Asset Management Strategy

Mornington Peninsula Shire

2026-2036

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Introduction

Purpose

The purpose of this strategy is to bring together Council's strategic objectives, desired service delivery outcomes and future challenges, to establish objectives that will allow us to ensure our assets are providing value.

Goals

The goals of this strategy are to:

- Outline the types of assets that the Shire manages and establish the links between our assets and the services they support;
- Identify future asset management related challenges facing Council;
- Establish how Council will overcome these challenges, ensuring long term sustainability and service delivery;
- Convert Council's strategic objectives into *asset management objectives* (based on the asset management principles outlined in the policy);
- Set out the approach for developing Portfolio Asset Management Plans for the Shire's major asset classes, including performance monitoring of assets, lifecycle planning, and developing long term financial projections; and
- Detail the implementation and improvement program to ensure continual improvement of the Shire's asset management practices.

Council's Vision

The Community Vision reinforces the Council's commitment to supporting community groups, sustainable and balanced growth, a vibrant local economy, **fit-for-purpose infrastructure,** and ensuring a prosperous, safe, accessible, and inclusive future for all.

The Community Vision is based on four themes:

- Place
- People
- Prosperity
- Performance

Council Plan

The Council Plan is developed every four years with comprehensive community input. It guides our work and outlines how Council will work toward fulfilling our shared Community Vision.

The findings of the community engagement help shape our Council Plan, Financial Plan, Asset Plan and other strategic plans, including this Asset Management Strategy.

The community engagement highlighted that residents prioritise:

- infrastructure maintenance,
- improved Council operations,
- roads, and
- environmental stewardship.

The community identified that asset investment should target high-need areas and prioritise renewal over new assets.

One of the top priorities of the community was:

> improved management of Shire infrastructure, particularly roads.

Asset Management Benefits

Aside from supporting Council's overall vision, AS ISO 50000:2014, AS ISO 55001:2014 and AS ISO 55002:2019 lists the following benefits that also result from good asset management practices:

- Improved financial performance;
- Informed investment decisions;
- Improved services and outputs;
- Demonstrated social responsibility;
- Demonstrated compliance;
- Enhanced reputation;
- Improved organisational sustainability;
- Improved efficiency and effectiveness; and
- Managed risk.

Legislation

The *Local Government Act 2020* is the key legislation affecting the Shire's *Asset Management Framework*.

The principles of good governance are amply demonstrated in the development of the *Asset Management Framework*. In alignment with the *Asset Management Framework*, an *Asset Plan* has been developed and adopted by Council as required by the *Act*.

The *Asset Plan* has a planning horizon of 10 years. It includes information about acquisition, maintenance, renewal, upgrade, expansion, and disposal for each class of infrastructure asset under Council's control. The Asset Plan includes:

- Strategic Intent;
- Linkage to the Community Vision, Council Plan and Financial Plan;
- Financial Integration;
- Asset Classes;
- State of the Assets; and
- Challenges and Choices.

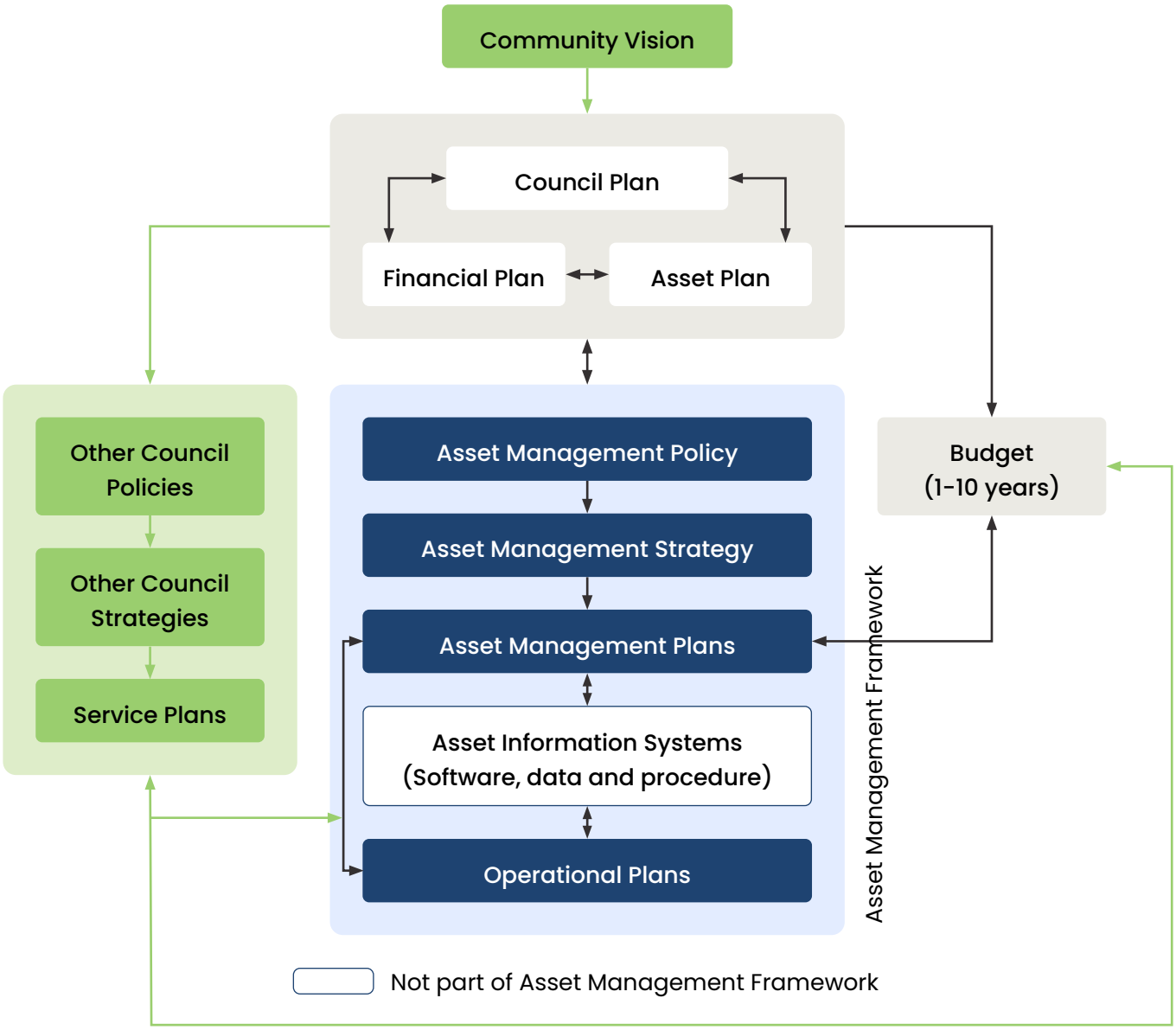
Associated Documents

This Asset Management Strategy is to be read in association with a raft of closely linked Mornington Peninsula Shire Council documents listed in the table below.

Documents	Purpose
Community Facilities Infrastructure Strategy	To create, support and maintain a network of accessible community facilities.
Public Toilet Strategy	Provide a framework for the provision and refurbishment of Public Toilets on the Peninsula.
Integrated Transport Strategy	To create an integrated and safe transport network and advocate for improved transport options.
Pedestrian Access Strategy	To enhance and expand a safe and accessible walking network across the Peninsula.
Peninsula Trail Strategic Plan	To provide a framework to guide the delivery of the Mornington Peninsula Trails.
Road Management Plan	Set Minimum service standards, for roads and road related assets.
Road Improvement Strategy	To maintain the serviceability of our roads.
Towards Zero Road Safety Strategy	To provide a framework for the policies and actions aimed at reducing road trauma.
Open Space Strategy	To maintain and enhance our public open spaces.
Sports Capacity Plan	To provide a strategic approach to the upgrade and provision of new sporting facilities.
Playspace Strategy	Provides a framework for the ongoing planning, design and management of the Shire's public playgrounds.

Documents	Purpose
"Our Coast Our Future: Coastal Strategy"	Manage our beaches and foreshores to ensure they are safe, accessible, enjoyable & resilient to the impacts of coastal change.
Integrated Water Management Plan	To create an integrated and safe transport network and advocate for improved transport options.
Coastal and Marine Management Plans	To guide the future management, use and development of the Peninsula foreshore.
Flood and Stormwater Strategy	To provide various tools to mitigate risks of flooding.
Beyond Zero Waste Strategy	To promote and work towards a zero-waste circular economy to preserve our environment and strengthen the local economy.
Biodiversity Conservation Plan	To protect and improve the resilience of the Peninsula natural environment and biodiversity.
Green Wedge Management Plan	To support the ongoing protection of the Green Wedge to maintain its environmental, agricultural, recreational and tourism value.
Urban Forestry Strategy	To increase resilient canopy cover across the Peninsula.
Property Strategy	Assist Council to align actions relating to its extensive property portfolio with the goals of the Council Plan and broader policy objectives.

Asset Management Framework



Asset Management Framework

The Shire's **Asset Management Framework** is a set of interacting elements whose function is to establish the asset management commitment, principles and objectives, and the processes to achieve them, allowing the Shire to realise value from our assets.

The framework is set out in our **Asset Management Policy** which specifies the high-level intentions and direction of Council incorporating the principles and approach to asset management to achieve the Council's strategic objectives.

This **Asset Management Strategy** specifies how the Council's strategic objectives are to be converted into asset management objectives in line with the principles outlined in the policy.

It also outlines the approach for developing our **Asset Management Plans** and **Asset Operational Plans** which seek to detail the activities, resources and timescales required for individual assets, or groups of assets, to achieve the asset management objectives and defined levels of service.

Another critical document in the Shire's asset management process is the **Asset Plan**. It is a vital component of the Local Government Integrated Strategic Performance and Reporting Framework. The plan aligns with and compliments other council planning and reporting documents, including the Council Plan, Council Budget, Annual Report, and long-term plans like the Community Vision and Financial Plan. The Asset Plan is informed by the Shire's Asset Management Framework, as well as the Council Plan and the Financial Plan, as illustrated in the figure on page 8.

Strategy Overview

Our Current State

SHIRE SERVICE CATALOGUE

Liveable Community	Our Strategy and Governance
Community Health and Safety	Our Resources Management
Community Wellbeing and Connection	Our Systems and Technology
Sustainable Environment	Our People

WHICH ARE SUPPORTED BY

SHIRE ASSETS
($3.3B replacement value)

Transportation | Stormwater | Buildings | Open Space

ASSET PERFORMANCE

We realise value from our assets by measuring their performance against agreed levels of service and using this to plan our future asset needs.

	Capacity	Function	Quality	
CURRENT	TBA	TBA	98%	
DESIRED	TBA	TBA	100%	
COSTING	New/ Expansion $78M	New/ Upgrade $67M	Renewal $331M	Operation/ Maintenance $825M

Our Future Over next 10 years

COMMUNITY OUTCOMES

PLACE: Celebrate, protect and enhance our unique blend of coast, hinterland, green wedge and connected villages and townships.

PEOPLE: A safe, accessible, inclusive and engaged community that fosters our diverse culture, supporting health & wellbeing & a connected and compassionate society for all.

PROSPERITY: Enabling balanced growth through innovation, empowering community groups & volunteers, & fostering a resilient, thriving & vibrant local economy.

