



Yarriambiack
SHIRE COUNCIL



2022 - 2026

Asset Management Plan

DRAFT - May 2022

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1 Message from the Mayor

It is with great pleasure that I present the Yarriambiack Shire Council Strategic Asset Management Plan, the final key document for Council which outlines what Council will do to improve the built environment and the way in which we deliver services to the community.

It compliments a suite of documents already adopted by Council including the 2021-2025 Yarriambiack Council Plan, Long Term Financial Plan 2021-2031 and the Community Engagement Policy as required under the new Local Government Act 2020.

The Yarriambiack Shire Council is a rural Shire with a driven community where people strive to enjoy living on and off of the land and enjoy the many benefits that come from close knit ties to the region. Much of what attracts people to our Shire stems from their aspirations for a quality rural lifestyle and the riches of our natural environment which make Yarriambiack such a great place to live.

This Asset Management Strategy will ensure that Council's critical infrastructure is provided for in an economically optimal way, with appropriate levels of services for our residents and visitors.

Council is the owner and custodian of a large multi-faceted portfolio of assets typically of long life expectancy. To manage these assets effectively, Council needs to review current Asset Management practices to ensure that safety and reliability are maintained at a reasonable cost.

In addition, Council has a commitment to accountable and transparent decision making and governance whilst keeping the community's aspirations as the cornerstone of all of our decision making.

This Asset Management Strategy is just the beginning as we seek to consult further with community and stakeholders to build relationships that inform future decision making by Council and commit to improvement strategies and monitoring of our progress to increase our asset management maturity.



Cr Kylie Zanker
Mayor

2 Executive Summary

The Asset Management Strategy is a vital component of Council's overall strategic planning process and has been prepared to enable Yarriambiack Shire Council to improve on the way it delivers services relating to infrastructure assets including roads, buildings, open space and stormwater pits and pipes. These infrastructure assets have an approximate replacement value of \$265 million as at 30 June 2021.

The Yarriambiack Shire Council assets are in the action phase of their life cycle. In this phase, the majority of assets are in the middle to end of useful portion of their lifecycle and the demand and urgency on funding i.e, capital required for renewal is becoming more urgent. It is for this reason that Yarriambiack Shire Council needs a strategy and asset class plans in order to effectively manage the risk of assets deteriorating at a higher rate.

Moving forward in the future, the challenge for Council is to continue to deliver the expected quality services to the community from its aging and increasingly costly infrastructure, while making the best use of Council's limited financial capacity. To meet this challenge, Council will need to build on its asset management capabilities to extend the lifecycle of assets, manage service level expectations in the community, seek additional State & and Federal funding and ensure Council is delivering sound financial management in their through its decision making.

This Asset Management Plan has been prepared to provide information to the community about Council's long-term approach to managing the assets Council holds in order to provide services to the community and to show:

- How its asset portfolio will meet the service delivery needs of its community in the future
- How Council's strategic objectives are to be achieved

The Strategic Asset Management Plan will assist Council in meeting State legislative requirements and is prepared following a review of Council's suite of strategic planning documents. The Plan identifies the strategic and operational practices that ensure Council manages assets throughout their asset lifecycle, for the benefit of the community.

The Strategic Asset Management Plan integrates with the adopted Long Term Financial Plan to inform Council's ability to fund current and future infrastructure costs.

3 Introduction



Yarriambiack Shire Council is situated in north-western Victoria, in the heart of the State's wheat belt. The population is concentrated in a number of small towns which service the surrounding broad hectare farming properties.

Our primary centres are Warracknabeal, Murtoa, and Hopetoun. Smaller communities include Minyip, Rupanyup, Beulah, Woomelang, Lascelles, Lubeck, Patchewollock, Speed, Tempy, Brim, Yaapect, Sheep Hills, Rosebery, Lah and Turriff.

The population for Yarriambiack Shire sits at 6,639 in the most recent census data and there has been a gradual decline over the last several census figures. Yarriambiack Shire Council also has an older population with an average of 51, compared to the state average of 37.

Yarriambiack Shire is the heartland of grain production and handling in the Wimmera and Mallee. The main industry is agriculture which accounts for almost half the workforce. Yarriambiack Shire Council offers a relaxed atmosphere, affordable housing options, a safe and healthy family environment and easy access to public land, lakes and recreational activities.

What makes our Municipality a true community, beyond the Yarriambiack Creek, parks, buildings and lakes, is the people who call this place their home. Our Municipality is such a vibrant, special place involving everyone from all families and their children, students and business owners, the 'born and bred' and the newly arrived.

Excellent educational facilities are available in Yarriambiack Shire, including early learning centres, kindergartens, primary schools, secondary schools and a special developmental school. Information centres, a number of 'static' libraries and a mobile library that travels the district are also available.

Recreational activities are available in abundance in our shire giving community members and visitors wonderful opportunities to experience new activities. Most townships in the shire have their own sporting facilities, such as football ovals and netball/tennis courts. Hopetoun, Warracknabeal and Murtoa also have skate parks.

Tourism is ever-growing throughout our shire. We are located immediately to the east of some of Victoria's main eco-tourist attractions, including the Big Desert, Wyperfeld National Park, Lake Hindmarsh, Lake Albacutya and the Little Desert. In recent years, The Silo Art Trail has become Australia's largest outdoor gallery. The trail stretches over 200 kilometres, linking Brim with neighbouring towns Lascelles, Patchewollock, Rosebery, Rupanyup and Sheep Hills.

3 Introduction

6,674 residents



50.5% male / 49.5% female

Median Age = 50 years old

0-4 years

5-14 years

15-24 years

25 - 44 years

45 - 64 years

Over 65 years

287 (4.3%)

772 (11.5%)

649 (9.7%)

1,124 (16.8%)

2,021 (30.3%)

1,831 (27.4%)

7158 KM2 AREA = 1.07KM2 PER RESIDENT

ROADS AND INFRASTRUCTURE



817kms of sealed roads

4,004kms of gravel and natural roads



59kms of footpaths

87kms of kerb and channel

ECONOMIC DEVELOPMENT



1,003 Registered Businesses

\$2.5b Gross Regional Product (Wimmera Southern Mallee)



158,000 Visitors to Yarriambiack (2019)

\$15m of building approvals (2019)

COMMUNITY FACILITIES & SERVICES



15 halls & community centres



14,846 Library catalogue items



26 parks & playgrounds

COUNCIL SERVICES



121 EFT staff



6,972 rateable properties



1,476 Animal Registrations

WASTE & RECYCLING



10 Transfer Stations

2,116 tonnes of waste collected per year (3 year average)

565 tonnes of recycling collected per year (3 year average)

AGRICULTURE



640,655 hectares of agricultural land

1/4 of Victoria's wheat & barley is produced in our shire

574 Agriculture businesses

AGED & DISABILITY SERVICES



16,512 meals delivered



1,620 hours personal care



6,193 hours domestic assistance

YOUTH AND EARLY YEARS



17 Youth Councillors



15 FReeZA youth events (3 years)



135 3&4yo Kinder enrollments

HEALTH AND WELLBEING

84% of people like the environment and surrounding area that they live in

45% of residents take part in team sports, well above the state average of 29%

Only 52% of residents claim they have 'good' access to fresh fruit and vegetables

Yarriambiack has one of the highest rates of family violence (per 1000 people) in the region.

3 Introduction

An Asset Management Plan is made up of a set of interrelated and interacting elements of an organisation. It incorporates the asset management policy, objectives, and the processes to achieve the objectives. It is much more than just asset management software and the financial treatment of assets, it is about:

- Coordinating functions and contributions between functional units within Council
- Consistent application of asset management processes to ensure transparent governance in decision making

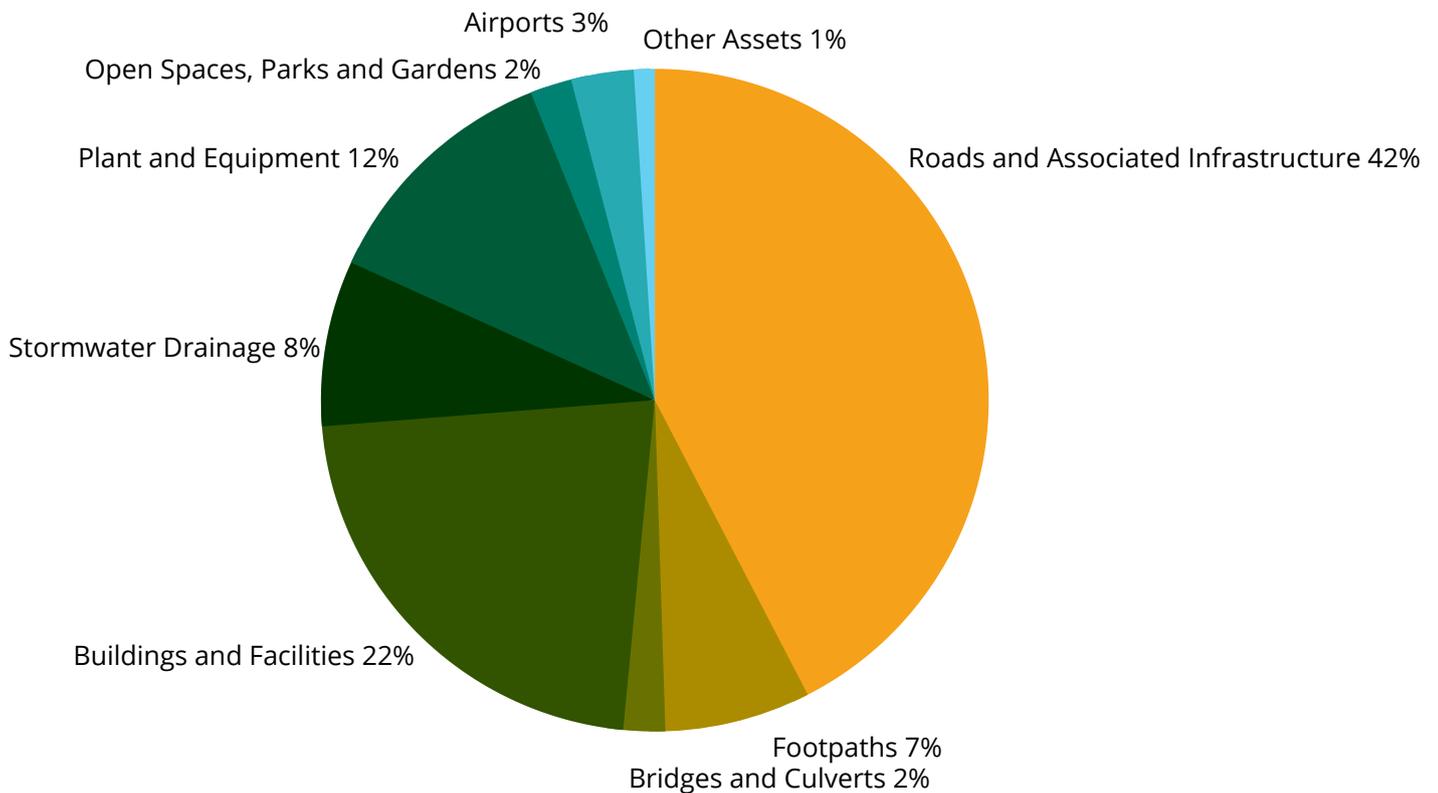
The Asset Management Plan has been developed in conjunction with the Local Government Victoria Asset Plan Guidance 2022 and the Institute of Public Works Engineering Australasia (IPWEA) guidance material.

