



Moorabool  
Shire Council

# ASSET PLAN 2025-2035



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## 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.

# Introduction

## Purpose of the Plan

The purpose of this Asset Plan (the Asset Plan) is to inform Moorabool Shire Council's (Council) commitment to best practice asset management and provide principles for sound asset investment decisions.

The Asset Plan for Council outlines a comprehensive strategy for managing public assets over the next decade and beyond, ensuring sustainable stewardship for current and future generations. It is intended to be a public facing document which informs the community on how Council will manage community assets to achieve the Action Priorities documented in the Council Plan and its Vision statement in the Community Vision 2030: *We embrace our natural environment and lifestyle options to create an inspiring place for everyone to live, work, and play.*

The Asset Plan is a guide that helps the community and Council manage important public assets like roads, parks, buildings, and drains. It explains how these assets will be maintained, improved, and replaced to keep them in good condition for everyone.

The plan ensures money is spent wisely by balancing new projects with maintaining existing infrastructure. It helps the community understand how decisions are made about public spaces and services. By planning ahead, Council can make sure future generations continue to benefit from well-maintained assets.

The plan also supports informed decision-making by linking costs to service levels, identifying challenges and risks, and improving communication between Council and the community. It provides clear financial forecasts to guide future maintenance, renewals, and new projects, ensuring long-term financial sustainability.

## Compliance with the Local Government Act

In line with Victoria's Local Government Act 2020, this Asset Plan has been developed to ensure an integrated, long-term, and transparent approach to asset management. The plan meets statutory requirements and has been prepared with deliberative community engagement, as mandated by the Act, which was undertaken during the development of the Council Plan 2025-2029.

## Council's Strategic Planning Context

Our Asset Plan is integrated within the broader Council planning framework. It aligns closely with:

- **Community Vision 2030:** Reflecting our long-term aspirations.
- **Council Plan 2025–2029:** Outlining short- to medium-term priorities.
- **Long-Term Financial Plan 2025–2035:** Ensuring financial sustainability. This alignment ensures that asset management decisions support our overall strategic objectives and are compliant with legislative requirements.

## Our Community and Population

Between 2025 and 2046, the population for Moorabool Shire is forecast to increase by 33,306 persons (82.48% growth), at an average annual change of 3.92%.

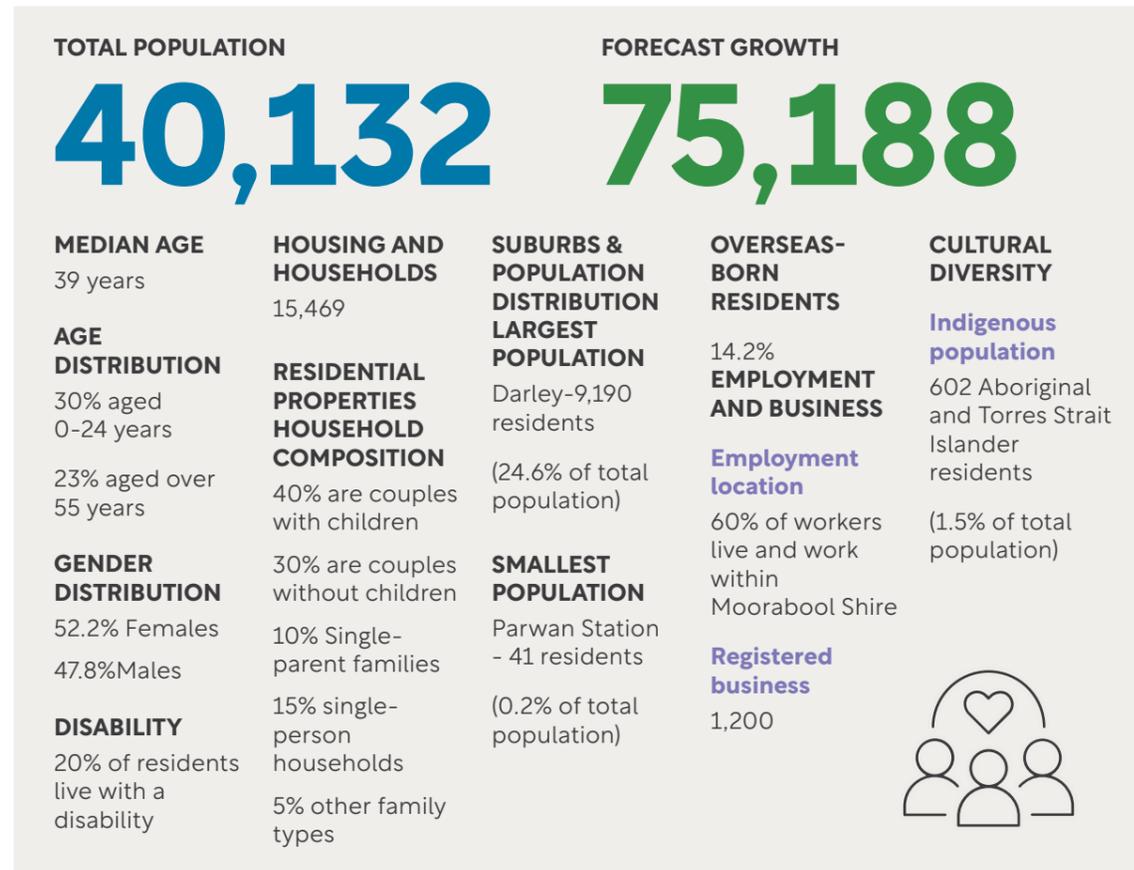


Figure 1 – Moorabool’s Community Profile

## Key Challenges & Opportunities

There are some issues facing Council that can dictate how we plan for the future, what direction is taken and may impact on how we deliver our assets and services.

These challenges are briefly summarised below:



Figure 2 – Council Challenges

## Our Assets

Council delivers essential services that rely on roads, parks and open space, buildings, and stormwater infrastructure. To ensure these assets continue meeting community needs, we assess their condition, performance, costs, and risks, allowing us to prioritise maintenance and renewal works effectively.

Assets are grouped into classes based on their function and management needs. This Asset Plan provides a high-level summary of their condition and sustainability, while detailed information is available in individual Asset Management Plans.

These infrastructure assets support nearly every aspect of our day-to-day activities. They keep us safe, healthy, connected, and employed. Maintaining existing infrastructure is just as important as building new infrastructure.

From 2020/21 and 2023/24, the average annual rate of depreciation of Councils asset base was **\$14.59 million** and Council subsequently invested circa **\$12.49 million**<sup>3</sup> per year on capital renewal works to keep these assets at a desirable level of service.

Between 2020/21 and 2023/24, Council also spent in total **\$69.358 million** on new assets and **\$16.016 million** to upgrade assets.

### Our Asset Base in Detail

The assets owned and operated by Council: totals over **\$1.03 billion** in replacement costs<sup>1</sup>.

**As of 2025, Council has approximately 1% of its assets in very poor condition, which is below the national<sup>4</sup> average of 3%.**

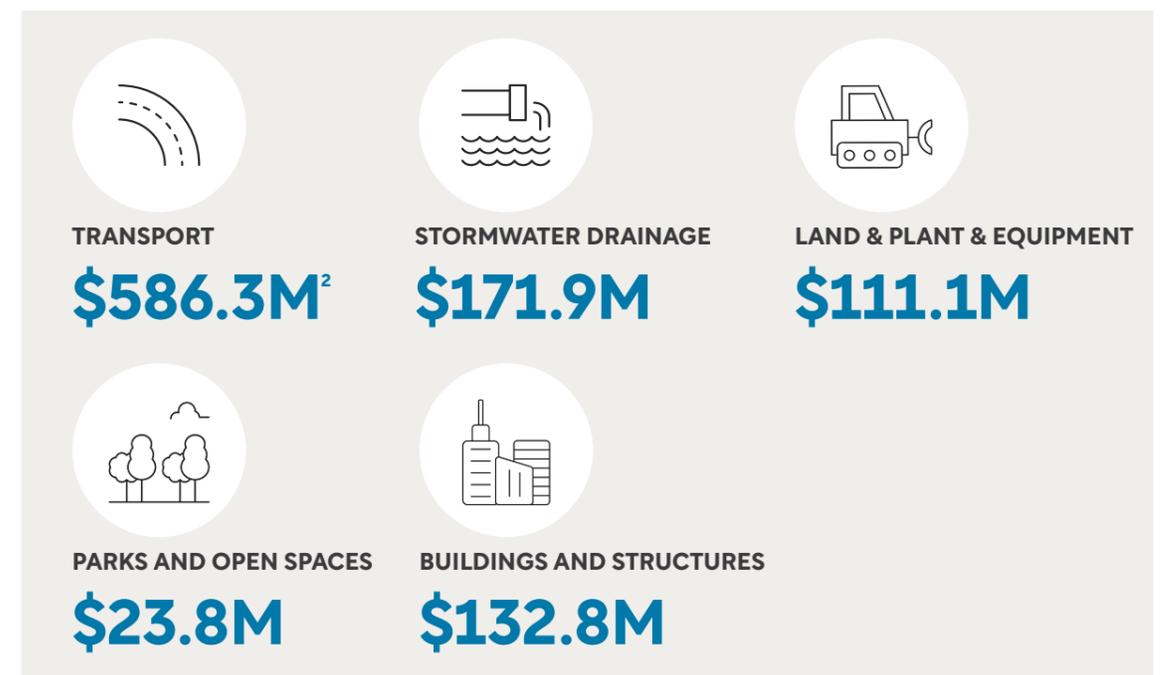


Figure 3 – Asset Base Replacement Values

1 Moorabool Shire Council 2023/24 Financial Report Note 6; includes Land, Road Formation & Plant & Equipment

2 Moorabool Shire Council 2023/24 Financial Report Note 6; The Roads Costs includes Road Formation

3 Moorabool Shire Council 2021/22, 2022/23 and 2023/24 Financial Reports

4 ALGA 2024 National State of the Assets Report

The distribution of Council's asset portfolio by asset category and replacement cost utilised in the development of Council's strategic funding models, is shown below.

	REPLACEMENT COST	ASSET HEALTH <sup>6</sup> (% REMAINING LIFE)	AVERAGE CONDITION
Bridges	\$50,563,028	64.82%	Good
Buildings	\$132,816,927	74.65%	Good
Kerbs & TMDs	\$31,080,156	79.70%	Very Good
Open Space	\$23,766,447	68.18%	Good
Pathways	\$41,357,108	70.73%	Good
Sealed Roads & Carpark	\$327,795,959	66.18%	Good
Stormwater Assets	\$171,986,643	81.93%	Very Good
Unsealed Roads	\$38,241,990	53.39%	Fair
<b>TOTAL</b>	<b>\$817,608,258<sup>5</sup></b>	<b>70%</b>	<b>Good</b>

Table 1 – Asset Class Financials

## The State of Our Assets

**32,000+**  
**Assets**

Transport Infrastructure  
Buildings and Facilities  
Stormwater Drainage  
Parks and Open Space

**\$817.6 million**

Assets supporting delivery of over 100 key services

**PVP Condition**  
**9.29%**

Value of assets that are currently considered poor or very poor

**Asset Health**  
**69.95%**

Proportion of average remaining

**Asset Value Per Capita \$26,164**

Infrastructure value per head of population

We evaluate both current performance (informed by either condition, functionality and/or capacity) and long-term sustainability to maintain assets efficiently and minimise future costs for generations to come. The following section outlines the expected performance of our \$817.6 million asset portfolio over the next 10 years, including an overview of asset health by asset class.

