



OPEN SPACE

ASSET MANAGEMENT PLAN 2022-2032



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ACKNOWLEDGEMENT OF COUNTRY

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

Executive summary

The purpose of the Plan

The purpose of this Open Space Asset Management Plan (OSAMP) is to inform Moorabool Shire Council's (Council) commitment to best practice asset management and provide principles for sound open space asset investment decision making.

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

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

ASSET TYPE: Irrigation

2	\$360,455	\$26,797	\$333,657	\$18,023
QUANTITY (NUMBER)	REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION

ASSET TYPE: Lighting

149	\$2,850,000	\$388,900	\$2,461,100	\$68,424
QUANTITY (NUMBER)	REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION

ASSET TYPE: Park Infrastructure¹

136	\$11,204,273	\$2,200,965	\$9,003,308	\$494,134
QUANTITY (NUMBER)	REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION

ASSET TYPE: Play Equipment

169	\$2,255,093	\$880,436	\$1,374,657	\$127,319
QUANTITY (NUMBER)	REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION

ASSET TYPE: Gateway signs

10	\$383,930	\$88,304	\$295,626	\$9,319
QUANTITY (NUMBER)	REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION

TOTAL

464	\$17,053,751	\$3,585,402	\$13,468,348	\$717,219
QUANTITY (NUMBER)	REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION

TABLE 1 Assets Valuations as at 30th June 2021

¹ Includes assets such as tennis, netball and basketball courts, cricket wickets and practice nets, fencing and gates, sporting fields and BBQs.

FIGURE 1 State of Assets Snapshot as at FY2022

\$17.05M

ASSET VALUE

464

**ASSET COMPONENT
QUANTITIES**

\$459.2K

**BACKLOG
VALUE**

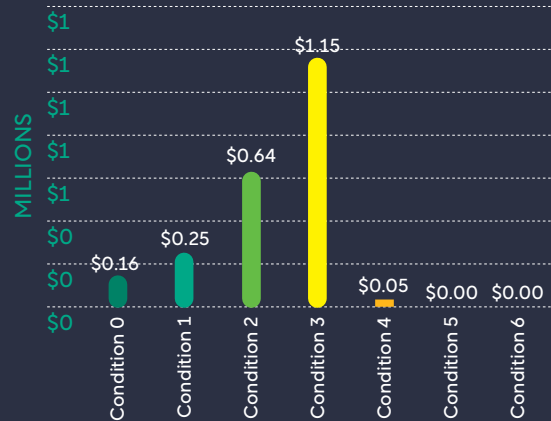
1.95 out of 6

**AVERAGE
CONDITION
(SERVICE STATE)**



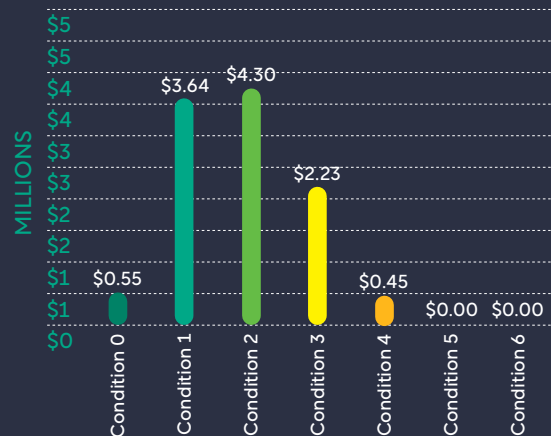
Condition 0 (11.2%)	Condition 4 (3.6%)
Condition 1 (15.4%)	Condition 5 (0.00%)
Condition 2 (31.4%)	Condition 6 (0.00%)
Condition 3 (38.5%)	

**Play Equipment Condition
Distribution by Replacement Value**



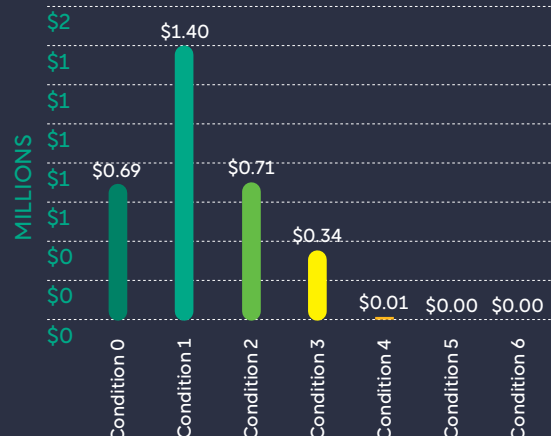
Condition 0 (12.1%)	Condition 4 (6.8%)
Condition 1 (22.7%)	Condition 5 (0.00%)
Condition 2 (31.8%)	Condition 6 (0.00%)
Condition 3 (26.5%)	

**Park Infrastructure Condition
Distribution by Replacement Value**



Condition 0 (20.1%)	Condition 4 (1.3%)
Condition 1 (38.3%)	Condition 5 (0.00%)
Condition 2 (326.2%)	Condition 6 (0.00%)
Condition 3 (14.1%)	

**Lighting Condition Distribution
by Replacement Value**



* Includes assets such as swings, slides and combination playground units.

* Includes assets such as playing courts, fencing and gates, sporting fields and BBQs.



Current State of Council's Assets

The value of assets covered by this OSAMP are estimated at \$17.05M, as of 30th June 2021, and summarised in Table 1 - Assets Valuations as at 30th June 2021.

Figure 1 - State of Assets Snapshot as at FY2022, provides a high-level overview of the current condition (service state) of all open space assets owned and maintained by Council, which have been strategically modelled².

The service state is a numerical score assigned to each major open space component (asset) to represent its current performance (i.e. where is the asset on its lifecycle path). Utilising predictive modeling software and techniques, we can then simulate each asset's degradation (the way it moves from one condition state to another throughout its lifecycle) to predict when assets will fail and require future treatment intervention.

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

Asset Funding Levels

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

Over the following 10 years, Council is committing over \$14.07M via its capital works

program to deliver new assets to cater for current and future population growth in areas such as Ballan, Merrimu and Hopetoun Park North. This expenditure will be funded via a combination of Council's general rate revenue, developer contributions and government grants.

In addition to and excluding the funding necessary to acquire/construct new infrastructure, the predicted lifecycle costs necessary to maintain current levels of service over the following 10 years, relative to Council's existing open space asset portfolio, have been determined as follows:

- Capital Renewal: \$9.65M; and
- Maintenance: \$3.40M or \$340K on average per annum.

