Moyne Shire Council

# Road Infrastructure

## Asset Management Plan 2025

Version 7

# Guideline governance

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| Responsible Service / Department: | **Assets and Infrastructure** |
| Adoption authorised: | Moyne Shire Council |
| Date of adoption: | 28/10/2025 |
| Date of effective from: | 1/07/2025 |
| Document Set ID: | |
| Endorsed CEO or ELT member or department manager to make and approve document editorial amendments: | Director Assets and Community |
| Quarterly desktop reviews: | February, May, August, November |
| Version number: | 7 |
| Stakeholder review and engagement: | Manager PMO & Assets |
| Relevant Legislation: | Local Government Act 2020 |
| Associated Strategic Direction: | Council Plan 2025-2029 |
| Supersedes: | Road Infrastructure Asset Management Plan 2022 |

# Review history

| Name | File Reference | Date | Description of Edits |
|---|---|---|---|
| Version 1 | | 03/05/2022 | Outline Draft Report |
| Version 2 | | 13/05/2022 | Draft Report |
| Version 3 | | 20/05/2022 | Final Draft |
| Version 4 | | 07/07/2022 | Final Plan |
| Version 5 | 1342201 | 22/07/2025 | Submissions Draft |
| Version 6 | 1351801 | 28/07/2025 | Final Draft |
| **Version 7** | 1361803 | 28/07/2025 | Updated plan in line with legislation and Asset Plan 2025-2035. Endorsed OCM. |
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# Contents

# 1 Introduction

This Road Infrastructure Asset Management Plan details information about relevant infrastructure assets, with actions required to provide an agreed level of service in the most cost-effective manner whilst managing associated risks.

Covering a ten year planning period, this plan defines the asset services to be provided, how services are provided, how road infrastructure assets will be managed, and the resources required.

This plan links to Council's Long Term Financial Plan, Council Plan and Asset Plan. This also covers a ten year planning period.

This plan should be read in conjunction with other Moyne Shire strategic planning documents that include:

- Asset Management Policy
- Asset Plan 2025 – 2035
- 2025 Road Management Plan
- Relevant Master Plans, Structure Plans and Precinct Plans
- Asset condition audits and reports
- Asset upgrade or renewal plans

## 1.1 Council Plan 2025-2029

Key Council Plan strategies that this plan responds to include:

- Proactively manage our road networks to improve maintenance, capacity, safety and connectivity
- Explore new ways to manage, maintain and fund our assets
- Communicate more clearly about what Council does and why to increase transparency and build trust
- Maximise use of Council resources and deliver financially sustainable services
- Streamline processes to improve customer experiences with Council
- Establish a culture of excellence to enable new and entrepreneurial ways of working
- Identify opportunities for connected, healthy and active lifestyles across Moyne's towns and villages
- Advocate for and support major initiatives to grow tourism

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# 2 Goals and objectives for asset ownership

Council's goal for managing infrastructure assets is to meet the defined level of service in the most cost effective manner for present and future residents, visitors and users. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance.
- Managing the impact of growth through demand management and infrastructure investment.
- Taking a lifecycle approach to developing cost effective management strategies for the long term that meet the defined level of service.
- Identifying, assessing and appropriately managing risks.
- Linking to the long term financial plan which identifies works required, affordable forecast costs and allocations.

Key elements of the planning framework are:

- Levels of service – specifies the services and levels of service to be provided.
- Risk management – identification, management and mitigation of financial, safety, function and condition risks.
- Future demand – how this will impact on future service delivery and how this will be met.
- Lifecycle management – how to manage existing and future assets to provide defined levels of service.
- Financial summary – what funds are required to provide the defined services.
- Asset management practices – how we manage provision of the services.
- Monitoring – how this plan will be monitored to ensure objectives are met.
- Asset management improvement plan – how we improve asset management processes.

# 3 Moyne road infrastructure assets

## 3.1 Summary profile

This plan covers the infrastructure assets that deliver essential travel and transport connections for businesses, residents and visitors to move safely across the shire and region, link key destination points and centres of economic and social activity and encourage active and accessible mobility.

Our road infrastructure network includes:

- Sealed and unsealed roads
- Bridges and roundabouts
- Footpaths, tracks and trails
- Traffic control infrastructure
- Kerb and channel
- Public car parks and parking
- Ancillary assets such as bollards and guard rails, pedestrian crossings, and signage.