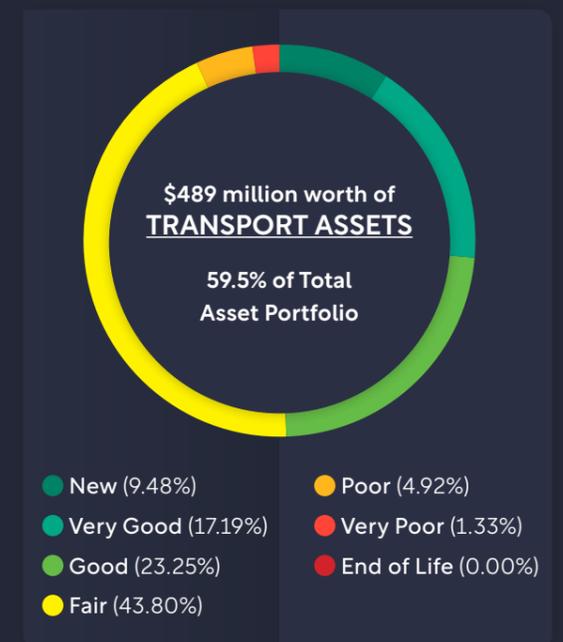
<sup>5</sup> Asset Values obtained from Council's Asset Register for Financial Year 2023/24 and excludes Land, Road Formation & Plant & Equipment

<sup>6</sup> Asset Health refers to the % life remaining in our assets



The average network portfolio condition is 2.2 out of 5. Current Average Network Condition considered **Good**.

82 Buildings  
250 Structures



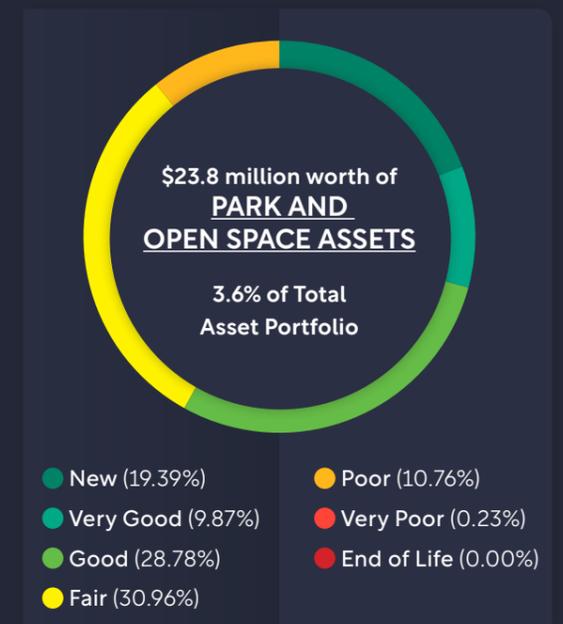
The average network portfolio condition is 2.2 out of 5. Current Average Network Condition considered **Good**.

66,928 Sqm of Carparks  
311.1 kms of Kerb and Channel  
231.7 kms of Pathways  
109 Bridges and Major Culverts  
260 Traffic Management Devices  
918.5 kms Sealed Roads  
542.8 kms Unsealed Roads



The average network portfolio condition is 1.4 out of 5. Current Average Network Condition considered **Very Good**.

260 kms Pipes  
9,412 Pits  
4 GPTs  
23.2 kms Minor Culverts  
9 Basins



The average network portfolio condition is 1.7 out of 5. Current Average Network Condition considered **Fair**.

214 Play Equipment  
77 Items of Park Infrastructure  
37 Playing Fields  
23 Playing Courts  
14 BBQs  
97 Lights Sporting  
162 Lighting Pathways

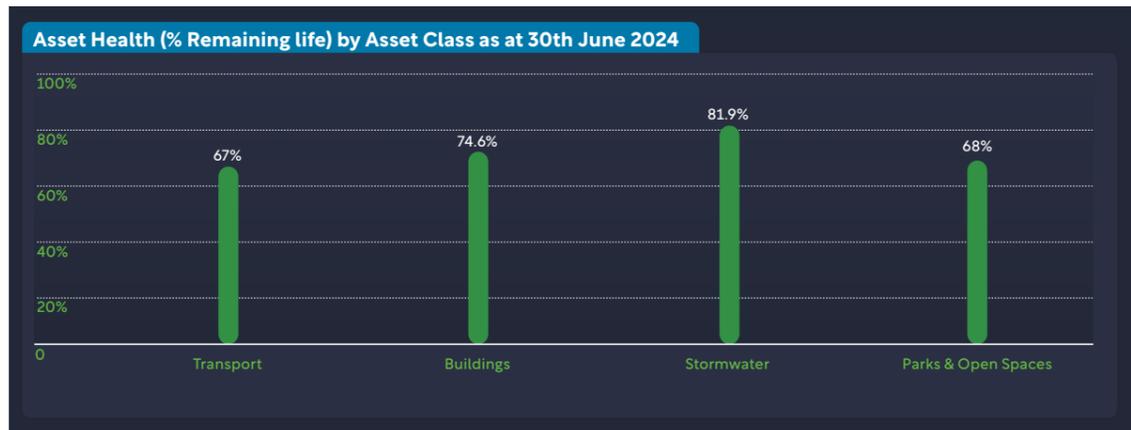


Figure 4

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

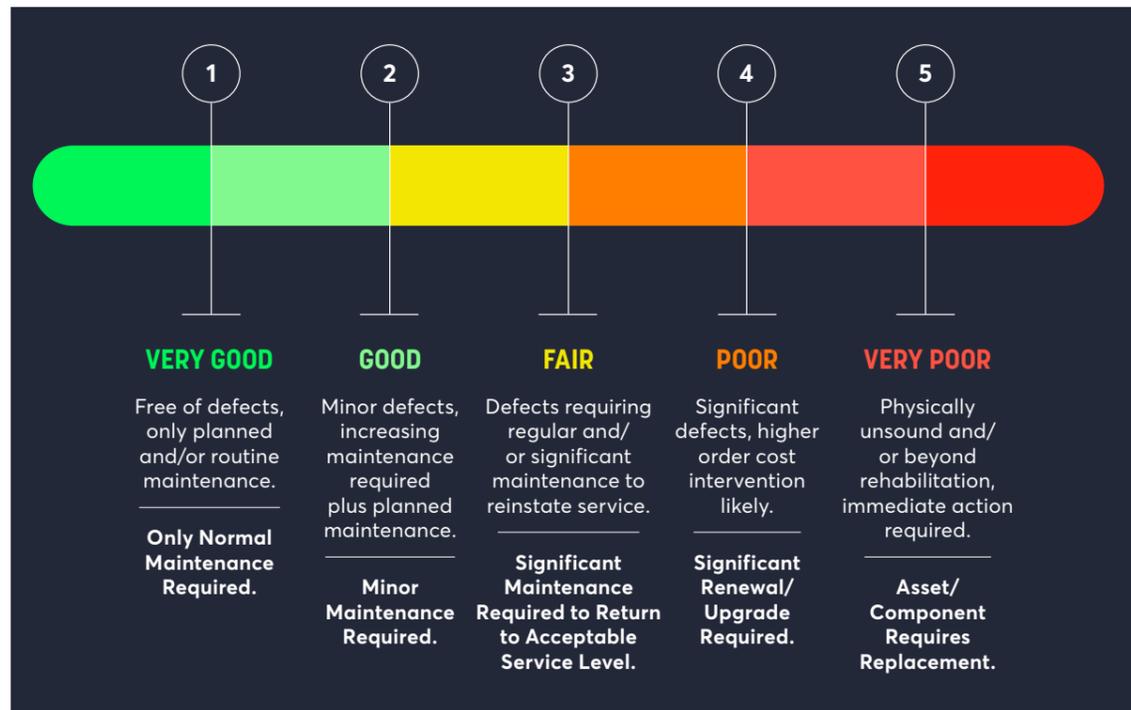


Figure 5 - Asset Condition Assessment Rating

# How We Manage Our Assets

## Our Assets Support Our Services

Council provides over 100 important and valued services to support the community to be a place for all. Our services have been grouped under four service headings (according to the services and the functions they provide) as outlined below.

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

## Why is asset management important?

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

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

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

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

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

## How Our Assets Support Community Needs

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

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

## Levels of Service

Our Service Levels are defined by our expectations of the standard at which an asset needs to perform. We define our service levels with respect to availability of the service, quality of the service, risk posed by service deficiency, accessibility of the service and suitability of the service. This is illustrated in the examples below. We acknowledge that where a higher service level provision is required due to higher utilisation and need, will mean higher the criticality of the asset providing the service.

Service levels are set by the Council based on community expectation, legislated levels of service and subject matter standards and detailed within the respective Asset Management Plans balanced against affordability.

How often do we mow our parks or sweep our streets depending on their priority and criticality?

What hours are our libraries open, and does it vary with utilization and frequency of use?

How quickly do we respond to a customer request based on the nature of the issue?

How many public toilets do we provide across the region and what standards are they maintained to?

On what basis do we replace, repair and renew our assets?

Do our facilities and public places meet all abilities access standards?

Our decisions on maintenance, renewal and upgrades are driven by these service level interventions and are based on the criticality of the asset (service), utilisation and available resources.

When determining appropriate service levels, we focus on the following key considerations:

- Appropriate intervention level.
- What is the ongoing investment needed to fund minimum levels and then
- Finding the balance based on priority, risk and utilisation

## Asset Management Maturity

Council has demonstrated strong strategic asset management planning, especially in long-term planning and policy development. This will pave the way for a transition in future years, from our current core asset management maturity toward an advanced, sustainable, and efficient framework for long-term infrastructure sustainability and service delivery.

## Our Asset Response to Technological Advancements

Technological advances are transforming how local governments manage infrastructure assets, improving service delivery, efficiency, and decision-making. Smart technologies—like AI monitoring, automated assessments, and intelligent systems—help extend asset life, streamline maintenance, and align services with community needs.

For instance, advanced monitoring tools detect issues early to reduce long-term repair costs, while intelligent systems such as adaptive lighting and automated inspections boost operational efficiency. Sustainable practices, including the use of recycled materials and smart design, also lessen environmental impacts.

Going forward, Council will pilot new technologies to gauge their effectiveness, integrate digital systems for better data-driven decisions, train staff on these innovations, and ensure technology investments are aligned with long-term asset management plans for lasting sustainability.



# Strategic Context

Under the Local Government Act (Victoria) 2020, Council is legislatively required to establish a suite of Strategic Management Plans that guide our future planning, asset management, and financial sustainability. These strategic plans provide the framework within which our Asset Plan is developed, ensuring that all asset management decisions are aligned with long-term community aspirations and financial viability.

