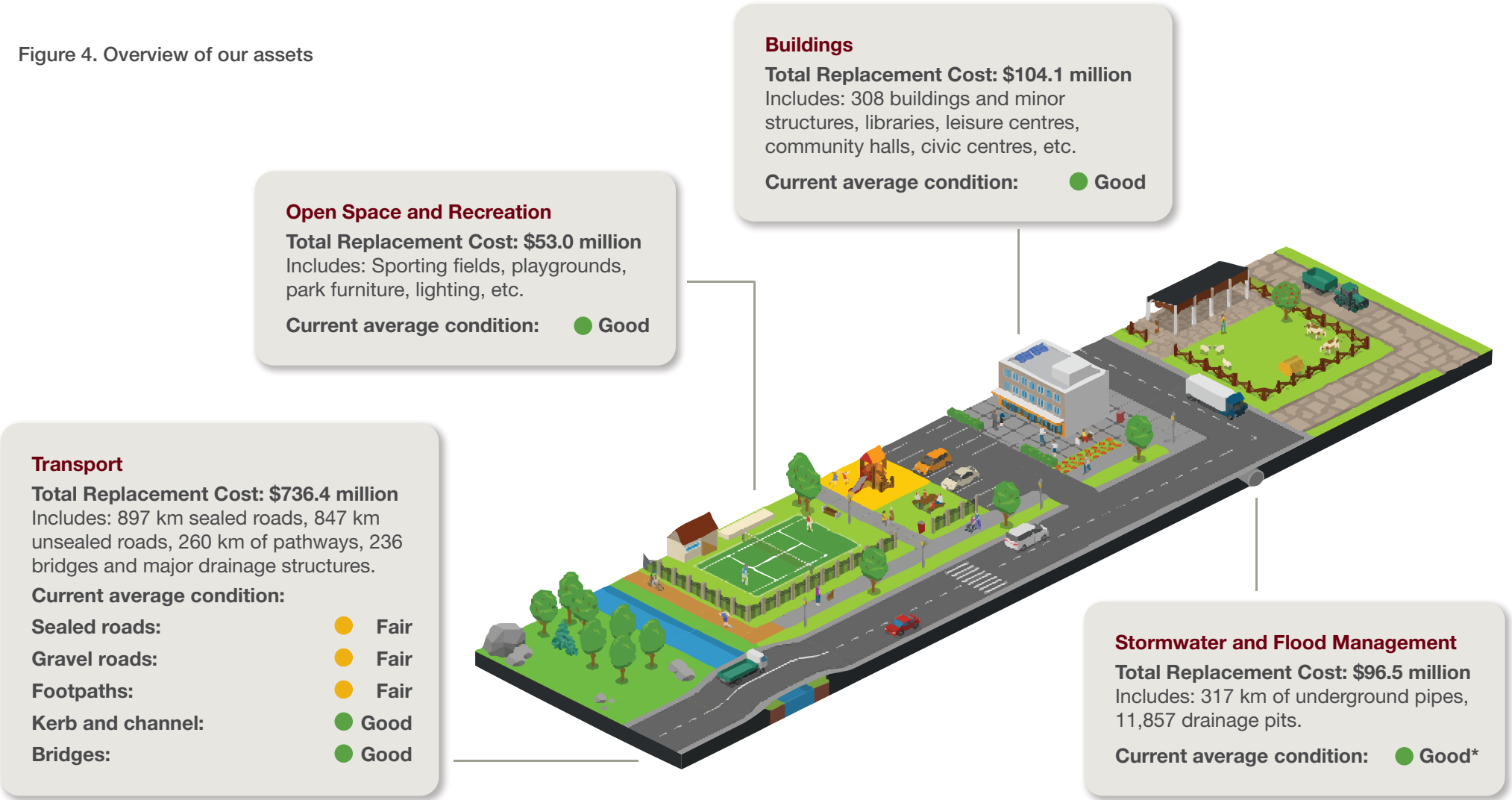
| Strategic Objective                                                                                                                                       | Supporting Services and Programs                                                                                                                                                                                                | Supporting Assets                                                                                                   | How Assets Serve Our Objectives                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <b>Our Performance</b><br>We are accountable, trusted and collaborative | <ul style="list-style-type: none"><li>- Asset management</li><li>- Infrastructure planning</li><li>- Community engagement</li><li>- Governance and customer service</li><li>- Business continuity and risk management</li></ul> | Transport                        | Effective and sustainable asset management ensures that infrastructure meets community needs now and into the future. Buildings, open spaces, transport, and drainage assets are managed responsibly, with transparent decision-making and community input driving priorities and investments. |
|                                                                                                                                                           |                                                                                                                                                                                                                                 | Open Space and Recreation        |                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                           |                                                                                                                                                                                                                                 | Buildings                        |                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                           |                                                                                                                                                                                                                                 | Stormwater and Flood Management  |                                                                                                                                                                                                                                                                                                |

# Council's and the **Community's Assets**

Council measures the performance of its infrastructure through ongoing condition assessments. The information in 'Figure 4' on page 18, gives an overview of the current state of these assets according to the average condition of each asset class. Council's aim is to maintain the current performance of its infrastructure over the period of this Asset Plan.



Figure 4. Overview of our assets



**Key**

|                                         |                              |                                                                   |                                                                   |                                      |
|-----------------------------------------|------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------|
| Very Good                               | Good                         | Fair                                                              | Poor                                                              | Very Poor                            |
| Meets existing and future service needs | Meets existing service needs | May require minor work to continue to meet existing service needs | May require major work to continue to meet existing service needs | Fails to meet existing service needs |

\*We do not have a structured condition assessment for stormwater assets. Condition information shown here is based on what we know about asset age.



# How Does Council Manage its Assets?

## Asset Management Systems and Planning Process

Effective asset management planning ensures that assets are managed and maintained in an efficient manner enabling affordable services to be provided for the community.

Asset management planning and financial planning have an interdependent and reciprocal relationship. As part of Council's ongoing endeavour for improvement, future revisions of the Financial Plan and the Asset Plan will be prepared in alignment to ensure a balanced approach.

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

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

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

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

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

The aim of this strategic approach is to ensure:

- Support of the achievement of the Community Vision
- That the needs and expectations of the Macedon Ranges Shire community are met
- Council's long-term financial sustainability
- Intergenerational equity
- Delivery of appropriate, targeted, effective and efficient services.

In turn, Council can:

- Continue funding to ensure Council's infrastructure is replaced and maintained when required
- Commit to major projects
- Continue to fund the full lifecycle costs of any new or enhanced services, or construction of new assets through savings, rate increases, borrowings, or grant funding
- Maintain existing services at agreed functional performance standards.

# Information and Knowledge Management

Council uses digital based information systems that perform various asset management tasks throughout the organisation. They are integral in the management and monitoring of assets and allows Council to:

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

Good quality information about assets is essential for effective asset management planning. Knowledge of Council's key asset data covers physical characteristics, installation date, useful life, asset value, current condition, and performance.

Council aims to collect and maintain sufficient information about its assets to enable well-informed decisions and efficient allocation of finite resources.

Understanding the current and future performance of assets provides key inputs into Council's asset management decision making, enabling benefits including:

- Mitigation of risks associated with asset failure
- Avoiding unplanned outages or service disruptions
- Accurate prediction of future expenditure requirements
- Enhanced sustainability through optimising service life
- Identifying the most economic interventions and when they should be carried out
- Assessing current and future demand to better plan for demand changes.

## Asset Condition

An asset is depreciated in line with its expected useful life and will likely require renewing at some point during its life cycle.

Council uses a 0 to 10 condition rating system for all of its assets. An asset in condition 0 is new, while an asset in condition 10 is at end-of-life.

For the purposes of Council's regular reporting on the State of Assets, the 0 to 10 rating system is placed into five broad condition categories being; Very Good, Good, Fair, Poor, and Very Poor. This is shown in the 'Asset Condition Grading System' on page 22.

## Asset Condition Grading System

| Rating | Condition Reporting Category | Description    |                                                                                                                                 |
|--------|------------------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------|
| 0      | Very good                    | New            | New or an asset recently rehabilitated back to new condition.                                                                   |
| 1      |                              | Near new       | No visible signs of deterioration. This is often based upon the time since construction rather than observed condition decline. |
| 2      |                              | Excellent      | Very slight condition decline is visually obvious, no longer in new condition.                                                  |
| 3      | Good                         | Very good      | Early stages of minor deterioration. No serviceability problems.                                                                |
| 4      |                              | Good           | Some obvious deterioration is evident with slightly impaired serviceability.                                                    |
| 5      | Fair                         | Fair           | Obvious deterioration and some serviceability loss.                                                                             |
| 6      |                              | Fair to poor   | Quite obvious deterioration and serviceability would be affected with rising maintenance costs.                                 |
| 7      | Poor                         | Poor           | Severe deterioration and serviceability limited. High maintenance costs.                                                        |
| 8      | Very poor                    | Very poor      | Serviceability heavily impacted. Very high maintenance costs and needs to be rehabilitated.                                     |
| 9      |                              | Extremely poor | Severe serviceability problems needing rehabilitation immediately. Could also be a risk to remain in service.                   |
| 10     |                              | Failed         | No longer serviceable and should not remain in service. Extreme risk if remaining in service.                                   |

The accumulated depreciation or condition is an indication of where an asset exists within its lifecycle. Accumulated depreciation expense gives an indicative cost of how much the asset has cost to provide services and also allows for the future cost of renewal to be accounted for.

Assets that are nearing the end-of-life or that have been identified for renewal based on age should be inspected and validated before being placed on a renewal program.

Council generally does not run assets down to condition 10 as the maintenance costs and risks to the public are regarded as unacceptably high. Assets are closely monitored for deterioration once they reach condition 6 so that appropriate intervention of renewal work can be planned.

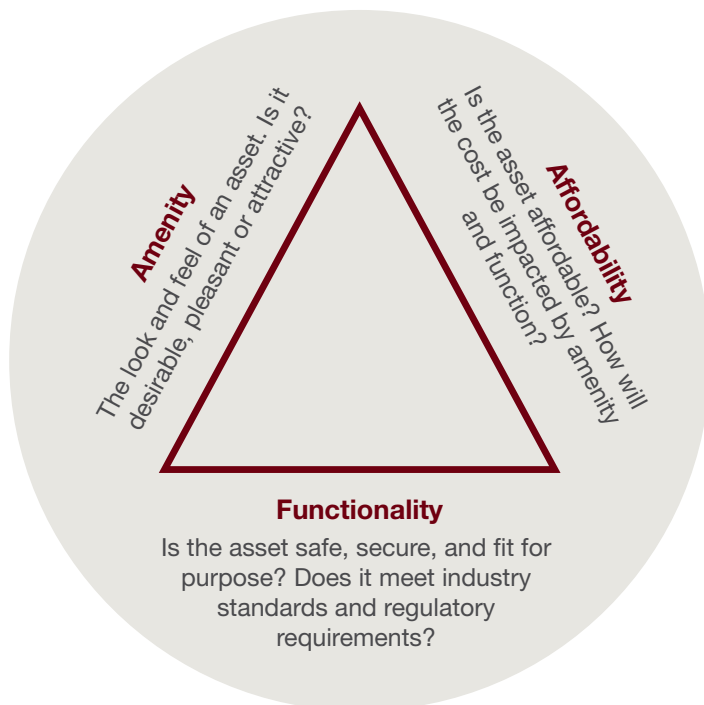
Assets that are non-critical that are unable to be treated or rehabilitated may reach condition 9 or 10 at which time they are removed from service until being fully decommissioned or rehabilitated.

# Managing Demands and Setting Priorities

Asset management for Council is the process of balancing amenity, functionality, and affordability while striving to maintain existing services, for the community, at agreed performance standards.

Amenity, functionality, and affordability are all interconnected as shown in 'Figure 5' below.

**Figure 5. Asset Management Balanced Approach**



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

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

Demand management is applied within asset management planning to ensure that Council services are delivered effectively when demands are placing increasing pressures on the limited resources available to Council.

This requires Council to manage the balance between maintaining existing services at agreed functional performance standards and whole of life costs, while ensuring the economic, financial and human resources required for effective service delivery to be met.

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

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

By managing demand Council can prioritise and manage its resources, creating confidence and transparency in decisions relating to:

- Refurbishment or renewal of existing assets
- Maintenance of existing assets
- Procurement or acquisition of new assets
- Disposal and rationalisation of existing assets.

Elements of demand management and priority setting include:

- Identifying, defining and measuring current and future service demand
- Measuring current and future service capacity
- Measuring the gap between projected demand and capacity
- Identifying strategies to influence demand
- Performing a financial and risk analysis
- Monitor and review processes and the impacts on service demand and asset performance
- Applying the most efficient and effective management strategies.

This leads to better governance of assets and better planning of Council's long-term infrastructure asset projects and programs. Services are then targeted to the appropriate recipients and community groups effectively and cost efficiently, making best use of available resources.

A sustainable approach to asset management finds the balance between amenity, function and cost.

## Risk Management and User Safety

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

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

The implementation and integration of risk management is an integral part of asset management. Council has prepared an extensive infrastructure risk register that forms the basis of its Infrastructure Risk Management Plan. Adopting a risk management approach assists Council in managing all assets and liabilities.

