MOORABOOL
SHIRE COUNCIL

TRANSPORT

ASSET MANAGEMENT PLAN 2022–2032

Contents

ACKNOWLEDGEMENT OF COUNTRY

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

Executive summary

The purpose of this Transport Asset Management Plan (TAMP) is to inform Moorabool Shire Council's (Council) commitment to best practice asset management and provide principles for sound transport asset investment decision making.

The TAMP documents the overall integrated planning framework to guide and improve Council's long-term strategic management of its transport assets in order to cater for the community's required levels of service into the future as detailed in the Levels of Service Section. The TAMP defines the state of Council's transport assets as at the 2022 Financial Year, the 10-year funding required to achieve Council's adopted asset performance targets and planned asset management activities over a 10-year planning period.

This TAMP is to be read in conjunction with Council's Asset Management Strategy.

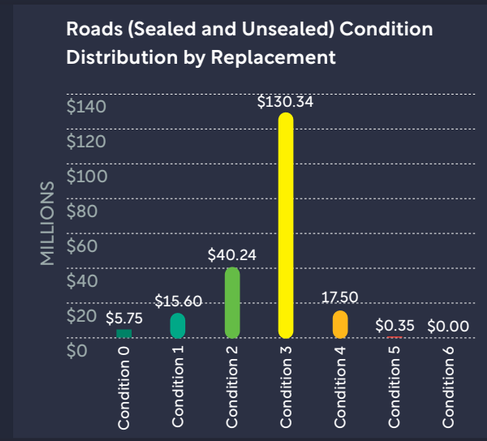
ASSET TYPE: Car Parks			
$3,135,313	$469,757	$2,665,556	$34,577
REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION
ASSET TYPE: Kerbs			
$19,355,122	$4,609,192	$14,745,930	$316,592
REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION
ASSET TYPE: Roads			
$382,836,139	$63,845,833	$318,990,305	$5,420,250
REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION
ASSET TYPE: Pathways			
$25,685,176	$10,642,298	$15,042,878	$609,827
REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION
ASSET TYPE: Bridges			
$39,476,167	$7,824,214	$31,651,953	$545,566
REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION
ASSET TYPE: Traffic Management Devices			
$2,946,628	$76,476	$2,870,152	$49,648
REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION
TOTAL			
$473,434,546	$87,467,771	$385,966,775	$6,976,460
REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION

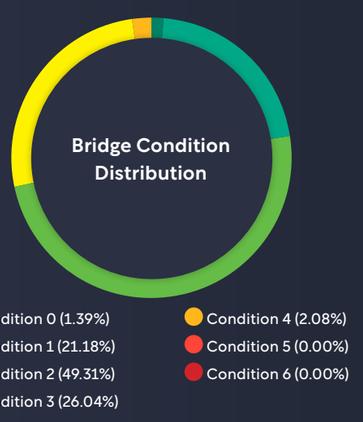
TABLE 1 Assets Valuations as at 30th June 2021

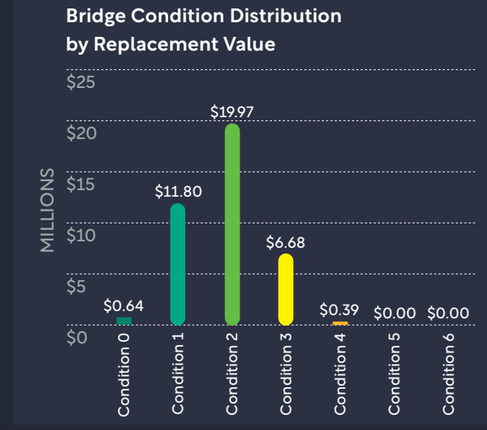
[1] Values sourced from Council's asset register as at 30 June 2021.

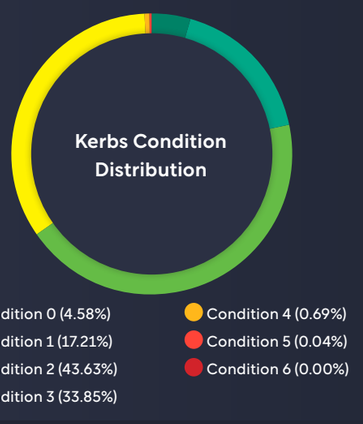
FIGURE 1 State of Assets Snapshot as at FY2022

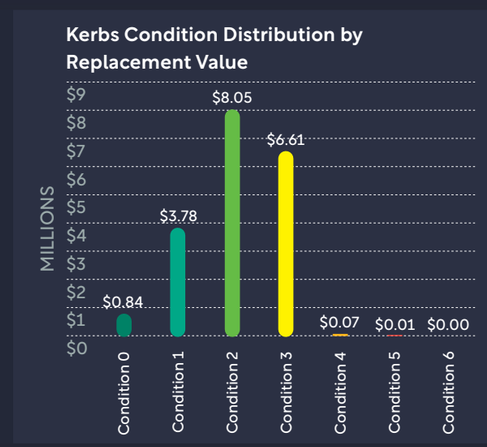
$473.4M	7,188	$67.28M	2.2 out of 6
ASSET VALUE	ASSET COMPONENT QUANTITIES	BACKLOG VALUE	AVERAGE CONDITION (SERVICE STATE)

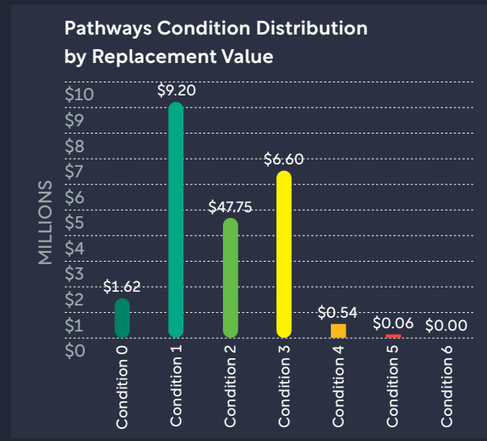


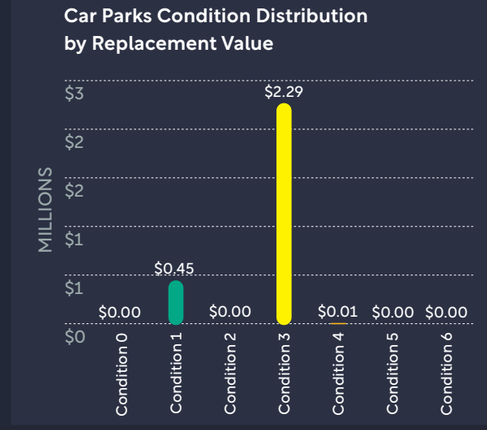


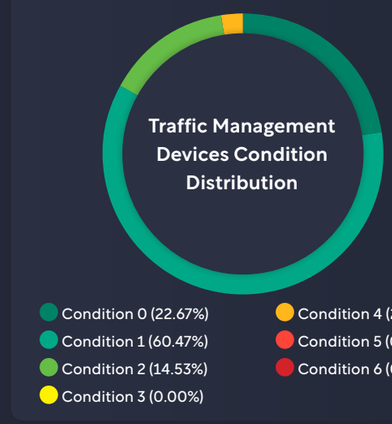


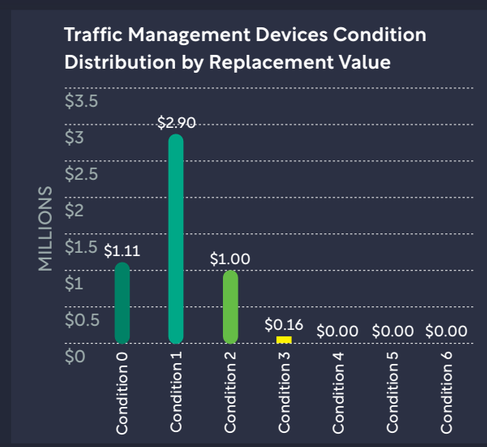












Current State of Council's Assets

The value of transport assets covered by this TAMP are estimated at $473.4M[1], as at 30th June 2021 and summarised in Table 1 - Assets Valuations as at 30th June 2021.

Figure 1 - State of Assets Snapshot as at FY2022, provides a high-level overview of the current condition (service state) of all transports owned and maintained by Council. The service state is a numerical score assigned to each major transport asset to represent its current performance (i.e. where is the asset on its lifecycle path). Utilising predictive modelling software and techniques, we can then simulate each assets degradation (the way it moves from one condition state to another throughout its lifecycle) to predict when assets will fail and require future treatment intervention.

Refer to Table 4 – Asset Condition Rating Guidelines for condition definitions.

Asset Funding Levels

The Financial Summary in this TAMP recognises that Council has considered multiple strategic predictive modelling scenarios in the process of deriving its 10-year long-term financial budget, in line with the guiding principles of best practice asset management.

Over the following 10 years, Council is committing over $31.5M via its capital works program to deliver major transport and upgrade works such as street upgrades, local area traffic management devices and new pedestrian pathway links, to cater for current and future population growth. This expenditure will be funded via a combination of Council's general rate revenue, developer contributions and government grants.