## 3.2 Hierarchy

Asset hierarchies establish the nature, role and function of an asset and its level of importance in terms of use, demand and purpose. The hierarchy is used for asset planning, resourcing, investment and determining the service level that can be expected from a particular asset.

The Register of Public Roads includes all the municipal roads that Council has deemed are reasonably required for general public use and have two categories, rural roads and urban roads with the following classes in each:

- Class 3: Link
- Class 4: Collector
- Class 5a: Access 1
- Class 5b: Access 2
- Class 6: Not maintained

Council has adopted a road, bridge and footpath hierarchy to ensure that levels of service such as management, engineering standards and maintenance regimes, are applied to these assets based upon their function. This ensures that Council's financial and physical resources are allocated based upon the community's priorities.

For further information regarding the road, bridge, shared/bicycle pathways and footpaths, please refer to Council's Road Management Plan.

The hierarchy framework will form part of the decision making approach for Council and community for the planning, development, management, investment and/or rationalisation for existing and new road infrastructure assets.

## 3.3 Road infrastructure asset valuation

The best available valuation estimates for our road infrastructure assets are shown below as of 30 June 2024:

- Replacement cost (gross) $684,853,367
- Depreciated value $442,843,292

New or gifted road infrastructure will add to operations and maintenance needs in the longer term. These assets will require additional funds for maintenance and future renewal, as well as add to depreciation forecasts.

## 3.4 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in this plan, namely:

- Asset renewal funding ratio (proposed renewal budget for the next ten years/forecast renewal costs for next ten years); and
- Medium term forecast costs/proposed budget (over ten years of the planning period).

## 3.5 Considerations and influences

People's use and demand for road infrastructure is critical, as it services various commercial industries and connections to destinations such as workplaces, family, recreation, leisure activities, critical services, food, care and emergency response.

Transport plays a vital part of our communities' economic, social and cultural life. With Moyne Shire covering a large geographic area, residents rely on this infrastructure to traverse safely and to stay connected. Understanding growth, economic and transport trends is important for planning and investment in road infrastructure assets to better enable and connect people to other cities, communities and economic hubs.

In support of this aim, this plan and Council's Road Management Plan intend to meet the requirements of the Road Management Act 2004 and minimise risk relating to Council controlled roads and infrastructure.

The following surmises key trends:

- Transport needs in agricultural, food, energy and forestry industries, creating pressure on road infrastructure condition, maintenance regimes, safety and construction design to ensure that larger commercial vehicles can safely and efficiently link markets, supplies and consumers.
- Deteriorating road condition profiles, ageing infrastructure such as bridges and major culvert networks and adopting new technologies are important asset management challenges which influence the decision making.
- With increases in personal active transport such as cycling and walking, the capacity of the existing network to safely cater for these activities need to be considered. This places a higher emphasis on community engagement with various user groups and the broader community. In addition, the design of new road infrastructure will need to consider these users, which may lead to an increase in design, build and maintenance costs.

- Major energy and economic projects across the region and the shire have and will continue to impact road condition, improvements and safety management. Project proponents are required to provide road and traffic plans as part of development planning, with road renewal a high concern for residents, Council and general road users. A key issue is that many of these developments are located in more remote areas of the shire, where access to main transport routes is difficult. Construction transport frequently utilise rural and local roads that have not been constructed to cater for the volume, size and weight of larger transport vehicles.
- Population growth will lead to greater demand for road infrastructure, including improved or new roads, particularly to serve new residential developments.
- Some road infrastructure is ageing and may be reaching end of life. This particularly applies to bridge infrastructure across the shire. Failure of this asset class presents a high risk to users, would significantly disrupt travel and mobility, and are high cost items to repair or replace.
- Emerging and developing transport and vehicle technologies and innovations may influence how road infrastructure is designed and built. Whilst these current technologies have a high focus on reducing carbon emissions, driverless vehicles, more workers in the service economy, and more workers working from home will, over time, change road usage patterns and road infrastructure planning.
- Community expectations to have access to quality road infrastructure is increasing from rural unsealed roads being sealed, new footpaths to link key destinations and quick response times for road repairs. Resourcing to meet these expectations needs to be continually factored into road infrastructure budgets and works planning.
- As an important visitor destination, including domestic and international visitors, road safety is a key planning consideration. Providing clear signage, directional road markings, additional parking facilities at visitor destination points, and safe intersections are increasingly monitored through traffic counts and visitor data.
- Climate change and weather events with increased frequency and severity of natural disasters such as flood, storm, and prolonged drought conditions, have significant impacts on road infrastructure design, materials and construction. With rising construction, plant and equipment costs, maintenance budgets will need adjusting to ensure that safe road infrastructure can continue to be provided across the shire. In addition, the investment in kerb, channel and storm water drainage systems will need to be designed to meet higher demand and reduce flooding and asset damage impacts from weather events.
- The cost of building and maintaining road infrastructure is increasing at a faster rate than road related funding. Coupled with an ageing workforce and skills shortages, resourcing road infrastructure investment will continue to be a challenge.