PERFORMANCE: A transparent, accountable council delivering measurable, community-centred services that are cost-effective, fit for-purpose, future-proofed, and responsive to community needs.

FUTURE DEMANDS

DEMOGRAPHICS
- ▲ 5% Resident Population
- ▲ 35% Residents 60+
- ▲ Visitors from neighbouring municipalities

CLIMATE CHANGE
- ▲ Temperature
- ▲ Sea levels
- ▲ Flooding
- ▲ Bushfires

SERVICE CHANGES
- ▲ Sector reforms
- ▲ Popularity trends
- ▲ Legislative change

ECONOMIC CLIMATE
- ▲ Rate capping
- ▲ Maintenance & renewal costs levels
- ▲ Ageing infrastructure

FUTURE TECHNOLOGY
- ▲ Data availability
- ▲ Connectivity
- ▲ Changing data needs

UNKNOWN UNKNOWNS

Our Strategy

Leadership Driven

We will establish and implement an Asset Management Framework.
We will commit to providing leadership support and adequate resourcing for asset management.
We will seek to continually adapt and improve our asset management.

Service Led

We will manage our assets with a focus on achieving community outcomes.
We will measure current performance and future asset needs based on service requirements.

Informed by Risk

We will integrate risk management processes that create and protect value in our assets.
We will effectively manage our risk exposure from the day to day use of our assets.

Information Based

We will collect and maintain quality data on our assets.
We will maintain an information system to store and analyse asset data and make resultant information available.

Whole of Life

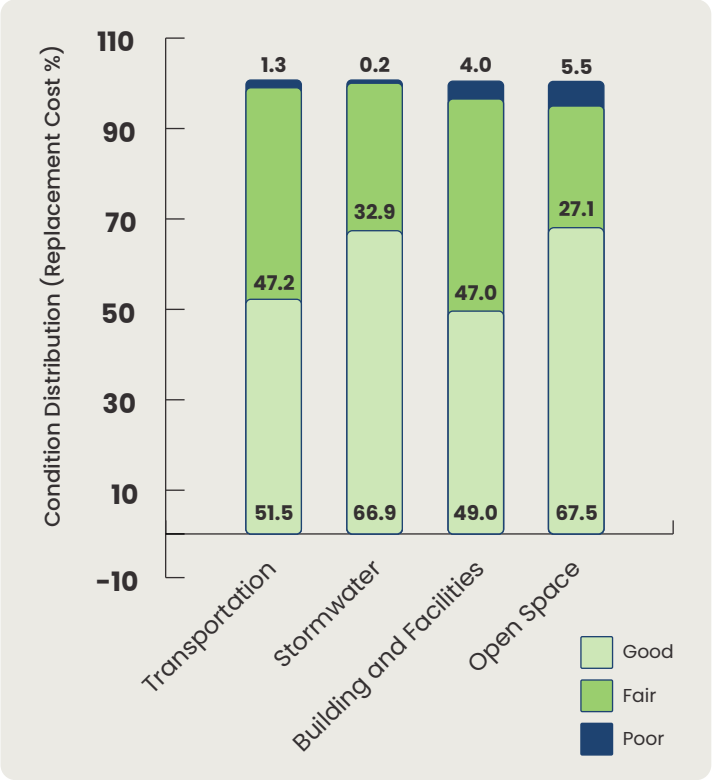
We will develop long term plans for our assets that seek to optimise asset performance and value.
We will ensure our long-term asset planning is financially sustainable.

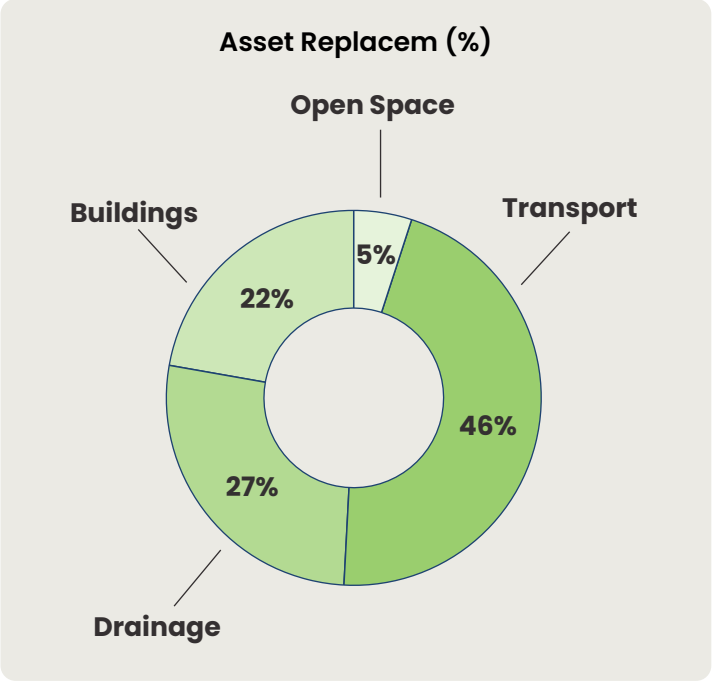
Climate Aware

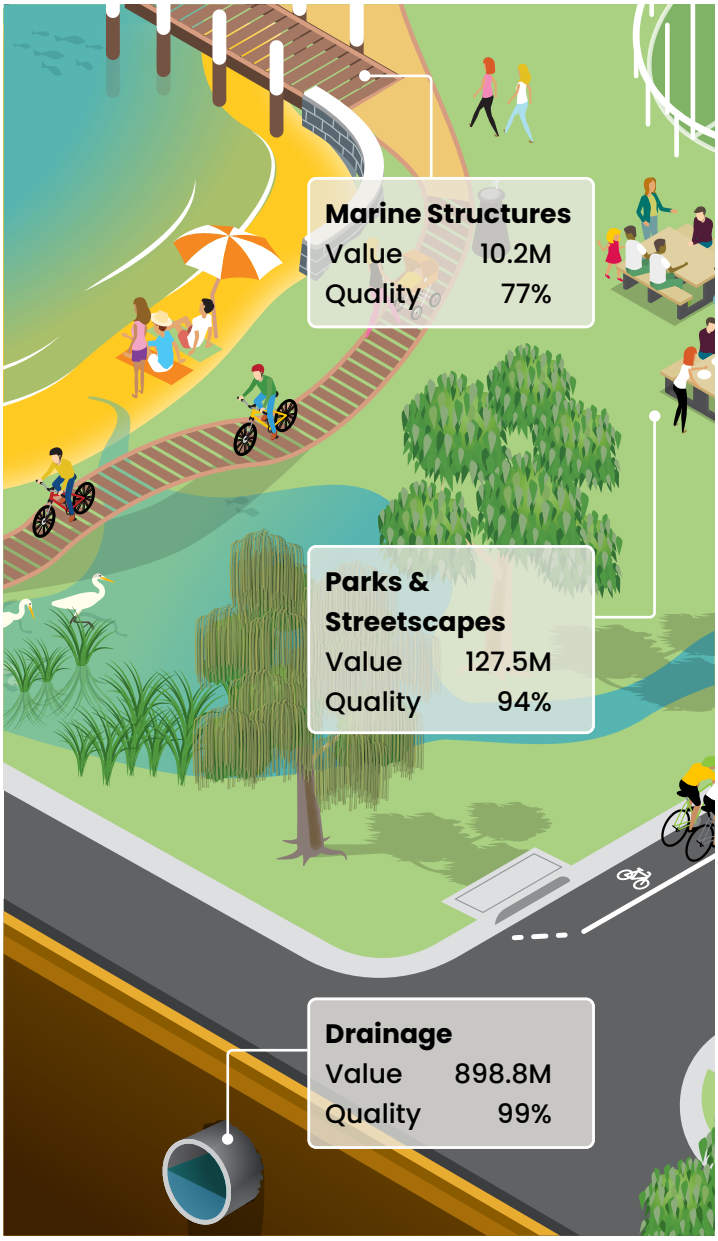
We will incorporate consideration of climate change into our asset management thinking.

Our Current State

State of Assets 2025

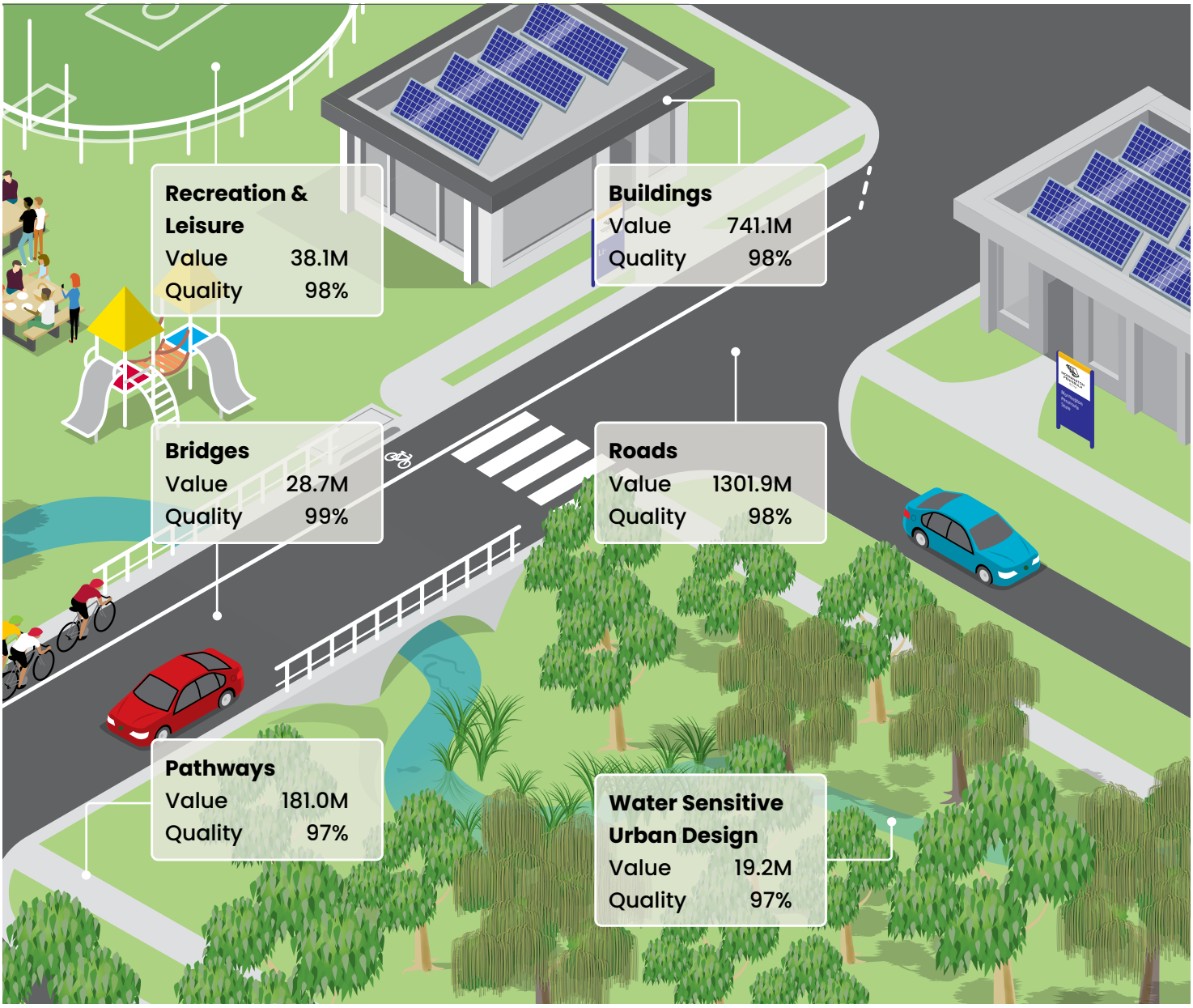






Note:

- **Quality** (condition) given as percentage of assets that meet current levels of service and do not need to be considered for capital intervention.
- **Value** refers to the replacement cost of the asset group.