## Strategic Alignment

Over the next ten years, Council will focus on key areas that contribute to our **Community Vision 2030**:

**“We embrace our natural environment and lifestyle options to create an inspiring place for everyone to live, work, and play.”**

The Moorabool Community Vision 2030 outlines five distinct themes, each supported by key directions and measures that reflect our community’s aspirations. Our Council Plan translates this shared vision into strategic goals and actions for the next four years, ensuring that our short-term priorities are aligned with our long-term objectives. The Municipal Strategic Statement further defines where we aim to be over the next four years as we progress toward the broader 2030 Community Vision.

## How the Asset Plan interacts with other Council Plans and Strategies

Our Asset Plan is both informed by and informs other key strategic documents. Figure 6, illustrates the interaction between the Asset Plan and other Council Plans and Strategies. While Table 2 provides an overview of the strategic planning documents and their roles within our integrated framework.



Figure 6 – Interaction with other Council Plans and Strategies



STRATEGIC PLANNING DOCUMENT	ROLE	HORIZON & REVIEW CYCLE
<b>Community Vision</b>	Our community's aspirations and priorities for the future of Moorabool	20 years and reviewed every 4 years
<b>Council Plan</b>	Details the Objectives and Strategies to aim for to achieve the Community Vision with a 4-year delivery focus	Reviewed every 4 years
<b>The Asset Management Policy</b>	Sets the principles for consistent and appropriate asset management practices, processes and systems across the portfolio and sets the strategic intent for the sustainable management of Councils assets	Reviewed every 4 years
<b>This Asset Plan</b>	Details the Strategic Actions and Asset Management Indicators that provide for Deliberative Community Engagement in line with the Victorian 2020 regulation.	10 years and reviewed every 4 years.
<b>Long Term Financial Plan</b>	Council's Financial Plan detailing the Capital Works Plan, Income and Funding Sources and Local Government Financial metrics.	10 years and reviewed annually
<b>Workforce Plan</b>	Outlines how we will manage our resources and budgets to deliver projects	Reviewed every 4 years
<b>Annual Business Plan + Budget</b>	Outlines how we will manage our resources and budgets to deliver projects	Reviewed annually
<b>Individual Asset Class Plans</b>	For each major class – Transport, Buildings, Open Space and Stormwater Drainage, it details the funding need for maintenance and capital for a range of service levels	10 years and with a comprehensive update every re-valuation cycle.

Table 2 – Strategic Context

This integrated approach ensures that our asset management decisions are made within a cohesive strategic framework, supporting our overall community, financial, and operational objectives.

## Asset Management Planning

Council uses a lifecycle approach to asset management, considering the resources needed to operate, maintain, repair, and replace assets to meet service level requirements and ensure they last as long as expected.

To achieve long-term sustainability and efficiency, Council's asset management practices are guided by the Asset Management Policy, Asset Plan, and supporting strategies. These practices are enabled by technology, data, processes, and skilled personnel, ensuring informed decision-making that aligns with corporate and strategic objectives.

Council's integrated planning framework links service delivery to resource allocation, ensuring alignment with the Council Plan. The Local Government Act 2020 mandates a holistic and community-driven approach to strategic planning and reporting. This framework strengthens accountability, fosters partnerships, and supports advocacy efforts, ensuring transparency in how Council delivers value to the community each year.

Council's Asset Management Framework and how it aligns with the integrated planning framework is outlined below in Figure 7.

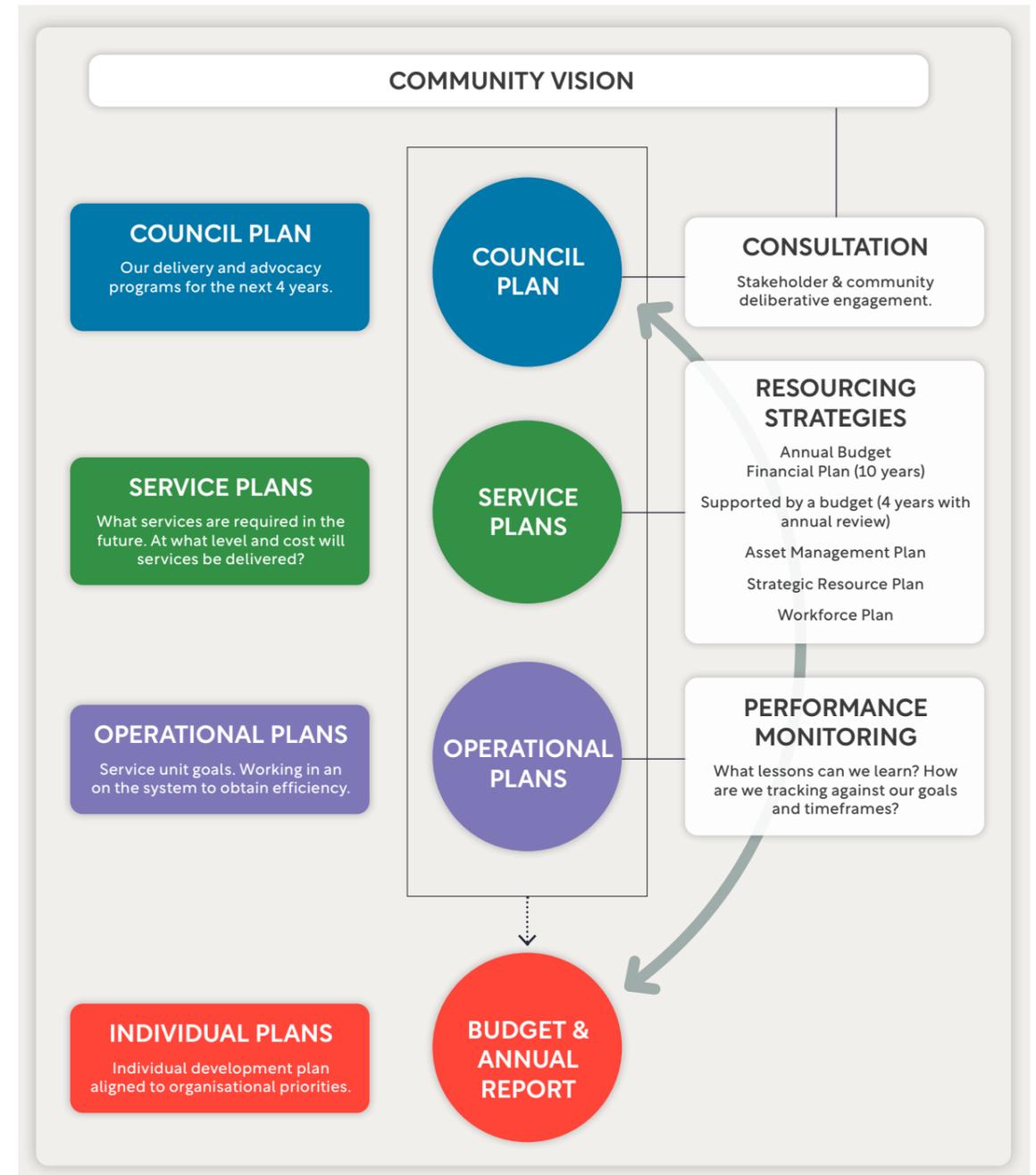


Figure 7 - Moorabool Integrated Strategic Planning Framework

## Asset Planning Principles

These guiding principles, derived from Council's Asset Management Policy<sup>7</sup>, reflect our commitment to best-practice contemporary asset management and support our Community Vision.

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FIT FOR PURPOSE ASSETS	SERVICE APPROACH	CONNECTED COMMUNITY	SAFE COMMUNITY
Assets are designed to be functional, sustainable, and of sufficient capacity to meet service requirements	Asset management decisions are guided by service delivery needs and community priorities	Assets promote community connectivity	Asset decisions consider benefits, risks, and alternative options to ensure long-term sustainability
COMMUNITY ENGAGEMENT	EQUITABLE & ACCESSIBLE	SUSTAINABILITY	USEABILITY
Asset management integrates community input and aligns with financial reporting requirements	Asset management is directly linked with Council's strategic plans, budgets, and reporting frameworks	Infrastructure decisions consider environmental, social and financial sustainability	Assets are optimised for useability.

## Lifecycle approach to asset management

To ensure we get the best possible return on our asset spending, we take a lifecycle approach to asset management that considers the costs of an asset over its useful life – that is from the time a new asset is built or acquired to the time it is replaced or disposed, as reflected in and Figure 8. This approach allows us to get the most out of our assets by meeting required levels of service in the most cost-effective way.

Asset information – inventory, condition, functionality and capacity are recorded in our enterprise systems. Our funding is based on scenario planning using a service level-based approach. Condition assessments are undertaken by suitably qualified professional data capture specialist companies and/or inspectors.

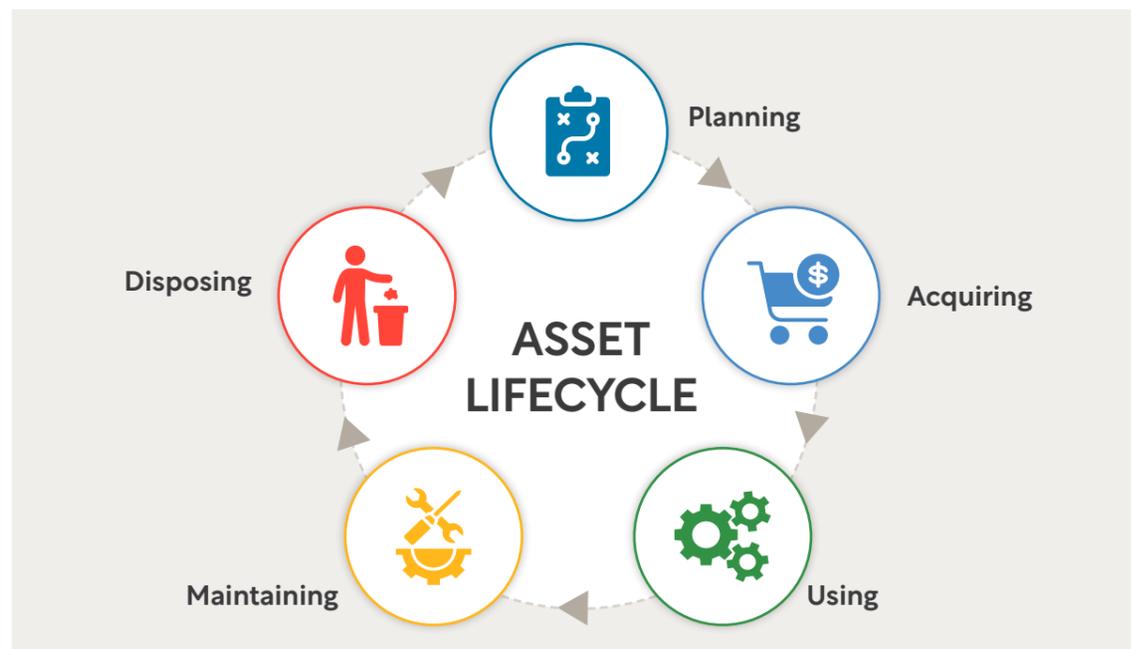


Figure 8

<sup>7</sup> Moorabool Asset Management Policy Version 3 May 2021

## Strategic Asset Management Targets

The target state and where we aim to be has been established based on several key considerations. From an asset management perspective, our goal is to set intervention standards that maintain assets in a manageable state, ensuring we do not create a burden for future generations. The factors guiding these targets include:

- **National benchmarks:** The National State of the Assets recommends keeping assets in **Poor and Very Poor Condition (PVP)** below 10%, typically comprising of 6% in Poor and 4% in Very Poor.
- **Industry standards:** Australian asset management guidelines suggest maintaining an Asset Renewal Funding Ratio above 80% to ensure sustainable investment in infrastructure.<sup>8</sup>
- **Strategic asset planning:** We assess individual asset class management plans, considering recommended intervention scenarios and performance indicators. These plans are then balanced at the portfolio level to ensure a cohesive approach.
- **Affordability and achievability:** The 10-year capital renewal plan must be financially viable and deliverable, ensuring that resources are allocated effectively within budget constraints.