It will be necessary to develop adaptation responses for assets and infrastructure to address forecast impacts from climate change and build asset resilience. The resilience of our critical road infrastructure is vital to the ongoing provision of services to customers. We need to understand capacity to “withstand a given level of stress or demand”, and to respond to possible disruptions to ensure continuity of service. We do not currently measure our resilience in service delivery. This will be included in future iterations of this plan.

## 3.6 Gender Impact Assessment

Where this plan is deemed to have an impact on a program or service that has a direct or significant impact on the public, a Gender Impact Assessment will be undertaken at such time.

# 4 Service provisions and service levels

An important part of asset management is to connect service levels, demand and risk to focus investment where improvement to asset condition will address these elements.

## 4.1 Condition

Road infrastructure condition, in particular roads and footpaths, is currently monitored through targeted inspections, responses to customer service requests, condition and risk audits, maintenance and other works in line with Council's Road Management Plan. Other road infrastructure assets maintenance and renewal generally occurs on an as needs basis. E.g. replacement of a damaged sign or bollard, and pothole repairs. Condition is measured using a 1 – 5 grading system starting from very good, good, fair, poor to very poor.

The current condition grade averaged over all road infrastructure assets across the shire has been assessed as "Fair" which indicates significant maintenance required with some areas of renewal and upgrades

| Asset Class | Condition Grade | Data Confidence | Comments |
|---|---|---|---|
| ***Road Infrastructure*** | Good | Reliable | Supported by Councils Road Management Plan and regular proactive inspections for maintenance and condition assessments. |

## 4.2 Provision and service standards

Council operates a four year rolling program for municipal road construction projects. Each year the list of roads identified for construction or rehabilitation is reviewed, taking into account:

- Funds available (from internal as well as external grants or developments)
- Reports from Pavement Management System inspections
- Safety issues identified from inspections or service requests
- Sealing histories
- Reports from maintenance crews
- Service requests – Council and community
- Sealed road inspections
- Reports of dust problems.

The first priority in managing the municipal road network is to resurface a fixed percentage of the sealed road network each year. This includes final seals on primer seals, reseals and other resurfacing techniques, and results in roads being resurfaced at appropriate intervals.

To ensure roads scheduled to be resurfaced are in good condition, the first priority for road construction funds is major patching or rehabilitation of these roads.

Council regularly consults with its community regarding the standards of road construction and maintenance, and road rehabilitation priorities. Feedback is regularly received from the community via a number of mechanisms:

- Annual Department of Victorian Communities community satisfaction surveys
- Council's service request system
- Various public meetings in locations across the shire

- Councillors
- Regular meetings with workers at each of the four Council depots
- Regular meetings of Council's road managers and supervisors.

Standards for new bridges/major culverts, rehabilitation of existing structures and installation of cattle underpasses, guard rails and bus shelters are all in accordance with the relevant Austroads and VicRoads design guidelines and Australian Standards.

Bridge and major culvert designs are carried out by Council engineers, Regional Roads Victoria prequalified bridge design engineers or suitably qualified and experienced consultants.

In commercial areas, where footpaths are to be constructed from building line to back of kerb, the generally adopted standard is a sealed surface supported by a crushed rock pavement. In some high profile CBD areas a higher standard with differing materials may be provided.

For all other areas, the general standard is a 1.5m or 2m wide concrete path, supported by a granular pavement.