The table below provides a summary of the replacement values of Council's infrastructure assets as at 30 June 2021.

Infrastructure Asset Group	Description	Replacement value as at 30 June 2021
Roads and associated infrastructure	Road and pavement, traffic control, surfaces and associated kerb	\$45,189,746
Footpaths	All formally constructed footpaths and dedicated tracks	\$7,793,665
Bridges and Culverts	Bridges, major/minor culverts, footbridges	\$2,672,990
Buildings and Facilities	Buildings, land, heritage buildings, ICT and Library materials	\$24,229,662
Stormwater Drainage	Stormwater Pits and pipes, surface drainage	\$8,097,500
Plant and Equipment	Machinery equipments, vehicles, ICT, Library materials	\$13,430,000
Open Spaces parks and gardens	Park furniture, sports ovas, play equipment, playing surfaces	\$1,721,589
Airports	Pavement, lights, pad	\$3,102,560
Other Assets	Bores, tanks, pumps, pipeline, street furniture	\$1,603,471

3 Introduction

Figure 1: Infrastructure Asset Values



Renewal Gap

The difference between the actual amount Council spends on renewal and the amount needed to ensure that assets are maintained according to the agreed service levels is called the asset renewal gap.

Based on the actual annual renewal expenditure versus average annual demand for 2020/21 we can see that the renewal gap varies between the different asset classes but is an average of 85%.

Council must decide if to maintain, widen or decrease the asset renewal gap, adjust the service levels, actively seek further funding or a combination of these depending on risk appetite choices.

Each decision Council makes has a direct impact on asset management and if Council decided to make no changes – that in itself is an active decision to maintain the renewal gap.

4 Stakeholder and Community Engagement

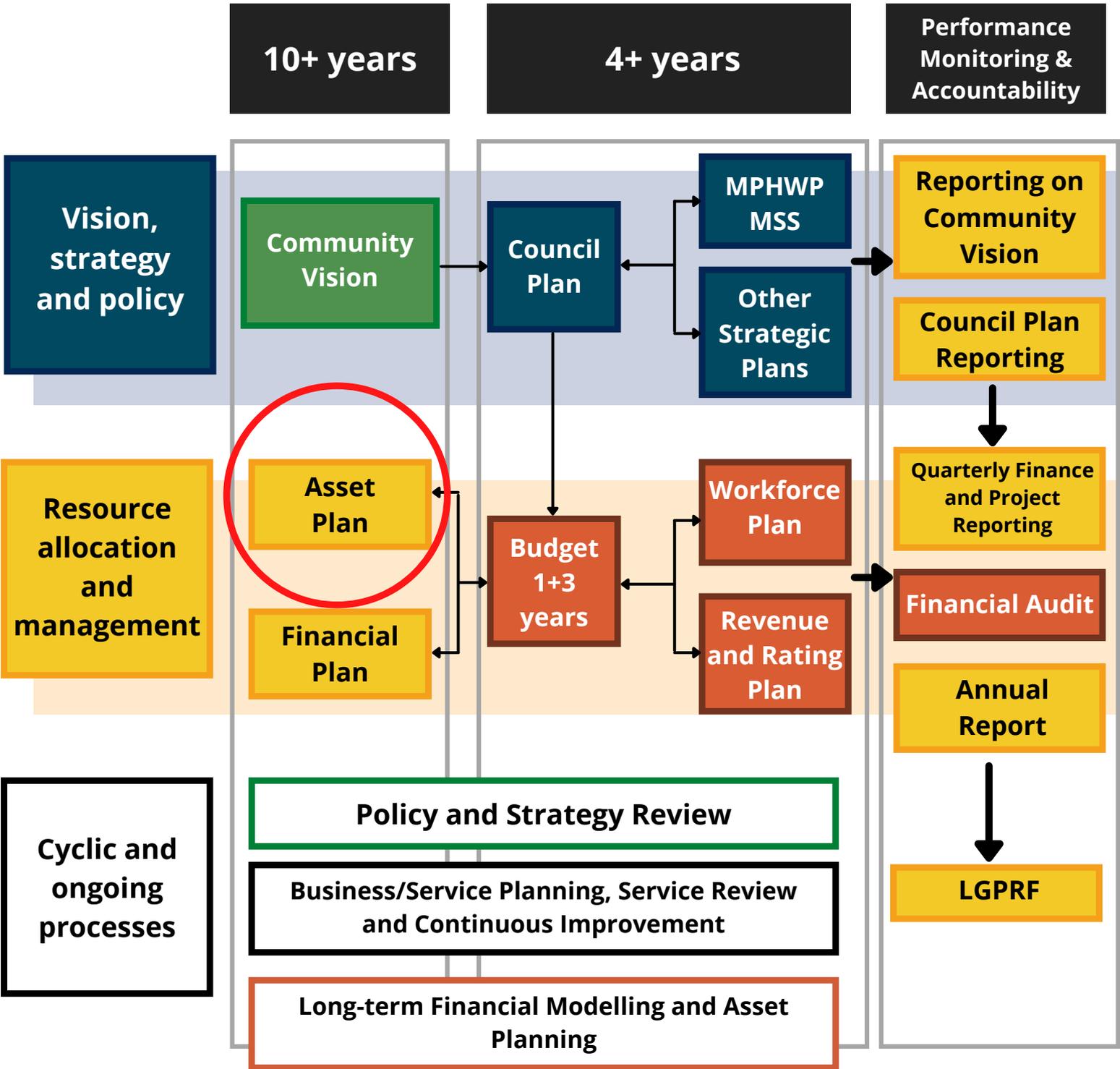
This Asset Management Plan has been prepared to address Section 92 of the Local Government Act 2020, including the various phases of the asset lifecycle as required by the Act and in accordance with the deliberative engagement principles of Council's adopted Community Engagement Policy.

Council's key stakeholders and their role in the Asset Management Plan are tabled below.

Key Stakeholder	Perceived Expectations
Residents and Ratepayers	Service provision, sustainable environment, good amenities, value for money
Visitors and other users of Council Services.	Availability of services, safe environment, ease of access, good ambience
Councillors / CEO / General Managers	Stewardship of service provision, representation of community issues
Government Departments / Agencies	Good infrastructure management, annual performance reporting, equitable service provision to the community
Employees and Volunteers	Continuity of employment, job satisfaction, safe work environment
Utilities and other Agencies	Sound working relationship, responsiveness, good decision-making, efficient and effective processes
Developers	Responsiveness, affordable fees and charges, efficient and effective processes.
Contractors and Suppliers	Sound working environment, continuity of work, safe work environment
Local Government Insurer	Effective management of infrastructure risks

Stakeholder and Community Engagement

Council's integrated Planning approach demonstrates the relationship between Council's strategic documents and the role of this Asset Management Plan.



MPHWP MSS: Municipal Public Health and Wellbeing Plan and Municipal Strategic Statement
LGPRF: Local Government Performance Reporting Framework

5 Assets and their management

Council's infrastructure assets are outlined below and provide a range of services throughout the municipality. This section of the Asset Management Plan looks at:

- The type, or class, of assets we have,
- The financial status,
- The organisational focus on asset management
- The way in which assets forms part of our ICT environment
- The way in which condition assessments are carried out and
- How we measure our organisational maturity in asset management

Our Asset group and categories, including the volume or units of each category are set out below.

Asset Group	Asset Category	Measure
Transport	Roads Sealed	850Km
	Roads Unsealed	1,250Km
	Roads Earthen	2,721Km
	Footpaths	59Km
	Kerb	87Km
	Bridges	2
	Culverts	208
	Traffic Management Devices	27 Count
Buildings	Buildings	78
	Heritage Buildings	14
Plant and equipment	Heavy Plant	69 items
	Light Plant	414 items
	Information Technology	158 Count
	Library Material	15,014 books
	Furniture and fixtures	TBA
	Vehicle Fleet	30 Council owned, 30 Leased items
Open Spaces	Open Spaces	TBA
	Play equipment	26 items including pre-schools
Other Assets	Airports	2 Sealed, 2 Grass and 1 Gravel Surface runways
	Stormwater Drainage	848 pits and 28Km of pipe
	Waste	10 Transfer Stations
	Footbridges	9 Footbridges

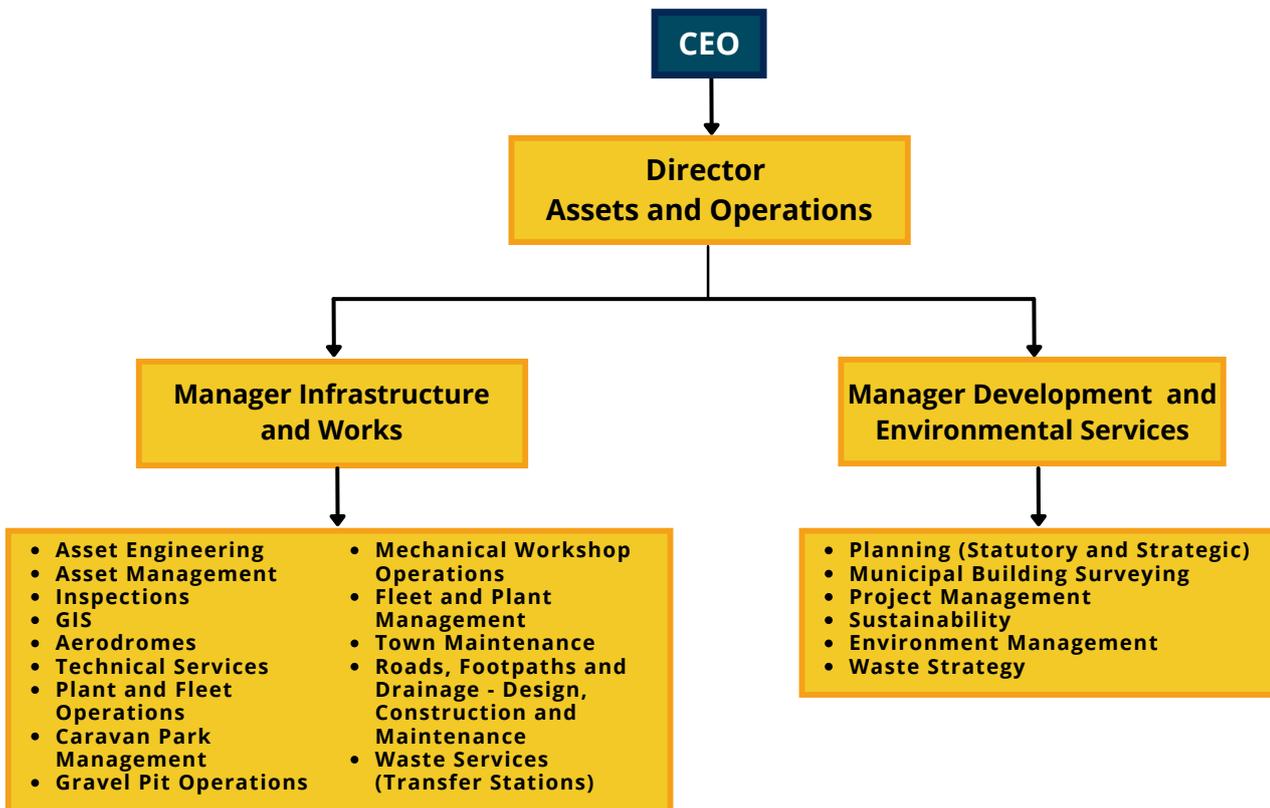
5 Assets and their management

The financial status of the Councils assets as at June 30, 2020/21 are shown in Figure 3.