TARGET STATE	CURRENT STATE	ACHIEVED
>65% Asset Health	69% Asset Health <sup>9</sup>	✓
>80% Asset Funding Renewal Ratio	85.6% Asset Renewal Funding Ratio	✓
<5% VP	1% VP <sup>10</sup>	✓

Table 3 – Strategic Asset Management Targets



<sup>8</sup> Australian Financial Guideline, IPWEA, 2015

<sup>9</sup> Asset Health refers to the life expectancy and serviceability of the asset portfolio

<sup>10</sup> VP refers to assets in **Very Poor Condition**

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# Our Community's Role

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

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

## Council's Deliberative Engagement

Aligned with **Council's Community Engagement Policy, Version 1.0 (2025)**, we engage our community on decisions affecting assets and services. We use deliberative engagement practices to ensure community input shapes key asset management strategies, fostering transparency, inclusivity, and better outcomes for all.

### Our stakeholders

- The community
- The Council
- User groups
- Community groups



## Council's community engagement principles

Our community engagement approach follows the IAP2 Spectrum of Public Participation, which defines five levels—from 'inform' to 'empower'—to match our engagement goals and community roles. Our processes often combine multiple levels, with IAP2 recognised as the international standard for stakeholder engagement.



## How we engage with our community

Council conducts a range of community engagement activities, including both deliberative and consultative practices. Community members can inform and influence asset decisions at multiple stages, with many processes incorporating both forms of engagement.

The community can also inform and influence decisions about our assets using the following methods.

Future versions of the Asset Plan will be prepared following deliberative engagement. This will allow our community to consider detailed asset planning information, discuss the impacts, trade-offs and comparative options for asset management, and influence a range of important principles that will guide our future asset and service decisions.

ITEM	COMMUNITY ENGAGEMENT APPROACH
Community Vision	Deliberative engagement
Council Plan	Deliberative engagement
Financial Plan	Deliberative engagement
Asset Plan	Deliberative engagement
Budget	Consultative engagement
Making of a Local Law	Consultative engagement
Other statutory and non-statutory plans, strategies, policies, service planning and capital works projects	To be selected depending on the complexity of the matter

Table 4 – Community Engagement Approach

WAY TO INFORM & INFLUENCE	DESCRIPTION
Annual Community Perception Survey	Provides community input to help improve Council services and performance.
Council Meetings	Community members can access agendas, minutes, and raise issues at public meetings.
Community Forums	Direct engagement with Councillors and staff on programs and services.
Digital Platforms	Information available on the website, with interactive social media engagement.
Customer Service Requests	Report hazards, maintenance issues, or concerns directly to Council.

Table 5 – Community Input Approaches

## Community Engagement Results

The Asset Plan was developed in accordance with the requirements of the Local Government Act 2020 and in partnership with the Moorabool community. It was informed by a community engagement program and deliberative process which considers the needs of all people who live, work and play at Moorabool.

The community has highlighted environmental sustainability, transport connectivity, and public facilities as top priorities, with significant emphasis on waterways, local roads, and libraries/community centres. Investments will focus on maintaining and improving roads, pathways, and drainage systems to enhance safety, accessibility, and resilience.

Recreational spaces, including parks and playgrounds, remain a key priority, ensuring the community has well-maintained green spaces for leisure and social interaction. While early learning facilities, swimming pools, and sporting infrastructure are still valued, they rank lower in priority compared to essential infrastructure and public spaces. These insights have guided the asset planning and funding allocation of the existing Long-Term Financial Plan, ensuring that our scarce investments align with the most critical community needs.

Note that while waterways and nature reserves are highly valued by the community, Council does not directly manage these assets and, therefore, they are not funded in the Asset Plan. However, Council works closely with the State Government and relevant environmental agencies to advocate for their protection, supporting conservation initiatives, and ensuring these natural assets are maintained for community enjoyment and ecological sustainability.

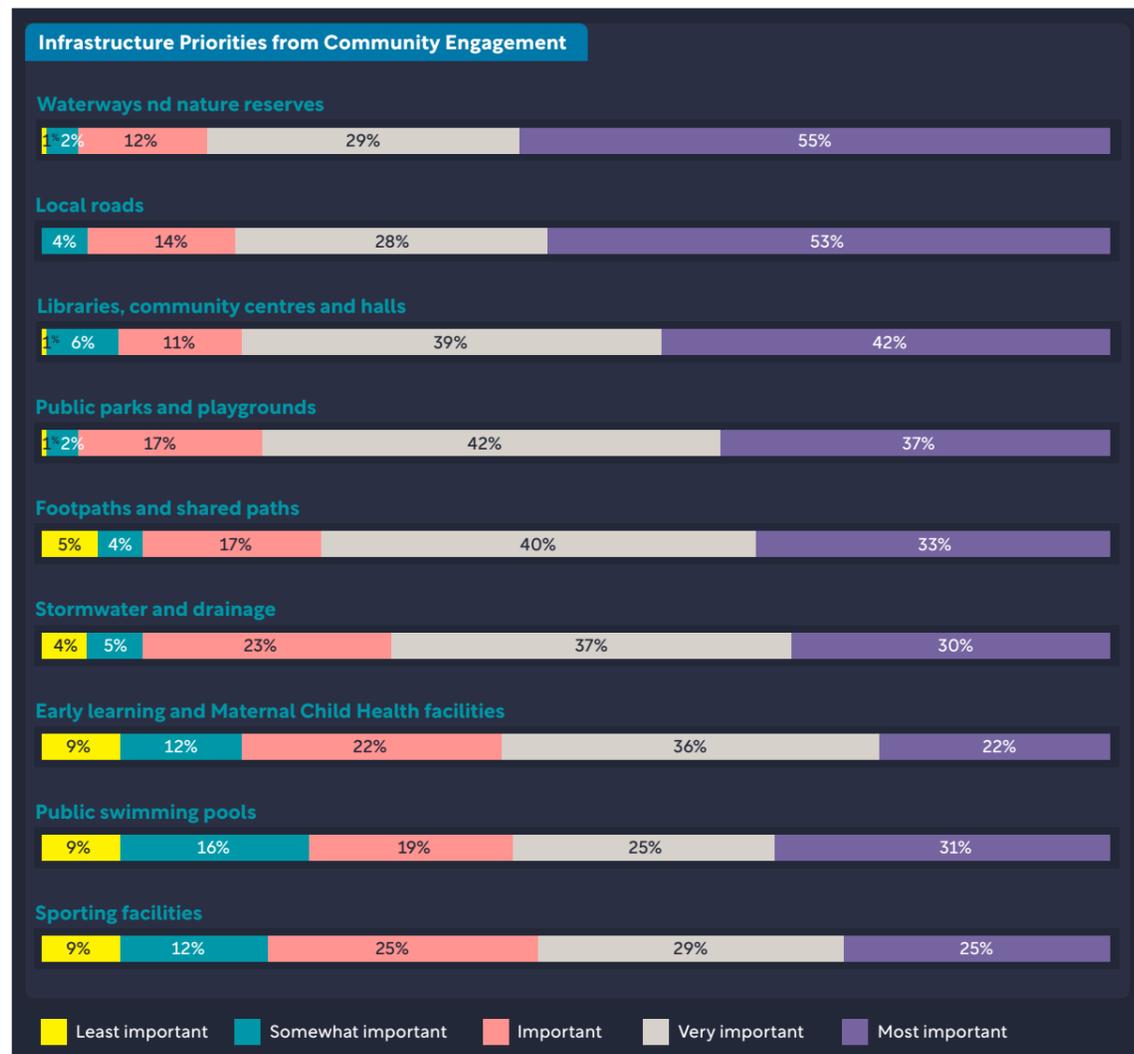


Figure 9

## Funding for the Future

To ensure responsible and sustainable stewardship of our assets, Council is dedicated to balancing our community's needs and aspirations with what is affordable for ratepayers. We carefully weigh service levels, risk, and the need for maintenance and renewal when making funding decisions. Our goal is to secure long-term financial sustainability while delivering high-quality services.

### Integration with the Financial Plan

Integrating the Asset Plan with the Financial Plan is critical to ensure the necessary resources for managing our assets are included in our financial planning instruments.

Balancing asset maintenance, renewal, and funding for growth and improvements is an ongoing challenge. Underfunding asset renewal can lead to declining service levels, while deferring critical upgrades may result in assets becoming unfit for purpose.

Our Asset Plan has evaluated two options, aligned with Community Levels of Service, to ensure financial sustainability. The adopted expenditure reflects what is affordable while considering multiple service-level scenarios per asset class.

Additionally, we have used modelling outcomes to assess future asset performance and have reallocated funding across different asset subclasses to better align with service needs. The desired future level of service aims to at least maintain current service levels while ensuring assets continue to meet community expectations.

The 10-year funding plan has been designed to sustain asset performance through a mix of capital investment and maintenance activities. However, ongoing studies and investigations over the next four years may identify additional funding needs to upgrade assets and ensure they meet required service levels. As new asset

information, such as condition data becomes available, along with gifted assets from growth, funding allocations may need to be adjusted requiring updates to both the Asset Plan and Financial Plan.

### Our asset investment strategies

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

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

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

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

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

We will aspire to:

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

## Asset investment categories

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

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EXPENDITURE TYPE	ASSET MANAGEMENT ACTIVITY	DESCRIPTION
Operational	Maintenance	Scheduled work to keep assets operating at the required level of service, or reactive work to repair defects and ensure that assets meet their service life and don't require early renewal.
	Operations	Recurrent expenditure that is required to use an asset such as utility costs, audit and inspection programs, cleaning or fees paid to other organisations.
Capital	Renewal	Works on assets that are at the end of life that restore their ability to deliver or facilitate the delivery of the desired service
	Upgrade	Works that increase the quality of the existing service that can be delivered through an existing asset.
	Expansion	Works that increase the quantity of the same services that can be delivered through an existing asset.
	New	Works that generate an asset that can provide a service that does not currently exist.
Acquisition	Gifted or Contribution	Assets handed over to Council's possession as part of sub development and growth.



## What it will cost

Over the next 10 years, we will invest \$304.32 million to keep our assets safe, functional, and fit-for-purpose, including:

**\$135.24 million** Renewing our assets  
**\$107.7 million** Creating new ones<sup>11</sup>  
**\$61.35 million** Maintaining our assets

A detailed breakdown of what we expect to spend on each asset function over the next 10 years is provided in the individual asset profiles listed in Appendix 1 and Appendix 2. A summary of the planned total expenditure by Asset Class for the 2025 to 2035 period is shown in the Table below.