Bicycle/shared paths are constructed in accordance with Australian Standards and Council's Bicycle Strategy when external funding becomes available.

## 4.3 Levels of service

Service levels are defined in the technical levels of service. Council has completed an assessment of the levels of service against these three themes to inform future planning, management and funding for road infrastructure assets across the shire.

This plan will facilitate future consultation on service levels. Future revisions of this plan will incorporate customer consultation on service levels and costs of providing the service. This will assist Council and stakeholders to assess the level of service required, service demand, risks and consequences. Decisions for investment will consider Council's and community's capacity and willingness to pay for diverse services across this large asset portfolio.

## 4.4 Technical levels of service

Technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Service and asset managers plan, implement and control technical service levels to provide appropriate service outcomes. It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged that trends and external influences such as technology and customer priorities will change over time.

| ***Road widening works on narrow roads where road safety issues are identified (blind corners).*** | | |
|---|---|---|
| *Measure* | *Current state* | *Recommended target* |
| Number of km narrow seal widened.<br>Number of narrow seal corners widened. | Customer requests monitoring.<br>Traffic counts.<br>Routine inspections.<br>Trigger of road condition, road volumes, reference the road design standard. | Widen one kilometer and one narrow sealed corner each financial year supported by capital budget. |

| *Ensure road infrastructure assets acquired by the Council from external sources are in accordance with standards.* | | |
|---|---|---|
| *Measure* | *Current state* | *Recommended target* |
| Assets acquired are in line with IDM standards. | Monitoring and reviewing referrals in line with IDM standards. | Engineering referrals are to be 100% compliance with IDM standards.<br>Ensure acquired assets meets planning permit conditions to a one hundred percent. |
| ***Manage road network to ensure compliance with the Road Management Plan.*** | | |
| Inspection compliance with set timeframes. | Inspection regimes.<br>Defect recording.<br>Repair response time frames.<br>Continued monitoring and review.<br>Compliance reporting.<br>Legislative reporting. | To be not less than 90% compliance with set inspection timeframes and defect repair timeframes. |
| ***Increase proactive major maintenance interventions such as re-sealing and major patching to reduce rehabilitation / reconstruction needs*** | | |
| Implement rolling programs for re-sealing, re-sheeting and major patching. | Five year draft rehab program.<br>Rolling ten year condition audit plan.<br>Yearly re-sealing and re-sheeting programs. | Increased kilometer roads re-sealed per year.<br>Increased square meters of major patching per year.<br>Increased kilometers of unsealed roads re-sheeted. |
| ***Sealed Road re-sealing regimes*** | | |
| Network re-sealed within timeframes. | Yearly resealing programs. | Ensure 100% of network is re-sealed within last fourteen years. |
| ***Maintain bridge condition across bridge network*** | | |
| Implementing rolling condition assessments.<br>Compliance with meeting intervention levels. | Victorian grants commission reporting. | Increase number of square meters of bridges below intervention. |
| ***Maintain footpath condition across network*** | | |
| Implementing rolling condition assessments.<br>Compliance with meeting intervention levels. | Rolling condition audits.<br>Defect inspection regimes.<br>Defect repair time frames as set out in Counci'ls road management plan. | To be not less than 90% compliance with set inspection timeframes and defect repair timeframes. |

| *Improve connectivity of active transport provision including shared paths, trails and on road bike paths* | | |
|---|---|---|
| *Measure* | *Current state* | *Recommended target* |
| Implement Active Transport Plan.<br>Implement Priority Pedestrian Network Plan. | Council reporting.<br>Council meetings.<br>Community feedback and updates. | Develop and implement Priority Pedestrian Network Plan incorporating the Port Fairy Bicycle Implementation Strategy.<br>Implement the Active Transport Plan. |
| ***Rationalisation of road assets*** | | |
| Monitor performance of road, bridge and footpath assets for use. | Monitoring performance through monthly reporting to Council. | Develop plan for measuring usage and capacity of road, bridge and footpath assets. |

## 4.6 Technical service levels summary

- Undertake road widening works on narrow roads where road safety issues are identified, e.g. blind corners and crests.
- Ensure road infrastructure assets acquired by Council from external sources are in accordance with standards.
- Implement a rolling program of road infrastructure condition inspections in order to:
  - Identify road defects to maintain road network to prolong condition.
  - Meet road management plan compliance and performance.
  - Ensure that there are sufficient staff/contractors with the required skills to respond to road network maintenance and construction requirements.

