# Open Space
# Asset Management Plan
## 2017

*opportunity » growth » lifestyle*

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# 1. EXECUTIVE SUMMARY

## Context

Frankston City is located on the eastern shores of Port Phillip Bay approximately 40 kilometres south of Melbourne. The City is within the Melbourne metropolitan region and covers an area of approximately 131 square kilometres.

A significant issue facing Frankston City Council (FCC) is the ongoing management of ageing assets requiring maintenance and renewal.

Additionally, there is a growing pressure on Council to deliver services in the most cost effective manner as a result of the overall funding shortfall stemming from rate capping, introduced at the commencement of the 2016/17 financial year.

This plan aims to inform decision makers on current and future funding requirements for open space assets, to ensure successful provision of sustainable open space services.

Open space is essential to the local community as it provides numerous health, lifestyle and social connectivity benefits.

**Public Open Space Service**
The Open Space network comprises of:

- Trees/Vegetation
- Park Furniture
- Sports Infrastructure
- Irrigation/Drainage
- Playing Surfaces
- Play Spaces
- Conservation Reserves

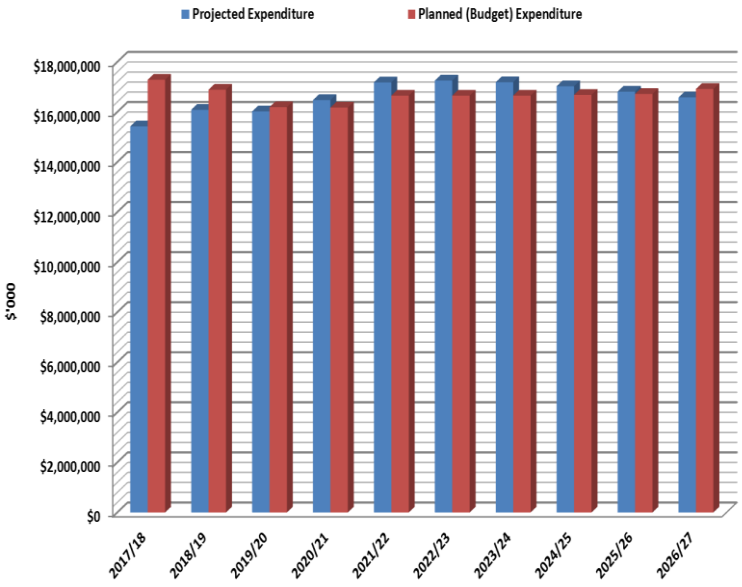
These infrastructure assets have a replacement value of **$ 85,487,091**.

## What does it Cost?

The projected outlays necessary to provide the services covered in this Open Space Asset Management Plan (OSAMP) includes the operation, maintenance, renewal and upgrade of existing assets over the 10 year planning period from 2017/18 to 2026/27 is $166,252,000 or $16,625,200 on average per year.

Estimated available funding for this period is $166,870,000 or $16,687,000 on average per year which is 100% of the cost to provide the service. A 0.37% surplus exists in the 10 year budget equating to $61,800 p.a.

The projected expenditure required to provide services in the AM Plan compared with planned expenditure currently included in the Long Term Financial Plan are shown in the graph below.




## What we will do

Council plans to provide the community with enhanced open space services through the ongoing management of the vast open space asset network.

This includes planned and reactive maintenance, renewal, upgrade and disposal of assets to ensure their condition, functionality and utilisation meet users' needs.

It also involves the creation and management of new open space assets to satisfy increasing demand for services now and into the future.

Council has undertaken a number of significant open space capital projects over the past 6 to 8 years, most notably:

- 2015/16 Jubilee Park Outdoor Netball Court Development - $2.17M
- 2012/13 – 2015/16 Sports Ground Surface Renewal Program - $1M p.a.
- 2014/15 Renewal of Athletics Track at Ballam Park - $440K

- 2013/14 – 2015/16 Design and Construction Playground at Jubilee Park - $415K
- 2013/14 Skye Reserve Reconfigure Playing Surface and Oval Reconstruction - $420K
- 2012/13 Belvedere Reserve 3rd Oval Construction - $330K
- 2010/11 – 2011/12 George Pentland Botanical Gardens Lake Reconstruction - $835K
- 2009/10 Belvedere Park Ground Redevelopment - $750K
- 2008/9 – 2015/16 Centenary Park Sporting Complex - $730K
- 2008/9 – 2010/11 Ballam Park Playground Upgrade - $440K

Major open space capital works occurring over the **next** 10 years include:

- 2016/17 Waterfront Playground Renewal (Current) - $900K
- 2016/17 George Pentland Botanical Gardens Playground Renewal (Current) - $600K
- 2016/17 Ballam Park Playground Renewal (Current) - $300K
- 2017/18 – 2021/22 Long Island Development Strategy - $1.5M
- 2017/18 – 2020/21 Seaford Foreshore Upgrade - $700K
- 2017/18 – 2019/20 Trotting Track Precinct Stage 2 - $700K
- 2017/18 – 2019/20 Oliver's Hill Landscaping Development - $750K
- 2018/19 – 2019/20 Carrum Downs Recreation Reserve Oval 3 Construction - $2.25M
- 2019/20 Lloyd Park Sports Lighting for 3 Ovals - $464K
- 2017/18 – 2026/27 Playground Strategy Implementation - $1.8M p.a.
- 2017/18 – 2026/27 Sports Ground Surface Renewal Program - $1M p.a.
- 2017/18 - Open Space Renewal Program - $500K p.a.
- 2018/19 – 2021/22 Ballam Park Master Plan Implementation - $3.2M
- 2022/23 – 2023/24 North Reserve New Sportsground and Play Area - $1.8M

These projects have been determined according to Council's capital works planning process in order to meet strategic and service objectives.

## What we cannot do

At this stage, Council has sufficient funding available (budget) to achieve service levels set out in this plan over the next 20 years. Despite this situation, a redistribution of funding is required across capital and operational expenditure to ensure the service outcomes can be achieved.

Forecasts are currently showing a shortfall of $79K p.a. in operational funding over the next 20 years based on the current operations budget.

Operational and maintenance activities which may need to reduce or cannot be provided under present funding levels are:

- $9K in weed management services within Council's passive and conservation reserves.
- $10K in mowing Large Local, Small Local, Linear and Other open space.
- $10K in mowing local level grassed sporting fields.
- $20K in servicing of garden beds in residential estates or contained within traffic management devices.
- $10K in planting street trees (new or following removal of dilapidated tree).
- $20K in flora management within Council's passive and conservation reserves including pruning, clearing and revegetation.

Services that cannot be maintained at the current level have been selected based on a criticality assessment to mitigate risk to the community and to Council.

## Managing the Risks

There are risks associated with providing the services and not being able to complete all identified activities and projects. We have identified extreme risks as:

- Reduction in open space service levels due to the overall funding shortfall from rate capping.
- Inadequate management of unsafe assets causing either an increasing likelihood of unexpected maintenance expenditure or asset failure resulting in service disruptions.

We will manage these risks within available funding by:

- Undertaking appropriate service planning for open space services to allocate available resources effectively and plan for future demand.
- Develop and revise both community and technical levels of service to manage and maintain open space services to an agreed standard.
- Review this Asset Management Plan every four to five years to document asset requirements in line with Council's Asset Management Strategy.
- Undertake a rolling condition audit program in line with the review of the Asset Management Plan to ensure updated asset data and accurate financial forecasting.
- Consolidate all asset data within the Frankston Asset Management Information System (FAMIS) to provide a centralised and transparent asset register.

## Confidence Levels

This AM Plan is based on medium level of confidence information.

To improve confidence levels, Council must further develop and invest in their asset management systems and practices.

A high level of confidence in open space asset information can be achieved by:

- Validating current open space asset data including condition ratings, useful lives and replacement costs.
- Developing a complete tree asset register by consolidating existing asset data and undertaking internal audits.
- Implementing open space asset data in FAMIS.
- Developing and systemising formal asset handover procedures.
- Adopting the Asset Options Policy and Procedure and using it to assess whether an asset is fit for purpose.
- Implementing Single Point of Change (SPOC) within Council's GIS and mobile systems to enable easier data updates and manipulation.
- Undertaking condition assessments of those assets with assumed condition values.
- Improving overall internal staff awareness on the importance of asset management.

## The Next Steps

The actions resulting from this asset management plan are:

- Adopt and implement Council's new service standards following the refinement of maintenance activity frequencies and intervention levels to improve open space service delivery.
- Continue to improve asset knowledge and management of asset data.
- Implementation of open space data in FAMIS (Hansen8) to develop a single corporate asset register for financial reporting purposes and data transparency.
- Rollout open space works management on mobile devices using the 'Kern Mobile' system to effectively manage, monitor and review service delivery.
- Inform the Long Term Financial Plan based on capital and operational projections for appropriate distribution of resources.
- Identify possible areas for service reduction to enable the continuance of sustainable service delivery under a rate capped environment.
- Identify underutilised open space assets (including land) to be sold, disposed or redefined following the adoption of Council's Asset Options Policy and Procedure.
- Undertake service planning to manage demand for open space into the future.

- Transition to a performance based renewal planning approach by combining an individual park's performance assessment with the asset condition information to determine the priority and timing of works on a park by park basis.

## Questions you may have

### What is this plan about?

This asset management plan covers the infrastructure assets that serve the Frankston City Council community's public open space needs. See Table 1 for all assets covered within this plan.

Frankston City Council's open space assets support a broad range of community services including:

- Health and wellbeing;
- Social connectivity;
- Community development;
- Enhanced public amenity;
- Passive green spaces;
- Structured recreation;
- Education in sports and environmental topics and;
- Enhanced quality of life.

### What is an Asset Management Plan?

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

An asset management plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost effective manner. The plan defines the services to be provided, how the services will be provided and what funds required to provide the services.

### Why is there a funding shortfall?

In the past a significant amount of Council assets were constructed by developers and from government grants, often provided and accepted without consideration of ongoing operations, maintenance and replacement needs. This is common amongst many metropolitan Councils and has created a local government wide issue as the implications of asset lifecycle costs are realised.

Many of these assets are approaching the later years of their life and are showing signs of ageing and service reduction. Asset replacement, reconciliation or disposal is required as services from the assets are decreasing and maintenance costs are increasing.

The introduction of rate capping will amplify these issues by restricting Council's ability to construct new assets (discretionary works) to meet the needs of a growing population and to be able to maintain existing service standards.

### What options do we have?

To improve open space service delivery efficiency, a number of options have been identified:

1. Improving asset knowledge so that data accurately records the asset inventory, how assets are performing and when assets are not able to provide the required service levels;
2. Improving our efficiency in operating, maintaining, renewing and replacing existing assets to optimise life cycle costs;
3. Identifying and managing risks associated with providing services from infrastructure;
4. Making trade-offs between service levels and costs to ensure that the community receives the best return from infrastructure;
5. Identifying assets for disposal that are surplus to Council needs to make savings in future operations and maintenance costs;
6. Consulting with the community to ensure that open space services and costs meet community needs and are affordable;
7. Develop new and explore existing partnerships with other bodies such as schools and community groups where available to provide services and;
8. Seeking additional funding from governments and other bodies to better reflect a 'whole of government' funding approach to infrastructure services.

## What happens if we don't manage the shortfall?

Failure to manage the overall funding shortfall will increase Council's vulnerability to risks such as:

- Inadequate management of unsafe assets;
- Increased likelihood of asset deterioration causing potential service disruptions; and
- Increased likelihood of unexpected maintenance expenditure to address failing assets.

It is likely that we will have to reduce service levels in some areas, unless new sources of revenue are found.

For open space, the service level reduction may include a reduction in the quality and condition of the open space asset network, less frequent mowing and herbicide spraying in lower hierarchy reserves, removal of garden beds in roundabouts and residential areas and an overall reduction in the amount of Primary Open Space available to each individual within the community due to population growth.

The following images provide an example of open space infrastructure assets which have aged or deteriorated and consequently are providing a reduced level of service for the community.

***Figure 1: Aged Coaches Box Asset at Carrum Downs Recreation Reserve (2015)***

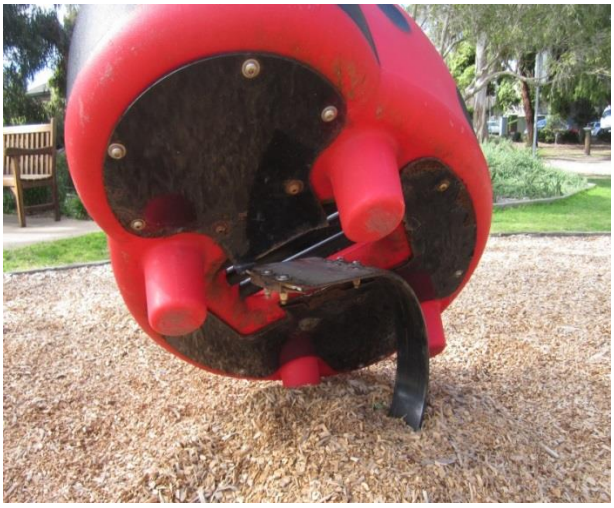


***Figure 2: Hazardous Playground Asset in George Pentland Botanical Gardens (2015)***

Figure 1 is a typical example of an aged asset as seen by the rusting and discolouration. The asset is structurally sound and has no major defects; however it has aged significantly, is likely not 'fit for purpose' and requires general maintenance to ensure it reaches its useful life.

Figure 2 depicts a condition 5 playground asset based on Council's Condition Grading Model, which has deteriorated to the point of failure. This asset requires renewal or disposal to mitigate risk of personal injury.

## What can we do?

We can develop options, costs and priorities for future open space services, consult with the community to plan future services to match the community service needs with ability to pay for services and maximise community benefits against cost.

# 2. INTRODUCTION

## 2.1 Background

Frankston City Council (sometimes referred to as 'the organisation' within this document) is the responsible custodian of a vast network of infrastructure assets, which demands a high level of management in order to maintain services at the current standard.

This asset management plan was developed to demonstrate the responsible management of open space assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service over a 20 year planning period.

The asset management plan follows the format for AM Plans recommended in Section 4.2.6 of the International Infrastructure Management Manual[1].

The asset management plan is to be read with Council's Asset Management Policy, Asset Management Strategy and the following associated planning documents:

- Frankston City Open Space Strategy 2016 - 2036
- Frankston City Council Plan 2013 – 2017 (draft 2017-2021 Council Plan in development)
- Frankston City Sports Development Plan 2013 - 2019
- Frankston City Council Long Term Financial Plan 2016/2017 to 2020/2021
- Frankston City Council Parks and Leisure Asset Management Plan 2010
- Frankston City Tennis Strategy 2016
- Frankston City Council State of the Assets Report 2014
- Frankston City Coastal Management Plan 2016
- Frankston City Integrated Water Action Plan 2016 – 2026
- Frankston City Climate Change Impacts and Adaptation Plan 2011
- Frankston City Council Annual Budget 2017 - 2018
- Frankston City Recreation Strategy 2009 – 2014
- Frankston Planning Scheme

Open space infrastructure assets covered by this asset management plan are shown in Table 1.

Unlike other assets in which Council manages such as drainage or roads, open space assets often support a number of different services for the community including health, wellbeing and social services (refer to Appendix J).

Council understands the importance of maintaining open space assets to ensure the ongoing provision of these vital services. This Plan should be service centric and assets should be managed according to Council's hierarchical standards and service plans in order to achieve service objectives.

Future revisions of this Plan will be informed by relevant strategic service plans which provide a detailed assessment of future service demands, levels of service and asset functionality and utilisation.

[1] IPWEA, 2011, Sec 4.2.6, *Example of an Asset Management Plan Structure*, pp 4|24 – 27.

## 2.2 Plan Scope

This Open Space Asset Management Plan (OSAMP) aligns with asset management principles and visions in accordance with Council's adopted Asset Management Policy and Strategy 2013-2017.

The OSAMP supersedes Council's Parks and Leisure Asset Management Plan (2010). It has been developed following Council's adoption of the Asset Management Strategy (2013), which identifies several Improvement Actions for Council to implement to achieve improved asset management practices, performance and maturity.

Improvement Action 4 – 'Implement a 4-year cycle for the Review and Update of AM Plans (one major and one minor asset class per year[2]) details a review and update cycle for major and minor asset classes, including Open Space, to ensure the plans effectively inform Council's investment and management decisions.

This OSAMP has been prepared to reflect an increase in asset management maturity across Council practices and open space asset data since the development of the Parks and Leisure Asset Management Plan (2010). Significant improvements in the way Council manages its open space assets and services over this period include the development of the Asset Management Strategy, levels of service, improved long term capital planning and consolidation of the open space asset register following numerous internal and external asset audits.

[2] Frankston City Council, Asset Management Strategy (2013-2017), *Appendix 1 – Improvement Actions*, pp 62.

***Table 1: Assets covered by this Plan***

| Asset category | Component | Quantity | Replacement Value |
|---|---|---|---|
| Conservation Reserves | Foreshore/ Coastal Reserve | 10 no. (11km of coastline) | N/A |
| | Conservation Reserve | 88 no. (772.5ha) | N/A |
| Irrigation/ Drainage | Irrigation System – Other | 1 no. | $ 21,136.00 |
| | Irrigation System – Sporting Field | 54 no. | $ 5,941,300.00 |
| Park Furniture | Barbeque | 26 Single no.<br>22 Double no. | $ 439,600.00 |
| | Bike Rack | 65 no. | $ 59,170.00 |
| | Drinking Fountain | 180 no. | $ 74,800.00 |
| | Fencing | 113,963 m | $ 16,887,180.00 |
| | Flagpole | 48 no. | $ 45,900.00 |
| | Gate | 1197 no. | $ 657,660.00 |
| | General Open Space Lighting | 420 no. | $ 1,419,700.00 |
| | Information Hut | 8 no. | $ 20,000.00 |
| | Memorial Monument | 34 no. | $ 644,781.00 |
| | Picnic Table | 316 no. | $ 1,580,000.00 |
| | Retaining Walls, feature walls, and other park structures | 531 no. | $ 1,575,790.00 |
| | Rubbish and Recycling Bins | 445 no. | $ 159,550.00 |
| | Seats & Park Benches | 934 no. | $ 1,763,300.00 |
| | Shade Structure – Shelter, Pergola/Gazebo/Shade Sail | 82 no. | $ 523,100.00 |
| | Shower | 4 no. | $ 9,800.00 |
| | Signage | 3044 no. | $ 933,370.00 |
| | Staircases/Stairways | 72 no. | $ 108,900.00 |
| Play Spaces | Fitness Equipment | 30 no. | $ 30,000.00 |
| | Playground[3] | 150 no. | $ 7,077,627.00 |
| | Sand Pit | 11 no. | $ 10,500.00 |
| | Skate Park & BMX Track | 5 Skate Parks<br>3 BMX Tracks<br>2 Motorcycle Tracks | $ 5,909,088.00 |
| Playing Surface | Athletics Track (incl. long jump run ups and sand pits) | 1 Synthetic no. | $ 511,000.00 |
| | Cricket Pitch | 99 Synthetic no.<br>3 turf no. | $ 807,000.00 |
| | Golf Course | 1 no. (58.2ha) | $ 3,751,530.00 |
| | Playing Surface – Basketball, Tennis, Netball, Bowls, Croquet, Rebound Wall | 15 Basketball Courts<br>68 Red Porous Tennis Courts<br>28 Synthetic Tennis Courts<br>18 Netball Courts<br>9 Bowling Greens<br>6 Croquet Fields<br>7 Rebound Walls<br><br>TOTAL<br>151 no. | *$ 341,700.00*<br><br>*$ 4,800,000.00*<br>*$ 900,000.00*<br>*$ 3,120,000.00*<br>*$ 50,761.00*<br>*$ 103,700.00*<br><br>TOTAL<br>$ 9,316,161.00 |
| | Sport Field – Football, Soccer, Rugby, Cricket, Softball/Baseball, Archery, Equestrian | 75 no. (81.5ha) | $ 19,371,777.00 |

[3] Only playgrounds within publicly accessible open space have been included in this OSAMP. This excludes playgrounds within public Council owned facilities such as pre-schools and community centres.

| Asset category | Component | Quantity | Replacement Value |
|---|---|---|---|
| Sports Infrastructure | Cricket Practice Nets | 17 no. | $ 683,958.00 |
| | Protective Fencing & Sport Nets | 34 no. | $ 984,690.00 |
| | Sport Goal – Football, Soccer, Rugby, Basketball, Netball | 157 no. | $ 333,623.00 |
| | Sports Ancillary | 151 no. | $ 414,300.00 |
| | Sports Ground Lighting | 270 no. | $ 3,420,000.00 |
| Trees/Vegetation | Garden Beds | | |
| | Other Vegetation | | |
| | Tree Guard | 2 no. | $ 800.00 |
| | Trees (including street trees within road reserves and park trees) | 195,737 no.[4] | N/A |
| **TOTAL** | | | **$ 85,487,091.00*** |

*Note: * This does not include open space land value owned by Council*

A summary of Table 1 at the Asset Category level is as follows:

***Table 2: Asset Category Replacement Value***

| Asset category | Replacement Value | Percentage (%) |
|---|---|---|
| Conservation Reserves | N/A | N/A |
| Irrigation/ Drainage | $ 5,962,436.00 | 6.97 |
| Park Furniture | $ 26,902,601.00 | 31.47 |
| Play Spaces | $ 13,027,215.00 | 15.24 |
| Playing Surface | $ 33,757,468.00 | 39.49 |
| Sports Infrastructure | $ 5,836,571.00 | 6.83 |
| Trees/Vegetation | $ 800.00 | 0.0009 |
| **TOTAL** | **$ 85,487,091.00** | **100** |

Several assets within Council managed open space have been excluded from the scope of this Plan, despite their association with the open space and its services. Assets which have been excluded from the Plan are typically recognised and managed under a different asset class or asset group as outlined in Council's Asset Management Strategy.