Funding is based on a balanced Long-Term Financial Plan (LTFP), ensuring responsible asset management. Decisions were guided by:

- Long-Term Decision Making – Balancing community needs with financial sustainability.
- Optimising Available Funding – Prioritising renewals and maintenance to reduce long-term risks.
- Transparent Funding Allocation – Ensuring investment decisions align with strategic objectives.
- Prioritising Capital Expenditure – Focusing on assets that best serve future community needs.

With finite financial resources, funding was directed towards higher-priority assets based on community engagement feedback:

- Asset Condition and Renewals – Aging infrastructure requires renewals to be funded to maintain service, functionality and safety.
- Community Priorities – Engagement results emphasised environmental sustainability, transport connectivity, and public facilities, leading to a focus on roads, pathways, and stormwater infrastructure.
- Asset Base Proportion – Funding allocations also reflect the total worth of asset classes, necessitating proportionate investment to maintain service levels.
- Sustainability and Resilience – Investments support climate resilience, incorporating stormwater management, energy-efficient buildings, and sustainable transport solutions.

By aligning funding with asset condition, community priorities, and overall asset worth, this plan ensures strategic and responsible investment in Moorbaool's future.

ASSET CLASS	MAINTENANCE COSTS (\$'000)	RENEWAL COSTS (\$'000)	NEW COSTS (\$'000)	TOTAL COSTS (\$'000)
Transport	\$25,614	\$111,730	\$11,403	<b>\$148,747</b>
Buildings & Facilities	\$19,891	\$5,157	\$76,700	<b>\$101,748</b>
Stormwater Drainage	\$3,290	\$6,762	\$0	<b>\$10,052</b>
Parks & Open Space	\$12,557	\$11,591	\$19,622	<b>\$43,770</b>
<b>Total (\$'000)</b>	<b>\$61,352</b>	<b>\$135,240</b>	<b>\$107,725</b>	<b>\$304,317</b>

Table 6 – Planned Total 10 Year Expenditure by Asset Class

<sup>11</sup> This excludes the cost of Gifted Assets from Developers which will be included in future iterations of this plan.

21

# Monitoring and Improvement Plan

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

## Asset Plan Reviews and Updates

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

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

## Reporting

Our Asset Plan has a life of four years in line with the Council election cycle. It is fully reviewed and updated within 12 months post Council elections. It is also reviewed during the annual budget planning process and updated to recognise any material changes in service levels or resources available to provide those services as a result of budget decisions.

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



## Continuous Improvement

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

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

As part of our commitment to continuous improvement, Council recently completed an asset management maturity assessment that identified areas for development to achieve advanced asset management maturity. Based on these findings, we are dedicated to

implementing targeted improvement opportunities to enhance our capabilities. Future initiatives will focus on refining data management, strengthening financial integration, and streamlining governance and operational practices. These efforts will ensure that our asset management processes become more robust, efficient, and aligned with best practices—ultimately supporting our long-term strategic objectives and delivering better outcomes for our community.

## Asset Management Improvement Plan

The Asset Management Improvement Plan (AMIP) highlights 9 Actions item opportunities that Council can prioritise and implement to improve their SAM capabilities within the context of the organisations overall Asset Management System. One of the key outcomes of the AMIP is to improve alignment between the Asset Management Planning process and the Long-Term Financial Plan.



AMIP ACTION ITEM NO.	IMPROVEMENT ACTION DESCRIPTION	SUCCESS CRITERIA	OUTCOME/OUTPUT OR COLLATERAL	YEAR OF EFFORT	PROPOSED TIMEFRAME / DURATION	PRIORITY	DEPENDENCIES / COMMENT
1	Improve alignment between the Asset Management Planning process and the Long-Term Financial Plan (LTFP).	Asset planning and financial planning cycles are synchronised, ensuring asset investment needs are adequately reflected in financial forecasting.	Clear linkage between AM Plan and LTFP, ensuring asset renewal, upgrade, and maintenance are appropriately budgeted.	2025/26	Initial alignment review – 6 months, with ongoing monitoring	High	Requires collaboration between asset management, finance, and strategic planning teams. Must align with financial planning cycles and Council budget development processes.
2	Review, finalise and implement the draft responsibility matrix with a view to streamline roles and responsibilities. Identify critical AM functions and key staff positions responsible for those.	Council specific Critical AM functions identified that are based on ISO principles, and key staff positions identified.  Communication and consultation is paramount.	An endorsed Roles and Responsibility Matrix.	2025/26	2 Months with some additional internal deliberations.	High	Internal Staff commitment, EMT endorsement and must be aligned to the responsibilities within the AM Policy.
3	Implement a scheduled cyclic program for infrastructure asset strategic condition assessments at an asset class level.	Data is current and available in the year prior to the scheduled revaluation of the asset class.	Most current condition data available for use in Council's asset revaluations and strategic predictive LTFP models.	2025/26	Ongoing, annual review	High - Moderate	Rolling audit program dependent on allocation of budget.
4	Regularly review and update individual Asset Management Plans covering a 10-year period for Council's Transport, Buildings, Stormwater and Open Spaces infrastructure asset classes.	Plans reviewed, updated and endorsed by Council in the year following the Council election.	Four Asset Management Plans.	On-going.		High - Moderate	Staff time commitment, in particular Finance and Project teams and/or budget for consultant. EMT endorsement and commitment from Councilors via Policy endorsement.
5	Undertake regular asset maturity assessment and asset performance monitoring.	Completed AM maturity assessment which has been reported to the AM Steering Committee.	Completed AM maturity assessment.	2026 and Bi-annually thereafter.	Bi-annually	High - Moderate	Staff time commitment and/or budget for consultant.
6	Develop capacity, functionality frameworks to be applied to each of the four infrastructure asset class AM Plans.	Information relating to capacity, functionality and fit for purpose from Council's Community Infrastructure Plan is used to inform renewal planning for all infrastructure assets.	Assessment criteria documented, adopted and applied to assets in the asset register.	2026-27	12-18 Months	Moderate	Staff time commitment.
7	Develop a process to ensure that all new assets built or gifted to Council, identifies whole of assets lifecycle costs.	Assets lifecycle costs for all new assets are considered and reflected in Councils operational budgets.	Process document.	2025-26	12-18 Months	Moderate	Staff time commitment. EMT endorsement and commitment.
8	Establish and enhance asset management reporting to the Executive Team through the Asset Management Steering Committee.	Key metrics, performance indicators defined, and reported to asset management steering committee.	Reporting Framework.	2026	6 months	Moderate	Asset management system and customer request systems capability.  Staff time commitment.
9	Strengthen Asset Management Resourcing to Support Sustainable Infrastructure Management.	A review of staffing, skills, and system gaps within the Asset Management function completed and recommendations implemented.	Report.	2025-2026	6 months	High - Moderate	Staff time commitment and/or budget for consultant.  Budget for additional resources if considered necessary.

# APPENDIX 1: ASSET CLASSES IN DETAIL

## Transport

The modelled value of Transport (Road Infrastructure) assets covered by this Asset Plan are estimated at \$489 million as at 30th June 2024. The figures below provide a snapshot of overall health of Road Infrastructure by Asset Subclass.

### Why do we have these assets?

Council’s roads, bridges, footpaths, kerbs, traffic management devices, and carparks are essential for a safe, efficient, and well-connected transport network. These assets serve multiple purposes, including:

- **Safe & Efficient Movement** – Roads and bridges facilitate the flow of vehicles, cyclists, and pedestrians, ensuring accessibility for all.
- **Pedestrian & Vehicle Separation** – Footpaths provide safe walking spaces, while kerbs help separate pedestrians from vehicles, improving safety.

- **Traffic Regulation & Safety** – Kerbs and traffic management devices (e.g., traffic signals, roundabouts, speed humps) control traffic flow, reduce congestion, and prevent accidents.
- **Parking & Urban Mobility** – Carparks offer designated spaces for vehicles, improving accessibility to local businesses, public areas, and residential zones.
- **Stormwater Management** – Kerbs delineate road edges, guide driver behaviour, and play a key role in directing stormwater road surface flows into underground stormwater pipes, via stormwater pits, preventing flooding and road deterioration.

By maintaining these assets, we ensure a safe, functional, and sustainable transport system that supports the needs of the community now and into the future.

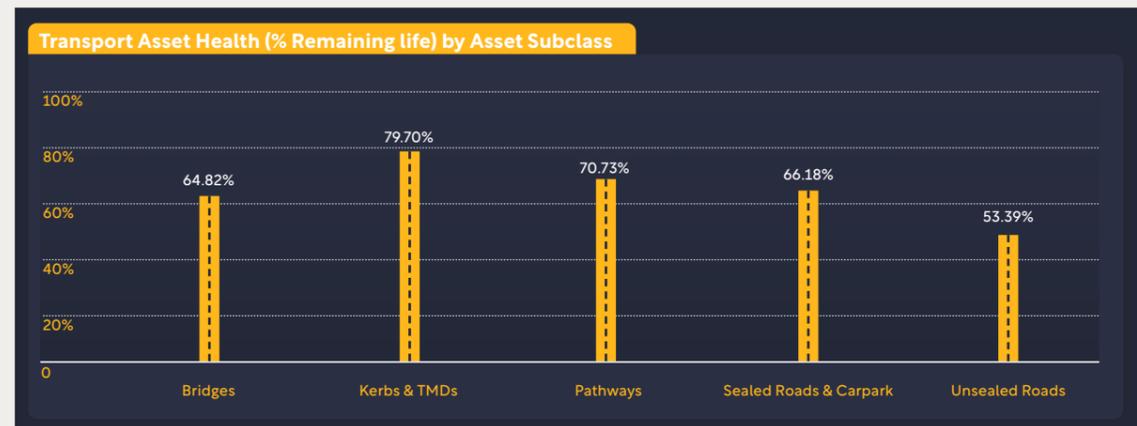


Figure 10

## What does our work involve?

The following provides an example of some of the activities that Council delivers in regards to this asset class.