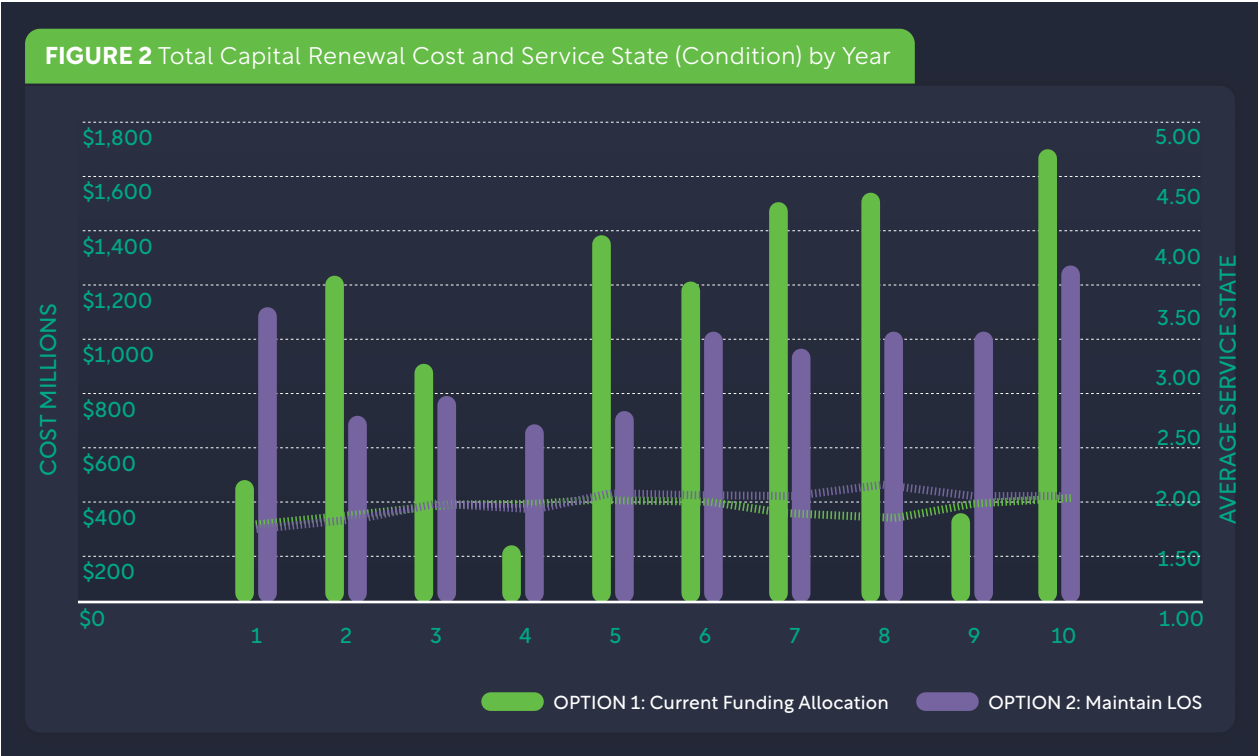
This is the recommended funding option, which is expected to be sufficient to enable the open space asset portfolio to achieve its current useful lives through capital and maintenance activities, thereby achieving the level of service targets.

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

Monitoring and Improvement Program

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

² Irrigation and Gateway Signs were not modelled at present due to their low replacement cost and accumulated depreciation values.



Strategic Predictive Renewal Modelling Scenario Comparisons			
FUNDING OPTIONS MODELLED	CURRENT LTFP*		
	\$14,871,448	\$4,216,770	1.95
	TOTAL 10-YEAR RENEWAL CAPITAL FUNDING	BACKLOG AT YEAR 10	AVERAGE CONDITION AT YEAR 10
	MAINTAIN CONDITION		
FUNDING OPTIONS MODELLED	\$9,655,000	\$5,665,451	1.98
	TOTAL 10-YEAR RENEWAL CAPITAL FUNDING	BACKLOG AT YEAR 10	AVERAGE CONDITION AT YEAR 10
	VARIANCE		
	-\$5,216,448	\$1,448,681	0.03
FUNDING OPTIONS MODELLED	TOTAL 10-YEAR RENEWAL CAPITAL FUNDING	BACKLOG AT YEAR 10	AVERAGE CONDITION AT YEAR 10

* Long Term Financial Plan

Asset Class Information

Background

Council's open space asset portfolio provides a vital service to the local community.

Open spaces and open space assets within Council are highly valued and recognised to provide opportunity for people to meet, gather and socialise. They also support healthy living and have been shown to have benefits in relation to positive mental health. Well planned open spaces enhance the liveability of residents and visitors, providing a range of activities and interest within the open space network for all.

These assets represent a significant investment by Council and are of vital importance to providing its residents and neighbouring communities with quality services. New and upgrade asset needs are identified through Council's integrated planning framework and various masterplans.

Council's main role in the provision of open spaces and open space assets is to provide suitable places for residents to meet for social, leisure, recreation, sports, cultural and educational activities. They are an essential component of lifestyle and recreation.

Open Space Assets Included in this AM Plan

Council's open space assets are found within Council's parks, streets and the general public realm. In all, this OSAMP covers area of approximately 214 hectares of open spaces within the municipality of Moorabool. In addition to these green open space assets, Council owns and maintains various types of physical infrastructure assets (open space assets) which provide a service / enjoyment to the community who frequent these locations. These have been classified by their asset subclass and set out in Table 2 – Quantity by Asset Subclass.

This OSAMP covers all open space assets which are owned or controlled by Council. A detailed list of all open space assets for which Council has included in this OSAMP are recorded in Council's Asset Register.

Asset Exclusions

The OSAMP excludes all assets owned and maintained by Department of Environment, Land, Water and Planning (DELWP) and assets located on private property such as school grounds.

ASSET SUBCLASS

QUANTITY

Lighting	149
Park Infrastructure	136
Play Equipment	169
Gateway Signs	10
TOTAL	464

TABLE 2 Quantity by Asset Subclass

Current State of the Assets

The distribution of Council open space asset portfolio by quantities is illustrated in Figure 3 – Distribution of Open Space Assets by Asset Types.

Current Replacement Costs

The total value of open space assets for which Council is responsible for is currently estimated at \$17.05 million dollars. The break-up of the asset subclass by replacement value is illustrated in Figure 4 – Open Space Assets by Asset Subclass Estimated Replacement Values³.

Table 3 – Open Space Asset Subclass Valuations, identifies the annual asset depreciation of Council’s building assets to be in the order of \$717 thousand per annum. The average annual depreciation (asset consumption) is considered a measure of the wearing out or other loss of value of the asset that arises from its use, passing of time or obsolescence environmental changes.

It should be acknowledged that depreciation is not an ideal measure and is seldom recommended now in modern practice with the focus more on

sustainability-based analysis of asset service level (long term financial plans based on strategic lifecycle modelling and planning).