Assets which can be closely associated with open space that have been excluded from this Plan include:

- Buildings located on open space land such as sporting pavilions, clubrooms, sheds and public toilets,
- Cultural Collections and public art,
- Pathways and carparks within open space or road reserve,
- Jetties,
- Boat ramps,
- Drainage pits and pipes within open space or road reserve,
- Boardwalks, staircases and stairways classified under Council's Bridge and Pedestrian Structures Asset Class,

[4] Tree quantity is based on Council's senior arborist's best assessment and by using an average number of trees in several audited parks applied to the rest of Council's open space based on area.

- Plant and machinery,
- Shade structures including shelters, pergolas, rotundas, gazebo and shade sails identified under Council's Buildings Asset Class and included within Council's Building Asset Management Plan (BAMP),
- Water Sensitive Urban Design (WSUD) assets including wetlands, retention basins, sedimentation ponds, rain gardens, permeable pavements and bioretention swales,
- Playgrounds within Council owned facilities (community centres, preschools etc.) and;
- Trees, garden beds and other vegetation (excluded from asset valuation and renewal planning analysis only).

Assets that have been included in this Plan in addition to the assets listed within Council's Asset Management Strategy include:

- Bike racks,
- Flagpoles,
- Gates,
- General open space lighting,
- Information huts,
- Memorial monuments,
- Retaining walls, feature walls and other park structures,
- Shade structures – shelters, pergolas, rotundas, gazebo and shade sails which are not classified under the Buildings Asset Class and are not covered within Council's BAMP,
- Showers (in open space only),
- Staircases and stairways which are not classified under the Bridge and Pedestrian Structures Asset Class and are within open space,
- Sand pits,
- Lawn bowl greens,
- Croquet lawns,
- Rebound walls,
- Sport fields – football, soccer, rugby, cricket, archery, equestrian,
- Sports ancillary and;
- Tree guards.

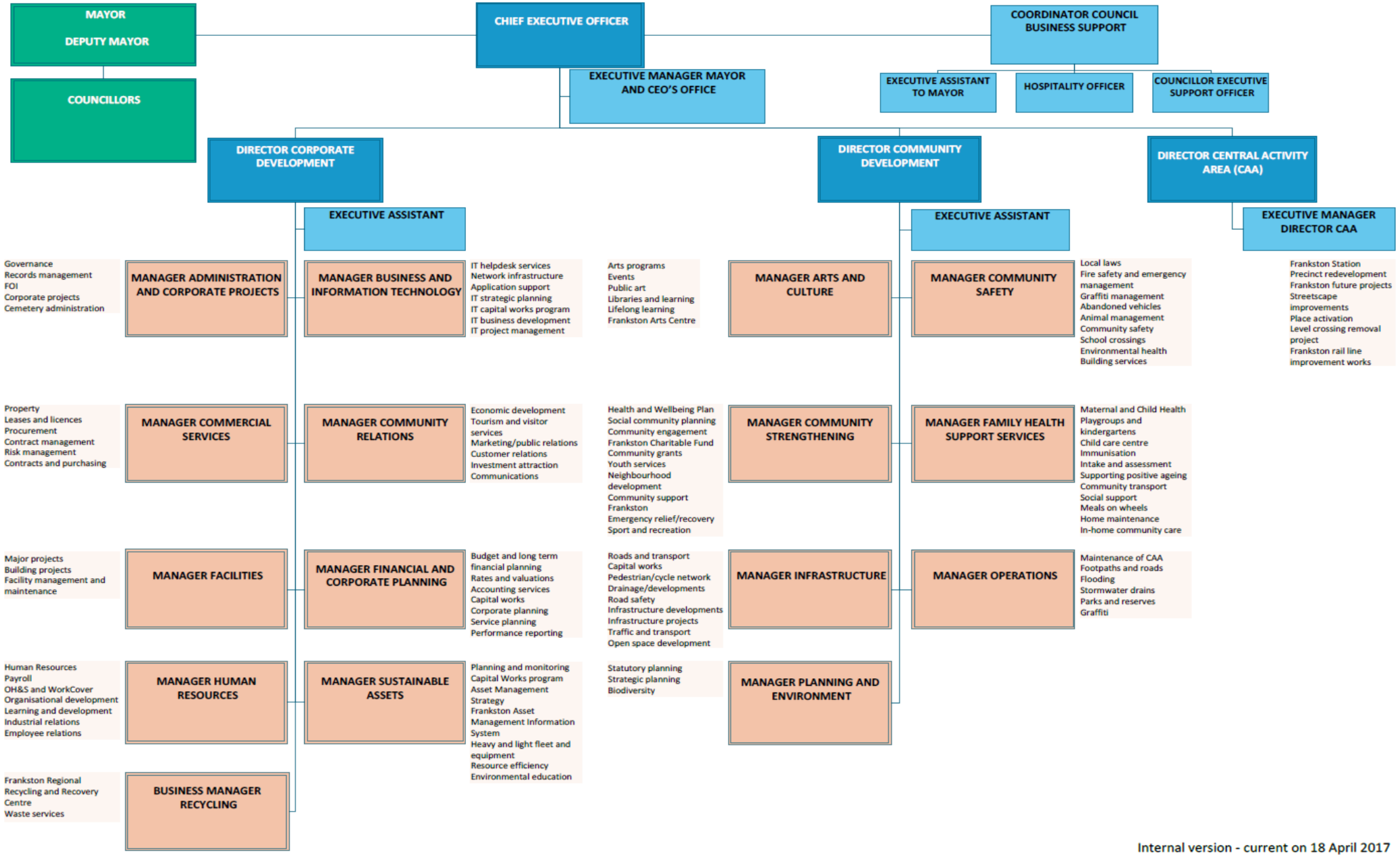
Key stakeholders in the preparation and implementation of this asset management plan are shown in Table 3.

***Table 3: Key Stakeholders in this AM Plan***

| Key Stakeholder | Role in Asset Management Plan |
|---|---|
| **Internal** | |
| Councillors | • Represent the needs of the community.<br>• Allocate resources to meet the organisation's objectives in providing services while managing risks.<br>• Ensure organisation is financially sustainable. |
| CEO | • Facilitate the effective operation of Council's Asset Management Policy, Strategy and Plans.<br>• Ensure that accurate and reliable information is presented to Council for decision-making.<br>• Facilitate the effective operation of Council's Asset Management Leadership Team (AMLT). |
| Executive Management Team (EMT) | • Ensure that the Asset Management Plan aligns with the Asset Management Policy and Strategy for appropriate implementation.<br>• Communicate the long term financial requirements of the assets to Council for strategic and financial planning purposes. |
| Asset Management Leadership Team (AMLT) | • Support the delivery of the Asset Management Policy, Strategy and Plans.<br>• Monitor, evaluate and assist in the delivery of asset management improvement actions.<br>• Review and implement, where possible, external audit recommendations relating to asset management. |
| Manager Sustainable Assets & Coordinator Asset Planning | • Management of this Asset Management Plan including periodic updates and revisions to maintain its relevance with internal and external changes.<br>• Ensures the strategic management of open space assets, condition monitoring, asset management system, industry design standards and renewal programming. |
| Internal Service Manager | • Participate in the review and update of the Service Plan and Asset Management Plan ensuring they comply with the National Financial & Asset Management Assessment Framework.<br>• Participate in the development of Key Performance Indicators (KPIs) that measure Council's performance toward delivery of the agreed levels of service set out in the Asset Management Plan. |
| Internal Operations/Maintenance Groups | • Responsible for provision of the agreed maintenance and renewal levels/standards for the assets. |
| **External** | |
| Community | • General users of the open space assets<br>• Dictate the Levels of Service for the assets. |
| Service Providers | • External groups or agencies which provide a community service through utilising council owned assets such as sporting clubs. |
| State and Federal Government Departments. (Department of Environment, Land, Water and Planning (DELWP) & Parks Victoria etc.) | • Provide information, support, guidance and occasional funding to assist with provision and management of open space assets.<br>• Appoint the Committee of Management (COM) for Crown Lands, such as significant areas of foreshore.<br>• Parks Victoria is the Local Port Manager for Port Phillip Bay on Frankston City's western boundary, and manages state parks, reserves, waterways and other public land within the municipality. |

Council's organisational structure at the time of this Plans development (August 2016) is detailed on the following page:

***Figure 3: Frankston City Council Organisation Chart***




Internal version - current on 18 April 2017

## 2.3 Goals and Objectives of Asset Management

Frankston City Council exists to provide services to its community. Some of these services are supported by infrastructure assets. We have acquired infrastructure assets by 'purchase', by contract, construction by our staff and by donation of assets constructed by developers and others to meet increased levels of service.

Our goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. 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 levels of service,
- Identifying, assessing and appropriately controlling risks,
- Having a long-term financial plan which identifies required, affordable expenditure and how it will be financed,[5]
- Improve environmental sustainability outcomes by minimising waste and use of natural resources, and
- Protect and enhance the local environment.

## 2.4 Plan Framework

Key elements of the plan are:

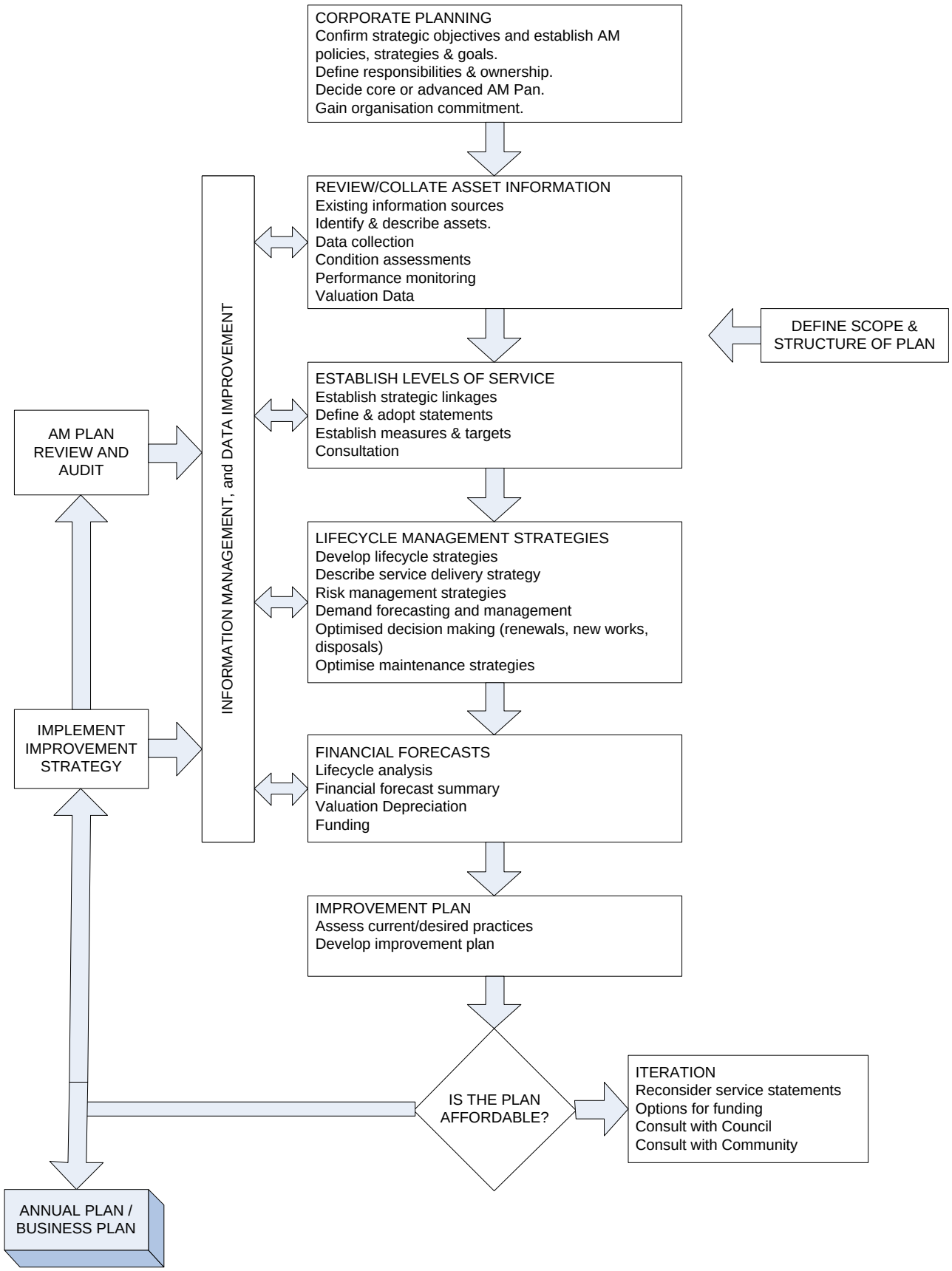
- Levels of service – specifies the services and levels of service to be provided by the organisation,
- Future demand – how this will impact on future service delivery and how the demands will be met,
- Life cycle management – how Council will manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Financial Modelling – funding scenarios associated with different levels of service,
- Asset management practices – activities currently undertaken to support the management of Council's infrastructure assets,
- Monitoring – how the plan will be monitored to ensure it is meeting organisation's objectives,
- Asset management improvement plan – activities required to improve the confidence of the information contained in this open space asset management plan .

A road map for preparing an asset management plan is shown below.

[5] Based on IPWEA, 2011, IIMM, Sec 1.2 p 1|7.

***Figure 4: Road Map for preparing an Asset Management Plan***

*Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11.*



## 2.5 Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan over a 20 year planning period in accordance with the International Infrastructure Management Manual[6]. It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.

Future revisions of this asset management plan will move towards 'advanced' asset management using a 'bottom up' approach for gathering asset information for individual assets to support the optimisation of activities and programs to meet agreed service levels in a financially sustainable manner.

## 2.6 Community Consultation

This 'core' asset management plan is prepared to facilitate community consultation initially through feedback on public display of draft asset management plans prior to adoption by Council. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This will assist the Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability and willingness to pay for the service.

# 3. LEVELS OF SERVICE

## 3.1 Customer Research and Expectations

Frankston City Council participates in the state-wide Local Government Community Satisfaction Survey conducted by an independent firm on an annual basis. The primary objective of the survey is to assess the performance of the organisation across a range of measures to gain insight into ways to improve service delivery and efficiency for the community. This telephone survey polls a sample of 400 residents on their level of satisfaction with Council's services.

Table 4 identifies the communities overall satisfaction with several service measures related to open space services provided by Council. Council uses this information in developing its Strategic Plan and in allocation of resources in the budget.

***Table 4: Community Satisfaction Survey Levels***

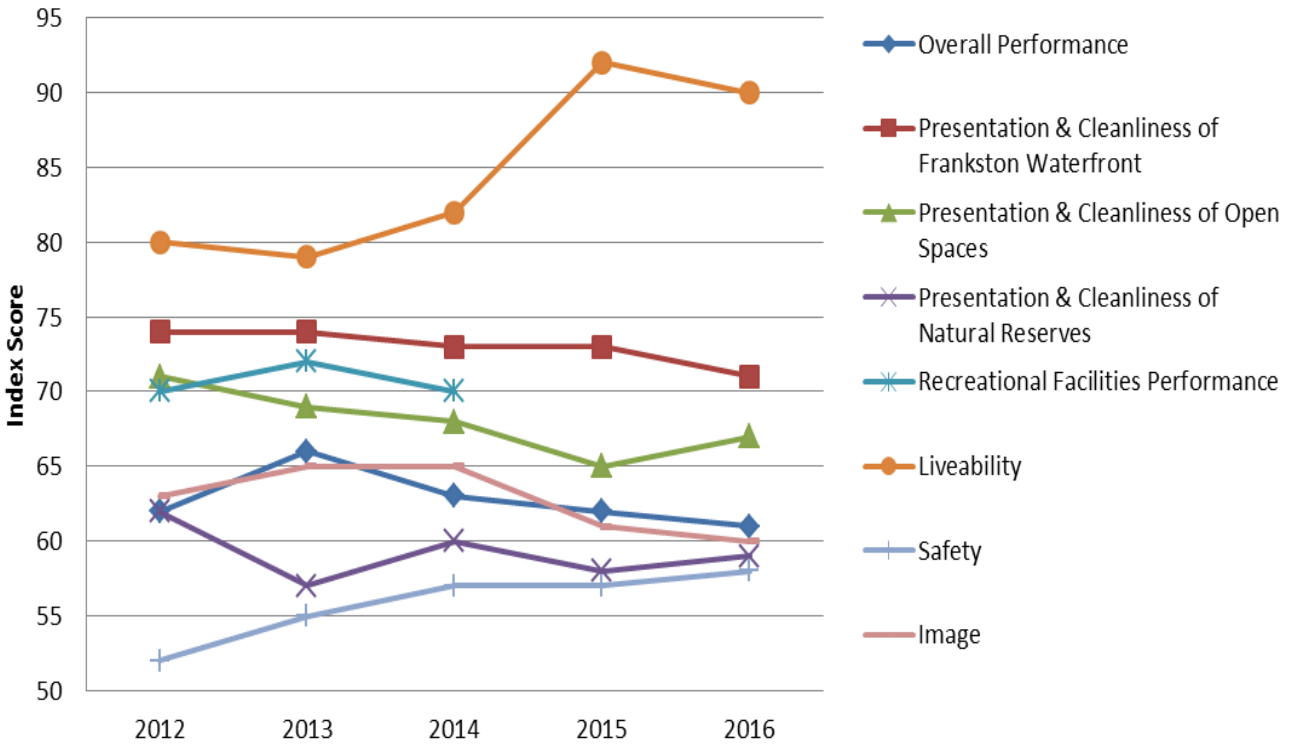
| Performance Measure | Satisfaction Level Index Score (Out of 100) | | | | | |
|---|---|---|---|---|---|---|
| | 2012 | 2013 | 2014 | 2015 | 2016 | 5 Year Trend |
| Overall Performance | 62 | 66 | 63 | 62 | 61 | ↓ |
| Presentation & Cleanliness of Frankston Waterfront | 74 | 74 | 73 | 73 | 71 | ↓ |
| Presentation & Cleanliness of Open Spaces | 71 | 69 | 68 | 65 | 67 | ↓ |
| Presentation & Cleanliness of Natural Reserves | 62 | 57 | 60 | 58 | 59 | ↓ |
| Recreational Facilities Performance[7] | 70 | 72 | 70 | - | - | - |
| Liveability | 80 | 79 | 82 | 92 | 90 | ↑ |
| Safety | 52 | 55 | 57 | 57 | 58 | ↑ |
| Image | 63 | 65 | 65 | 61 | 60 | ↓ |

[6] IPWEA, 2011, IIMM.

[7] Recreational Facilities Performance indicator was not included in the 2015 or 2016 'Tailored Questions' within the Local Government Community Satisfaction Survey.

Figure 5 below is a graphical representation of data shown in Table 4.

***Figure 5: Community Satisfaction Index Scores***




Year-to-year variance in community satisfaction index scores are likely due to a number of reasons including changes in the participant's expectations of services provided by Council, improvement or decline in Council's service delivery and various limitations of the survey methodology and sampling.

Downward trends are evident in the performance measures Overall Performance, Presentation & Cleanliness of Frankston Waterfront, Presentation & Cleanliness of Open Spaces, Presentation & Cleanliness of Natural Reserves and Image.

These downward trends could be partly due to the absence of agreed services levels between Council and the community for open space services. Developing service standards following extensive community consultation would provide Council and the community a benchmark to measure and quantify actual performance. This would give the community a greater understanding of what they can expect from open space services and whether or not it is being delivered.

The 2016 Local Government Community Satisfaction Survey stated that declines between 2015 and 2016 survey results were largely due to a shift from positive rating categories to neutral ratings on individual measures, rather than an increase in negative perceptions.

Further information is needed before determining the cause of the downwards trends on several indicators.

