



# Asset Plan

2025-2035

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# Acknowledgements

## Acknowledgement of country

Manningham Council acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners of the land and waterways now known as Manningham. Council pays respect to Elders past, present and emerging and values the ongoing contribution to enrich and appreciate the cultural heritage of Manningham. Council acknowledges and respects Australia's First Peoples as Traditional Owners of lands and waterways across Country and encourages reconciliation between all.

## Statement of recognition of diverse cultures (statement of diversity)

Manningham Council also values the contribution made to Manningham over the years by people of diverse backgrounds and cultures.

## Our commitment to gender equality

We are committed to ensuring that everyone in our community is treated with dignity, respect and fairness. We consider the gender, equality and diversity of all people in our community as we develop our plans, strategies and services. We will uphold our requirements in the Victorian Government's Gender Equality Act 2020 and will continue to seek ways to improve all that we do to make Manningham a safe, respectful and inclusive community.



# Introduction

## Scope and purpose

The Asset Plan is one of Manningham Council's key strategic documents. The Asset Plan looks ahead for the next 10 years and provides information about how we will take care of assets like roads, buildings, pathways, stormwater drains and parks. It explains how these assets will be maintained, renewed, expanded, upgraded, acquired or disposed. The plan also ensures our legislated requirements are met.

The main goal of the Asset Plan is to inform the community about the assets we manage and the challenges involved. It aims to make asset management better by enhancing the community's understanding of our vast asset portfolio. The plan shows how we will take care of these assets to meet service delivery needs in a way that is both sustainable and cost-effective. It also supports the community's long-term goals and vision.

The Asset Plan promotes informed decision-making and ensures that services meet the changing needs of the community.

## Our community

Manningham's vibrant residential neighbourhoods are home to 129,514 people. People of all ages, household types, incomes and cultural backgrounds reside in a wide mix of housing options throughout Manningham.

Our community is culturally diverse, with 44% of residents born overseas and 46% speaking a language other than English at home.

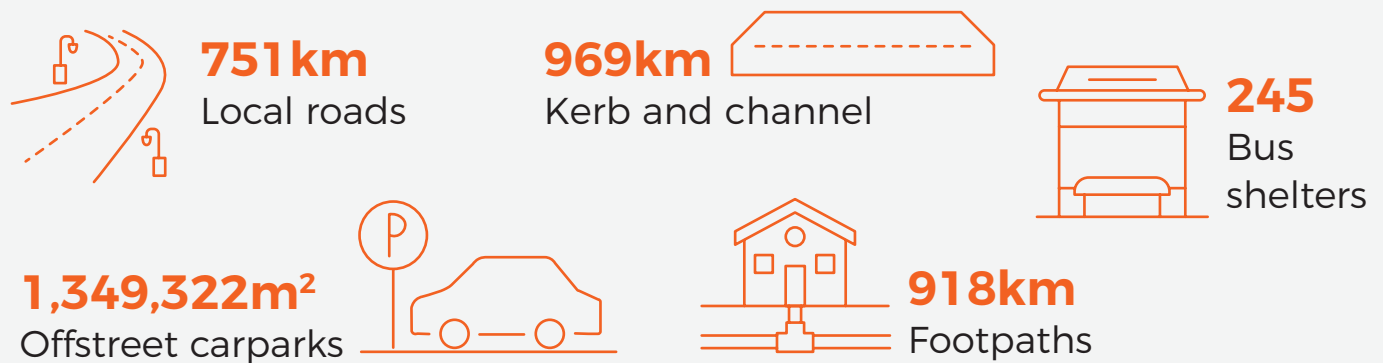
There are 303 people in Manningham who identify as First Nations. We are an ageing population, with a median age of 43 and 17% of our population aged 70 years or older. Our households predominantly comprise couples with children (38%) and lone person households (20%). More information on Manningham's demographics can be found in the Council Plan.



## Our assets

We manage an extensive portfolio of assets, currently valued at \$2.73 billion, as of 30 June 2024. This Asset Plan provides guidance on our infrastructure assets and excludes non-infrastructure assets including artwork, land, plant and equipment.