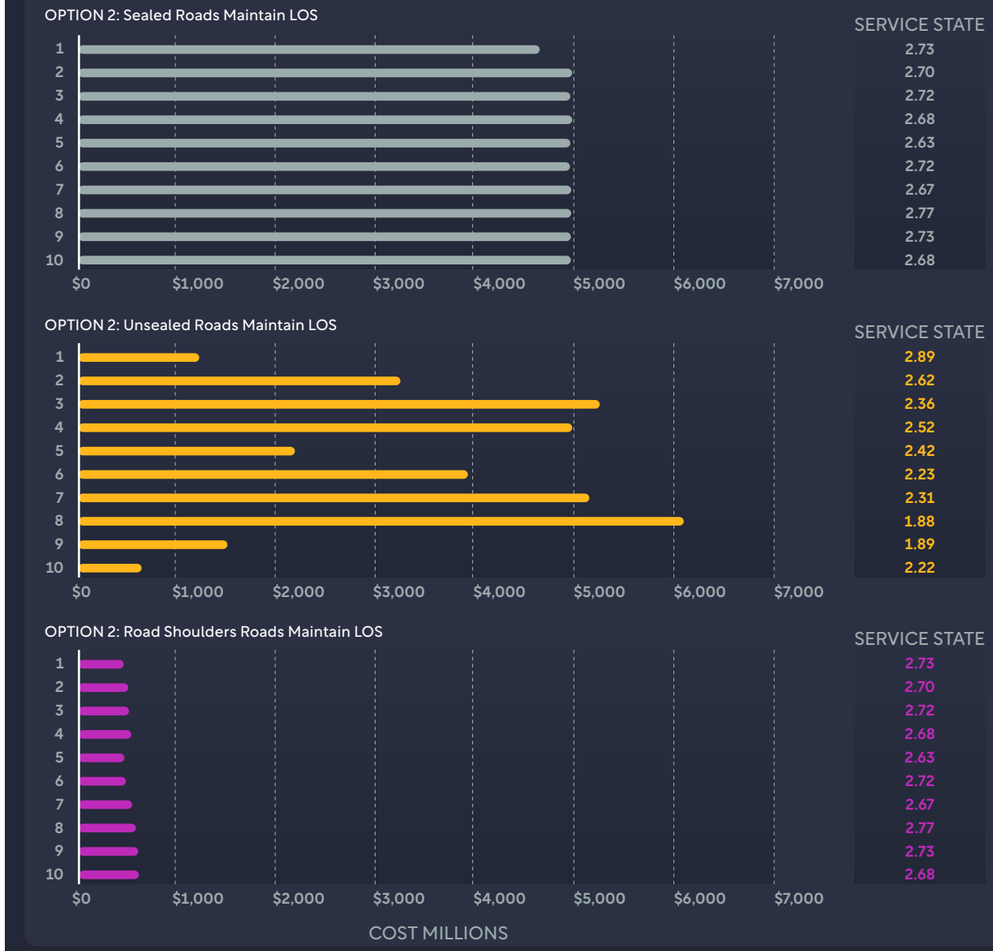
In addition to these major transport and upgrade asset funding levels, the predicted lifecycle costs necessary to maintain current levels of service over the following 10 years, relative to Council's existing transports asset portfolio, have been determined as follows:

- Capital Renewal: $104.15M; and
- Maintenance: $12.85M or $1.28M on average per annum.

This is the recommended funding option, which is expected to be sufficient to enable the transport asset portfolio to achieve its current useful lives through capital and maintenance activities, thereby achieving the level of service targets.

Further financial option details are detailed in the Financial Summary Section. It is envisaged the financial projections will be improved as further information becomes available on the desired levels of service, asset dataset and current asset performance.

FIGURE 2 Transport Roads: Total Capital Renewal Cost and Service State (Condition) by Year

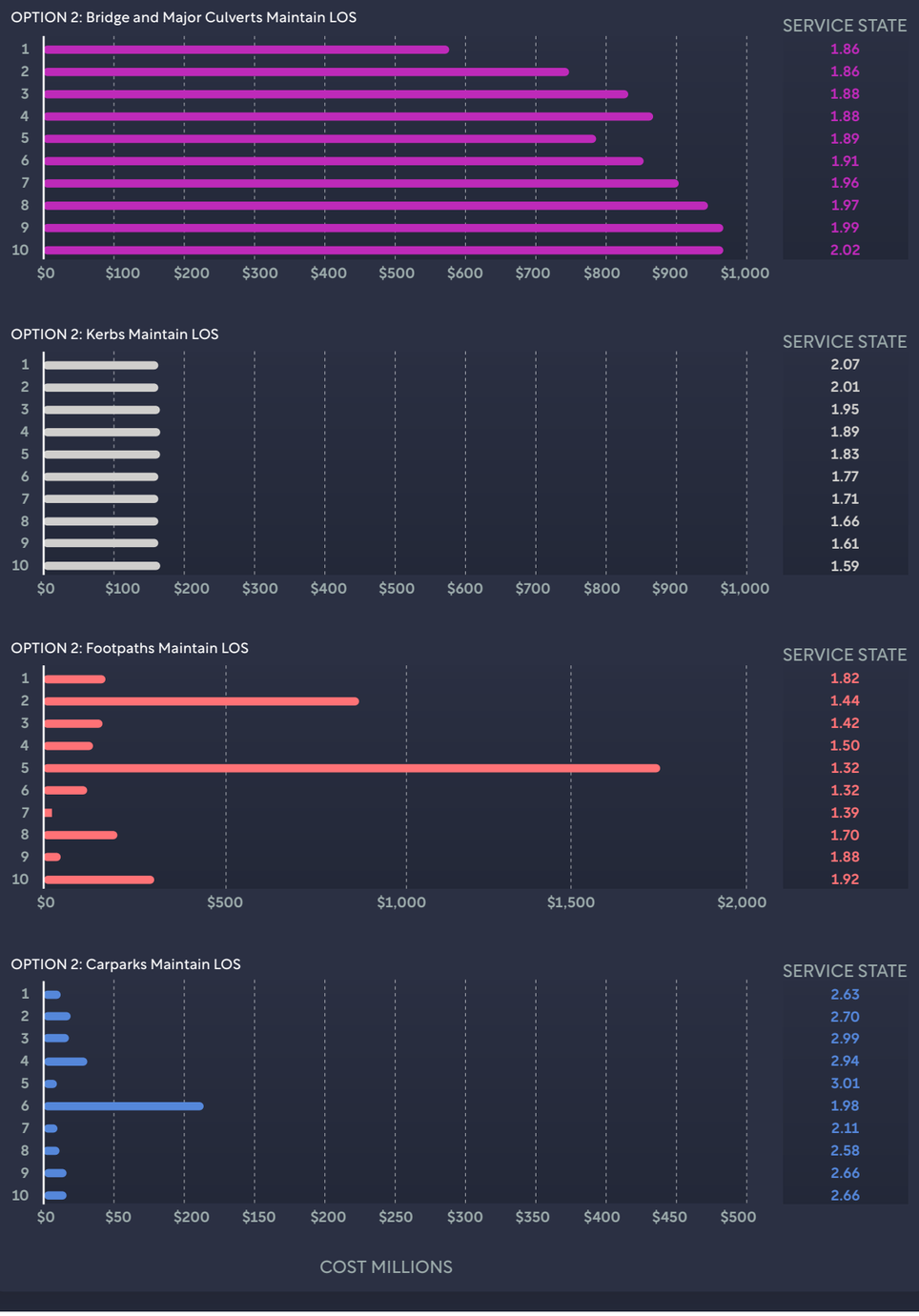


New assets required to meet population growth demands will be typically acquired from land developments and constructed by private developers who then gift these assets to Council. It is estimated that because of proposed developments such as those in Ballan, Merrimu and Hopetoun Park North, that Council will be gifted some 807,000 square meters of road surfaces and pavements, 234kms of kerb and channel and 350,000 square metres of footpath assets totalling $137.8M.

Monitoring and Improvement Program

The improvement action items identified can be found in the Plan Improvement and Monitoring Section.

FIGURE 3 Transport Other: Total Capital Renewal Cost and Service State (Condition) by Year



Strategic Predictive Renewal Modelling Scenario Comparisons

FUNDING OPTIONS MODELLED			
CURRENT LTFP*	$103,794,229 TOTAL 10-YEAR RENEWAL CAPITAL FUNDING	$31,711,770 BACKLOG AT YEAR 10	2.4 AVERAGE CONDITION AT YEAR 10
MAINTAIN CONDITION	$104,156,500 TOTAL 10-YEAR RENEWAL CAPITAL FUNDING	$22,794,160 BACKLOG AT YEAR 10	2.2 AVERAGE CONDITION AT YEAR 10
VARIANCE	$362,271 TOTAL 10-YEAR RENEWAL CAPITAL FUNDING	-$8,917,610 BACKLOG AT YEAR 10	-0.20 AVERAGE CONDITION AT YEAR 10

* Long Term Financial Plan

Asset Class Information

Background

Moorabool Shire Council's (Council) transport assets, provide a vital service to the local and neighbouring communities. These transport assets represent a significant investment by Council and are of vital importance to providing its residents and businesses with quality services. New and upgrade transport needs are typically identified through Council's integrated planning framework and various precinct master plans (PSPs) and studies.

The Transport Asset Management Plan (TAMP) includes all transport assets which serve Council's transportation needs by providing an effective transport network to support safe and efficient movement, connecting people, industry and places.

Transport Assets Included in this Plan

The transport assets considered in this TAMP, are described as including all assets directly associated with the road and located within the road reserve, for which Council is the responsible road authority. The "Physical Limits of Responsibility for Declared Freeways and Arterial Roads" (VicRoads Code of Practice), sets out clear responsibilities for road maintenance and management between Councils and VicRoads.

Assets that have been considered in the preparation of this TAMP as classified by their asset subclass are set out in Table 2 – Transport Quantity by Asset Subclass.

A detailed list of all transports assets for which Council has included in this TAMP are recorded in Council's Asset Register. Appendix C in Council's Road Management Plan 2021-25, contains a detailed Register of Public Roads and Public Paths. Appendix C in Council's Bridge Maintenance Management Plan 2021, contains a detailed Register of all Bridge and Major Culverts.

Transport Asset Exclusions

Council is not responsible for roads, kerb and channel and other transport assets located on designated declared main roads as these are owned and maintained by VicRoads. Vehicular crossings are also excluded as these are the responsibility of the property owner. Private roads, laneways, right's of way and car parks are also excluded from this TAMP.

Roads that intersect with railway tracks, which includes the portion of lead-in and departing roadway, 2.135m from the outer tracks are the responsibility of Transport for Victoria.