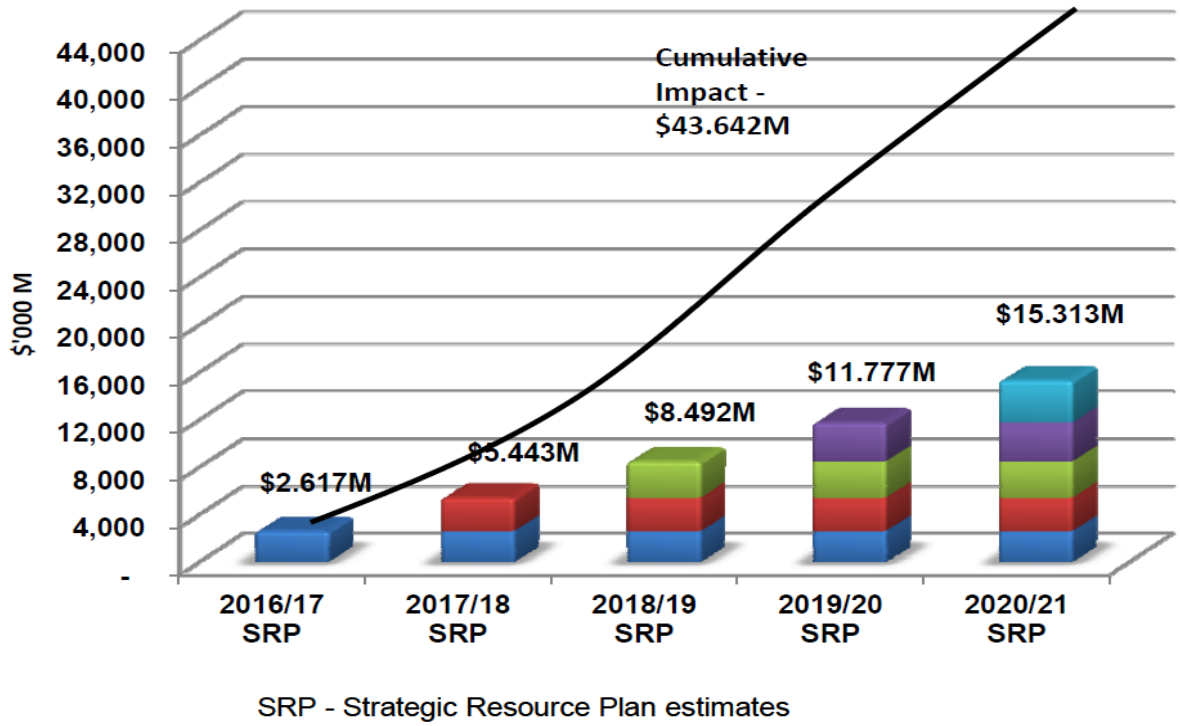
Consultation with the community and other stakeholders will continue to occur throughout the development of the strategic service plans.

## 3.2 Influence of Rate Capping on Service Levels

At the commencement of the 2016/17 financial year, Council rates were capped to the inflation rate of 2.5% being reduced to 2% in 2017/18, and any rate rises above this level are required to be submitted to the Essential Services Commission for approval.

Under this rate capped environment, Council is expecting a funding shortfall of approximately $43.6 million over the next 5 years as illustrated in Figure 6 below.

***Figure 6: Proposed Rate Capping – Rates and Charges Revenue Reduction Cumulative Impact***




Source: Frankston City Council Annual Budget 2016 - 2017

The expected funding shortfall puts immense pressure on Council's ability to deliver community services at the current standard into the future, given the increasing demand for new assets due to population growth. Refer to Section 4 of this Plan for more detail on demand drivers.

Council is currently in the process of developing newly refined open space service standards to replace existing standards outlined in the Frankston City Council State of the Assets Report 2014, which will improve the overall quality and cost effectiveness of service delivery.

Although this has primarily been an internal process, community involvement will be required in the future to determine an agreed/optimal level of service, which effectively balances community expectation with Council's available funding and resources.

As part of the Local Government Community Satisfaction Survey, participants were also asked if they would prefer to see Council rate rises to improve local services, or whether they would prefer to see reductions in Council services to keep Council rates at an affordable level. The table below summarises results from 2012 to 2014.

It is to be noted that these results do not apply directly to open space services but to all services which Council provide.

2015 and 2016 Local Government Community Satisfaction Surveys did not include this question and hence no data is available.

***Table 5: Council Rates and Services Trade-off***

| | Community Preference | | | | | |
|---|---|---|---|---|---|---|
| Year | Prefer Rate Rise | | Prefer Service Cuts | | Can't Say | |
| | **FCC** | **State-wide** | **FCC** | **State-wide** | **FCC** | **State-wide** |
| 2014 | 34% | 36% | 44% | 47% | 22% | 17% |
| 2013 | 40% | 36% | 43% | 46% | 17% | 18% |
| 2012 | 32% | 40% | 50% | 44% | 18% | 16% |

In every instance, both in Frankston City and state-wide survey results, participants on average would prefer to see services cut than an increase in Council rates.

This indicates either the survey participants believe Council is currently over servicing across certain service groups or a more likely scenario is that survey participants simply do not want to pay additional Council rates to maintain existing services at the current standard. This may stem from some of the survey participant's lack of in-depth understanding of asset lifecycle costs and costs associated with providing new or upgraded assets which are fit for purpose and meet future demand.

Further qualitative information is necessary to make an informed statement on the results.

## 3.3 Strategic and Corporate Goals

This asset management plan is prepared under the direction of the organisation's vision, mission, goals and objectives.

**Our vision is:**

*"A sustainable regional capital on the Bay – vibrant, inclusive and a natural lifestyle choice."*

**Our mission is:**

*"Lead and govern a connected community and deliver services and infrastructure which promote the quality of life for our current and future generations."*

**Our Open Space Vision is:**

*"To achieve a green, safe, diverse and connected network of resilient open spaces, that contributes to Frankston's identity, biodiversity value and promotes active and healthy lifestyles, now and into the future."*

Council's open space vision and strategy supports the Frankston Planning Scheme, Health and Wellbeing Plan and Council's adopted long term outcomes as described in the Frankston City Council Plan.

The Frankston City Council Plan 2013-2017 outlines long term priorities and strategies to set the direction of the organisation over a four year period. It is worth noting that the new Frankston City Council Plan 2017 – 2021 is currently under development during the finalisation of this Plan.

The Council Plan defines three Long Term Community Outcomes for Frankston City which are supported by a specific Strategy and corresponding Priority Actions.

The Long Term Community Outcome Strategies and Priority Actions applicable to this OSAMP are detailed in Table 6 below.

***Table 6: Organisational Strategies and Priority Actions and how these are addressed in this Plan***

| Strategy | Priority Action | How goals and objectives are addressed in this AM Plan |
|---|---|---|
| **2 – Liveable City** | | |
| 2.2 - Improve the municipality's safety, image and pride. | Promote the natural attributes and family friendly lifestyle qualities of Frankston City locally, nationally and internationally. | • Improve open space amenity in Frankston City through appropriate planning and management of assets for current and future users.<br>• Identify asset maintenance requirements to continue to provide current levels of service and maintain safe infrastructure.<br>• Identify service deficiencies from internal and external consultation to guide the Improvement Plan.<br>• Align with Council's strategic documents to work towards achieving the organisational vision and mission. |
| | Improve the cleanliness and presentation of the city and local areas | • Establish service levels and asset intervention levels to govern maintenance and renewal planning.<br>• Identify poor condition or unserviceable assets to include within capital planning.<br>• Detail Council's open space asset management approach to guide future decision making. |
| 2.3 - Engage the community to shape the services and future of the city and their local area | Establish agreed standards for infrastructure that will meet current and future service needs | • Identify current technical and community levels of service for open space.<br>• Provide guidance into future service requirements based on the organisations current delivery framework and financial position.<br>• Documentation of the future improvement actions specific to open space service delivery.<br>• Highlights the need for service planning to guide future decision making and funding allocation. |
| 2.4 - Improve the health and wellbeing of residents | Increase participation in 0-12 years health, education and care services to enable all young people to fulfil their potential | • Enable effective management of assets to create vibrant and accessible open space areas to be utilised by community groups and service providers.<br>• Help to create and maintain open space which improves the health and well-being of users through passive and active recreational activity.<br>• Identifies the need for multifunctional recreational facilities supporting additional services. |
| **3 – Sustainable City** | | |
| 3.1 - Plan, build, maintain and retire infrastructure to meet the needs of the city and its residents | Identify and reduce the financial shortfall for maintenance of infrastructure to ensure service standards are maintained | • Provide financial reports on open space assets to identify funding shortfall.<br>• Investigate future demand requirements to provide a medium to long-term funding strategy.<br>• Conduct appropriate lifecycle analysis to develop a lifecycle management plan for assets.<br>• Utilise asset condition modelling to determine funding requirements under different service delivery scenarios. |
| 3.2 - Build a local community culture of good stewardship of the environment | Protect and maintain key natural assets (e.g. parks and reserves) owned by Council | • Develop an understanding of current asset condition through the collation of recent audit data.<br>• Identify the importance of non-discretionary funding within a rate capped environment.<br>• Identifies the benefit of moving from a reactive maintenance approach to a planned maintenance approach.<br>• Highlight potential risks and consequences to Council from the improper management of key assets.<br>• Enable effective management of assets to minimise the risk of climate change (e.g. reduced average rainfall, warmer conditions), periods of water shortages and restrictions, as well as the rising cost of utilities. |
| 3.3 - Ensure good governance and management of Council resources | Ensure the organisation is financially sustainable | • Provides financial forecasting and recommendation based on current available asset data with improved accuracy and confidence level than previous plans.<br>• Informs Council of significant risks and mitigation options associated with open space services and current funding levels.<br>• Provides the lowest cost long term funding strategy based on optimal service levels.<br>• Documents an Improvement Plan to address gaps in service delivery. |

## 3.4 Legislative and Non-Legislative Requirements

The organisation has to meet many legislative requirements including Australian and State legislation and regulations as well as non-legislative requirements including Australian Standards and Council policies/schemes. These include:

***Table 7: Standards, Policies and Legislative Requirements***

| Relevant Standard, Policy, Scheme or Legislation | Requirement |
|---|---|
| All Local Laws and relevant policies of the Council | Construction standards, Maintenance contracts, etc. |
| All relevant Australian Standards | AS/NZ Standards such as Risk Management Standard. |
| All other relevant State and federal Acts and Regulations | Where applicable, including Disability Discrimination Act (1992) |
| Building Act 1993 & Building Regulations 2006 | The Act sets out the legal framework for the regulation of construction of recreation and open spaces, recreation and open space standards and maintenance of specific recreation and open space safety features in Victoria. The Regulations call up the Building Code of Australia (BCA) as a technical reference that must be complied with. |
| Building Code of Australia (BCA) | A uniform set of technical provisions for the design and construction of buildings and other structures. |
| Catchment and Land Protection Act 1994 | Establishes a framework for the integrated management and protection of catchments, encourage community participation in the management of land and catchments and to set up a system of controls on noxious weeds and pest animals. |
| Disability Discrimination Act 1992 | To ensure that persons with disabilities have the same rights to equality before the law as the rest of the community and to eliminate discrimination in areas such as access to public open space and sport facilities/clubs. |
| Frankston Planning Scheme & Municipal Strategic Statement (MSS) | Provides a framework in which decisions about the use and development of land in Frankston City, and allows for the implementation of State, regional and local policies affecting land use. |
| Crown Land (Reserves) Act 1978 | Provide for the reservation of Crown Lands for certain purposes including the management of such reserves and their purposes. |
| Environmental Protection Act 1970 | A framework for the protection of the environment in Victoria, in accordance with the principals of environmental protection. Includes the establishment of environmental objectives and programs to prevent pollution and environmental damage. |
| Heritage Act 1995 | Provides for the protection and conservation of places and objects of cultural heritage significance and the registration of such places and objects. |
| Local Government Act 1989 | Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery. |
| Occupational Health and Safety Act 2004 | Governs the key principals, rights and duties in relation to occupational health and safety. |
| Occupational Health and Safety Regulations | Includes Asbestos 2003; Manual Handling 1999; Noise 2004; Prevention of Falls 2003; and Lead 2000. |
| Planning and Environment Act 1987 | Establish a framework for planning the use, development and protection of land in Victoria in the present and long-term interests of all Victorians. |
| Public Health and Wellbeing Act 2008 | Enact a new legislative scheme which promotes and protects public health and wellbeing in Victoria. |
| Subdivision Act 1988 | Sets out the procedure for subdivision and consolidation of land including open space, and describes the requirement of developer contribution of open space where it is not included within the Planning Scheme. |
| Wrongs Act 1958 | Applies to common law claims for damages for personal injury in public places and medical negligence. The Act excludes workplace or transport accidents. |

The organisation will exercise its duty of care to ensure public safety in accordance with Section 5.2 – Infrastructure Risk Management Plan.

## 3.5 Open Space Provision and Distribution Standards

In the absence of a state-wide policy for the provision and distribution of open space, Council's Open Space Strategy 2016 – 2036 identifies minimum standards utilised to govern open space provision and benchmark between municipal neighbourhoods.

Frankston City's minimum provision and distribution standards for open space are shown in Figure 7 below.

***Figure 7: Frankston City Open Space Standards***

| Hierarchy level | Frankston City minimum provision and distribution standards for open space |
|---|---|
| Regional Open Space<br>District Open Space | • **Planning Scheme, Subdivision Act Criteria**<br>• **No net loss of open space per Neighbourhood**<br>• **3.03 ha/per capita per 1000 persons in each Neighbourhood**<br>• **Open space within 300-500 m safe walking distance of at least 95 percent of all dwellings (urban residential areas)**<br>• **Unlimited travel and transport catchment for regional open space**<br>• **2 km travel and transport catchment for district level open space** |
| Community Open Space<br>Large Local Open Space<br>Small Local Open Space<br>Linear Open Space | • **1.5 ha of open space/per capita per 1000 persons for sporting/structured active recreation in each Neighbourhood**<br>• **New active/sporting open space is to be of at least 8 hectares in area**<br>• **Linear parks and trails along waterways, foreshore, vegetation corridors and road reserves within 1 km of 95 percent of all dwellings**<br>• **Public land immediately adjoining waterways and coastlines remains protected, accessible and in public ownership**<br>• **Open space, public squares and public realm in activity centres, medium/higher density residential areas and community precincts** |
| Secondary Open Space<br>Other Open Space<br>Constrained, not 'fit for purpose' and links<br>Restricted Use Land<br>(e.g. areas leased for private use or with admission only by fee, restricted access for the general public) | • **Protection of EVC, SLO, Conservation Types, offset sites, significant flora and fauna, key ecological precincts**<br>• **1 ha or greater for a centrally located community focus in every neighbourhood**<br>• **Walking and cycling trails to Regional and District level open spaces**<br>• **Accessible play, unstructured recreation and social opportunities in every local community and neighbourhood** |

The quantification of open space standards has provided Council with valuable background information on local neighbourhoods which are currently under-supplied with open space, and also the changes in neighbourhood open space provision likely to occur over the next 20 years.

The open space standards form part of the Community Levels of Service and Technical Levels of Service as described in Section 3.7 and Section 3.8 respectively.

In addition to Council's standards as documented within the Open Space Strategy 2016 – 2036, Infrastructure Victoria's 30-year infrastructure strategy developed in 2016 provides 137 state-wide recommendations "to help create the best possible future for all Victorians". Recommendation 6.1.1 'Universal Design' highlights the need to embed Universal Design principles to increase the proportion of infrastructure that is accessible to people of all abilities. This intends to improve consistency throughout infrastructure project design and delivery to increase accessibility for people with mobility challenges (Infrastructure Victoria, 2016).

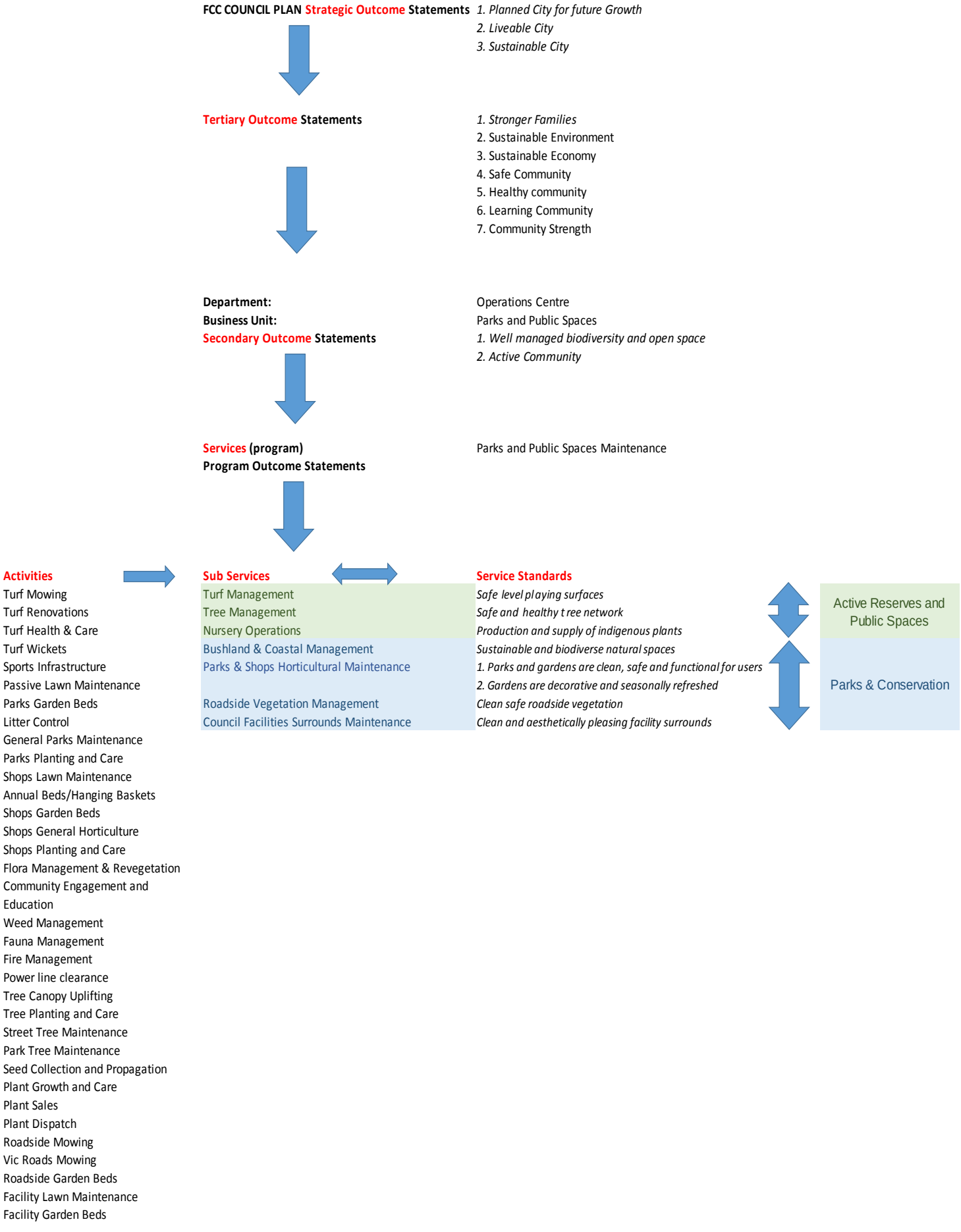
Universal Design standards or guidelines will enable the creation of accessible and inclusive public open space areas for all and should be considered by Council in the short term to demonstrate proactivity and best practice leadership.

Further information on the state-wide recommendations can be found on Infrastructure Victoria's website.

## 3.6 Open Space Service Outcomes

Council's open space operational service activities and outcomes are shown on the business unit chart below.

***Figure 8: Parks and Public Spaces Service Outcomes Chart***



## 3.7 Community Levels of Service

Service levels are defined by two terms, community levels of service and technical levels of service.

Community Levels of Service measure how the community receives the service and whether Council is providing community value.

Community levels of service measures used in the asset management plan are:

| | |
|---|---|
| Quality | How good is the service? |
| Function | Does it meet users' needs? |
| Capacity/Utilisation | Is the service over or under used? |

Table 8 outlines the Open Space Service Objectives and Criteria based on the community levels of service; quality, function and capacity/utilisation.

***Table 8: Quality, Function and Capacity/Utilisation Service Objectives and Criteria***

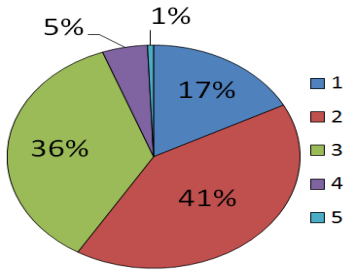
| Service | Quality | Function | Capacity/Utilisation |
|---|---|---|---|
| Open Space | **Service Objective –** Provide quality Open Space services<br><br>**Criteria –** Open space is at a suitable standard e.g. grass length, cleanliness, well maintained, safe, etc. and is appropriate for use. | **Service Objective –** Ensure Open Space services meets users' needs<br><br>**Criteria –** Open space is suitably located, easily accessible and contains appropriate, purposeful infrastructure supporting one or multiple functions. | **Service Objective –** Provide Open Space facilities in an efficient and effective manner<br><br>**Criteria –** Open space which is well utilised and caters for current and future use. |

The organisation's current and expected community service levels are detailed in Table 9.