Recreation & Leisure
Value 38.1M
Quality 98%
Buildings
Value 741.1M
Quality 98%
Bridges
Value 28.7M
Quality 99%
Roads
Value 1301.9M
Quality 98%
Pathways
Value 181.0M
Quality 97%
Water Sensitive Urban Design
Value 19.2M
Quality 97%

Providing Service

The Need for Assets

The *Local Government Act, 1989 (Vic)*, states:

> The primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions.

We seek to achieve this goal through the delivery of wide range of services to the community, always seeking to provide those services efficiently and effectively.

Across the board, the services that we provide rely upon physical assets for their delivery.

Therefore, in order to meet our primary objective under the *Local Government Act*, and the facilitating objectives, we need to ensure that we manage our assets to realise their value and meet the objectives of the community.

Service Structure

We define a service as a means of delivering value to customers by facilitating outcomes customers want to achieve.

Overall, Council groups services into eight service programs (see page 15). These programs represent a collection of related services that all contribute towards achieving one or more of the Council's strategic objectives.

The Service Catalogue is a directory of services that Council provides, and details:

- whether the service is community facing or enabling (Pillar)
- the strategic alignment of the service (Program)
- the major services we provide (Level 1 Service)
- key activities of how the service is delivered (Level 2 Service).

Asset Management is one of Council's level 1 service programs, and to operate as an effective program, it is important for us to be able to identify the assets each of the other service programs and services need. This will enable us to ensure we are managing our assets to the level required by the services they support.

Community Facing Services

PROGRAM	COMMUNITY HEALTH & SAFETY	COMMUNITY WELLBEING & CONNECTION	LIVEABLE COMMUNITY	SUSTAINABLE ENVIRONMENT
LEVEL 1	Animal Management	Arts & Culture Development	Economic Development & Business Support	Circular Economy & Waste Management
	Building Safety	Community Development	Land Use Planning	Climate Action & Advocacy
	Emergency Management	Recreation & Leisure	Open Space	Environment Management
	Public Health	Community Services	Transport Connection	
	Child & Family Health	Positive Ageing		
	Community Safety	Libraries		
	Public Works	Youth Services		

Enabling Services

PROGRAM	OUR STRATEGY & GOVERNANCE	OUR RESOURCE MANAGEMENT	OUR SYSTEMS & TECHNOLOGY	OUR PEOPLE
LEVEL 1	Enterprise Strategy Management	Financial Services	IT Strategy, Planning & Governance	People Strategy & Risk
	Council Governance	Portfolio Program & Project Management	System & Application Management	People Capability & Culture
	Legal, Risk & Insurance	Asset Management	IT Security	People Operations
	Information Management	Commercial & Property Management	IT Customer Support	
	Transformation		IT Infrastructure	
	Community & Stakeholder Relations Management			

Asset Planning

Major Asset Classes

The Shire's is responsible for managing a wide variety of different assets, due to the vast number of services we deliver to the community.

We have grouped all our assets into four major asset classes. Each of these major classes has an Asset Management Plan within the Asset Management Framework. The four Asset Management Plans representing the major asset classes are the Transport, Stormwater, Open Space, and Building & Facilities Asset Management Plans.

Transportation Assets

Transportation assets enable people to move around our Peninsula. This includes our roads, pathways and bridge.

Building Assets

Building assets facilitate the delivery of indoor services on our Peninsula. This includes community buildings, municipal buildings, sports pavilions and shelters.

Stormwater Assets

Stormwater assets help to manage the rainfall on our Peninsula. This includes not only our drainage pits and pipes, but also our water sensitive assets, such as rain gardens and wetlands, that help to keep our waterways clean.

Open Space Assets

Open space assets allow us to enjoy many outdoor aspects of our Peninsula. This includes the assets in our parks and reserves, playgrounds and sporting fields.

Realising Value

The Shire and the community have invested significantly in the assets that we manage to deliver services. We currently manage more than $3 billion worth of assets.

Key to successful asset management is ensuring that we can realise value locked into our assets. This means ensuring that an asset continues to deliver and support services for its entire useful life.

As the useful life of many of the Shire's assets is more than 50 years, we need to regularly monitor the performance of our assets.

This allows us to estimate whether an asset is on track to meet its service objectives, or whether we need to plan to undertake maintenance, renewal and/or upgrade works to ensure that the asset realises its potential value.

Asset Performance Measures

Three key service level areas will be used to measure how well the Shire's assets are supporting service delivery.

Quality	The physical and technical state of the asset. (e.g. Condition) Influences the Shires' capital **renewal** program.
Function	The ability of the physical asset to meet customer and service needs. (e.g. fit for purpose). Influences the Shires' capital **upgrade** program.
Capacity / Use	The ability of the physical infrastructure to meet service needs (e.g. utilisation and efficiency). Influences the Shires' capital **acquisition**, **expansion and disposal** programs.

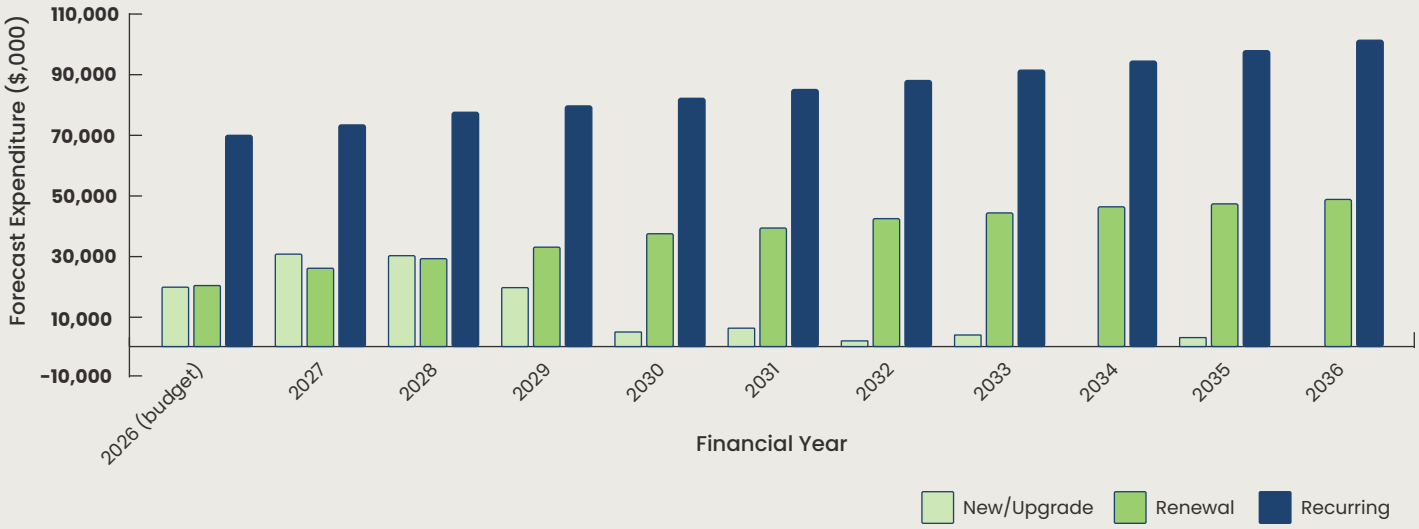
These service level areas will act as triggers for when assets should be considered for capital works intervention (either through acquisition, expansion, upgrade, renewal or disposal).

The current performance of our assets, and our forecast capital works expenditure is provided on the following page.

Current Forecast

Forecast Expenditure (Over 10 Years)

All Assets	Transport	Stormwater	Building & Facilities	Open Space
401m Renewal	146m Renewal	18m Renewal	165m Renewal	72m Renewal
104m New/Upgrade	29m New/Upgrade	9m New/Upgrade	50m New/Upgrade	16m New/Upgrade
882m Recurring	267m Recurring	37m Recurring	182m Recurring	396m Recurring
1,387m Total Value	442m Total Value	64m Total Value	397m Total Value	484m Total Value



Note: Council does not currently have data regarding the functional and capacity/use performance of Shire assets.

	Current Performance	Expected Performance (in 10 years)
Transport	Condition 98%	Condition 97%
Stormwater	Condition 99%	Condition 99%
Building and Facilities	Condition 96%	Condition 95%
Open Space	Condition 94%	Condition 94%

Condition expressed as a percentage (%) of assets that are not required to be renewed

Gathering and assessing asset performance data has been identified as an action item for improvement in this document, and this information will be included in future updates to the strategy.

All financial forecasts within the Strategy are aligned with the Shire Asset Plan and have been adjusted to account for inflation.

Asset Management Structure

Leadership Responsibilities

Table 1. Responsibilities for Asset Management

Key Stakeholder	Asset Management Responsibility
Mornington Peninsula Shire Council	• Exercise stewardship over Shire assets. • Set level of service, risk and endorse the strategic management approach for Shire assets. • Approve Council Asset Management policy, strategy and plans. • Ensure appropriate allocation of asset management resources. • Approve best value program and annual plan. • Establish and operate Council audit committee.
Executive	• Establish the Asset Management Framework and ensure it is implemented within resources, budgets and service parameters. • Report on the performance of the Asset Management Framework and the effectiveness of asset management within the Shire. • Ensure that accurate and reliable information is presented to Council for decision making. • Support the Capital Works and Asset Management Steering Committee (AMSC).
Asset Management Steering Committee (AMSC)	• Management of the Shire's assets is overseen by the AMSC. • Demonstrate leadership and commitment with respect to the Asset Management framework. • Set levels of service, risk and cost within available resources. • Develop the strategic direction for asset management. • Monitor and review the Asset Management Framework. • Review the asset management roles and responsibilities of managers across the organisation. • Coordinate the asset management activities across all asset classes. • Advocate a consistent approach to asset management across asset classes. • Monitor the performance of assets and report to Council. • Report asset management activities to Executive and Council. • Evaluate asset management improvement.