ASSET SUBCLASS	QUANTITY	AREA / LENGTH
Sealed Roads	1,977	4,977,171 m^2
Unsealed Roads	653	2,331,006 m^2
Footpaths	1,401	350,938 m^2
Kerbs	2,597	286,915 m
Carparks	100	51,069 m^2
Bridges and Major Culverts	288	-
Traffic Management Devices (TMDs)	172	-

TABLE 2 Transport Asset Quantity by Asset Subclass

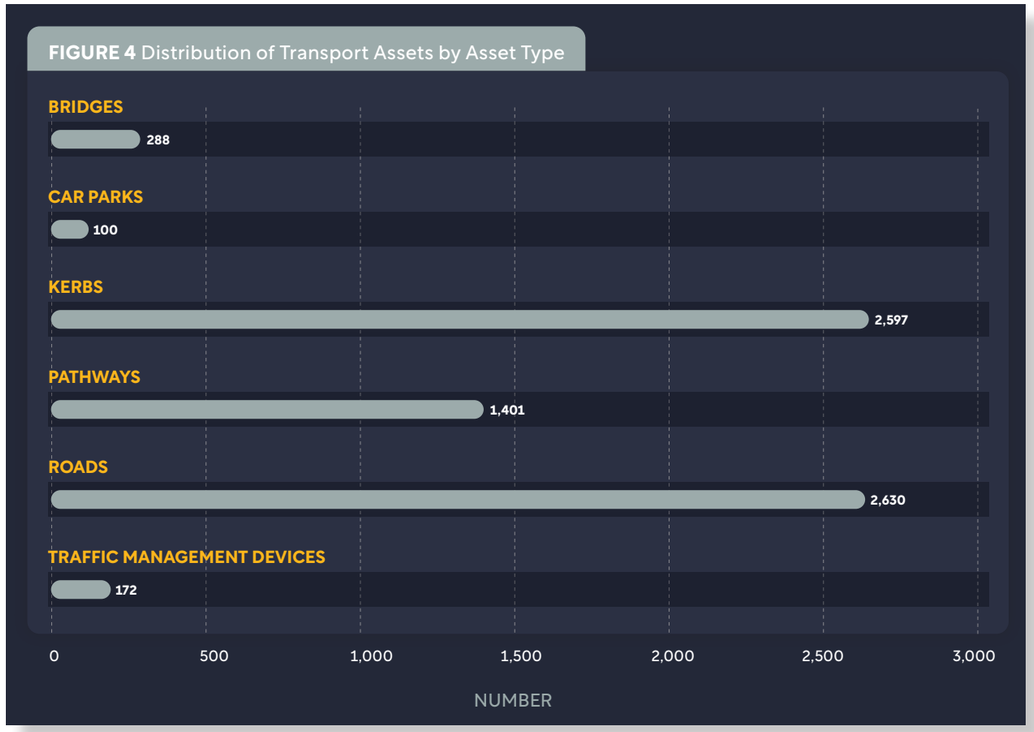


FIGURE 4 Distribution of Transport Assets by Asset Type

Current State of the Assets

The distribution of Council's transport asset portfolio by quantities is illustrated in Figure 4 – Distribution of Transport Assets by Asset Type.

Current Replacement Costs

The total value of transport assets for which Council is responsible for is currently estimated at $473.4 million dollars. The break-up of the asset type by replacement value is illustrated in Figure 5 – Transport Asset Types by Replacement Values.

Table 3 – Transports Asset Class Valuations, identifies the annual asset depreciation of Council's transport assets to be in the order of $6.98M per annum. The average annual depreciation (asset consumption) is considered a measure of the wearing out or other loss of value of the asset that arises from its use, passing of time or obsolescence environmental changes.

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

Transports Information Management

All information pertaining to location, type, dimensions, materials, known constructed dates and condition of these transport and structure assets are recorded and stored in Council's Asset Register - Assetic Cloud©. At the time of preparing this TAMP, it is estimated that Council's Asset Register is 95% up to date.

Current Asset Performance

Based on condition audits and inspections carried out by specialised consultants in 2021, Council's transport assets are estimated to be in average condition as shown in Figure 6 - Distribution of Transport Asset Component Conditions by Quantities, with some 54% in good condition or better. Approximately 40% of the transport assets are in fair condition. The average network portfolio condition is 2.2 out of 6 with condition 0 representing an asset in brand new condition and condition 6 representing an asset that has failed or exceeded its design life.

The framework documented in Council's Asset Management Policy, and the Strategies documented in the Asset Management Strategy and supported by this TAMP will place Council in a good position to address the asset issues currently faced.

ASSET TYPE	REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION
Car Parks	$3,135,313	$469,757	$2,665,556	$34,577
Kerbs	$19,355,122	$4,609,192	$14,745,930	$316,592
Roads	$382,836,139	$63,845,833	$318,990,305	$5,420,250
Pathways	$25,685,176	$10,642,298	$15,042,878	$609,827
Bridges	$39,476,167	$7,824,214	$31,651,953	$545,566
Traffic Management Devices	$2,946,628	$76,476	$2,870,152	$49,648
TOTAL	**$473,434,546**	**$87,467,771**	**$385,966,775**	**$6,976,460**

TABLE 3 Transport Asset Class Valuations[2]

[2] Valuations data sourced from Council's asset register as at 30 June 2021.

FIGURE 5

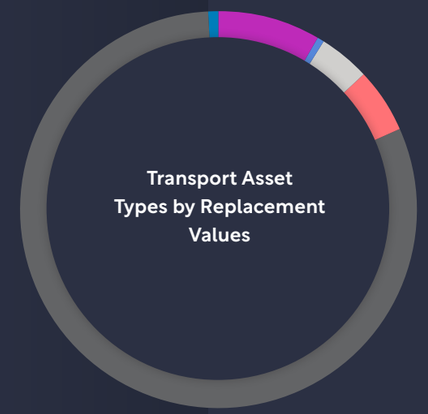
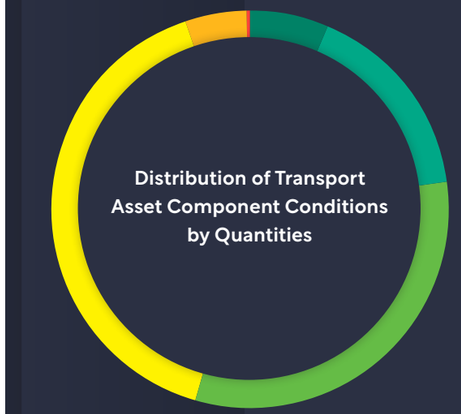


FIGURE 6



Condition Assessment

Council has documented a transport condition assessment methodology that is used to assess the condition of all transport assets. Council's draft Transport Business Process Manual (BPM) provides further information on the methodology for rating and assessing the condition/performance of these assets.

Typically, network wide condition assessments are undertaken on a three to four year cycle (coinciding with the financial revaluations) and used to identify where transport assets / components are within their defined useful lives at any given point in time. The latest condition audit for sealed roads, footpaths and kerbs was completed in 2021.

The condition rating system is summarised in Table 4 – Asset Condition Rating Guidelines. Table 4 provides an overall view with regards to a standardised and consistent approach to applying an overall condition score and is by no means an extensive method for Council's transport asset stock.

The condition rating system is summarised in Table 4 – Asset Condition Rating Guidelines.

CONDITION	RATING	DESCRIPTION
0	New	Brand new asset or recently rehabilitated to as new condition. Only cyclical routine maintenance is required.
1	Very Good	A transport asset that is in excellent overall condition however is not new and providing its intended level of service.
2	Good	A transport asset that is in good overall condition with some possible early stages of slight deterioration evident which is minor in nature and causing no serviceability issues. No indicators of any future obsolescence and providing a good level of service.
3	Fair	A transport asset that is in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues. Providing an adequate level of service with no signs of immediate or short-term obsolescence.
4	Poor	A transport asset that is in poor overall condition with moderate to high deterioration evident. Substantial maintenance required to keep the asset serviceable. Asset will need to be renewed, upgraded or disposed of in the near future. This is reflected via inclusion in the 10 year Capital Works Plan.
5	Very Poor	A transport asset that is in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future. Requires renewal or upgrade works within following 1-2 years.
6	End of Life	Transport asset has physically failed and/or has no availability.

TABLE 4 Asset Condition Rating Guidelines

Lifecycle Management

Life Cycle Management is an essential component of any good asset management plan. This section of the TAMP identifies the processes required to effectively manage, maintain, renew and upgrade Council's transport assets.

Operations and Maintenance Plan

Operations activities can be described as activities that are delivered on a day-to-day basis necessary to meet levels of service delivery requirements. Operational activities can include service delivery items such as removal of debris and cutting of grass within the road reserve. Operational activities also include proactive and reactive inspections, undertaken by in-house technical staff and/or specialist contractors. Operations activities do not improve the condition of assets.

Over time, minor faults can occur within the road network. Council addresses the repairs and maintenance of these faults (i.e. pothole repairs and crack sealing) on the basis of defined intervention levels and response times. The intervention level defines the condition, state or risk level associated with an asset / component, i.e. the point in time at which the asset is considered to be below an acceptable level of service. Maintenance is scheduled as soon as the asset reaches this point.

Response time defines a reasonable time frame within which the community can expect Council to remedy the defect. The intervention levels and response times are documented in Council's Road Management Plan 2021-2025 and Bridge Maintenance Management Plan 2021.

Renewal/Replacement Plan

Activities such as renewal, rehabilitation and reconstruction will return the degraded service of an asset back to its original condition. Renewal activities such as resurfacing an existing road with a new asphalt seal or replacing an existing failed kerb and channel or reconstructing and replacing an existing footpath, will return the degraded service capability of the asset back to its original designed capability or modern-day equivalent.

Renewal and replacement strategies are based on the most current asset condition inspections available to Council at the time of developing the forward works programs. The rule bases which reflect the policy decisions that Council will employ to determine when assets will be selected for inclusion on the capital works program will be documented in the draft Transport BPM. At present, Council's Capital Works Evaluation Guidelines provides a prioritisation matrix for the Transport Asset category. All renewal projects identified on the long-term capital improvement program are prioritised in accordance with this adopted document.

The built nature of new transports assets will always be provided in accordance with relevant Australian Standards, the Infrastructure Design Manual and relevant industry standards and guidelines, such as VicRoads Technical Publications and Austroads Guides.

Upgrade/Expansion Plan

Upgrade and expansion works are associated with improving service levels beyond the original designed capability or modern-day equivalent i.e. widening a 2 lane roadway to include 4 lanes. Additionally, expansion works include activities that extends the capacity of an existing asset, to provide higher levels of service and/or meet changes in asset resilience requirements. Upgrade/expansion is different to renewal/replacement which only improves the degraded service capability within the boundaries of the original designed capability.