Infrastructure Asset Group	Description	Replacement value as at 30 June 2021	Annual Depreciation	Written Down Value
Roads and associated infrastructure	Roads and car park pavement, traffic control, surfaces and associated kerb	203,089,453	\$2,946,927	\$97,360,597
Footpaths	All formally constructed footpaths and dedicated tracks	\$7,507,106	\$201,279	\$6,021,793
Bridges and culverts	Bridges, major/minor culverts, footbridges	\$2,672,990	\$33,412	\$1,242,257
Buildings and facilities	Buildings, land, heritage buildings, ICT and library materials	\$24,229,662	\$844,309	\$23,537,386
Storm water Drainage	Stormwater pits and pipes, surface drainage	\$8,097,500	\$104,425	\$3,014,759
Plant and Equipment	Machinery equipment, vehicles	\$13,430,000	\$1,056,140	\$5,471,110
Open Space, Parks	Park furniture, sports ovals, play equipment, playing surfaces	\$1,721,589	\$55,721	\$1,647,295
Airports	Pavement, lights, pad	\$3,102,560	\$48,826	\$1,364,618
Other Assets	Bores, tanks, pumps, pipeline, street furniture	\$1,651,105	\$41,975	\$1,041,850

5 Assets and their management

The organisational structure of Council places assets in the Assets and Operations team under the Director Assets and Operations. Within the portfolio is Asset Management, a number of inspectors across roads, footpaths and buildings and also GIS systems.



An 'organisational' focus on Asset Management is provided through the Services, Projects, Assets Management Working Group (SPAMWAG) has been established in line with Council's Asset Management Policy, which includes the CEO, Director of Assets and Operations, Departmental Managers, Assets Coordinator and two other staff members. Other staff will be seconded as required to continue the improvement of asset management.

The role of the Committee is to:

- Review and make recommendations to Council regarding asset management policy
- Develop, implement and review the strategic framework that guides the choices and determines the nature and direction of asset management
- Develop, implement and review the Asset Management Plans which document particular actions and resources required to provide a defined level of services in the most cost-effective manner that is linked to the Asset Management Implement Strategy.

Monitor the delivery of day-to-day actions (maintenance, rehabilitation and renewal) required to deliver the defined levels of service in cooperation with the relevant Manager. This includes maintenance of the asset register, allocation of duties, assessment of assets and reporting.

5 Assets and their management

All assets are registered in software called AssetFinda which is known as the asset management system. The system recorded all physical information including assets hierarchy, type, construction year, condition, useful life, location, and financial information. The register is also linked to other systems including GIS.

AssetFinda is used for the Customer Management System (CRM) to capture, manage and report on complaints, comments, and requests when the customer contacts Council offices. The system has a framework for assessing customer service requests and managing the service request for the duration of the action required to complete them.

Measure the performance of Customer Requests through the CRM system to improve decision making against the service levels in addition to the condition survey and assessments.

Condition assessments:

Regular condition assessments are critical to guide Council's assets maintenance and renewal priorities. Different categories of assets have inspection regimes attached to the asset hierarchy – where higher asset classes are inspected more frequently ie: school bus routes.

A summary of the general conditions of asset network is set out below.

Grade	Condition	Description	Required Actions	Comments
1	Very Good	Sound physical condition. Insignificant deterioration. No major works required for next 20 years or more	Nil	Near new or recently rehabilitated with only planned maintenance required
2	Good	Acceptable physical condition. Minor deterioration, minor defects evident. Negligible failure risk and works required 15 years plus.	Minor maintenance	The infrastructure in the system has some elements that show general signs of deterioration and minor maintenance may be required.
3	Fair	Minor Components or isolated sections of the asset need replacement or repair. Major replacement likely in between 5-15 years.	Significant maintenance	The infrastructure in the system shows general sign of deterioration that requires attention, some elements of significant deficiencies requiring rectification with average to significant maintenance required
4	Poor	Significant defects present and serious deterioration, works required in 2-5 years	Significant maintenance and part renewal/replacement	A large portion of the system exhibits significant deterioration with significant renewal or rehabilitation required.
5	Very Poor	Large Increase in asset failure, need to replace most of asset, major works required	Complete renewal/replacement	Many components of system exhibit signs of failure which is affecting service and graded very poor, beyond repair and end of physical life.

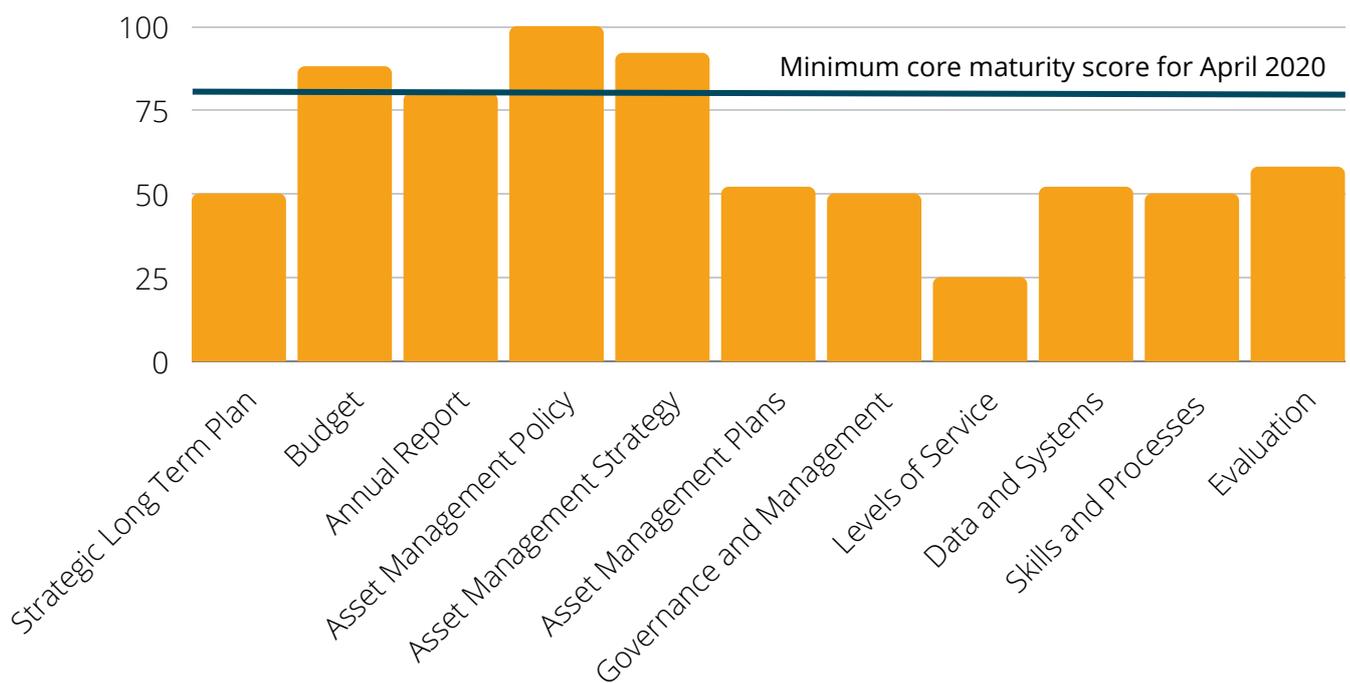
5 Assets and their management

Current Maturity Assessment - updated with the latest National Asset Management Framework (NAMAF)

Asset Management in NAMAF	Core Competency Score (January 2019)	Status
Strategic Planning	50	Systematic
Annual Budget	88	Excellence
Annual Report	80	Excellence
Asset Management Policy	100	Excellence
Asset Management Strategy	92	Excellence
Asset Management Plans	54	Proficient
Governance and Management	50	Systematic
Levels of Service	25	Awareness
Data and Systems	53	Proficient
Skills and Processes	50	Systematic
Evaluation	58	Proficient

Core Maturity Score

In April 2020, Yarriambiack Shire Council assesses its progress against the NAMAF and has used the results to continually drive improvements in asset management. The chart below indicate Council's score maturity scores against the 11 elements as set out below.



5 Assets and their management

Asset Lifecycle Treatment

Planning for the long-term management of assets requires consideration of the various phases of an assets life. An informed approach to the financial treatment of assets through their phases and the Councils approach to commissioning/acquiring assets, their operations, renewal, upgrades, expansions and disposal or decommissioning is set out in the es, expansions and disposal or decommissioning is set out in the Yarriambiack Asset Lifecycle Policy.

5.1 TRANSPORT

Roads

Council's road network includes both urban roads within the townships and rural roads outside of the townships. The main (arterial) roads within the Shire are managed by Regional Roads Victoria, these arterial roads are designated by route identifier such as the Henty Highway (B200) and the Warracknabeal- Birchip Road (C242).

The main components of the Roads assets are:

- Sealed surfaces, pavements and kerb in the urban areas
- Sealed surfaces, pavements and shoulders for the rural sealed network
- Unsealed pavements for the rural unsealed network.

Associated infrastructure in this asset class includes:

- Traffic control devices, signs, roundabouts, guideposts and line marking
- On-road and off-street car parking

Roads Demand and Capacity

Consideration of the demand and capacity of the road asset class assists in informing the impact of current and future funding priorities to achieve the necessary service levels for the community.