### TRANSPORT ASSETS



### STORMWATER



### BUILDINGS



### PARKS



### SPORTS AND RECREATION



## Community engagement

Our Asset Plan is grounded on strong community input and genuine collaboration. We have taken time to listen, engage and act on what matters most to the people who live and work in Manningham.

At the heart of this work was a deliberative Community Panel – 37 community members who committed over 1,680 collective hours, over 6.5 days over 6 months. Together, they explored the important question: *What range and level of services should Manningham provide?* Their thoughtful, well informed recommendations have directly shaped the priorities and direction of this plan.

As part of the engagement for this plan, in addition to work with our Community Panel, we also:

- heard from more than 1,260 community members through a community-wide survey
- held a series of focused conversations with young people, older adults, multicultural communities and key service providers and partners
- sought out voices that are sometimes underrepresented to ensure the full diversity of our community was reflected.

This plan is not just a document; it is a shared vision and commitment to delivering for our community. We're proud of how our community has been involved and reflected in the plan and are confident in the path it sets for our future.

We are committed to implementing the recommendations of the Community Panel to the greatest extent possible. Our supporting strategies also play a key role in delivering on these commitments. A full list of all Panel recommendations and our planned actions can be found in the Council Plan.

You can find out more about how we engaged and the outcomes on our Your Say Manningham website at **[yoursay.manningham.vic.gov.au/help-shape-manninghams-future](https://yoursay.manningham.vic.gov.au/help-shape-manninghams-future)**.

We thank our community, the Community Panel, the Reconciliation Working Group, advisory committees and staff for their invaluable contributions to this Plan.

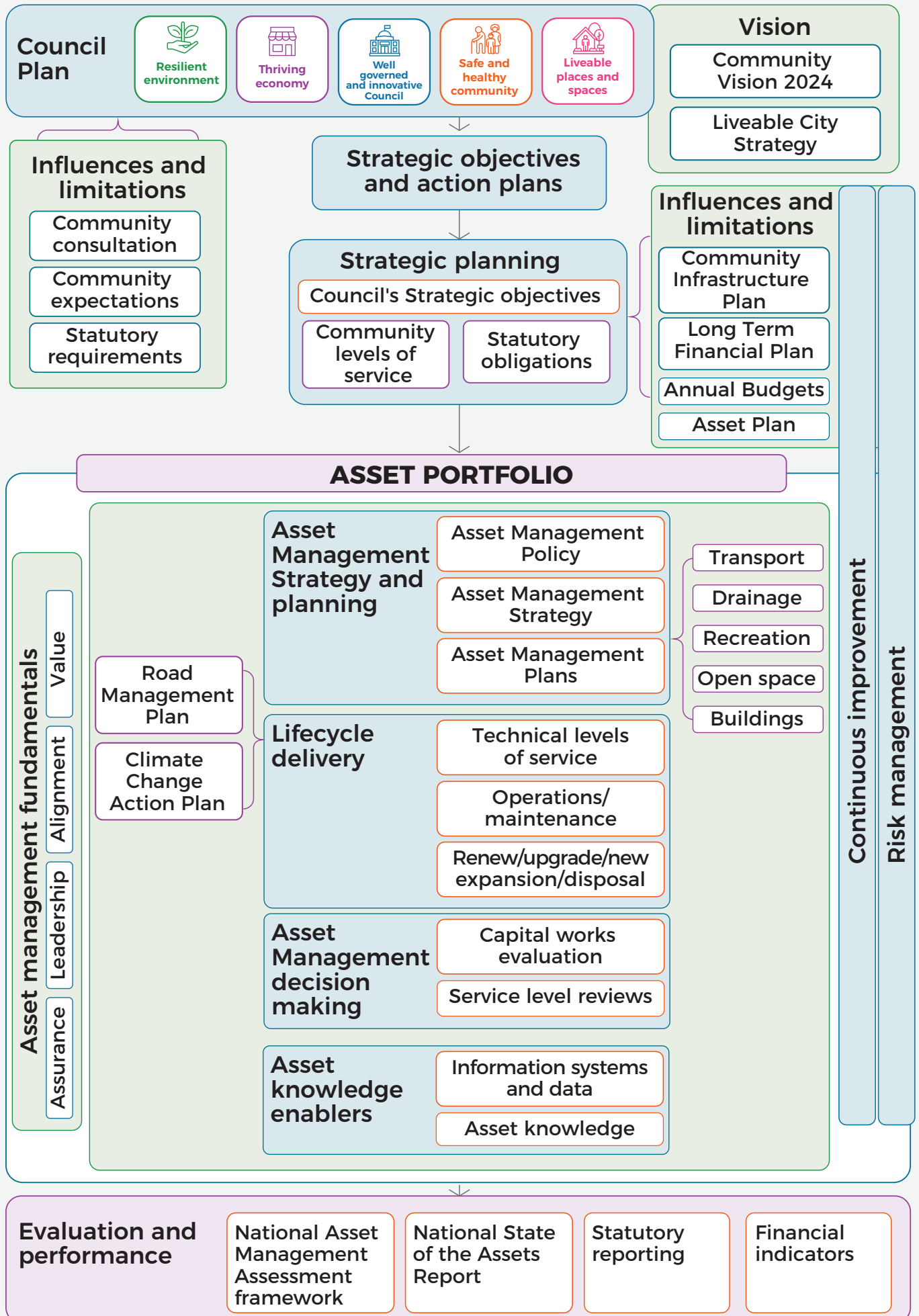
This is not the end of the conversation. We are committed to continuing our work together to ensure this plan delivers real outcomes and remains responsive to our community's evolving needs.