# 5 Financial management

## 5.1 Financial management

### 5.1.1 Forecast financial summary

Road Infrastructure assets have a gross replacement value of approximately $684 million.

This plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a ten year period. This provides input into Councils long term financial plan aimed at providing the required services in a sustainable manner. This forecasted work can be compared to the proposed budget over the first ten years of the planning period to identify any funding shortfall.

| Cost item | Current budget | Estimated forecast | Financial gap |
|---|---|---|---|
| Total assets spend | $240.29m | $268.31m | $28.01m |

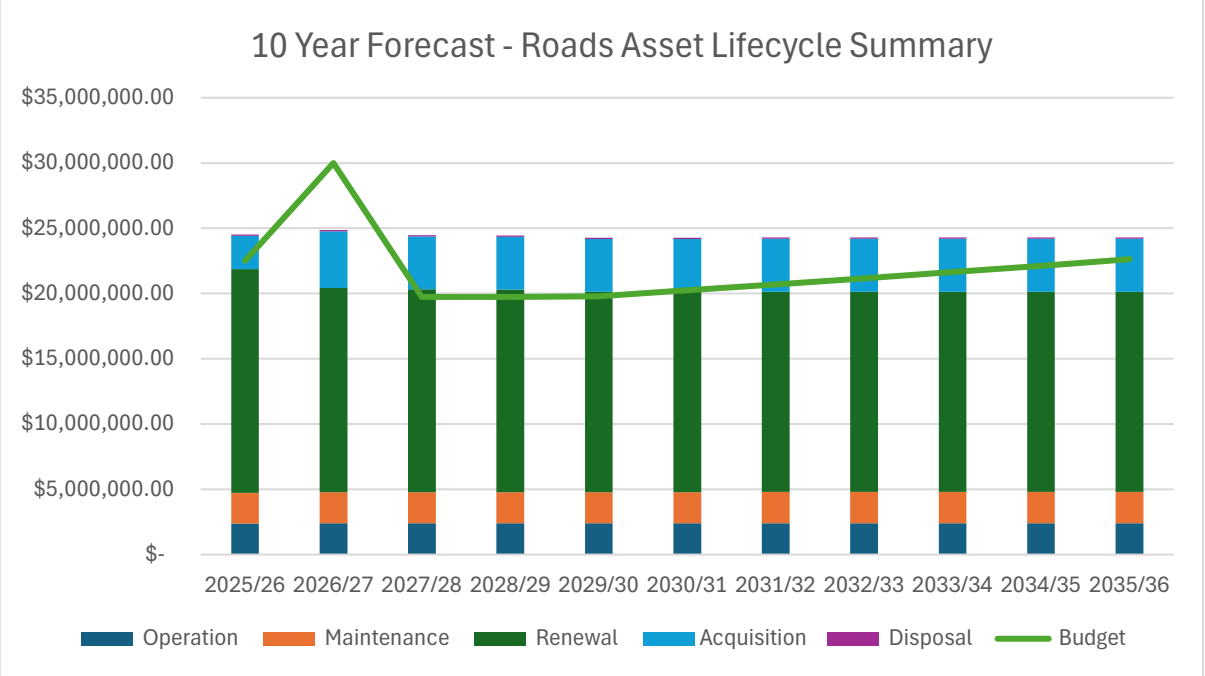
The forecast operations, maintenance, renewal, acquisition and disposal costs over the ten year planning period is $24,391,818 on average per year.

The current actual budget is $21,844,727 on average per year, giving a ten year funding shortfall of $2,547,090 per year. This indicates that 89% of the forecast costs needed to provide the services documented in this plan have been allocated for in the current long term financial plan.

The current infrastructure reality is that only what is funded in the long term financial plan can be provided. Informed decision making depends on this plan providing an understanding of the consequences of planned budgets versus forecast requirements on the service levels desired and strategies to address the renewal and investment gap.