Key Stakeholder	Asset Management Responsibility
Asset Class Working Group	• Coordinate the implementation of asset management principles and objectives across the Shire. • Investigate improvement opportunities in asset management practices across the Shire. • Review long term asset lifecycle planning processes to improve the sustainability of the Shire asset portfolio. • Report to the Asset Management Steering Committee.
Capital Works Steering Committee	• Develop the long-term capital works program.
Manager Assets, Property & Buildings	• Develop and review Shire policy, strategy, objectives, guidelines, practices, procedures and systems for asset management. • Raise awareness throughout the organisation of the benefits of sound asset management. • Integrate the Shire's asset management policy, strategy and plans into the corporate governance framework. • Oversee the progress of individual asset management activities including data capture and preparation of asset management plans. • Review and disseminate Asset Management information to interested stakeholders. • Oversee development and implementation of Asset Management Plans. • Oversee the condition monitoring assessments for all infrastructure assets. • Report to the Asset Management Steering Committee on the performance of the Asset Management Framework.
Managers and Staff	• Service managers are involved in establishing maintenance, renewal, and upgrade requirements to ensure fitness-for-purpose. • Assist in the development and review of the Asset Management policy and strategy. • Implement Asset Management Strategy with agreed resources. • Develop and implement Asset Management Plans for individual asset classes using principles of lifecycle analysis. • Implement operational plans (such as maintenance programs and capital works programs) in accordance with Asset Management Plans and budget. • Implement Improvement Plans for individual asset classes. • Manage assets in consideration of long-term sustainability. • Present information to Council and Executive in terms of life cycle risks and costs.
Financial Management Team	• Ensure Asset Plan balances with Financial Plan requirements.

Organisational Structure

The organisational structure of Council, highlighting the roles that have specific asset management responsibilities under this plan or the Portfolio Asset Management Plans are outlined in appendix A.

Asset Management Responsibility Matrix

The asset management responsibility matrix outlines, across the organisation, the specific managers responsible for making asset related decisions throughout the various stages of an asset's lifecycle.

The detailed asset management responsibility matrix is a separate attachment to the document as it's subject to change whenever there is a review in organisational structure. These responsibilities will need to be reviewed to ensure they reflect current accountabilities within the organisation.

The Shire is currently undertaking an Organisation Strategy and Structure Review Update, along with a service review of the Asset Management Service as part of the Business Transformation project. These reviews will help to further clarify and refine roles and accountabilities, with the outcomes to be reflected in the Asset Management Responsibility Matrix in the future.

Asset Management Maturity

The Shire self-assessed its Asset Management Maturity level in June 2022 using the Victorian Government's Asset Management Accountability Framework (AMAF) 2016. The 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.

The framework measures five key areas of leadership, asset planning, acquisition, operations and disposal.

Within each of these key areas, the following fundamentals of asset management that are needed to improve maturity beyond compliance are applied.

- Asset Registers
- Asset Performance
- Maintenance Management
- Capital Prioritisation
- Long Term Financial Planning
- Asset Accounting and Statutory Reporting
- Social Infrastructure Planning and Levels of Service
- Resource levels
- Staff competency and capacity

The maturity in each of the key areas within the Shire is illustrated as a spider chart in Figure 3 (page 24) displaying a score ranging from 0 (Innocence) to 4 (Optimising).

Good Practice: A score of 3 (Competence) represents a core maturity of business processes and practices employed by the organisation. A score of 4 represents an organisation that employs advanced business processes and practices.

Improvement Actions: A score below core maturity results in short- and long-term asset management improvement action items, enabling the Shire to plan and budget to improve the alignment and future capability of their asset management practices.

The Figure presents the results of the completed asset management maturity assessment versus the targeted 'core' maturity scores for compliance with the AMAF and 'best practice' scores for each of the 5 key areas.

The target 'core' maturity scores for compliance demonstrate that an organisation is consistently and systematically achieving the requirements set out in the AMAF. The best practice target scores demonstrate that an organisation is consistently optimising its asset management practices, in line with its corporate strategic vision and operating context.

The detailed Council's maturity assessment for the core competencies are summarised in Figure 3. The current maturity level is shown by the blue polygon. The maturity gap to be overcome for Council to achieve a core asset management competency is shown by the green polygon. The improvement actions required to achieve the benchmark (competence level) are included in the Asset Management Improvement Plan documented in this strategy.

Please note that since the time of this assessment, several improvement initiatives, particularly in the area of asset acquisition have been completed. As a result, the current asset management maturity rating may be higher than what is reflected in the figure below.

To ensure ongoing accuracy and continuous improvement, an action plan has been established to conduct internal asset management maturity assessments every two years. These assessments will be guided by the principles and methodologies outlined in the International Infrastructure Management Manual (IIMM).

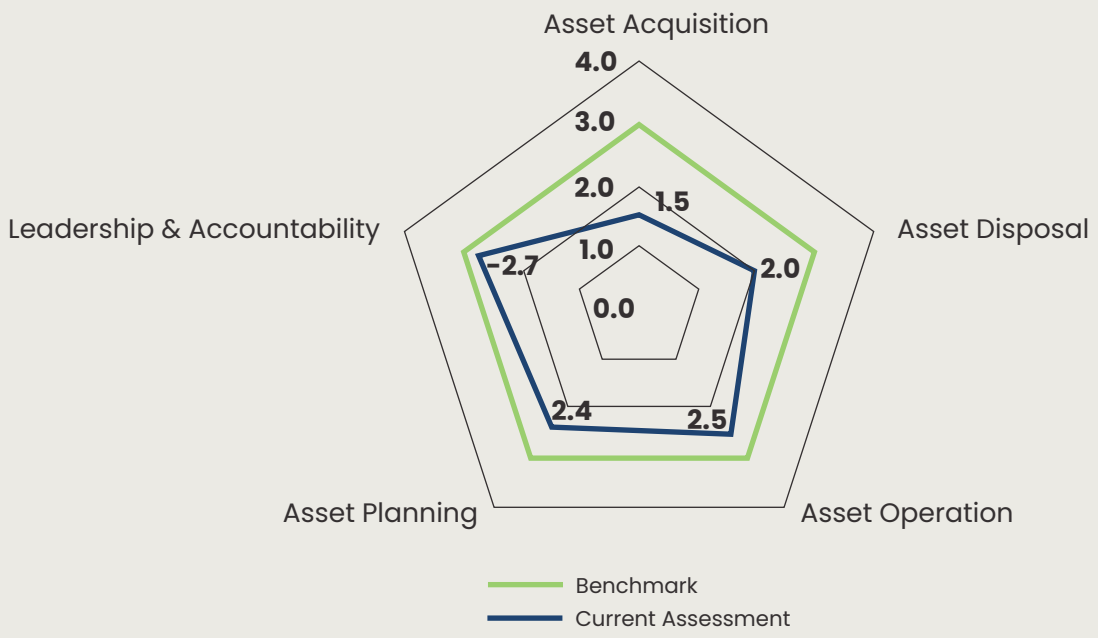


Figure 3: Asset Management Maturity

Within each key area, the following themes are considered.

Leadership and Accountability	• Overview and key requirements • Resourcing and skills • Governance • Allocating asset management responsibility • Attestation requirements • Monitoring asset performance • Asset management system performance • Reporting to Government • Evaluation of asset performance • Other requirements
Asset Planning	• Asset Management Strategy • Risk management and contingency planning
Asset Acquisition	• Monitoring and preventative action • Acquisition Process
Asset Operation	• Monitoring and preventative action • Maintenance of assets • Information Management
Asset Disposal	• Disposal Process

Our Future

Community Priorities

Linking Asset Management to Council's Strategic Objectives

The Council Plan outlines the long-term vision and priorities for our community on the Mornington Peninsula. These strategic objectives guide everything we do, including how we manage our assets. Asset management is not just about maintaining roads, parks, buildings, and drains—it's about supporting the services and lifestyle our community values.

The strategic objectives are grouped under four strategic directions within the Council Plan, which are:

- Place
- People
- Prosperity
- Performance

This Asset Management Strategy aligns directly with the Council Plan, ensuring that asset decisions reflect the needs, aspirations, and feedback of our community. It also reflects the principles in Council's Asset Management Policy, particularly being service-led, risk-informed, whole-of-life focused, and climate aware.

The following outlines how asset management supports each of the strategic directions and objectives in the Council Plan.

Strategic Direction 1: Place

1.1 Protected, resilient and enhanced natural environments.

Council's natural landscapes are a key part of our identity. Asset management supports this objective by managing open space and trail assets in a way that enhances accessibility to natural areas, while ensuring they remain protected for future generations. We're also strengthening our approach to recognising and valuing natural assets such as coastal zones and native vegetation, consistent with the Asset Management Policy.

1.2 Connected townships with integrated and accessible transport and well-maintained infrastructure.

Safe, reliable, and inclusive infrastructure is critical to supporting daily life across our municipality. Asset management focuses on maintaining and improving transport, drainage, open space and building assets, so they meet community needs and expectations. We prioritise integration and connectivity, including active transport routes, such as walking and cycling trails. Community feedback about road condition and accessibility informs our priorities for renewal and upgrade works.

Strategic Direction 2: People

2.1 A safe, accessible, inclusive and healthy community.

Well-maintained community infrastructure is central to public health, inclusion, and safety. Asset management ensures our parks, recreation spaces, community buildings and footpaths are accessible, safe, and welcoming to people of all backgrounds and abilities. By applying risk-informed and service-led asset planning, we aim to reduce hazards, promote participation, and enhance community wellbeing.

2.2 An engaged and connected community.

Asset management enables connection—between people, places, and services. We support this objective through the delivery and maintenance of transport infrastructure, community hubs, digital connectivity and cultural facilities. By ensuring our assets are inclusive and accessible, we create spaces that foster social interaction, support local events, and promote active lifestyles. Strategic investment in community infrastructure also enables participation in arts, sport and cultural activities.

Strategic Direction 3: Prosperity

3.1 A vibrant, innovative and thriving local economy.

The way we plan and manage assets has a direct impact on local businesses, tourism and industry. Through targeted investment in transport networks, business precincts, and civic infrastructure, Asset management helps create the conditions for economic growth and innovation. Assets like cultural venues, visitor infrastructure, and public space improvements are key to attracting investment and supporting a thriving economy.

3.2 Valued partnerships and empowered community groups and volunteers.

Council recognises the value of working with others to deliver great outcomes. Asset management plays a role in enabling partnerships—whether by co-investing with state or federal government or supporting local community groups to activate and maintain shared spaces. We also aim to build community capability by ensuring community assets are safe, functional and adaptable for shared use.

Strategic Direction 4: Performance

4.1 A financially sustainable, high-performing and well-governed Council.

Effective asset management is critical to ensuring long-term financial sustainability. Detailed Asset Management Plans for major asset classes—transportation, stormwater drainage, open space, and buildings/facilities—are developed using accurate data, community-informed performance targets, and whole-of-life cost modelling. These plans support responsible budgeting and help minimise the risk of unexpected asset failures or costly reactive interventions.

4.2 Community-centred, responsive, and fit-for-purpose services.

The infrastructure we manage underpins the services our community relies on. We use a whole-of-life approach to plan for assets that are adaptable, future-proofed, and environmentally responsible. This means investing at the right time to extend asset life, incorporating climate resilience into planning, and ensuring assets meet the changing needs of current and future generations.