OPERATIONS & MAINTENANCE	RENEWAL	UPGRADE AND NEW
<ul style="list-style-type: none"> <li>• Maintenance and repairs to roads such as patching potholes</li> <li>• Annual gravel road grading programs</li> <li>• Operational servicing such as street sweeping, vegetation management and weed spraying</li> </ul>	<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 existing pathways to an equivalent standard</li> </ul>	<ul style="list-style-type: none"> <li>• New constructed and gifted assets by developers</li> <li>• Road safety improvements such as installation of crash barriers, intersection upgrades, etc</li> <li>• Sealing of unsealed roads</li> <li>• Traffic calming treatments such as construction of roundabouts, installation of speed humps, etc</li> <li>• Extension of existing pathway network to address gaps in connectivity</li> </ul>

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

PROJECTED EXPENDITURE (\$'000)											
Expenditure Type	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	Total
Maintenance <sup>12</sup>	\$2,087	\$2,150	\$2,214	\$2,281	\$2,599	\$2,682	\$2,767	\$2,854	\$2,944	\$3,037	\$25,614
Renewal	\$9,654	\$10,302	\$10,427	\$10,742	\$10,893	\$11,221	\$11,549	\$11,876	\$12,205	\$12,861	\$111,730
Upgrade & New	\$5,357	\$105	\$2,608	\$2,610	\$113	\$116	\$119	\$122	\$125	\$128	\$11,403
<b>Total</b>	<b>\$17,098</b>	<b>\$12,557</b>	<b>\$15,249</b>	<b>\$15,633</b>	<b>\$13,605</b>	<b>\$14,019</b>	<b>\$14,435</b>	<b>\$14,852</b>	<b>\$15,274</b>	<b>\$16,026</b>	<b>\$148,747</b>

Table 7 – Transport Projected Expenditure 2025-2035

12. Maintenance costs are for all asset classes excludes operational expenditure.

## What does our Financial Plan Achieve?

Over the next 10 years we expect to spend around \$148.7<sup>13</sup> million on maintaining, renewing and improving the Council's Transport infrastructure asset class. We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our road network to retain the current average network condition of 'Good'. New and/or upgrade expenditure has been informed by various sources such as internal staff or the community and/or identified from the Moorabool Community Infrastructure Framework, Precinct Structure Plans and Masterplans to meet the current and future needs of our community.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our transport assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

## What are the future challenges and opportunities?

CHANGING POPULATION	INCREASED FREIGHT TASK	CLIMATE CHANGE	LEGISLATION AND COMPLIANCE
<ul style="list-style-type: none"> <li>The increased demand on local roads and their connections with State government and Collector roads due to population growth and increased dwelling density.</li> </ul>	<ul style="list-style-type: none"> <li>The increased deterioration of our road network due to an increased number of heavy vehicles and increased gross loadings.</li> </ul>	<ul style="list-style-type: none"> <li>The lack of availability of the sustainable transport options, including public transport.</li> <li>The increased risk of damage to our transport assets due to more frequent and more extreme weather events.</li> <li>The need to consider resilience in the design and construction of new assets.</li> </ul>	<ul style="list-style-type: none"> <li>The need to ensure compliance with the Road Management Act 2004 and Road Safety Act 1986.</li> <li>The need to meet the requirements of our Road Management Plan.</li> <li>The need to ensure clarity on which roads we are responsible for.</li> </ul>



13 \$9.5 million to be funded via Grants between 2025-26 to 2028-29 for pathways and kerbs

## WHAT KEY ACTIONS WILL WE TAKE, INCLUDING SIGNIFICANT PROJECTS?

- Update the Transport Asset Management Plan including technical and community levels of service.
- Continue asset data maintenance and data cleansing.
- Continue to implement annual renewal programs based on asset condition assessment data.
- Work towards achieving our asset management targets detailed in Section 4.
- Construction of new assets identified from masterplans, strategies and Precinct Structure Plans.
- Continue re-sheeting unsealed roads.
- Continue trials of innovative products to progress towards a circular economy.
- Continue to implement road safety initiatives.

	SEALED ROADS & CARPARKS (\$'000)	UNSEALED ROADS (\$'000)	PATHWAYS (\$'000)	BRIDGES (\$'000)	KERBS & TMD'S (\$'000)
<b>Total Maintenance Costs</b>	\$7,096	\$13,172	\$4,257	\$459	\$631
<b>Total Capital Renewal Expenditure</b>	\$69,655	\$29,488	\$3,747	\$8,520	\$320
<b>Total Capital New<sup>14</sup> &amp; Upgrade Expenditure</b>	\$0	\$0	\$9,557	\$0	\$1,846
<b>Total Scenario Cost 10 Years</b>	<b>\$76,751</b>	<b>\$42,660</b>	<b>\$17,561</b>	<b>\$8,979</b>	<b>\$2,797</b>
<b>Average Condition 2025</b>	2.1	2.9	2.0	2.1	1.5
<b>Average Condition 2035</b>	2.7	2.0	2.6	2.3	2.2

Table 8 – Transport 10 Year Funding and Predicted State of the Assets

14 Excludes new assets built by others and gifted to Council.

# Buildings

The modelled value of Council’s Building assets covered by this Asset Plan are estimated at \$132.8 million as at 30th June 2024. The figures below provide a snapshot of overall health Building assets by Asset Subclass.

## Why do we have these assets?

Council buildings provide essential spaces for community services, governance, and recreation. They support a range of functions that benefit residents, businesses, and visitors, including:

- **Community Services & Activities** – Libraries, community halls, and sports pavilions offer spaces for learning, social events, and recreational activities.
- **Public Safety & Emergency Response** – Facilities such as fire stations, depots, and emergency service buildings support public safety and disaster response.

- **Civic Administration & Governance** – Council offices and chambers provide spaces for decision-making, service delivery, and public engagement.
- **Health & Well-being** – Recreation centres, public toilets, and childcare facilities contribute to the health and well-being of the community.
- **Sustainability & Energy Efficiency** – Well-maintained buildings reduce energy consumption and support environmental initiatives like solar power and water reuse.

By managing and maintaining these buildings, Council ensures safe, accessible, and functional facilities that meet the evolving needs of the community.



Figure 11

## What does our work involve?

The following provides an example of some of the activities that Council delivers in regards to this asset class.

OPERATIONS & MAINTENANCE	RENEWAL	UPGRADE AND NEW
<ul style="list-style-type: none"> <li>• Routine maintenance, including plumbing, electrical, and HVAC servicing</li> <li>• Cleaning, security, and pest control for council buildings</li> <li>• Energy efficiency management, including lighting and heating system optimisations</li> <li>• Minor repairs to walls, ceilings, and fittings</li> </ul>	<ul style="list-style-type: none"> <li>• Refurbishment or replacement of building components such as roofs, fitouts, and floor coverings</li> <li>• Structural repairs and reinforcements to extend building lifespan</li> <li>• Accessibility upgrades to ensure compliance with regulations</li> <li>• Repainting and surface maintenance of council buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of new community buildings, halls, and council facilities to cater for increased demand</li> <li>• Expansion of existing facilities to accommodate growth and increased usage</li> <li>• Installation of solar panels and other sustainable energy solutions</li> <li>• Development of new amenities such as public toilets, changerooms, and storage facilities</li> </ul>

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

PROJECTED EXPENDITURE (\$'000)											
Expenditure Type	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	Total
Maintenance <sup>15</sup>	\$1,114	\$1,232	\$1,435	\$1,476	\$1,930	\$2,300	\$2,388	\$2,477	\$2,718	\$2,820	\$19,890
Renewal	\$451	\$473	\$478	\$489	\$513	\$525	\$537	\$549	\$561	\$585	\$5,161
Upgrade & New	\$10,000	\$1,700	\$0	\$32,500	\$32,500	\$0	\$0	\$0	\$0	\$0	\$76,700
<b>Total</b>	<b>\$11,565</b>	<b>\$3,405</b>	<b>\$1,913</b>	<b>\$34,465</b>	<b>\$34,943</b>	<b>\$2,825</b>	<b>\$2,925</b>	<b>\$3,026</b>	<b>\$3,279</b>	<b>\$3,405</b>	<b>\$101,751</b>

Table 9 – Buildings Projected Expenditure 2025-2035

<sup>15</sup> Maintenance costs are for all asset classes excludes operational expenditure.

## What does our Financial Plan Achieve?

Over the next 10 years we expect to spend around \$101.7<sup>16</sup> million on maintaining, renewing and improving the Council's Buildings infrastructure asset class. We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our Buildings portfolio to retain the current average network condition of 'Good'. New and/or upgrade expenditure has been informed by various sources such as internal staff or the community and/or identified from the Moorabool Community Infrastructure Framework, Precinct Structure Plans and Masterplans to meet the current and future needs of our community.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our building assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

## What are the future challenges and opportunities?

CHANGING POPULATION	INCREASED FREIGHT TASK	CLIMATE CHANGE	LEGISLATION AND COMPLIANCE
<ul style="list-style-type: none"> <li>Increased demand for community facilities due to population growth.</li> <li>Pressure on existing buildings to accommodate new services, requiring expansion or repurposing of assets.</li> </ul>	<ul style="list-style-type: none"> <li>More frequent maintenance and upgrades needed to keep buildings safe and functional as usage increases.</li> <li>The challenge of balancing heritage preservation with modernisation needs.</li> </ul>	<ul style="list-style-type: none"> <li>Increased risks to buildings due to extreme weather events such as storms, heatwaves, and flooding.</li> <li>Higher energy costs and the need for more sustainable and climate-resilient buildings.</li> <li>Opportunity to incorporate renewable energy solutions and energy-efficient designs.</li> </ul>	<ul style="list-style-type: none"> <li>Stricter building regulations, accessibility requirements, and environmental standards.</li> <li>Need to ensure compliance with Work Health &amp; Safety (WHS), disability access laws, and building codes.</li> </ul>



16 \$2 million to be funded via Grants between 2025-26 to 2026-27

## WHAT KEY ACTIONS WILL WE TAKE, INCLUDING SIGNIFICANT PROJECTS?

- Update the Buildings Asset Management Plan, including technical and community levels of service.
- Continue asset data maintenance and data cleansing to improve accuracy and planning.
- Implement annual renewal programs based on asset condition assessments.
- Work towards achieving our asset management targets detailed in Section 4.
- Construction of new assets identified from masterplans, strategies and Precinct Structure Plans.
- Continue building refurbishment programs.
- Trial energy-efficient and sustainable building technologies to progress towards carbon neutrality.
- Continue with building safety and compliance initiatives, including fire safety, disability access, and emergency preparedness measures.

	BUILDINGS (\$'000)
<b>Total Maintenance Costs</b>	\$19,890
<b>Total Capital Renewal Expenditure</b>	\$5,161
<b>Total Capital New<sup>17</sup> &amp; Upgrade Expenditure</b>	\$76,700
<b>Total Scenario Cost 10 Years</b>	<b>\$101,751</b>
<b>Average Condition 2025</b>	2.2
<b>Average Condition 2035</b>	2.6

Table 10 – Buildings 10 Year Funding and Predicted State of the Assets

17 Excludes new assets built by others and gifted to Council.

# Stormwater Drainage

The modelled value of stormwater drainage infrastructure assets covered by this Asset Plan are estimated at \$171.9 million as at 30th June 2024. The figure below provides a snapshot of overall health of Council’s infrastructure stormwater assets by Asset Subclass.

## Why do we have these assets?

Council’s stormwater drainage network helps manage rainwater runoff, prevent flooding, and protect the environment. These assets play a critical role in maintaining public health and infrastructure integrity by:

- **Flood Prevention & Water Management** – Stormwater pipes, culverts, and drainage pits collect and direct rainwater to prevent localised flooding and road damage.
- **Protecting Public Infrastructure** – Well-designed stormwater systems prevent water damage to roads, buildings, and public spaces.

- **Environmental Protection** – Gross pollutant traps, bio-retention basins, and wetlands filter pollutants, improving water quality before it reaches waterways.
- **Supporting Urban Growth** – Proper drainage infrastructure ensures new developments effectively manage stormwater without impacting existing properties.
- **Sustainability & Water Reuse** – Some systems capture stormwater for reuse in irrigation and environmental projects, reducing reliance on potable water.

By maintaining these assets, Council minimises flood risks, protects the environment, and ensures stormwater systems remain functional and sustainable.