Upgrade/expansion of existing assets will be identified from various sources such as traffic engineering studies, councillor or community requests, proposals identified by strategic plans or partnerships with other organisations or utilising Council's prediction modelling software (to be undertaken in future iterations). Candidate proposals are inspected to verify the need and to develop a preliminary renewal estimate. Verified proposals are ranked utilising Council's Capital Works Evaluation Guidelines and available funds sourced and scheduled in future works programmes.

Creation/Acquisition Plan

New works create new assets. New transport assets are typically acquired from developers. New assets required to meet population growth demands will be typically acquired from land developments and constructed by private developers who then gift these assets to Council. It is estimated that because of proposed developments in suburbs such as Ballan, Merrimu and Hopetoun Park North, that Council will be gifted some $137.8M of roads, kerbs and footpaths.

Council can also acquire new transport infrastructure by constructing new roads to alleviate vehicular traffic congestion, widen roads to accommodate upstream development traffic flows and upgrade existing footpaths to shared pathways to promote recreational activities as examples. Works are identified and prioritised as documented in the Renewal/Replacement Plan Section.

Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition, relocation or transfer of ownership. At present there are no plans to dispose of any assets.

Leadership and Accountability

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

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

Levels of Service

Customer Research and Expectation

The most recent customer satisfaction survey[3], which was conducted in 2021, asks the opinions of local people about the place they live, work an play and offers councils a long-term measure of how they are performing.

Figure 7 - Moorabool Community Survey Satisfaction Overall Performance, illustrates the satisfaction with Council's overall performance between 2017 to 2021 and provides comparison performance with the State-wide average and large municipal Victorian like municipalities.

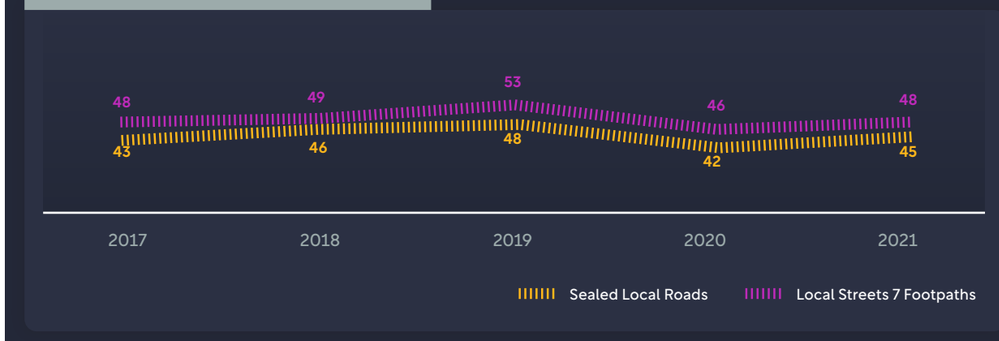
The overall performance index score of 54 (100 represents excellent and 50 represents average performance) for 2021 is in line with the 2020 result (up one index point).

The survey results identify that Council should focus on local streets and footpaths and sealed local roads. Both have a moderate influence on overall community perceptions, but Council currently rates poorly in these areas. One in four residents (25%) nominated sealed road maintenance as a Council area in need of improvement, followed by waste management (12%). The transport assets performance is illustrated in Figure 8 - Transport Assets Performance.

Residents want to be better informed and consulted on key local issues. Good communication and transparency with residents about decisions Council has made in the community's interest provides the greatest opportunity to drive up overall opinion of Council's performance.

Future surveys should include specific questions to the community regarding unsealed roads, and bridges to identify and measure performance in delivering this service to the community.

FIGURE 8 Transport assets Performance



Strategic and Corporate Goals Alignment

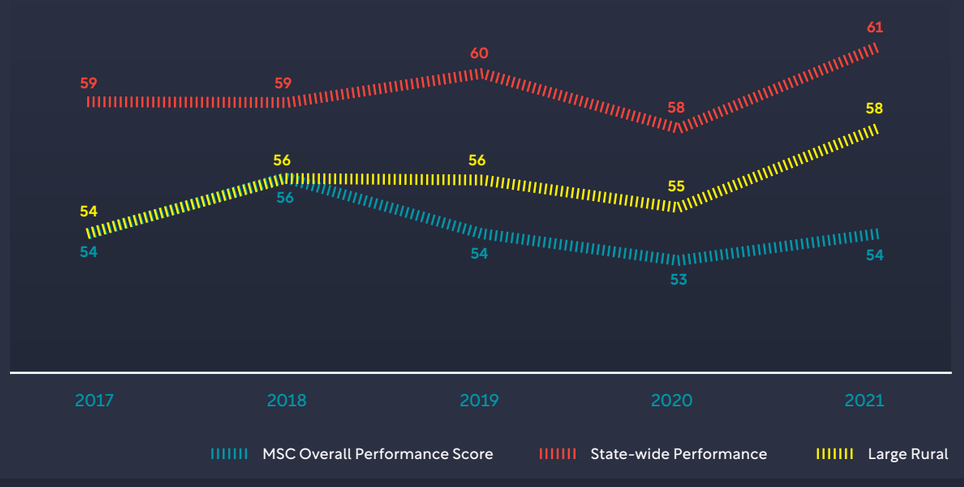
This TAMP is prepared and aligned with Council's vision, mission, goals and objectives and has been aligned to deliver cost-effective, transparent, realistic and affordable service levels in accordance with community expectations.

Relevant Council goals and objectives and how these are addressed in this TAMP are detailed in Table 5 - Council's Goals and how these are addressed in this Plan.

STRATEGIC OBJECTIVE	OUTCOME	HOW GOAL AND OBJECTIVES ARE ADDRESSED IN TAMP
Providing good governance and leadership	Delivering services to communities by maintaining assets and infrastructure that is fit for purpose.	Provision of 10-year capital improvement programs in order to reduce asset renewal gap and to ensure that assets are fit for the purpose they were intended for.
Minimising environmental impact	Increasing health and wellbeing, improving amenity and creating great places to live.	Provision of design for capital works, built assets management, civil and landscape infrastructure planning.
Improving social outcomes	Improving health and wellbeing, increasing community connectedness and capacity.	Provision of transport assets that are accessible, safe and well maintained. Ensure transport assets are designed and built to accommodate growth, diverse needs and future flexibility. Promote active transport options in the road and open space network. Ensure road networks are adequate, safe and contribute to the wellbeing of the community. Support creation of a connected and active community through the design and delivery of walking and cycling networks.

TABLE 5 Council's Goals and how these are addressed in this Plan

FIGURE 7 Moorabool Community Survey Satisfaction Overall Performance



[3] Local Government Community Satisfaction Survey – Conducted by JWS Research

Key Stakeholders

Assets controlled by Council are utilised by a broad cross-section of the community and other service providers. It is critical that assets are maintained and renewed based on need and fit for purpose. Asset users are key stakeholders of this TAMP. Table 6 - Key Stakeholders identifies stakeholders where consultation is necessary when Council seeks input in relation to the determination of Levels of Service and intervention levels.

STAKEHOLDER GROUP	ROLE OR INVOLVEMENT
INTERNAL STAKEHOLDERS	
Elected Council	Custodian of the asset, with Councillors representing the residents and setting strategic direction as per the Corporate and Operational Plans.
Executive Team	To ensure that Asset Management policy and strategy is being implemented as adopted, and to ensure that long-term financial needs to sustain the assets for the services they deliver are advised to council for its strategic and financial planning processes.
Managers of the various Transport assets	As the designated Strategic Custodian of transport assets, responsible for the overall management of the assets from planning, design, maintenance, capital works and monitoring and updating the plan and ensuring its outcomes are realised to achieve the levels of service being required from utilisation of the assets;
Asset Management Department	Maintaining Council's asset registers and performing strategic predictive modelling analysis works to inform Council's Long Term Financial Plans and Capital Works Program. Responsible for coordinating the development and implementation of asset management processes and frameworks within the Council.
Finance Department	Ensuring that the asset valuations are accurate. Development of supporting policies such as capitalisation and depreciation. Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current Australian accounting standards, AM, GIS support and admin.
Maintenance Personnel (Internal)	To ensure provision of the required/agreed level of maintenance services for asset components.
Information Technology Managers	To ensure that the relevant IT systems are functioning and that any data within the systems is secure and its integrity is not compromised.
Risk Managers	To ensure that risk management practices are conducted as per Council policy and assist operations managers with advice on risk issues.
Internal Auditors	To ensure that appropriate policy practices are carried out and to advise and assist on improvements
EXTERNAL STAKEHOLDERS	
Community	General users of the various facilities.
Community User Groups	Users of facilities that have been dedicated to provision of a specific service (e.g. Clubs, Child Care, Senior Citizens).
Service Providers	Those external bodies or agencies that provide services to the community utilising council owned building and facilities.
Maintenance Personnel (contractors)	To ensure provision of the required/agreed level of maintenance services for asset components.
Utility Service Providers	Agencies that provide utility services such as electricity, gas, water, sewerage, telecommunications necessary to facilitate services from a building.
State and Federal Government Depts	Periodic provision of advice, instruction and support funding to assist with management of the drainage network.
Council's Insurer	Insurance and risk management issues.
Freight Industry	Safe non-congested routes linking local businesses with their suppliers or product destination.
Public Transport Operators	Safe, efficient bus routes and stops for reliable time-tabling. Safe efficient access to railway stations. Minimisation of service disruption due to road works.