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

Some of the key risks associated with infrastructure assets include:

- Financial sustainability
- Compliance with legislation and standards
- Mitigation of public safety issues
- Obsolescence
- Contemporary acceptance and neighbourhood character
- Asset degradation due to inadequate maintenance and high service delivery demands
- Impacts of climate change
- Stakeholder expectations
- Governance/decision making frameworks
- Land use and planning constraints
- Inter-government coordination/cooperation
- Demographic/population shifts.

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

## Standards and Compliance

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

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

Using established standards and best practice guidelines assists in reducing risk to both the public and Council.

## Growth and Development

The demand for an increase in service and asset provision will escalate proportionally with population growth and demographic changes.

This has also been articulated through the Council Plan where the community would like to see a coherent network of assets that provide fit for purpose services across the Shire.

Demand for services will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet and manage the ongoing changes within the community.

Demand management practices may also include nonasset solutions, such as advocating for improved access to public transport, or insuring against risks and managing failures.

Growth to Council's asset base also occurs through developer contributions or gifted assets, this represents assets gifted to Council through urban development.

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

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

## Gender Equality, Access, and Inclusion

So that every resident and visitor to our Shire can fully participate in community life, Council's infrastructure must be usable, welcoming, relevant and safe for all.

Many disadvantaged groups may miss out on opportunities to improve their lives as the infrastructure around them is not provided with their needs in mind. This means that services are likely to be experienced differently and have different outcomes for people of different genders or backgrounds.

Council is committed to considering gender equality and social inclusion in planning, delivering, maintaining, and managing its assets to support equal access to services. This commitment begins with an inclusive design that ensures our infrastructure works for everyone, including women, men, gender-diverse people, people with disabilities, refugees, and culturally and linguistically diverse community members. This is to make sure that Council's public spaces and facilities are accessible, equitable, functional, and remove barriers that may be experienced by members of Macedon's diverse community.

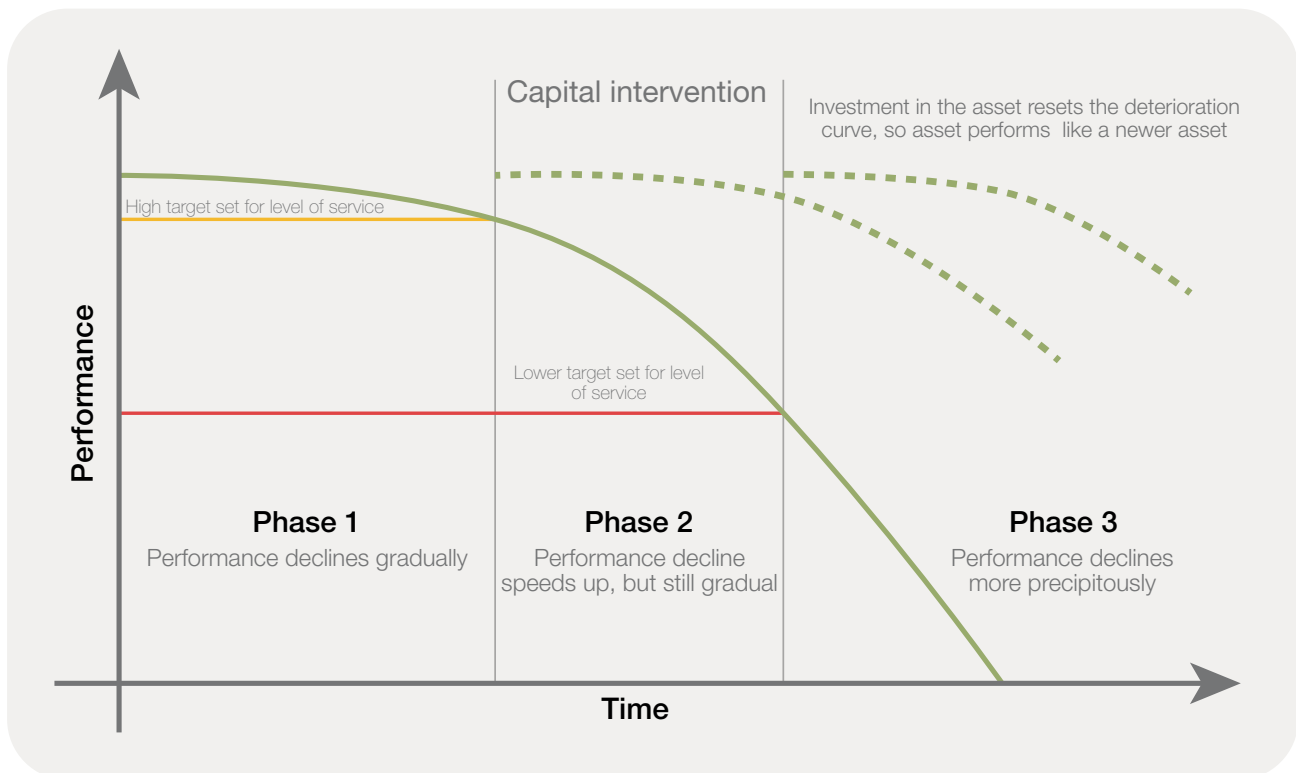
## Determining the 10-Year Plan

Determining the 10-year plan can be viewed as achieving the balance of amenity, functionality, and affordability.

The life of an asset and the strategies applied to determine the most appropriate treatments of an asset throughout the duration of its life are outlined in 'Figure 6' on page 26.

The depreciation costs over the life of an asset can be managed through effective and timely maintenance and renewal activities with the aim of minimising whole of life costs.

Figure 6. Asset Lifecycle and Treatment Strategies<sup>1</sup>



<sup>1</sup> Source: United Nations Managing Infrastructure Assets for Sustainable Development Handbook

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

### Maintenance

Minor works that are required to safely keep an asset delivering services and are funded through Council's annual operating budget.

If maintenance works are neglected, then assets may not achieve their full service life and require early major interventions which can place a heavy financial burden onto future generations.

### Capital works

Major works that are required when rehabilitating assets that have reached intervention condition, constructing new assets, or upgrading existing assets. Capital works are funded through Council's annual capital works budget.

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

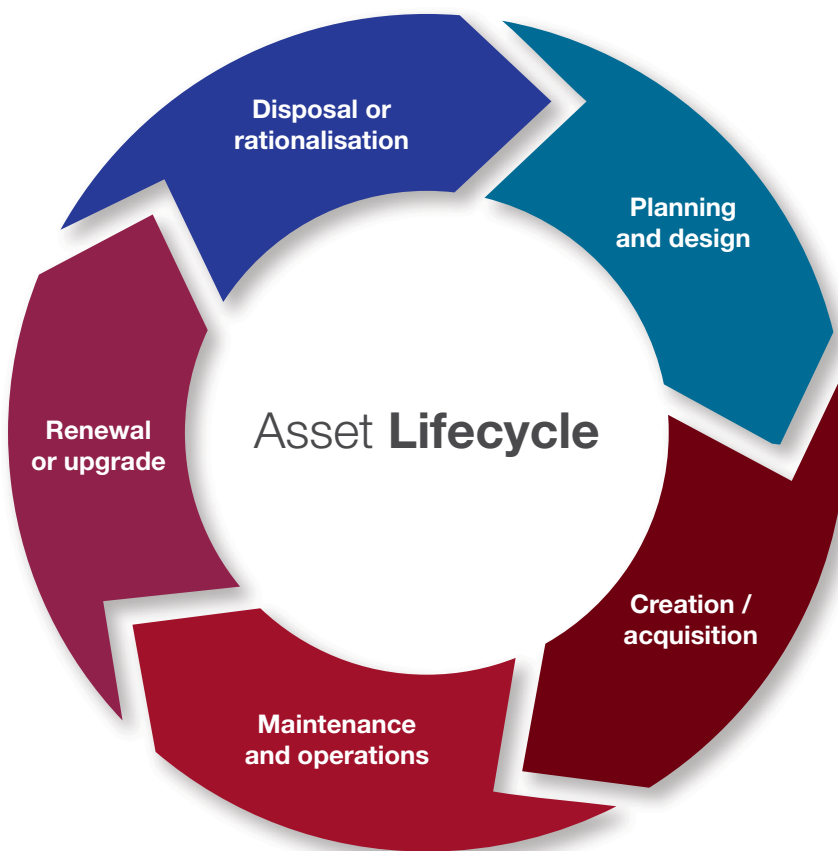
# Lifecycle Management

Council's approach to asset management is centred on asset life-cycle management decision making processes that are used to manage its infrastructure.

This ensures that Council optimises its management practices at each phase in an asset's lifecycle and results in cost-effective asset management.

Underpinning this approach are Council's asset risk management processes to support decision making through each lifecycle phase.

Figure 7. Asset Lifecycle



## Planning and Design

Council recognises that each of the various types of assets that it owns and manages have different requirements and provide different services to the community.

To inform future planning, Council has prepared a range of service strategies to reflect the specific nature of some of its facilities linked with the needs of users and current standards or regulatory requirements.

Several strategies, plans and policies have been developed to guide the management of Council's asset portfolio and the services they help deliver. These include but are not limited to:

- Arts and Culture Strategy
- Environment Strategy
- Gisborne Urban Design Framework
- Municipal Early Years Plan
- New Gisborne Development Plan
- Open Space Strategy
- Positive Ageing Plan
- Sport and Active Recreation Strategy
- Various Bushland Environmental Management Plans
- Various Township Structure Plans
- Various Flood Studies
- Walking and Cycling Strategy
- Shire Wide Footpath Plan
- Weed and Pest Animal Strategy
- Gender Equity Strategy.

These strategies provide a service-driven assessment of asset performance, levels of service, and future needs. Service strategies provide for broad future planning and guide key funding decisions concerning assets upgrade requirements.

- Provision of new assets
- Optimised asset renewal
- Adaptive reuse or rationalisation of assets.

Implementing the key actions and recommendations from Council's various strategies and plans are key to addressing service demands and informing and prioritising capital investment.

## Creation and Acquisition

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

On occasion Council may identify a shortfall in a service area and have to acquire either land or assets to fill that void.

Shortfalls also occur when there is a shift in community expectation or an agreed service level change.

Acquisition normally occurs only if a modern equivalent renewal or asset upgrade is unable to meet the service demand. All acquisition and expansion are guided by endorsed Council policies, plans, and strategies.

Acquisition and expansion both result in increases to operating and maintenance (recurrent) costs. Operation and maintenance cost increases are committed to at the time of acquisition and Council should seek to acquire assets that have low built-in operating and maintenance costs. Council should always make allowances in the Financial Plan for the impact that new assets have on the operating budget.

## Maintenance and Operations

Operations and maintenance plans are designed to enable existing assets operate to their service potential over their useful life.

This is necessary to achieve service standards, comply with legislation, and prevent premature asset failure or deterioration. This is achieved by providing the optimum level of maintenance and care in a financially and environmentally sustainable manner.

Maintenance is undertaken with the intention of:

- Maintaining service continuity
- Reinstating the physical condition to a specified standard
- Preventing further deterioration
- Restoring correct operation
- Replacing minor components
- Temporary repairs
- Mitigating issues arising from emergencies.

Both operations and maintenance can be planned or reactive activities. Planned tasks are programmed to occur at set times or frequencies throughout the year, while reactive tasks are undertaken in response to service requests or as a result of unforeseen asset failures or system interruptions.

### **Asset Renewal**

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

- Condition assessments
- Risk and safety assessments
- Declining service potential
- Recurring maintenance activity
- Modern equivalent renewal.

Timely and balanced renewal of assets helps mitigate increases in Council's operating and maintenance costs. It also reduces the financial burden for future generations and helps to effectively manage risk to the community and Council.

Asset renewal is a key component of long term service delivery and financial sustainability.

### **Asset Upgrade**

Upgrade is work done to an existing asset so that it provides an increased level of service.

Upgrade can be the preferred type of work when it is paired with the renewal of an older asset. Upgrades are sometimes prioritised over renewals when the current asset composition is no longer fit for purpose.

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

### **Disposal and Decommissioning**

Assets can be decommissioned or disposed when they are:

- No longer fit for purpose
- Underutilised or a surplus to need
- Made redundant
- No longer comply with statutory requirements, standards, or regulations.

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

Asset disposal is a key component of a risk management approach to asset management. Leaving end-of-life assets in the public realm places the community and Council at an unacceptable level of risk. Effective asset disposal can also assist in reallocating limited resources for maximum community benefit.