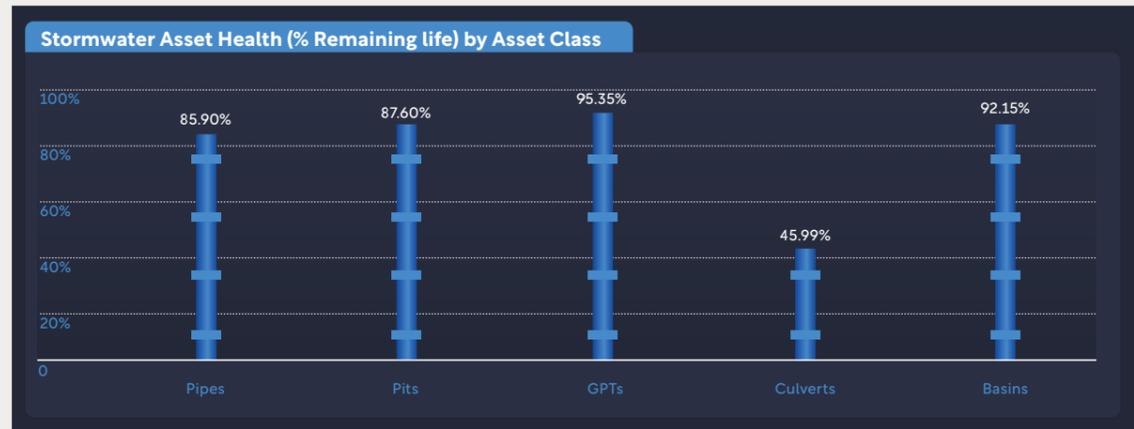


Figure 12

## What does our work involve?

The following provides an example of some of the activities that Council delivers in regards to this asset class.

OPERATIONS & MAINTENANCE	RENEWAL	UPGRADE AND NEW
<ul style="list-style-type: none"> <li>• Routine cleaning and desilting of pits, pipes, and culverts</li> <li>• Inspection and monitoring of drainage systems for blockages and damage</li> <li>• Pipe and pit maintenance, including clearing of blocked pipes and pits as a result of debris and tree roots</li> <li>• Emergency response to flooding and drainage failures</li> </ul>	<ul style="list-style-type: none"> <li>• Replacement of ageing or damaged drainage pipes and culverts</li> <li>• Rehabilitation of stormwater channels and swales</li> <li>• Relining of stormwater pipes to extend service life</li> </ul>	<ul style="list-style-type: none"> <li>• New constructed and gifted assets by developers</li> <li>• Upgrading of undersized drainage infrastructure to meet current capacity needs</li> <li>• Installation of new flood mitigation infrastructure such as detention basins</li> <li>• Integration of water-sensitive urban design (WSUD) elements such as bio-retention basins</li> <li>• New stormwater harvesting and reuse schemes to improve sustainability</li> </ul>

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

Expenditure Type	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	Total
Maintenance <sup>18</sup>	\$287	\$296	\$304	\$314	\$323	\$333	\$343	\$353	\$364	\$374	\$3,290
Renewal	\$568	\$605	\$613	\$631	\$671	\$691	\$711	\$731	\$751	\$791	\$6,762
Upgrade & New	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$855</b>	<b>\$901</b>	<b>\$917</b>	<b>\$945</b>	<b>\$994</b>	<b>\$1,024</b>	<b>\$1,054</b>	<b>\$1,084</b>	<b>\$1,115</b>	<b>\$1,165</b>	<b>\$10,053</b>

Table 11 – Stormwater Projected Expenditure 2025-2035

18 Maintenance costs are for all asset classes excludes operational expenditure.

## What does our Financial Plan Achieve?

Over the next 10 years we expect to spend around \$10.1 million on maintaining, renewing and improving the Council's stormwater infrastructure asset class. We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our stormwater portfolio to retain the current average network condition of 'Good'.

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This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our stormwater assets and the impact of various renewal funding scenarios on asset condition. A CCTV asset condition audit is being developed, to implement and resource an annual visual sampling inspection of underground pipes and update pipe conditions within the asset register.

In addition, 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 10 years.

## What are the future challenges and opportunities?

CHANGING POPULATION	INCREASED FREIGHT TASK	CLIMATE CHANGE	LEGISLATION AND COMPLIANCE
<ul style="list-style-type: none"> <li>Increased urbanisation leading to greater stormwater runoff and higher demand on existing drainage systems.</li> <li>The need for smarter water management solutions as neighbourhoods grow and impervious surfaces increase.</li> </ul>	<ul style="list-style-type: none"> <li>Older drainage systems may struggle to cope with increased stormwater volumes, requiring major upgrades. Many pipes and pits are considered undercapacity given changes in weather patterns and changes in standards.</li> <li>Opportunity to implement smart drainage systems with real-time monitoring and predictive maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>More intense rainfall and extreme weather events increasing flood risks and system overload.</li> <li>The need to incorporate water-sensitive urban design (WSUD) and natural drainage solutions like wetlands and retention basins.</li> <li>Opportunity to use stormwater harvesting for irrigation and reducing reliance on potable water.</li> </ul>	<ul style="list-style-type: none"> <li>Need to comply with environmental regulations for stormwater quality and pollutant control.</li> <li>Stricter requirements for stormwater management in new developments.</li> <li>Opportunity to align stormwater planning with sustainability and climate resilience goals.</li> </ul>



## WHAT KEY ACTIONS WILL WE TAKE, INCLUDING SIGNIFICANT PROJECTS?

- Update the Stormwater Asset Management Plan, including technical and community levels of service.
- Continue stormwater asset data maintenance and cleansing to improve planning and compliance.
- Implement a network strategic sampling CCTV condition inspection program on an annual basis and incorporate the results into the Operational budget.
- Implement annual renewal & upgrade programs for drainage infrastructure based on CCTV condition assessments and flood capacity studies.
- Work towards achieving our asset management targets detailed in Section 4.
- Construct new drainage infrastructure identified in flood management plans and urban development frameworks.
- Continue pipe relining and maintenance programs to extend the lifespan of existing drainage assets.
- Trial innovative water management solutions, such as stormwater harvesting and biofiltration systems.
- Implement flood mitigation and resilience initiatives, including upgrades to high-risk drainage networks.

	STORMWATER (\$'000)
<b>Total Maintenance Costs</b>	\$3,290
<b>Total Capital Renewal Expenditure</b>	\$6,762
<b>Total Capital New<sup>19</sup> &amp; Upgrade Expenditure</b>	\$0
<b>Total Scenario Cost 10 Years</b>	<b>\$10,053</b>
<b>Average Condition 2025</b>	1.4
<b>Average Condition 2035</b>	1.9

Table 12 – Stormwater 10 Year Funding and Predicted State of the Assets

<sup>19</sup> Excludes new assets built by others and gifted to Council.

# Parks and Open Spaces

The modelled value of parks and open space assets covered by this Asset Plan are estimated at \$23.8 million as at 30th June 2024. The figures below provide a snapshot of overall health of Council's parks and open spaces assets by Asset Subclass.

## Why do we have these assets?

Parks, gardens, sports fields, and open spaces enhance community well-being, provide recreational opportunities, and support environmental sustainability. These assets are vital for:

- **Recreation & Social Connection** – Parks, playgrounds, and walking trails provide spaces for exercise, relaxation, and social interaction.
- **Health & Well-being** – Access to green spaces supports physical and mental health, encouraging active lifestyles and outdoor activities.

- **Biodiversity & Environmental Protection** – Trees, wetlands, and conservation areas contribute to air quality, habitat preservation, and urban cooling.
- **Community Events & Activities** – Open spaces host cultural events, markets, and festivals, fostering a strong community spirit.
- **Sustainability & Climate Resilience** – Green spaces absorb stormwater, reduce urban heat, and contribute to sustainable city planning.

By investing in these assets, Council ensures the community has access to high-quality public spaces that promote health, sustainability, and social engagement.

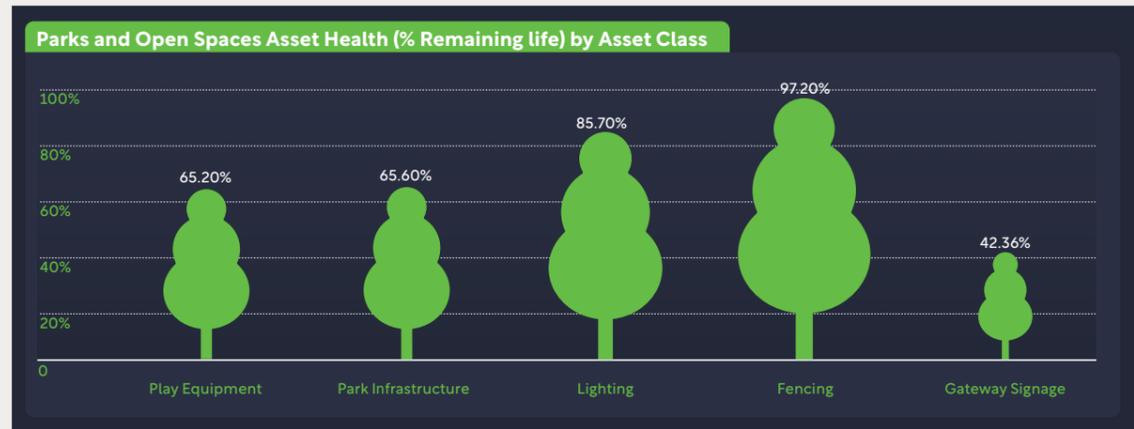


Figure 13

## What does our work involve?

OPERATIONS & MAINTENANCE	RENEWAL	UPGRADE AND NEW
<ul style="list-style-type: none"> <li>• Mowing, weed control, and general landscaping of public parks and sporting fields</li> <li>• Maintenance of irrigation systems, including leak repairs and water efficiency management</li> <li>• Cleaning and upkeep of public amenities such as BBQ areas, toilets, and picnic shelters</li> <li>• Inspection and maintenance of playgrounds to ensure compliance with safety standards</li> </ul>	<ul style="list-style-type: none"> <li>• Replacement of playground equipment and park furniture in poor/very poor condition</li> <li>• Rehabilitation of sports fields, including resurfacing and turf replacement, including cricket wickets and hard courts</li> <li>• Upgrading of park lighting and pathways to improve accessibility and safety</li> </ul>	<ul style="list-style-type: none"> <li>• Development of new parks, gardens, and recreation reserves</li> <li>• Construction of new walking and cycling trails</li> <li>• Installation of new public art, signage, and wayfinding infrastructure</li> </ul>

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

Expenditure Type	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	Total
Maintenance <sup>20</sup>	\$996	\$1,025	\$1,055	\$1,085	\$1,121	\$1,339	\$1,386	\$1,435	\$1,531	\$1,585	\$12,557
Renewal	\$681	\$726	\$735	\$757	\$1,342	\$1,382	\$1,422	\$1,462	\$1,502	\$1,582	\$11,591
Upgrade & New	\$2,620	\$5,431	\$4,556	\$929	\$953	\$976	\$1,000	\$1,025	\$1,052	\$1,080	\$19,622
<b>Total</b>	<b>\$4,297</b>	<b>\$7,182</b>	<b>\$6,346</b>	<b>\$2,771</b>	<b>\$3,416</b>	<b>\$3,697</b>	<b>\$3,808</b>	<b>\$3,922</b>	<b>\$4,085</b>	<b>\$4,247</b>	<b>\$43,771</b>

Table 13 – Parks and Open Spaces Projected Expenditure 2025-2035

<sup>20</sup> Maintenance costs are for all asset classes excludes operational expenditure.