TABLE 6 – Key Stakeholders

Legislative Requirements

There are many legislative requirements relating to the management of Council assets. Legislative requirements that impact the delivery of Council transport services include:

LEGISLATION	REQUIREMENT
Victorian Local Government Act 2020	Sets out role, purpose, responsibilities and powers of local governments including the requirement to develop, adopt and keep in force an Asset Plan. The scope of the Asset Plan is a period of at least the next 10 financial years and must include information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council.
Road Management Act 2004 and associated Regulations and Codes of Practice	The purpose is to establish a coordinated management system for public roads that will promote safe and efficient State and local public road networks and the responsible use of road reserves for other legitimate purposes, such as the provision of utility services. Defines the responsible authorities for all roads within the state. It makes Council the controlling authority for Public Local Roads, Boundary Roads and parts of Declared Roads within the municipal area and it is therefore responsible for managing the infrastructure assets within them.
Victorian Road Safety Act 1986	Safety requirements relating to the use and operation of the road network.
Victorian Road Safety Regulations 2009	Sets out regulations for implementing the Road Safety Act
Transport Act 1983	Sets up structure for the provision and regulation of public and commercial transport.
Native Title Act 1993	To provide for the recognition and protection of native title as well as establish ways in which future dealings affecting native title may proceed and to set standards for the dealings
Victorian Planning and Environment Act 1987	The purpose of this Act is to establish a framework for planning the use, development and protection of land in Victoria in the present and long-term interests of all Victorians.
Occupational Health and Safety Act (Vic) 2004	Aims to secure the health, safety and welfare of people at work. It lays down general requirements that must be met at places of work in Victoria. The provisions of the Act cover every place of work in Victoria.
Occupational Health and Safety Regulations 2007	Outlines minimum actions to be taken to comply with OH&S Act.
Environment Protection Act 1970	The purpose of this Act is to create a legislative framework for the protection of the environment in Victoria having regard to the principles of environmental protection.
Disability Act (Vic) 2006	The Disability Act establishes a framework for providing support and services to people with disabilities throughout Victoria. Relevant for pathways.
Workplace Health and Safety Act 2011	The objective of this Act is to prevent a person's death, injury or illness being caused by a workplace, by a relevant workplace area, by work activities, or by plant or substances for use at a relevant place

TABLE 7 Legislation Relevant to Management of Transport Assets

Regulations, Standards and Guideline requirements that impact the delivery of Council's transport services are outlined below.

REGULATION / STANDARD / GUIDE	REQUIREMENT
Victorian Local Government (Planning and Reporting) Regulations 2020	The Local Government (Planning and Reporting) Regulations 2020 have replaced and substantially replicated the Local Government (Planning and Reporting) Regulations 2014, by prescribing the information to be included in councils' Council Plan, budget, and annual report, as well as continuing to provide a mandatory system of performance reporting for all councils. The only variations in the Regulations 2020 reflect the new strategic plans being introduced by the *Local Government Act 2020*, specifically the four-year budget, and the 10-year Financial Plan.
Moorabool Planning Scheme	Provides a framework in which decisions about the use and development of land in Moorabool, and allows for the implementation of State, regional and local policies affecting land use.
ISO 55000 Suite, 2014	The International Organization for Standardization's *ISO 55000:2014 Asset Management* (ISO 55000) provides a global guide to better practice in asset management, including asset information management. ISO 55000 specifies that entities should align information requirements to asset management needs and risks, along with requirements for collecting, managing, evaluating, and ensuring consistency and availability of information for asset management decision-making.
Australian Accounting Standards Board (AASB)	Provides direction and guidance on the financial and reporting expectations of entities, to ensure a consistent approach to accounting records. The following regulations apply to Council: **AASB 116 Property, Plant and Equipment** – prescribes requirements for recognition and depreciation of property, plant and equipment assets. **AASB 136 Impairment of Assets** – aims to ensure that assets are carried at amounts that are not more than their recoverable amounts. **AASB 1021 Depreciation of Non-Current Assets** – specifies how depreciation is to be calculated. **AAS 1001 Accounting Policies** – specifies the policies that an organisation is to have for recognition of assets and depreciation. **AASB 1041 Accounting for the reduction of Non-Current Assets** – specifies the frequency and basis of calculating depreciation and revaluation basis used for assets; and **AAS 1015 Accounting for acquisition of assets** – method of allocating the value to new assets on acquisition.
All other relevant Australian Standards	AS/NZ Standards such as; AS/NZS ISO 31000:2009 Risk Management Standard and AS5100 Bridge Design Code.
All Local Laws and relevant policies of the Organisation	Construction standards, Maintenance contracts, etc.
Asset Management Accountability Framework 2016 (AMAF)	The Department of Treasury and Finance's (DTF), AMAF establishes a flexible and non-prescriptive set of requirements which aim to ensure Victorian public sector Accountable Officers manage asset portfolios appropriately. The AMAF, although not compulsory for Victorian councils, provides useful guidance on how councils can manage their asset information. The AMAF sets out that agencies must maintain asset information—both financial and non- financial—to support asset planning, and performance monitoring and reporting.
International Infrastructure Management Manual, Sixth Edition, IPWEA, V6.0, 2020	The IIMM has been developed with public and private sector industry input from Australia, New Zealand, United States Canada, South Africa and the United Kingdom to promote best management practice for all infrastructure assets.

TABLE 8 Regulations and Standards Relevant to Management of Transport Assets

The following is a summary of documents relevant to this asset class. Many of these documents are available from Council.

DOCUMENTS	REQUIREMENT
Asset Valuation and Revaluation Policy 2018 (currently under review and expected update by 30 June 2022)	Provides direction for the development of Guidelines for the financial valuation of assets, under the control of Council, including the initial recognition, valuation and subsequent revaluation together with the frequency of revaluation of those assets. The Policy's associated guidelines are to assist Council's commitment to sustainable long-term financial planning.
Asset Management Policy 2021	The Policy acknowledges Council's commitment to asset management and provides a consistent asset management approach with clear principles and guidelines in order to manage Council's assets for the current and future community. It establishes a framework to ensure a structured, coordinated, cost effective and financially sustainable approach to asset management across the organisation.
Risk Management Policy 2019	Sets the overall framework for ongoing and systematic identification, assessment and management of risk within the framework of ISO 31000-2018, Risk Management - Guidelines.
Asset Capitalisation Policy 2018 (currently under review and expected update by 30 June 2022)	Provides consistent guidelines, in accord with relevant Accounting Standards and State Government Policy, regarding which Council assets are to be capitalised (as opposed to expensed).
Road Management Plan 2021-25	This document addresses the requirements of a Road Management Plan as defined by the Road Management Act 2004, and in doing so provides road users and the community with an overview of road management policy and practices of Moorabool Shire Council.
Management and Maintenance of Unmade 'Paper' Roads Policy 2021	Establishes a framework for making consistent, structured and justifiable decisions as to whether a road or area of land is reasonably required for general public use and is therefore considered to be a "public road" for the purpose of including it in Council's Register of Public Roads.
IS001 - Sealing of Unsealed Roads Policy 2020	The main purpose of this policy is to establish clear guidelines and principles for the assessment of warrants and cost apportionment for upgrading unsealed roads to sealed road status, whilst providing guidance to Council and officers to manage and evaluate requests to seal unsealed roads.
IS008 – Special Rates and Charges Policy 2016	Establishes a strategic framework for the application of financial contributions from the property owners who receive special benefit from necessary infrastructure improvements, both in the rural and urban areas within the municipality, in a fair, equitable, consultative and consistent manner.
Bridge Maintenance Management Plan 2021	The document identifies responsibilities, maintenance standards and inspection regimes as defined by the Road Management Act 2004.

TABLE 9 Documents Relevant to Management of Transport Assets

Level of Service

The levels of service documented in this TAMP reflect the current levels of service provided by Council, for the benefit of the community, in the context of Council's financial and human resources, whilst meeting its Statutory requirements.

The levels of service that have been adopted are considered reasonable as demonstrated by industry standards and benchmarks.

Customer Levels of Service

Council's Customer Levels of Service that have been adopted as a result of this TAMP are detailed as follows:

KEY PERFORMANCE MEASURE	LEVEL OF SERVICE	PERFORMANCE MEASURE	2021 PERFORMANCE
COMMUNITY LEVELS OF SERVICE			
Availability and Accessibility	Transport assets will be available and accessible during normal operating business hours	95% Compliance. In the instance where a road, bridge, major culvert or footpath is closed to users for reasons such as maintenance, upgrading, renewal or a Council related public event or non-Council events, then appropriate notification shall be given to relevant users in accordance with Council's public information policy.	Nil unplanned closures
Customer Satisfaction	Transport assets meet community needs	>60 customer survey satisfaction	48 - Local Streets and Footpaths 45 - Sealed Local Roads
Environment	A commitment to continually improve environmental efficiencies, and promote sustainability	Reduction in water consumption by using grey water / harvested water where possible when undertaking unsealed road resheeting.	Not currently measured.
Environment	A commitment to continually improve environmental efficiencies, and promote sustainability	Reducing use of natural resources when constructing new / existing assets.	Not currently measured.
Quality	Well maintained and suitable transport services	<400 requests / complaints per annum for sealed road maintenance	306 requests
		<500 requests / complaints per annum for unsealed road maintenance	466 requests
		<100 requests / complaints per annum for renewals or upgrades	70 requests
Safety	Transports are routinely inspected for hazards and risk free	No. of reportable incidents due to transport defects per year <= 2	1
Responsiveness	Response time to customer requests	> 70% of all requests adequately responded to within target	Data to be collected.

TABLE 10 Customer Levels of Service

Technical Levels of Service

Supporting the community service levels are operational or technical measures of performance.

Technical service measures are linked to annual budgets covering operations, maintenance, renewal and upgrade activities as defined in the Lifecycle Management Section.

KEY PERFORMANCE MEASURE	LEVEL OF SERVICE	PERFORMANCE MEASURE	2021 PERFORMANCE
TECHNICAL LEVELS OF SERVICE			
Accessibility	Condition assessment of transport asset network every 3 years	Average portfolio condition of transport assets/ components to be less than condition 3.	2.2
Condition	Transport assets maintained at an acceptable level	Less than 5% of the total asset portfolio replacement value to be in condition 5 or worse.	<5%

TABLE 11 Technical Levels of Service

Future Demand

This section identifies the effect of expected growth and consequent demand on Council's transport asset infrastructure.

Forecasting future demand is essential in determining lifecycle management for assets. The management of transport assets within the municipality is directly affected both by growth in the number of assets and growth in the resident as well as visiting populations.

Demand Drivers

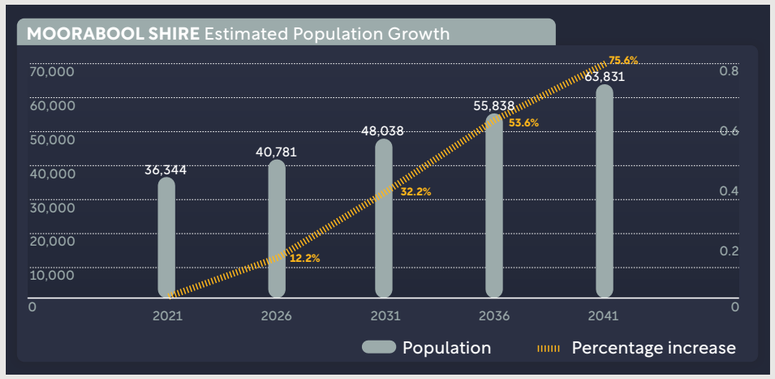
Drivers affecting transport asset demand include factors such as population change, changes in demographics, technological changes and environmental changes. Transport assets within the municipality must serve both the local resident population needs as well as business industries, tourism, the commuter and visitor needs.