FIGURE 4

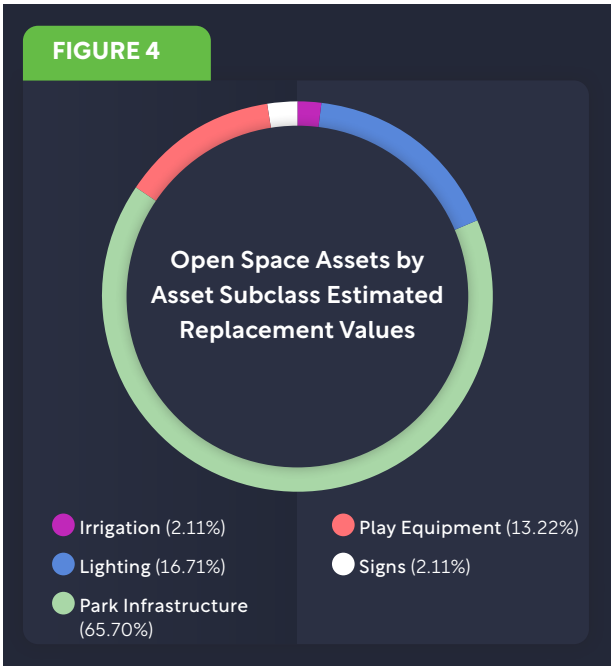
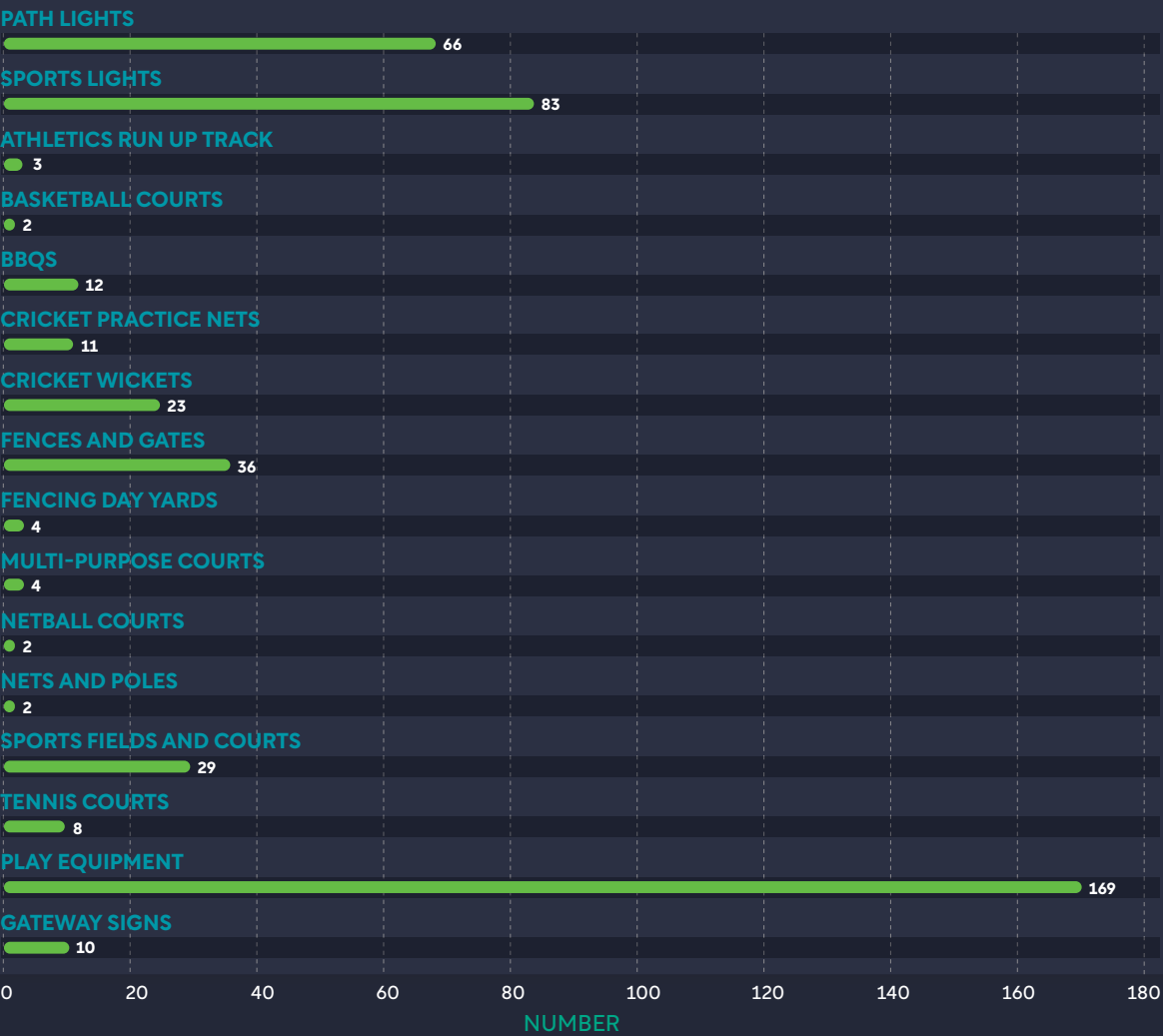


FIGURE 3 Distribution of Open Space Assets by Asset Types



³ Financial valuations exclude land, trees and garden beds.

ASSET TYPE	REPLACEMENT COST	ACCUMULATED DEPRECIATION	FAIR VALUE	ANNUAL DEPRECIATION
Irrigation	\$360,455	\$26,797	\$333,657	\$18,023
Lighting	\$2,850,000	\$388,900	\$2,461,100	\$68,424
Park Infrastructure	\$11,204,273	\$2,200,965	\$9,003,308	\$494,134
Play Equipment	\$2,255,093	\$880,436	\$1,374,657	\$127,319
Gateway Signs	\$383,930	\$88,304	\$295,626	\$9,319
TOTAL	\$17,053,751	\$3,585,402	\$13,468,348	\$717,219

TABLE 3 Open Space Asset Subclass Valuations⁴

⁴ Valuations as reported in Council's Asset Register as at 30 June 2021.

Open Space Assets Information Management

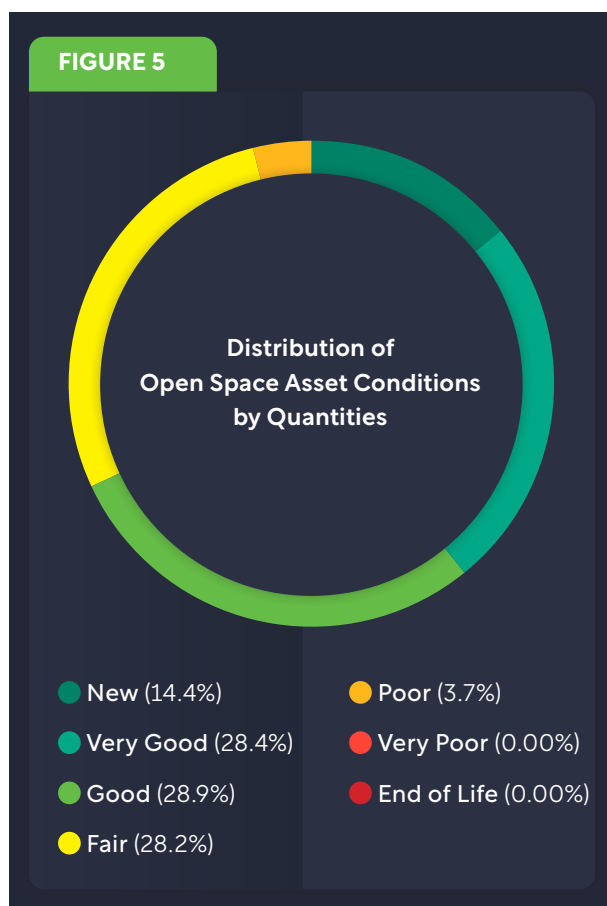
All information pertaining to location, type, dimensions, materials, known constructed dates and condition of these assets are recorded and stored in Council's Asset Register – Assetic Cloud®. At the time of preparing this OSAMP, it is estimated that Council's Asset Register is 85% up to date.

