

Draft - Asset Plan

This draft Asset Plan is based on the 2021/22 adopted budget. The contents of the document will be updated prior to adoption to reflect the 2022/23 draft budget to ensure these documents are aligned. Significant work has been undertaken in the 2021/22 year to better identify future renewal requirements and changes to the renewal spending are being considered as part of the 2022/23 budget to address future reductions in condition.

February 2022

Community Vision 2040

Our [Community Vision 2040](#) articulates the long-term aspirations of the community; what Cardinia Shire will be like in 2040. The vision has been prepared by the Imagine Cardinia People's Panel, a representative sample of the Cardinia Shire community. This Community Vision has led the development of the Asset Plan.

Community vision statement

We acknowledge that we are on the traditional land of the Bunurong, Boonwurrung and Wurundjeri people. We value their contributions past, present and future.

We are all valued for who we are. We are different, but we are together as a community.

We empower everyone to have a voice. We speak with the optimism and insight of our young people, the energy of our community members, and the wisdom and memory of our older citizens including those who came before us.

We support the people of Cardinia Shire to be strong, resilient, socially connected and physically and mentally well. We protect the vulnerable, who come from all walks of life in our community. We look out for each other.

We care for our country. We recognise the effects of climate change on our community, environment, and the planet. We take action by leading Victorian councils in the prevention of, and adaptation to, climate change.

We are sustainable in the way we live; we work close to home, we grow food and we make valuable contributions to the nation.

We strive to protect our community, family farms, industries, landscapes and biodiversity to ensure they are resilient.

Our population growth inside the urban growth boundary follows and serves the community that we are building and protecting. Growth will be managed at a speed that does not hinder our progress towards these community priorities.

We plan for the growth of our community through consultation with residents and have infrastructure in place to meet the needs of the community.

Creativity and expression are at the heart of what we do.

Community vision priority areas:

Alongside the community vision, the People's Panel identified a series of community priorities that fall under the following themes:



Support local jobs



Strong, healthy
and connected
communities



Plan for all
modes of
transport



Protect natural
assets



Environmental
sustainably,
waste and
protection of
agricultural land



Planning and
infrastructure for
community
growth

Glossary¹

Accumulated Depreciation – The part of an asset's value which has been used over its life to date.

Capital expenditure – Funds used to acquire, upgrade or renew assets which provide long term benefits.

Current Replacement Cost – The current cost to acquire or construct the asset. Determined by the minimum it would cost to replace the existing asset with a new, modern equivalent asset.

Depreciated Replacement Cost – The Current Replacement Cost of an asset less Accumulated Depreciation.

Depreciation – The reduction in value of an asset over time to deliver service.

Gifted assets – Assets gifted to Council as part of the completion of a development including local roads, footpaths etc.

Infrastructure assets – Physical assets that contribute to meeting the needs the community and council's need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycleways.

¹ Definitions adapted from [Local Government Asset Management Better Practice Guide](#)

Asset Plan Overview

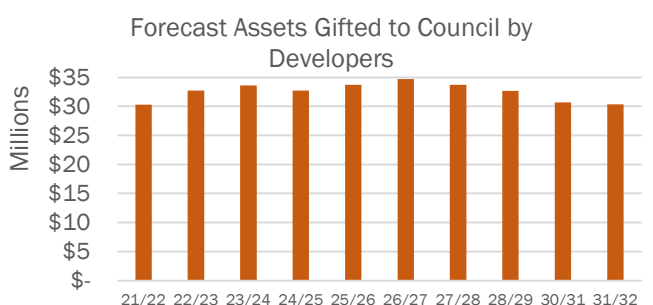
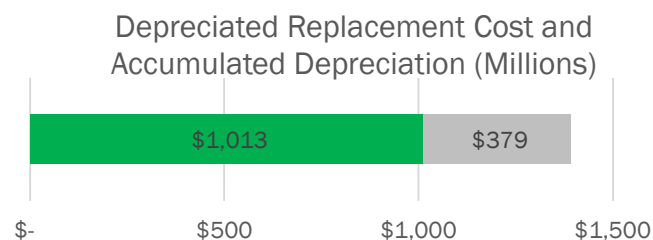
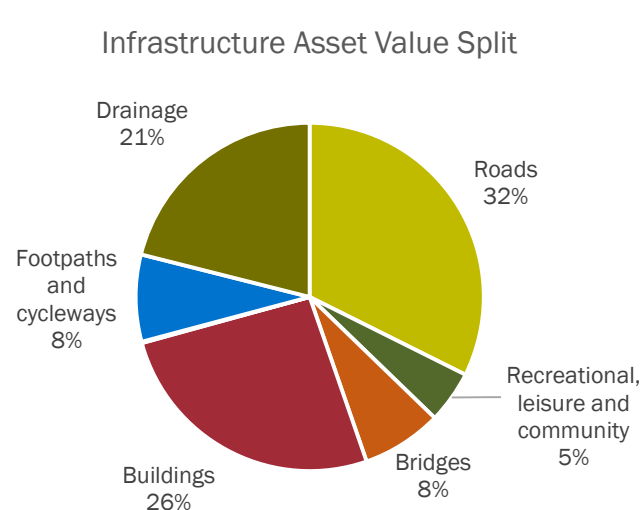
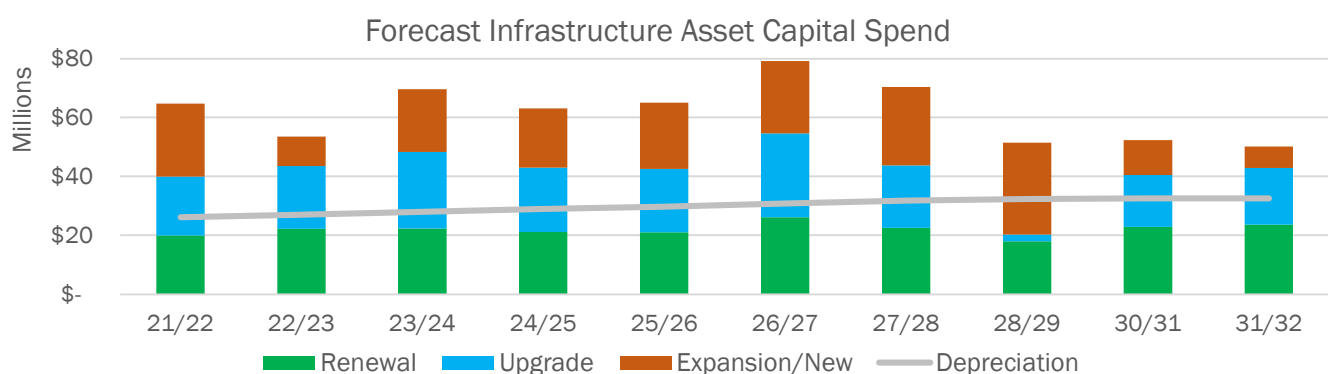
The Asset Plan is one of Council's corporate Strategic Planning documents, which shows how we plan to use assets to deliver on the *Community Vision 2040*. Cardinia Shire Council's Asset Plan is targeted at helping our community understand the assets we use to provide services and our approach to managing the assets. The Asset Plan is a new requirement for all local governments to produce as part of the reforms in the *Victorian Local Government Act 2020*. As required by the act this 10 year plan presents information about the maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of Cardinia Shire Council.