## Lifecycle Management Strategies

| Planning and design                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Creation / acquisition                                                                                                                                                                                                                                                                                                                                                                                           | Maintenance and operations                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Renewal or upgrade                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Disposal or rationalisation                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Asset requirements are identified to meet service needs over the long term.</li> <li>Before building or acquiring new assets non-asset service delivery solutions such as tenancy agreements, strategic partnerships, etc. are considered.</li> <li>Asset design considers affordability, equity, maintainability and the environment.</li> <li>Evidence based decision-making that considers the whole-of-life implications of acquiring, operating, maintaining, and disposing of an asset.</li> </ul> | <ul style="list-style-type: none"> <li>Assets are constructed according to planning and design documentation.</li> <li>Effective procurement strategies are used for prudent and efficient delivery of assets.</li> <li>Projects and assets are delivered according to Council Project Management Framework.</li> <li>Newly acquired assets are checked for quality before they are put into service.</li> </ul> | <ul style="list-style-type: none"> <li>Systems and processes record information about assets.</li> <li>Cyclic assessments of the condition of assets over their life.</li> <li>Regular inspections, servicing, and maintenance of assets so that they are safe, compliant, and are continuously available for use.</li> <li>Maintenance is planned to minimise the risk of asset failure.</li> <li>Optimisation of works and intervention to minimise ongoing costs.</li> </ul> | <ul style="list-style-type: none"> <li>Timing of asset renewal or replacement is optimised to reduce costs.</li> <li>Use of assets is maximised through reuse, adaptation, or co-location of services.</li> <li>Priorities are informed by service needs, demand changes, compliance matters, climate resilience, or reduced environmental impact.</li> <li>Asset upgrades are timed with other renewal needs where possible to maximise investment benefits.</li> <li>Asset design considers affordability, equity, maintainability and the environment and comply with relevant standards.</li> </ul> | <ul style="list-style-type: none"> <li>Assets that do not directly support service objectives they are considered for decommissioning or rationalisation to reduce lifecycle costs.</li> </ul> |

# Challenges and Opportunities

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

| Challenge/opportunity                                                                                                              | Trends                                                                                                                                                                                                                                                                                                                                                     | What does this mean for asset management and service delivery?                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <b>Population Growth and Demographic Changes</b> | <p>Current projections indicate that our population is estimated to increase by 37% between now and 2046, from 56,073 to 75,303.</p> <p>Over the same period the projections indicate a 6.7% increase in population under working age, a 15.5% increase in population of retirement age, and a 9.5% increase in population of working age.<sup>1</sup></p> | <p>We will need to expand our services to cater for our growing community by making suitable investment in infrastructure.</p> <p>We will also need to optimise the use of our assets and consider partnerships for non-asset service delivery solutions, where possible.</p> <p>Change in the age structure of the population will mean it will be critical for us to plan age-based facilities and services.</p>                |
|  <b>Ageing Infrastructure</b>                   | <p>One of the biggest financial challenges facing us is the cost of renewing our ageing infrastructure.</p> <p>Our assets 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.</p>                                                        | <p>As our assets continue to age, more investment in maintenance and renewal expenditure will be required to ensure that the current levels of service enjoyed by the community continue to be delivered.</p> <p>More innovative approaches to the provision of services will also need to be adopted to ensure ongoing viability, improved quality of life for our community and resilience to shocks and emerging stresses.</p> |

<sup>1</sup> Source: [forecast.id.com.au/macedon-ranges/population-age-structure](https://forecast.id.com.au/macedon-ranges/population-age-structure)

| Challenge/opportunity                                                                                                        | Trends                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | What does this mean for asset management and service delivery?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <b>Rising Cost of Services</b>             | <p>Cost increases to items such as electricity, petrol, and raw materials all impact on our ability provide value for money services. For us, this occurs within an expectation of doing more with less or improving our efficiency to ensure more can be achieved with less money.</p> <p>This is compounded by significant limitations on our ability to generate our own source revenue from rates due to rate capping.</p>                                                                                                                      | <p>We will need to continually investigate more efficient methods for maximising service delivery within our funding constraints and balance the affordable provision of services and assets against the needs of our community. This will help make sure that Council's financial sustainability is not materially impacted.</p> <p>Our advocacy efforts will need to continue to other levels of government for support in meeting the current and future needs of the community.</p>                                                                                                                                                                 |
|  <b>Political and Regulatory Influence</b> | <p>We operate in a complex legislative environment that directly influences the way manage our assets.</p> <p>Cost shifting from other levels of government will continue to play a key role in Council's ability to maintain service level provided to the community.</p> <p>There is an expectation that Council will continue to deliver services, even when State and Federal Government funding is withdrawn or reduced. Asset-related compliance and reporting requirements are expected to continue to increase and become more complex.</p> | <p>We need to meet our regulatory and statutory obligations while being conscious of maintaining affordability and financial sustainability. This requires good decisions to be made to manage competing funding demands across a broad range of projects, programs, and services.</p> <p>We will continue to strongly advocate to other levels of government for support in meeting the current and future needs of our community.</p> <p>We will ensure that our assets are inspected regularly and that a sound risk management framework is implemented to monitor all infrastructure risks and implement appropriate risk mitigation measures.</p> |

| Challenge/opportunity                                                                                                     | Trends                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | What does this mean for asset management and service delivery?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <b>Climate Change</b>                   | <p>We are already experiencing the impacts of climate change.</p> <p>In the future, we can expect; storm damage to infrastructure, decreased water quality and supply security, reduced summer outdoor activity due to higher temperatures, and hotter public spaces.</p>                                                                                                                                                                                                                                                                                                                                          | <p>We will need to recognise climate change risks and examine the vulnerability of our asset network. If and when disasters occur, we will need to focus our efforts and resources on supporting the recovery of our community.</p> <p>Our assets will need to be rebuilt to a higher standard to make them resilient in the expectation that risks will only increase in the future.</p> <p>Active leadership from Council to make use of sustainable energy and delivery on our commitments made in the Counting down to ZERO Plan.</p>                                                                             |
|  <b>Meeting Current and Future Needs</b> | <p>The community expects us to be able to quickly respond to emerging needs and demands. These can be influenced by numerous factors such as generational change, legislative change, increased environmental standards, changing technology, etc</p> <p>There is also ongoing pressure from the community for higher quality assets and services - more advanced and functional buildings, enhanced open space areas, greater connection with others, simpler access to services.</p> <p>The expectation is for a higher level of service for the same amount of money – in other words doing more with less.</p> | <p>We will need to plan assets that are responsive and adaptable to meet shifting community needs and priorities.</p> <p>Our assets must cater for the expectations of the community by remaining accessible, well maintained, and fit for purpose. This must be balanced and prioritised against investment in new and expanded assets to support the shire's future and the ability of the community to pay.</p> <p>More innovative approaches to the provision of services will also need to be adopted to ensure ongoing viability, maintain quality of life, and resilience to shocks and emerging stresses.</p> |

# Our Community and Asset Management

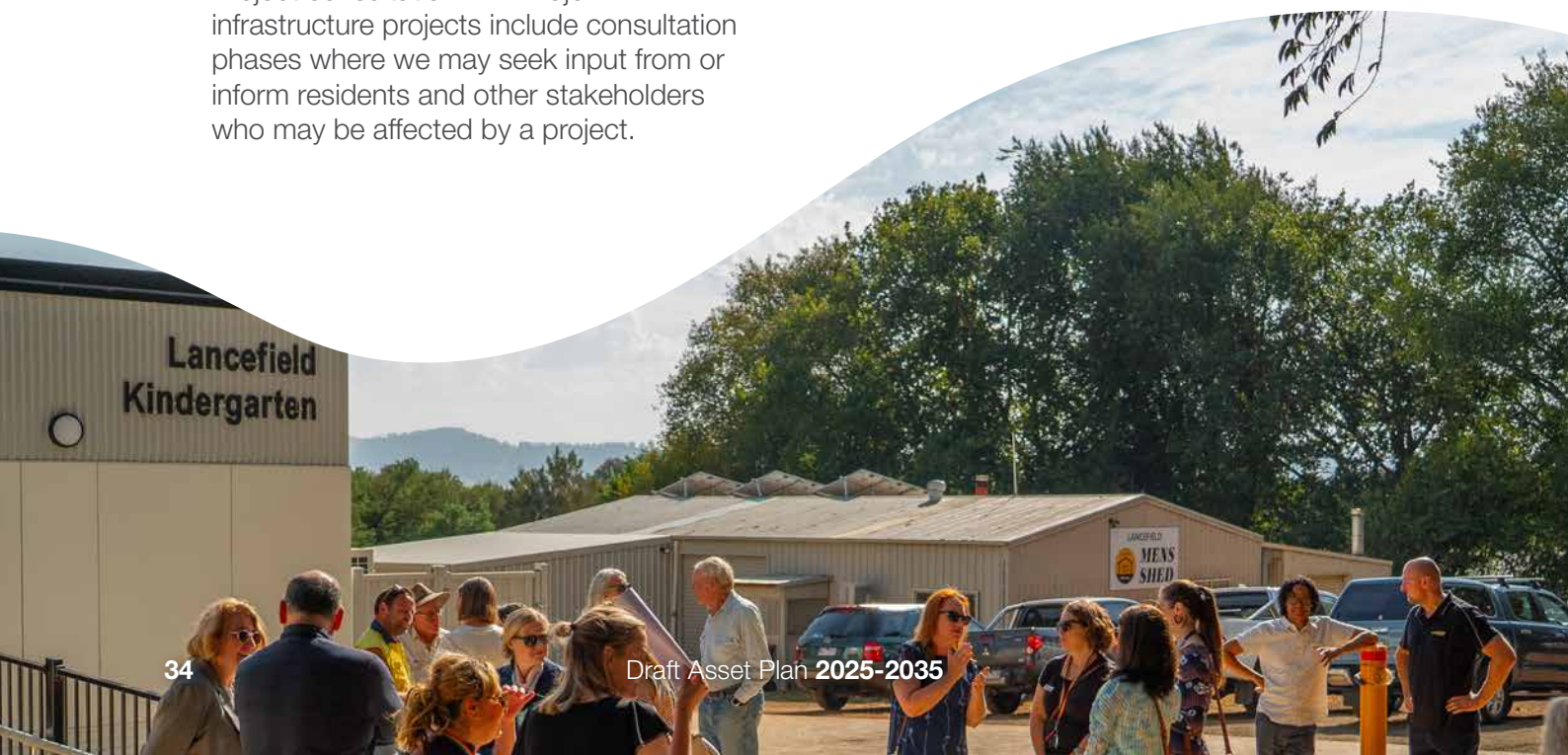
A significant number of people use and rely on Council's assets in their daily activities.

The community plays an important role in helping Council to determine the 'what, when, where, and how' of asset management. There are many ways that the community can directly or indirectly influence Council's decisions and actions.

## How the Community Helps Inform our Decisions and Actions

The community has the opportunity to provide Council with feedback and influence the decisions that are made about its assets in a number of ways:

- Community satisfaction surveys – Our Municipal Survey is an important tool used to assess our performance across a range of measures. The results of this survey help us to identify ways to improve or provide more effective services to our community
- Project consultation – All major infrastructure projects include consultation phases where we may seek input from or inform residents and other stakeholders who may be affected by a project.
- Development of strategic plans – We involve our community in the many policies, strategies, and plans we prepare. Our engagement approach seeks to empower the community to provide input into the decisions that affect asset and service delivery.
- Council meetings – We provide access to our meeting agendas and minutes and the opportunity to raise issues directly with us at public meetings.
- Annual Budget and Capital Works Program – Our annual budget, incorporating our capital works program, is developed with a consultation process involving key stakeholders and Councillors. The draft budget is published for community consideration, comment, and input.
- Customer service requests – Members of the community are able to contact us directly to let us know of any hazards, maintenance issues, or other problems they may see relating to our infrastructure. This complements our other inspection programs and helps us to preserve the function and safety of our assets.



# Asset Plan Engagement

Community engagement for the development of the Asset Plan was undertaken in conjunction with the preparation of the Community Vision, Council Plan, and Financial Plan. This process was consistent with Council’s Community Engagement Policy.

The Macedon Ranges Shire Council Planning Community Assembly comprised 39 community members representing the diverse demographic groups that make up the Macedon Range’s community.

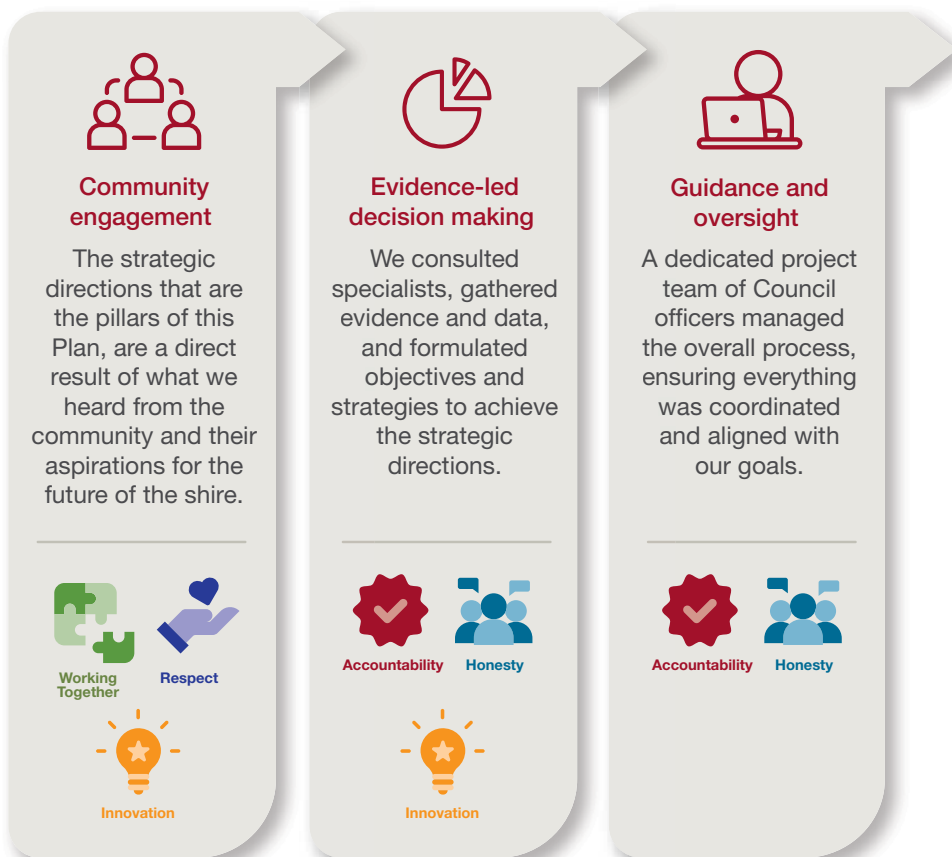
The Community Assembly participated in 4 workshop sessions in March and April 2025 and deliberated on some of the most pressing and complex issues and opportunities impacting Council for their planning now and into the future.