Future Drivers

Mornington Peninsula Shire has identified six key areas that have the potential to affect demand on the Shire's services and the assets that support those services. These drivers are:

- Demographics
- Climate Change
- Service Changes
- Economic Climate
- Future Technology
- Unknown Unknowns

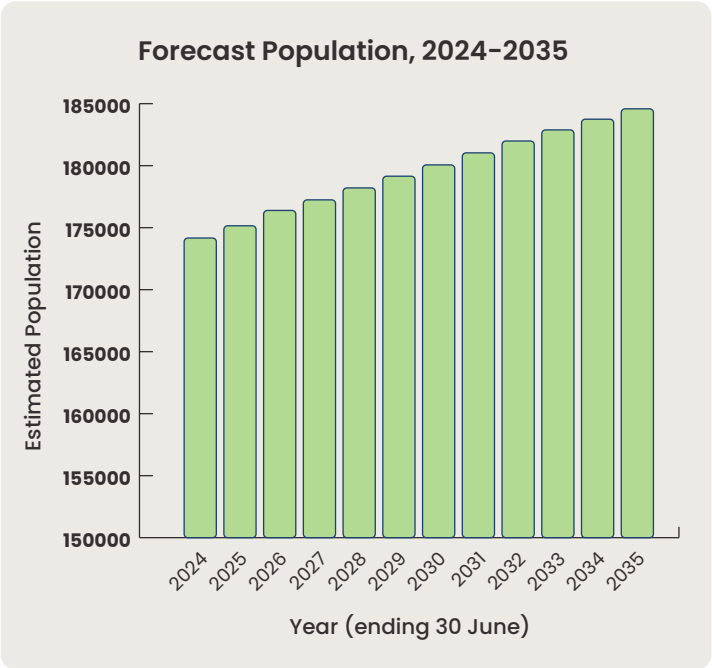
These drivers not only represent a potential impact to our ability to continue to manage assets at the current level of service, but also provide us with an opportunity to improve our current practices.

Demographics

Population Growth

Mornington Peninsula Shire is estimated to be home to approximately 175,150 people in 2025. This population is expected to increase by 5% over the next 10 years, reaching an estimated 184,583 people in 2035.

The flow on effect from this increase in population needs to be considered in the planning of the Shire's services and therefore the long-term planning of the Shire's assets.



Whilst the projected increase in residents is not significant, it may still require an increase in the number of assets provided for the community and on the consumption of those assets.

We will need to understand these increases in demand and consumption so that we can properly plan for the creation, upgrade and renewal of our assets.

Resident Age Profile

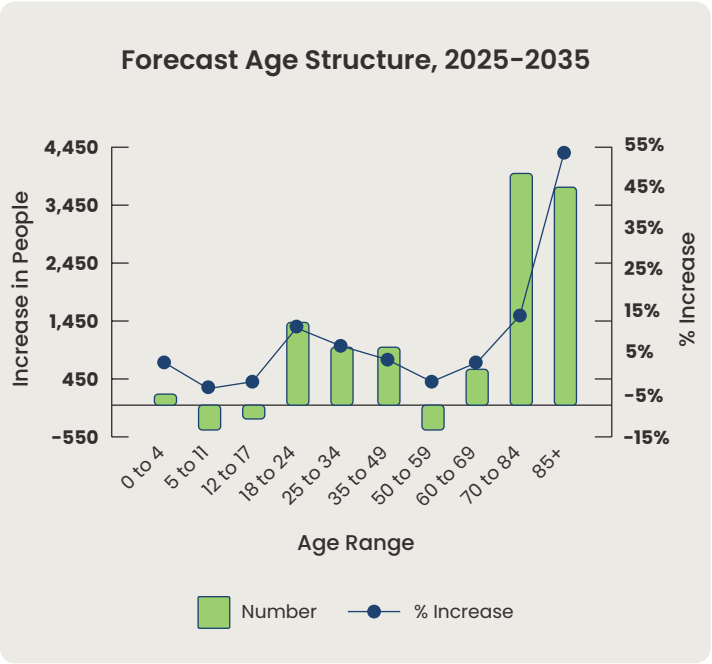
More significant than the predicted growth in resident population, is the forecast change to the demographic profile of the Mornington Peninsula.

The median age of residents on the Peninsula is 48, 11 years higher than the median for Greater Melbourne. There is significantly less 20 to 39-year-olds and more 60+ year olds.

Over the next 10 years, while the resident population of the Peninsula is only predicted to increase by 5%, the increase in residents over the age of 60 is expected to increase by 10% (and 85+ by almost 18%).

This will have a significant impact on our assets as there will be a growing need to ensure our assets meet universal design principles.

We will also need to understand the possible increased demand on Shire services that support people in this age bracket and plan our assets to meet future needs.



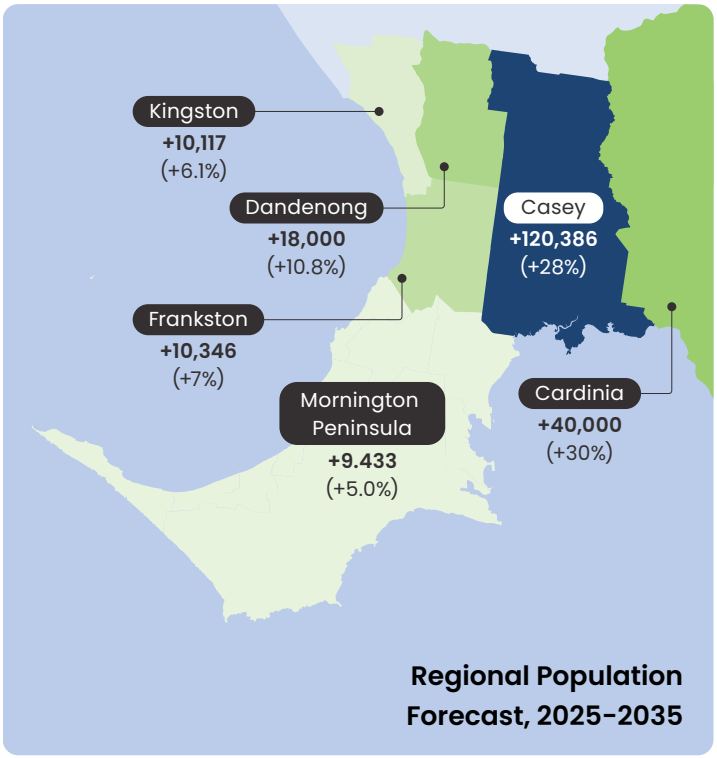
Tourism and Visitors

The other factor that has the potential to significantly impact the Shire's assets is increases in visitors and tourism.

While the forecast growth in resident population for Mornington Peninsula is relatively low, the predicted growth in other municipalities within our region is significant (as seen below).

This large population increases in the populations of neighbouring municipalities is (particularly Cardinia Shire Council and the City of Casey) is likely to subsequently increase visitors to the Peninsula.

As with population growth, this increase will affect the capacity of our assets (particularly during peak seasonal times) and may result in an increased rate of consumption of our assets.



Climate Change

Climate change is one of the most significant challenges facing society today, as we work out how to manage the current climate impacts. Climate consideration is critically important when planning the future of our assets.

There are two factors that need to be considered in relation to climate change:

Climate change impact on our assets

and

Our assets' impacts on the climate

Climate Change Impact on Our Assets

In the future we can expect more extreme weather events, such as bushfires, heatwaves, droughts, land susceptibility and erosion, flooding, extreme rainfall events and rising sea levels.

We need to understand the effect that these events will have on the useful lives of our assets and come up with strategies to make our assets more resilient to climate change effects (both existing and future assets).

Our Assets' Impacts on the Climate

Council has a responsibility to reduce the impact of its assets on the climate and to improve overall climate resilience.

This means ensuring that assets are managed in ways that minimise negative environmental impacts, for example, by using recycled materials in construction and designing assets with a low carbon footprint.

We also need to explore opportunities to better manage our natural assets and leverage their benefits in mitigating the effects of climate change.

Service Changes

There are several external factors that affect the services that the Shire delivers, and the extent to which those services are provided including:

Sector Reforms

Reforms to service sectors can greatly affect the types and extent of services delivered by the Shire.

Examples, such as the federal governments 'Aged Care Reform' or the state governments '3-year-old Kindergarten' program can increase or decrease the service local government is responsible for.

It is important that these changes translate to the need for assets to support those services, identifying early the need for increased capacity of assets, or conversely the rationalisation of assets.

Popularity Trends

Popularity trends also significantly alter services, particularly in the sport and recreation space.

For example, recent increases in female participation in sport have greatly increased the services that we need to deliver, which has resulted in an increase in asset expenditure.

We need to be aware of these trends to plan our assets to be responsive to them.

Legislative Changes

Finally, legislative changes also can alter the services, and extent of services, that we provide.

However, legislative changes also have the potential for changing how we plan our services, and therefore how we plan our assets. Our practices and processes need to take into consideration these future changes.

Cost Shifting

When state or federal governments transfer service responsibilities without providing sufficient funding, whether due to policy changes or the implementation of new programs, it can significantly impact our asset planning process and service delivery capabilities.

Economic Climate

Regardless of the increasing demand to deliver additional services, local government faces economic difficulty just to continue to deliver services at current levels. This is due to the current economic climate, exacerbated by a rate capping environment and ageing infrastructure.

Rate Capping

Rate increases for the Shire are capped at the consumer price index (CPI). However, the costs for service delivery, particularly those related to asset construction and maintenance, has been increasing at a rate greater than CPI.

This not only creates a financial liability, as our expenditure grows faster than our income, but also puts at risk our ability to maintain intergenerational equity, where the users or demand generators of assets aren't bearing the lifecycle costs of those assets.

Ageing Infrastructure

The other economic factor is that while we are currently meeting our renewal requirements, our asset portfolio is ageing. The renewal expenditure requirements for our assets will therefore continue to rise as an increasing number of assets reach the end of their useful lives.

Without the ability to increase revenue to offset the increasing renewal need, we will have to make service level decisions around which assets we can renew and those that can be rationalised and/or disposed.

Future Technology

Future technologies will greatly change the landscape through which we deliver services, and assets.

These changes present a fantastic opportunity to improve our asset management practices. From the ability to collect and analyse 'big data' to improve decision making through to the 'Internet of Things' allowing assets to be self-diagnosing. We have the potential to leap forward in our understanding of how assets behave and how best to manage them using the application of emerging technologies, like Artificial Intelligence (AI) to streamline compliance and performance reporting and to optimise asset investment strategies, and remote data collection, including drone-based inspections and geospatial mapping in improving visibility and in supporting proactive asset planning.

However, technological changes also present a great challenge. The assets we use today to deliver services, might not be the assets needed to deliver services in the future. We need to make sure we have sight of that future service horizon so we can plan to build appropriate assets going forward.

We also need to ensure that our Asset Management Framework and Information System are agile enough to respond to future technologies.

Unknown Unknowns

Aside from the above future demands, there are always unknown circumstances that arise which impact on Shire assets. It is important that in setting up the Asset Management Framework, it remains flexible enough to be able to change to meet the demands of future, unknown, circumstances.

Our Strategy

Guiding Principles

To align our asset management practices to the community's priorities and improve them to cope with the future challenges we are facing, the Shire is committing to make all decisions relating to assets in accordance with the six asset management principles outlined in our Asset Management Policy.

Asset management is:

- **Leadership driven**, establishing accountability and responsibility for assets, integrating asset planning with corporate, financial, business and budgetary planning, and seeking continual improvement;
- **Service led**, ensuring service delivery needs form the basis of asset management decision making and asset management outcomes are community-focused;
- **Informed by risk**, ensuring risk management is embedded in the way we work and how we make decisions;
- **Information based**, with objective data on assets used to drive planning, and systems in place to monitor lifecycle costs and asset performance;
- **Whole of life**, considering each asset's lifecycle and pursuing sustainability, to provide for present needs while sustaining resources for future generations; and
- **Climate aware**, considering both the impacts that climate change has on assets and the impacts our assets make to climate change.