Current Asset Performance

Based on condition audits and inspections carried out by specialised consultants in 2021, Council's open space assets are estimated to be in average condition as shown in Figure 5 – Distribution of Open Space Asset Conditions by Quantities, with 28.2% (131 assets) in fair or better condition. There are also some 3.7% of assets (17 assets) in poor condition⁵. The average network portfolio condition is 1.98 out of 6 with condition 0 representing an asset in brand new condition and condition representing an asset that has failed or exceeded its design life.

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

FIGURE 5



⁴ Valuations as reported in Council's Asset Register as at 30 June 2021.

⁵ Condition is also referred to as Overall Service Index or Service State (the total condition) for each asset.

Condition Assessment

Council has documented a detailed open space condition assessment manual that has been used to assess the condition of playing courts and fields, play equipment and open space structures.

Typically, network wide condition assessments are undertaken on a three to four year cycle (coinciding with the financial revaluations) and used to identify where assets are within their defined useful lives at any given point in time.

Council's draft Open Space Business Process Manual (BPM), provides further information on the methodology for rating and assessing the condition/performance of these assets.

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

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

TABLE 4 Asset Condition Rating Guidelines

Lifecycle Management

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

Operations and Maintenance Plan

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

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

For the Levels of Service delivered on a day-to-day nature (i.e. responding to customer requests for maintenance faults and responding to localized asset failures), these intervention levels have been documented in Council's Open Space Management Plan 2017–21.

Renewal/Replacement Plan

Activities such as renewal, rehabilitation, reconstruction, and replacement will return the degraded service of the asset back to its original condition. The extent of service improvement depends on the nature and type of treatment.

Renewal and replacement strategies are based on the most current asset condition inspections available to the Council at the time of developing the forward works programs. The rule bases which reflect the policy decisions that Council will employ to determine when they will select assets for inclusion on their capital works program are documented in the draft OSAMP.

The built nature of new open spaces and open space assets will always be provided in accordance with relevant Australian Standards and industry guidelines / best practice, including Moorabool Shire Council's Urban Design Guidelines and the Infrastructure Design Manual.

Upgrade/Expansion Plan

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

Creation/Acquisition Plan

New works create new assets. Candidates for new open space assets, are typically identified from Precinct Structure Plans (PSPs), masterplans and demand needs identified through Council's Community Infrastructure Framework, that identifies future priority community needs. Council can acquire existing assets or new assets from developers or new assets via capital projects to meet community needs.

Presently, there are plans to construct some \$14.07M new open space assets and these have been documented in Council's 10 Year Capital Works Program.

Disposal Plan

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

Leadership and Accountability

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

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

“

Embracing our natural
environment and lifestyle options
to create an inspiring place for
everyone to live, work and play

”



Levels of Service

Customer Research and Expectation

The most recent customer satisfaction survey⁶, which was conducted in 2021, asks the opinions of local people about the place they live, work and play and offers councils a long-term measure of how they are performing.

Figure 6 - Moorabool Community Survey Satisfaction Overall performance illustrates the satisfaction with Council's overall performance between 2017 to 2021 and provides comparison performance with the State-wide average and large municipal Victorian like municipalities.

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

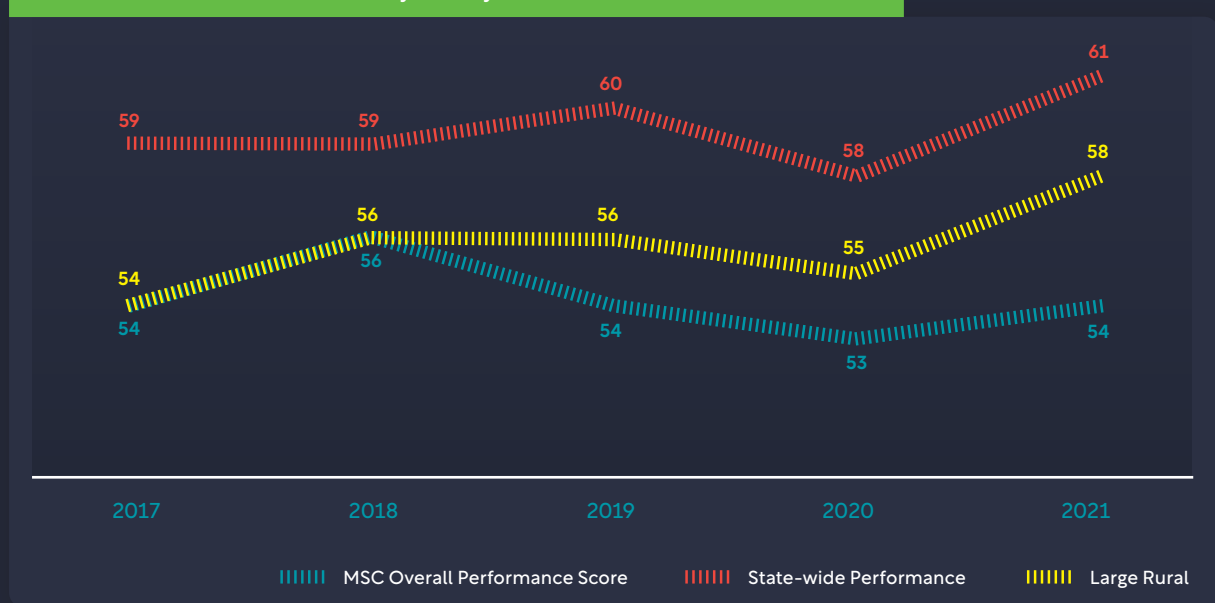
The survey results identify that Appearance of

Public Areas is the second highest rated service area in terms of performance with index score of 66 – the highest since 2013. Although there has been a decline in Recreational Facilities in 2021 (index score of 57) compared to 2020 (index score of 58), the net differential (importance vs performance) is relatively higher than the previous years. The Appearance of Public Areas and Recreational Facilities performances are illustrated in Figure 7 - Overall Performance for Appearance of Public Areas & Figure 8 - Overall Performance for Recreational Facilities, respectively.

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

Future surveys should include specific questions to the community regarding open space assets, to identify and measure performance in delivering this service to the community.