For Roads there is a focus on:

- Priority freight routes to be upgraded to 6.6 metre wide seals
- Preferred routes for farm machinery to be identified via the Road Management Plan and Hierarchy, to provide wider roads with a clear tree envelope
- Resilience to major events such as the capacity of culverts in rain events
- Safety on road network with improved shoulders

Roads are constructed and maintained to an agreed service level, that is from an asset management perspective, the principles used to achieve the desired outcome of a particular asset class. Fundamentally this means that asset classes are set to a service level hierarchy classification, the hierarchy is used to set up the framework that drives decision-making on the budget needs to ensure the asset provides the expected community service level.

5 Assets and their management

For the road hierarchy, the service level of each road asset determines the way in which the road is constructed, inspected, vegetation clearance, ride comfort (measured through roughness), ongoing maintenance and renewal, and safety upgrade considerations.

Council's road hierarchy categories are determined by the Road Management Plan, with the following classes of roads:

Name	Function	Code
Rural Link Road	A road that provides a strategic link between two towns, two districts or a combination thereof. A significant percentage of traffic is not local traffic. Also includes roads linking major industrial sites to towns or to roads of higher classification.	RL 1 Sealed RL 2 Gravel
Rural Collector Road	A road that provides, or is part of a secondary link between two areas, two roads of a higher classification or combination thereof. Collector roads also collect traffic from access roads and channel it to roads of higher classification. Many of these roads form a 'grid' for all weather access across the shire. Traffic is usually a mix of local and non-local. This category can also include roads that are primary access to public facilities such as cemeteries, sports grounds, waste disposal sites etc.	RC 1 Sealed RC 2 Gravel RC 3 Earthen
Rural Access Road (Primary)	A road this is designated primary all weather access to 1 or more occupied farm houses. (The house(s) must be the primary residence* of the occupant). This category may also include roads that are primary access to public facilities such as cemeteries, sports grounds, waste disposal sites etc. No significant through traffic.	RA 1 Sealed RA 2 Gravel RA 2 (PM) Gravel Priority Maintenance RA3 Earthen RA 3 (PM) Earthen Priority Maintenance
Rural Access Road (Secondary)	A road that does not meet the criteria to be a Link Road, a Collector Road or a Rural Access (Primary) Road but is used on a regular basis to provide access to other parts of a property for farming purposes or to a centre of a business enterprise (Eg. Grain receival / major on-farm storage facility, major hay storage facilities or transport company)	RA 4 Sealed RA 5 Gravel RA 5 (B) Gravel - Primary Farming Business RA 5 (S) Gravel - School Bus Route RA 5 (C) Gravel - Business Enterprise RA 5 (PM) Earth - Priority Maintenance RA 6 Earth RA 6 (PM) Earth - Priority Maintenance

5 Assets and their management

Name	Function	Code
Rural Access Road (Minor)	A road used occasionally (but not regularly) for farm access. Any other rural road with minimal use	RA 7 Earth RA 7 (PM) Earth - Priority Maintenance
Urban Commercial Centre and Collector Roads	A road in the main commercial centre of a town providing access predominantly to shops and offices. Also includes major arteries linking parts of town or feeding traffic to commercial centre.	UC 1 Sealed
Urban Access Road (Primary)	Local road providing primary access to residential, industrial or commercial properties or to recreational facilities	UA 1 Sealed UA 2 Gravel
Urban Access Road (Secondary)	A road or laneway providing secondary access to occupied properties or to access vacant land.	UA 3 Sealed UA 4 Gravel UA 5 Earth
Urban Access Road (Minor)	A road or laneway with minimal use.	UA 6 Earth
Special Purpose 1	A road that does not meet the criteria to be a Link Road, Collector Road or a Rural Access (Primary) Road but provides all weather access for a special purpose.	SP 1 Gravel
Special Purpose 2	A road that does not meet the criteria to be a Link Road, a Collector Road or a Rural Access (Primary) Road but provides an all weather surface or surfaced sections for a special purpose.	SP 2 Gravel
Parking Bays or Areas	All parking bays or areas that have been deemed to be a Council Asset for the sole purpose of parking	PB Sealed

The Road Management Plan provides detail on the safety inspection regime, maintenance standards, and construction standards which can be viewed [here](#).

5 Assets and their management

Asset Condition Profiles and Lifecycle Costs

Figure 1: Sealed Pavement Condition Profile

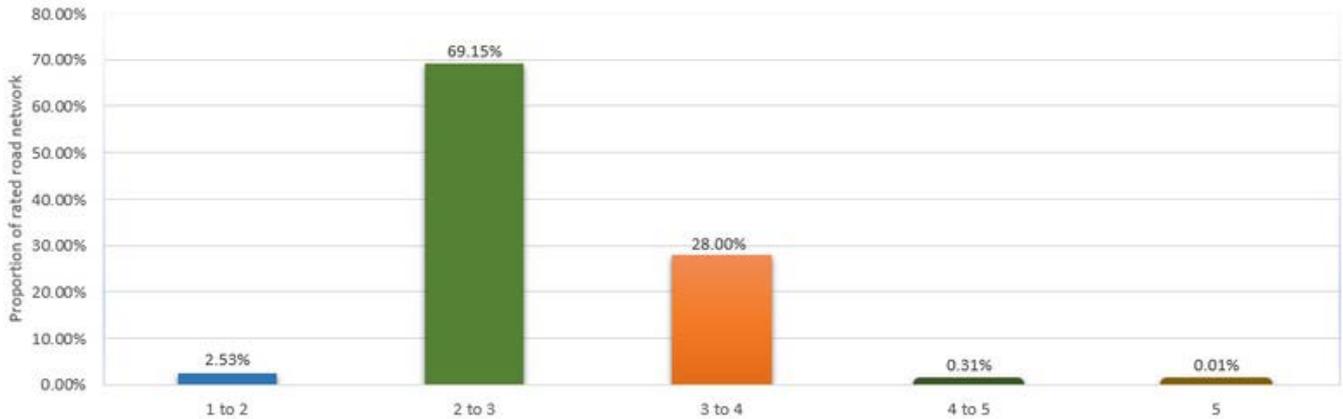


Figure 2: Sealed Surface Condition Profile

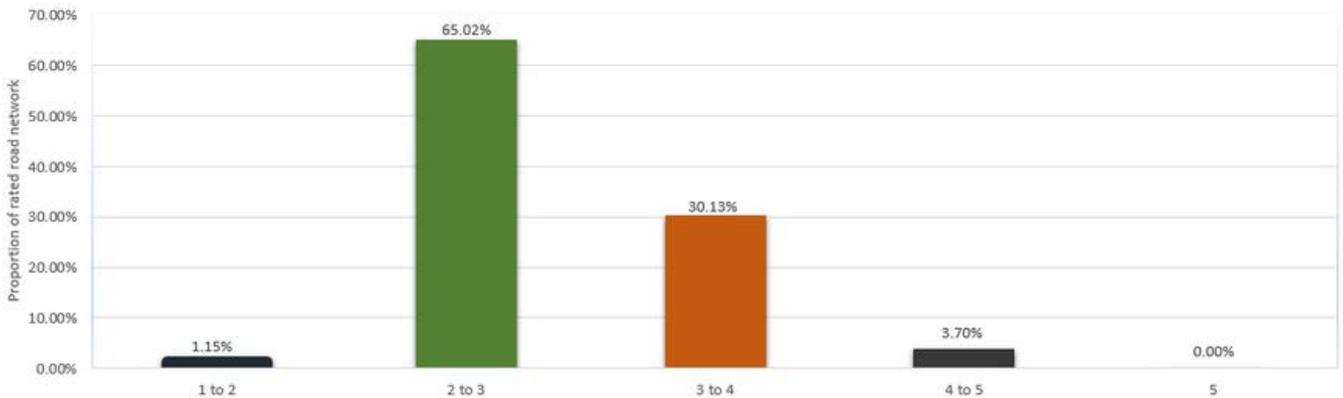
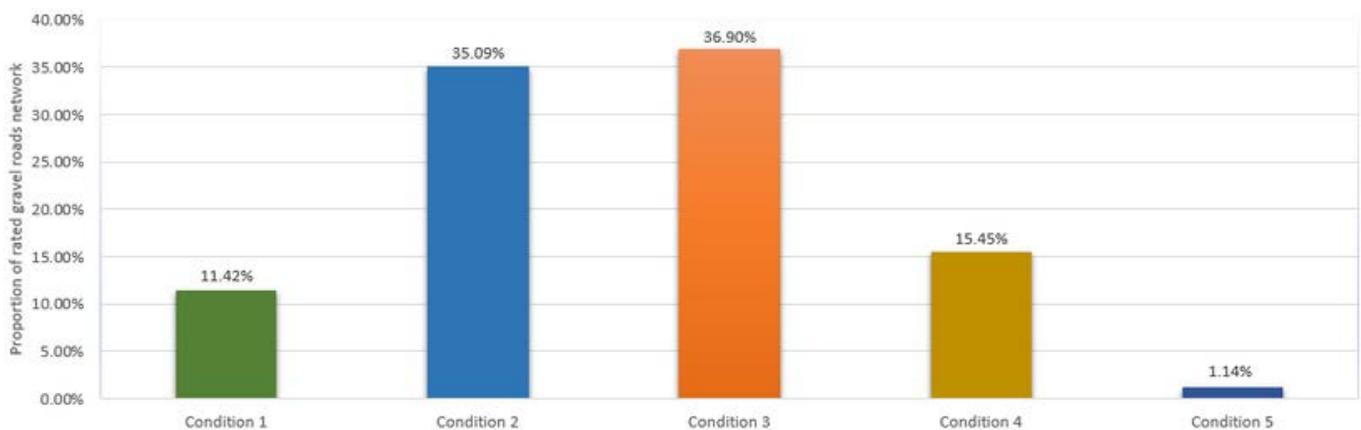


Figure 3: Rated gravel roads network by condition



5 Assets and their management

Roads Financial Summary and Impacts

Modelling has been undertaken for the next 10-year period for the road asset class to estimate the financial demands on renewal funding. The modelling is based on the condition of the asset as determined by condition assessments undertaken and standard life expectancy of asset class.