The Community Assembly worked together to respond to the following overarching remit for deliberation which was informed by Council:

**How should Council prioritise its services, allocate resources, and plan for future growth to meet community needs?**

**... (while at the same time addressing financial constraints and ensuring long-term liveability and sustainability?)**

Figure 8. Community Engagement Process for the Plan



# Key Messages of Recommendation for Council

After deliberating on a range of complex topics and real-life dilemma scenarios for Council, the Community Assembly presented 9 key messages of recommendation to Council.

The recommendations relevant to this Asset Plan are shown below.

The outcomes from the deliberative engagement process have been incorporated into this Asset Plan and will help guide our decisions over the life of the Plan.

## Community Assembly Asset Plan Recommendations

| Topic                                                                                                                                                                                                                                                                                                                                                                                                         | Key Message / Recommendation for Council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Providing and funding assets for our growing and changing communities</b></p> <p><b>Pools, Stadiums and Recreation Assets</b></p> <p>How do we meet the future use/ demands of the shire, whilst balancing financial viability of our assets and levels of service?</p> <p><b>Community Facilities</b></p> <p>Exclusive use versus multi-use options for activating Council's community facilities.</p> | <ul style="list-style-type: none"> <li>Look to better utilise existing facilities to encourage other users to access facilities when not in use. <ul style="list-style-type: none"> <li>i.e.: this building isn't used during the day, why not offer to groups like CWA etc to use during the week.</li> </ul> </li> <li>Recreation grounds should be encouraged to share with complementary (or non-conflicting) user groups and also be able to be hired out for casual to other uses. <ul style="list-style-type: none"> <li><b>Why?</b> To save money by not building new buildings and benefit to community groups who now meet in other places like pubs etc.</li> </ul> </li> <li>Get community groups to manage facilities to save cost to Council and allow other casual users to book facilities.</li> <li>Council could create a database/ booking system to hire out facilities or refer to community's committee that manages facility.</li> </ul> |
| <p><b>Transport Infrastructure</b></p>                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Our advice for Council on transport infrastructure is to actively and regularly perform proper maintenance on roads and ensure footpaths are accessible. <ul style="list-style-type: none"> <li><b>Because:</b> Road safety is important to the community and accessibility shouldn't be an afterthought.</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

Council is committed to making future asset management and investment decisions in line with its asset management planning framework, including the important recommendations provided by the Community Assembly.

# Funding the **Asset Plan**

The main theme underpinning our Asset Plan and broader asset management planning principles is ensuring responsible stewardship of Council's assets to meet the needs of tomorrow's community.

Council is responsible for ensuring that its infrastructure contributes to it achieving its long term aspirations and supports a healthy, well connected, and prosperous community.

## Asset Investment Strategy

Looking ahead to the next 10-years, Council's approach is to continue to be prudent in its investment decisions using a holistic lifecycle approach to asset management. This means that Council will aim to plan its assets so that they will continue to support quality living, economic development, and the environmental integrity of the shire in the long-term.

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

|                                                                     |                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Optimise asset life through timely and effective maintenance</b> | There is no one-size-fits-all care programme for all our assets. We will continue to use a mix of approaches, including preventive maintenance, reactive maintenance, predictive maintenance, and risk-based maintenance for critical assets.                                                                                                                       |
| <b>Continue to renew infrastructure</b>                             | Through a robust asset renewal programme, we will progressively replace our assets as they reach the end of their service life. The rate of asset renewal is intended to maintain the overall condition of the asset system at a standard that reflects its criticality and age profile and ensures that the community's investment in infrastructure is sustained. |
| <b>Sustain current levels of service</b>                            | Using a holistic lifecycle approach to asset management, our decisions will be data driven to maximise the performance and service life of our assets without diminishing our net level of service over the long term.                                                                                                                                              |
| <b>Manage the impacts of growth and land use change</b>             | Our strategic plans provide guidance on future asset needs by identifying location and scale of growth. Contributions from development will fund necessary infrastructure so that growth pays for growth, and costs are not unfairly borne by established communities.                                                                                              |

|                                              |                                                                                                                                   |
|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| <b>Comply with legislative requirements</b>  | We acknowledge and will action legislated standards in infrastructure planning and development.                                   |
| <b>Provide long-term affordable services</b> | Our financial strategy will continue to reflect the balancing of ratepayer affordability against community needs and aspirations. |

## Rate capping

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

Council's Revenue and Rating Plan addresses its 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 2025/26 is 3.0%.

## Funding Allocation Framework

As part of Council's annual budget process, judgement is required to determine the allocation of its available funding.

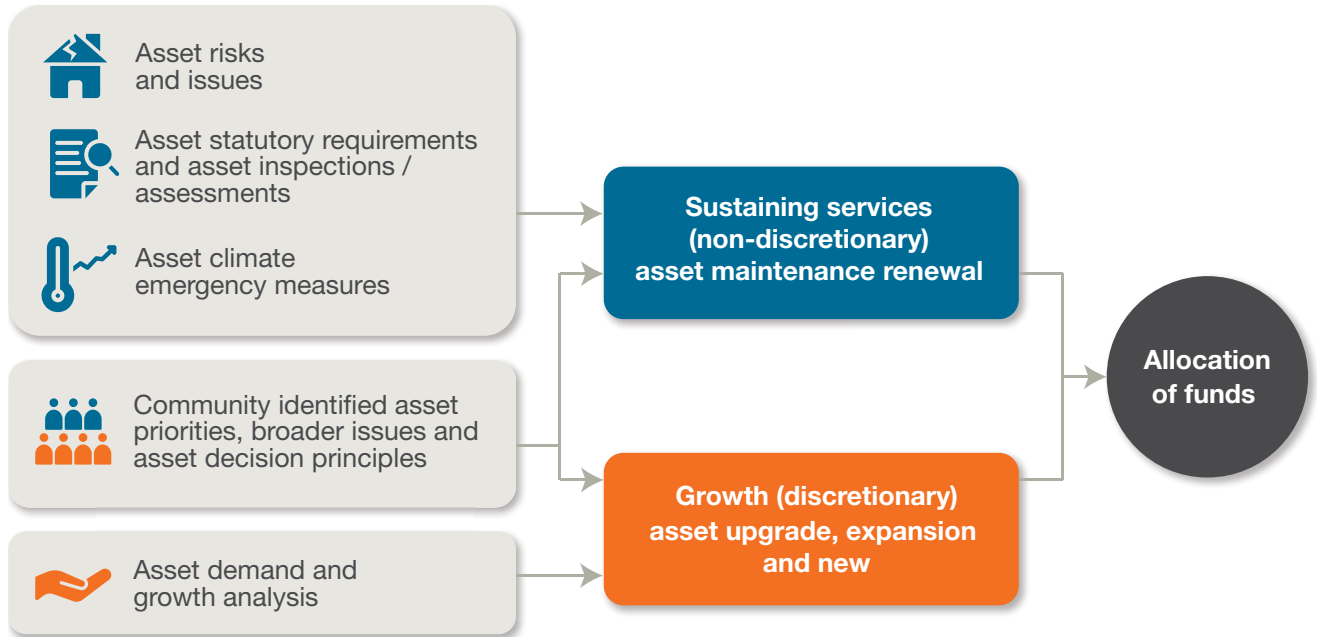
In making such decisions, Council seeks to deliver the best overall outcome for the community in line with the goals articulated in the Community Vision and Council Plan.

Available funding is allocated between capital and operating expenditure, and between discretionary and non-discretionary funding. Renewing and maintaining existing infrastructure is Council's highest priority. 'Figure 9' on page 39, shows Council's framework for prioritising its available funding across both capital and operational programs.

Council's Funding Allocation Framework ensures that:

- Non-discretionary projects and programs are funded as a priority over discretionary items.
- Legislative and regulatory requirements for Council services and assets are prioritised over other projects and programs.
- Business improvement initiatives, where approved, inform both operational and capital requirements.
- Existing assets are managed as a priority over providing new, upgraded, or expanded assets.
- Operating funds are allocated to maintain any additional assets that are acquired or gifted to Council.

Figure 9. Overview of funding allocation framework



### Asset Expenditure Categories

For the purposes of this Asset Plan, spending on Council's infrastructure is categorised as follows:

#### Expenditure Groups and Categories

| Expenditure Group                    | Expenditure Category | Description                                                                                                              |
|--------------------------------------|----------------------|--------------------------------------------------------------------------------------------------------------------------|
| <b>Non-Discretionary - Recurrent</b> | <b>Operations</b>    | Ongoing expenditure that is continuously required to provide a service.                                                  |
|                                      | <b>Maintenance</b>   | Ongoing work required to keep an asset performing at the required level of service.                                      |
| <b>Non-Discretionary - Renewal</b>   | <b>Renewal</b>       | Returns the service potential or the life of the asset up to that which it had originally.                               |
| <b>Discretionary - Growth</b>        | <b>Upgrade</b>       | Enhancements to an existing asset to provide a higher level of service.                                                  |
|                                      | <b>Expansion</b>     | Extends or expands an existing asset at the same standard as is currently enjoyed by residents, to a new group of users. |
|                                      | <b>New</b>           | Creates a new asset that provides a service that does not currently exist.                                               |

Classifying expenditure in this way helps Council to plan its budgets and track how it spends its money on assets and services.

## Lifecycle Costs

Lifecycle costs are essentially how much money Council 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 of.

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

There are a number of ways Council determines when and how much it will need to allocate to fund the lifecycle costs of its assets.

## Asset Lifecycle Cost Determination

|                                      |                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Non-Discretionary – Recurrent</b> | Recurrent costs (i.e., asset maintenance and operations) are determined according to our levels of service and frequency of Council's various activities (e.g., mowing, street sweeping, crack sealing, road grading, pothole repairs, painting buildings, etc).                                                                                 |
| <b>Non-Discretionary – Renewal</b>   | Renewal costs are determined using Council's analysis tools that predict when an asset needs to be replaced based on its current condition and Council's understanding of how it ages and deteriorates over time.                                                                                                                                |
| <b>Discretionary – Growth</b>        | The priority and amounts Council needs to allocate to improving its assets are guided by its various strategies, plans, and community expectations. The selection of discretionary projects such as these must pass through Council's investment evaluation processes before they are selected for inclusion on Council's capital works program. |

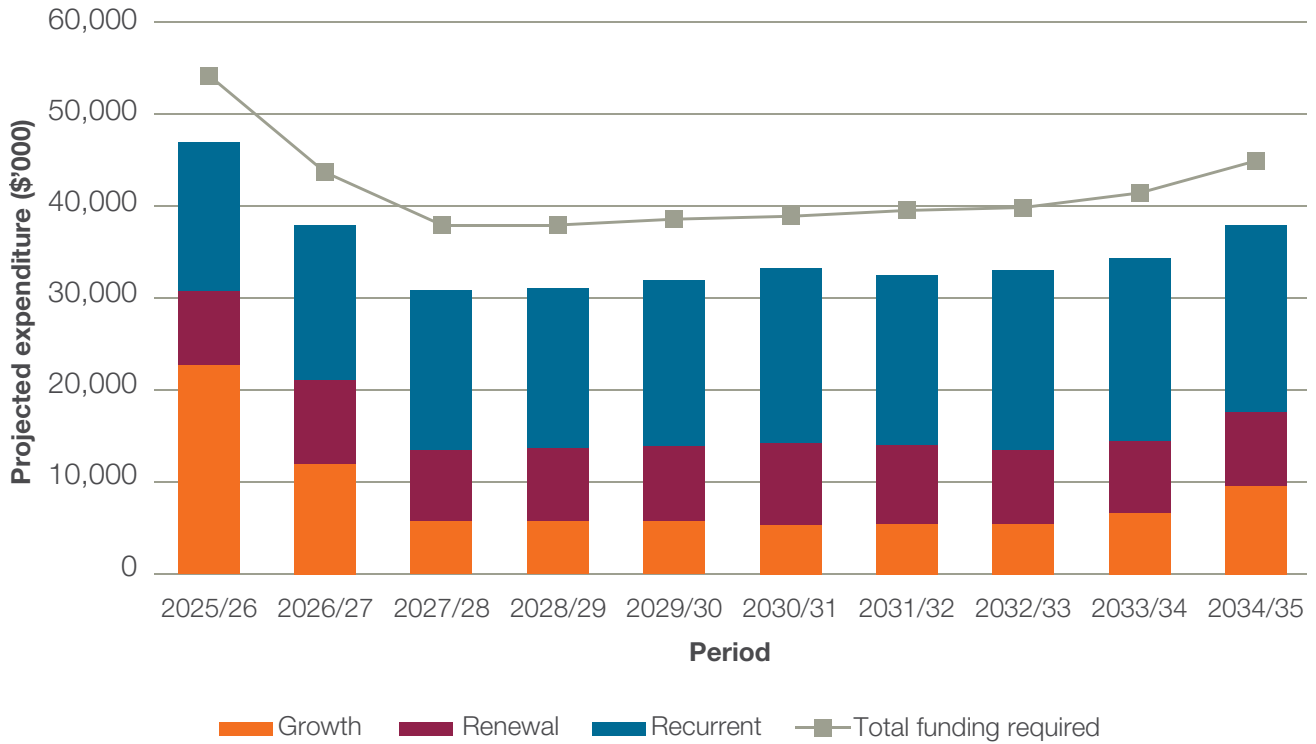
## Financial Summary

'Figure 10' on page 41 shows Council's planned expenditure across its infrastructure assets included in this Asset Plan over the next 10-years.