Using our asset management principles as a basis and considering our current state of asset management, the community's priorities and the future demands, we have established 12 asset management objectives which specify the results we need to achieve in order to realise value from our assets.

Asset Management Objectives

Leadership Driven

1.1 **We will implement the Asset Management Framework,** which:

- have a clear alignment with the Council's strategic objectives;
- comply with relevant legislation, regulations, codes of practice and standards;
- supports continuous improvement and innovation of asset management processes, practices and systems.

The Asset Management Framework is core to how we will undertake asset management. It outlines the principles, objectives, processes and procedures, and provides a decision-making framework.

It is vital that the framework links in with the Council's strategic objectives, so that asset management is supporting the broader organisational goal of delivering services to the community.

It is also important that the framework allows asset management processes to become integrated with wider organisational processes, to ensure that asset management is embedded within the organisation.

Finally, the framework needs to allow us to be across any legislative changes that have the potential to impact our assets or our management of them.

Actions to Support:	Linked Strategic Objectives:	Strategies
• Implement of the Shire's *Asset Management Framework* • Implement practical systems and processes that fit with organisation's asset management capabilities and maturity.	**Performance** **Strategic Objective 4.1:** A financially sustainable, high-performing, and well-governed Council	4.1.1, 4.1.2, 4.1.3, 4.1.5
	Strategic Objective 4.2: Community-centred, responsive, and fit-for-purpose services	4.2.1

Leadership Driven

1.2 **We will commit to providing leadership support and adequate resourcing for asset management**, through:

- having senior leadership commitment, led by an Asset Management Steering Committee.
- maintaining clearly defined roles, responsibilities and authorities in relation to asset management;
- ensuring that employees are aware, competent, supported and empowered;
- providing necessary resources for implementing the Asset Management Framework.

To ensure we can deliver upon the processes and procedures set out in the *Asset Management Framework*, we need to ensure that senior leadership is committed to asset management, and to providing the necessary resources and support.

This will be led by the *Asset Management Steering Committee*, who will oversee and ensure organisational support of asset management.

We also need to make sure that everyone across the organisation is aware of their asset management responsibilities and are equipped to undertake the actions under the *Asset Management Framework*.

Actions to Support:	Linked Strategic Objectives:	Strategies
• Develop 'Competency Matrix' on Asset Management for the whole organisation • Review of *Asset Management Responsibility Matrix*	**Performance** **Strategic Objective 4.1:** A financially sustainable, high-performing, and well-governed Council	4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.1.5

Leadership Driven

1.3 **We will seek to continually monitor, adapt and improve our asset management**, by:

- developing, monitoring and reporting on implementation and improvement plans within the Asset Management Framework, to optimise management activities and decision-making processes;
- auditing our work and those of our service providers to ensure assets are being managed in accordance with our processes and procedures;
- benchmarking our processes and associated procedures and applying contemporary asset management techniques, consistent with appropriate best practice.

Continual improvement is fundamental to ensuring good asset management, as technology, processes and thinking continues to evolve and mature. We need to ensure we identify improvement opportunities and hold ourselves accountable for implementing them.

We also need to audit our works to ensure that we are doing what we say we will do.

Finally, we need to make sure we are benchmarking and collaborating with other asset managers both in local government and broader industry.

Actions to Support:	Linked Strategic Objectives:	Strategies
• Develop a report on status of *Asset Management Framework* • Review and update of *State of the Assets Report*	**Prosperity** **Strategic Objective 3.2:** Valued partnerships and empowered community groups and volunteers	3.2.4
	Performance **Strategic Objective 4.1:** A financially sustainable, high-performing, and well-governed Council	4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.1.5
	Strategic Objective 4.2: Community-centred, responsive, and fit-for-purpose services	4.2.1, 4.2.2, 4.2.3

Service Led

2.1 **We will manage our assets with a focus on achieving community outcomes**, through:

- developing and implementing processes and procedures that align with the Council's strategic objectives;
- connecting the required purpose and performance of assets to these strategic objectives.

Alignment to community objectives is critically important. However, it is not just our asset management practices that need to align to the Council's strategic objectives. We also need to ensure that the purpose and performance of our individual assets have clear linkages to the strategic objectives.

We do not manage assets for the sake of managing assets. We do it to ensure positive outcomes for the community.

Actions to Support:	Linked Strategic Objectives:	Strategies
• Develop long-term Strategic Service Plans; • Asset Management Service Review; • Develop a Community Engagement Strategy.	**Place** **Strategic Objective 1.2 :** Connected townships with integrated and accessible transport and well-maintained infrastructure	1.2.2
	People **Strategic Objective 2.2** An engaged and connected community	2.2.5
	Performance **Strategic Objective 4.1:** A financially sustainable, high-performing and well-governed Council	4.1.3
	Strategic Objective 4.2: Community-centred, responsive, and fit-for-purpose services	4.2.1, 4.2.3

Service Led

2.2 **We will measure current performance and future asset needs based on service requirements**, by:

- ensuring assets are clearly linked to the services they support;
- having levels of service for our assets based on community needs and expectations balanced against what they are willing to pay;
- engaging the community in decision making to reflect their needs and define value;
- measuring and reporting on the performance of our assets using contemporary condition, function and capacity assessments.

Measuring the performance of our assets against service needs will ensure that we are providing the right assets and at the right level of service.

However, to achieve this we will need to ensure that our services know what assets they rely upon, set clear expectations on what they want out of their assets, and what the expectations of their customers are in relation to those assets.

There also needs to be a strong link between service planning and asset management to ensure that the actual costs to deliver services are captured, so that the impacts of changing service or service levels are fully understood.

Actions to Support:	Linked Strategic Objectives:	Strategies
• Map assets to the Council Services they support and capital works categories. • Identify asset needs of all Shire services and development of long-term Service Plans for all Shire services. • Collection of condition, function and capacity performance measures for all assets. • Document comprehensive Community and Technical Levels of Service that MPS will deliver.	**Place** **Strategic Objective 1.1** Protected, resilient and enhanced natural environments	1.1.3, 1.1.6
	Strategic Objective 1.2: Connected townships with integrated and accessible transport and well-maintained infrastructure	1.2.3, 1.2.4, 1.2.5
	People **Strategic Objective 2.2** An engaged and connected community	2.2.2

Service Led

	Performance **Strategic Objective 4.1:** A financially sustainable, high-performing and well-governed Council	4.1.3
	Strategic Objective 4.2: Community-centred, responsive, and fit-for-purpose services	4.2.1, 4.2.3

Informed by Risk

3 .1 **We will integrate risk management processes that create and protect value in our assets,** which will:

- be developed in accordance with the Shire's Risk Management Framework;
- apply risk management techniques that identify and effectively manage risk and opportunity; and
- support the Shire in effectively managing the identified strategic risks relating to asset management and the natural and built environment.

Effectively managing risk is vital in asset management and needs to be at the centre of decision making. Having robust risk-management processes in place will ensure that we prepare for future demands on our assets (such as climate change or population growth) and be well positioned to take advantage of any opportunities to add value.

Appropriate risk management will also enable the Shire to better deliver upon the actions outlined in this strategy, and thus meet Council's strategic objectives.

The Asset Management Framework is also a fundamental risk treatment within the 'Asset Management Lifecycle' and 'Natural and Built Environment' strategic risks, which highlights the importance of having asset management objectives that relate to risk management.

Actions to Support:	Linked Strategic Objectives:	Strategies
• Develop *Asset specific Risk Register* • Assign criticality to assets and identify critical assets. • Identify assets important in business continuity and emergency management planning.	**Performance** **Strategic Objective 4.1:** A financially sustainable, high-performing, and well-governed Council	4.1.1, 4.1.2
	Strategic Objective 4.2: Community-centred, responsive, and fit-for-purpose services	4.2.1

Informed by Risk

3 .2 **We will effectively manage our risk exposure from the day-to-day use of our assets,** to ensure:

- the community can access and make use of Shire assets with the risks associated with this being appropriately managed;
- operational risks identified by the Shire, that are linked to assets, are appropriately managed.

All assets used by the community have inherent risks associated with their use. Unlike the strategic risks above, which impact on the value of Shire assets and their ability to assist Council in achieving their strategic objectives, these risks are operational and relate to public safety and the safety of staff and contractors that work on Shire assets.

It is important that these risks are understood when planning and undertaking the operation and maintenance of Shire assets, with maintenance and inspection works planned to reduce risk exposure for the community and Shire officers.

Actions to Support:	Linked Strategic Objectives:	Strategies
• Develop *Asset Management Risk Register* • Develop *Asset Operational Management Plans* that consider asset risk in setting intervention levels	**Performance** **Strategic Objective 4.1:** A financially sustainable, high-performing, and well-governed Council	4.1.1, 4.1.2
	Community-centred, responsive, and fit-for-purpose services	4.2.1

Information Based

4.1 **We will collect and maintain quality data on our assets,** that:

- is consistent, appropriate and spatially represented;
- includes up to date performance information;
- is regularly reviewed for accuracy;
- is made widely available for informing decisions on Council assets and services.

Data is vitally important when it comes to making informed decisions.

In relation to infrastructure management and planning, it is also critically important that this data is spatial. This allows for better integrated planning between different asset categories, and a more wholistic approach to capital works.

Actions to Support:	Linked Strategic Objectives:	Strategies
• Develop of Asset Management Data Standard • Develop a process to review the useful lives and unit rates of assets. • Streamline asset notification process. • Explore emerging technologies to enable smarter and more efficient practices.	**Performance** **Strategic Objective 4.1:** A financially sustainable, high-performing, and well-governed Council	4.1.1, 4.1.2, 4.1.3, 4.1.5
	Strategic Objective 4.2: Community-centred, responsive, and fit-for-purpose services	4.2.1, 4.2.3

Information Based

4.2 **We will maintain an information system to store and analyse asset data and make resultant information available,** ensuring it:

- remains flexible to current and future needs;
- allows the wider organisation and community to access asset information;
- promotes integrated asset planning.

The *Asset Management Information System* (AMIS) is key to storing, analysing and making asset data available.

This objective aims to ensure that our AMIS is flexible enough to meet the varying needs of the services our assets support. We also want to ensure that our AMIS leverages the latest technologies to audit and analyse data for our assets.

Even if we have good quality asset data, if that information is not accessible, then we will have difficulty providing assets to the required levels of service.

Actions to Support:	Linked Strategic Objectives:	Strategies
• Enhancement of the New Enterprise Asset Management System (EAM) • Develop reporting and dashboards within the Enterprise Asset Management System	**Performance** **Strategic Objective 4.1:** A financially sustainable, high-performing, and well-governed Council	4.1.2, 4.1.3, 4.1.5
	Strategic Objective 4.2: Community-centred, responsive, and fit-for-purpose services	4.2.2, 4.2.3

Whole of Life

5.1 **We will develop long term plans for our assets that seek to optimise asset performance and value**, by:

- review Asset Management Strategy and Plans to align with the portfolio's long term strategies and Strategic Service Plans;
- preparing and maintaining asset management plans, that include a 10-year capital works program, for each major asset class;
- adopting lowest whole-of-life cost solutions to realise value from assets;
- considering all stages of an asset's lifecycle, from identifying needs, planning, design and creation, through to operation and maintenance, renewal or upgrade and eventual disposal.