Table 9 shows the expected community levels of service based on resource levels in the current long-term financial plan.

Future revisions of this Plan should address any gaps in the community levels of service through a series of public consultation sessions and/or community satisfaction surveys.

***Table 9: Community Levels of Service***

| Service Attribute | Service Objective | Performance Measure Process | Current Performance | Expected position in 10 years based on current LTFP |
|---|---|---|---|---|
| **COMMUNITY OUTCOMES** | | | | |
| • A Planned City for Future Growth<br>• A Liveable City<br>• A Sustainable City. | | | | |
| **COMMUNITY LEVELS OF SERVICE** | | | | |
| Quality | Provide quality open space services | Customer service requests in 2014/15 relating to service quality | 62.9 /month<br>Period = 2014/2015 FY.<br>Moderate number of requests | Service requests are expected to remain constant over the 10 year period based on Council's 10 year funding allocation. |
| | | **Organisational measure**<br><br>% of open space assets in excellent/good (1, 2), fair (3) and poor/failed (4, 5) condition, based on asset replacement value. | 1 (Excellent) to 5 (Failed) condition data<br>58% Excellent/good<br>36% Fair<br>6% Poor/Failed<br>  <br><br>A renewal backlog of 0.67% or $571,716 currently exists which represents all condition 5 assets. Many of these are park furniture assets; however some tennis courts at Karingal Tennis Club and Lloyd Park have also been assessed at as condition 5.<br><br>Given Council's prior asset knowledge, this backlog is acceptable and can be accommodated in future renewal programs under current funding levels.<br><br>The asset condition spread is currently demonstrating a relatively high level of service in terms of quality, given the vast majority of assets (94%) are in 'fair' condition or better.<br><br>Confidence level – Medium/High | 1 (Excellent) to 5 (Failed) condition data<br>58% Excellent/good<br>36% Fair<br>6% Poor/Failed<br><br>Based on current funding levels and requirements, this level of service is sustainable for Council[8].<br><br>Confidence level – Low/Medium |

[8] Refer to Section 6 – Financial Summary in this plan for funding levels and requirements.

| Service Attribute | Service Objective | Performance Measure Process | Current Performance | Expected position in 10 years based on current LTFP |
|---|---|---|---|---|
| Function | Ensure open space services meets users' needs | Customer service requests in 2014/15 relating to functionality and accessibility of open space. | 21.5 /month<br>Period = 2014/2015 FY.<br>Moderate number of requests | Service requests are expected to remain constant over the long term due to the ongoing need for improved accessibility and multifunctional facilities. |
| | | **Organisational measure**<br><br>% of residential dwellings within the residential zone which are in 'walking gaps[9]' to primary open space.<br><br>At least 95% of residential dwellings within residential zones must be within 300 – 500m safe walking distance to open space, as outlined in Figure 7– Frankston City Open Space Standards. | 2.7% of residential dwellings in residential zones are in a walking gap.<br><br>This translates to approximately 3470 residents based on 2.3 people per dwelling on average from 2011 Census data.<br><br>Confidence Level – Medium/High | Maintain open space provisions so that less than 5% of residential dwellings in residential zones are outside 500m safe walking distance to open space.<br><br>No net loss of open space per neighbourhood as stipulated in the minimum provision and distribution standards (refer to Figure 7).<br><br>Future changes in land use may influence this service level indicator.<br><br>Confidence Level – Low |

[9] Refer to Part 1 Frankston City Open Space Strategy 2016 – 2036 for more information on walking gaps and where they currently exist within the municipality.

| Service Attribute | Service Objective | Performance Measure Process | Current Performance | Expected position in 2031 based on current LTFP |
|---|---|---|---|---|
| Capacity/ Utilisation | Provide open space facilities in an efficient and effective manner | Customer service requests in 2014/15 relating to the capacity and utilisation of open space. | 1.0 /month<br>Period = 2014/2015 FY.<br>Low number of requests | Service requests are expected to show an increasing trend over the long term due to an increasing population growth, and an increase in usage of existing open space with greater demand for new/multifunctional open space. |
| | | **Organisational measure**<br><br>Neighbourhood provision of Primary and Sporting Open Space as per the Frankston City Open Space Strategy 2016 - 2036.<br><br>**<u>Minimum requirements:</u>**<br><br>Primary Open Space – **3.03 ha/1000 residents**<br><br>Sporting/structured recreation – **1.50 ha/1000 residents**<br><br>✓ - Meeting Minimum Open Space Provision Requirements<br><br>× - Not Meeting Minimum Open Space Provision Requirements | **Frankston Municipality**<br>Primary – 10.42 ✓<br>Sporting – 2.22 ✓<br><br>**Carrum downs**<br>Primary – 8.37 ✓<br>Sporting – 1.29 ×<br><br>**Skye**<br>Primary – 2.24 ×<br>Sporting – 0.52 ×<br><br>**Frankston**<br>Primary – 5.15 ✓<br>Sporting – 2.23 ✓<br><br>**Frankston North**<br>Primary – 18.49 ✓<br>Sporting – 3.78 ✓<br><br>**Frankston South**<br>Primary – 8.34 ✓<br>Sporting – 5.05 ✓<br><br>**Langwarrin**<br>Primary – 16.11 ✓<br>Sporting – 1.22 ×<br><br>**Seaford**<br>Primary – 21.24 ✓<br>Sporting – 2.34 ✓<br><br>Confidence level – High | **Frankston Municipality**<br>Primary – 8.83 ✓<br>Sporting – 1.94 ✓<br><br>**Carrum downs**<br>Primary – 6.21 ✓<br>Sporting – 0.96 ×<br><br>**Skye**<br>Primary – 2.08 ×<br>Sporting – 0.49 ×<br><br>**Frankston**<br>Primary – 4.43 ✓<br>Sporting – 1.98 ✓<br><br>**Frankston North**<br>Primary – 16.93 ✓<br>Sporting – 3.58 ✓<br><br>**Frankston South**<br>Primary – 7.72 ✓<br>Sporting – 4.73 ✓<br><br>**Langwarrin**<br>Primary – 12.99 ✓<br>Sporting – 1.06 ×<br><br>**Seaford**<br>Primary – 18.77 ✓<br>Sporting – 2.06 ✓<br><br>Confidence level – Low/Medium<br><br>Provision of Primary and Sporting Open Space per 1000 residents is expected to reduce over the next 15 years due to population growth within the municipality.<br><br>According to the minimum open space provisions, there will be no net loss of open space.<br><br>The biggest changes in open space provision will be seen in housing growth areas of Frankston, Carrum Downs, Skye and Langwarrin.<br><br>Neighbourhoods that are not meeting the minimum provision have been identified, along with opportunities to improve the open space and accessibility in these areas.<br><br>Opportunities include providing additional open space in Skye and the Green Wedge[10], along with transforming existing open space into multi-functional open space to support various sporting and recreation activities. |

[10] The 'Green Wedge' land is located to the north east of the municipality, where development is controlled by the current urban growth boundary. Refer to Frankston City Open Space Strategy 2016 – 2036 for further information.

## 3.8 Technical Levels of Service

**Technical Levels of Service** - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services such as cleansing, mowing, utilities, equipment, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition (e.g. weed management, pest animal management, infrastructure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. sports ground turf replacement, replacement of park furniture and sports infrastructure assets, replacement of playground components),
- Upgrade – the activities to provide a higher level of service (e.g. Expanding or improving playground equipment) or a new service that did not exist previously (e.g. a new sporting ground).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.[11]

Table 10 shows the technical level of service expected to be provided under this AM Plan. An agreed sustainable position which involves community consultation, trade-off of service levels performance and costs and risk within resources available in the long-term financial plan has yet to be determined.

Future revisions of this Plan should work towards achieving an agreed sustainable position with the community, where the objective is to balance service performance, cost and risk with the willingness to pay.

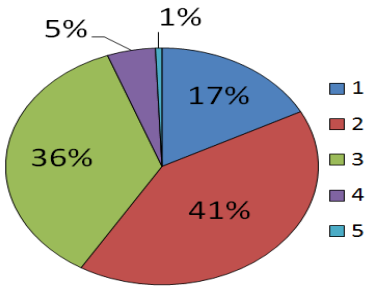
For the purpose of determining Council's technical levels of service, the operating budget has been broken down into an operational and maintenance budget based on expenditure within individual accounts. This is detailed in Section 5.3.1.

[11] IPWEA, 2011, IIMM, p 2.22

***Table 10: Technical Levels of Service***

| Service Attribute | Service Objectives | Activity Measure Process | Current Performance * | | Desired for Optimum Lifecycle Cost ** | |
|---|---|---|---|---|---|---|
| **Operations** | • Safe level playing surfaces<br>• Safe and healthy tree network<br>• Production and supply of indigenous plants<br>• Sustainable and biodiverse natural spaces<br>• Parks and gardens are clean, safe and functional for users<br>• Gardens are decorative and seasonally refreshed<br>• Clean safe roadside vegetation<br>• Clean and aesthetically pleasing facility surrounds | Refer to Appendix A 'Technical Service Standards – State of the Assets Report 2014" | Current service standards were developed as part of Frankston's State of the Assets Report 2014 (see Appendix A).<br><br>This included the use of independent schedules developed by different service teams where frequencies were based on reserve hierarchy and maintenance zones.<br><br>Current service costs have been determined using a zero-based budgeting approach, where individual line items of the 2016/17 Parks and Public Spaces operational budget have been evaluated and attributed to the relevant sub-services.<br><br>Note: these service costings do not incorporate service revenues generated through fees and charges for 2016/17 as this information is not applicable to level of service performance. Information on service revenue is included in Council's Long Term Financial Plan. | | Draft service standards are currently in the process of being developed and will be implemented through FAMIS following their adoption.<br><br>The draft standards include revised intervention levels, frequencies and rectification timeframes which align more appropriately to Council's reserve hierarchy, sports facility hierarchy, sporting clubs utilisation and seasonal change.<br><br>Desired service costs below have been determined based on the increase in operational requirements over a 10 year period due to new and upgraded assets. | |
| | | Cost effectiveness | Turf Management | $11,156.00 ($/ha/yr) | Turf Management | $11,922.00 ($/ha/yr) |
| | | | Parks and Shops Horticultural Services | $1,712.00 ($/ha/yr) | Parks and Shops Horticultural Services | $1,830.00 ($/ha/yr) |
| | | | Tree Management | $5.65 ($/per tree/yr) | Tree Management | $6.03 ($/per tree/yr) |
| | | | Bushland Management | $3,821.00 ($/ha/yr) | Bushland Management | $4,084.00 ($/ha/yr) |
| | | | Nursery Operations | $1.93 ($/per plant/yr) | Nursery Operations | $2.06 ($/per plant/yr) |
| | | | Roadside Vegetation Management | $846.00 ($/ha/yr) | Roadside Vegetation Management | $904.00 ($/ha/yr) |
| | | | Council Facilities Surrounds Maintenance | $1,956.00 ($/ha/yr) | Council Facilities Surrounds Maintenance | $2,090.00 ($/ha/yr) |

| Service Attribute | Service Objectives | Activity Measure Process | Current Performance * | Desired for Optimum Lifecycle Cost ** |
|---|---|---|---|---|
| | | | The cost effectiveness of the above sub services is based on 2016/17 budget figures.<br><br>$612,850.00 is excluded from the service costing analysis as the cost has not been aligned with an activity or sub-service described in the service outcomes chart (Figure 8).<br><br>The 15 costings which have been excluded are listed within Table 11. | |
| | | **Budget** | **2015/16 budget.**<br><br>Mowing $ 3,070,821.00<br>Cleaning $ 1,386,151.00<br>Other $ 3,265,088.00<br><br>**TOTAL $ 7, 722,060.00** | **Average operational budget needed over the next 10 years.**<br><br>Mowing $ 2,859,237.43<br>Cleaning $ 1,290,643.39<br>Other $ 3,040,119.18<br><br>**TOTAL $7,190 ,000.00**<br><br>There is a reduction of the operational requirements however an increase is required in the maintenance budget as seen below.<br><br>Council requires approximately $71,900,000 over the next 10 years to meet operational demands of the growing asset base; this translates to $7,190,000 on average each year. |
| **Maintenance** | Response to reactive service requests | Reactive service requests completed in 2014/15 within the adopted timeframe | 97 % of service requests completed within adopted timeframe. | 99 % of service requests completed within adopted timeframe. |
| | | **Budget** | **2015/16 budget**<br><br>Reactive Unknown<br>Planned Unknown<br>Other Unknown<br><br>**TOTAL $ 2,285,000.00**<br><br>*Recommend restructuring budget to facilitate future monitoring of expenditure type | **Average maintenance budget needed over the next 10 years.**<br><br>Reactive $ 598,200.00 (~20%)<br>Planned $ 2,093,700.00 (~70%)<br>Other $ 299,100.00 (~10%)<br><br>**TOTAL $ 2,991,000.00 p/a** |

| Service Attribute | Service Objectives | Activity Measure Process | Current Performance * | Desired for Optimum Lifecycle Cost ** |
|---|---|---|---|---|
| | | | | Increased maintenance requirement over the next 10 years is required to manage the ageing asset base.<br><br>Council requires approximately $29,910,000 over the next 10 years, translating to $2,991,000 on average each year.<br><br>Following the implementation of open space works programmes in FAMIS, Council will be able to categorise maintenance expenditure into routine and reactive maintenance.<br><br>This will enable Council to monitor resources and activity costs to identify and address service deficiencies and opportunities including refining routine activities to minimise reactive expenditure. |
| **Renewal** | Infrastructure meets users' needs | Condition of open space assets | 6 % of open space assets in condition 4 or 5.<br>58 % of open space assets in condition 1 or 2.<br><br>  <br> | Based on current renewal funding, the following renewal outcomes can be achieved over the 10 year planning period:<br><br>• 0% of open space assets in condition 5.<br>• Assets maintained to a condition 4 or less.<br><br>Individual asset useful life assessments are required to determine optimal useful lives based on asset location, environment and service levels.<br><br>Refer to Section 7 of this Plan for optimal asset condition renewal modelling. |
| | | **Budget** | **Current 10 year budget**<br><br>**$ 4,651,500.00 / year over the next 10 years (until 2026/2027)**<br>Includes compliance works identified in Council's CWP. | **$4,500,000 / year over the next 10 years (until 2026/2027)**<br>Includes compliance works identified in Council's CWP. |

| Service Attribute | Service Objectives | Activity Measure Process | Current Performance * | Desired for Optimum Lifecycle Cost ** |
|---|---|---|---|---|
| **Upgrade/ New** | Urban residents have access to Primary Open Space | Distance from residential dwellings in residential zones to Primary Open Space | 97.3% of residential dwellings in residential zones are within 300-500m of Primary Open Space at the time of this Plan's creation.<br><br>This meets the minimum open space provision and distribution requirements as stipulated in the Open Space Strategy 2016 - 2036. | 100% of residential dwellings in residential zones within 300-500m of Primary Open Space.<br><br>Enhance accessibility to open space in 'walking gaps' as identified within the Open Space Strategy 2016 – 2036. |
| | | **Budget** | **2015/16 discretionary budget**<br><br>**$ 2,413,000**<br>Extracted from the 20 Year Discretionary CWP. | **$1,944,000.00 / year over the next 10 years (until 2026/207) and $859,565.00 / year over the next 20 years.**<br>$1,944,000.00 from Council's 20 Year Discretionary Capital Works Program and an additional $859,565.00 per year to deliver ALL capital works priority actions listed in Council's Open Space Strategy over 20 years. |

*Note:* * *Current activities and costs (currently funded).*

** *Desired activities and costs to sustain current service levels and achieve minimum life cycle costs (not currently funded).*

For Council's detailed Technical Open Space Service Standards refer to Appendix A.

Open space operational accounts which have not been included within the technical service performance indicators are shown in the table below. These expenditures contribute to the delivery of several sub-services and have not been classified under a single sub-service as yet due to their complexities.

Further work on the classification and apportionment of these expenditures across sub-services is currently being undertaken.

***Table 11: Open Space Financial Accounts Excluded from Technical Levels of Service Performance Indicator***

| Excluded Open Space Operational Expenditures | 2016/17 Budget Allocation |
|---|---|
| Golf course facilities maintenance | $15,000 |
| CAA Utilities | $37,358 |
| OSS Storage Management | $4,000 |
| CAA Management General Expenses | $3,000 |
| Foreshore Utilities | $28,790 |
| NFP Utilities | $48,240 |
| Golf Course Manager Contract | $141,500 |
| Kananook Creek Dredging | $262,430 |
| Beach Cleaning | $7,642 |
| Boat Ramp and Creek Wall Repairs | $15,000 |
| Golf Course Telephone | $1,320 |
| CAD Waterfront Infrastructure Maintenance | $20,000 |
| TFZ663 (Tractor John Deere 5280 Loader 44116280) | $22,320 |
| Parks supervision & Development Telephone | $1,250 |
| Parks Supervision & Development General Op Expenses | $5,000 |
| **TOTAL** | **$612,850** |

# 4. FUTURE DEMAND

## 4.1 Demand Drivers

Drivers affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices and climate change.

## 4.2 Demand Forecast

The present position and projections for demand drivers that may impact future service delivery and utilisation of assets were identified and are documented in Table 12.

## 4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and utilisation of assets are shown in Table 12.

***Table 12: Demand Drivers, Projections and Impact on Services***

<table>
<tr><th>Demand drivers</th><th>Present position</th><th>Projection</th><th>Impact on services</th></tr>
<tr>
<td>Population Change</td>
<td>Total Population – 126,446 (Australian Census, 2011)<br><br>Current population growth rate is estimated to be 1.05% p.a.<br><br>The Open Space Strategy 2016 – 2036 stipulates a minimum Primary Open Space provision of 3.03ha/1000 residents and a minimum Sporting Open Space provision of 1.5ha/1000 residents in each neighbourhood.<br><br>Current open space provision (ha/1000 residents):
<table>
<tr><th></th><th>Primary</th><th>Sporting</th></tr>
<tr><td>Frankston Municipality</td><td>10.42</td><td>2.22</td></tr>
<tr><td>Carrum Downs</td><td>8.37</td><td>1.29</td></tr>
<tr><td>Seaford</td><td>21.88</td><td>2.34</td></tr>
<tr><td>Skye</td><td>2.24</td><td>0.52</td></tr>
<tr><td>Langwarrin</td><td>16.11</td><td>1.22</td></tr>
<tr><td>Frankston</td><td>5.15</td><td>2.23</td></tr>
<tr><td>Frankston North</td><td>18.49</td><td>3.78</td></tr>
<tr><td>Frankston South</td><td>8.34</td><td>5.04</td></tr>
</table>
*Red text indicates the minimum open space provision is not being met.</td>
<td>Population growth rate in the City of Frankston is forecast to be on average 0.78% per annum until 2026.[12]<br><br>Thus, by 2026 the population is expected to increase to approximately 142,090 or by 15,644 people, and by 2036 a population of 152,494.<br><br>The annual rate of population growth within Frankston City municipality is forecast to reduce over the next 20 years from 1.05% in 2016 to only 0.42% in 2036.<br><br>Population growth and increased urban density is expected to be concentrated around the Frankston city centre, neighbourhood activity centres, sustainable transport centres and residential opportunity sites with large areas of undeveloped land.<br><br>Growth neighbourhoods include Carrum Downs, Frankston, Langwarrin and Seaford.</td>
<td>• Population growth will mean an increased use of public open space, whilst a slowing population growth rate will mean a gradual decline in the need for new or upgraded open space in the future.<br><br>• Urban development in growth neighbourhoods will create demand on nearby existing open space. New open space or upgrades to existing open space will be necessary to provide quality, multifunctional destinations that are easily accessible and fit for purpose.<br><br>• Council will be unable to provide existing levels of service to a growing population in the future, resulting in the need to reduce some non-critical maintenance activities, dispose of poorly functioning open space and/or defer new and upgrade works.<br><br>Forecast 2031 open space provision (ha/1000 residents):
<table>
<tr><th></th><th>Primary</th><th>Sporting</th></tr>
<tr><td>Frankston Municipality</td><td>8.83</td><td>1.94</td></tr>
<tr><td>Carrum Downs</td><td>6.21</td><td>0.96</td></tr>
<tr><td>Seaford</td><td>18.77</td><td>2.06</td></tr>
<tr><td>Skye</td><td>2.08</td><td>0.49</td></tr>
<tr><td>Langwarrin</td><td>12.99</td><td>1.06</td></tr>
<tr><td>Frankston</td><td>4.28</td><td>1.98</td></tr>
<tr><td>Frankston North</td><td>16.93</td><td>3.58</td></tr>
<tr><td>Frankston South</td><td>7.72</td><td>4.73</td></tr>
</table>
*Red text indicates the minimum open space provision is not being met.</td>
</tr>
</table>

[12] Population and demographic data obtained through ‘forecast.id’ and the Australian Bureau of Statistics

| Demand drivers | Present position | Projection | Impact on services |
|---|---|---|---|
| Demographic Change | Age distribution:<br>0 – 9 years = 12.9% or 16,312 people<br>10 – 19 years = 13% or 16,438 people<br>20 – 44 years = 35% or 44,256 people<br>Over 45 years = 39.1% or 49,441 people<br><br>Families with children less than 9 years old are the greatest users of playground equipment and open space.<br><br>10-19 year olds are the greatest users of recreational/sporting open space areas.<br><br>People aged 60 years and over make up 19.1% of Frankston City's population. | A significant increase in the number of people aged between 65-79 years is expected over the next 10 years, equating to an average annual growth of 4.14%.<br><br>By 2036, people aged 55 and over will represent an additional 4.51% of the total population as compared to 2011. All other ages have a lesser representation across the total population, except ages 5-9, which is expected to see an insignificant increase of 0.06% in representation.<br><br>The predictions indicate an ageing demographic in Frankston City. | • Increase demand for passive, unstructured open space areas.<br><br>• Lawn bowl, croquet and golf facilities may see an increase in participation levels, as these recreational activities better accommodate an older age group.<br><br>• Demand for improved accessibility to reserves and recreational facilities, to cater for residents with reduced mobility.<br><br>• Some select structured recreational sites may be surplus to people's needs due to an ageing population, and may be redefined as a passive site. |
| Vehicle Ownership | Percentage of Frankston City residences with access to motor vehicles<br>None – 7%<br>1 motor vehicle – 35.7%<br>2 motor vehicles – 37.8%<br>3 or more vehicles – 16.2% | An increase in the number of households with access to 1 or more motor vehicles is expected based on a 10 year trend between 2001 and 2011 census data.[13]<br><br>Increasing demand for more car parking, particularly at reserves with larger catchment areas. | • People have flexibility to travel to different open space areas, including those outside the municipality.<br><br>• Pressure to maintain the quality of open space to current or greater standard to encourage visitation from outside the municipality.<br><br>• Decreased utilisation of single-function open space facilities due to the inconvenience and increased travel time of going between different facilities for various open space services. User preference to have multi-functional, convenient open space areas and facilities providing a number of different services.<br><br>• If no additional land can be acquired or allocated as reserve parking then there may be congestion and capacity issues during peak periods. |
| Fuel Price | 40 week (July 2016 to April 2017) state average petrol prices (Australian Institute of Petroleum, 2017)<br>Minimum: 104 cents per litre<br>Maximum: 138 cents per litre | Historic trends show a gradual increase in the cost of crude oil resulting in an increase in fuel price over the long term. | • The increased running costs of motor vehicles could result in a reduced amount of vehicle ownership or use. This would put pressure on the open space network's accessibility and existing 'walking gaps'.<br><br>• There would be a reduction in the reserve user catchment area[14], as people will be reluctant to travel greater distances to visit open space areas. |

[13] Vehicle ownership data obtained from 'profile.id' and the Australian Bureau of Statistics.