The line in the graph represents the anticipated budget amounts needed to achieve desired levels of service. The bars indicate the funding that is forecast to be available from Council's Financial Plan.

The gap between these informs the discussion on achieving the balance between services, costs, and risk to achieve best value outcomes.

Figure 10. Projected Total Asset Expenditure



This is further summarised in the table below, which shows the total planned expenditure related to renewal, growth, and recurrent activities over the next 10 years for each asset class.

#### Forecast Expenditure by Asset Class

| Asset Class                     | Recurrent (\$'000) | Renewal (\$'000) | Growth (\$'000) | Total (\$'000) |
|---------------------------------|--------------------|------------------|-----------------|----------------|
| Transport                       | 44,772             | 71,058           | 51,653          | 167,483        |
| Buildings                       | 46,068             | 1,952            | 14,050          | 62,070         |
| Stormwater and Flood Management | 7,804              | 6,350            | -               | 14,154         |
| Open Space and Recreation       | 82,545             | 3,365            | 18,490          | 104,400        |
| <b>Total</b>                    | <b>181,190</b>     | <b>82,725</b>    | <b>84,193</b>   | <b>348,108</b> |

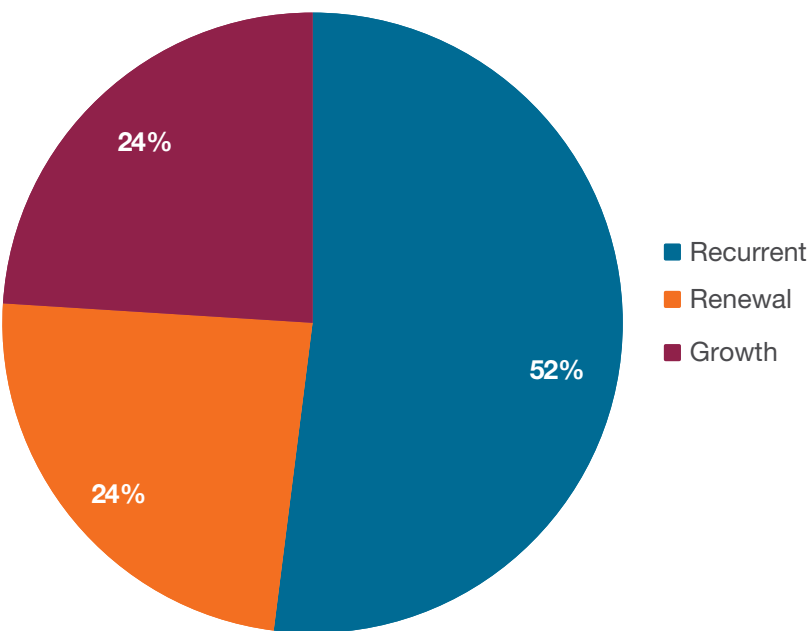
It is important to note that these financial projections do not include monies that also need to be spent on Council's fleet and plant, equipment (e.g., office furniture, computers and other IT hardware, etc), and other minor infrastructure items. Expenditure for these assets is accommodated in Council's Financial Plan and Annual Budget.

Council plans to spend an estimated total of \$348.1 million on its infrastructure assets over the 10 years.

Of this:

- Around **24%** (\$82.7 million) is renewal expenditure for replacement of assets that are reaching the end of their lives.
- Around **24%** (\$84.2 million) relates to expenditure to meet growth or additional future demand.
- Around **52%** (\$181.2 million) relates to caring for our assets through ongoing maintenance and other activities to make sure that they are safe and functional.

Figure 11. Forecast Expenditure Breakdown



What Council spends on its assets represents a significant investment that is made on behalf of the community. It is fundamental in enabling Council to meet ever changing demands and to safeguard future use of its infrastructure.

The outlays made in this Asset Plan have been determined based on the affordability assessments made in Council's Financial Plan.

Council's Asset Plan outlines a fuller picture of the future demand on its assets so that it can make informed decisions around prioritisation of its finite funding resources. Actual funding will be guided by the Financial Plan and determined in Council's Annual Budget.

Projected funding allocations may change depending on shifting priorities, Council's need to react to immediate or emerging issues, or as grant opportunities become available. Council's Asset Plan will therefore be agile and responsive to make sure it is reflective of Council's plans and is closely integrated with the Financial Plan.

Stage 2 of the Macedon Ranges Sports Precinct upgrades and the Macedon Ranges Shared Trail can be seen to cause an outlier in the growth expenditure of the financial projections.

## Financial and Performance Indicators

The following performance measures demonstrate Council is investing in its assets in a financially sustainable manner and to ensure that levels of services to the community are maintained. Council will prioritise improving the Asset Sustainability ratio result over the life of the Asset Plan.

### Asset Management Financial Performance Indicators

| Measure                                       | Definition                                                                                         | Industry Target | Result <sup>1</sup> |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------|---------------------|
| <b>Asset Sustainability Ratio<sup>2</sup></b> | Measures the extent to which assets are being replaced as they reach the end of their useful life. | 90 - 110%       | 55%                 |
| <b>Asset Renewal Funding<sup>3</sup></b>      | Indicates financial capacity to fund forecast asset renewal demands over the next 10 years.        | 90 - 110%       | 55%                 |
| <b>Capital Investment<sup>4</sup></b>         | Measures whether assets are being renewed or upgraded at the rate they are wearing out.            | > 100%          | 101%                |

1 Projected 10-year average

2 Capital renewal expenditure divided by depreciation expense

3 Planned capital renewal expenditure divided by required capital renewal expenditure

4 Asset Renewal and Upgrade Expenditure divided by annual depreciation

## Managing the Funding Gap

Based on Council's projections of the future lifecycle costs of its assets over the next 10 years, Council needs to spend a total of \$415.7 million to maintain, renew, and improve its infrastructure assets and buildings.

When compared with how much Council is budgeting to spend in its Financial Plan (\$348.1 million), Council is faced with a total funding gap of \$67.6 million.

This shortfall is largely as a direct result of Council's projected asset renewal gap across of all of its infrastructure assets. Council also acknowledges that it has areas to improve in our long term infrastructure planning and integrating the financial outcomes of this with the Financial Plan.

If Council does not appropriately manage this gap, it could be faced with risks of:

- Continued deterioration of its assets.
- Poor performing assets.
- Asset failure.
- A decline in public confidence and community satisfaction.
- Compromised public safety and associated liability.
- Loss of financial and economic viability.

Council's imperative is to ensure that its assets are safe, fit for purpose and meet the needs of the community.

Council will strive to responsibly fund the renewal of its assets in the future. This is so Council minimises the impact to the community of the costs of unsustainable asset provision by proactively renewing and maintaining its infrastructure.

Council has many options available to manage the asset renewal gap:

- Improving the quality of information – knowing what condition assets are in, how long they last for, and how they are used will give Council greater confidence in its asset renewal projections.
- Clearly defining levels of service in consultation with the community will guide when assets need to be replaced and enable discussion about long term affordability.
- Preparing lifecycle plans for major asset classes to inform costs associated with delivering agreed levels of service.
- Improving efficiency as part of Council's ongoing commitment to continuous innovation. Operational efficiencies with how Council manages its assets, from day to day maintenance, construction, replacement, and longer term planning can reduce the overall costs.
- Continue Council's advocacy efforts to attract support through government grants to increase the available sources of funding and reduce Council's cost burden.
- Maximising utilisation of existing assets through consolidation or adaptive reuse to increase multiuse potential. This could result in the divestment or rationalisation of underutilised assets.
- Forming or strengthening alliances with strategic partners to find opportunities for finding non-asset solutions to the delivery of services. This can reduce direct costs to Council.
- Reviewing the distribution of Council's own available funding so that it prioritises its spending towards the replacement of its assets.

### Asset Renewal Gap

In simple terms, this is the difference between the current level of actual expenditure on renewing existing assets and the level of funding necessary to replace our assets when they need to be and into the future.

# Monitoring and Review

This Asset Plan will be reviewed following Council elections in accordance with the *Local Government Act 2020*.

Intermediary reviews of the 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 Council's strategic goals and objectives having regard to:

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

## Reporting

Reporting on service levels and other performance measures will be undertaken as part of the Annual Report.

## Improving Council's Evidence Base

This Asset Plan is strongly aligned with Council's Financial Plan. Both of these documents incorporate forecasts and predictions of factors that will influence their accuracy, including assumptions about future demand, revenue, and operating environment.

These assumptions have been derived using the best data and information Council currently has available to it.

Council is committed to managing its assets in accordance with recognised best practice and are continuously working to improve what it knows about its assets and enhance the tools that are used to manage them.

Future versions of this Asset Plan will build on the work that has been done and will reflect Council's improved knowledge base and analysis enabling it to reflect changes in revenue, demands, financial sustainability, and external drivers.



# Asset Profiles

The following asset class summaries provide the current state, challenges, choices and projected expenditure requirements for each key asset class over the next 10 years.

These funding requirements have been determined based on what we know about the current performance of our assets and the affordability assessments made in our Financial Plan.

The projections represent the investment that is necessary to renew, improve, and care for Council's infrastructure over the next 10 years.



# Open Space and Recreation



## Service

- Provision of parks, recreation reserves, and natural bushland to support active and passive recreation activities.
- Provision of streetscapes and street tree amenity.

## Service Objective

To enhance the public open spaces so they promote quality of life and contribute to social connectedness.

## Current Condition

Figure 12. Current condition of assets



## Asset Summary

The replacement value of open space assets is estimated to be approximately \$53.0 million<sup>1</sup>. This value does not include trees and landscaping assets.

Sportsgrounds include, ovals, swimming pools, hard-surface playing courts, cricket wickets, skate parks, equestrian arenas etc.

| Asset          | Quantity | Replacement Cost (\$) |
|----------------|----------|-----------------------|
| Barbeques      | 54 no.   | 683,278               |
| Play equipment | 76 sites | 5,631,710             |
| Sportsgrounds  | 168 no.  | 46,726,152            |
| <b>Total</b>   | <b>-</b> | <b>53,041,140</b>     |

1 As at 30 June 2024

## Key

**Very Good**  
Meets existing and future service needs

**Good**  
Meets existing service needs

**Fair**  
May require minor work to continue to meet existing service needs

**Poor**  
May require major work to continue to meet existing service needs

**Very Poor**  
Fails to meet existing service needs

| Current Performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Fit for the Future?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>The current open space asset portfolio is performing well, with the majority of assets assessed as being in 'Very Good' to 'Fair' condition. Assets that are in poor condition have been scheduled in Council's 10-Year Capital Works Program to be renewed or replaced at an appropriate time.</li> <li>Significant investment in park upgrades in key locations has ensured a high level of service, however equity of access to quality facilities may be imbalanced across the shire.</li> <li>This is reflective of the current asset condition profile and extent of parks and open space provided by Council. This includes playspace and sporting ground upgrades. These assets will require ongoing maintenance and renewal to maintain them to the current level of service.</li> </ul> | <ul style="list-style-type: none"> <li>The well supported park, open space, and streetscape upgrade programs and projects are needed to support the increasing demand of the community for passive and active spaces. The assets which result from the projects will require an increase to the large ongoing asset maintenance and renewal program to ensure they are maintained appropriately.</li> <li>Further redevelopment and enhancement of key parks and reserves may be required to meet community demand and increasing use.</li> </ul> |

## Objectives

- Maintain our built environment, including open space, in a fiscally, environmentally, and socially sustainable way.
- Embed health and wellbeing principles, climate resilience, and equity in access considerations when designing and building open spaces.
- Provide opportunities to experience open space and bushland reserves.
- Improve the accessibility of open space and recreation assets to promote inclusiveness.
- Provide an appropriate range of facilities and participation opportunities.
- Maximise opportunities for shared use of facilities.
- Ensure regular inspection of assets in accordance with any lease or seasonal hire agreement requirements, and program any works arising accordingly.
- Plan towards zero net carbon emissions by 2030.

## Methodology

- Council takes a data-driven approach to making decisions on the optimum time to renew and upgrade open space assets.
- Council seeks to establish/support community stewardship through formal agreements – entrusting user groups with management and maintenance responsibilities for recreation and community assets.
- Develop strategic partnerships/relationships with other levels of government to assist with funding of key open space and recreation improvements.
- Play equipment is managed with a risk management and amenity focus, noting that play equipment has stringent controls and standards that must be applied to the purchase, installation, and operation of the equipment. Play equipment is inspected regularly, with higher-use facilities being inspected more frequently.
- Council inspects and maintains playgrounds, sporting ovals, streetscapes, parks and gardens, and mowing of open space areas. A mixture of proactive and reactive methodologies are used.
- Council strives to manage and maintain its open space assets to meet its legislative responsibilities and other standards.