Figure 4: Summary Lifecycle Cost For Sealed Roads and Budget

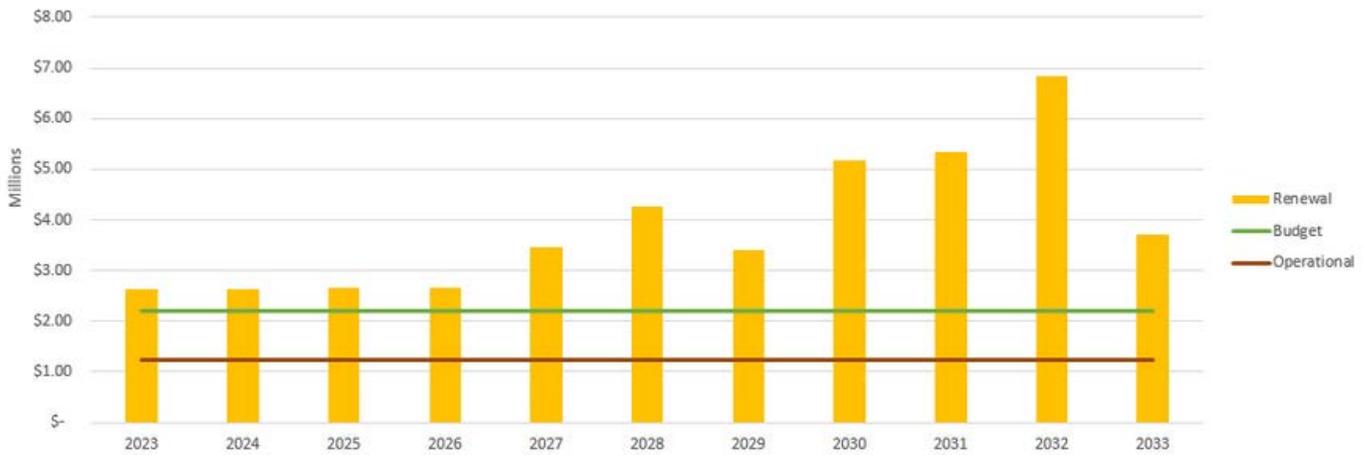
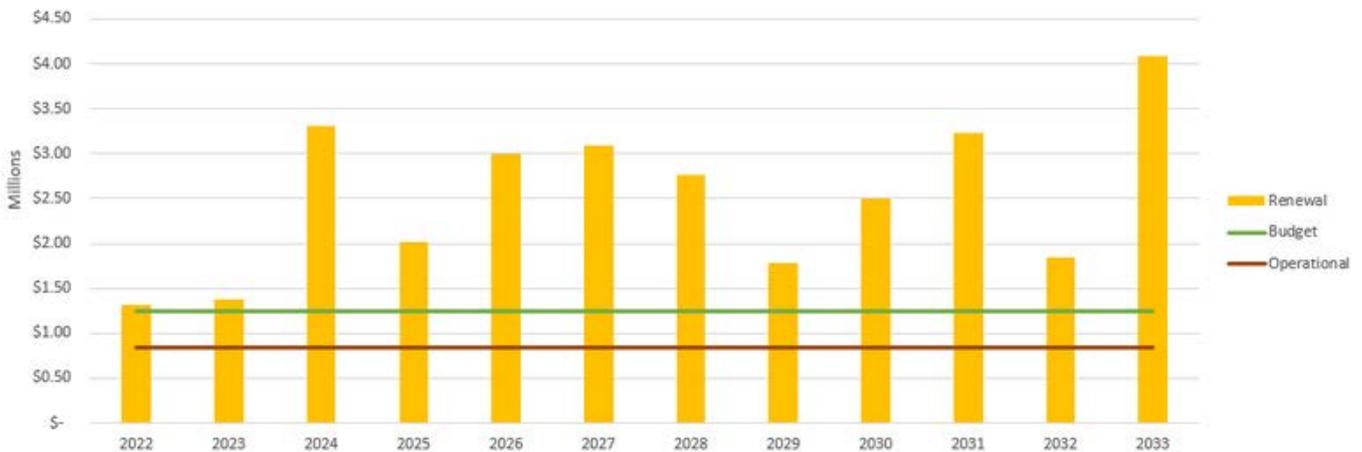


Figure 5: Sealed Surface Condition Profile



5 Assets and their management

Footpaths

Footpaths provide access primarily for pedestrians, but also for increasing numbers of mobility assistance vehicles (gophers) and bicycles (for children). Shared pathways are also found in some open space areas.

Footpaths in residential areas are typically concrete, pavers, crushed rock or asphalt surfaces. The main principles for Council in relation to footpaths are:

- Key routes may have a footpath on both sides of the street

Council will endeavour to provide footpaths of a suitable standard for the pedestrian traffic that uses them. Within the funding available, Council will formulate programs that over time will provide footpaths which meet the minimum standards as per the Footpath Hierarchy.

Footpaths continue to be a priority for Council, given the age and condition of the existing footpath network and a number of areas within townships currently not meeting the guiding principles.

The footpath asset class also includes signs and ramps.

Footpaths Demand and capacity

Consideration of the demand and capacity of the footpath infrastructure asset class assists in informing the impact of current and future funding priorities to achieve the necessary service levels for the community.

For footpaths, there is a focus on:

- An ageing population
- Opportunities for shared pathways to improve health outcomes from pedestrian activity
- Gaps in the footpath network that do not meet the guiding principles.

Footpath management is similar to road management with the principles used to achieve the desired outcome of a particular asset class setting the footpath hierarchy.

For the footpath hierarchy, the service level of each footpath asset determines the way in which the footpath is constructed, inspected, maintained and renewed within safety upgrade considerations.

5 Assets and their management

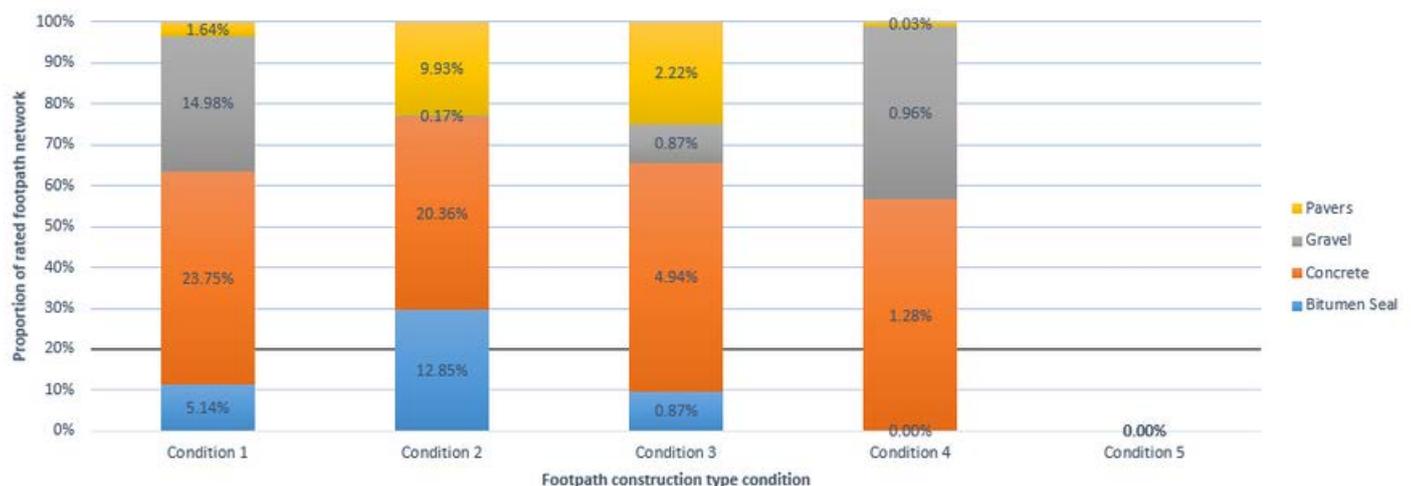
Footpaths (continued)

Council's footpath hierarchy is determined by the Road Management Plan, with the following classes of footpaths:

Name	Function	Code
Category 1	<p>These are the footpaths with the greatest amount of use and typically include:</p> <ul style="list-style-type: none"> • Main routes between key destinations • High use by general public and/or vulnerable users • Pathways in CBD/commercial precincts and in the vicinity of schools, tourist areas or attractions, hospitals, medical centre, aged care facilities and public transport terminals/stops • Primarily pathways that provide connections between key destinations • Typically wider paths suitable for more than one person with excellent separation or clearance from traffic lanes • Typically located on both sides of a street 	1
Category 2	<p>These are in high density residential areas and are less used:</p> <ul style="list-style-type: none"> • Medium use by general public and/or vulnerable users • Paths providing a networking function between other destinations and category 1 paths • If associated with arterial and link roads and located on both sides of a street • Pathways in courts, low density, fringe residential streets and industrial areas within minimal through traffic • Typically located on one side of a street only 	2

Council's Road Management Plan provides detail on the maintenance standards. The Footpath Hierarchy and the Infrastructure Design Manual (IDM) detail the construction standards and designs.

Figure 6: Footpath Condition Index

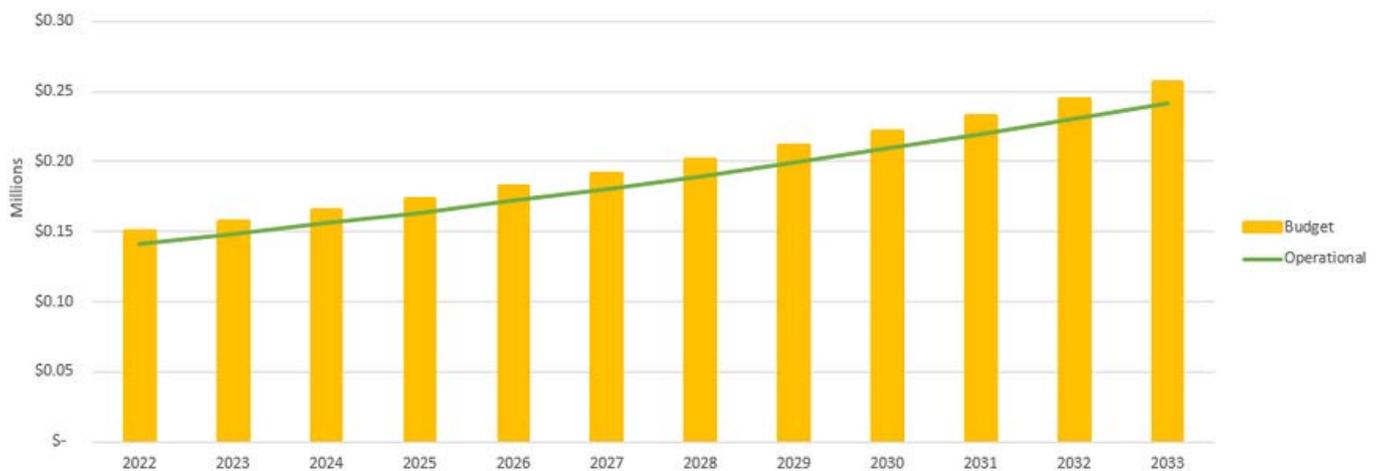


5 Assets and their management

Footpath Financial Summary and Impacts

Future operation and maintenance costs are forecast to trend in line with the value of the asset and are projected based on the current budget in Council's current financial plan. The increase in maintenance and operations requirements is indicative of the increased asset base resulting from the Council Plan where the footpath network will develop through construction and upgrade.