## Strategic context

### Asset management planning

Our asset management practices are guided by the Asset Management Policy, the Asset Plan and supporting strategies and documents. We regularly check our progress and share updates through the Annual Report, Manningham Quarterly Report, Manningham Matters and online channels.

Our Asset Management Framework is shown below. It shows how our asset management practices are connected to the Community Vision, Council Plan, Financial Plan, Council Budget, service planning and operational plans.



## Assets supporting our Council Plan

Assets play an important role in achieving our Council Plan and responding to the Community Panel's recommendations. The table below connects our asset groups to our themes, objectives and recommendations.

Council Plan themes and objectives	Transport	Stormwater	Buildings	Parks	Sports and recreation	Community Panel recommendations
<b>Safe and Healthy Community</b>						
Our community is safe, connected and inclusive	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Investing in community safety</li> </ul>
Our community is active and healthy with improved wellbeing	✓		✓	✓	✓	<ul style="list-style-type: none"> <li>Prioritising resources for seniors</li> <li>Youth community engagement</li> <li>Health and wellbeing support</li> <li>Equitable support for families and individuals in urgent need</li> </ul>
<b>Liveable Places and Spaces</b>						
Our city is designed for safety, liveability and sustainable growth	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Retaining existing and creating new and open spaces</li> <li>Increase Manningham connectivity through bus services</li> </ul>
Our infrastructure is fit for purpose and well maintained and its utilisation is maximised	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Council assets, multi-use facilities</li> <li>Improving Manningham's active transport network (constructive footpaths and bicycle lanes)</li> </ul>
<b>Resilient Environment</b>						
Our natural ecosystems are protected and thrive		✓		✓		
Our environmental stewardship is at the heart of our programs and practices			✓	✓		



Council Plan themes and objectives	Transport	Stormwater	Buildings	Parks	Sports and recreation	Community Panel recommendations
<b>Thriving Economy</b>						
Our economy is activated through partnering, promoting and enabling employment and investment opportunities	✓					<ul style="list-style-type: none"> <li>Funding community festivals and activities</li> <li>Upgrades for local shops and businesses</li> </ul>
Our local businesses and community groups are supported to thrive	✓					
<b>Well Governed and Innovative Council</b>						
Our Council is effective, efficient and financially responsible	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Address cost shifting</li> <li>Promoting awareness of services available through customer service using existing and new platforms</li> </ul>
Our Council is innovative, well governed and values our community	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Explore and unlock new revenue streams to add to the remit budget, from available resources (not just assets)</li> </ul>

## Service led asset management

Service-led asset management means focusing on the delivery of services and their requirements when planning and managing assets.