## Key Challenges and Choices

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Open Space Demand</b>                 | <ul style="list-style-type: none"> <li>• Higher-density living, rural population growth, housing developments in townships and increased use of open space areas will require both additional provision of open space and enhanced functionality of existing open space areas. This may result in the creation of more assets, which will require more asset maintenance and renewal funding to maintain higher level of service areas</li> <li>• Increasing demand and use of natural bushland areas.</li> </ul> |
| <b>Changing Demographics and Use</b>     | <ul style="list-style-type: none"> <li>• Population increases will increase demand for specific outdoor recreation activities, features and landscape</li> <li>• Demographic and sporting trends may change demand over time requiring the reconfiguration of open space and sporting assets. Traditional recreational opportunities such as football grounds could move towards bike pump tracks, skate parks and exercise stations.</li> </ul>                                                                  |
| <b>Climate Change and Sustainability</b> | <ul style="list-style-type: none"> <li>• Climate change may require assessment of utilising more sustainable sources of energy and water for irrigation of sports fields</li> <li>• Climate change impacts on natural areas such as increased risk of bushfire.</li> </ul>                                                                                                                                                                                                                                        |

## Key Activity Types

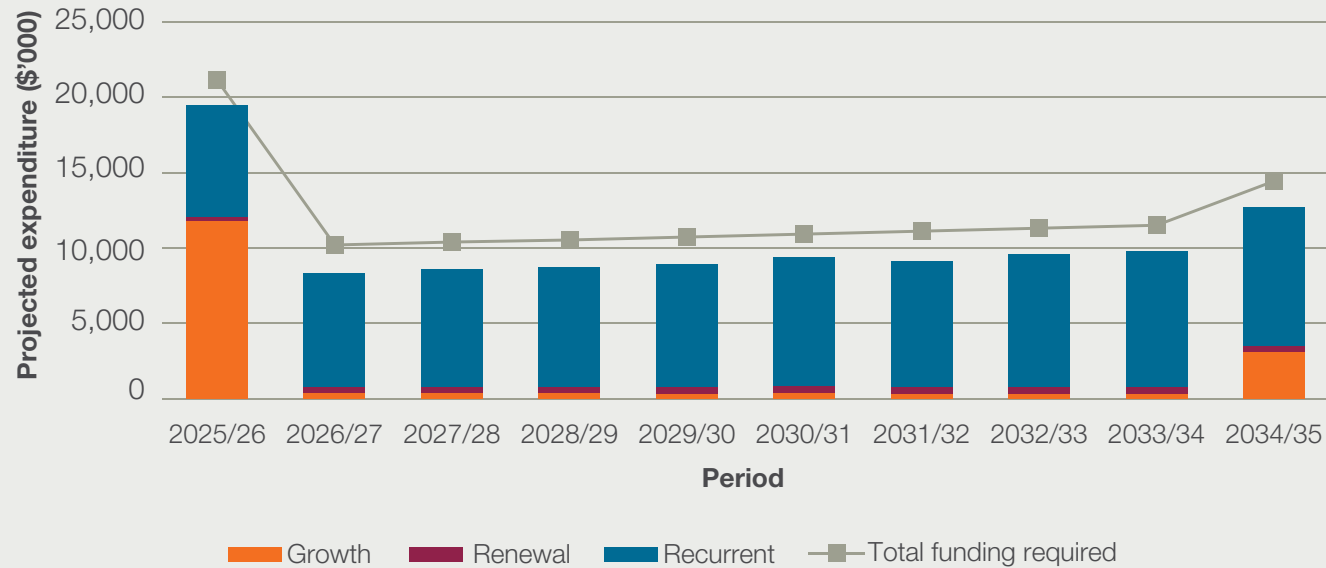
|                                                                   |                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Non-Discretionary – Recurrent (Maintenance and Operations)</b> | <ul style="list-style-type: none"> <li>• Hazard/defect inspections</li> <li>• Mowing, vegetation/weed control</li> <li>• Garden bed maintenance</li> <li>• Litter collection and facility cleaning</li> <li>• Graffiti removal.</li> </ul>                                                                                                                               |
| <b>Non-Discretionary - Renewal</b>                                | <ul style="list-style-type: none"> <li>• Replacement of playground equipment</li> <li>• Replacement of park furniture and high-use surfaces</li> <li>• Rejuvenation or replacement of entire playing courts or sports fields to an equivalent standard.</li> </ul>                                                                                                       |
| <b>Discretionary - Growth</b>                                     | <ul style="list-style-type: none"> <li>• Playing court extension</li> <li>• Replacement of playground equipment to a higher standard</li> <li>• Development of new park or reserve</li> <li>• Incorporating accessible, sensory, and gender-inclusive design elements (e.g. better sightlines, seating, safe walking paths etc) in existing open space areas.</li> </ul> |

## Financial Projections

The great majority of funding is allocated to non-discretionary recurrent and renewal activities. The large ongoing operations and maintenance budget requires a steady increase to account for new assets and increasing maintenance costs. Projects such as Stage 2 of the Macedon Ranges Sports Precinct upgrades (2025/26), and other ongoing programs including the Parks Infrastructure Renewal Program and Playground Renewal Program, are funded over the 10-year forecast to meet current and future demand for enhanced open space areas across the shire.

Council is faced with a small shortfall in funding for its open space assets. Council will need to review how it allocates its funding between Renewal and Growth so that there is better balance between improving and enhancing public open spaces and being able to replace ageing assets when they need to be.

Figure 13. Financial Projections



### 10-Year Expenditure Plan

|           | 2025/26<br>(\$'000) | 2026/27<br>(\$'000) | 2027/28<br>(\$'000) | 2028/29<br>(\$'000) | 2029/30<br>(\$'000) | 2030/31<br>(\$'000) | 2031/32<br>(\$'000) | 2032/33<br>(\$'000) | 2033/34<br>(\$'000) | 2034/35<br>(\$'000) | 10 Year<br>Total |
|-----------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------|
| Recurrent | 7,368               | 7,552               | 7,741               | 7,934               | 8,133               | 8,336               | 8,545               | 8,758               | 8,977               | 9,202               | 82,545           |
| Renewal   | 330                 | 330                 | 330                 | 330                 | 330                 | 330                 | 395                 | 330                 | 330                 | 330                 | 3,365            |
| Growth    | 11,785              | 445                 | 445                 | 445                 | 445                 | 445                 | 445                 | 445                 | 445                 | 3,145               | 18,490           |
| Total     | 19,483              | 8,327               | 8,516               | 8,709               | 8,908               | 9,111               | 9,385               | 9,533               | 9,752               | 12,677              | 104,400          |



## Service

Provision of transport services to the community including vehicular and other active modes.

## Service Objective

To provide the community and road users with a safe, functional and fit for purpose road and pathway networks.

## Asset Summary

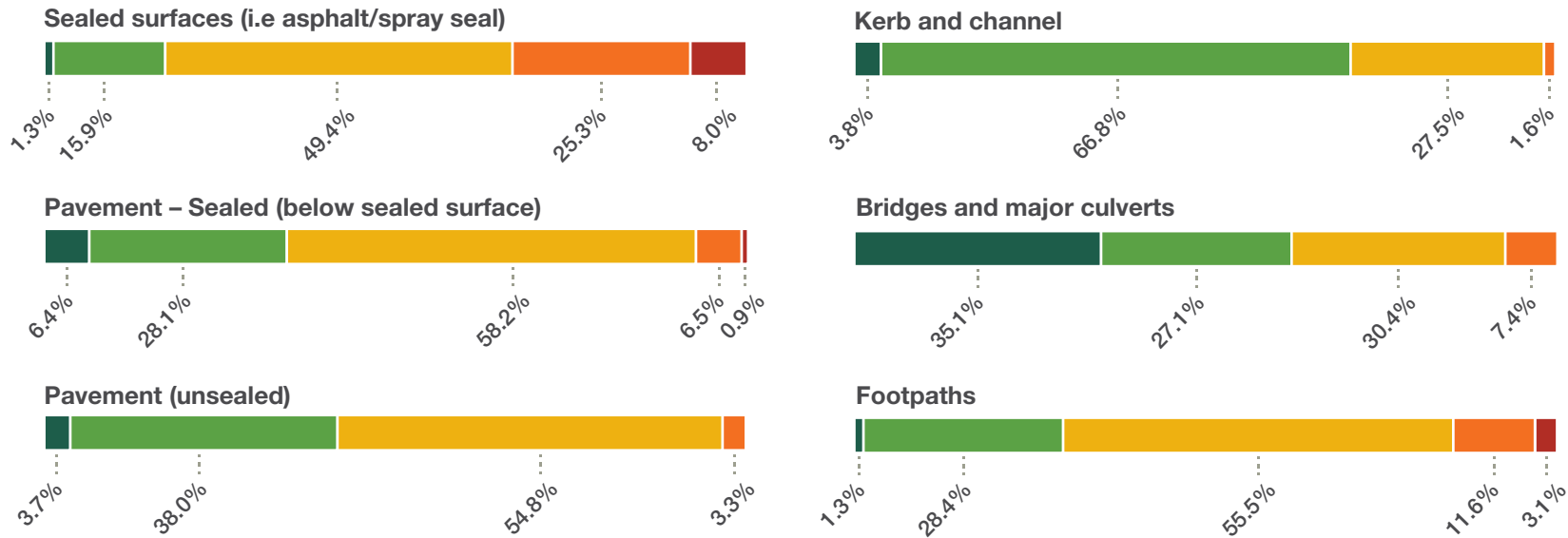
The replacement value of Council's transport assets is estimated to be approximately \$736.4 million<sup>1</sup>.

This value does not include land under roads.

| Asset                                    | Quantity       | Replacement Cost (\$) |
|------------------------------------------|----------------|-----------------------|
| Sealed surfaces (i.e asphalt/spray seal) | 897.1 km       | 66,714,585            |
| Pavement – Sealed (below sealed surface) | 897.1 km       | 359,454,475           |
| Pavement - Unsealed                      | 847.3 km       | 28,072,663            |
| Road formation                           | 12,682,231 sqm | 129,343,089           |
| Kerb and channel                         | 364.4 km       | 41,756,928            |
| Bridges and major culverts               | 231 no.        | 59,806,361            |
| Footpaths                                | 260.2 km       | 51,287,421            |
| <b>Total</b>                             | <b>-</b>       | <b>736,435,522</b>    |

<sup>1</sup> As at 30 June 2024

## Current Condition



### Key

|                                                                                     |                                                             |                                                                                     |                                             |                                                                                     |                                                                                  |                                                                                     |                                                                                  |                                                                                       |                                                          |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------------------------------------------------------|
|  | <b>Very Good</b><br>Meets existing and future service needs |  | <b>Good</b><br>Meets existing service needs |  | <b>Fair</b><br>May require minor work to continue to meet existing service needs |  | <b>Poor</b><br>May require major work to continue to meet existing service needs |  | <b>Very Poor</b><br>Fails to meet existing service needs |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------------------------------------------------------|

| Current Performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Fit for the Future?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Most of Council's transport infrastructure, being our local roads, bridges, footpaths, etc. are generally in 'Good' to 'Fair' condition.</li> <li>Our road network is one of our most valuable assets, not only in terms of its financial value but also its contribution to overall community prosperity.</li> <li>For that reason, we place a strong emphasis on monitoring the performance of these assets through structured inspection maintenance programs. This is to inform our planning and to make sure that we are investing sufficient funds to maintain current service levels over the long-term.</li> </ul> | <ul style="list-style-type: none"> <li>As our region grows in terms of population, tourism, and economic output, so will the demands placed on our local road system.</li> <li>This growth will ultimately lead to increased traffic, pedestrian and cyclist movements to and through the shire and townships. This will not only impact on the condition of our transport network but may also highlight barriers like freight access or other safety issues.</li> <li>To make sure that we manage this growth sufficiently we will need to continue our strategic work and implement the findings from the various planning and studies we have done to date. This includes such instruments as the Woodend Integrated Transport Plan, the Mobility and Road Safety Strategy, and our Shire-wide Footpath Plan.</li> <li>Council also has also placed a strong emphasis on supporting active transport options, such as walking and cycling, to encourage a healthy and sustainable community. We will continue to implement aligned initiatives to achieve these aims.</li> </ul> |

## Objectives

- Improve connectivity and movement, and provide transport choices to the community, including walking trails and bike paths.
- Improve continuous accessible paths of travel to key destinations.
- Improve the environmental sustainability of Council's transport network and the works associated with keeping the network operational.
- Improve the use of computerised works systems to efficiently achieve and demonstrate compliance with Council's Road Management Plan.
- Effectively manage risks associated with the transport network.
- Increase Council's understanding of the utilisation of the transport network through the use of counters.
- Ensure that maintenance budgets are adequately achieving the desired level of service and that assets are remaining in service for the expected amount of time.
- Effectively manage roadside vegetation and weeds.
- Plan towards zero net carbon emissions by 2030.