Given the future challenges particularly in relation to the economic climate, we need to ensure that we are making optimal whole-of-life decisions for our assets. Balancing the cost of decisions across the entire lifecycle of the asset, and not just the planning and delivery stages.

We also need to be planning for the long term, to ensure we have assets in place when we need them, and that we aren't spending significant money on assets not required in the future.

Actions to Support:	Linked Strategic Objectives:	Strategies
• Review Asset Management Strategy. • Review the Shire portfolio Asset Management Plans. • Development of *Asset Operational Management Plans.* • Capture maintenance and service history information at individual asset level • Implement the TechOne Strategic Asset Management Module to model the lifecycle costs of all infrastructure assets.	**Place** **Strategic Objective 1.1** Protected, resilient and enhanced natural environments	1.1.3, 1.1.6
	Strategic Objective 1.2: Connected townships with integrated and accessible transport and well-maintained infrastructure	1.2.2, 1.2.3, 1.2.4, 1.2.5

Whole of Life

	People **Strategic Objective 2.2** An engaged and connected community	2.2.2
	Performance **Strategic Objective 4.1:** A financially sustainable, high-performing and well-governed Council	4.1.3
	Strategic Objective 4.2: Community-centred, responsive, and fit-for-purpose services	4.2.1, 4.2.3

5.2 **We will ensure our long-term asset planning is financially sustainable**, by:

- integrating the outcomes of asset management planning into the Council's long-term financial plan.
- Implementing Budget optimisation through modelling techniques to provide inputs into the development of the long term financial plans and annual works plan.

Any long-term asset planning that is undertaken needs to be incorporated into the long-term Financial Plan.

Without this link, we will be unable to make meaningful decisions in relation to long term planning, as we will be unclear as to the financial implications.

We also need links between the long-term asset planning and the Financial Plan to ensure we can afford the levels of service agreed for each of our assets going forward.

Actions to Support:	Linked Strategic Objectives:	Strategies
• Review of 10-year asset planning and links to long-term capital works program and Financial Plan. • Plan capital works programs four years in advance for all asset classes.	**Performance** **Strategic Objective 4.1:** A financially sustainable, high-performing, and well-governed Council	4.1.1, 4.1.2, 4.1.3, 4.1.5

Climate Aware

6.1 **We will incorporate consideration of climate change into our asset management thinking,** considering how to:

- address the climate impacts through the ways we plan and manage our assets;
- manage the effects climate change will have on our current assets;
- plan our future assets to be more adaptable to climate change;
- Identify high risk assets, vulnerable to specific climate hazards and reporting on risk reduction and financial impact through embedding resilience.

As discussed in the 'Our future' section above, both in community priorities and future demands, climate change has a huge impact on the way we manage and provide assets.

Under the Local Government Act 2020 (Victoria) and other relevant legislation, councils are required to promote the economic, social, and environmental sustainability of their municipalities. This includes the responsibility to plan for and mitigate the impacts of climate change.

We need to ensure we are managing existing assets and planning new assets with full consideration of the effects of climate change.

We also need to look at how we can manage assets in a way that decreases our contributions to climate change, and how we can better leverage and manage our natural assets to make a positive difference to the environment.

Actions to Support:	Linked Strategic Objectives:	Strategies
• Record the outcomes of the Climate Asset Vulnerability Assessment in the Council Asset Management Information Systems. • Identify the financial and service life impacts of climate change on assets.	**Strategic Direction 1:** **Place** **Strategic Objective 1.1:** Protected, resilient and enhanced natural environments	1.1.5
	Strategic Direction 2: **People** **Strategic Objective 2.1:** A safe, accessible, inclusive and healthy community	2.1.6

Asset Management Improvement Plan

This Implementation and Improvement Plan is structured over a four-year period to align with the strategic objectives of the Council Plan. A comprehensive review will be undertaken at the conclusion of this period to assess progress and ensure continued alignment with organisational goals. The Plan may also be revised in response to future updates to the Asset Management Framework.

The actions outlined within this Plan are designed to advance the Shire's asset management maturity, progressing from current levels toward competency and beyond. Longer-term improvement initiatives, covering years five to ten, are detailed in **Appendix B**.

Item No.	Action Description	Timeline	AM Principle
	Year 1		
1.01	Review and update of 'Asset Management Responsibility Matrix' and establish Asset Management Responsibilities within Council Leadership.	Year 1	Leadership Driven
1.02	Undertake an Asset Management (Level 1) Service Review as per the Service Review Program process and objective.	Year 1	Service Led
1.03	Collation and analysis of Asset Function and Capacity/Use Transport and Stormwater assets.	Year 1	Service Led
1.04	Document comprehensive Community and Technical Levels of Service (LoS) for Transport and Stormwater assets.	Year 1	Service Led
1.05	Develop asset specific Risk Register for Stormwater and Transport assets.	Year 1	Informed by Risk
1.06	Develop a process for and undertake criticality assessments to identify critical Transport and Stormwater assets.	Year 1	Informed by Risk
1.07	Develop a documented process where each asset class is assessed for their useful lives and unit rates every year.	Year 1	Information Based
1.08	Identify and implement targeted improvements to Technology One integration with contractor processes, focusing on the highest-impact pain points causing efficiency losses.	Year 1	Information Based

Item No.	Action Description	Timeline	AM Principle
1.09	Define basic data standards for critical asset classes (roads, buildings, open spaces) to provide a foundation for subsequent data quality improvements.	Year 1	Information Based
1.10	Enhancing the TechOne Works Management System to Improve Infrastructure Asset Maintenance Planning.	Year 1	Information Based
1.11	Streamline the Asset Handover Process to ensure the tools and resources available to support the process are readily available to the stakeholders.	Year 1	Information Based
1.12	Develop a guide that outlines an approach and resource requirements to validate existing, collect missing asset data, conduct condition assessment, and to clarify maintenance and ownership responsibilities of coastal assets where Council is the committee of Management.	Year 1	Information Based
1.13	Review Asset Management Strategy including the Asset Management Roles and Responsibility Matrix.	Year 1	Whole of Life
1.14	Review Drainage Asset Management Plan in line with comprehensive revaluation and condition assessment cycles to inform the 10-year Asset Plan.	Year 1	Whole of Life
1.15	Review Transport Asset Management Plan in line with comprehensive revaluation and condition assessment cycles to inform the 10-year Asset Plan.	Year 1	Whole of Life
1.16	Ensure the Shire has a long-term (minimum 10 year) capital works plan that incorporates new, expansion, upgrade and renewal for all major asset classes.	Year 1	Whole of Life
1.17	Record the outcomes of the Climate Asset Vulnerability Assessments in both the asset register and GIS system.	Year 1	Climate Aware
	Year 2		
2.01	Development of 'Competency Matrix' for Asset Management: Including identifying the key roles with asset management functions in the organisation and identifying the skills that currently exist within those roles and any skill gaps that need to be addressed.	Year 2	Leadership Driven
2.02	Shire internal Asset Management Maturity Assessment (every 2-years).	Year 2	Leadership Driven
2.03	Development of long-term Service Plans.	Year 2-4	Service Led
2.04	Collation and analysis of Asset Function and Capacity/Use Open Space assets.	Year 2	Service Led
2.05	Development of performance inspection manuals for all asset categories.	Year 2	Service Led

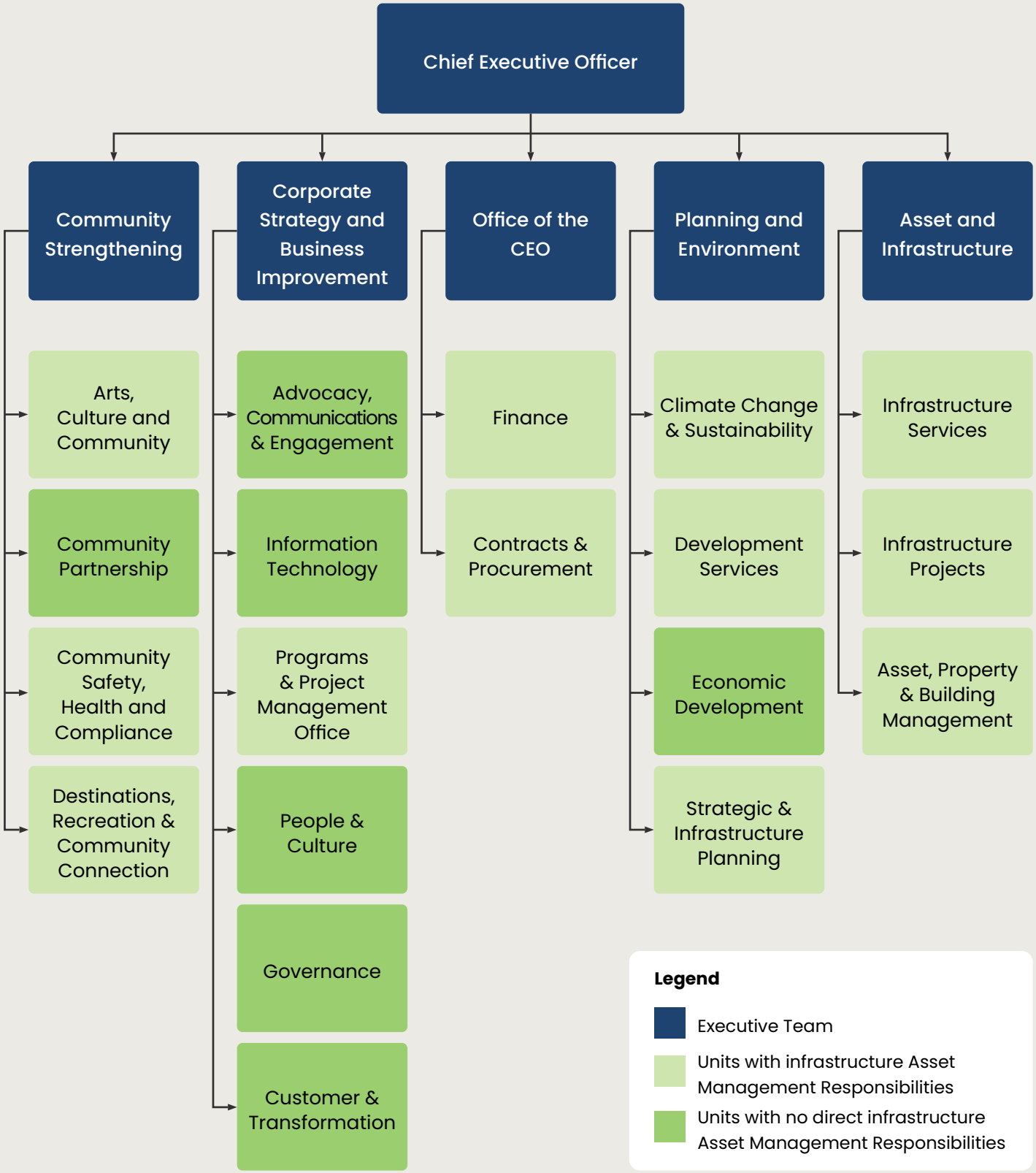
Item No.	Action Description	Timeline	AM Principle
2.06	Document comprehensive Community and Technical Levels of Service for Open Space and Building assets.	Year 2	Service Led
2.07	Develop asset specific Risk Register for Open Space and Building assets.	Year 2	Informed by Risk
2.08	Develop and a process and conduct criticality assessment to identify critical assets for Open Space and Building assets.	Year 2	Informed by Risk
2.09	Validate existing data, collect missing data, conduct condition assessment, and clarify maintenance and ownership responsibilities of coastal assets where Council is the committee of Management.	Year 2	Information Based
2.10	Develop reporting dashboards within the T1 Enterprise Asset Management System to monitor compliance with maintenance contracts.	Year 2	Information Based
2.11	Use Enterprise Asset Management system to create a process to conduct annual audit works orders that relate to Road Management Plan or Essential Safety Measures for compliance against relevant legislation and required timeframes for response.	Year 2	Information Based
2.12	Develop an initial set of reporting dashboards for the most critical asset management metrics, with subsequent expansion as data quality improves.	Year 2	Information Based
2.13	Expand the initial data standards into a comprehensive framework for asset data quality across all asset classes, implementing validation processes and data cleansing procedures.	Year 2	Information Based
2.14	Leveraging Emerging Technologies for Smarter Asset Data Collection and Analysis.	Year 2	Information Based
2.15	Review Building and Facilities Asset Management Plan in line with comprehensive revaluation and condition assessment cycles to inform the 10-year Asset Plan.	Year 2	Whole of Life
2.16	Review Open Space Asset Management Plan in line with comprehensive revaluation and condition assessment cycles to inform the 10-year Asset Plan.	Year 2	Whole of Life
2.17	Develop an Asset Management Roadmap that clearly outlines the steps and key milestones required for implementing the Shire's asset management framework. This roadmap will guide the Shire towards achieving best asset management practices, ensuring a structured and efficient approach.	Year 2	Whole of Life
2.18	Implement the TechOne Strategic Asset Management Module to model the lifecycle costs of all infrastructure assets and report using TechOne dashboards to directly feed portfolio Asset Management Plans.	Year 2	Whole of Life