[14] Refer to Frankston City Open Space Strategy 2016 – 2036 for user catchment areas based on reserve hierarchy.

| Demand drivers | Present position | Projection | Impact on services |
|---|---|---|---|
| Customer Preferences | Substantial influx of people to the Frankston Foreshore can be expected during the summer months.<br><br>People value pleasant open space and green leafy settings which are becoming increasingly important when choosing a place to live. | Increasing trend in the number of visitors to the foreshore areas due to population growth and increasing air temperatures from global warming.<br><br>The importance of physical activity to people's wellbeing is well recognised and documented and so it is expected that Frankston's ageing population will continue to value pleasant and safe open space which caters to a variety of needs. | • Increased demand for ancillary assets in the foreshore reserve areas including rubbish and recycling bins, drinking fountains, showers, and park furniture.<br><br>• Increased pressure on cleaning and maintenance services based on seasonal changes and high usage periods.<br><br>• Demand on maintenance service levels to provide aesthetically pleasing and safe open spaces.<br><br>• Open space users staying for shorter periods of time. |
| Leisure Trends | Approximately 40 – 45% of open space reserves have been assessed as 'underdeveloped' under Council's Open Space Strategy 2016 – 2036. This indicates the amount of open space which is currently not fit for purpose, not meeting hierarchical standards and/or providing only a single function to the community.<br><br>A growing technological society which inadvertently results in people reducing the amount of time spent outside for leisure purposes. | Increasing community expectation for there to be quality, multi-functional recreational facilities which cater for a wider population.<br><br>Increasing trend to people choosing to spend leisure time using technology instead of available open space services. | • Underutilisation of open space areas and facilities due to a lack of interest, accessibility issues or due to more attractive leisure alternatives.<br><br>• Local residents travelling to other municipalities for passive or recreational facilities. |
| Employment | <u>Total labour force = 64,215</u><br>Full time worker = 38,122 (59.4%)<br>Part time worker = 18,642 (29%)<br>Away from work = 3,818 (5.9%)<br>Unemployed = 3,633 (5.7%) | An increased percentage of people working part time or working from home and an increase in the number of retirees. | • Increased utilisation of passive open space areas by people before or after a work shift, or retirees.<br><br>• Increased use of recreational facilities after-hours and on weekends. |
| Climate Change | Refer to Table 13 for climate change indicators from "Impacts of Climate Change on Settlements in the Westernport Region 2008". | Decrease average annual rainfall and catchment stream flows.<br><br>Increased extreme weather events including droughts, storms, storm surges and number of extreme fire risk days.<br><br>Progressive rise in sea level. | • Maintenance of public parks, gardens and recreational facilities could be adversely affected during times of water shortages and water restrictions.<br><br>• Assets becoming obsolete or not reaching their useful lives due to lack of consideration for climate change.<br><br>• Increased number of service disruptions due to climatic events.<br><br>• Major amenity impacts with damage to beach, foreshore and nearby recreational areas, resulting in signification maintenance and capital implications.<br><br>• Increased stormwater runoff and peak flows contributing to more pollutants entering waterways and Port Phillip Bay with potential beach closures and poor water quality. |

| Demand drivers | Present position | Projection | Impact on services |
|---|---|---|---|
| Land Use Changes | Increasing urban densities and changing land use. | Increased medium density housing which lacks private open space.<br><br>Activity centre growth due to changes to urban growth boundaries. | • New developments will require enhancement of existing open space surrounding activity and growth centres including Frankston, Carrum Downs, Sandhurst, Langwarrin, Langwarrin South and Skye. |
| Electricity, Gas & Water Prices | Reliance on mains water and Class A recycled water for the irrigation of Council's open spaces and living assets such as trees and sporting fields.<br><br>71 % of Council's mains water use was for open space in 2014/15 as discussed in the Frankston City Integrated Water Action Plan 2016. | Current trends and future projections show a steady increase in the cost of electricity, gas, other types of fuel and water. | • Decline in open space amenity and greenery due to the growing cost to maintain living assets using mains water.<br><br>• Impact on the viability of providing ongoing services, for example, the irrigation of Council's open space assets, or pressure to prioritise open space assets for continued irrigation over others.<br><br>• Demand for more cost-effective alternative, sustainable sources of energy and water would increase (e.g. solar power, water collection and reuse and recycled water).<br><br>• May need to reduce the amount of public open space available within the city. |

## 4.4 Climate Change Impacts

Climate change has been globally recognised as a vital issue due to the adverse impacts of global warming. It is projected that the global climate will experience significant change throughout the 21st century, which will create many risks and opportunities for Frankston City.

"Impacts of Climate Change on Settlements in the Westernport Region 2008" identified a range of issues concerning the impact on the provision of recreation and open spaces in the Frankston region.

The report identified 41 risks which were rated against 5 key elements – coastal inundation, inland flooding and intense rainfall, drought, fire weather conditions, average and extreme temperatures and average rainfall.

Following this report, Council established an internal climate change taskforce to guide the development of the "Climate Change Impacts and Adaption Plan – Preparing for a changed climate 2011". It includes Council's Adaptation Plan which highlights necessary actions to respond to climate change risks.

Risks which had inadequate or no controls in place were evaluated and appropriate actions were included in the Adaptation Plan. Low risks or risks which had adequate controls will be monitored and reassessed over time.

Climate change impacts are likely to adversely affect open space assets and services, as well as placing additional stress on wildlife and natural habitats. This has potential to disrupt community participation opportunities such as outdoor sport, recreation and enjoyment of open space.

The Frankston City Climate Change Impacts and Adaptation Plan 2011 highlights a "drying trend" across the Western Port region which is likely to have a number of impacts on the City's open space, sporting fields, gardens and trees.

Table 13 describes the impacts of climate change on settlements in the Western Port Region, commissioned by Council's former Environment Department in 2008, whilst Table 14 lists Council's Adaptation Actions in the Climate Change Impacts and Adaptation Plan to address the impacts of climate change on open space assets and services.

It is worth noting that some of the original actions in Table 14 have now been completed.

***Table 13: Overview of Climate Change impacts in the Western Port region – Frankston City***

| Climate variable | Indicative change | Exposed people | Exposed property & infrastructure | Most sensitive locations | Economic & social impacts | Vulnerable sectors | Vulnerable groups | Impacts on Parks & Recreation provision |
|---|---|---|---|---|---|---|---|---|
| Average rainfall<br><br>Average annual<br><br>Catchment stream flows<br><br>Droughts | 2030<br><br>↓0-8%<br><br>↓25%<br><br>↑frequency and severity | 2070<br><br>↓0-23%<br><br>↓>50% | Entire population. | • Greenfield development sites<br>• High water development sites<br>• Wetlands , heritage gardens & other reserves | • Increased water prices<br>• Increased reliance on non-traditional supply sources<br>• Access to water for some activities<br>• Viability of some water dependant businesses and activities<br>• Increased maintenance costs | • Local government services such as parks and recreation<br>• Water suppliers and retailers | • Householders in new developments<br>• Sporting Clubs<br>• Low income households | • Municipal parks and gardens<br>• Playing fields<br>• Water and freshwater infrastructure<br>• Other infrastructure on clay soils |
| Sea level rise/storm surge<br><br>Sea level rise<br><br>Storm tide max height 1:100 year (current 1.16m) | 2030<br><br>↑0.17<br><br>1.37m | 2070<br><br>↑0.49<br><br>1.80m | Minimal number based on current modelling.<br><br>Historical evidence suggests potentially a significant number of people. | • Most of central & northern coastal hinterland<br>• Frankston CAA<br>• Seaford wetlands & surrounds<br>• Oliver's Hill | • Partial or complete loss of land values in affected areas<br>• Major amenity impacts associated with damage to beaches and foreshore reserves<br>• Impacts on businesses dependent on beach related tourism<br>• Costs associated with beach and foreshore maintenance | • Recreation & boating<br>• Local Government<br>• Tourism | • Recreational groups | • Most beaches & foreshore reserves including Frankston & Seaford<br>• Most boating facilities |
| Fire weather<br><br>No of very high & extreme fire risk days (~12 days current) | 2030<br><br>↑1-2 | 2070<br><br>↑5-7 | Up to 14,000 | • Central areas around Langwarrin<br>• Southern boundary around Frankston South & Langwarrin South | • Increased damage & costs to residential properties<br>• Health impacts including loss of life and air quality<br>• Increased emergency services demand and costs or Stress & social disruption | • Local Government<br>• Residential<br>• Emergency services | • People living in older housing<br>• Low income households | • 160 public use areas including schools, medical facilities and numerous reserves |

***Table 14: Climate Change Adaptation Actions applicable to Open Space Services***

| Priority | Time Frame | Action | Risk | Responsible Division > Department | Budget Estimation | Status |
|---|---|---|---|---|---|---|
| High | 2015 | **A2.0** To reduce the risk of property being affected by flooding undertake localised hydrological and flood modelling studies of the Municipality, implement the recommendations, which may include investigating the building of additional retarding basins to reduce flood events in flood prone areas. On completion, reassess the risks. | 1.02 | Community> Infrastructure | Significant | |
| High | 2015 | **A2.10** Encourage the minimisation of hard surfaces and retention of open space in new development. | 2.08 | Community> Planning and Environment | Minor | |
| Medium | 2015 | **A2.14** Investigate the feasibility of decreasing the percentage of allowed hard surfaces to build into a Local Policy. | 2.08 | Community> Planning and Environment | Moderate | |
| High | 2015 | **A3.0** Improve ecosystem resilience by maintaining and enhancing the quality of ecosystems by increasing connectivity between natural areas. | 4.11 | Community> Planning and Environment | Moderate | |
| High | 2015 | **A3.1** Protect foreshore vegetation and coastal dune systems in Frankston and Seaford to reduce the risk of coastal inundation. Where foreshore residences are adjacent to Crown Land, encourage the sharing of access across the sand dunes to prevent erosion issues that will be exacerbated by increased storm surges | 1.04 | Community > Infrastructure | TBD | |
| High | 2015 | **A3.2** Develop a Biodiversity Action Plan to identify measures for the monitoring of biodiversity and impacts of climate change on the natural environment. | 4.11 | Community> Planning and Environment | TBD | |
| High | 2015 | **A3.3** Investigate direct intervention in ecosystem transition with the inclusion of plant species that may be suited to changes in temperatures and rainfall. | 4.11 | Community> Planning and Environment | TBD | |
| Medium | 2070 | **A3.5** In collaboration with other stakeholders investigate the possibility of securing a water supply to wetlands. | 5.01 | Community > Infrastructure | TBD | |
| High | 2015 | **A4.0** Implement Management Plan for other non-irrigated sports grounds to ensure ongoing availability for sport seasons in times of low rainfall and high temperatures. | 4.05 | Community> Infrastructure | Moderate $24K/yr | |
| High | 2015 | **A4.1** Implement recommendations from irrigation audits to counter the impact from changes to average rainfall and temperature | 4.05 | Community> Infrastructure | Significant $388K | |
| Medium | 2015 | **A4.2** Continue to investigate opportunities to extend the Recycled Water Pipeline to Council properties and high-end community water users. | 4.05 | Community> Infrastructure | Moderate | |
| Medium | 2070 | **A4.3** Include climate change impacts in the revision of the Sports Development Plan to determine future adaptation requirements (such as more indoor facilities, diversity of sports to reduce reliance on irrigated ovals, risk procedures and heat contingency planning). | 4.06 | Community> Infrastructure | Minor | |
| Medium | 2015 | **A4.4** Continue to implement the Municipal Drought Response Plan to drought proof Council's reserves and open spaces. | 4.05 | Community> Infrastructure | Significant $150K/yr | |
| High | 2015 | **A5.0** Include ESD Design measures, especially water sensitive design features in all Council facilities. | 4.17 | Community> Facilities | Significant | |

| Priority | Time Frame | Action | Risk | Responsible Division > Department | Budget Estimation | Status |
|---|---|---|---|---|---|---|
| High | 2015 | **A5.1** Develop an Integrated Water Management Plan that addresses climate change considerations and incorporates strategies for water sensitive design and development. | 4.17 | Corporate> Sustainable Assets | Minor | |
| High | 2015 | **A5.2** Implement stormwater harvesting for Council facilities and open space. | 4.17 | Community> Infrastructure | Moderate | |
| High | 2015 | **A5.4** Progress the investigation of Monterey and Robinsons Road Recycled Water Pipeline with costings provided to Council and to seek funding contributions from State and Federal Government and from private benefactors of the scheme. | 4.17 | Community > Infrastructure | TBD | |
| High | 2015 | **A6.0** Monitor developments in key projects such as the Future Coasts Program to inform future land use planning in vulnerable areas. | 1.08 | Community> Planning and Environment | Minor | |
| High | 2015 | **A6.1** Continue to include Water Sensitive Urban Design in the plan making and development assessment stages of the planning process. | 7.01 | Community> Planning and Environment | Nil | |
| High | 2015 | **A6.2** Council seek the Association of Bayside Municipalities request an urgent meeting with the Minister of Planning to advocate for protection of properties likely to be affected by sea level rise and to protect Councils from potential liability as a result of planning decisions on land that may be subject to inundation as a result of Climate Change. | 1.08 | Community> Planning and Environment | Nil | |
| High | 2015 | **A6.3** Following the release of the Victorian Coastal Climate Change Hazard Guidelines and results of the Victorian Government's Future Coast project, consider including relevant data in the future review of the Frankston City Council Municipal Strategic Statement. | 1.08 | Development> Planning and Environment | Minor | |
| High | 2015 | **7.2** Use priorities in this Plan to inform budget bids for climate change adaptation. | 7.01 | Corporate> Administration and Corporate Projects | Minor | |
| Medium | 2015 | **7.4** Assess Council's current strategies and plans with consideration of climate change impacts. | 6.02 | Corporate> Administration and Corporate Projects | Minor | |

| | **Status (2016 Progress Update)** |
|---|---|
| | Achieved |
| | On-track |
| | Not achieved or not on-track |

The 'Budget Estimation' has been divided into three categories: minor (less than $20,000), moderate (between $20,000 and $100,000) and significant (greater than $100,000).

*See Appendix G for climate change risks identified within Frankston City's Climate Change Impacts and Adaptation Plan – Preparing for a changed climate 2011.

## 4.5 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Demand management practices will include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures[15]. Examples of non-asset solutions include providing services from existing infrastructure such as creating partnerships with schools to allow community use of their sporting facilities.

Opportunities identified to date for demand management are shown in Table 15. Additional demand management strategies will be included within future revisions of this plan following the creation of an open space service plan.

***Table 15: Demand Management Plan Summary***

| Demand Driver | Impact on Services | Demand Management Plan |
|---|---|---|
| **Population increase**<br>• 126,446 currently to 142,090 forecast in 2026. | • Population growth will mean an increased use of public open space, whilst a slowing population growth rate will mean a gradual decline in the need for new or upgraded open space in the future.<br>• Urban development in growth neighbourhoods will create demand on nearby existing open space. New open space or upgrades to existing open space will be necessary to provide quality, multifunctional destinations that are easily accessible and fit for purpose.<br>• Council will be unable to provide existing levels of service to a growing population in the future, resulting in the need to reduce some non-critical maintenance activities, dispose of poorly functioning open space and/or defer new and upgrade works. | • Deliver on Council's Open Space Strategy Improvement Actions to ensure minimum open space provisions are met and to provide appropriate open space services which meet future community needs.<br>• Educate the community on the need to reduce service levels or increase Council rates to address the funding gap.<br>• Undertake service planning to monitor and inform demand requirements. |
| **Demographic Change**<br>• Ageing population<br>• Increase in number of people aged 55 years and older | • Increase demand for passive, unstructured open space areas.<br>• Lawn bowl, croquet and golf facilities may see an increase in participation levels, as these recreational activities better accommodate an older age group.<br>• Demand for improved accessibility to reserves and recreational facilities, to cater for residents with reduced mobility.<br>• Some select structured recreational sites may be surplus to people's needs due to an ageing population, and may be redefined as a passive site. | • Conduct appropriate community consultation and establish community levels of service for open space.<br>• Identify open space reserves/facilities with poor accessibility and carry out necessary capital works.<br>• Utilise Council's Asset Options Policy and Procedure, once adopted, to redefine surplus structured recreational sites identified through service planning.<br>• Adopt a Universal Design approach to implementing accessible and inclusive open space for people of all ability. |

[15] IPWEA, 2011, IIMM, Table 3.4.1, p 3|58.

| Demand Driver | Impact on Services | Demand Management Plan |
|---|---|---|
| **Vehicle Ownership**<br>• Increased number of motor vehicle owners<br>• Increase in number of cars on the road<br>• Increased demand for additional car parking at significant reserves | • People have flexibility to travel to different open space areas, including those outside the municipality.<br>• Pressure to maintain the quality of open space to current or greater standard to encourage visitation from outside the municipality.<br>• Decreased utilisation of single-function open space facilities due to the inconvenience and increased travel time of going between different facilities for various open space services. User preference to have multi-functional, convenient open space areas and facilities providing a number of different services.<br>• If no additional land can be acquired or allocated as reserve parking then there may be congestion and capacity issues during peak periods. | • Provision of quality open space maintained to agreed standards, to meet the agreed levels of service of the local community.<br>• Upgrade or expand existing open space facilities to create facilities that are multifunctional, convenient and fit for purpose.<br>• Encourage the use of public transport to access open space.<br>• Hold public events within Council's open space to showcase the areas and to encourage visitors from outside the municipality i.e. Seaside Street Food Festival and the Waterfront Festival.<br>• Analyse District, Community and Regional open spaces (refer to Council's Open Space Hierarchy in Section 5.3.3) which require additional car parking over the next 10 years, and include priorities within the discretionary capital works program. |
| **Fuel Price**<br>• Increasing cost of crude oil and petrol prices | • The increased running costs of motor vehicles could result in a reduced amount of vehicle ownership or use. This would put pressure on the open space network's accessibility and existing 'walking gaps'.<br>• There would be a reduction in the reserve user catchment area16, as people will be reluctant to travel greater distances to visit open space areas. | • Meet the minimum provision and distribution standards set out in the Frankston City Open Space Strategy to provide easily accessible open space.<br>• Undertake an assessment of open space within close proximity to public transport such as bus stops and train stations, to ensure adequate walking links are provided. |
| **Customer Preferences**<br>• Increase in visitors to the foreshore<br>• Increasing value of pleasant and safe open spaces for residents. | • Increased demand for ancillary assets in the foreshore reserve areas including rubbish and recycling bins, drinking fountains, showers, and park furniture.<br>• Increased pressure on cleaning and maintenance services based on seasonal changes and high usage periods.<br>• Demand on maintenance service levels to provide aesthetically pleasing and safe open spaces.<br>• Open space users staying for shorter periods of time. | • Monitor and provide effective cleaning and maintenance services in high profile areas.<br>• Provision for unstructured recreational/leisure options which provide more flexibility than structured recreation.<br>• Revise maintenance service levels with community consultation to deliver pleasant and safe open space. |
| **Leisure Trends**<br>• Need for multi-functional facilities<br>• Technology replacing open space leisure | • Underutilisation of open space areas and facilities due to a lack of interest, accessibility issues or due to more attractive leisure alternatives.<br>• Locals travelling to other municipalities for passive or recreational facilities. | • Develop multi-functional facilities to improve overall functionality and convenience.<br>• Develop co-sharing partnerships with schools to access additional sporting grounds and playing surfaces.<br>• Undertake detailed assessment of 'underdeveloped' open space as per the Asset Options Procedure to identify opportunities for upgrade, renewal, rationalisation or disposal. |