## What does our Financial Plan Achieve?

Over the next 10 years we expect to spend around \$43.8<sup>21</sup> million on maintaining, renewing and improving Council's parks and open spaces infrastructure asset class. We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our open spaces and parks portfolio to retain the current average network condition of 'Good'. New and/or upgrade expenditure has been informed by various sources such as internal staff or the community and/or identified from the Moorabool Community Infrastructure Framework, Precinct Structure Plans and Masterplans to meet the current and future needs of our community.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our parks and open space assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

## What are the future challenges and opportunities?

CHANGING POPULATION	INCREASED FREIGHT TASK	CLIMATE CHANGE	LEGISLATION AND COMPLIANCE
<ul style="list-style-type: none"> <li>Increased demand for parks, playgrounds, and recreational facilities as population density grows.</li> <li>Pressure to balance development with preserving green spaces.</li> </ul>	<ul style="list-style-type: none"> <li>Higher maintenance needs for aging park facilities and sporting fields.</li> <li>Opportunity to modernise parks with smart technology, such as automated irrigation and lighting.</li> </ul>	<ul style="list-style-type: none"> <li>Increased stress on vegetation and parklands due to prolonged droughts, heatwaves, and extreme weather.</li> <li>Need for more shade, heat-resistant plants, and water-efficient landscaping.</li> <li>Opportunity to expand urban greening initiatives to improve climate resilience.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with safety regulations for playgrounds, sporting facilities, and public amenities.</li> <li>Environmental policies requiring sustainable management of open spaces.</li> <li>Opportunity to integrate biodiversity conservation into park planning.</li> </ul>



21 \$5.98 million to be funded via Grants between 2025-26 to 2027-28

## WHAT KEY ACTIONS WILL WE TAKE, INCLUDING SIGNIFICANT PROJECTS?

- Update the Parks & Open Space Asset Management Plan, including technical and community levels of service.
- Continue asset data maintenance and data cleansing to ensure accurate planning.
- Implement annual renewal programs for park infrastructure, including playgrounds, pathways, and sports facilities.
- Work towards achieving our asset management targets detailed in Section 4.
- Construction of new assets identified from masterplans, strategies and Precinct Structure Plans.
- Continue sports field resurfacing and irrigation system upgrades to maintain high-quality playing surfaces.
- Trial sustainable park management practices, such as automated irrigation, recycled materials, and eco-friendly lighting.
- Implement public safety and accessibility initiatives, including improved park lighting, seating, and signage.

	PARKS & OPEN SPACES (\$'000)
<b>Total Maintenance Costs</b>	\$12,558
<b>Total Capital Renewal Expenditure</b>	\$11,591
<b>Total Capital New<sup>22</sup> &amp; Upgrade Expenditure</b>	\$19,622
<b>Total Scenario Cost 10 Years</b>	<b>\$43,771</b>
<b>Average Condition 2025</b>	2.0
<b>Average Condition 2035</b>	2.3

Table 14 – Parks and Open Spaces 10 Year Funding and Predicted State of the Assets

22 Excludes new assets built by others and gifted to Council.

# APPENDIX 2: LONG TERM INVESTMENT PLAN

## PROJECTED RECURRENT EXPENDITURE (\$'000)

### RECURRENT MAINTENANCE<sup>23</sup> EXPENDITURE

Financial Class	Financial Subclass	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	TOTAL
Infrastructure	Transport Infrastructure	\$2,087	\$2,150	\$2,214	\$2,281	\$2,599	\$2,682	\$2,767	\$2,854	\$2,944	\$3,037	\$25,615
Buildings	Buildings & Facilities	\$1,114	\$1,232	\$1,435	\$1,476	\$1,930	\$2,300	\$2,388	\$2,477	\$2,718	\$2,820	\$19,890
Infrastructure	Stormwater Drainage	\$287	\$296	\$304	\$314	\$323	\$333	\$343	\$353	\$364	\$374	\$3,291
Infrastructure	Parks & Open Space	\$996	\$1,025	\$1,055	\$1,085	\$1,121	\$1,339	\$1,386	\$1,435	\$1,531	\$1,585	\$12,558
	<b>SUB TOTAL</b>	<b>\$4,484</b>	<b>\$4,703</b>	<b>\$5,008</b>	<b>\$5,156</b>	<b>\$5,973</b>	<b>\$6,654</b>	<b>\$6,884</b>	<b>\$7,119</b>	<b>\$7,557</b>	<b>\$7,816</b>	<b>\$61,354</b>

## PROJECTED RENEWAL EXPENDITURE (\$'000)

### RENEWAL EXPENDITURE BASED ON PROPOSED LTFP

Asset Plan Group	Asset Category	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	TOTAL
Infrastructure	Transport Infrastructure	\$9,654	\$10,302	\$10,427	\$10,742	\$10,893	\$11,221	\$11,549	\$11,876	\$12,205	\$12,861	\$111,730
Buildings	Buildings & Facilities	\$451	\$473	\$478	\$489	\$513	\$525	\$537	\$549	\$561	\$585	\$5,161
Infrastructure	Stormwater Drainage	\$568	\$605	\$613	\$631	\$671	\$691	\$711	\$731	\$751	\$791	\$6,763
Infrastructure	Parks & Open Space	\$681	\$726	\$735	\$757	\$1,342	\$1,382	\$1,422	\$1,462	\$1,502	\$1,582	\$11,591
	<b>SUB TOTAL</b>	<b>\$11,354</b>	<b>\$12,106</b>	<b>\$12,253</b>	<b>\$12,619</b>	<b>\$13,419</b>	<b>\$13,819</b>	<b>\$14,219</b>	<b>\$14,618</b>	<b>\$15,019</b>	<b>\$15,819</b>	<b>\$135,245</b>

## PROJECTED NEW EXPENDITURE (\$'000)

### NEW & UPGRADE EXPENDITURE BASED ON PROPOSED LTFP

Asset Plan Group	Asset Category	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	TOTAL
Infrastructure	Transport Infrastructure	\$5,357	\$105	\$2,608	\$2,610	\$113	\$116	\$119	\$122	\$125	\$128	\$11,403
Buildings	Buildings & Facilities	\$10,000	\$1,700	\$0	\$32,500	\$32,500	\$0	\$0	\$0	\$0	\$0	\$76,700
Infrastructure	Stormwater Drainage	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure	Parks & Open Space	\$2,620	\$5,431	\$4,556	\$929	\$953	\$976	\$1,000	\$1,025	\$1,052	\$1,080	\$19,622
	<b>SUB TOTAL</b>	<b>\$17,977</b>	<b>\$7,236</b>	<b>\$7,164</b>	<b>\$36,039</b>	<b>\$33,566</b>	<b>\$1,092</b>	<b>\$1,119</b>	<b>\$1,147</b>	<b>\$1,177</b>	<b>\$1,208</b>	<b>\$107,725</b>

	<b>GRAND TOTAL</b>	<b>\$33,815</b>	<b>\$24,045</b>	<b>\$24,425</b>	<b>\$53,814</b>	<b>\$52,958</b>	<b>\$21,565</b>	<b>\$22,222</b>	<b>\$22,884</b>	<b>\$23,753</b>	<b>\$24,843</b>	<b>\$304,324</b>
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23 Maintenance costs are for all asset classes excludes operational expenditure

# APPENDIX 3: KEY TERMS & DEFINITIONS

TERMINOLOGY	DESCRIPTION
<b>Infrastructure Asset</b>	A physical asset owned by an entity due to past actions, which is expected to provide future economic benefits. For example a road that has been either gifted to Council by a developer or built by Council and used by road users living within the municipality and outside of the municipality.
<b>Replacement value or Replacement cost</b>	The cost of replacing the asset to return the asset back to its original intended level of service.
<b>Fair Value</b>	The price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants at the measurement date.
<b>Annual Depreciation</b>	The systematic allocation of the depreciable amount of a non-current asset over its useful life, which reflects the pattern in which the non-current asset's future economic benefits are expected to be consumed by the entity.
<b>Capital Expenditure</b>	Expenditure for new infrastructure and for the renewal or upgrade of existing assets that enhances the service potential of the assets.
<b>Maintenance</b>	Expenditure that is incurred to ensure that the asset continues to provide its pre-determined service capacity and quality and achieves its expected useful life. Maintenance expenditure is of a regular and ongoing nature.
<b>Long Term Financial Plan</b>	A Financial Plan based on a Service Level Target that produces a year-by-year forecast of the investment needed in capital renewals, capital upgrades, new infrastructure and ongoing maintenance.
<b>Financial Ratios</b>	Reporting ratios in Financial Statements - Renewal funding ratio, Life Cycle Indicator and Consumption Ratio.
<b>Renewal Funding Ratio</b>	Planned renewal budget for the next 10 years / Desired renewal costs for the next 10 years (as per the desired service level). Recommended target = 85-115%.
<b>Lifecycle Indicator</b>	Planned 10-year LTFP / Desired 10-year LTFP costs (maintenance, renewal, upgrade and new expenditure for desired service level). Recommended target = 85-115%.

<b>Consumption Ratio</b>	Written down Value of an asset / Gross Replacement costs measured using the remaining life of an asset or its component. Recommended target = 60 – 85%.
<b>Asset Health</b>	Asset Health refers to the life expectancy and remaining serviceability of the asset.
<b>Condition</b>	An indicator of asset health measured on a 1-5 scale (where 1 is 'very good' and 5 is 'very poor'). Condition 0 represents a brand new asset, while a condition of 6 represents an asset that is no longer providing its intended level of service.
<b>Service Centric Approach</b>	An approach where the characteristics, locations, condition and functional fitness of future assets are defined by the services that Council intends to provide and the levels at which these services are targeted.
<b>Intervention Level</b>	A physical state of an asset defined by its condition, capacity or functionality at which Council will determine a treatment action.
<b>Useful Life</b>	Is defined as the period over which an asset is expected to be available for use by the entity in an above acceptable service level. It is deemed to be the time from placing the asset into service to the time it is either likely to be renewed, disposed of, or ceases being effective for the intended service.
<b>Upgrade</b>	Is the enhancement of an existing asset to provide a higher level of service. E.g. Extending the width of a nominal pavement to cater for traffic.
<b>Renewal or Replacement of an Asset</b>	Is where a previously existing asset is replaced, or its service life extended, without enhancement of the service capability except where this is incidental and unavoidable.
<b>Operational</b>	Is a regular activity to provide public health, safety and amenity. E.g. Street sweeping, grass mowing, street lighting.
<b>Maintenance</b>	Is a regular ongoing day-to-day work necessary to keep assets operating. E.g. Pot-hole patching.



**Moorabool**  
Shire Council

**Moorabool Shire Council**

Principal office  
15 Stead Street  
Ballan Victoria 3342

[moorabool.vic.gov.au](http://moorabool.vic.gov.au)