FIGURE 6 Moorabool Community Survey Satisfaction Overall Performance



⁶ 2021 Local Government Community Satisfaction Survey – Conducted by JWS Research

FIGURE 7 Overall Performance for Appearance of Public Areas

2021



2020



2019



2018



2017



■ Can't say
 ■ Very Poor
 ■ Poor
 ■ Average
 ■ Good
 ■ Very Good
 ■ Overall Performance (Index Score)

FIGURE 8 Overall Performance for Recreational Facilities

2021



2020



2019



2018



2017



■ Can't say
 ■ Very Poor
 ■ Poor
 ■ Average
 ■ Good
 ■ Very Good
 ■ Overall Performance (Index Score)

Strategic and Corporate Goals Alignment

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

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

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STRATEGIC OBJECTIVE	OUTCOME	HOW GOAL AND OBJECTIVES ARE ADDRESSED IN OSAMP
Providing good governance and leadership	Delivering services to communities by maintaining assets and infrastructure that is fit for purpose.	Provision of 10-year capital improvement programs in order to reduce asset renewal gap and to ensure that assets are fit for the purpose they were intended for.
Minimising environmental impact	Increasing health and wellbeing, improving amenity and creating great places to live.	Provision of design for capital works, built assets management, civil and landscape infrastructure planning.
Improving social outcomes	Improving health and wellbeing, increasing community connectedness and capacity.	<p>Provision of design for capital works, built assets management, civil and landscape infrastructure planning.</p> <p>Provision of facilities that are accessible, safe and well maintained.</p> <p>Ensure facilities are designed and built to accommodate growth, diverse needs and future flexibility.</p> <p>Provision of spaces and places for the community to meet, reflect and ‘just be’.</p>

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



Key Stakeholders

Assets controlled by Council are utilised by a broad cross-section of the community. It is critical that assets are maintained and renewed based on need and fit for purpose. Asset users are key stakeholders of this OSAMP.

Table 6 - Key Stakeholders identifies stakeholders where consultation is necessary when Council seeks input in relation to the determination of Levels of Service and intervention levels.

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

TABLE 6 – Key Stakeholders

Legislative Requirements

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

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LEGISLATION	REQUIREMENT
Local Government Act 2020	Sets out role, purpose, responsibilities and powers of local governments including the requirement to develop, adopt and keep in force an Asset Plan. The scope of the Asset Plan is a period of at least the next 10 financial years and must include information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council.
Public Health Act and Well Being Act 2008	The purpose of this Act is to enact a new legislative scheme which promotes and protects public health and wellbeing in Victoria.
Heritage Act 1995	Provides for the protection and conservation of places and objects of cultural heritage significance and the registration of such places and objects.
Planning and Environment Act 1987	The purpose of this Act is to establish a framework for planning the use, development and protection of land in Victoria in the present and long-term interests of all Victorians.
Council Planning Scheme	Planning matters as they relate to the allocation of public spaces.
Crown Land (Reserves) Act 1978	Provides for the reservation of Crown Lands for certain purposes including the management of such reserves and their purposes.
Occupational Health and Safety Act (Vic) 2004 and Occupational Health and Safety Regulations 2007	Governs the key principles, rights and duties in relation to occupational health and safety.
Environment Protection Act 1970	The purpose of this Act is to create a legislative framework for the protection of the environment in Victoria having regard to the principles of environmental protection.
Subdivision Act 1988	Sets out the procedure for subdivision and consolidation of land including open space and describes the requirement of developer contribution of open space where it is not included within the Planning Scheme.
National Parks And Wildlife Act 1974	The purpose of this Act is to create a legislative framework for the conservation of nature, including, but not limited to, the conservation of habitat, biological diversity, landscapes and natural features of significance including wilderness and wild rivers and the conservation of objects, places or features.
Disability Act (Vic) 2006	The Disability Act establishes a framework for providing support and services to people with disabilities throughout Victoria.
Wrongs Act 1958	Applies to common law claims for damages for personal injury in public places and medical negligence. The Act excludes workplace or transport accidents.

TABLE 7 Legislation Relevant to Management of Open Space Assets

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

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

TABLE 8 Regulations and Standards Relevant to Management of Open Space Assets

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

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POLICY

REQUIREMENT

Asset Valuation and Revaluation Policy 2018 (currently under review and expected update by 30 June 2022)

Provides direction for the development of Guidelines for the financial valuation of assets, under the control of Council, including the initial recognition, valuation and subsequent revaluation together with the frequency of revaluation of those assets. The Policy's associated guidelines are to assist Council's commitment to sustainable long-term financial planning.

Asset Management Policy 2021

The Policy acknowledges Council's commitment to asset management and provides a consistent asset management approach with clear principles and guidelines in order to manage Council's assets for the current and future community. It establishes a framework to ensure a structured, coordinated, cost effective and financially sustainable approach to asset management across the organisation.

Risk Management Policy 2019

Sets the overall framework for ongoing and systematic identification, assessment and management of risk within the framework of ISO 31000-2018, Risk Management - Guidelines.

Asset Capitalisation Policy 2018 (currently under review and expected update by 30 June 2022)

Provides consistent guidelines, in accord with relevant Accounting Standards and State Government Policy, regarding which Council assets are to be capitalised (as opposed to expensed).

Moorabool Community Infrastructure Framework

The Community Infrastructure Framework sets out how Council will plan and deliver community facilities and community services. The main purpose of the Framework is to identify the municipalities needs for facilities and services, now and into the future, taking into account population changes and community needs.

Moorabool Open Space Strategy

This strategy (currently being developed) will provide clear directions about improving open space planning and management and priorities for development across the Shire, especially new residential developments.

TABLE 9 Documents Relevant to Management of Open Space Assets



Level of Service

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

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

Customer Levels of Service

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

KEY PERFORMANCE MEASURE	LEVEL OF SERVICE	PERFORMANCE MEASURE	2021 PERFORMANCE
COMMUNITY LEVELS OF SERVICE			
Availability and Accessibility	Open Spaces and associated assets are available and easily accessible to users.	95% Compliance. In the instance where an Open Space (e.g. park or sportsground) is closed to users for reasons such as maintenance, upgrading, renewal or a Council related public event or non-Council events, then appropriate notification shall be given to relevant users in accordance with Council's public information policy.	Nil unplanned closures.
Customer Satisfaction	Open Spaces and associated assets meet community needs	>60% customer survey satisfaction	66 - Appearance of Public Areas 57 - Recreational Facilities
Environment	A commitment to continually improve environmental efficiencies, and promote sustainability	Reduction in water consumption by using grey water / harvested water where possible.	Not currently measured.
Quality	Well maintained and suitable passive and active open space infrastructure assets.	<300 requests / complaints per annum for tree maintenance <300 requests / complaints per annum for mowing and gardening <100 requests / complaints for park infrastructure maintenance / renewals <100 requests / complaints for play equipment maintenance and/or repair	Data to be collected. 208 requests 55 requests 19 requests
Responsiveness	Response time to customer requests	> 70% of all requests adequately responded to within target	Data to be collected.
Safety	Provide safe and accessible public open space assets. Open space assets are routinely inspected for hazards and risk	No. of reportable incidents due to asset defects per year <= 2	Data to be collected.