[16] Refer to Frankston City Open Space Strategy 2016 – 2036 for user catchment areas based on reserve hierarchy.

| Demand Driver | Impact on Services | Demand Management Plan |
|---|---|---|
| **Employment**<br>• Increase part time and stay at home workers<br>• Increased number of retirees | • Increased utilisation of passive open space areas by people before or after a work shift, or retirees.<br>• Increased use of recreational facilities after-hours and on weekends. | • Upgrade reserve sports lighting and general lighting to meet requirements for after-hours leisure/recreation.<br>• Provision of structured recreation available on weekends or after hours to cater for full time workers who have little flexibility.<br>• Enhance utilisation of open space through the provision of multifunctional open space facilities. |
| **Climate Change**<br>• Decreased average rainfall<br>• Increased likelihood of extreme weather events i.e. droughts and storm events. | • Maintenance of public parks, gardens and recreational facilities could be adversely affected during times of water shortages and water restrictions.<br>• Assets becoming obsolete or not reaching their useful lives due to lack of consideration for climate change.<br>• Increased number of service disruptions due to climatic events.<br>• Major amenity impacts with damage to beach, foreshore and nearby recreational areas, resulting in signification maintenance and capital implications.<br>• Increased stormwater runoff and peak flows contributing to more pollutants entering waterways and Port Phillip Bay with potential beach closures and poor water quality. | • Additional provisions made in the medium to long term for extreme weather events, i.e. fire prevention measures, flood mitigation.<br>• Concerted effort to include sustainability features/practices throughout capital works projects with the aim to increase the life of an asset, lower costs, create less waste and reduce environmental impacts.<br>• Educate the community on the impacts that climate change has on residents as well as Council and service delivery implications through seminars, public forums, brochures etc.<br>• Deliver Council's Integrated Water Action Plan to increase the use of alternative and sustainable water sources such as rainwater, storm water and recycled water.<br>• Implement the remaining Adaptation Actions identified in Table 14. |
| **Land Use**<br>• Increase in medium density housing<br>• Changes to urban growth boundaries | • New developments will require enhancement of existing open space surrounding activity and growth centres including Frankston, Carrum Downs, Sandhurst, Langwarrin, Langwarrin South and Skye. | • Change the function, supply, design and management of existing open spaces to improve the diversity of use, natural landscapes, physical connections and multifunctional destinations for local residents.<br>• Provision for a balanced mix of both passive and active/structured recreation open space effectively distributed throughout the municipality to provide residential areas with different various open space services.<br>• Changes to the Frankston Planning Scheme to limit sizes of residential blocks. |
| **Electricity, Gas & Water Prices**<br>• Steady increase in the cost of electricity, gas, other types of fuel and water. | • Decline in open space amenity and greenery due to the growing cost to maintain living assets using mains water.<br>• Impact on the viability of providing ongoing services, for example, the irrigation of Council's open space assets, or pressure to prioritise open space assets for continued irrigation over others.<br>• Demand for more cost-effective alternative, sustainable sources of energy and water would increase (e.g. solar power, water collection and reuse and recycled water).<br>• May need to reduce the amount of public open space available within the city. | • Reduce Council's reliance on mains water to irrigate open space areas and living assets.<br>• Continue to implement and monitor the progress of Council's centralised irrigation study and resulting capital works projects to improve water efficiency outcomes.<br>• Commence implementation of Council's Integrated Water Action Plan 2016 including projects to increase Council's use of more cost-effective alternative and sustainable water sources (e.g. rainwater, stormwater, recycled water). |

## 4.6 Asset Programs to meet Demand

New assets required to meet growth and demand are either contributed by developers, or constructed by Council.

Contributed assets are those constructed by developers and gifted to Council free of charge. Provision 52.01 of the Frankston Planning Scheme and section 18 of the Subdivision Act 1988 governs public open space contribution and subdivision by developers.

A developer subdividing land is required to make a contribution to Council for public open space, being a percentage of the land intended to be used for residential, industrial or commercial purposes, or a percentage of the site value, or a combination of both (refer to page 543 of the Frankston Planning Scheme for further information).

It is important to consider the increases in Council reserves due to developer contribution and how these funds are expended to improve open space services throughout the municipality.

Table 16 shows the developer contributions received in accordance with the Subdivision Act 1988 as well as the utilisation of these funds to supplement or wholly fund open space capital projects over the last three years.

***Table 16: Open Space Reserve Developer Contributions and Capital Works Funding***

| | | 2013/14 Actuals | 2014/15 Actuals | 2015/16 Actuals | 2016/17 Budget |
|---|---|---|---|---|---|
| **Increases in Reserves from Contributions** | Infill 400 | $440,698.00 | $283,750.00 | $484,750.00 | $324,988.00 |
| | Carrum Downs/Skye 406 | $80,500.00 | $82,419.00 | $152,808.00 | $0.00 |
| | Seaford 442 | N/A | $85,000.00 | $337,060.00 | $0.00 |
| | Langwarrin 412 | $231,500.00 | $134,400.00 | $274,500.00 | $191,766.00 |
| | Langwarrin South 418 | N/A | $0.00 | $122,750.00 | $20,600.00 |
| | Frankston South 424 | $39,000.00 | $61,350.00 | $296,250.00 | $41,646.00 |
| | Frankston CAD 448 | N/A | $154,850.00 | $33,000.00 | $0.00 |
| | Native Vegetation 433 | $30,017.00 | $54,163.00 | $0.00 | $204,000.00 |
| | | **$821,715.00** | **$855,932.00** | **$1,701,118.00** | **$783,000.00** |
| **Reserve Funds used for Open Space Capital Projects** | Infill 400 | -$218,603.00 | -$919,159.00 | -$46,230.00 | -$238,074.00 |
| | Carrum Downs/Skye 406 | -$394,249.00 | -$108,427.00 | -$149,805.00 | -$57,195.00 |
| | Seaford 442 | N/A | -$35,398.00 | -$354,643.00 | -$153,773.00 |
| | Langwarrin 412 | -$247,253.00 | -$502,252.00 | -$988,684.00 | -$890,000.00 |
| | Langwarrin South 418 | N/A | $0.00 | $0.00 | $0.00 |
| | Frankston South 424 | -$76,400.00 | -$36,671.00 | -$344,249.00 | $0.00 |
| | Frankston CAD 448 | N/A | $0.00 | -$30,000.00 | $0.00 |
| | Native Vegetation 433 | -$4,842.00 | -$65,409.00 | -$95,937.00 | $0.00 |
| | | **-$941,347.00** | **-$1,667,316.00** | **-$2,009,548.00** | **-$1,339,042.00** |

The balance of open space reserves as at 30 June 2016 is shown in Table 17.

***Table 17: 2015/16 Reserves Balances***

| 2015/16 Reserves | Balance as at 30 June 2016 |
|---|---|
| Infill 400 | $902,899.95 |
| Carrum Downs/Skye 406 | $572,984.01 |
| Seaford 442 | $55,112.22 |
| Langwarrin 412 | $579,246.33 |
| Langwarrin South 418 | $388,935.00 |
| Frankston South 424 | $147,202.49 |
| Frankston CAD 448 | $157,850.00 |
| Native Vegetation 433 | $740,775.25 |
| **TOTAL** | **$3,545,005.25** |

A significant spike in the contributions received was seen in 2015/16 following residential developments in Wattlewood Estate, Carrum Downs and others along North Road, Langwarrin. Developer contributions are typically made following the subdivision or development of existing urban, residential or industrial land as opposed to Greenfield sites.

Unfortunately it is difficult to predict the income Council will receive from developer contributions due to the unstable nature and changing timeframes in which land is developed. It is expected that infill developments will continue to occur steadily throughout residential and industrial areas of the municipality, particularly in Carrum Downs and Langwarrin where these opportunities still exist.

It is unlikely that any significant development will occur on Greenfield sites in the near future due to minimal area to develop and the commitment to minimum open space provisions throughout neighbourhoods.

Reserves have been established based on neighbourhood regions with the exception of the Infill and Native Vegetation Reserves. To replenish open space land and services which are reduced in neighbourhoods as a result of developments, developer contributions are reinvested into that particular neighbourhood or region through Council's capital works program in order to maintain services.

Over the three year period, reserves funding has been used to fund predominantly structured recreation discretionary projects. Major projects which have been funded using developer contributions include the upgrade of drainage and irrigation at AH Butler Oval, Baxter Park Pavilion Upgrade Oval 1 & 6, McCulloch Avenue Boardwalk Construction and the Baxter Park Master Plan Implementation.

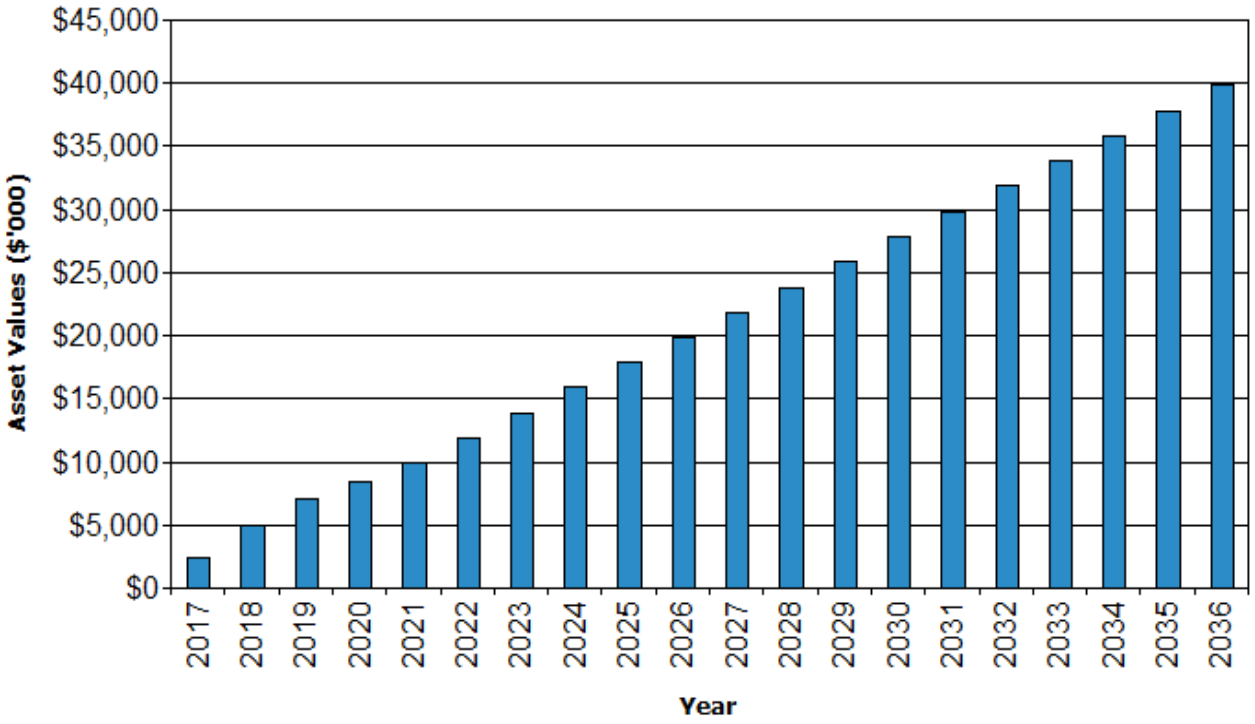
Given that Frankston City is not experiencing rapid urban growth like municipalities within Melbourne's south eastern growth corridor, it can be assumed that there will be no future contributed or gifted assets from developers for the purpose of this Plan. Due to the complexities of gifted assets, it is very difficult to forecast assets which Council may receive in the future.

Assets constructed under Council's capital works program which are funded using these reserves are still accounted for in this Plan.

Constructed assets are those funded and constructed by Council to meet community needs.

The cumulative value of newly constructed asset values for the next 20 years based on Council's discretionary capital works program are summarised in Figure 9.

***Figure 9: Upgrade and New Assets to meet Demand***




Acquiring these 'constructed' assets will commit Council to fund ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs in Section 5.

# 5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while optimising life cycle costs.

## 5.1 Background Data

### 5.1.1 Physical parameters

The assets covered by this asset management plan are shown in Table 1.

Many additional open space assets have been identified and recorded since the former Parks and Leisure Asset Management Plan 2010 due to a number of condition audits undertaken over this period.

Both internal and external audits were carried out in response various asset management Improvement Actions listed within Council's Asset Management Strategy 2013 as well as Council's State of the Assets Report 2014 (see Section 5.1.3).

The following audits were essential in the collation of asset data to form the preliminary asset register used for the purpose of writing this Plan and for upload into Council's corporate asset management system (FAMIS).

| Internal | | External | |
|---|---|---|---|
| • BBQ Condition Audit | 2013 | • Open Space Asset Condition Audit | 2015 |
| • Cricket Practice Net Audit | 2014 | • Sports Field Audit | 2013 |
| • Playground Maintenance Audit | 2015 | • Sports Irrigation Audit | 2014 |
| • Sports Goal Posts Audit | 2015 | • Sportsground Lighting Audit | 2015 |
| • Synthetic Cricket Wicket Audit | 2015 | | |

Significant improvements to Council's open space asset data over the last four years provides a better understanding of the condition of existing physical assets, the backlog of expired assets and the ongoing funding requirements of the asset portfolio.

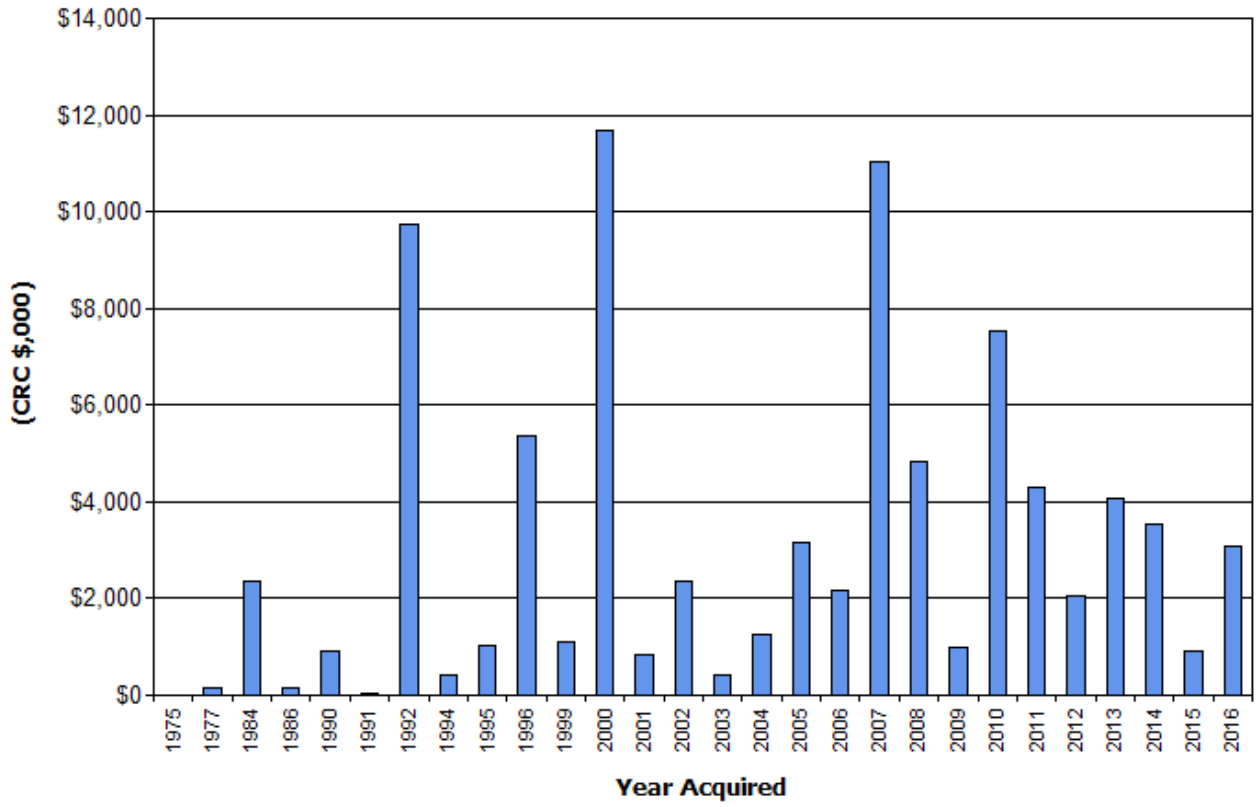
Despite improvements in the validity of the open space asset data, certain information including the year acquired (or year of last renewal) and asset useful life remains at a low confidence level. Refining individual asset useful lives is vital for associating Council's technical service levels with renewal modelling given the vastly different service standards across Council reserves.

Assets covered in the plan are typically short life assets with useful lives averaging less than 30 years. These assets include park furniture, sports infrastructure, irrigation systems, sporting fields, sports ground lighting and playground equipment.

Longer life assets covered in this plan with useful lives of over 30 years include open space structures, fencing, skate parks and BMX tracks and memorial monuments.

The age profile of the assets included in this AM Plan is shown in Figure 10.

***Figure 10: Asset Age Profile***




According to the asset age profile, 49.5% of open space assets are between 0 and 10 years old, whilst 50.5% of assets are between 11 and 41 years old.

Due to the lack of historical asset data, the ages shown in the above graph were predominantly estimated using the remaining life and the assumed useful life for individual assets, i.e. Year Acquired = 2016 – Useful Life + Remaining Life.

The remaining life was estimated according to the individual asset's condition as described in Table 20.

### 5.1.2 Asset capacity and performance

Open space infrastructure assets exist to support the open space services in which Council provides. Council's services are generally provided to meet design standards where these are available.

Locations where deficiencies in service and asset performance are known are detailed in Table 18.

***Table 18: Known Service Performance Deficiencies***

| Location | Service Deficiency |
|---|---|
| Operations/Maintenance Functional Work Structure | Maintenance and operational activities are carried out with service units split based on the service activity e.g. mowing team, garden team and conservation team. This causes issues with team responsibilities when certain assets overlap into multiple function groups or no function groups, sometimes resulting in either an over-servicing or under-servicing of the asset respectively.<br><br>An example of this is an isolated tree on a lawn area; neither the mowing or garden team will maintain this asset as it does not fall under the service units responsibilities. |

| Location | Service Deficiency |
|---|---|
| Operations/Maintenance Works Programming and Reporting | Routine activities carried out by operational staff need to be individually programmed and organised prior to carrying out the works, as well as reported on following the completion of works. This has typically been completed using different Microsoft Excel spreadsheets, which require ongoing manual input and is often time consuming. Issues with the consistency and transparency in reporting have been noted due to the subjective nature of the process. |
| Asset Register | Council is still in the process of establishing a consolidated open space asset register within FAMIS. Asset data has been sourced from an external condition audit in 2015 and other internal audits/inspection data (see Table 19). There are gaps in the data knowledge behind assets which were not included in the 2015 external condition audit, particularly asset useful lives, year constructed/renewed and current replacement cost. |
| Banner Poles | Known deficiency of banner poles evident from the failure of assets in the past causing property damage. Increased deterioration likely due to exposure to seaside weather such as strong winds and salt water corroding the asset. Renewal works have been programmed to address this service deficiency. |
| Natural/Conservation Reserves | In the absence of detailed service levels with refined frequencies, intervention levels and timeframes which have been through a community consultation phase, it is difficult to determine whether Council is currently falling short, meeting or exceeding community expectation in these open spaces. |
| Maintenance Equipment | Limited amount of equipment such as chainsaws available to operational staff sometimes causing service delay and time inefficiencies. |
| Lodgement of Reactive Maintenance Requests | Inadequate service request information provided to operational staff at the time of their lodgement, causing confusion relating to specific location and type of work that is required. This is usually a result of a communication breakdown between the customer service unit and the operational staff carrying out the request. |
| Public Events in Open Space | Events are often scheduled in public open space and require additional maintenance works to bring it up to a desired standard, without the consideration of routine works. This can result in additional service costs from reactive works which Council must bear. An example of this is reactively mowing a reserve for an event less than a week after it had been mowed as part of routine maintenance works. |
| Open Space Sporting Fields | Delays and postponing of maintenance works such as mowing or spraying due to large school groups using a sporting field on a particular day without informing Council. |

The above service deficiencies were identified from various staffs expertise and knowledge.