A deliberative engagement process "Imagine Cardinia" was undertaken to develop the *Community Vision 2040*, Council Plan and other strategic documents, this has been used to inform this draft Asset Plan. Council has also considered other community engagement undertaken to support the development of strategies and policies where appropriate.

This draft Asset Plan has been developed based on the 2021/22 adopted budget. This version of the document is intended for community consultation, to seek feedback on the Asset Plan. The contents of the document will be updated prior to adoption in June 2022 to reflect the draft 2022/23 budget (to ensure these documents are aligned and reflect Council's latest data). Significant work has been undertaken in the 2021/22 year to better identify future renewal requirements and changes to the renewal spending are being considered as part of the 2022/23 budget to address future reductions in condition.

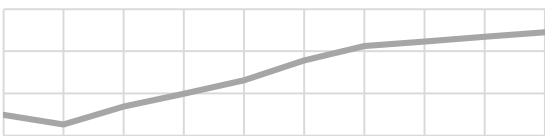

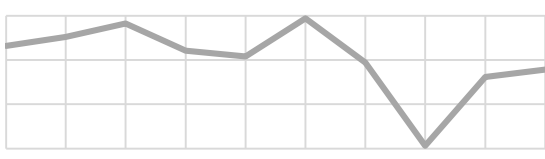
Council is continually working to improve its management of infrastructure assets. As Council's management of infrastructure assets matures, we will have more information available to empower the community through the deliberative consultation process required for the 2025 revision of Council's strategic plans, including the Asset Plan. Council is also focussing on improving our delivery of projects to ensure they are efficiently and consistently delivered

The Asset Plan does not include non-infrastructure assets which Council may own such as plant, furniture, and land. It also does not consider non-Council assets such as highways and arterial roads and other assets not under the control of Council. These assets may however be considered when Council plans the delivery of services, to ensure that equitable service is provided to the community.



Asset Plan Performance Measures

The Local Government Act identifies planning and reporting as a strategic planning principle which needs to be applied across all Council's corporate strategic plans including the Asset Plan. We've identified the below measures of our asset planning challenges and successes, as well as trends and commentary on what they mean for Cardinia Shire Council. Further reporting can be found at [Know Your Council](#).

Community Satisfaction – Overall performance index		Current trend is down from 61 points in previous two years, in line with other Councils. Believed to be an isolated dip due to COVID-19 impacts.
Current: 57 points out of 100 (2020)		
Council's assets exist to help us meet the community's needs. Various targeted measures of the community's satisfaction with Council's assets exist but the overall performance is a key measure of how Council is achieving the community's vision. The state-wide average for this is 58 with interface councils scoring 56.		
Infrastructure per head of municipal population²		
Current: \$8326	10 year average: \$9234	
Council's value of infrastructure per person is close to similar councils listed on Know Your Council but significantly lower than all councils average (41% lower). Much of this value is taken up in transport assets which may indicate lower value of assets supporting other services relative to other councils. The value per person is forecast to grow over the next 10 years.		
Population Density per length of road		
Current: 78.92	10 year average: 88.32	
Council's population density per length of road is significantly less than similar councils (133) and all council (113) values listed on Know Your Council. This highlights Cardinia Shire Council's significant road network and the requirement to maintain it by a relatively small population. While the population density per length of road is anticipated to increase, at the end of 10 years it will still be lower than similar Councils.		
Asset renewal and asset upgrade as a percentage of depreciation¹		
Current: 153%	10 year average: 141%	
Council is currently delivering more upgrade and renewal than the depreciation. Overall, this is forecast to remain relatively stable but start to decrease in the later years of the forecast. It is important to consider if the balance between renewal and upgrade is correct to ensure that Council is not upgrading levels of service at the cost of long term sustainability. Upgrades result in increases to future depreciation and renewal requirements. Council's overall asset renewal and upgrade relative to depreciation (including assets excluded from the Asset Plan) is similar to other councils on Know Your Council.		
Capital program delivery		Council has been delivering increasing amounts of capital works over the past 10 years. The overall delivery has fluctuated between 49% and 69% of total.
20/21 financial year: 67% of total project budget		
Council's ability to deliver on the adopted capital budget is key for achieving the Community's Vision and expected outcomes of the Asset Plan. While there are several external factors that impact on delivery of the program, ongoing significant shortfalls may indicate that improvements or increases to operational delivery resources are required or the program needs to be rationalised.		