## 5.2 Life Cycle Costs

Forecast lifecycle costs and planned budgets



The key factors that contribute to the lifecycle costs shown on the previous page include:

- Potential large investments that have been identified for key road infrastructure assets include but are not limited to:
  - Koroit streetscape redevelopment including footpath, kerb and channel and other major infrastructure upgrades.
  - Renewal of Gipps Street Bridge, Port Fairy.
  - Renewal of bridge infrastructure across the shire.
  - Rolling program of road infrastructure renewal and upgrades across the shire.
- Consideration of future road use in respect to new or changing industry, land use changes, high density living or larger transport vehicles.
- Very high replacement and maintenance costs for the shire's ageing road network assets due to supply chain shortages and skills shortage.
- Increasing contractor costs associated with renewal activities in civil construction.
- Provision of construction materials needing to be more environmentally sustainable.
- Increased demand change in vehicle types and load capacity.
- Design of asset renewal to an increased capacity due to design standards meeting future needs and addressing climate change events.
- Investment in accessibility upgrades in line with revised regulations not previously catered for in road and footpath designs or construction methods.
- Risk mitigation activities to meet the Council adopted Road Management Plan interventions.

Compliance will require Council to meet renewal activities with sufficient budget allocations including other road and transport assets not directly linked to the compliance requirements of Council's Road Management Plan.

Given these considerations and demands, Council does not allocate enough budget to sustain a suitable level of renewals across the entire road infrastructure asset portfolio.

## 5.3 Maintenance and operations

Operations include regular activities to provide services. Examples of typical operational activities include plant and equipment, procurement and contract management.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day to day work necessary to keep assets operating. Examples of typical maintenance activities include pothole repairs, roadside vegetation clearing, line marking and signage repairs.

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of, forecast operation and maintenance costs would be expected to decrease.

The graph in 5.2 also shows the forecast operations and maintenance costs relative to proposed planned budget. The current estimated forecast of maintenance and operations is $52.64m with a yearly average of $4.78m.

## 5.4 Renewal management

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service level. Work over and above restoring an asset to original service potential is considered to be an

acquisition/upgrade resulting in additional future operations and maintenance costs. Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (structural repairs road and bridges, road surface treatments, footpath works); or
- Ensure the infrastructure is of sufficient quality to meet service requirements (e.g. footpath material for accessibility, connecting infrastructure to community assets and amenities to allow for universal access).

It is possible to prioritise renewals by identifying assets or asset groups via:

- Road, bridge and footpath hierarchy.
- Customer requests, and Council officer inspections and available condition data.
- Focus on assets that a high consequence of failure, have high use and therefore higher subsequent impacts on the broader community would be significant.
- Have higher than expected operational or maintenance costs and have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.

The estimated renewal forecasts for road infrastructure asset that includes renewal, upgrades and/or acquisition are shown in section 5.2.

The forecast estimates show a renewal funding gap of $64m over the ten year period.

The asset renewal funding ratio is an important indicator and illustrates that over the next ten years we expect to have 62% of the funds required for the optimal renewal of assets.

To support decision making for renewal investment, renewal criteria for road infrastructure will be developed as part of this plans implementation.

## 5.5 Expansion, upgrade, acquisition and new asset management

These actions represent a new asset that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity and/or service level. They may result from growth, demand, social or environmental needs. Assets may also be donated to Council through gifts, development contributions and relinquishing of an asset by another asset owner to Council.

Council currently does not have any allocation for road infrastructure asset expansion, upgrade or acquisition within the long term financial plan. This includes assets acquired through construction, growth or gifted through construction projects.

Therefore, appropriate forecast investment through integration of road infrastructure planning is required for new construction, renewal and upgrade projects, with regard to the outcomes of future audits and strategic planning for road infrastructure.

## 5.6 Rationalisation management

Rationalisation includes any activity associated with asset consolidation, decommissioning and/or disposal including sale, demolition or relocation.

Assets identified for possible decommissioning and disposal will be identified and considered as part of a proposed programs identified in the Asset Plan.

Costs or revenue gained from asset disposals will be included in the long term financial plan as part of an approved rationalisation plan.