The main goal is to ensure that assets are managed in a way that best supports the services they provide to the community.

This involves understanding what each service needs to operate effectively and meet community expectations.

Service planning is used to identify what is needed to deliver community services. This includes determining the necessary assets and the level of service required.



The information from service planning is then used to guide asset planning. This ensures that the assets are managed in a way that supports the service goals and the overall themes of the Council Plan.

By integrating service needs into asset management, we can make better decisions about investing in and maintaining assets. This approach helps balance new projects with the upkeep of existing infrastructure, ensuring that community needs are met efficiently and sustainably.

## Lifecycle approach

Lifecycle management involves a comprehensive approach to managing assets from their creation to disposal. Here are the key stages:

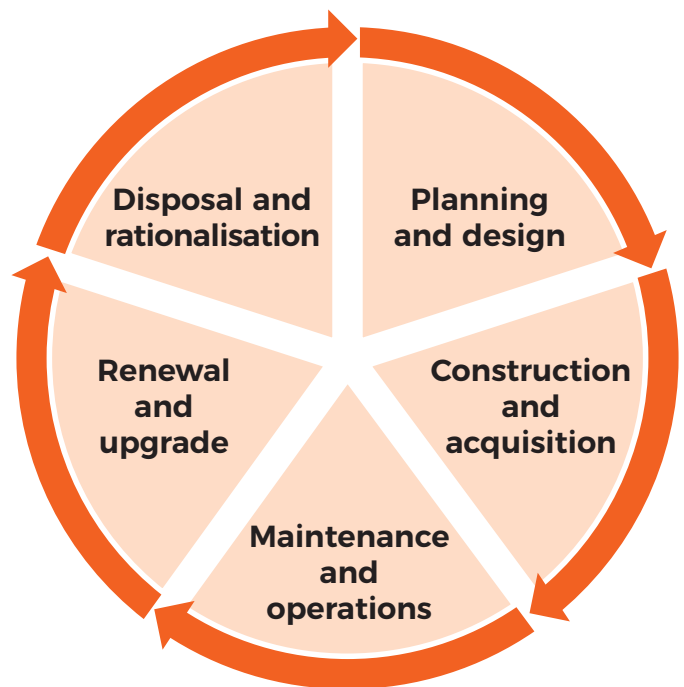
**Planning and design:** This stage involves identifying asset requirements to meet long-term service delivery needs. It considers whole-of-life costs, affordability, equity, maintainability, safety, regulatory compliance and environmental impact.

**Construction and acquisition:** Before constructing or acquiring new assets, alternative solutions like leasing or partnerships are considered. New builds are supported by lifecycle cost assessments to inform long-term maintenance and renewal needs.

**Maintenance and operations:** Assets are consistently monitored and maintained to minimise costs and risks. Regular condition assessments and servicing ensure assets remain operational, safe and compliant.

**Renewal and upgrade:** Assets are replaced when they can no longer support the original service level and upgraded when they can no longer support the required service levels. Prioritisation is based on the criticality of the service and associated assets.

**Disposal and rationalisation:** When assets no longer support service delivery, they are decommissioned or repurposed to reduce lifecycle costs. This is part of long-term financial planning.



This lifecycle approach ensures that assets provide the best value while maintaining required service levels in a cost-effective manner. It involves planning for the entire life of an asset, to optimise spending and resource use.

## Asset investment categories

For the purposes of this Asset Plan, our asset spending is categorised as follows:

Expenditure type	Asset management activity	Description
Operational	Maintenance	Activities and practices involved in keeping assets in good working condition and ensuring they continue to provide the required level of service.
	Operations	The day-to-day activities involved in using and managing assets to deliver services to the community.
Capital	Renewal	The process of restoring, refurbishing, or replacing existing assets to their original capacity.
	Upgrade	The process that enhances an existing asset to provide a higher level of service or to enhance their performance, capacity, or functionality.
	Expansion	The process of increasing the capacity or extending the reach of existing assets to meet growing community needs.
	New	Expenditure that creates a new asset that provides a service that does not currently exist.