TABLE 10 Customer Levels of Service

Technical Levels of Service

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

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

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KEY PERFORMANCE MEASURE	LEVEL OF SERVICE	PERFORMANCE MEASURE	2021 PERFORMANCE
TECHNICAL LEVELS OF SERVICE			
Condition	Condition assessment of open space asset network every 3 years	Average portfolio condition of open space assets/ components to be less than condition 3.	1.95
	Open space assets maintained at an acceptable level	Less than 5% of the total asset portfolio replacement value to be in condition 5 or worse.	<1%

TABLE 11 Technical Levels of Service



Future Demand

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

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

Demand Drivers

Drivers affecting open spaces and open space assets demand include factors such as population change, changes in demographics, size of residential developments, technological changes and environmental changes. Open space assets within the municipality must serve both the local resident population needs as well as the commuter and visitor needs.

Demand Forecasts

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

The emerging needs of the population growth suggests that demand for key recreation activities will need to cater for additional new and upgraded open spaces assets over the following 10 years.

Changes in Technology

Council is continuously monitoring new asset treatments that may be available to increase the life of its assets.

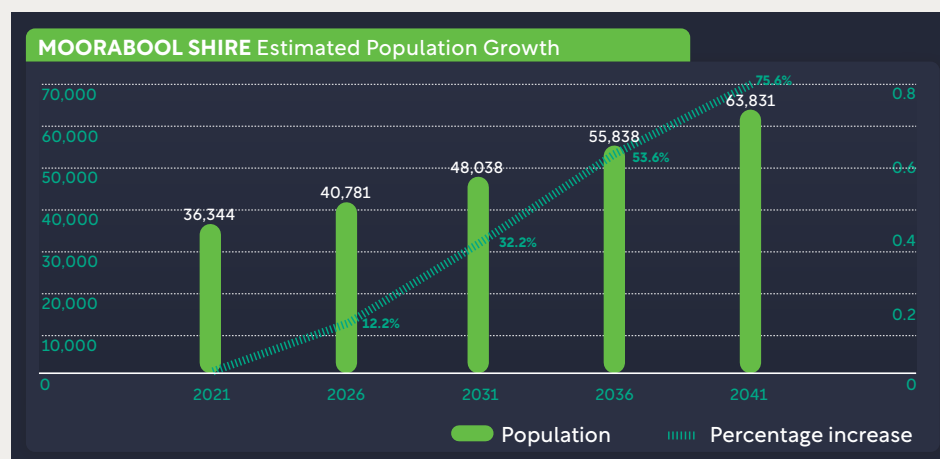
DEMAND FACTOR

Population Growth

PRESENT POSITION

Present population growth in Moorabool is forecast to increase by 75.6% between 2021 and 2041.

PROJECTION



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

TABLE 12 Demand Factors, Projections and Impact on Services

New Assets from Growth

Currently Moorabool Shire has a population of around 36,000 which is set to grow to around 64,000 by 2041. Several growth and strategic areas are currently going through the re-zoning applications due to population and demand growth. Table 14 – New Assets From Growth, summarises projected growth in Moorabool which will result in an increase in residents and subsequently will require new open space assets to accommodate this population growth.

Council is currently proposing to commit over \$14.07M via its capital works program to deliver new open space infrastructure assets to cater for population growth such as the Bacchus Marsh Racecourse and Recreation Reserve sports ground project. This expenditure will be funded via a combination of Council's general rate revenue, developer contributions and government grants. As additional information becomes available with regards to new growth and development areas, Council will continue to identify the community infrastructure needs via PSP's and masterplans and these will be included in future revisions of this OSAMP.

With the commitment of new open space asset growth, Table 13 – Financial Impacts from Growth, identifies the predicted impacts to replacement values, annual depreciation and maintenance.

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



	CURRENT	PREDICTED	IMPACT BY 2032
Replacement Value	\$17.05M	\$34.12M	+100.1%
Annual Depreciation	\$717.2K	\$1.4M	+95.2%
Maintenance	\$256.4K	\$682.4K	+166%
Renewal	Impact to renewal is beyond life of this OSAMP and will be reviewed in future OSAMP updates.		

TABLE 13 Financial Impacts from Growth

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

TABLE 14 New Assets From Growth

Demand Management Plan

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

Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures. Opportunities identified to date for demand management are shown in Table 15 - Demand Management Plan Summary.

SERVICE ACTIVITY	DEMAND MANAGEMENT PLAN
Planning scheme controls	Council is responsible for the local planning system. Council's Planning Scheme identifies the long-term direction for land use and development within the municipality. It provides the rationale for zones and overlays that automatically trigger development constraints in environmentally significant areas. It also provides for open space contributions when land development projects are undertaken.
Requirements in Sub-divisions	<p>The Victorian Sub-division Act 1988, states that a Council may require the developer of a residential, commercial or industrial subdivision to provide an open space contribution of up to 5% of the area of the subdivision, or 5% of the site value, or as provided in the Planning Scheme. Additional open space and improvements can be secured via Section 173 Agreements under the Planning and Environment Act, or according to a Development Contributions Plan prepared under the Planning and Environment (Development Contributions) Act 1995.</p> <p>The Victorian Code for Residential Development - Subdivision and Single Dwellings provides that for new residential subdivisions (excluding medium-density), each lot should be within 500 m safe walking distance of public open space.</p>
Moorabool Open Space Strategy	The Moorabool Open Space Strategy (currently being developed) will provide a consistent open space planning policy and decision-making framework and document the standards for provision and identify gaps of open spaces.
Support sporting clubs	Sporting clubs can be supported to more effectively use sporting grounds to which they have access. There are opportunities for Council to continue to assist with timetabling of training sessions and matches between, and within, clubs to maximise the usage of all facilities while minimising the damage that can occur due to overuse.
Partnerships	Council continues to seek opportunities to share open space facilities with private landowners and other levels of government to maximise the number of sporting ovals, and other facilities available for public use.
Community awareness	<p>There are a number of ways Council can inform the community of passive and active open space availability within the municipality. These include:</p> <ul style="list-style-type: none"> Improved signage to support walking and cycling through the network of open space sites; Construction of missing pathways that link parks and other public spaces so that people can more easily move through the municipality; Inclusion of information brochures with other correspondence provided to the community, such as rates notices, or the website.
Passive surveillance	It is generally accepted that community perceptions regarding the safety of a park have an impact on people's desire to visit. It is therefore important that Council seek to improve perceptions of the safety of open space sites. Opportunities for maximising passive surveillance should be actioned wherever possible. Clear lines of sight from roadways and adjoining properties can be maximised by removing visual obstructions such as solid fences or thick vegetation.

TABLE 15 Demand Management Plan Summary

Risk Management Planning

Asset Criticality / Hierarchy

In order to manage Council's open space assets more effectively, they have been categorised based on the level of importance and criticality. The methodology and an explanation of the indications are set out in Council's Open Space Management Plan 2017–21.

The hierarchy adopted by Council takes into account the varying risk and service levels associated with the open space asset portfolio and is summarised in Table 16 - Asset Criticality / Hierarchy for Open Space Assets.

Risk Management Plan

Council's Risk Management Policy sets the overall framework for addressing risk within the framework of ISO31000-2018. The Policy outlines Council's commitment to manage its resources and responsibilities in a manner

which is intended to minimise harm or loss. The elements of this framework are illustrated in Figure 9 – Risk Management Process, Source: ISO31000:2018.