Figure 7: Future operations and maintenance costs for footpath asset



Bridges and Culverts

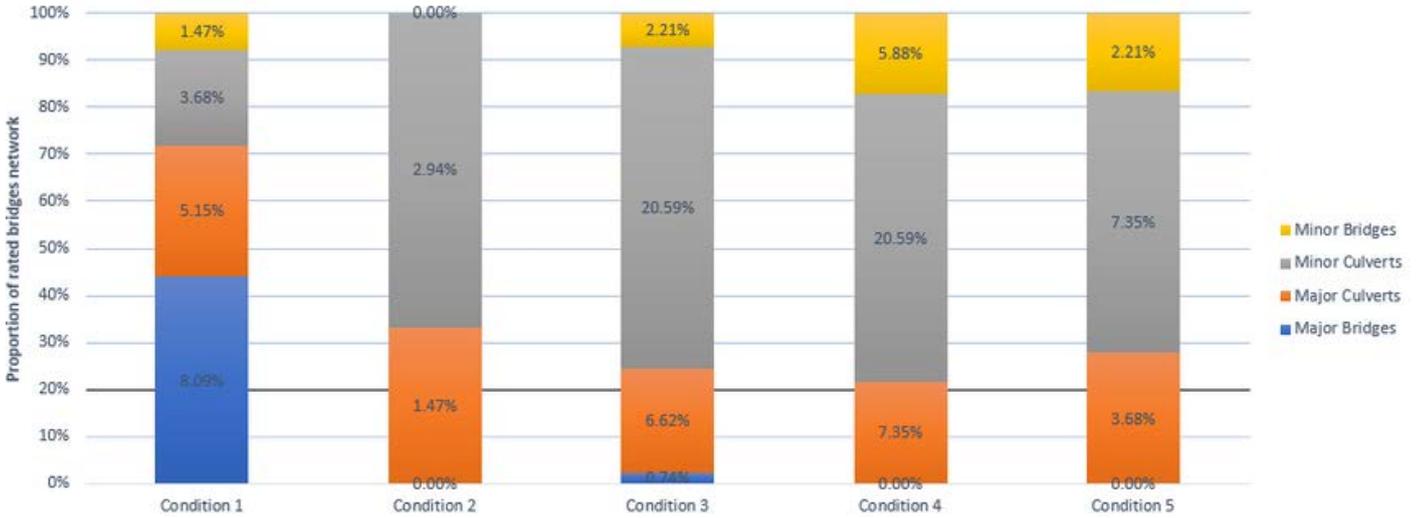
Within the road network there are major structures that cross waterways including bridges, major culverts (those greater than 3.5 square m catchment area), box culverts and footbridges or boardwalks. In some cases, bridges or culverts may not have the capacity to cater to larger, heavier trucks that are becoming more common across the Shire. This may lead to load limits on these structures until they can be upgraded.

The service levels for Bridges and Culverts follows the road hierarchy by way of location and treatment, including inspections, which is determined by the road management plan hierarchy with a minimum structural integrity inspection of bridges carried out by a suitably qualified engineer at least every five years.

As part of Council's ongoing asset maturity program, a Bridges and Culvert Asset Management Plan will be developed and provide detail on the maintenance standards and construction standards. This follows a commitment in the 2022//23 budget to undertake an assessment of bridges.

5 Assets and their Management

Figure 8: Bridge and Culvert Condition Index



Bridges and Culverts Demand and Capacity

Consideration of the demand and capacity of the bridges and culverts asset class assists in informing the impact of current and future funding priorities to achieve the necessary service levels for the community.

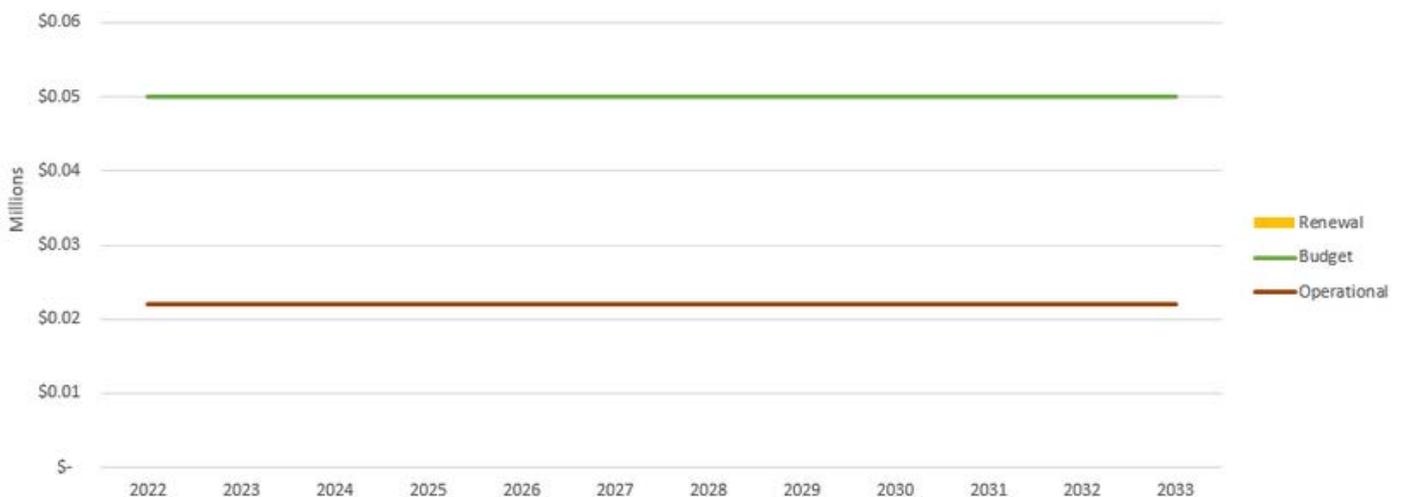
For Bridges and culverts the focus is on:

- Priority freight routes
- Resilience to major events such as rain events
- Increased use of wider farm machinery

Bridges and Culverts Financial summary and impacts

Modelling has been undertaken for the next 10-year period for the bridges and culvert asset class to estimate the financial demands on renewal funding. The modelling is based on the condition of the asset as determined by condition assessments undertaken and standard life expectancy of asset class. Council projected and current expenditure is \$22,000 on maintenance and \$50,000 on Capital projects a year.

Figure 9: Summary Lifestyle Cost For Bridges and Culverts and Budget



5 Assets and their management

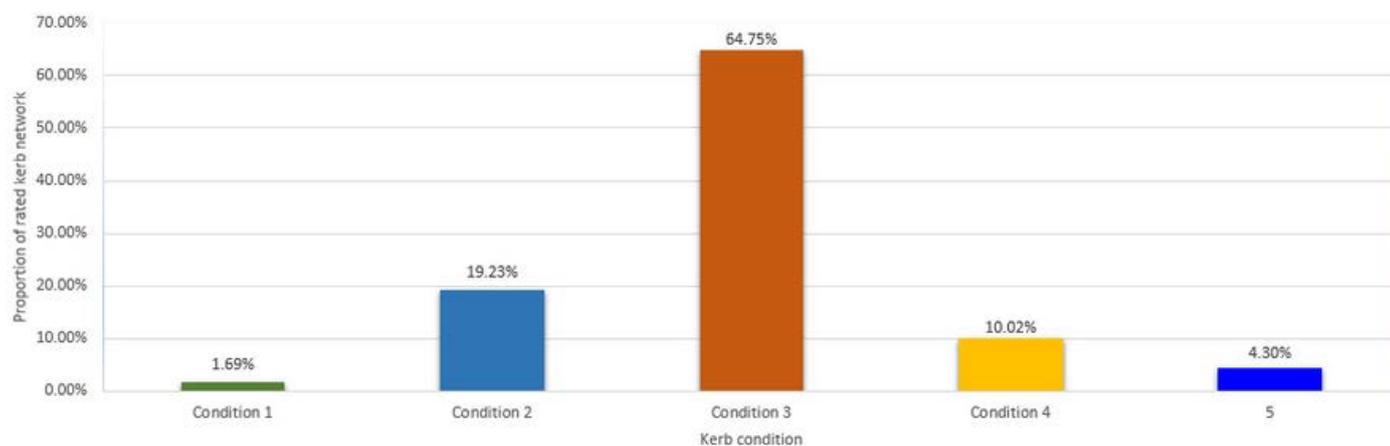
Kerb

Kerb and channel is a concrete structure typically located at the edge of a road designed to provide stormwater road drainage into stormwater drains, protect the edge of the road from erosion and also act as a barrier between the road pavement and the nature strip which aims to prevent vehicles from leaving the road carriageway.

Kerb and channel maintain through operations activities to retain the assets as near as practicable to an appropriate service condition. Renewal activities occur to restore an existing asset to its original or lesser required service potential. The upgrade of an asset requires when to increase the asset's design capacity with a high specification because of development.

The service levels for kerb and channel follows the road hierarchy by way of location and treatment, including inspections, is determined by the road management plan hierarchy with a minimum structural integrity inspection of bridges carried out by a suitably qualified engineer at least every three years.

Figure 10: Rated Kerb Network by Condition



Kerb Demand and Capacity

Consideration of the demand and capacity of the kerb asset class assists in informing the impact of current and future funding priorities to achieve the necessary service levels for the community.

For kerb the focus is on:

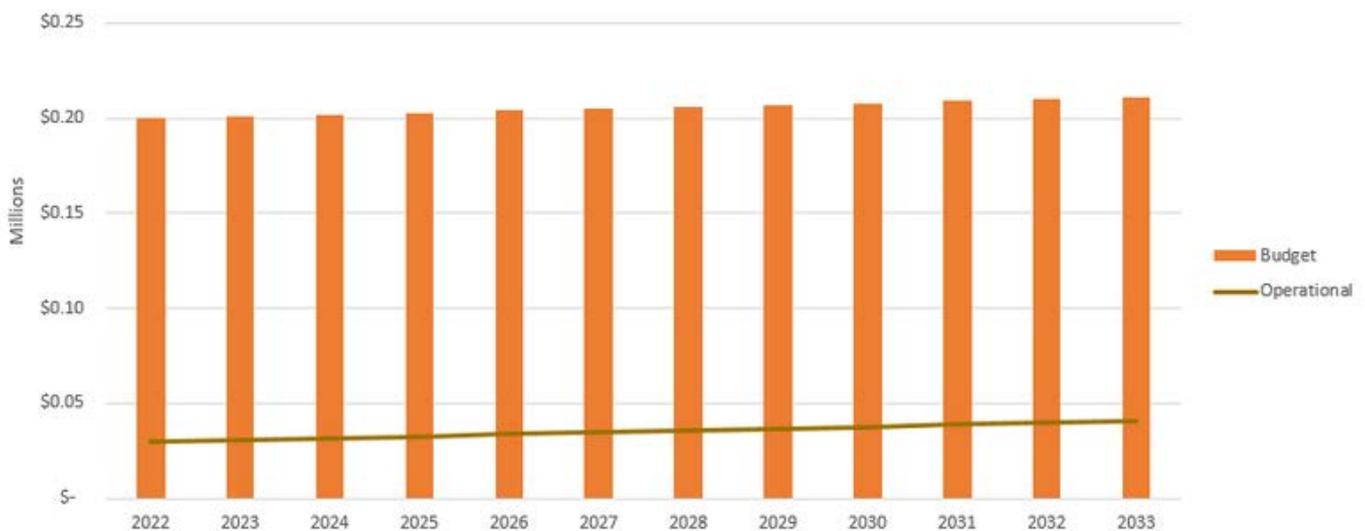
- Priority where to resolve a drainage issue in urban areas
- Kerb and channel provided in urban areas as requirements by parking
- As required by the new residential construction

5 Assets and their management

Kerb Financial summary and impacts

The future operations and maintenance graph show the predicted maintenance and operations expenditure based on the current budget in Council's current financial plan.