### 5.1.3 Asset condition

Condition is monitored at an operational level, through ongoing asset inspections as well as internal audits conducted in an ad hoc fashion.

External auditing has been completed where there has been known gaps in the asset condition data.

Traditionally, Council has not completed condition audits on open space assets with the exception of playground assets. Playgrounds have been assessed in accordance with Australian Standards as listed in section 5.3.5.

'Frankston City Council State of the Assets Report 2014' highlights the key issues with Council's open space infrastructure assets.

Key issues associated with open space asset data have been summarised as follows:

- Asset register is incomplete and/or unreliable.
- Condition audits have not been undertaken to inform renewal targets.

- Inadequate consideration of the use of asset data.

The report details an open space infrastructure performance assessment based on an A – E rating system as shown in Figure 11.

***Figure 11: 'Frankston City Council State of the Assets Report - 2014' Assessment Approach***

| Criterion | Description |
|---|---|
| **Data Reliability** | This provides an indication of whether the asset data (quantity, valuation, condition) is complete, accurate and current.<br>The reliability of Council's key asset data impacts all asset management decisions. In particular, it impacts the accuracy of estimated renewal funding required to maintain the condition of the asset portfolio at an appropriate standard.<br>**A - Highly Reliable** \| **B - Reliable** \| **C - Uncertain** \| **D - Unreliable** \| **E – Not Available** |
| **Service & Asset Planning**<br>**Documentation Quality** | This provides an indication of whether the current and desired service levels (community, maintenance and renewal) are documented, measurable and based on community consultation findings.<br>In order for Council to undertake reliable service, asset (and associated budget) planning it is important to have clarity regarding the services that Council assets are required to support. Without a clear understanding of service level requirements it is difficult to ensure appropriate investment in asset creation, upgrade, renewal and maintenance.<br>**A – Excellent** \| **B – Good** \| **C - Fair** \| **D – Poor** \| **E – Not Available** |
| **Renewal Funding Adequacy** | This indicates the extent to which the current renewal funding level dedicated to the asset group meets funding considered necessary to:<br>• address any known backlog of "poor" condition assets, and<br>• retain the current condition distribution of the asset class (i.e. keep pace with the natural rate of asset deterioration)<br>As noted above, this is dependent on the quality of the underlying asset data (quantities, condition, replacement costs and life estimates.)<br>**A – Excellent** \| **B – Good** \| **C - Fair** \| **D – Poor** \| **E – Very Poor** |

Figure 12 summarises the status of data reliability, documentation quality and renewal funding adequacy for Council assets (including open space assets) based on the assessment approach as at 2014.

***Figure 12: Current Asset Performance Summary***

| Asset Class / Sub-Class | Data Reliability | | | Service & Asset Planning Document Quality | | | | | Renewal Funding Adequacy |
|---|---|---|---|---|---|---|---|---|---|
| | Asset Quantity | Valuation (Est. Life & Replacement Cost) | Asset Condition | Service Plan | Community Service Levels | Asset Management Plan | Renewal Service Levels | Maintenance Service Levels | |
| **Property** | | | | | | | | | |
| Land | B | B | NA | D | D | C | NA | C | NA |
| Buildings | B | B | B | D | D | C | D | C | B |
| **Infrastructure** | | | | | | | | | |
| Bridges & Structures | A | A | A | D | D | C | B | B | A |
| Streetscape Infrastructure | C | C | C | D | D | C | B | A | C |
| Stormwater Infrastructure | B | B | A | D | D | C | B | A | C |
| Pathways | C | C | B | D | D | C | B | B | C |
| Open Space Infrastructure | D | D | D | D | C | C | D | D | D |
| **Plant & Equipment** | | | | | | | | | |
| Furniture & Equipment | D | E | NA | D | D | E | E | E | D |
| Plant & Machinery | B | B | NA | D | D | C | C | B | B |

The Open Space Infrastructure asset class received a poor performance assessment overall and was the worst performing asset class of the five assessed.

The lack of asset condition audits for open space has resulted in significant gaps in the asset data, particularly in park furniture and sports infrastructure assets, which is represented by the poor performance ratings.

Improvement recommendations for Open Space Infrastructure at the time of this report are detailed in the 'Frankston City Council State of the Assets Report 2014'.

Throughout the development and implementation of the Frankston Asset Management Information System (FAMIS), Asset Management Policy and Strategy, Council has prioritised the establishment of other asset classes above Open Space.

Council's initial focus has been on the development and rationalisation of Roads, Bridges, Facilities, Drainage and Footpath asset data, based on the relative risk, value and criticality of these asset classes.

Improvement in open space data reliability is essential to driving asset planning, service planning and renewal funding requirements, which is necessary for the maturity of Council's asset management practices.

A condition audit has been undertaken on open space assets in response to Improvement Action 18 of the Asset Management Strategy 2013 – 2017; the development of open space condition audit methodology and the implementation of a rolling audit program.

The Open Space Asset Condition Audit was conducted in July 2015 on all Council owned park furniture, sports infrastructure and playground assets within reserves, to address this known gap in open space asset data.

The audit was intended to guide and inform the process and methodology for all future collection of open space asset condition data. Repeatability in the audit methodology will ensure data integrity, resulting in improved knowledge of physical assets, long term asset planning applications and help to inform future revisions of this Asset Management Plan.

Open space asset data available for each asset type is shown in Appendix I.

Table 19 shows the condition data source of assets which were assessed as part of the Council's recent internal and external audits, and those which have been derived based on the year of construction or installation.

***Table 19: Asset Condition Data Source***

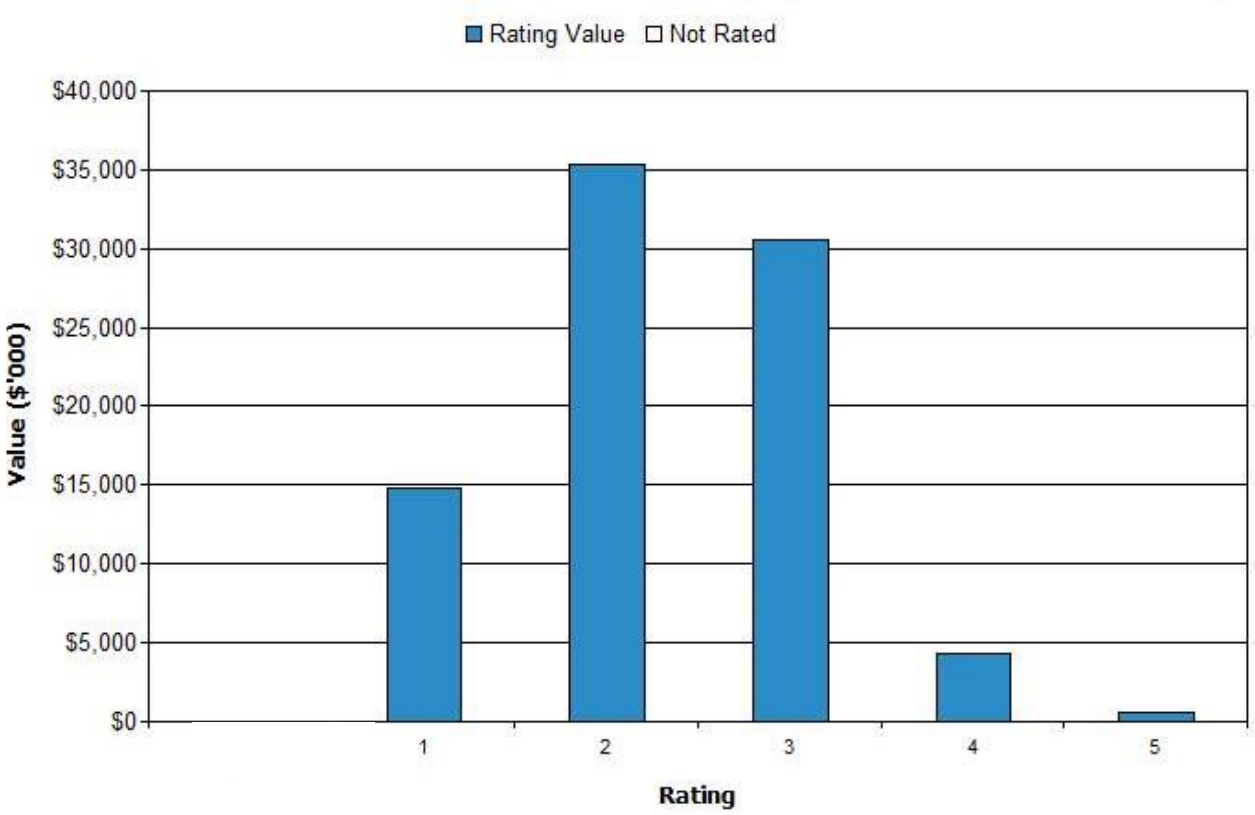
| Asset Component | Asset Condition Data Source |
|---|---|
| Athletics Track | Derived from construction/installation date. |
| Barbeque | 2015 – Open Space Condition Audit |
| Bike Rack | 2015 – Open Space Condition Audit |
| Cricket Pitch (Grass & Synthetic) | 2015 – Internal Audit |
| Cricket Practice Net | 2014 – Internal Audit |
| Drinking Fountain and Shower | 2015 – Open Space Condition Audit |
| Fencing & Gates | 2015 – Open Space Condition Audit |
| Fitness Equipment | 2015 – Open Space Condition Audit |
| Flagpole | 2015 – Open Space Condition Audit |
| General Open Space Lighting | 2015 – Open Space Condition Audit |
| Irrigation System – Other | Derived from construction/installation date. |
| Irrigation System – Sporting Field | 2013 – Sports Field Condition Audit |
| Memorial Monuments | 2015 – Open Space Condition Audit |
| Picnic Table | 2015 – Open Space Condition Audit |
| Playground Equipment and Softfall | 2015 – Open Space Condition Audit |
| Playing Surface – Basketball, Tennis, Lawn Bowls, Netball, Croquet | 2015 – Open Space Condition Audit & derived from construction/installation date. |
| Retaining Wall/Feature Wall/Rebound Wall | 2015 – Open Space Condition Audit |
| Rubbish and Recycling Bins | 2015 – Open Space Condition Audit |
| Sand Pit | 2015 – Open Space Condition Audit |
| Seats and Benches | 2015 – Open Space Condition Audit |
| Shade Structure, Shelter, Gazebo, Information hut | 2015 – Open Space Condition Audit |
| Sign | 2015 – Open Space Condition Audit |
| Skate Park and BMX Track | Derived from construction/installation date. |
| Sport Goal – Football, Soccer, Rugby, Basketball, Netball | 2015 – Internal Audit |
| Sports Field – Football, Soccer, Rugby, Equestrian, Softball | 2013 – Sports Field Condition Audit |
| Sports Ancillary | 2015 – Open Space Condition Audit |
| Sports Ground Lighting | 2015 – Sports Lighting Audit & derived from construction/installation date. |
| Staircases | 2015 – Open Space Condition Audit |

Condition data sourced from recent condition audits have a medium to high level of data confidence.

Condition data derived from construction / installation dates have a low level of data confidence.

The condition profile of Council's open space infrastructure assets based on condition audits listed in 5.1.1 is shown in Figure 13.

***Figure 13: Asset Condition Profile***




Council has adopted a standard 'top-down' approach where asset condition is measured using a 1 – 5 grading system[17] as detailed in Table 20.

This 'Core' level approach is suitable for Council's open space assets if data currency is maintained and visual assessment procedures can be standardised in the future.

***Table 20: Condition Grading Model***

| Condition Rating | Description | Action | Estimated Remaining Life |
|---|---|---|---|
| 1 – Excellent | Asset is as new | No additional maintenance required<br>Continue current maintenance programs | 95% |
| 2 – Good | Asset is functional and displays superficial defects only | Minor maintenance intervention may be required<br>No component replacement required | 75% |
| 3 – Fair | Asset is functional but shows signs of moderate wear and tear | Minor maintenance intervention and/or minor component replacement maybe required | 50% |
| 4 – Poor | Asset functionality is reduced<br>Asset has significant defects affecting major components | Significant ongoing maintenance intervention or major component or asset replacement required | 25% |
| 5 – Failed | Asset is not functional | Asset requires decommissioning and/or replacement | 5% |

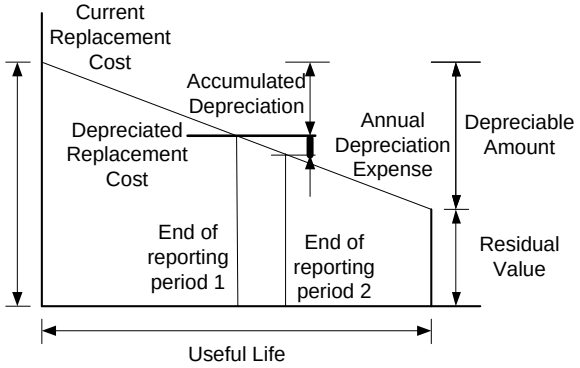
[17] IPWEA, 2011, IIMM, Sec 2.5.4, p 2|79.

### 5.1.4 Asset valuations

The value of assets recorded in the asset register as at May 2016 covered by this asset management plan is shown below. Assets were last revalued in June 2014/15. Assets are valued based on Greenfield rates and are depreciated as shown in Figure 14.

| | |
|---|---|
| Current Replacement Cost | $85,487,091.00 |
| Depreciable Amount | $85,487,091.00 |
| Depreciated Replacement Cost[18] | $51,405,995.00 |
| Annual Depreciation Expense | $3,460,642.00 |

***Figure 14: Asset Depreciation***




Frankston City Council currently completes valuations of open space assets as part of Land Improvements and Other Structures registers, by depreciating total project costs based on a 10 year useful life to obtain the project written down value.

This method of asset valuation has several drawbacks, but it has been used due to the absence of a consolidated open space asset register with sound asset data, and the inability to capitalise works at an asset level.

A blanket 10 year useful life is not appropriate for the variety of open space assets in Council's portfolio, and will show inflated depreciation amounts across the asset class. This can restrict Council's ability to determine accurate replacement costs and asset lifecycle requirements for planning purposes.

Additionally, this method results in a number of assets from different asset classes being capitalised together under a single project, reducing the confidence level behind asset valuations.

The Open Space Asset Condition Audit conducted in 2015 provided individual asset information on useful life, replacement cost, residual life, age and risk (low, med, high) for Council assets as listed in Table 19.

Useful lives for all other assets covered in this plan were reviewed as part of Council's valuation process.

An established library of asset design life estimates were utilised throughout the auditing process.[19] Useful lives were calculated using the library of asset design life estimates as well as the asset residual/remaining life, which were determined from an asset condition assessment.

This provides vast improvements to Council's open space asset data and will help to address issues around the valuation of open space assets by establishing the basis of a consolidated open space asset register within FAMIS.

[18] Also reported as Written Down Current Replacement Cost (WDCRC).
[19] Refer to Open Space Asset Condition Audit Consultancy Agreement (REM Record Number – A1911065) for further detail

The consolidation of open space asset data within FAMIS will lead to immense benefits in condition modelling, renewal programming, works management and repeatability in collection of asset data, and is a significant step towards best practice asset management.

Council can now choose to utilise a Revaluation Model[20] for these assets provided that their fair value can be measured reliably (Australian Accounting Standards Board, 2009).

Key assumptions made in preparing the valuations were:

- Asset useful lives.
- Condition ratings had not changed since they were last reviewed.
- Condition ratings for assets without a rating (approximately 2% of the asset register) were determined using useful lives and straight-line depreciation methods.
- Overall completeness and accuracy of the condition audits in identifying and valuing all assets.

Major changes from previous valuations are due to:

- Valuation was undertaken on an individual asset level, and was not based on capitalised assets at a project level.
- The recognition of additional open space assets which were not previously valued and;
- A vast improvement to open space asset data accuracy following recent internal and external auditing.

Various ratios of asset consumption and expenditure have been prepared to help guide and gauge asset management performance and trends over time.

| | |
|---|---|
| Rate of Annual Asset Consumption<br>(Depreciation/Depreciable Amount) | 4.0% |
| Rate of Annual Asset Renewal<br>(Capital renewal exp/Depreciable amount) | 5.7% |
| Rate of Annual Asset Upgrade/New<br>(Capital upgrade exp/Depreciable amount) | 2.8% |
| Rate of Annual Asset Upgrade/New<br>(including contributed assets) | 2.8% |

In 2017, the organisation plans to renew assets at 140.7% of the rate they are being consumed due to the backlog of works, and will be increasing its asset stock by 2.8% in the year.

### 5.1.5 Historic Capital Expenditure

Since 2004/05 capital expenditure has been recorded and stored in TechnologyOne (T1 or Tech1), Council's corporate financial system.

The system stores specific project information such as transaction listings, account balances, commitments, order details, forecasts, budgets and actual expenditure.

A financial report was generated using capital works ledgers from 2005/06 to 2015/16 to assess Council's past open space capital expenditure trends including both discretionary and non-discretionary expenditure across projects.

Many projects which were initially classified under the 'Parks & Leisure'[21] asset class required reclassification as they did not involve works on open space assets (see Table 1 of this plan). Conversely, many projects initially classified under another asset class were moved to 'Parks & Leisure' based on project scope.

[20] Refer to the AASB 116 paragraph 31 – 42 and Frankston City Council Valuation Procedure.
[21] Within the financial system, the 'Parks & Leisure' asset class encompasses all open space expenditure and can be considered one in the same for this analysis.

Common projects which were incorrectly classified under the 'Parks & Leisure' asset class included projects involving bridges and boardwalks, footpaths within reserves and facilities within reserves.

Following the reconciliation of project asset class classifications, annual budget and capital expenditure for the 'Parks & Leisure' asset class were determined.

In terms of expenditure, Council has achieved approximately 78.9% of its open space capital works program over the past 11 years.

Council's annual open space capital budget and expenditure for the previous 11 years is shown in Table 21.

***Table 21 - Historical Open Space Capital Expenditure (Discretionary & Non-discretionary)***

| Financial Year | Adopted Budget ($) | Revised Budget ($) | Actual ($) | Revised Budget & Actual Variance ($) |
|---|---|---|---|---|
| 2005/06 | $ 3,072,500.00 | $ 3,072,500.00 | $ 2,783,661.98 | $ 288,838.02 |
| 2006/07 | $ 3,621,200.00 | $ 3,621,200.00 | $ 2,480,353.99 | $ 1,140,846.01 |
| 2007/08 | $ 3,472,850.00 | $ 3,472,850.00 | $ 2,740,632.98 | $ 732,217.02 |
| 2008/09 | $ 4,027,500.00 | $ 4,027,500.00 | $ 2,306,761.40 | $ 1,720,738.60 |
| 2009/10 | $ 4,268,600.00 | $ 4,268,600.00 | $ 3,697,514.73 | $ 571,085.27 |
| 2010/11 | $ 3,180,080.00 | $ 3,180,080.00 | $ 3,295,241.53 | -$ 115,161.53 |
| 2011/12 | $ 3,093,500.00 | $ 4,062,576.00 | $ 3,082,846.68 | $ 979,729.32 |
| 2012/13 | $ 2,153,600.00 | $ 3,228,329.00 | $ 2,735,372.51 | $ 492,956.49 |
| 2013/14 | $ 3,176,894.00 | $ 3,176,894.00 | $ 2,440,488.95 | $ 736,405.05 |
| 2014/15 | $ 3,611,000.00 | $ 4,405,497.00 | $ 3,433,303.77 | $ 972,193.23 |
| 2015/16 | $ 6,010,100.00 | $ 7,900,027.00 | $ 6,045,264.32 | $ 1,854,762.68 |
| **11 Year Average** | **$ 3,607,984.00** | **$ 4,037,823.00** | **$ 3,185,585.71** | **$ 852,237.29** |
| **TOTAL (11 year period)** | **$ 39,687,824.00** | **$ 44,416,053.00** | **$ 35,041,442.84** | **$ 9,374,610.16** |

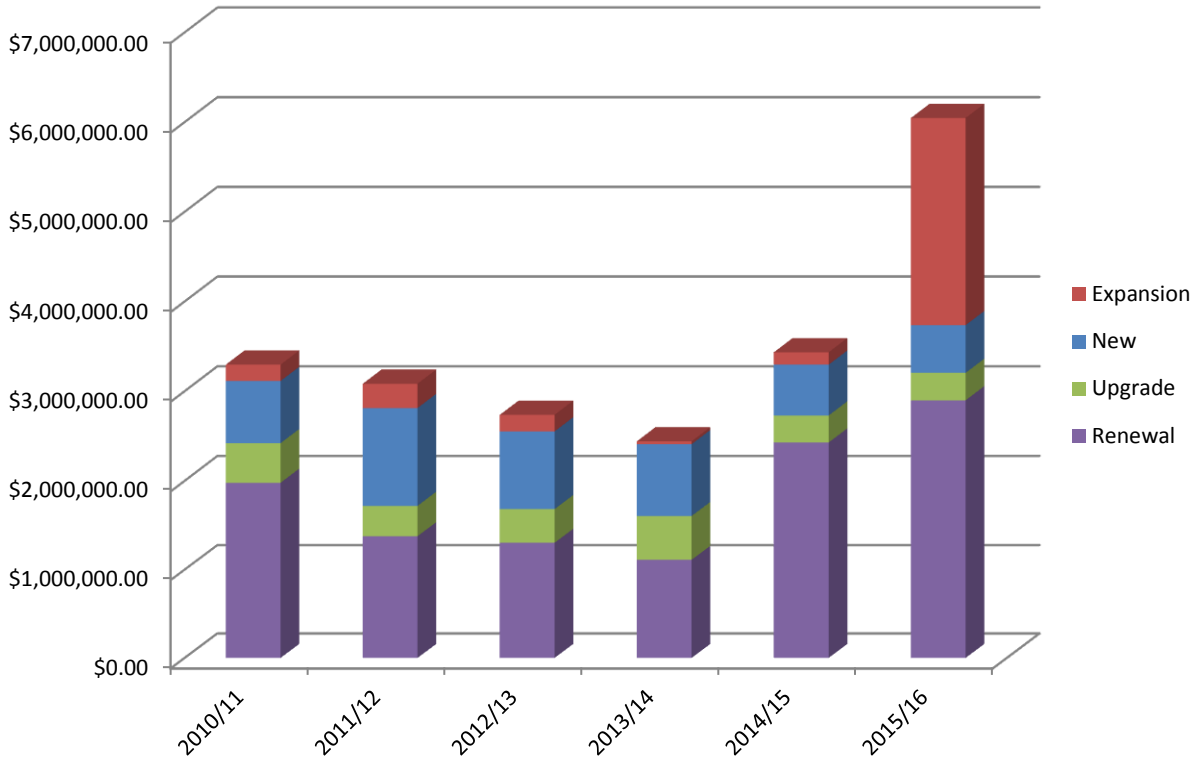
The most significant open space capital projects completed over the past 11 years include the Jubilee Park Outdoor Netball Court Development, Centenary Park Sporting Complex works and Sporting Ground - Surface Renewals.