Demand Forecasts

The present position and projection for demand drivers due to population growth that may impact future service delivery and utilisation of assets are identified and documented in Table 12 - Demand Factors, Projections and Impact on Services.

The emerging needs of the population growth suggests that demand for transport assets will need to cater for additional new and upgraded transport assets over the following 10 years. It is estimated that because of proposed developments in suburbs such as Ballan, Merrimu and Hopetoun Park North, that Council will be gifted some 117kms of roads, 234kms of kerb and channel and 234kms of footpath assets totalling $137.8M.

DEMAND FACTOR	PRESENT POSITION	PROJECTION
Population Growth	Present population growth in Moorabool is forecast to increase by 75.6% between 2021 and 2041.	



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

TABLE 12 Demand Factors, Projections and Impact on Services

Changes in Technology

Council is continuously monitoring new asset Council is continuously monitoring new asset treatments that may be available to increase the life of its transportation assets. Technological changes that could affect the delivery of services covered by this TAMP are documented in Table 13 - Changes in Technology and Forecasted Effect on Service Delivery.

TECHNOLOGICAL CHANGE	EFFECT ON SERVICE DELIVERY
Road wearing surface quality	Bitumen manufacturers are constantly developing new products to suit modernday applications and to cope with increased traffic volumes and changing environmental conditions. These improvements may mean roads have a longer useful life and require less maintenance. The use of products such as warm asphalt mixes will also have the benefit of reduced environmental impact.
Recycled materials	By exploring options to use recycled materials, there will be a benefit in terms of reduction in greenhouse gas emissions and reliance on our natural resources.
Trenchless technology	Trenchless methodologies will have a positive impact on Council's assets, as the integrity of the road or pathway is not compromised when installing / replacing services within the road reserve.

TABLE 13 Changes in technology and forecasted effect on service delivery

New Assets from Growth

Currently Moorabool Shire has a population of around 36,000 which is set to grow to around 64,000 by 2041. Several growth and strategic areas are currently going through the re-zoning applications due to population and demand growth. Table 15 – New Assets From Growth, summarises projected growth in Moorabool which will result in an increase in residents and subsequently will require new transport assets to accommodate this population growth.

Council is currently proposing to commit over $12.5M via its capital works program to deliver major transport and upgrade works such as street upgrades, local area traffic management devices and new pedestrian pathway links, to cater for current and future population growth. This expenditure will be funded via a combination of Council's general rate revenue, developer contributions and government grants. As additional information becomes available with regards to new growth and development areas, Council will continue to identify the community infrastructure needs via Precinct Structure Plans and these will be included in future revisions of this TAMP.

All new assets required to meet growth will be acquired from land developments in accordance with Council's design standards and industry guidelines. When the works are completed, the developers hand these assets over to Council for ownership and maintenance for the remainder of their useful life. However, a defect liability period is applicable to all assets constructed by developers.

It is estimated that because of proposed developments in suburbs identified in Table 15 - New Assets from Growth, that Council will be gifted some 117kms of roads, 234kms of kerb and channel and 234kms of footpath assets totalling $137.8M.

With the commitment of new transport .asset growth, Table 14 - Financial Impacts from Growth, identifies the predicted impacts to replacement values, annual depreciation and maintenance.

When new assets are acquired, or assets are expanded or upgraded, this results in an increase in commitment of annual operational and maintenance and renewal funding to ensure continued service delivery of the asset over its lifecycle.

	CURRENT	PREDICTED 2032	IMPACT BY 2032
Replacement Value	$474.4M	$611.2M	+29%
Annual Depreciation	$6.97M	$9.3M	+33.4%
Maintenance	$885.2K	$9.12M	+935%
Renewal	Impact to renewal is beyond life of this TAMP and will be reviewed in future TAMP updates.		

TABLE 14 Financial Impacts from Growth

AREA	ANTICIPATED GROWTH
Ballan	Approximately 3,000 lots with construction anticipated to commence in 2023/2024.
Hopetoun Park North	Approximately 850 lots with construction anticipated to commence in 2023/2024.
Merrimu	Approximately 7,200 lots with construction anticipated to commence in 2023/2024.
Parwan Employment and Parwan Station	Approximately 4,000 lots and over 5,000 job opportunities with construction anticipated to commence in 2024/2025.

TABLE 15 New Assets From Growth

Demand Management Plan

The demand for transport assets at Council will increase proportionally with the predicted population growth and predicted demographic changes. This is also in line with the community expectations where provision of transport services have scored high as priority for increased services by Council.

Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures. Opportunities identified to date for demand management are shown in Table 16 - Demand Management Plan Summary. Further opportunities will be developed in future revisions of this TAMP in relation to customer service demands and asset maintenance and capital.

SERVICE ACTIVITY	DEMAND MANAGEMENT PLAN
Increase in demand for transport services	Network analysis and modelling of identified high traffic areas. Perform analysis and modelling of proposed new developments to determine impacts to the current network. Results incorporated into Forward Capital Works Five-Year Program prioritisation criteria. Promote and develop public and alternative transport options around residential and commercial areas
Changes requested to existing services	Residents who typically move to Moorabool from other urban local government areas, typically expect all residential and local roads to be sealed. Educate residents and continue to implement Council's unsealed roads policy.
Development of new residential subdivisions which can affect future traffic volumes	All new developments will be managed through the planning and engineering subdivision process with Development Control Plans enabling contributions from new developments allocated to upgrade existing transport assets, where impacted as a result of new developments.
Increased need for maintenance and renewal costs	Review and document levels of services after consultation with the Service Managers and the community. Incorporate total asset lifecycle costings into asset management.
Providing a safe network	Continue traffic management initiatives and processes to address high-risk intersections and other locations in the road and pathways network.

TABLE 16 Demand Management Plan Summary

Risk Management Planning

Asset Hierarchy

In order to ensure that appropriate management, engineering standards and planning practices are applied to Council's transport assets, a hierarchy system is applied in accordance with the International Infrastructure Management Manual and based on the asset's function.

The hierarchy adopted by Council for transport assets, takes into account the varying risk and service levels associated with the transport asset portfolio and is documented in Appendices B and C of the Road Management Plan 2021-25 and Appendix B of the Bridge Maintenance Management Plan 2021. The hierarchies are summarised in Table 17 - Asset Criticality / Hierarchy for Transport Assets.

ASSET TYPES	HIERARCHY	DESCRIPTION
Roads, Kerbs, Carparks, TMDs	Trunk Collector	Provides a strategic link between arterial roads, suburbs, commercial areas, major housing areas or to a defined destination. Provides access to tourist facilities or industrial centres and may include regional links.
	Collector	Provides a primary connection into residential urban areas. Provides a connection between rural Trunk Collector and arterial roads in rural areas. Typically caters for service and heavy vehicles as well as access to properties.
	Access Level 1	Provides access to local residences or secondary access to commercial areas.
	Access Level 2	Provides access and secondary access to local residences and properties.
	Unsealed Level 1	Provides access to local residences and properties.
	Unsealed Level 2	Provides access to local residences and properties.
Bridges and Major Culverts	Bridge 1	Bridge or major culvert on a Trunk Collector or Collector road.
	Bridge 2	Bridge or major culvert on any other road.
	Bridge 3	Bridge used exclusively for pedestrians or cycling.
Pathways	High Use	Footpaths serving the retail and commercial areas of urban town centres and footpaths that serve other medium density pedestrian attractors.
	Medium Use	Footpaths and shared paths in urban areas linking to railway stations, bus stops, schools, commercial or community facilities or other pedestrian generators. Includes footpaths serving Council's corporate buildings.
	Low Use	Footpaths providing access within residential areas or paths in rural areas and townships.
	Recreational Trails	These include recreation or exercise walking tracks, typically linking the residential areas with reserves, river banks or other scenic areas, or are paths within recreation reserves and often have unsealed surfaces.

TABLE 17 Asset Criticality / Hierarchy for Transport Assets

Risk Management Plan

Council's Risk Management Policy sets the overall framework for addressing risk within the framework of ISO31000-2018. The Policy outlines Council's commitment to manage its resources and responsibilities in a manner which is intended to minimise harm or loss. The elements of this framework are illustrated in Figure 9 - Risk Management Process, Source: ISO31000:2018.

Risks Assessment

Council has also developed a Risk Framework[4] which documents Council's risk management processes and procedures and the rationale behind them. The risk assessment process identifies credible risks, the likelihood of the risk event occurring and the consequences should the risk event occur.

Risk Plan

An assessment of risks associated with service delivery from transport assets has identified critical risks to Council. The asset risk and risk treatment plan will be documented in Council's Transport Management Plan.