# 6 Demand management

The factors influencing future demand and the impacts they have on service delivery are created by:

- Council and community priorities as detailed in My Moyne, My Future 2040 and the Council Plan.
- Road hierarchy, intervention levels as set in Council's Road Management Plan, and defined levels of service to maintain roads in accordance to set interventions levels to reduce risk to Council.
- Change of road use relating to land use and changes in farming practices or the introduction of new industry or technology (wind farming, forestry).
- Demand planning and management based on population and demographic growth and change both across the shire and within individual communities and localities. This also includes seasonal population patterns.
- Direct passage and links to major roads and highways to connect to towns, communities or cities.
- Technology changes in motor vehicles and trucks inclusive of weights and size.
- Council, community and stakeholders will need to plan and manage assets that support the needs and services of residents in areas of greatest need and growth. Asset investment will need to be based on criticality, usage, safety and future demand.
- Connectivity for alternative transport methods such as bicycles or pedestrians in local precincts to key destinations.

Road infrastructure assets will need to be developed that are adaptable and upgraded to meet changing vehicle types and meet climate change challenges. Consideration should be given to road hubs or interchange sites for exchange of goods to remove heavy transports from local roads or roads that are of lower status within the road hierarchy.

Consideration will also need to be given to:

- Council's overall asset portfolio, including critical infrastructure needs of communities and the region and funding and budget policies.
- Development of new asset investment and management partnerships and upgrading assets that connect to new subdivisions to meet increased usage patterns and higher population.
- Asset rationalisation and consolidation such as unused road reserves.

The historical context of some assets along with cost and performance criteria will need to be considered under Council's asset policy setting. Processes are required to acknowledge and retain the importance of community assets as their use or retention is determined or changed. Such assets are historic bridges or historic roadside installations and signs, memorials and historical markers.

Asset design, renewal and development will also need to incorporate features, equipment and materials that reduce the impact of climate and weather.

# 7 Risk management

To manage risks in the medium term, budget levels need to increase. The main risk consequences are:

- Road infrastructure assets are not funded to standard or do not meet user requirements.
- Lack of specialised skills to plan, deliver and construct road infrastructure assets requiring specialised equipment and maintaining large or complex assets and facilities.
- Ageing infrastructure and assets lead to user risks, higher operating costs and higher maintenance, renewal or upgrade costs.

Despite Council's best efforts to have reasonable road asset inspection systems and proactive maintenance programs, incidents do occur on the road network which may not be foreseen. Examples of such incidents may include:

- Traffic accident/incident.
- Trees over road.
- Road flooding or fire events.
- Dangerous failure of road pavement.
- Structural failure of a bridge or culvert.
- Vandalism.

Council will endeavour to manage these risks within available funding by:

- A proactive inspection regime to ensure ongoing compliance with required standards.
- Preventative maintenance is identified for assets at risk of failure.
- Provision of an afterhours, seven days a week emergency contact.
- Diversion of use and/or travel if required and dispatch of work crews to the site as soon as practicable.
- Monitoring use and future trends so that user safety requirements are anticipated.

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks identified.

An assessment of risks associated with service delivery, identifies risks that will result in loss or reduction in service, personal injury, environmental impacts, a "financial shock", reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment includes the development of a risk rating, evaluation of the risks and development of a reduction plan for risks that are deemed to be unacceptable.

## 7.1 Risk management controls

Critical assets are defined as those which have a high consequence of failure causing significant loss, service interruption, and inconvenience to users. Failure modes may include physical failure, collapse or essential service interruption.

Road infrastructure assets that have been identified with critical risks along with their typical failure mode, and the impact on service delivery, are detailed in the table following:

| Risk | Controls | Treatments |
|---|---|---|
| Bridge Failure, structural or functional. | Focus on replacing smaller timber bridges.<br>Monitoring load limits and bridge condition inspections. | Planned strategic action required. |
| Maintenance costs increasing due to inadequate renewal program. | Reactive maintenance works undertaken when identified. | Prioritise works and actions over a ten-year horizon. |
| Vandalism. | Community feedback.<br>Routine inspections. | Regular condition inspections and monitoring. |
| Strom and flood damage. | Natural disaster funding. | Inspect road infrastructure assets for suitability against required standards with improved evidence based data. |
| Public health/ environmental issues. | Inspections. | Inspect road infrastructure assets for suitability against required standards with improved evidence based data. |
| EPA and Regulatory non-compliance. | Staff training, access to legal advice, auditing and reporting processes. | Ensure staff are aware of legislative requirements and adhere to them through staff training. |
| Lack of internal auditing. | Internal audit policy, workplace inspection policy. | Training in policies and procedures. |
| Lack of resources. | Workforce plan. | Identify gaps and risks in workforce plan, create procedure and process for handover. |
| Governance issues. | Communications policies and procedures, strategic plans, community engagement meetings, surveys. | Increase oversight of community groups. |