Figure 11: Future operations and maintenance costs for Kerb and Channel



5.2 BUILDING AND OTHER STRUCTURES

Council's Building and other asset class includes:

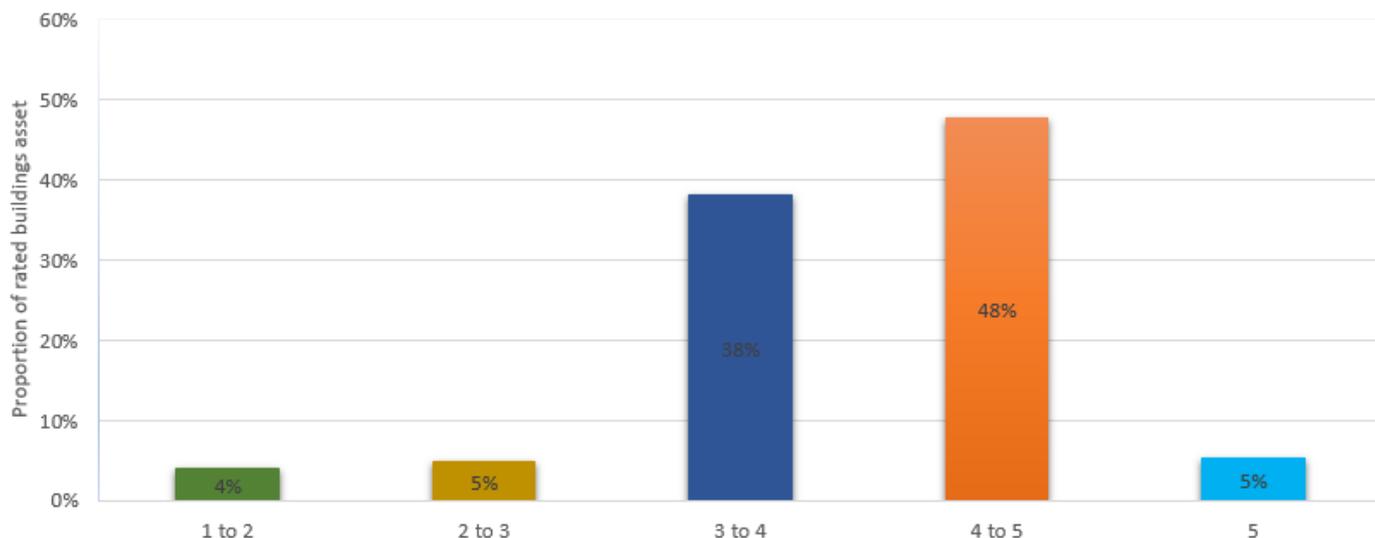
- Buildings
- Heritage buildings

Buildings range from halls, libraries, museum, kindergarten, clubrooms through to the Livestock Exchange. Buildings are maintained to be fit for purpose for their allocated service with regard to the specific needs of the service they deliver. This can mean very different maintenance needs and schedules with buildings such as Kindergartens having to meet a number of Early Years Quality Frameworks whilst a seasonal sporting clubroom may only have minimum standards of presentation. Buildings and other structures are constructed and maintained to an agreed service level.

As part of the ongoing commitment to improving Asset Management at Council, a specific Buildings and other structures asset management plan will be produced in the 2022/23 year.

5 Assets and their management

Figure 12: Buildings Condition Index



Buildings Demand and Capacity

Consideration of the demand and capacity of the Buildings asset class assists in informing the impact of current and future funding priorities to achieve the necessary service levels for the community.

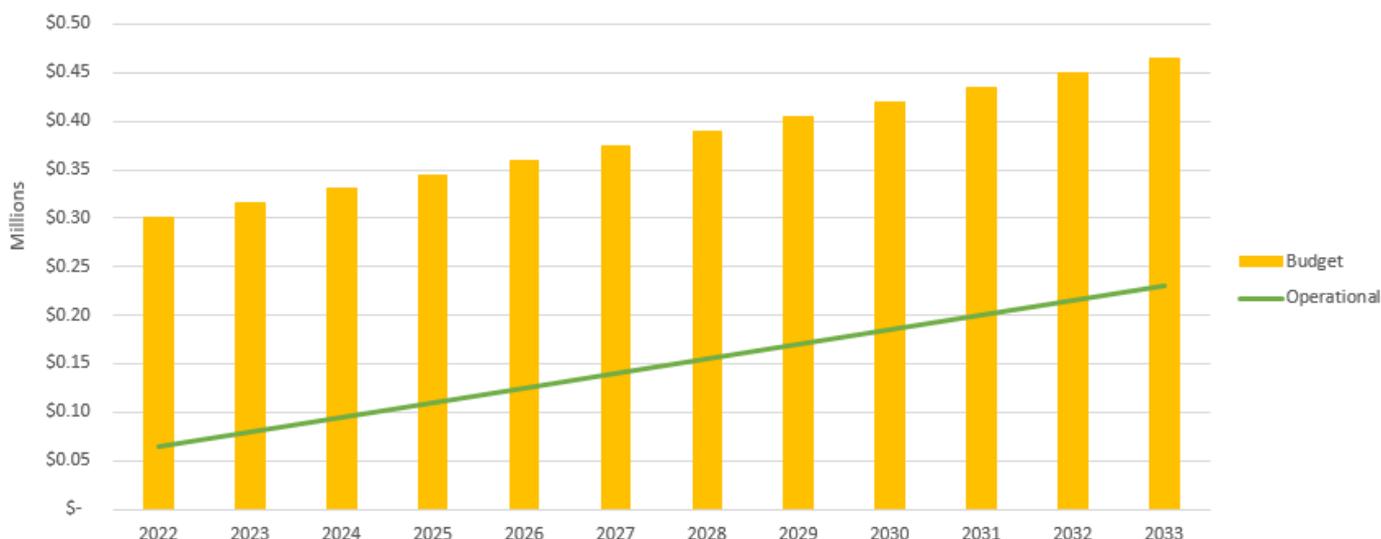
For Buildings the focus is on:

- Increasing utilisation, especially for single use facilities
- Rationalisation-Plans for redundant or decommissioned buildings
- Equity across the townships in relation to Buildings maintenance and renewal

Buildings Financial summary and impacts

The future operations and maintenance graph for buildings asset show the predicted maintenance and operations expenditure based on the current budget in Council’s current financial plan.

Figure 13: Projected Operations and Budget Expenditure



5 Assets and their management

5.3 OPEN SPACE

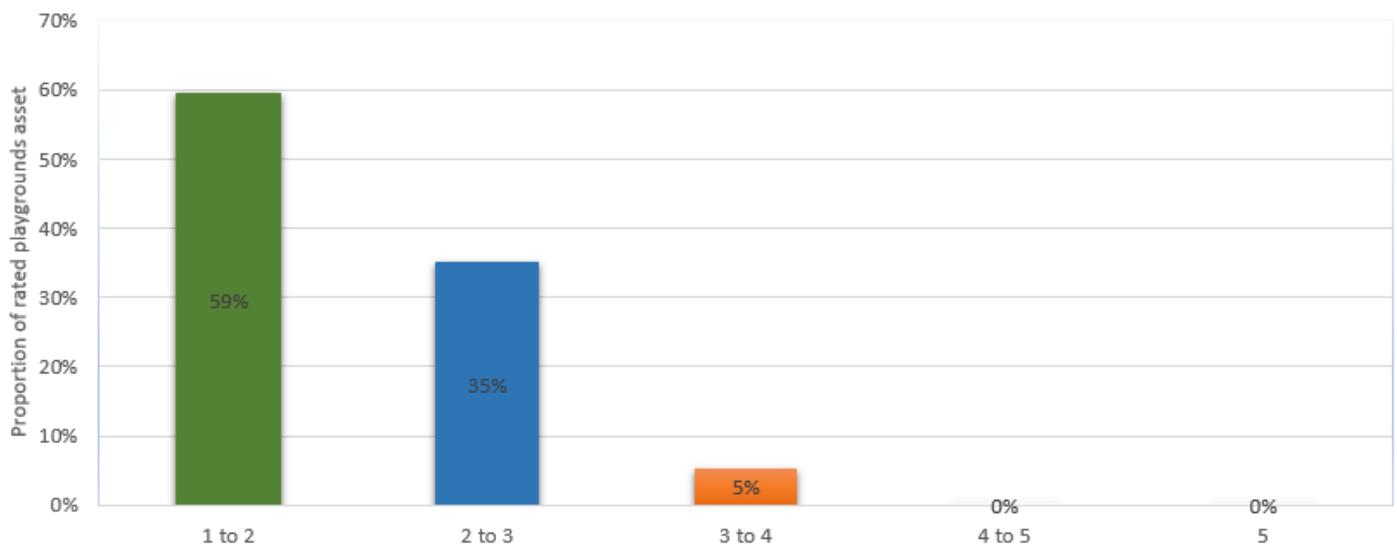
Council's Open Space Asset class includes:

- Playing courts (excluding buildings)
- Park and land
- Playgrounds
- Swimming Pools

The open space portfolio consists of BBQ, floodlights, irrigation, playgrounds, sign panels and post, and soft and hard surfacing. Except the playgrounds, the condition of other assets is not assessed but able to provide the expected service level due to regular monitoring of such assets either by renewal program, upgrading or routine maintenance.

As part of Councils ongoing asset maturity program, an Open Space Management Plan will be developed and provide detail on the maintenance standards and construction standards.

Figure 14: Playground Condition Index



Open Space Demand and Capacity

Consideration of the demand and capacity of the Open Space asset class assists in informing the impact of current and future funding priorities to achieve the necessary service levels for the community.

For Open Space the focus is on:

- Patronage usage
- Functionality for all age cohorts
- Active recreation opportunities
- Increased utilisation

Financial summary and impacts

For all open space categories, it is identified to conduct the condition assessment and modelling process to calculate the renewal expenditure.