[4] Risk Management Framework 2021-2024, May 2021

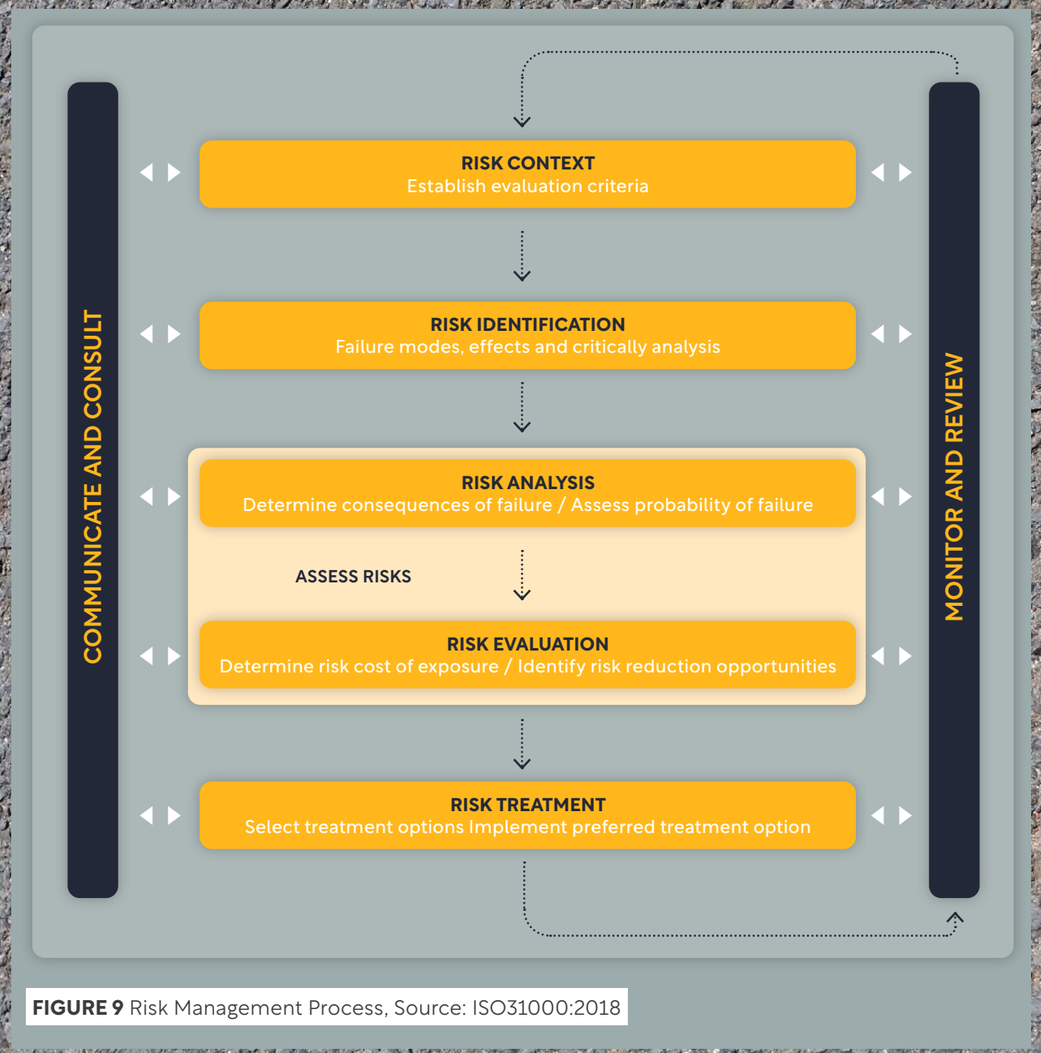


FIGURE 9 Risk Management Process, Source: ISO31000:2018

Financial Summary

The provision of adequate financial resources ensures that Council's transport assets are appropriately managed and preserved.

Financial provisions below requirements impacts directly on community development and if prolonged, results in substantial needs for "catch up" expenditure imposed on the community in the future. Additionally, deferred renewal results in increased and escalating reactive maintenance as aged assets deteriorate at increasing rates.

Forecasted Funding Requirements

The objective of this Section has been to model the deterioration of Council's transport assets portfolio, by developing a simulation model using Assetic's Predictor© modelling software.

This process typically involves setting up life cycle paths for each transport asset / component, along with their inspected condition, identifying the appropriate treatments and unit rates to deliver these treatments and configuring the treatment rule base (matrices based on selected condition criteria that when matching will drive a treatment based on the condition).

By utilising the above process and setting up the criteria and logic within the predictive modelling software, it is possible to model the future costs of Council's transport asset portfolio renewal requirements and also to predict the future condition of these assets under varying funding scenarios.

Funding Scenarios

The 2022 strategic modelling analysis predicts the deterioration of Council's transport asset portfolio by calculating the results of different funding options, utilising a core dataset that is current as at 2021. The length of time predicted for each funding option is for a period of 10 years until the year 2031/2032. The results of the analysis have been graphed in Figure 10 - Transport Roads: Total Capital Renewal Cost and Service State (Condition) by Year and Figure 11 - Transport Other: Total Capital Renewal Cost and Service State (Condition) by Year.

The condition graphs in Figures 10 and 11, illustrate the predicted results of the transport asset portfolio modelling analysis for each of the different funding options. These funding options are described in Table 18 – Predictive Renewal Modelling Funding Options.

The current average condition as at 2021 for the entire transport asset portfolio is an average condition 2.2 out of 6. Refer to Table 4 – Asset Condition Rating Guidelines for condition descriptions.

The net strategy comparison outcomes of the financial options that have been modelled are detailed in Table 19 – Predictive Modelling Funding Options – Net Strategy Comparison.

FINANCIAL OPTION	DESCRIPTION
Option 1	This funding option models how the transport asset portfolio condition would improve or deteriorate and resulting maintenance funding needs, if Council were to fund the current proposed capital works financial allocation over the following 10 years.
Option 2	This funding option identifies and models the current transport asset portfolio at the necessary funding levels each year in order to maintain current levels of service at the end of 10 years.

TABLE 18 Predictive Renewal Modelling Funding Options

FINANCIAL OPTION	TREATMENT COST	BACKLOG VALUE	FINAL OSI
Option 1	$103,794,229	$138,263,110	2.4
Option 2	$104,156,500	$131,473,110	2.2

TABLE 19 Predictive Renewal Modelling Funding Options - Comparison

Forecast 10-Year Funding Plan

The desired future level of service delivered by Council regarding the transport asset portfolio should consider maintaining current levels of service into the future, as a minimum.

The 10-year funding considered sufficient to enable the transport asset portfolio to achieve its current useful lives through capital and maintenance activities is as follows:

- Capital Renewal: $104.15M; and
- Maintenance: $12.85M or $1.28M on average per annum.

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

FIGURE 10 Transport Roads: Total Capital Renewal Cost and Service State (Condition) by Year

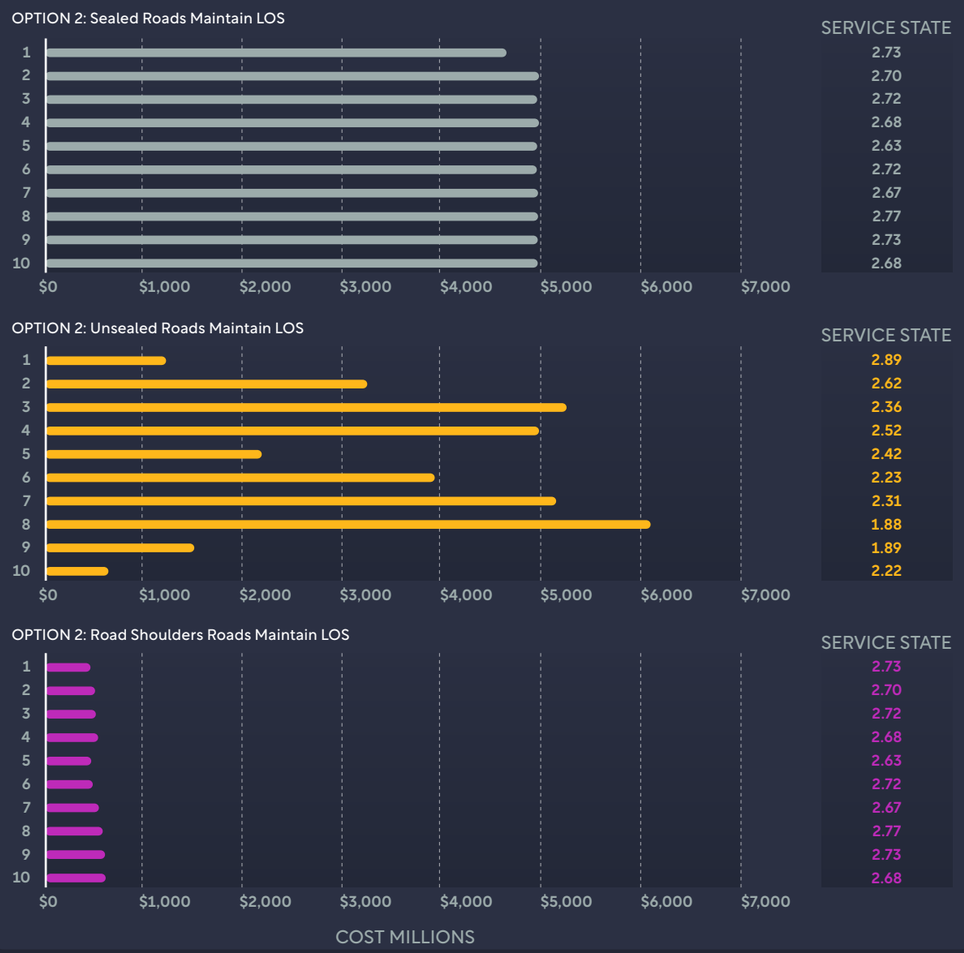
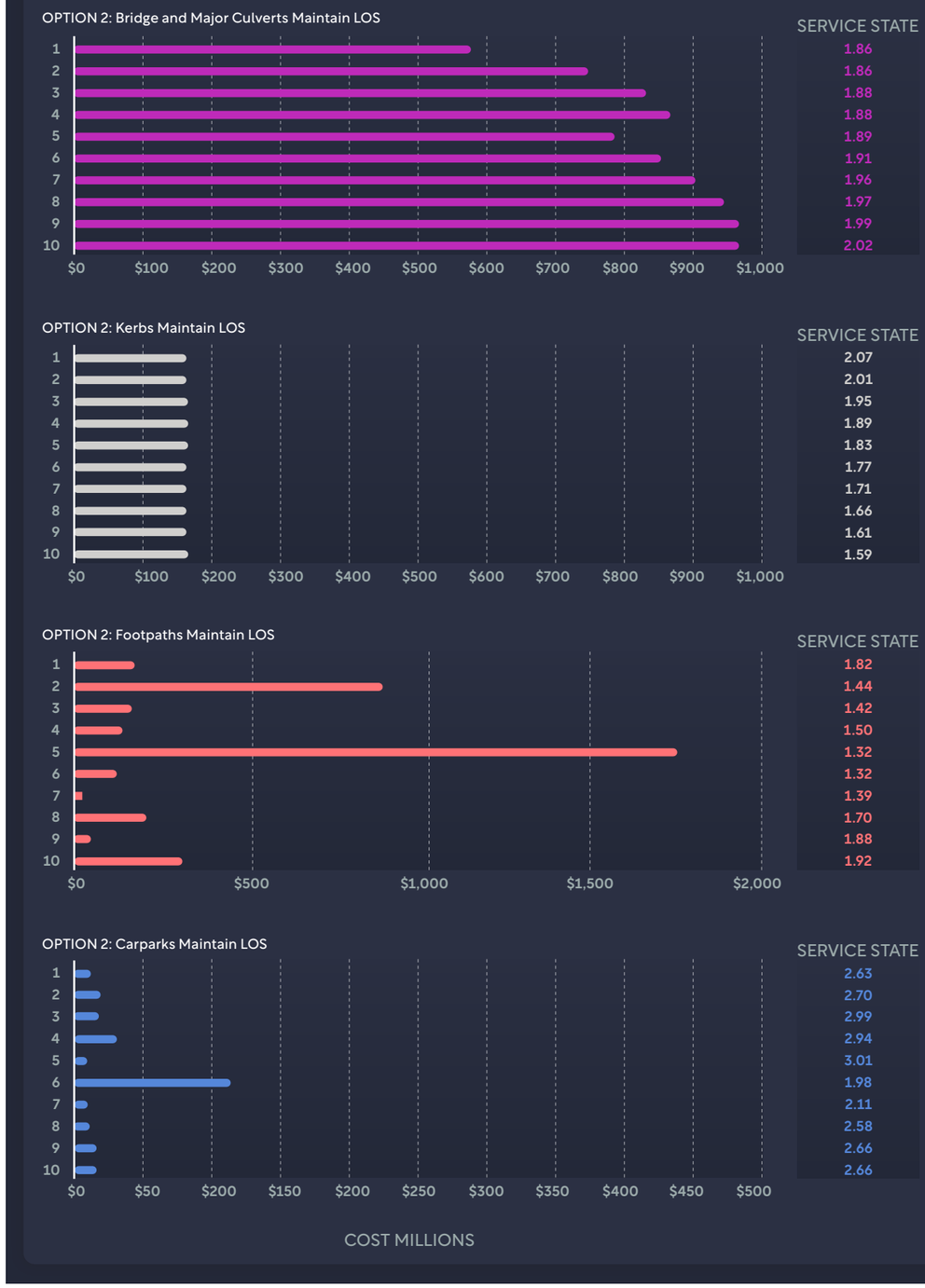