² The value reported in Know Your Council includes non-infrastructure assets which are excluded from this Asset Plan such as land, plant, furniture and equipment

Asset Renewal³

Asset Renewal extends the life of our existing assets, so they continue to serve our community. This can include replacing all or part of an asset. Examples include: painting buildings, overlays on roads, and replacing playgrounds.

Council plans for renewal by using current condition to estimate future condition. We can then estimate when assets will need to be renewed and the impacts of different budgets on the overall condition. The overall condition considers several measures and is generally rated on the below scale.

Rating	Condition Description
0 – Excellent	Brand new asset or recently refreshed to as new condition.
1 – Very Good	Asset is in very good overall condition only routine maintenance is required.
2 – Good	Superficial defects may be present requiring minor maintenance
3 – Fair	Moderate deterioration. More frequent maintenance is required in addition to routine maintenance
4 – Poor	High deterioration is evident. Maintenance costs rising to maintain serviceability.
5 – Very Poor	Evidence of high level of deterioration affecting serviceability. Maintenance cost is high.
6 – End of Life	Asset is no longer serviceable

Asset Upgrade³

Upgrades to Council assets increase the service provided to each person and also increases the cost per person. Examples may include widening a pathway, sealing an unsealed road, or enlarging a grandstand at a sporting facility.

Upgrades are normally planned through strategies which consider equitable delivery across the shire. It is often most efficient to deliver upgrades at the same time as an asset is due for renewal.

Asset New³

Assets created to provide a new service to the community that did not exist beforehand. It will result in an additional burden on future operating, maintenance and capital renewal expenditure, but this may be offset by addition income.

Asset Maintenance³

Maintenance is the regular activities that are undertaken to look after our assets and make sure they last as long as expected. Examples include: fixing a leaking tap, repairing a pothole, and repairing the deck on a wooden pathway. Maintenance can either be planned or reactive to a customer request.

Council's maintenance approaches may be specified under a plan, such as the Road Management Plan, or are managed operationally in instances of low risk. Council's Customer Service Charter also sets timeframes that staff must respond within when investigating a customer request.

Council's future projections for maintenance are largely tied to asset growth and increase in cost. Where Council's assets grow, through Council spending or development, this increases our maintenance requirement. This maintenance often begins as soon as an asset is constructed but can increase as assets get into poorer condition.

Sometimes asset upgrade projects, such as Sealing the Hills, can reduce the ongoing maintenance for assets.

Council's maintenance growth is tied to our asset growth, the key trends in asset growth are listed below:

- Open Spaces: 182m² / new dwelling
- Roads: 12.4m road / new dwelling
- Pathways: 19.3m pathway / new dwelling
- Buildings: Maintenance grows as a percentage of building value
- Bridges: \$10.1M over 10 years. approx. 1% increase per year.
- Drainage: 20m pipe / new dwelling, 0.75 pits / new dwelling

Asset Disposal and Decommissioning³

When an asset is surplus to the community's needs or there is insufficient use of the asset or continued existence of the asset is not justified Council may dispose or decommission the asset. There may be some rationalisation of assets which are inconsistent with Council's levels of service (over serviced) when renewing to ensure equitable service to the community. Disposal reduces the ongoing maintenance, depreciation, and renewal costs to the community.

As part of renewal projects assets or facilities may be disposed of to renew their services in a more appropriate or larger location. This type of spending may be considered renewal spending however this is reliant on the existing assets being disposed or decommissioned and no further spending on these assets.

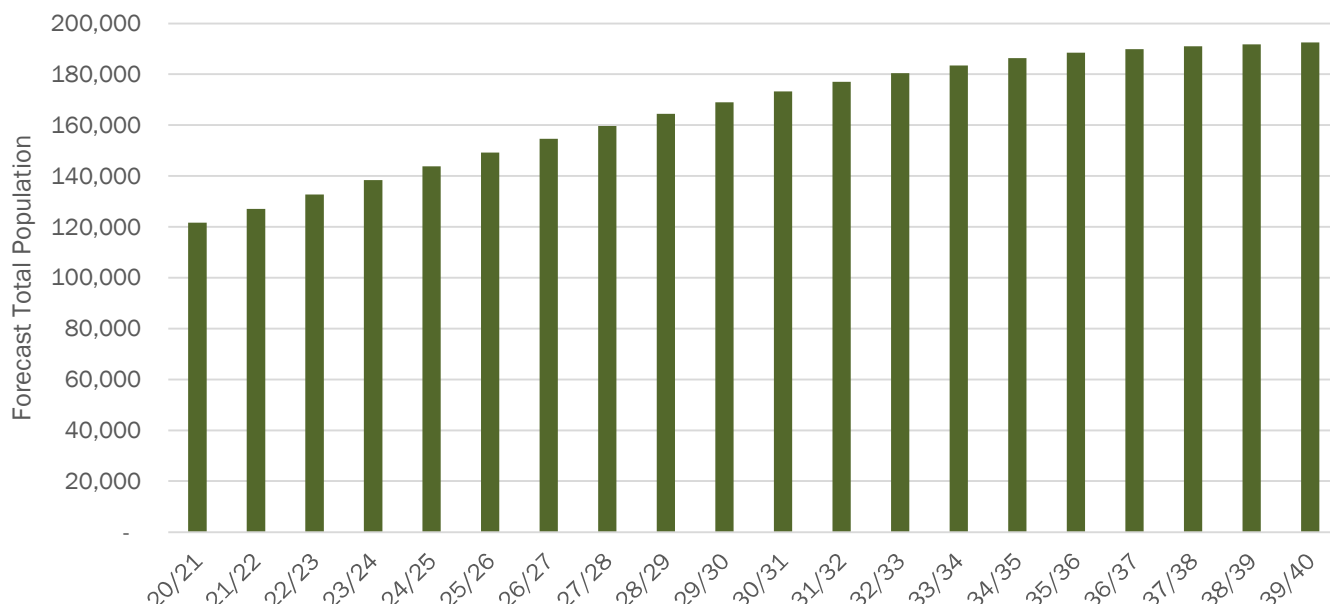
³ Definitions adapted from [Local Government Asset Management Better Practice Guide](#)

Asset Expansion and Population Growth

Council's Community Vision 2040 says "Our population growth inside the urban growth boundary follows and serves the community that we are building and protecting. Growth will be managed at a speed that does not hinder our progress towards these community priorities.