Item No.	Action Description	Timeline	AM Principle
2.19	Develop an Asset Condition Assessment Framework that outlines how condition rating scales are aligned with the remaining useful life of assets. This framework will ensure consistency in evaluating asset conditions and provide a clear connection between condition ratings and asset lifecycle management.	Year 2	Whole of Life
2.20	Identify the financial and service life impacts of climate change on assets classified as high or very high vulnerability. Use this information to inform and adjust asset renewal modelling, ensuring that future renewals account for climate-related risks, costs, and potential reductions in asset service life.	Year 2	Climate Aware
	Year 3		
3.01	Identify key asset data maintainers and provide training in AM products for key users.	Year 3	Information Based
3.02	Link assets to Council Services including identification of service managers for each service that has assets.	Year 3	Service Led
3.03	Review the Workforce Strategy around resourcing levels of the Operational and Asset Planning Staff.	Year 3	Leadership Driven
3.04	Link services to capital works categories to track and identify capital works expenditure for each service.	Year 3	Service Led
3.05	Development of long-term Service Plans.	Year 2-4	Service Led
3.06	Collation and analysis of Asset Function and Capacity/Use Building & Facilities assets.	Year 3	Service Led
3.07	Development of detailed community engagement strategy for Asset Management.	Year 3	Service Led
3.08	Review existing maintenance levels of service and formalise. Document maintenance intervention frameworks for asset classes where these do not currently exist.	Year 3	Service Led
3.09	Identification of the role assets play in business continuity and emergency management planning.	Year 3	Informed by Risk
3.10	Develop MPS Data Framework in consultation with key AM stakeholders.	Year 3	Information Based
3.11	Generate a clear audit trail between engineering registers and account registers.	Year 3	Information Based
3.12	Development of a disposal plan for all asset classes.	Year 3	Information Based
3.13	Implement mobile data collection tools for the highest-priority asset classes, beginning with a pilot approach before full deployment.	Year 3	Information Based

Item No.	Action Description	Timeline	AM Principle
3.14	Develop advanced analytics capabilities for asset lifecycle management, building on the data quality improvements from earlier initiatives.	Year 3	Information Based
3.15	Develop a dashboard Asset Management Plan for Transport to replace the traditional, static file-based asset management plan. This will enable real-time updates, easier access to data, and improved decision-making.	Year 3	Whole of Life
	Year 4		
4.01	Develop Operations and Maintenance Plan for the Open Space Assets. These plans will document the operational standards, maintenance practices, and service levels required to ensure the assets are properly managed and maintained.	Year 4	Whole of Life
4.02	Business Process Manual (BPM) including asset performance reporting for all asset classes.	Year 4	Leadership Driven
4.03	Shire internal Asset Management Maturity Assessment (every 2-years).	Year 4	Leadership Driven
4.04	Development of long-term Service Plans.	Year 2-4	Service Led
4.05	Develop a process to utilise and analyse work history data to develop Council specific asset lifecycle degradation profiles; incorporating these into the predictive modelling process.	Year 4	Information Based
4.06	Development of 'Asset Responsibility Guidelines': to ensure a consistent approach in identifying Shire assets and responsibility of those assets.	Year 4	Information Based
4.07	Development of Asset Management Data Standard: needs to outline the information that Council legally needs to collect and is needed for reporting. Including information about how to track confidence in our data.	Year 4	Information Based
4.08	Capturing of maintenance expenditure and service history information at an individual asset level.	Year 4	Information Based
4.09	Develop a dashboard Asset Management Plan for Stormwater Drainage to replace the traditional, static file-based asset management plan. This will enable real-time updates, easier access to data, and improved decision-making.	Year 4	Whole of Life
4.10	Develop Operations and Maintenance Plan for the Stormwater Assets. These plans will document the operational standards, maintenance practices, and service levels required to ensure the assets are properly managed and maintained.	Year 4	Whole of Life
4.11	Advanced modelling using defect data from the works management system.	Year 4	Whole of Life

Appendices

Appendix A – Organisational Structure



Appendix B – 5-10 years Asset Management Improvement Initiatives

Item No.	Improvement Actions	Timeline	AM Principle
5.0	**Year 5**		
5.01	Develop a dashboard Asset Management Plan for Open Space to replace the traditional, static file-based asset management plan. This will enable real-time updates, easier access to data, and improved decision-making.	Year 5	Wole of Life
5.02	Develop a process so that criticality rating of assets is used in determining the maintenance level of services.	Year 5	Informed by Risk
5.03	Develop a process that performance measures (capacity/usage and functionality) and risk are incorporated into renewal modelling.	Year 5	Informed by Risk
5.04	Train project managers to be able to apportion project costs to new and existing assets prior to capitalisation without the need to rely on the Asset Management Team.	Year 5	Information Based
5.05	Configure the Strategic Asset Management (SAM) to be able to generate the remaining useful life of assets during renewal modelling.	Year 5	Information Based
5.06	Develop a valuation methodology to value sports ground assets at an oval level.	Year 5	Information Based
6.0	**Year 6**		
6.01	Develop Operations and Maintenance Plan for the Open Space Assets. These plans will document the operational standards, maintenance practices, and service levels required to ensure the assets are properly managed and maintained.	Year 6	Wole of Life
6.02	Develop a process to link directly SAM renewal modelling with a 10-year renewal forecast dashboard (TechOne).	Year 6	Wole of Life
6.03	Configuration of SAM to support asset revaluation in alignment with renewal modelling outputs.	Year 6	Information Based

Item No.	Improvement Actions	Timeline	AM Principle
6.04	Develop a dashboard Asset Management Plan for Building and Facilities to replace the traditional, static file-based asset management plan. This will enable real-time updates, easier access to data, and improved decision-making.	Year 6	Wole of Life
6.05	Develop Operations and Maintenance Plan for the Building and Facilities Assets. These plans will document the operational standards, maintenance practices, and service levels required to ensure the assets are properly managed and maintained.	Year 6	Wole of Life
6.06	Develop a process to value major building assets at the major component level.	Year 6	Information Based
7.0	**Year 7**		
7.01	Develop a process that Asset Portfolios are aligned to Asset Owners/ managers long term plans.	Year 7	Leadership Led
7.02	Report/publish renewal modelling results using TechOne dashboards and are directly feed to the Portfolio Asset Management Plans.	Year 7	Wole of Life
7.03	Configure/Set up the Project Lifecycle (PLM) to be able to facilitate Asset data/information notification (handover) through PLM.	Year 7	Information Based
7.04	Develop a methodology to streamline asset revaluation process based on the financial significance of asset types.	Year 7	Information Based
7.05	Develop streamlined Live Transport Asset Management Plan.	Year 7	Wole of Life
8.0	**Year 8**		
8.01	Set up the system (TechOne) to be able to link Asset Plan Dashboards to the relevant sections of the portfolio Asset Management Plan dashboards.	Year 8	Wole of Life
8.02	Develop Long term disposal plan for the major asset plans.	Year 8	Whole of Life
8.03	Develop a process so that service managers set service standards of assets.	Year 8	Leadership Led
8.04	Develop Dashboard based Asset Plan.	Year 8	

Item No.	Improvement Actions	Timeline	AM Principle
8.05	Develop a process and set up TechOne to be able to capture operational and maintenance expenditure and activities against individual assets.	Year 8	Information Based
8.06	Develop streamlined Live Stormwater Asset Management Plan.	Year 8	Wole of Life
9.0	**Year 9**		
9.01	Develop a process to be able to capitalise assets automatically at completion of projects, with expenditure accurately divided between new, expansion ungraded and renewal.	Year 9	Information Based
9.02	Develop a digital (dashboard) Asset Management Strategy.	Year 9	Wole of Life
9.03	Develop a process to be able to track Operational and maintenance costs across different asset condition states to optimise maintenance and renewal expenditure.	Year 9	Information Based
9.04	Develop a process to be able to generate inspection and defect work orders via IntraMaps (GIS viewer).	Year 9	Information Based
9.05	Develop streamlined Live Open Space Asset Management Plan.	Year 9	Wole of Life
10.0	**Year 10**		
10.01	Develop streamlined Live Open Space Asset Management Plan .	Year 10	Wole of Life
10.02	Service Managers Lead the whole asset lifecycle decision making.	Year 10	Leadership Led
10.03	Develop a digital (dashboard) Asset Management Strategy.	Year 10	Wole of Life
10.04	Align asset lifecycle budgets to service managers.	Year 10	Service Led

Contact Mornington Peninsula Shire

Phone: 1300 850 600 (24 hours)
TTY: **133 677 then request 1300 850 600**
TIS: **131 450**
NRS: Connect to NRS on **accesshub.gov.au** then request **1300 850 600**
Email: **customerservice@mornpen.vic.gov.au**
Mail: Private Bag 1000, Rosebud, Victoria, 3939
Website: **mornpen.vic.gov.au**

facebook.com/mornpenshire
instagram.com/ourpeninsula
youtube.com/MornPenShire

Mornington Peninsula Shire Service Centres

Rosebud Office
90 Besgrove Street, Rosebud

Mornington Office
2 Queen Street, Mornington

Hastings Office
21 Marine Parade, Hastings

Mornington Peninsula Shire