5 Assets and their management

5.4 PLANT AND EQUIPMENT

Council's Plant and Equipment asset class includes:

- Heavy and Medium Machinery
- Light plant including mowers and tools
- Vehicles
- Information Communication Technology
- Library materials

The Shire does not currently have the condition assessment of plant and equipment assets including the renewal modeling. Council has a plant and equipment register in software AssetFinda which will record the condition and has purchased a maintenance software to manage and record all maintenance works. Details of systems will be identified during the development of the Asset Management Plan for this asset.

Plant and Equipment *Demand and Capacity*

Council's fundamental role is to provide services to its community and stakeholders. Plant and equipment assist in the delivery of many of services. Predicting future changes to service demand is an important element of the organisation's assessment practices.

For plant and equipment the focus is on:

- Changes to the current maintenance practices e.g. mowing frequency
- Changes in the policy that plant and equipment are renewed more or less frequently
- Other economic factors such as staff number changes, council financial sustainability, energy and costs availability

Information Communication Technology (ICT) systems and infrastructure are managed in an environment which ensure continued alignment with the business requirements of the organisation. The ICT Business Transformation Strategy identifies a series of strategic actions for delivering program:

- Asset Management and GIS,
- Community and Economic Development,
- Digital and Customer services, and
- Financial, Property and Regulatory (includes Planning and Building services).

5 Assets and their management

5.5 OTHER ASSETS

Council's Other asset class includes:

- Aerodromes
- Stormwater drainage
- Waste
- Bores, Hydrants, CFA tanks and street furniture

Stormwater Drainage

The urban stormwater drainage network includes underground pipes, open drains, pits and drainage structures such as retention basins.

Stormwater drainage in urban areas does not have an asset hierarchy, however, the asset size (pipe diameter) is determined by the required flow capacity based on the catchment area served and tends to increase downslope within each catchment.

Stormwater drainage is necessary to remove excess rainfall from properties, roads and open spaces. The sub-surface drainage network starts out with small pipes at the outer reaches of catchment areas, and as the system moves downslope, the pipes tend to increase into specific water basins.

In rural areas, roads require table drains to protect the road pavement from degradation due to waterlogging. The roadside drains are generally not intended to provide drainage for neighbouring paddocks.

Aerodromes

Council has three aerodromes; Warracknabeal and Hopetoun which cater to emergency services aircraft like fire fighting & air ambulance/Royal Flying doctors service, light recreational aircraft activity and other business activities like crop dusting/spraying. Patchewollock has a small gravel airstrip which is used on rare occasions.

The aerodrome's runway safety and condition details condition are is currently monitored by a qualified Council officer (CASA approved persons under CASA 139.320) Council has an independent external consultant survey the two registered aerodromes as per CASA regulations. Council's asset condition is assessed by an officer in the Assets department.

Waste

Council's waste assets include a number of bins, skip bins and associated cages for containment of waste products. Earthmoving equipment is classified under Plant assets and landfill or transfer station structures fall under Buildings and other structures.

5 Assets and their management

Other Assets Demand and Capacity

Consideration of the demand and capacity of the other assets class assists in informing the impact of current and future funding priorities to achieve the necessary service levels for the community.

For stormwater drainage, consideration of any new developments and impacts of frequency of flooding due to climate change influence decision making.

In relation to the Aerodromes consideration of safety including for fixed wing ambulance and firefighting aircraft and commercial use opportunities are made in determining funding priorities.

Other Assets Financial summary and impacts

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operations and maintenance costs are expected to decrease. Forecast renewal modelling is listed in the continuous development of this Strategic Asset Management Plan.

6 Where Do We Want To Be?

Council's Vision, Mission, Goals and Objectives

The Asset Management Strategy is prepared in accordance with Council's Vision and strategic objectives.

Council's vision is: ***A connected rural community who values its land and wellbeing***

Relevant Council goals and objectives that address Asset Management include:

Strategic Objective	Community Priority	Challenges	Actions
A vibrant and diversified economy	Improved maintenance of roads Ensure roadside vegetation is maintained to allow for safe machinery usage Safe and well maintained footpaths Improved gravel supply for road maintenance	Funding fluctuations Availability of Native vegetation regulations Minimal train freight	Implementing well informed long term asset management strategic Lobbying for increased State and Federal infrastructure funding Continuing to maintain a safe road network for agricultural traffic
A Healthy and Inclusive Community	Increased access to childcare Engaging youth in activities outside of sport Having modern recreational facilities	A large number of sport and recreation facilities are at the end of their useful life Insufficient infrastructure to support early years programs	Ensuring the appropriate buildings to accommodate early years learning Master planning for future sport and recreation facilities Providing opportunities for passive recreation such as accessible walking tracks
A Robust and Thriving Environment	Improve our waste recycling	High cost of geographically fragmented waste recovery	Developing a Waste Strategy that considers the built environment requirements
A Council that serves its community	Keep a range of community options available to customers Make sure consultation is accessible include outside business hours Value for rates paid Advocate for all the communities Maintain face to face customer service	Financial sustainability constraints Having the plant and materials to deliver the expected services	Improve the functionality and accessibility of customer service to our community both online and in person and ensure it remains contemporary Provide a range of communications aligned to our residents and stakeholders needs.

6 Where Do We Want To Be?

The Asset Management Strategy is developed to enable Council to demonstrate how its assets will meet the affordable service delivery needs of the community into the future, enable asset class plans to be achieved and ensure the integration of Councils asset management in to the Strategic Planning Framework of Council.

The Asset Management Vision is to ensure the long term financial sustainability of Council whilst balancing community expectations for services. Maintenance levels and appropriate investment over the life of the asset are how Council will achieve the balance.

There may be times when asset management conflicts with the community expectations such as user pays facilities or insufficient tree canopy trimming due to environmental constraints. At all times Council will strive to achieve a balance in what services can be delivered by strong asset management principles.

How Will We Get There?

As demonstrated in our NAMAFA results, Council is well placed on its strategic asset management pathway having achieved numerous outstanding audit items including improving the functionality and use of our Asset Management software systems.

Ensuring high level data around condition, financial modeling, useful life information, usage rates, intervention options and actively seeking external funding for assets will all add to our improving maturity in the asset management space.

7 How Will We Get There?

As part of our Asset Management Strategy and in order to continue to improve on our NAMAf results – the following roadmap sets out Council’s key priorities:

No	Improvement Plan Type	Asset Management Improvement Plan	Responsible Unit	Time frame
1	Business Process	Review the terms of reference of SPAMWG in terms of promoting asset management across council.	Asset Department	Year 1
2	Business Process	Review and redefine the factors that lead to criticality in all asset classes: footpaths, buildings, stormwater drainage and recreation facilities.	Asset Department	Year 2
3	Business Process	Develop new functional matrix that embraces level of service as per the internal audit.	Asset Department in consultation with other departments	Year 1
4	Business Process	Upon completion of each Asset Class Management Plan ensure the budget is updated to match requirements	Asset Department	Year 2
5	Data Management	Obtain condition data for stormwater drainage assets.	Asset Department	Year 1 to 3
6	Data Management	Document the data requirements that will facilitate assessment of future replacement costs. Assess the gap in current asset data.	Asset Department	Year 2
7	Data Management	Develop a program to collect missing data and condition. Utilise documented asset condition in conjunction with service requirements to predict current and future needs.	Asset Department	Year 1 to 3
8	Plans and Policies	Adopt Asset Management Plans for asset classes that do not yet have plans. Eg Plant & Equipment, Open Space and Other Assets.	Asset Department	Year 1 to 3
9	Plans and Policies	Revisit and amend as appropriate the definitions of assets in all AMP's such that the definitions are consistent with the adopted asset hierarchy.	Asset Department	Year 1 to 3
10	Plans and Policies	Improve the description of assets included in each AMP and include summary information that is consistent in each plan.	Asset Department	Year 1 to 3
11	Professional Development	Develop a training plan to build the skills of asset management across the organisation.	Asset Department in consultation with Organisational Performance	Year 1 to 3
12	Systems	Develop a process to ensure complete and accurate recording of all asset acquisition and disposal.	Asset Department	Year 1 to 3
13	Systems	Developed AssetFinda to create functionality to generate maintenance and renewal programs.	Asset Department	Year 1
14	Systems	Develop 'asset handover' process and as-constructed information to ensure accuracy of captured asset data in relation to what was constructed	Asset Department	Year 1

7 How Will We Get There?

Delivering this Strategy

The improvement plan is fundamental for the progression of asset management and its practices. Yarriambiack Shire Council has taken a long term vision for asset management by adopting an Asset Management Policy. This policy provides a clear direction and support for the Yarriambiack Shire Council to build its capabilities towards best industry practice asset management. Adopting this Strategic Asset Management Plan will reinforce the asset management policy, improving the value of asset management practices and the management of infrastructure assets.

Monitoring

The Strategic Asset Management Plan will be reviewed and updated on a four-yearly basis. The Improvement Plan will be monitored and reviewed annually including the progress of the improvement actions.

8 Appendix A

Assets That Are Not the Shire's Responsibility

Arterial Roads

The Code of Practice for Operational Responsibility for Public Roads, established under the Road Management Act 2004, provides practical guidance on how the operational responsibility for different parts of a road reserve is to be allocated between road authorities.

The Yarriambiack Shire Council's Road Management Plan has defined the responsible road authority for various arterial roads that runs through the municipality.

Rail Level Crossings

Any road pavement which extends 3.0 metres either side from the outside running rail of the track at level crossing is the responsible of relevant rail authority (VicTrack, V-Line and ARTC).

Roads Not Listed on the Council's Road Register

The Council accepts no responsibility for roads that are not registered on the Council's Road Register.

The statutory duty to inspect does not apply to a road which is not a Public Road. (Road Management Act, s. 40(4)(a).

A road becomes a Public Road when the Council decides that the road is reasonably required for general public use. This decision is made in accordance with the Council's Road Management Plan and Road Hierarchy.

Street Lighting

The maintenance and renewal of standard streetlights and poles in a road reserve is the responsibility of the electricity distributor. The Shire contributes to the operational costs of street lighting- Road Management Act 2004, Section 7A, clause 3(2)(b).

Stormwater Drainage Connections

Property stormwater drainage connections that are constructed from the property boundary to the point of discharge into kerb or drain. This is the responsibility of the property owner.

Assets Not Controlled by Council

Council is not responsible for the continuous maintenance and upgrade of assets that are constructed on land that is not controlled and/or owned by Council.

8 Appendix B

References

- Local Government Act 2020
- Yarriambiack Shire Council, Council Plan 2021 – 2025
- Yarriambiack Shire Council, Annual Reports 2021
- Yarriambiack Shire Council, Budgets 2021 – 2022
- Yarriambiack Shire Council, Budgets 2022 – 2023
- Yarriambiack Shire Council, Asset Management Policy
- Yarriambiack Shire Council, Road Management Plan
- Yarriambiack Shire Council, Asset Lifecycle Policy
- Road Management Act 2004
- Australian Accounting Standards
- IPWEA, Institute of Public Works Engineering Australia, www.ipwea.org