## Methodology

- Council takes a risk-focused management approach to the transport network. Council's Road Management Plan forms an important component of Council's risk mitigation strategy.
- Assets are inspected for defects according to the frequency specified in the Road Management Plan and any above intervention level defects are treated within the response times specified in the plan.
- Council has the following recurring capital works programs in relation to roads: Road Rehabilitation Program, Road Improvement and Renewal Program, Road Resealing Program, Unsealed Road Renewal Program, Intersection Upgrade and Renewal Program, Kerb and Channel Renewal Program.
- Council has the following recurring capital works program in relation to bridges: Bridge Renewal Program (Includes footbridge and major culverts).
- Council has the following recurring capital works program in relation to footpaths and cycleways: Footpath Renewal Program, Footpath Construction Program.

## Key Challenges and Choices

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Population Change</b> | <ul style="list-style-type: none"> <li>• Developing areas can introduce additional pathways which may require connection and linkage to the broader pathway network.</li> <li>• Community emphasis on active transport and recreation opportunities increases the need for walking trails and wider footpaths, etc.</li> <li>• Ageing population and associated increase in impaired mobility needs.</li> </ul>                                                                                                                      |
| <b>Unsealed Roads</b>    | <ul style="list-style-type: none"> <li>• Council manages an extensive network of unsealed, or gravel, roads. These form vital links between places of residence, agriculture and industry and arterial roads.</li> <li>• The condition of an unsealed road can change frequently due to gravel quality or composition, weather, traffic volumes and driver behaviours. Gravel roads require significant effort, resources, and investment to maintain them to a standard that is safe and meets Council's service levels.</li> </ul> |
| <b>Financial</b>         | <ul style="list-style-type: none"> <li>• Sealed roads are a very-high value asset class that pose the greatest threat to Council's long-term financial sustainability.</li> <li>• The lifecycle costs of the sealed road network must be very closely managed or there is a risk of placing a financial burden on future members of the Macedon Ranges community.</li> </ul>                                                                                                                                                         |

## Key Activity Types

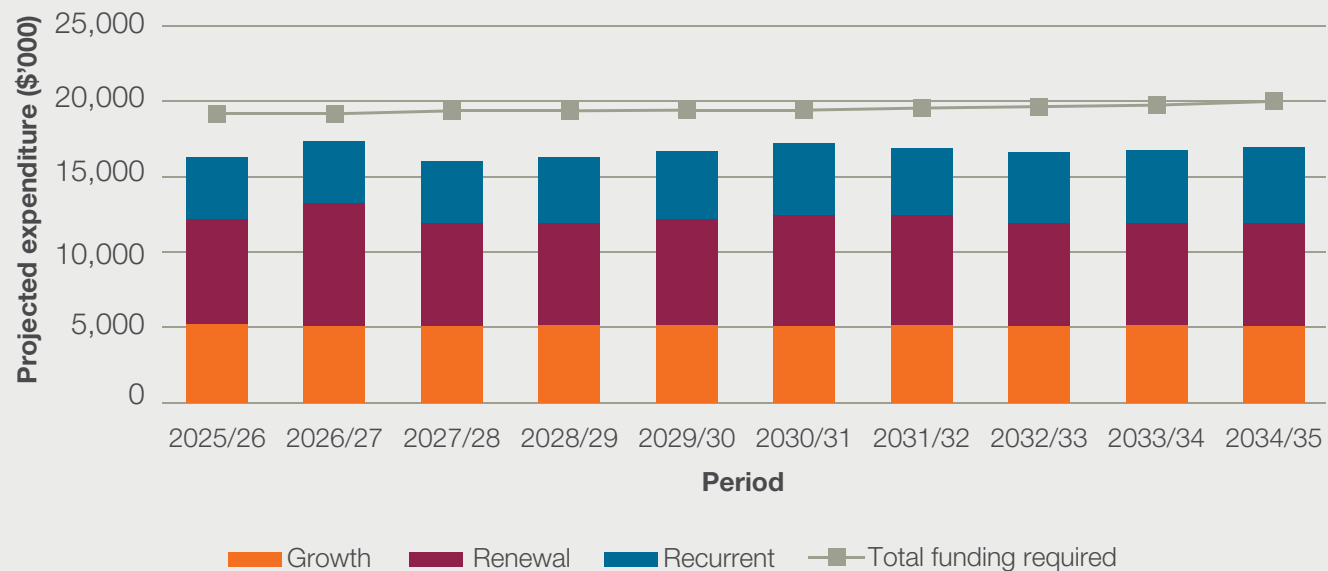
|                                                                   |                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Non-Discretionary – Recurrent (Maintenance and Operations)</b> | <ul style="list-style-type: none"><li>• Maintenance and repairs to roads, bridges, and pathways.</li><li>• Line marking.</li><li>• Street sweeping.</li><li>• Vegetation control.</li><li>• Inspections of the road infrastructure.</li></ul>                                                                |
| <b>Non-Discretionary – Renewal</b>                                | <ul style="list-style-type: none"><li>• Resurfacing of existing roads.</li><li>• Road reconstruction or major patching of road failures.</li><li>• Replacement of sections of pathways in poor condition.</li><li>• Replacement of major bridge components.</li></ul>                                        |
| <b>Discretionary – Growth</b>                                     | <ul style="list-style-type: none"><li>• Road safety improvements</li><li>• Widening or duplication of existing roads.</li><li>• Traffic calming treatments.</li><li>• Extension of the pathway network to address gaps in connectivity.</li><li>• Strengthening or widening of an existing bridge.</li></ul> |

## Financial Projections

Our projections indicate that there is an annual average shortfall of \$2.8 million when comparing how much we are forecast to spend as outlined in the Financial Plan and our assessment of renewal demand over the next 10 years.

Our renewal projections are based on what we know now. We are in the process of gathering updated condition information for our extensive road network which will better inform our long-term renewal investment strategy. This will influence future decisions relating to investment in our roads to make sure that we are maintaining them to meet our service levels over the long-term.

Figure 15. Financial Projections



### 10-Year Expenditure Plan

|           | 2025/26<br>(\$'000) | 2026/27<br>(\$'000) | 2027/28<br>(\$'000) | 2028/29<br>(\$'000) | 2029/30<br>(\$'000) | 2030/31<br>(\$'000) | 2031/32<br>(\$'000) | 2032/33<br>(\$'000) | 2033/34<br>(\$'000) | 2034/35<br>(\$'000) | 10 Year<br>Total |
|-----------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------|
| Recurrent | 3,996               | 4,096               | 4,199               | 4,304               | 4,411               | 4,635               | 4,521               | 4,750               | 4,869               | 4,991               | 44,772           |
| Renewal   | 6,898               | 8,101               | 6,671               | 6,776               | 7,127               | 7,507               | 7,437               | 6,847               | 6,847               | 6,847               | 71,058           |
| Growth    | 5,371               | 5,271               | 5,271               | 5,180               | 5,196               | 5,076               | 5,060               | 5,076               | 5,076               | 5,076               | 51,653           |
| Total     | 16,265              | 17,468              | 16,141              | 16,260              | 16,734              | 17,218              | 17,018              | 16,673              | 16,792              | 16,914              | 167,483          |



## Service

Buildings accommodate the various services that Council provides to the community. They support social connectedness, serving as community focal points.

## Service Objective

Our buildings and facilities are safe, functional, and fit for purpose. Our buildings are inclusive and accessible to all people.

## Asset Summary

The replacement value of Council's buildings is estimated to be approximately \$104.1 million<sup>1</sup>. This value does not include trees, and landscaping assets.

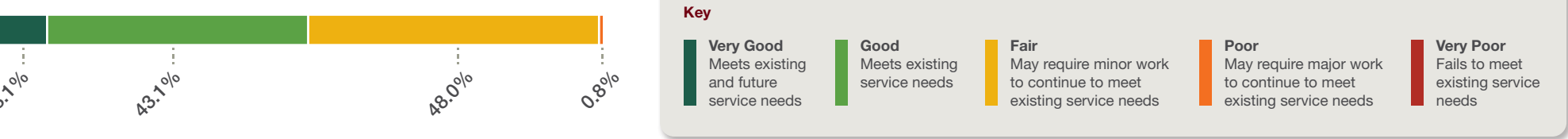
Council's portfolio of buildings incorporates minor structures such as shelters, sheds, water tanks, etc. While these are not currently included in the valuation of Council buildings, they are actively managed through Council's operational programs to make sure that they are safe and functional. Council also has committee of management responsibilities for a number of facilities located on Crown Land. These buildings are managed and maintained through Council's annual programs.

| Asset     | Quantity | Replacement Cost (\$) |
|-----------|----------|-----------------------|
| Buildings | 308 No.  | 104,103,000           |
| Total     | 308 No.  | 104,103,000           |

<sup>1</sup> As at 30 June 2024

Current Condition

Figure 16. Current condition of assets



Asset Performance Assessment

| Current Performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Fit for the Future?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>The current portfolio of buildings is generally in good condition.</li><li>Building maintenance and renewal programs enable Council to renew and replace building elements as they fall due for renewal.</li><li>A number of Council's buildings will require upgrade or extensions to meet current day standards and requirements such as provision for required spaces for kindergartens and female friendly change rooms and facilities at sporting pavilions, and accessibility improvements.</li></ul> | <ul style="list-style-type: none"><li>Future building provision will need to be aligned with the changing service delivery needs of our community. Buildings will need to be adaptable multi-use spaces that encourage diversity of use. They will also need to remain compliant and safe and be accessible and promote equity by removing barriers where possible.</li><li>Potential for the divestment of under-performing assets will need to be investigated along with non-asset based service solutions to reduce ongoing costs.</li><li>We will also continue to improve the performance of our facilities to reduce dependence on fossil-fuel-derived energy and make them more sustainable and resilient to future climate shocks.</li></ul> |

## Objectives

- Ensure buildings are fit for purpose and accessible for the community and users.
- Implement a suite of environmental upgrades to Council buildings to enhance energy efficiency and environmental performance.
- Improve accessibility of Council's buildings and facilities so that they are safe for staff and the community to utilise.
- Strengthen integration/co-location of services, gender-inclusive design, asset sharing to maximise utilisation and benefit.
- Ensure the design, budgeting and delivery of Council building projects incorporates best practice sustainable design principles and resource-efficient features.
- Improve building maintenance, better manage risk, and ensure buildings meet community needs.
- Plan towards zero net carbon emissions by 2030.

## Methodology

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

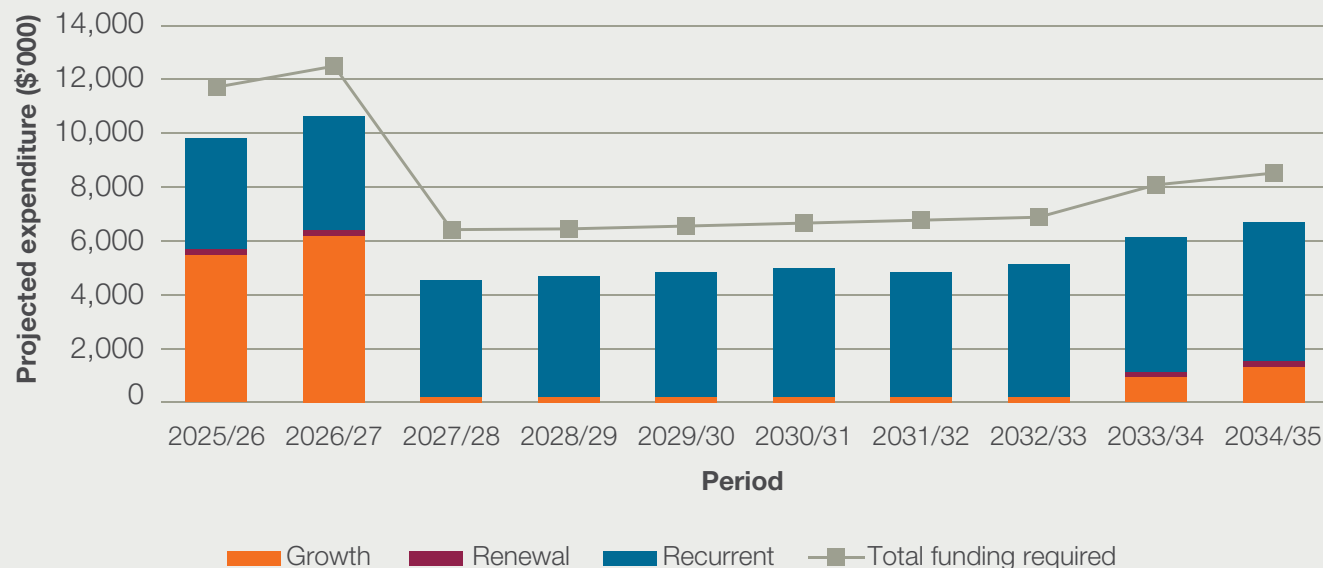
## Key Challenges and Choices

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Changing Population</b> | <ul style="list-style-type: none"> <li>We will need to provide new buildings and adapt existing facilities towards multi-use spaces and co-located services to respond to and accommodate evolving demands.</li> <li>Effort will be needed to improve access for all genders, abilities and for other under-represented communities.</li> <li>Demand for universally accessible facilities can be expected to increase as the shire's population continues to age.</li> </ul> |
| <b>Environment</b>         | <ul style="list-style-type: none"> <li>More frequent and intense weather events will increase the risk of facility damage.</li> <li>Ensuring that Council meets its zero net emissions target as set out in the Counting down to ZERO Plan.</li> <li>We need to demonstrate leadership in environmental sustainability. This includes reducing our dependence on energy derived from fossil fuels and making our facilities more energy-efficient.</li> </ul>                 |
| <b>Financial</b>           | <ul style="list-style-type: none"> <li>Our planning and investment in facilities need to balance priorities across compliance, accessibility, inclusion, sustainability, and functional serviceability.</li> <li>Accommodating costs associated with new buildings within existing budget allocations.</li> <li>Capacity to fund facility improvements from own source revenue is limited. We have a strong reliance on grants to deliver such initiatives.</li> </ul>        |

## Key Activity Types

|                                                                   |                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Non-Discretionary – Recurrent (Maintenance and Operations)</b> | <ul style="list-style-type: none"> <li>Minor repairs to building components due to failure, vandalism, etc.</li> <li>Unblocking gutters, floor covering repairs</li> <li>Painting</li> <li>Safety, compliance and condition inspections</li> <li>Heating, cleaning and building pest control</li> </ul>     |
| <b>Non-Discretionary – Renewal</b>                                | <ul style="list-style-type: none"> <li>Major structural repairs such as roof replacement</li> <li>Replacement of fit-out or wall cladding</li> <li>Replacement of sections of pathways in poor condition</li> <li>Replacement of heating and cooling systems</li> </ul>                                     |
| <b>Discretionary – Growth</b>                                     | <ul style="list-style-type: none"> <li>Building upgrades and extensions</li> <li>Addition of building improvements (e.g. PV systems, water harvesting and reuse systems, etc.)</li> <li>Construction of a new building to cater for increased or changing demand such as new sporting facilities</li> </ul> |

Figure 17. Financial Projections



### Financial Projections

Our projections indicate that we are faced with an annual average renewal gap of \$1.8 million for buildings over the next 10 years.