We plan for the growth of our community through consultation with residents and have infrastructure in place to meet the needs of the community."

Understanding the population growth and expansion of our assets needed to serve this growth is vital to ensure we can deliver on the community's vision for a strong, resilient, social connected, and physically and mentally well community.



Percentage growth rates based on [population forecasts, 2016 to 2041](#), prepared by .id (informed decisions), October 2019. Current population based on June 2020 ERP Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0)

Asset Expansion³

Asset expansion expands Council's assets to cater for increases in population. Much of Council's asset expansion is delivered through the local assets delivered as part of development; the roads and pathways outside of houses etc. These are known as "Gifted" assets.

The majority of Cardinia's growth is within and controlled by the growth corridor's Precinct Structure Plans (PSPs). These PSPs structure the neighbourhoods and guide the major infrastructure to be delivered to support our growing communities

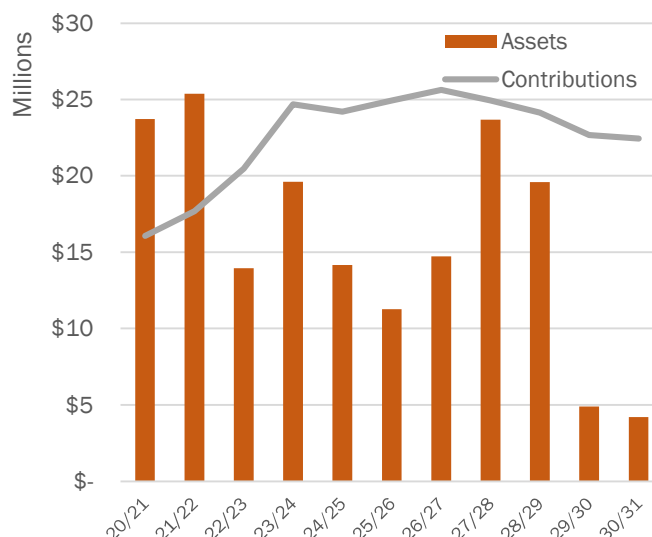
In addition to gifted assets the PSPs identify various major projects to be delivered for these communities. These works might be delivered by developers or Council. Where delivered by Council the timing of these projects is considered as part of the broader needs of the service.

Council has various strategies which outline how we equitably service our communities. These strategies may identify expansion projects to support growth in areas outside the growth corridor. These strategies may consider factors such as population, distance from service and individual community needs and priorities.

Council's adopted Structure Plans include:

- [Beaconsfield Precinct](#)
- [Cardinia Road Employment Precinct](#)
- [Cardinia Road Precinct](#)
- [Officer Precinct](#)
- [Officer South Employment Precinct](#)
- [Pakenham Precinct](#)

PSP Assets and PSP contributions



Recreation, Leisure and Community Asset Class (Open Spaces)

Open spaces, including both organised sport (active recreation) and play and relaxation (passive recreation), play a key role in achieving the community's vision for "the people of Cardinia Shire to be strong, resilient, socially connected and physically and mentally well." Our open spaces help us to "care for our country." "We strive to protect our community, family farms, industries, landscapes and biodiversity to ensure they are resilient." Our open spaces and revised open space strategy are key to how Council can delivery on the Community Vision priority areas of "Strong, healthy and connected communities", "Protect natural assets" and "Environmental sustainably".

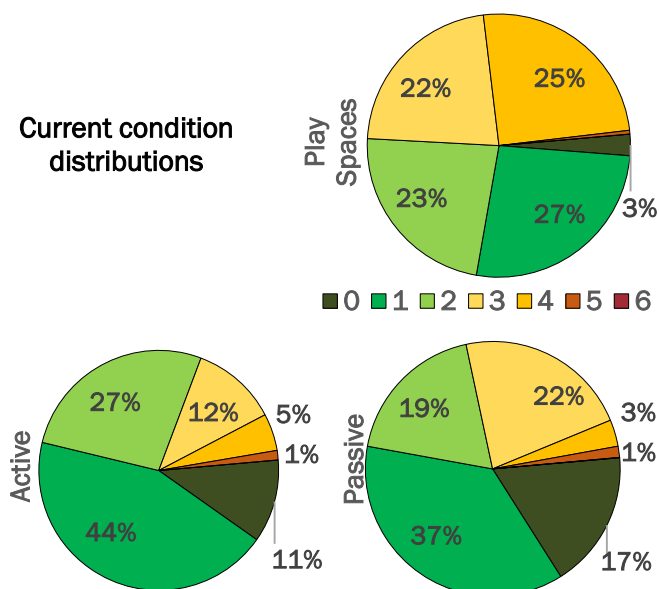
Council's open space results from the annual customer satisfaction survey are:

Performance Measure	2019	2020
Recreational Facilities	72	67
Appearance of Public Areas	69	64

Open Spaces financial values are:

Asset Class	Current Replacement Cost	Depreciated Replacement Cost
Recreation, leisure and community	\$67.82M	\$44.26M