Risks Assessment

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

Risk Plan

An assessment of risks associated with service delivery from open space assets has identified critical risks to Council. The asset risk and risk treatment plan will be documented in future revisions of Council's Open Space Management Plan.

CRITICALITY / HIERARCHY

DESCRIPTION

Primary

Open space areas that contain features that will be of significance as an attractor beyond the boundaries of the Shire. Primary open space areas will attract a large level of visitation from outside the Shire (in most cases a significant portion of the visitation will be from outside the Shire) and will have a quality landscape and amenities.

Township

Open space areas that are located close to the town centre and are well service by roads and pathways. These areas typically contain seating, identification signage, access to drinking water, public toilets and lighting. Civic centres are included in this category and are a prominent land area within the community and typically contain at public / government building.

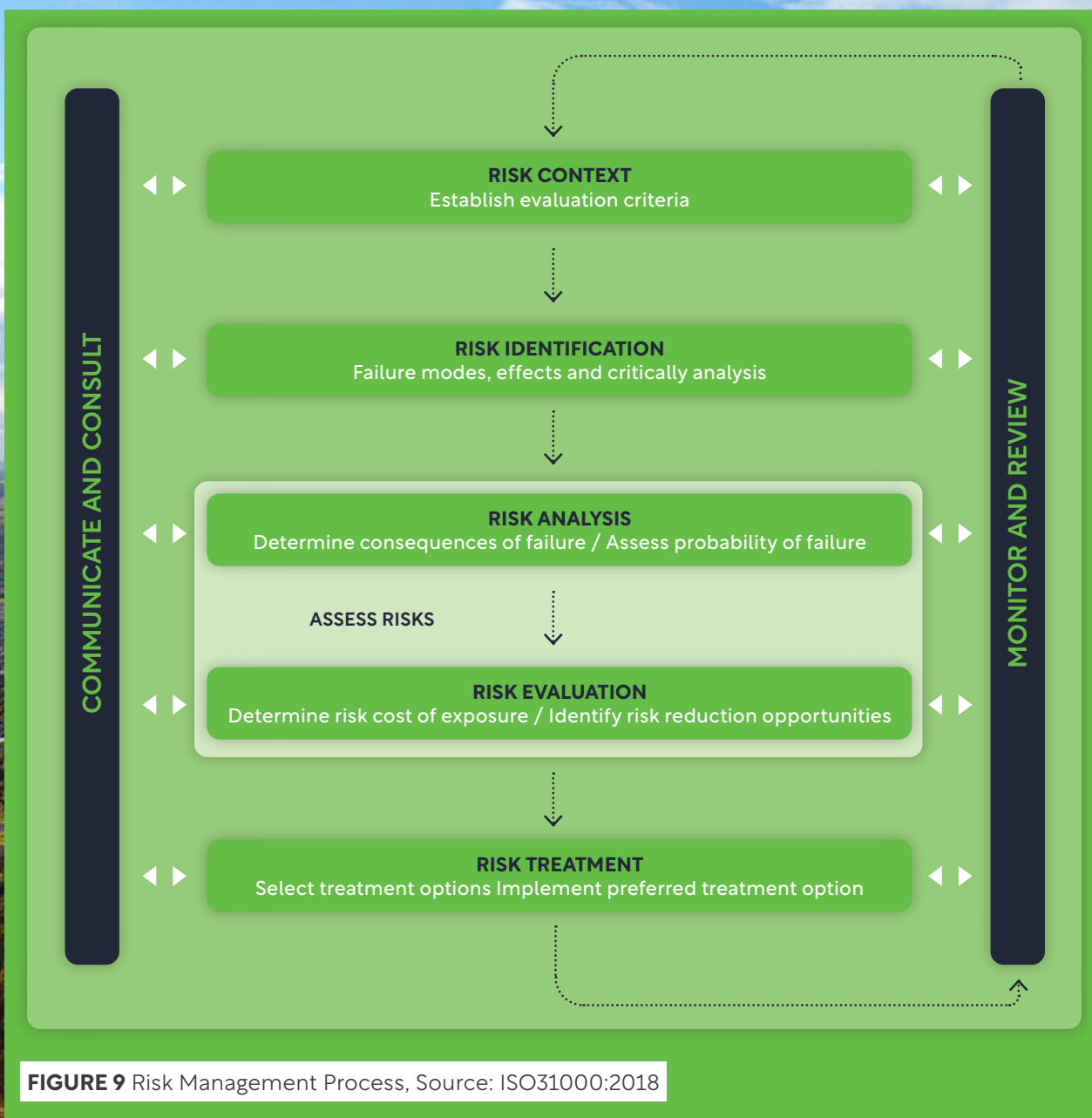
Local

Open space areas that are generally of greatest significance to residents within the surrounding area rather than to visitors. Features and assets will vary and be of good to high quality.

Minor

Open space areas that primarily focus on the needs of the local area and where primary use is more local. Features and assets will be maintained, but not developed to a high standard.

TABLE 16 Asset Criticality / Hierarchy for Open Space Assets



Financial Summary

The provision of adequate financial resources ensures that Council's open space asset portfolio is appropriately managed and preserved.

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

Forecasted Funding Requirements

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

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

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

Funding Scenarios

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

The condition graphs in Figure 10 - Total Capital Cost and Service State (Condition) by Year, illustrates the predicted results of the open space asset portfolio modelling analysis for each of the different funding options. These funding options are described in Table 17 - Predictive Modelling Funding Options.

The current average condition as at 2022 for the entire open space asset portfolio is an average condition 1.95 out of 6. Refer to Table 4 - Asset Condition Rating Guidelines for condition descriptions.

The net strategy comparison outcomes of the financial options that have been modelled are detailed in Table 18 - Predictive Modelling Funding Options - Net Strategy Comparison.




**FINANCIAL
OPTION**
DESCRIPTION
Option 1

This funding option models how the current open space asset portfolio condition would improve or deteriorate and resulting maintenance funding needs, if Council were to fund the current proposed capital works financial allocation over the following 10 years.

Option 2

This funding option identifies and models the current open space asset portfolio at the necessary funding levels each year in order to maintain current levels of service at the end of 10 years.