Our challenge will be striking a balance between maintaining the condition of our buildings as they age and deteriorate and providing facilities that are accessible, environmentally sustainable, and meet the service needs of our growing and changing community.

### 10-Year Expenditure Plan

|              | 2025/26<br>(\$'000) | 2026/27<br>(\$'000) | 2027/28<br>(\$'000) | 2028/29<br>(\$'000) | 2029/30<br>(\$'000) | 2030/31<br>(\$'000) | 2031/32<br>(\$'000) | 2032/33<br>(\$'000) | 2033/34<br>(\$'000) | 2034/35<br>(\$'000) | 10 Year<br>Total |
|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------|
| Recurrent    | 4,112               | 4,215               | 4,320               | 4,428               | 4,539               | 4,769               | 4,652               | 4,888               | 5,010               | 5,135               | 46,068           |
| Renewal      | 202                 | 205                 | 205                 | 205                 | 210                 | 215                 | 215                 | 215                 | 140                 | 140                 | 1,952            |
| Growth       | 5,500               | 6,200               | -                   | -                   | -                   | -                   | -                   | -                   | 1,000               | 1,350               | 14,050           |
| <b>Total</b> | <b>9,814</b>        | <b>10,620</b>       | <b>4,525</b>        | <b>4,633</b>        | <b>4,749</b>        | <b>4,984</b>        | <b>4,867</b>        | <b>5,103</b>        | <b>6,150</b>        | <b>6,625</b>        | <b>62,070</b>    |

# Stormwater and Flood Management



## Service

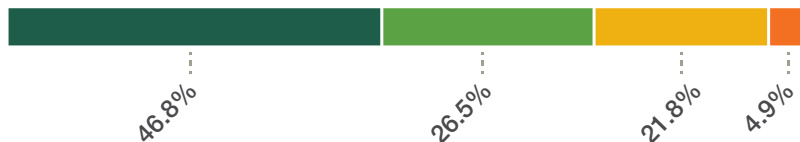
Provision of flood mitigation and drainage to the community including stormwater treatment and pollutant removal from stormwater run-off.

## Service Objective

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

## Current Condition

Figure 18. Current condition of assets



### Key

**Very Good**  
Meets existing and future service needs

**Good**  
Meets existing service needs

**Fair**  
May require minor work to continue to meet existing service needs

**Poor**  
May require major work to continue to meet existing service needs

**Very Poor**  
Fails to meet existing service needs

## Asset Summary

The replacement value of Council's stormwater drainage network is estimated to be approximately \$96.5 million<sup>1</sup>.

Drainage basins are designed to temporarily hold storm or floodwaters and release such waters in a controlled manner to attenuate outflows.

| Asset            | Quantity   | Replacement Cost (\$) |
|------------------|------------|-----------------------|
| Stormwater pipes | 316.6 km   | 66,832,724            |
| Stormwater pits  | 11,857 no. | 24,691,787            |
| Drainage basins  | 70 no.     | 4,944,421             |
| Total            | -          | 96,468,932            |

1 As at 30 June 2024



| Current Performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Fit for the Future?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>In the absence of having detailed condition information for large portions of the drainage network, we have made some conservative estimates of the condition of our drainage assets based on information we have about their age.</li> <li>A greater understanding of the current stormwater pipe network condition will be needed in time via a structured stormwater condition assessment program. This will assist to proactively identify which assets require renewal or maintenance.</li> </ul> | <ul style="list-style-type: none"> <li>The ability of the stormwater network to withstand climate change impacts is yet to be determined and further condition and performance assessments will need to be undertaken.</li> <li>Council however invests in small scale stormwater upgrade projects to reduce the number of flood-prone properties via local stormwater system improvements.</li> <li>Council also manages new subdivisions and other land developments through planning processes that place controls on stormwater management.</li> </ul> |

### Objectives

- Improve the management of water, including flooding risk, water quality of creeks and waterways, and the efficient use of water.
- Ensure regular maintenance activities are undertaken so that the network functions as designed.
- Ensure gaps in the underground drainage network data are investigated so that all drainage assets receive maintenance.
- Increase Council understanding of the most critical open drains.
- Plan towards Council's zero net carbon emissions by 2030.

## Methodology

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

## Key Challenges and Choices

|                               |                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Ageing Assets</b>          | <ul style="list-style-type: none"> <li>• Some older stormwater assets do not meet stormwater run-off capacity levels of service and may require upgrades to improve flood immunity.</li> <li>• The ability to fund timely renewal and upgrade of stormwater assets in poor condition, which consequently increases maintenance costs.</li> </ul>                                                                              |
| <b>Increased Urbanisation</b> | <ul style="list-style-type: none"> <li>• Subdivision growth will lead to more stormwater run-off creating pressure on the existing stormwater network and the need for local stormwater treatment assets.</li> <li>• Further growth and development areas may be conditioned with additional stormwater treatment devices, which will increase ongoing maintenance and renewal costs to maintain these new assets.</li> </ul> |
| <b>Climate Change</b>         | <ul style="list-style-type: none"> <li>• Projected increase in extreme weather events will leave the Shire more vulnerable to flooding, especially in known hotspot locations.</li> <li>• Having appropriate climate adaptation and emergency response plans becomes ever more important.</li> <li>• Additional emergency management and recovery resources may be needed due to elevated risks of major flooding.</li> </ul> |



## Key Activity Types

|                                                                       |                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Non-Discretionary – Recurrent<br/>(Maintenance and Operations)</b> | <ul style="list-style-type: none"> <li>• Stormwater pit cleaning</li> <li>• Stormwater pipe cleansing and removal of debris, sediment, etc</li> <li>• Removal of litter from stormwater pollutant traps</li> <li>• Programmed inspections</li> </ul>                           |
| <b>Non-Discretionary – Renewal</b>                                    | <ul style="list-style-type: none"> <li>• Replacement of pits and pipes</li> <li>• Relining of stormwater pipes</li> <li>• Renewal of stormwater treatment and harvesting devices</li> </ul>                                                                                    |
| <b>Discretionary – Growth</b>                                         | <ul style="list-style-type: none"> <li>• Replacement of pipes to a higher hydraulic capacity</li> <li>• Extension of the stormwater drainage network</li> <li>• Installation of stormwater quality improvement devices</li> <li>• Stormwater harvesting initiatives</li> </ul> |

## Financial Projections

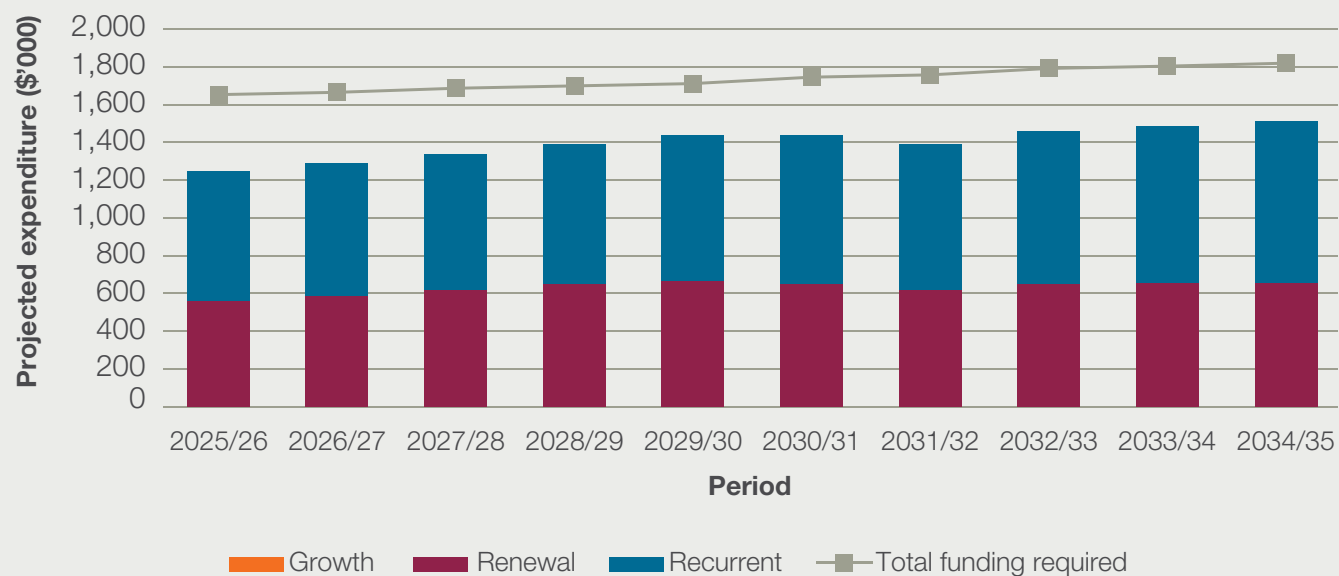
The great majority of funding is allocated to non-discretionary operations and maintenance and renewal.

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

The financial projections in this Asset Plan will be further refined as our knowledge of the condition and capacity of the drainage system improves. This will help in optimising the replacement and upgrade of parts of the network that are in most need. Improvements to the drainage system will be important in the future as the Shire grows and in response to the impacts of climate change.



Figure 19. Financial Projections



### 10-Year Expenditure Plan

|              | 2025/26<br>(\$'000) | 2026/27<br>(\$'000) | 2027/28<br>(\$'000) | 2028/29<br>(\$'000) | 2029/30<br>(\$'000) | 2030/31<br>(\$'000) | 2031/32<br>(\$'000) | 2032/33<br>(\$'000) | 2033/34<br>(\$'000) | 2034/35<br>(\$'000) | 10 Year<br>Total |
|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------|
| Recurrent    | 697                 | 714                 | 732                 | 750                 | 769                 | 808                 | 788                 | 828                 | 849                 | 870                 | 7,804            |
| Renewal      | 572                 | 597                 | 623                 | 651                 | 680                 | 651                 | 623                 | 651                 | 651                 | 651                 | 6,350            |
| Growth       | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                |
| <b>Total</b> | <b>1,269</b>        | <b>1,311</b>        | <b>1,355</b>        | <b>1,401</b>        | <b>1,449</b>        | <b>1,459</b>        | <b>1,411</b>        | <b>1,479</b>        | <b>1,500</b>        | <b>1,521</b>        | <b>14,154</b>    |

### **Kyneton Administration Centre**

129 Mollison Street, Kyneton

Hours: Monday to Friday, 8.30am to 5pm.

### **Gisborne Administration Centre**

40 Robertson Street, Gisborne

Hours: Monday to Friday, 8.30am to 5pm

### **Romsey Hub**

96–100 Main St, Romsey

Hours: Monday to Friday, 9.30am to 5pm

### **Woodend Community Centre**

Corner Forest and High streets, Woodend

Hours: Tuesday and Thursday, 12pm to 5pm

### **Woodend Operations Centre**

81 Old Lancefield Road, Woodend

Hours: Public access by appointment only

## Contact Us

(03) 5422 0333 | [mrsc@mrsc.vic.gov.au](mailto:mrsc@mrsc.vic.gov.au) | [mrsc.vic.gov.au](http://mrsc.vic.gov.au)

Find us on:    

If you need help to speak or hear, you can contact us through the **National Relay Service**:

- **TTY** users call 133 677 then ask for (03) 5422 0333
- **Speak and Listen** (speech-to-speech relay) users call 1300 555 727 then ask for (03) 5422 0333
- **Internet relay users** connect to the National Relay Service and then ask for (03) 5422 0333

If you need help with English, please call **TIS National** on 131 450 and ask them to call Macedon Ranges Shire Council on 5422 0333.



**Macedon  
Ranges**  
Shire Council