Current condition distributions

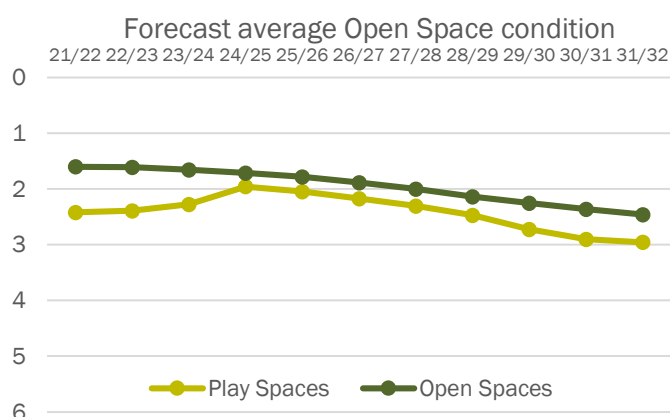


Key projects and programs

Play Space renewal – Council actively manages its play spaces to ensure they remain in good condition and meet the evolving needs of the community. Council renews play spaces on an equitable basis, where the standard is based on the [Play Space Strategy](#) and the hierarchy of the park. This may mean in some cases there is not a 1 for 1 replacement of the existing equipment. This enables play spaces to serve evolving demographics and changing needs and empower the community to have a voice in the components provided. Play spaces are prioritised for renewal based on condition and any gaps with the play space strategy.

Master Plans – [Emerald Lake Precinct](#) - Council has a number of master plans for the renewal and upgrade of various parks, including the Emerald Lake Precinct. Emerald Lake Precinct is considered a regional level open space and upgrading and renewing it in consultation with community is key to it continuing to be a key place for our community to come together.

Sport field renewals – Council's management of sport fields is evolving. As we gain more sports fields to serve our growing community we need to be better at how we plan for their renewal. We're working with experts to better predict when they need work and how we can make them last longer.



Key Open Space Strategies

[Recreational Open Space Strategy](#) (under review)
[Recreation Reserve Facility Standards Policy](#)
[Play Space Strategy](#)
[Skate and BMX Strategy](#)
[Equestrian strategy](#)

Improvement focus

Improving the equity of our open spaces through a reviewed Open Space Strategy. Delivering better renewals through targeted condition-based programs.

Roads Asset Class

Council's Community Vision 2040 highlighted "plan for all modes of transport" as a priority area. Part of the community's vision "we work close to home, we grow food and we make valuable contributions to the nation" is reliant on connected transport. It is also important to consider what impact "recognising the effects of climate change" may have on how we travel from place to place.

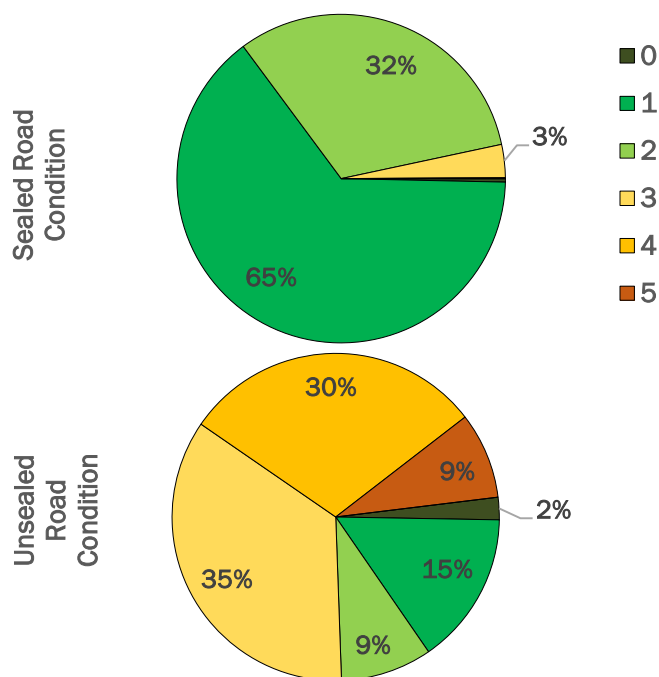
The vision for Council to plan for all road users will influence how we plan for roads going forward. It may influence what mix of public transport, passenger vehicles, active transport users, and commercial vehicles we need to plan for.

Council's Road results from the annual customer satisfaction survey are:

Performance Measure	2019	2020
Sealed Roads	58	52
Unsealed Roads	40	38
Local streets and footpaths	56	52

Road financial values are:

Asset Class	Current Replacement Cost	Depreciated Replacement Cost
Roads	\$435.30M	\$311.66M
Off street car parks	\$15.13M	\$11.46M

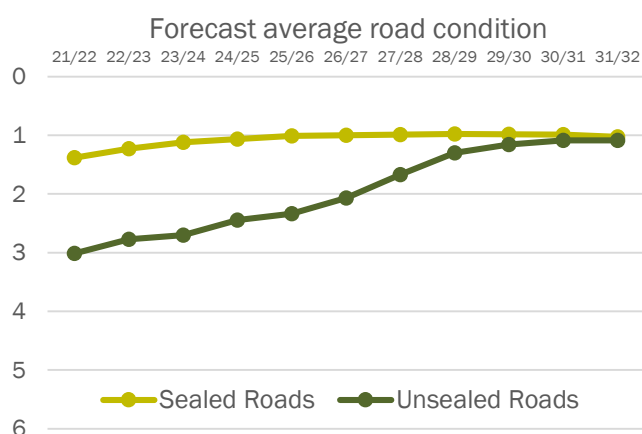


Key projects and programs

Sealing the Hills – Council secured federal funding to accelerate sealing of our unsealed roads in the Dandenong Ranges and surrounds. This program is expected to upgrade unsealed roads to sealed surfaces over the next 10 years. These roads have been prioritised based on cost benefit analyses considering; missing links in the sealed network, user convenience, safety, and ongoing costs. This program is expected to reduce the area of unsealed roads allowing Council to deliver increased maintenance on the remaining unsealed network.