TABLE 17 Predictive Renewal Modelling Funding Options

FINANCIAL OPTION
**TREATMENT
COST**
**BACKLOG
VALUE**
**FINAL
OSI**
Option 1

\$14,871,448

\$4,216,770

1.95

Option 2

\$9,655,000

\$5,665,451

1.98

TABLE 18 Predictive Renewal Modelling Funding Options - Comparison

Forecast 10-Year Funding Plan

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

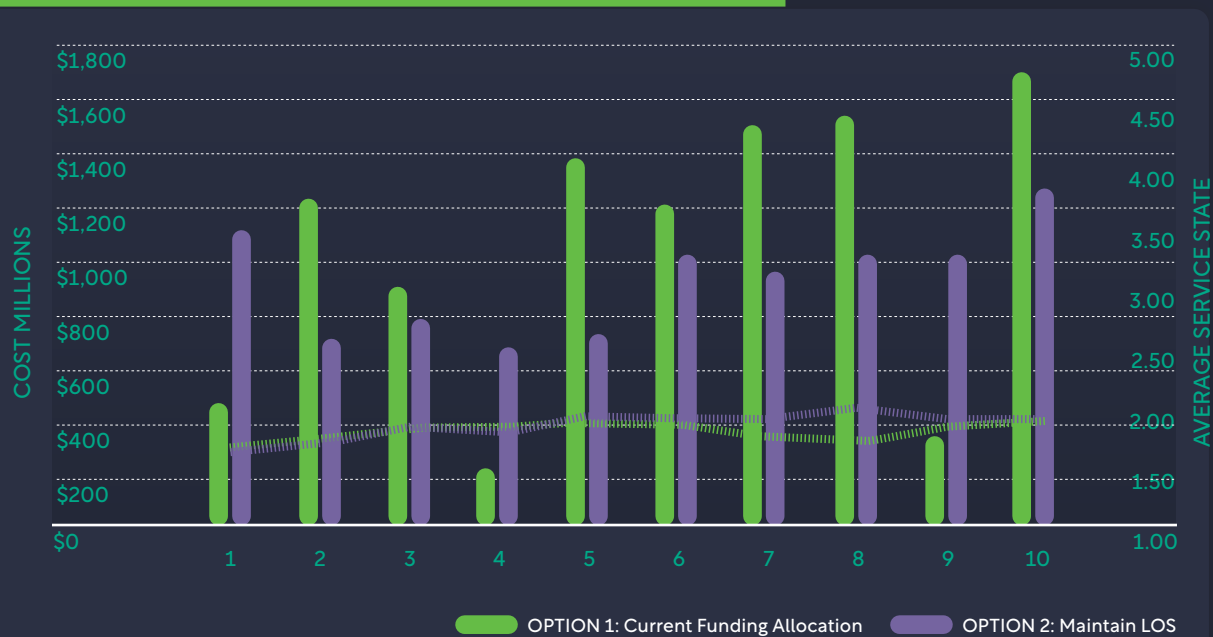
The 10-year funding* considered sufficient to enable the open space asset portfolio to achieve its current useful lives through capital and

maintenance activities is as follows:

- Capital Renewal: \$9.65M; and
- Maintenance: \$3.40M or \$340K on average per annum.

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

FIGURE 10 Total Capital Cost and Service State (Condition) by Year



2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)	2031/32 (\$,000)
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SPEND TYPE: Capital New / Upgrade*

\$8,875	\$9,875	\$4,125	\$3,607	\$1,719	\$1,025	\$1,025	\$1,025	\$1,025	\$1,025
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SPEND TYPE: Capital Renewal

\$1,100.00	\$721.60	\$799.40	\$711.80	\$764.30	\$1,171.30	\$980.60	\$1,069.50	\$1,087.70	\$1,248.80
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SPEND TYPE: Total Capital

\$9,975.00	\$10,596.60	\$4,924.40	\$4,318.80	\$2,483.30	\$2,196.30	\$2,005.60	\$2,094.50	\$2,112.70	\$2,273.80
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SPEND TYPE: Maintenance**

\$256.50	\$278.50	\$303.40	\$316.00	\$368.00	\$341.9	\$338.50	\$362.90	\$392.70	\$444.80
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* Excludes assets which will be gifted by developers

** Maintenance requirements exclude operational costs.

TABLE 14 Desired 10-Year Funding Strategy

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

Financial Ratios

Asset management ratios provide insight into an organisation's performance and success in managing its assets. Council's asset management ratios for its asset portfolio calculated as at 30 June 2022 are shown in Table 15 – Key Asset Management Ratios.

RATIO	DESCRIPTION	CALCULATION	TARGET	2021 PERFORMANCE*
Asset Renewal Funding Ratio	The extent with regards to how the organisation is funding their capital works program when comparing allocated capital works expenditure with the desired expenditure which has been derived from prediction modelling and/or service level agreements.	Funded capital expenditure on renewals divided by the planned/ desired capital expenditure.	>75%	100%
Remaining Service Index Ratio	The overall health of the organisation's asset stock in terms of measuring past asset consumption, via the amount of accumulated depreciation. The lower this ratio is, the more the asset stock has been consumed, which also indicates that not enough capital expenditure has been allocated to the asset.	Written down value (fair value of the portfolio) divided by the total current replacement value.	>70%	79%
Maintenance Sustainability Ratio	Measures the level of maintenance funding spent per annum, as a % of asset replacement value on the asset portfolio.	Total maintenance funding per annum / Total Replacement Value, expressed as a percentage.	2-5%	1.5%

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

TABLE 15 Key Asset Management Ratios



Plan Improvement and Monitoring

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

The identified action items in Table 17 - Improvement Actions will enable Council to improve our asset management capability, to enhance asset value and deliver more for stakeholders while balancing cost, risk and performance.

Assumptions

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

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

TABLE 16 Key Assumptions made in OSAMP and Risks of Change

Improvement Plan

The Asset Management Improvement Plan which is set out in Table 17 - Improvement Actions, details the key improvement tasks. Completion of these tasks will improve Council's asset management capabilities for this asset class.

TASK NO	IMPROVEMENT ITEMS	RESPONSIBILITY	TIMELINE
1.	Ensure information relating to capacity, functionality and fit for purpose from Council's Community Infrastructure Plan is used to inform renewal planning for open space assets.	Asset Manager	June 2024
2.	Review the current maintenance Levels of Service regarding to all open space assets owned or maintained by Council. Incorporate Risk Assessment.	Operations Manager	June 2023
3.	Incorporate prediction renewal models for all open space assets in future OSAMP iterations.	Asset Manager	June 2024
4.	Finalise the draft Open Space Business Process Manual for adoption and implementation.	Asset Manager	December 2022
5.	Develop and implement an asset handover process to enable 100% asset data capture of new assets gifted or constructed by others to be captured in Council's asset register on an annual basis.	Asset Manager	December 2022
6.	Ensure that new asset needs identified from the PSPs and masterplans are reflected in the OSAMP and LTFP.	Asset Manager, Manager Connected Communities, Executive Manager Community Planning and Economic Development and Finance Manager	June 2024
7.	Future community surveys should include specific questions to the community regarding open space assets, to identify and measure performance in delivering this service to the community.	Asset Manager	January to June 2022
8.	Review and finalise the draft responsibility matrix with a view to identify and streamline roles and responsibilities.	Asset Manager	June 2022
9.	Develop and implement frameworks to improve and further develop its lifecycle AM processes to ensure that all lifecycle costs are identified and included in all capital investment decisions.	Asset Manager, Project Managers, Finance Manager	June 2024

continued next page >

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

TABLE 17 Improvement Actions

Monitoring and Review Procedures

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

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

Performance Measures

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

- The performance of Council against the Levels of Service documented in this OSAMP; and
- Performance against the Asset Management Ratios.







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