# 8 Financial strategy

The critical basis for this plans funding strategy is to manage and reduce the overall renewal, investment and resourcing gaps identified in section 5. There are several mechanisms that Council can apply to support sustainable financial planning and asset funding.

The following strategies will be implemented to support this plan.

- Smooth renewal demand by investing in broadening a proactive renewal program of asset condition audits to better understand existing liabilities.
- Given the scale and costs of the plan renewal, apply for external funding opportunities will continue to be pursued.
- Continued improvement of budget processes, aligning the recommendations of this plan and Councils Asset Plan to the long term financial plan.
- Continued advocacy in funding bridge renewal programs over the next ten year horizon.
- Developer contribution for works adjoining greenfield sites that will enable required upgrades to road and associated infrastructure for future increase in demand or capacity.
- Prior to new investment or industry, key link roads leading to greenfield sites should be assessed for condition and negotiate a contribution from developer/investor for any damage caused to the road infrastructure after work has been completed. During the construction period, regular maintenance inspections should take place, and any works agreed and paid for by the developer.
- A special charge scheme considered for each new or renewal job for kerb and channel or footpath works with adjoining property owners to be considered.

# 9 Improvement plan

It is important for Council to identify areas of this plan and planning process that require future improvements to ensure effective asset management, informed decision making and continuous improvement for asset management. The next steps summarise the RIAMPs asset management practices improvements in addition to those contained in Asset Plan 2025.

## 9.1 Strategic governance

- Review Council asset development plans and strategies including master plans, structure plans and community connection strategies such as the Bicycle Strategy to ensure recommendations are included in budgeting and resourcing for road infrastructure assets.
- Develop and implement a Priority Pedestrian Network Plan incorporating the Port Fairy Bicycle Implementation Strategy and Active Transport Plan

## 9.2 Asset management

- Review and update Council's GIS management systems and information, including:
- Road infrastructure hierarchies.
- Demarcations of roles and responsibilities for road infrastructure across the various agencies.
- Register of public roads.
- Condition data.

## 9.3 Risk

- Continued implementation of rolling condition audits for bridge infrastructure across the shire due to the high risk implications from failure of this asset class.

## 9.4 Business process and systems

- Improve asset database confidence pertaining to road infrastructure asset management system and information flow, to provide an integrated approach across the asset lifecycle.
- Continue to roll out a program of in field information capture and reporting to create greater efficiencies and integration with other technology systems such as GIS.

## 9.5 Capacity building

- Build organisational knowledge on emerging and transformative technologies and climate mitigation innovations that will influence future road infrastructure planning and design.
- Partner with industry and residential developers on opportunities to leverage and integrate investment in supporting road infrastructure assets taking a broader precinct assessment.

# 10 Monitoring and review

This plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

Monitoring and review process will include:

- Establishment of an internal Asset Management Governance Group comprising of key asset managers and staff to undertake integrated monitoring and reporting on Asset Plan 2025 and the supporting Asset Management Plans including the RIAMP.
- Provision of an annual State of the Assets Report for Councillors, the organisation and community, including reference to this plan.
- Reviewing outcomes of this plans service level targets and/or barriers to achieving targets.

Reviews will ensure this plan represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget is incorporated into the long term financial plan.

Whilst this plan has a ten year horizon, it has a maximum life of four years and is due for complete revision and updating by 31 October following a Council election.

## 10.1 Performance measures

The effectiveness of this plan can be measured in the following ways:

- The degree to which the required forecast costs are identified in this plan, are incorporated into the long term financial plan.
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the “global” works program trends presented in this plan.
- The degree to which the existing and projected service levels, and service consequences, risks and residual risks are incorporated into the strategic planning documents and associated plans.
- The asset renewal funding ratio achieving the organisational target.
- Community satisfaction survey or similar relating to road infrastructure where Council are responsible.

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