Unsealed Road Renewal – There are a number of factors which impact on unsealed road condition including time since last graded, weather conditions, and condition of drainage. Council is working to improve all of these over the next 10 years through both increased capital renewal spend and better maintenance planning.

Traffic Management Devices and Local Area Traffic Improvements – these upgrade budgets are used to respond to customer requests addressing safety and capacity issues in existing areas.



Key Roads Strategies

[Road Management Plan](#)

[Road Safety Strategy](#)

[Pedestrian and Bicycle Strategy](#)

Improvement focus

Sealing key unsealed roads and increasing our renewal spend will improve the condition of our roads and service delivered to our customers.

Improving our understanding of the roads through automated data collection helps us deliver better and more efficient renewals

Footpaths and Cycleways Asset Class (Pathways)

Council's Community Vision 2040 highlighted "plan for all modes of transport" as a priority area. "Work(ing) close to home" helps us use our pathways to commute and for recreation. Increasing the use of active transport will help us as a community in "leading Victorian councils in the prevention of, and adaptation to climate change". Pathways can also "support the people of Cardinia Shire to be strong, resilient, socially connected and physically and mentally well."

The connectivity, condition and quality of Council's pathway network will support our community in achieving its vision.

Council's pathways results from the annual customer satisfaction survey are:

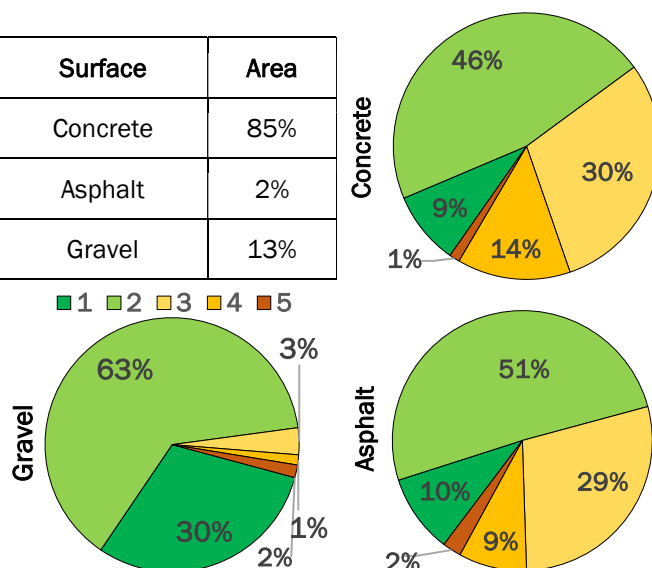
Performance Measure	2019	2020
Local streets and footpaths	56	52

This measure includes both streets and footpaths and may also be influenced by the Roads Asset Class.

Pathway financial values are:

Asset Class	Current Replacement Cost	Depreciated Replacement Cost
Footpaths and Cycleways	\$112.05M	\$87.83M

Surface	Area
Concrete	85%
Asphalt	2%
Gravel	13%



Key projects and programs

Pedestrian and Bicycle strategy - Council's Pedestrian and Bicycle strategy focusses on connectivity of pathways and addressing the ad hoc development of Council's pathway network. It identifies the priority of various pathways across the Council area which are being delivered as funding permits.

Pathway renewal and maintenance - Council's pathways are maintained in accordance with the Road Management Plan. Defects can be identified based on customer requests or our regular inspections. Where defects reach an unacceptable level Council fixes these through either maintenance (such as grinding back or adding asphalt to reduce hazards) or through renewing all or part of the footpath. The type of renewal and maintenance will depend on the surface, a gravel path may be resheeted a concrete path may have bays replaced. The priority of these renewals depends on the hierarchy of the path which is primarily driven by surrounding uses.

Open Space Pathways - pathways in open spaces are often renewed or upgraded as part of open space projects or targeted programs such as the equestrian strategy.

Pathways Condition Trend

Council is currently addressing the identified defects in the pathway network in line with the Road Management Plan. Limited funding is increasing the use of low cost treatments to address defects in the network rather than more expensive replacement which would address the underlying cause of the failures.

Council has identified that some recently constructed pathways are showing defects a lot earlier than expected. Investigations into the cause are ongoing and may highlight required changes to standards or policies.

Key Pathway Strategies

[Road Management Plan](#)

[Road Safety Strategy](#)

[Pedestrian and Bicycle Strategy](#)

Improvement focus

Delivering more connected networks through the pedestrian and bicycle strategy will be supported by an updated liveability plan.

Improving what condition data we collect about our pathway network will let us strategically plan for replacement of pathways

Buildings Asset Class

“We support the people of Cardinia Shire to be strong, resilient, socially connected and physically and mentally well. We protect the vulnerable, who come from all walks of life in our community. We look out for each other.” Cardinia’s Community Vision is committed to building a resilient and socially connected community, which the buildings we provide play a large role in. By providing locations for social connection, supporting recreation, and supporting service delivery to our vulnerable our buildings help build community.

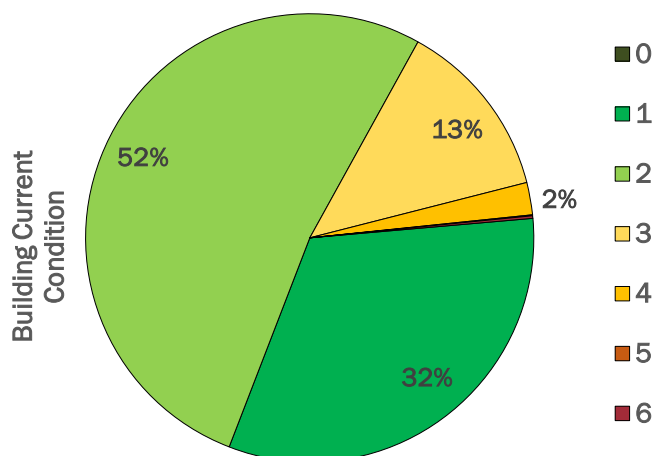
Our buildings will be significant in Council’s and the community’s adaptation to climate change through more environmentally friendly buildings and clean energy.