## Condition assessments

We have a cyclical condition assessment program that ensures our assets groups are assessed every 4 years. Asset condition is rated on a scale from zero (new) to 6 (failed).

While checking the condition of assets, details like the material, model and measurements are confirmed on-site. These checks are done by both outside experts and Council staff, depending on the needed skills and equipment. The information collected from these assessments helps plan future renewal, analyse how well current assets are performing and ensure assets are valued correctly.

## Asset management maturity

Asset management maturity indicates how well we manage our assets. We use the National Asset Management Assessment Framework (NAMAF), to evaluate how mature our asset management practices are.

This framework looks at important elements like planning, financial management and reporting practices.

Asset management maturity is measured in stages. At the basic stage, processes are informal and reactive, meaning they deal with problems as they come up. At the advanced stage, processes are formalised, proactive and integrated into strategic planning, meaning they plan ahead and manage assets more efficiently. Higher maturity levels indicate better management and optimisation of assets.

We aim to continuously improve our asset management practices. We have identified gaps in the *Level of service*, *Data and systems* and *Evaluation and reporting* elements. We have actions in place to improve these elements over the life of this Asset Plan.

# Our challenges and opportunities

These are some of the issues and opportunities we are facing in managing our assets, which may impact service and asset provisions. These have been explored by the Community Panel in informing their recommendations for the direction of our and considered by Council in the development of our Council Plan, Financial Plan and Asset Plan as we plan for the future.

Challenges and opportunities		Our role
<b>Finances</b>	Cost of living Ageing assets Limited external funding Cost shifting	We aim to keep living costs fair by providing important services without making life too expensive. We take care of old infrastructure like roads and buildings to keep them safe and working well. Because we don't always get a lot of outside funding, we look for grants, build partnerships and plan our budgets carefully. When the state or federal government passes extra costs onto us, we adjust our plans to make sure services keep running smoothly.
<b>Social</b>	Sustainable growth Health and wellbeing Demographic changes Service delivery Community safety Building trust Socio-economic disadvantages	We plan for growth that helps everyone and protects the environment. We support people's health and happiness by offering parks, sports areas and health programs. As the population changes like more older people or different cultures we adjust our services to meet their needs. We provide services like waste collection, libraries and community centres and we try to do this in the best and most efficient way. We also help keep the community safe by looking after public spaces, making sure local laws are followed and supporting emergency services. To build trust, we are open and honest, listen to people's concerns and involve them in decisions.
<b>Technological</b>	Emerging technologies Smart cities	We are using new technology to make life better for their communities. These technologies help us plan better for the future and keep communities safe, clean and connected.
<b>Environment</b>	Climate change Tree canopy and habitat	We are working to protect the environment and take climate action. We plant more trees to create shade, cool down streets and improve air quality for the community. Our actions help make our community greener, healthier and more prepared for the effects of climate change.



## Planning for the future

To manage our assets responsibly, sustainably and legislatively, where required, we aim to balance what the community needs and wants with what ratepayers can afford.

Deciding how to fund our assets means constantly balancing service levels, risks and the need to look after them. Balancing the need to maintain and renew our assets with funding for improvements and growth is always challenging. If we don't spend enough on renewing an asset, it can lead to lower service levels and increased risks. Delaying an important upgrade can make the asset unusable.

The funding needs for each asset group are included in the Financial Plan. We will keep monitoring and analysing as new

information, like asset condition data, becomes available. Funding needs might change, which will require updates to both the Asset Plan and the Financial Plan.

Looking ahead to the next 10 years, we will be careful with our investment decisions using a service led, complete lifecycle approach to managing assets and align with our 10 Year Financial Plan's objectives and financial management principles.

The below table shows our long-term forecast for the infrastructure asset groups covered in this Asset Plan - Transport, Stormwater, Buildings, Parks and Sports and Recreation.