FIGURE 11 Transport Other: Total Capital Renewal Cost and Service State (Condition) by Year



Forecast 10-Year Funding Plan

The 10-year funding* considered sufficient to enable the transport asset portfolio to achieve its current useful lives through capital and maintenance activities is as follows:

2022/23 ($,000)	2023/24 ($,000)	2024/25 ($,000)	2025/26 ($,000)	2026/27 ($,000)	2027/28 ($,000)	2028/29 ($,000)	2029/30 ($,000)	2030/31 ($,000)	2031/32 ($,000)
SPEND TYPE: Capital New / Upgrades+									
$3,710.0	$935.0	$3,435.0	$5,185.0	$3,107.0	$3,035.0	$3,035.0	$3,035.0	$3,035.0	$3,035.0
SPEND TYPE: Capital Sealed Roads Renewal									
$4,678.7	$4,999.5	$4,998.5	$4,999.4	$4,999.0	$4,999.0	$4,999.1	$5,000.0	$4,999.6	$4,999.5
SPEND TYPE: Capital Sealed Shoulders Renewal									
$417.4	$534.6	$588.9	$617.7	$565.6	$609.2	$644.8	$670.4	$693.0	$693.0
SPEND TYPE: Capital Unsealed Roads Renewal									
$1,220.4	$3,250.0	$5,203.6	$4,997.6	$2,191.8	$3,960.3	$5,188.9	$6,100.0	$1,540.0	$612.6
SPEND TYPE: Capital Kerbs Renewal									
$170.0	$169.9	$170.1	$170.0	$170.0	$170.0	$170.0	$170.0	$169.9	$170.1
SPEND TYPE: Capital Pathway Renewal									
$151.1	$839.1	$151.0	$124.9	$1,733.7	$111.0	$23.5	$200.0	$36.7	$302.9
SPEND TYPE: Capital Carparks Renewal									
$12.0	$18.9	$18.8	$31.1	$9.8	$216.8	$10.2	$12.5	$16.0	$16.2
SPEND TYPE: Capital Bridge and Culvert Renewal									
$584.4	$748.5	$824.4	$864.8	$791.8	$852.9	$902.7	$938.6	$970.2	$970.2
TOTAL CAPITAL									
$10,944	**$11,495**	**$15,390**	**$16,991**	**$13,569**	**$13,954**	**$14,974**	**$16,126**	**$11,460**	**$10,799**
MAINTENANCE++									
$885	**$881**	**$930**	**$950**	**$1,000**	**$1,250**	**$1,500**	**$1,650**	**$1,800**	**$2,000**

+ Excludes assets which will be gifted by developers.
++ Maintenance requirements exclude operational costs.

TABLE 20 Desired 10-Year Funding Strategy

> **Council requires approximately $104.15M over the following 10 years for renewal works to preserve current transport asset portfolio conditions.**

* This funding plan will be reviewed in conjunction with the next TAMP update in 2026. As new information becomes available on growth demand needs and asset lifecycle, these will be reflected in the 10-Year Funding Strategy.

Financial Ratios

Asset management ratios provide insight into an organisation's performance and success in managing its assets. Council's asset management ratios for its asset portfolio calculated as at 30 June 2021 are shown in Table 21 – Key Asset Management Ratios.

RATIO	DESCRIPTION	CALCULATION	TARGET	2021 PERFORMANCE*
Asset Renewal Funding Ratio	The extent with regards to how the organisation is funding their capital works program when comparing allocated capital works expenditure with the desired expenditure which has been derived from prediction modelling and/or service level agreements.	Funded capital expenditure on renewals divided by the planned/ desired capital expenditure.	>75%	100%
Remaining Service Index Ratio	The overall health of the organisation's asset stock in terms of measuring past asset consumption, via the amount of accumulated depreciation. The lower this ratio is, the more the asset stock has been consumed, which also indicates that not enough capital expenditure has been allocated to the asset.	Written down value (fair value of the portfolio) divided by the total current replacement value.	>70%	81%
Maintenance Sustainability Ratio	Measures the level of maintenance funding spent per annum, as a % of asset replacement value on the asset portfolio.	Total maintenance funding per annum / Total Replacement Value, expressed as a percentage.	2-5%	<0.5%

TABLE 21 Key Asset Management Ratios

* The Improvement Plan, identifies action items that will assist Council in improving its future Financial ratio Performance in relation to its maintenance sustainability ratio.

Plan Improvement and Monitoring

This section outlines how Council will measure its asset management performance.

The identified action items in Table 23 - Improvement Actions will enable Council to improve its asset management capability, to enhance asset value and deliver more for stakeholders while balancing cost, risk and performance.

Assumptions

The key assumptions made in this TAMP and risks that these may change are shown below.

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

TABLE 22 Key Assumptions made in TAMP and Risks of Change

Improvement Plan

The Asset Management Improvement Plan which is set out in Table 22 - Improvement Actions, details the key improvement tasks. Completion of these tasks will improve Council's asset management capabilities for this asset class.

TASK NO	IMPROVEMENT ITEMS	RESPONSIBILITY	TIMELINE
1.	Ensure information relating to capacity, functionality and fit for purpose from Council's Community Infrastructure Plan is used to inform renewal planning for transports.	Asset Manager	June 2024
2.	Undertake bridge level 2 inspections and update strategic prediction models in future TAMP revisions.	Asset Manager	June 2023
3.	Finalise the draft Transport's Business Process Manual for adoption and implementation.	Asset Manager	December 2022
4.	Review strategic prediction models annually and renewal costs annually to ensure that approved renewal budgets will continue to cover the cost of like for like replacements.	Asset Manager	On-going
5.	Complete review of the Moorabool Bike for Hike Strategy and incorporate recommended future works program needs into future TAMP revisions.	Asset Manager	December 2023
6.	Develop and implement an asset handover process to enable 100% asset data capture of new transport assets gifted or constructed by others to be captured in Council's asset register on an annual basis.	Asset Manager	December 2022
7.	Ensure that new asset needs identified from the PSPs and studies are reflected in the TAMP and LTFP.	Asset Manager, Manager Connected Communities, Executive Manager Community Planning and Economic Development and Finance Manager	June 2024
8.	Future community surveys should include specific questions to the community regarding unsealed roads and bridges, to identify and measure performance in delivering this service to the community.	Asset Manager	January to June 2022
9.	Review and finalise the draft responsibility matrix with a view to identify and streamline roles and responsibilities.	Asset Manager	June 2022
10.	Develop and implement frameworks to improve and further develop its lifecycle AM processes to ensure that all lifecycle costs are identified and included in all capital investment decisions.	Asset Manager, Project Managers, Finance Manager	June 2024

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TASK NO	IMPROVEMENT ITEMS	RESPONSIBILITY	TIMELINE
11.	Undertake analysis to identify financial and accomplishment data on maintenance works to improve alignment with annual capital funding process, ensuring allocation of appropriate annual maintenance funding. Update Maintenance funding expenditure in future TAMP revisions.	Asset Manager, Finance Manager, Operations Manager, Civil Maintenance Coordinator	June 2023
12.	Review Council's operational and resource costs to ensure funding is at required levels.	Operations Manager, Finance Manager	

TABLE 23 Improvement Actions

Monitoring and Review Procedures

The TAMP has a planning horizon of 10 years, and it is based on details documented within the Asset Management Strategy. The TAMP will be reviewed and updated in the year following Council general elections, as required by the Local Government Act (LGA) 2020 Section 92.4.

This TAMP will be reviewed and amended to recognise any changes in service levels, needs arising from PSP and master plans and/or resources available to provide those services as a result of the budget decision process.

Performance Measures

The effectiveness of this TAMP can be will be measured and monitored on the basis of annual strategic Council indicators as follows:

- The performance of Council against the Levels of Service documented in the Levels of Service Section; and
- Performance against the Asset Management Ratios ocumented in the Financial Ratios Section.

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