The variety of services buildings support makes it difficult to determine the community’s satisfaction with buildings. The recent “Imagine Cardinia” community consultation identified the desire of the community for improved public toilets and shade as part of open spaces.

Building financial values are:

Asset Class	Current Replacement Cost	Depreciated Replacement Cost
Buildings	\$362.15M	\$239.58M

Includes Heritage Buildings, Buildings – specialised, Buildings Non-Specialised, Building improvements, and Leasehold improvements

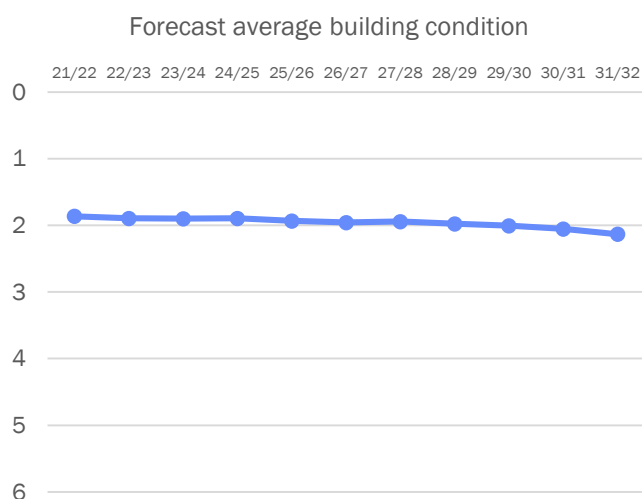


Key projects and programs

Cardinia Life extension – Cardinia Life is a signature facility within Council’s building portfolio. Various upgrades are planned over the coming years to increase the capacity and functionality as well as deliver required renewals.

Integrated Children’s facilities – Integrated Children’s facilities provide multiple services to Cardinia Shire’s parents and children, including kindergartens and maternal and child health services. These facilities are typically delivered through Precinct Structure Plans and are prioritised based on population projections for Council’s growth areas. Council is currently assessing the impact of the recent introduction of 3-year-old kindergarten. Facilities may need to be larger, additional locations provided or facilities constructed sooner to cater for this increase in demand.

Building Renewal and upgrade program – Council’s renewal budget is planned to grow over the next 7 years. This will allow Council to meet the growing need for renewal to keep our assets in a similar condition to current. When renewing buildings, we try and upgrade to address the requirements of modern assets. These requirements are outlined in our Access Design Policy and Guidelines (universal access), Aspirational Energy Transition Plan (green energy) and Enhanced Standard: Sustainable buildings.



Key Buildings Strategies

[Building and Facilities Maintenance Policy](#)

[Access Design Policy and Guidelines](#)

[Aspirational Energy Transition Plan](#)

[Enhanced Standard: Sustainable Buildings](#)

Improvement focus

Understanding the community’s future needs better through a Community Infrastructure Plan will help us plan for the buildings we need and make the best possible use of our existing buildings.

Through upgrades and renewal of our buildings we deliver more accessible and sustainable buildings. Better planning of renewal makes our spending more efficient and causes less disruption for our customers.

Bridge Asset Class

Bridges play a key connecting role, connecting place to place, connecting people to nature through our boardwalks, and connecting us to history through our heritage listed timber bridges in the southern part of the shire.

Bridges are key to achieving the vision that “we work close to home, we grow food and we make valuable contributions to the nation” as bridges are vital to connectivity by commercial vehicles and often support key infrastructure such as NBN, gas and water connectivity.

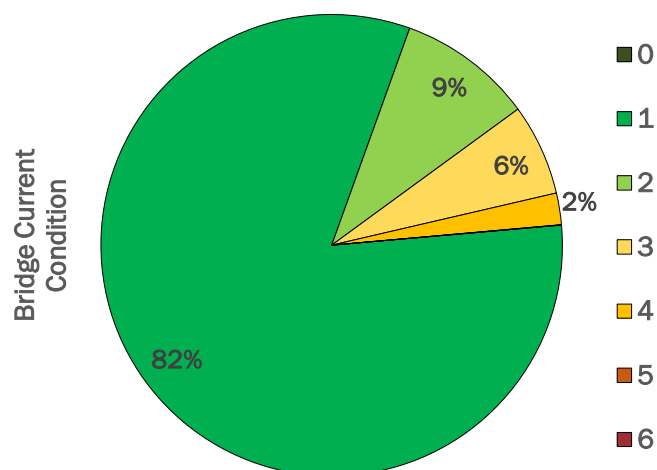
The bridge asset class supports the drainage, road, pathway, and open space asset classes as they deliver on the Community Vision.

The Bridge asset class also includes various types of structures including boardwalks, marine structures, and major culverts

Bridges support various services which makes it difficult to determine the community’s satisfaction with the bridges themselves. The recent “Imagine Cardinia” community consultation identified the importance of open spaces and transport as services.