	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	2030/ 31	2031/ 32	2032/ 33	2033/ 34	2034/ 35
Operational and maintenance	21,874,000	22,581,000	24,127,000	24,673,000	24,083,000	24,657,000	25,245,000	25,848,000	26,466,000	27,100,000	27,778,000
Renewal and upgrade	34,478,000	44,678,000	47,469,000	40,895,000	35,911,000	35,407,000	42,585,000	42,690,000	42,548,000	53,350,000	41,158,000
Expansion and new	11,052,000	10,667,000	9,462,000	6,443,000	5,830,000	5,370,000	8,193,000	7,813,000	9,429,000	11,223,000	5,327,000
Renewal Cap Ratio	1.3	1.2	1.2	1.2	1.3	1.3	1.3	1.4	1.4	1.4	1.4



## Operational and maintenance

Our operational and maintenance is organised through management plans, such as the Road Management Plan, that aim to effectively support our services and the necessary assets. Our operational and maintenance approach is to hold our set forecasts and adjust our service levels where required.

## Renewal and upgrade

We aim to replace our assets faster than they are wearing out. We plan to keep spending enough on renewing and upgrading our assets to match how much they lose value over time. This will help us keep a renewal gap ratio of one or more, which means we're keeping our assets in good shape.

## Expansion and new

The expansion, acquisition (new) and disposal of assets occur when changes in service levels or a service level review highlight the need for new assets, when existing assets are no longer required or have reached the end of their useful life. Our approach is to prioritise our investment in renewal and upgrade and make expansion and new investment decisions using a service led, complete lifecycle approach.

Our **Financial Plan objectives** (not prioritised) are as follows:

- The achievement of a prudent balance between meeting the service needs of our community (both now and into the future) and maintaining Council's financial sustainability for future generations.
- An increased ability to fund both capital works in general and meet the asset renewal requirements as outlined in asset management planning.
- To maintain a sustainable Council in an environment of capped Council rate income and low increases in government grant funding.
- To ensure that Council has sufficient reserves to meet any future financial challenges that may arise.

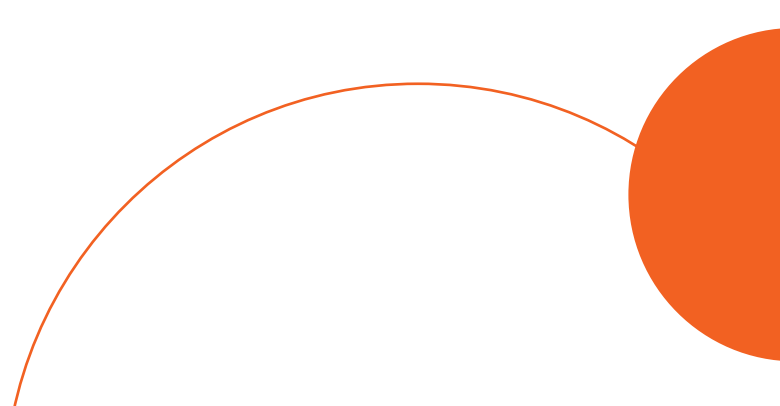


Our **Financial Management (Strategic Budget) principles** are:

- A financially sustainable Council – improving financial sustainability to enable Council to respond to financial challenges now and into the future.
- Live within our means – do not spend more than we have or which will diminish Council's long term financial sustainability.
- Prioritised funding – align resources to Council Plan priorities and fund projects based on demonstrated need.
- A minimum average of 33% of rate funds applied to the capital works program.
- Allocate consistent funding for technology and innovation to enhance customer service and create efficiencies.
- Priority to funding capital expenditure on existing assets (renewal) before investing in new or expanded assets.
- Adherence to the projected State Government annual rate cap – not to seek a variation for a higher rate increase beyond the rate cap.
- Ongoing efficiencies with a focus on developing new revenue sources and containing costs in business operations.
- An annual allocation of 50% of the underlying surplus to Council's Strategic Fund to create capacity for major community infrastructure projects and strategic property acquisition and development opportunities. This fund provides long-term community benefit, reduces Council's reliance on rates income and ensures ongoing financial sustainability.

## State Of the Assets

State of the Assets reports are yearly reports that show how we are managing our assets. These reports give a quick summary of our asset groups – Transport, Stormwater, Buildings, Parks and Sports and Recreation.



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