Building financial values are:

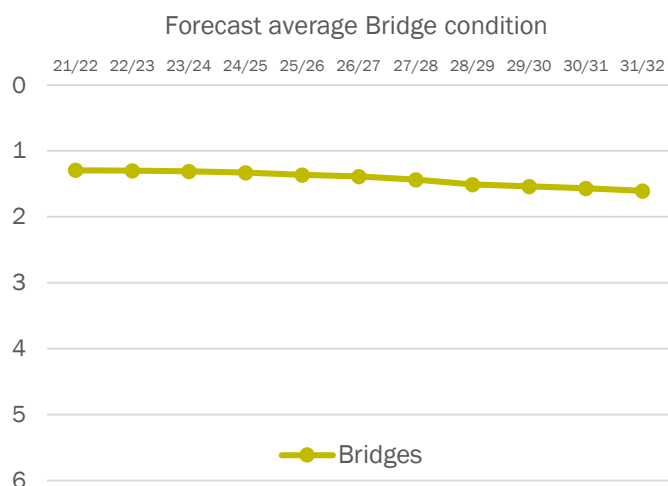
Asset Class	Current Replacement Cost	Depreciated Replacement Cost
Bridges	\$103.78M	\$67.88M



Key projects and programs

Composite deck replacement – Council is trialling replacement of timber decks on existing timber structures with composite materials. This is aimed to increase the condition of these structures and decrease the amount of required maintenance. The use of sustainable long-life materials will help Council adapt to climate change. These structures will be used as a test case for rolling out composite deck replacement for other high maintenance timber pedestrian decks and informing future designs for new structures.

Timber road bridges – Council has two remaining timber road bridges (Little Road and South Bank Road) associated with the Koo Wee Rup swamp reclamation, the bridges and associated drainage have been identified as having regional heritage significance. The ongoing management of these structures is aimed at balancing community safety, bridge service, and heritage value. The Little Road bridge is used as a pedestrian only structure predominantly for its historical value.



Key Bridge Strategies

[Road Management Plan](#)

[Road Safety Strategy](#)

[Pedestrian and Bicycle Strategy](#)

Improvement focus

Better understanding and balancing the needs of the services which bridges support will lead to more efficient delivery of bridge renewals.

Integrating local knowledge with external expertise will make sure we identify risks as soon as possible and keep assets available for our community.

Drainage Asset Class

Council's Community Vision 2040 asked that "We care for our country. We recognise the effects of climate change on our community, environment, and the planet. We take action by leading Victorian councils in the prevention of, and adaptation to, climate change. ...

We strive to protect our community, family farms, industries, landscapes and biodiversity to ensure they are resilient."

Council's drainage assets support this aim in two key ways; through protection from flooding, and protection of biodiversity. Council's drainage network capacity will come under increased pressure due to growth (resulting in increased run off) and due to climate change impacting weather patterns. In addition, Council has drainage assets which improve stormwater quality; these assets are vital to ensuring biodiversity of downstream waters.

The Drainage asset class support various services which makes it difficult to determine the community's satisfaction with the assets themselves. The recent "Imagine Cardinia" community consultation identified the importance of open spaces and transport as services.

Drainage financial values are:

Asset Class	Current Replacement Cost	Depreciated Replacement Cost
Drainage	\$293.44M	\$248.40M

Drainage condition

The vast majority of drainage pits and pipes are under 50 years old. Typically these assets have lives in excess of 100 years so only a small proportion of assets are approaching a level where renewal may be required.

Water Sensitive Urban Design assets (which improve stormwater quality) are often living, vegetated assets. The expected life and condition of these assets varies considerably depending on the level of maintenance. Further detail is provided below.

Key projects and programs

Drainage renewal and upgrade – The drainage renewal and upgrade program is utilised to address drainage issues across the shire. At present this program is upgrade focussed primarily in Council's townships where increased runoff has impacted the capacity of existing assets.

Given the long life of drainage assets and relatively young age of the pits and pipes there is currently limited proactive renewal of drainage assets. As Council's portfolio ages it will be important to understand the consequence of assets failing to prioritise condition inspection and upgrade programs.

Water Sensitive Urban Design Asset Renewal Program – Council has instituted a program to proactively manage Water Sensitive Urban Design (WSUD) assets. WSUD assets often collect sediment (by design) to protect downstream waterways and regular clearing of this is required for continued use. Other proactive maintenance will also help extend the life of these assets which would otherwise fail prematurely. For example, Bioretention Basins are specially designed planted areas which removes urban pollutants from stormwater, when well maintained these assets can last up to 4 times as long as without maintenance.

Drainage Condition Trend

Increased spending on WSUD asset maintenance and renewal will result in the condition of these assets staying relatively constant (even with expanding portfolio) over the next 10 years.

Significant amounts of new pits and pipes are added to the portfolio. Additional pits and pipes will approach ages where failure is more likely over the next 10 years. without approaches to prioritise these works additional renewal spending will be inefficient.

Key Drainage Strategies

[Road Management Plan](#)

[Integrated water management plan](#)

Improvement focus

Embedding WSUD maintenance and management into Council's business as usual and ensuring it is delivered effectively as part of development will protect waterways

Identifying critical pits and pipes will empower Council to balance spending on stormwater between upgrade and renewal to give the best overall outcome.

Asset Plan Risks

Our Community Vision 2040 says: “We speak with the optimism and insight of our young people, the energy of our community members, and the wisdom and memory of our older citizens including those who came before us.” Any long term planning inherently contains an element of uncertainty; we must be optimistic but balance that with the wisdom to understand our risks.



There are many other uncertainties which come into Asset Planning some of which are highlighted below.

The impact of the Covid-19 Pandemic is ongoing. Council has observed impacts on our community, our organisation and our industry. The level of stimulus funding has created a lot of competition for limited delivery resources in the construction industry tied with other supply chain challenges. The long term impacts on how our community values different assets such as open spaces are still evolving as are impacts on how we use assets such as buildings.

Council's ability to deliver the identified works to meet the community's needs depends on several factors. A key consideration is Council's ability to attract and retain talent based on its reputation as an organisation and ability to deliver works safely and effectively. There can also be competing demands on delivery resources, with externally funded expansion and upgrade projects often having strict timelines diverting resources from renewal programs.

The Asset Plan's deliverability relies on us being able to afford it. Limits on Council's income include the affordability by the community, income from new developments, rate caps, and available grants. Cost of assets depends on ability to borrow money, delivery costs, labour costs, and material costs. If the plan is not affordable it may require changes to levels of service, in consultation with the community.