Sporting open space and assets supporting structured recreational services such as sporting ovals, tennis courts and bowling greens, tend to absorb the most amount of capital funding due to pressures from various community and sporting groups.

Additionally, these assets often have a significantly greater replacement value in comparison to other assets within this asset class.

The breakdown of open space capital expenditure over the past six years is shown in Figure 15.

***Figure 15: Historic Capital Expenditure***




There has been a large increase in renewal expenditure over the last two years due to the undertaking of significant renewal projects including the resurfacing of Ballam Park athletics track and Carrum Downs Recreation Reserve Oval 1.

New, upgrade and expansion works have been relatively consistent over this period with the exception of 2015/16 which saw the delivery of the Jubilee Park Netball Court Development at $2.17M in expansion.

Over this period, open space renewals have accounted for 10% of Council's non-discretionary capital works program on average, whilst new, upgrade and expansion works accounted for 7.7% of Council's discretionary capital works program on average.

In terms of the open space capital works program, renewal (non-discretionary) works make up 53% of the program whilst new, upgrade and expansion (discretionary) works total 47%.

The breakdown of discretionary and non-discretionary spending is completed at a project level to accurately classify expenditure type.

Various internal stakeholders across multiple departments and service units including Asset Planning, Capital Works and Accounting Services are responsible for the classification of capital expenditure type against each individual project to identify non-discretionary and discretionary capital expenditure.

In many instances, projects involve both renewal and upgrade, new or expansion elements and expenditure needs to be apportioned accordingly. This is typically determined through staff expertise and by considering the overall project scope and the nature of works being undertaken.

An initial capital expenditure type for each capital project is determined annually in conjunction with the development of the capital works budget and prior to upload into Tech1. At the conclusion of the financial year, the capital expenditure type for each project is reviewed to ensure it is reflective of actual works delivered and to provide the greatest possible accuracy for end of year asset capitalisation and valuations.

Council is currently developing investment expenditure definitions, guidelines and rules to ensure the appropriate funding and classification of capital projects. This will remove some confusion and subjectivity from the process and assist in decision making during the capital planning stages.

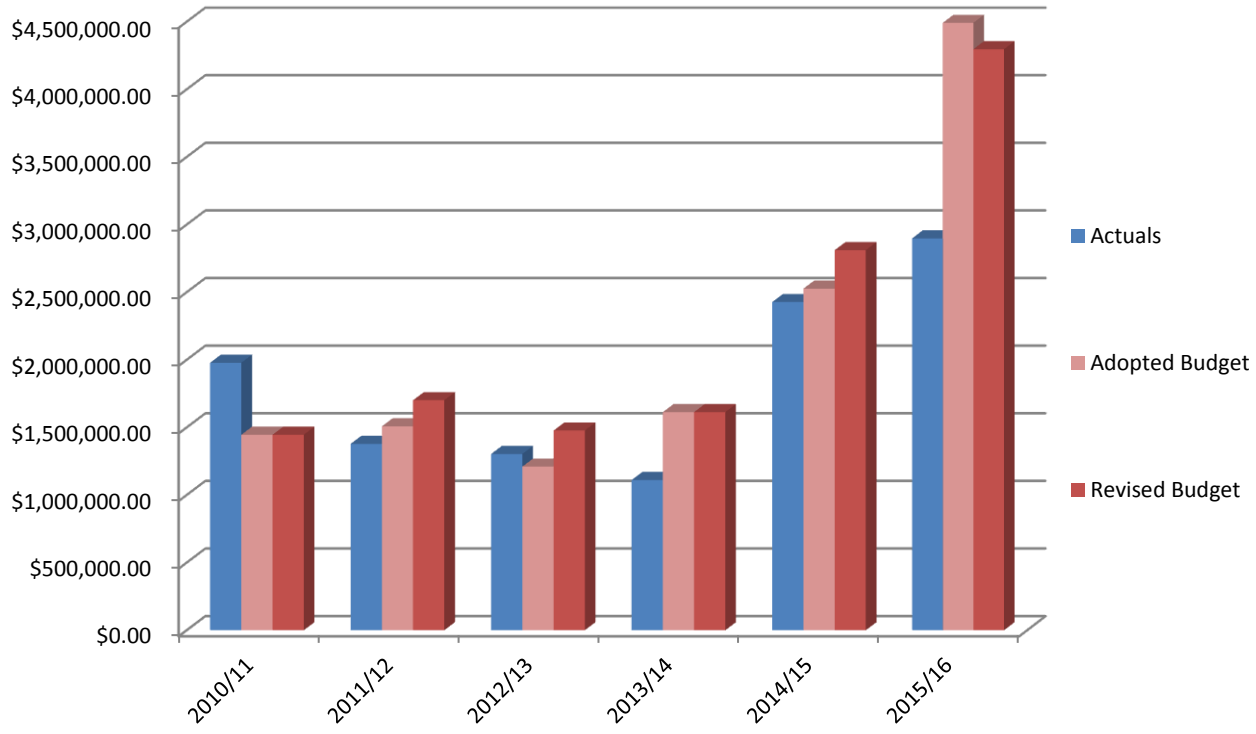
### Renewal Expenditure (non-discretionary)

An assessment has been undertaken on Council's renewal expenditure following the apportionment and classification of expenditure type to assess Council's ability to deliver the budgeted works and meet the renewal requirements of open space assets.

Due to a lack of capital expenditure type information on projects conducted in 2009/10 and prior, a separation of discretionary and non-discretionary spending within each project was not possible, hence only projects undertaken since 2010/11 have been considered for this analysis.

Council's renewal budget and expenditure over the past six years is shown in the graph below.

***Figure 16: Historic Renewal Expenditure***




Given the difference (11%) in adopted and revised budgets across the open space capital works program as seen in Table 21, the revised budget will be used for comparison against actual expenditure as it includes program adjustments and carry forwards as part of a midyear budget review process, which is more refined than the initial adopted budget.

Council has achieved 83.2% of the open space renewal program for this period based on the revised budget.

The most significant renewal projects/programs for the past six years include the Sporting Ground – Surface Renewal Program, Open Space Renewal Program, Fencing Replacement Program – Council Reserve Boundary Fences and the Playground Strategy Implementation.

The comparison of renewal budget and expenditure (based on capital expenditure type) and open space renewal targets from the past six years are shown in Table 22.

***Table 22 - Capital Renewal Expenditure compared to Annual Renewal Targets***

| Financial Year | Total Asset Replacement Value ($) | Revised Budget ($) | Renewal Actual ($) | Moloney Model Renewal Target ($) | Renewal Target and Expenditure Variance ($) |
|---|---|---|---|---|---|
| 2010/11 | $ 31,239,000.00 | $ 1,445,475.00 | $ 1,978,225.14 | $ 808,425.00 | $ 1,169,800.14 |
| 2011/12 | $ 33,421,999.00 | $ 1,700,916.10 | $ 1,378,335.43 | $ 819,618.00 | $ 558,717.43 |
| 2012/13 | $ 32,524,569.00 | $ 1,476,579.80 | $ 1,303,423.29 | $ 590,589.00 | $ 712,834.29 |
| 2013/14 | $ 32,524,569.00 | $ 1,613,169.00 | $ 1,110,818.60 | $ 1,565,385.00 | -$ 454,566.40 |
| 2014/15 | $ 58,954,211.00 | $ 2,810,424.00 | $ 2,426,991.90 | $ 1,565,385.00 | $ 861,606.90 |
| 2015/16 | $ 85,487,092.00 | $ 4,296,740.00 | $ 2,897,680.22 | $ 2,655,186.00 | $ 242,494.22 |
| **6 Year Average** | - | **$ 2,223,883.98** | **$ 1,849,245.76** | **$ 1,334,098.00** | **$ 515,147.76** |
| **TOTAL** | - | **$ 13,343,303.90** | **$ 11,905,474.58** | **$ 8,0004,588.00** | **$ 3,090,886.58** |

As shown in the table above, the annual renewal budget and expenditure has increased over time in line with the growing replacement value of the open space asset portfolio.

The substantial growth in the total asset replacement value is primarily due to improved asset data as opposed to the creation or upgrade of assets through discretionary works or gifted assets.

The asset groups that have seen the greatest increase in replacement value include fencing and gates, synthetic playing surfaces, park furniture, sports infrastructure and skate/bmx parks and concrete surfaces.

Actual renewal expenditure has fluctuated over the six year period, averaging $1,849,245.76 p.a., whilst the Moloney Model Renewal Target has averaged $1,334,098.00. Actual renewal expenditure has exceeded annual renewal targets by $515,147.76 p.a. on average. Refer to Section 7 for more information on Moloney Modelling and renewal targets.

Possible reasons for expenditure exceeding annual renewal targets are likely to be a combination of the following:

1. Asset renewals have been undertaken based on perceived functionality, capacity or utilisation aspect as opposed to asset condition due to Councillor or community request, in particular playgrounds and sporting fields. This cannot be reflected in the asset condition modelling as discussed in Section 7 of this Plan.

2. Poor quality asset data and incomplete open space asset register informing renewal targets prior to 2015/16.

3. Capital expenditure for several asset classes being completed under a single project and hence being classified under a single asset class.

Despite these limitations, Council's past open space capital expenditure has been sufficient to maintain assets at an acceptable level.

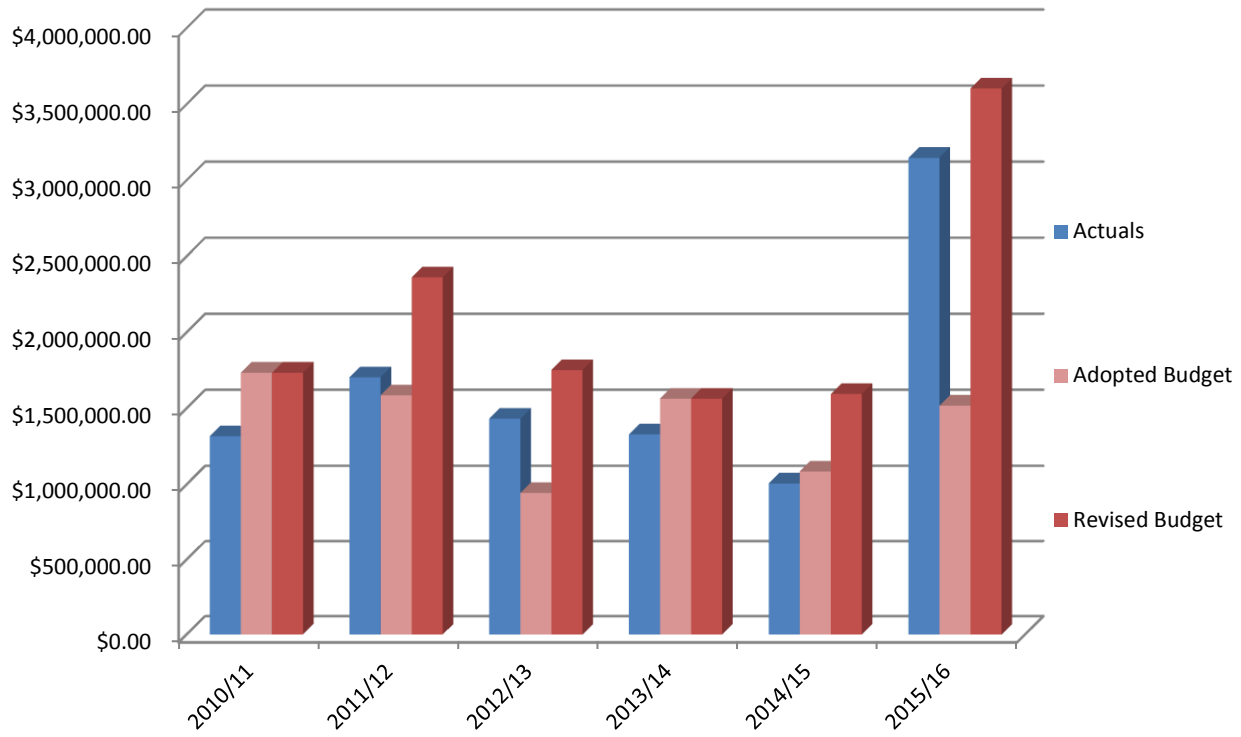
The relatively 'good' open space asset network condition is indicative of the additional renewal expenditure above the renewal targets over the past six years. Refer to Figure 13 for Council's current open space asset condition profile.

### New, Upgrade and Expansion Expenditure (discretionary)

Council's past discretionary expenditure has varied over the past six years as projects are often heavily influenced by Councillors, community groups, sporting clubs and service demands.

Figure 17 shows Council's open space discretionary expenditure over the past six years.

***Figure 17: Historic New, Upgrade & Expansion Expenditure***




Due to the nature of discretionary projects, there has been significantly more variation to the adopted budget following the midyear review as opposed to the non-discretionary program over the six year period.

Major variance in the open space capital budget may be mitigated or reduced through the development of an open space service plan and improved capital project prioritisation to better govern and justify decision making at the project implementation planning phase. Refer to Section 5.5.1 for information on the capital works planning process.

The spike in 2015/16 is due to the delivery of the Jubilee Park Netball Court Development as part of the Jubilee Park Master Plan (2013) implementation.

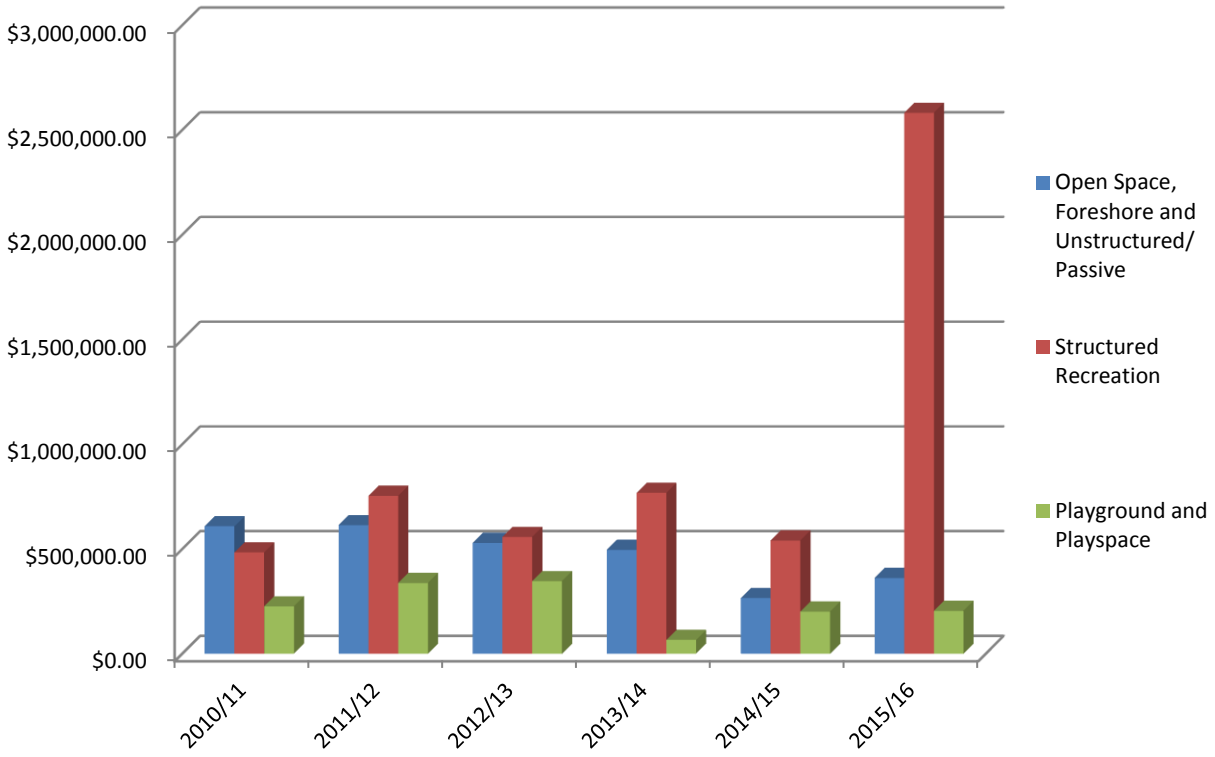
Other major open space discretionary works over this period includes the reconstruction of George Pentland Botanical Gardens Lake, reconfiguration of Skye Reserve playing surface and oval reconstruction and the Seaford Lifesaving Club Master Plan Implementation.

Open space discretionary projects are classified under one of three service initiatives being Open Space, Foreshore and Unstructured/Passive Initiatives, Playground and Playspace Initiatives or Structured Recreation Initiatives (refer to Section 5.5.1).

Projects have been confined to a single service classification depending of the nature of works involved, and therefore have not been apportioned across the three different service initiatives.

The following graph shows the breakdown of discretionary expenditure across the three service initiatives.

***Figure 18: Historic Discretionary Expenditure based on the three Open Space Service Initiatives***




As seen, Structured Recreation Initiatives account for the most expenditure of the three classifications totalling $5.7M over the six years. Open Space, Foreshore and Unstructured/Passive Initiatives account for $2.9M during this period, whilst Playground and Playspace Initiatives account for $1.4M.

Council should ensure appropriate discretionary spending across these three service classifications to effectively meet service demands and community needs.

It is likely that due to the rate capped environment, Council will need to reduce discretionary spending across these categories to ensure renewal targets are met to maintain existing assets. The Service Manager should monitor actual expenditure across these categories to assist in future decision making, project selection and when submitting a bid for additional funding.

## 5.2 Infrastructure Risk Management Plan

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock' to Council. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Extreme' or 'High' - requiring immediate corrective action identified in Council's Strategic Risk Register, with the estimated residual risk after the selected treatment plan is operational are summarised in Table 23. These risks are reported to management and Council.

Risks identified in the risk assessment should be documented within an Infrastructure Risk Management Plan to ensure consequences are effectively mitigated or the risk is acknowledged and accepted by management and Council.

***Table 23: Critical Risks and Treatment Plans***

| Service or Asset at Risk | What can Happen | Risk Rating (Extreme, High) | Risk Treatment Plan | Residual Risk* | Treatment Costs |
|---|---|---|---|---|---|
| Open Space Services | Reduction in open space service levels due to the overall funding shortfall from rate capping. | Extreme | • Undertake appropriate service planning for open space services to allocate available resources effectively and plan for future demand.<br>• Develop and implement open space service standards with community involvement, through Council's Asset Management Information System. | Medium | Allowance already made within existing resources. |
| Open Space Assets | Inadequate management of unsafe assets causing either an increasing likelihood of unexpected maintenance expenditure or asset failure resulting in service disruptions. | Extreme | • Rollout of the open space asset register and works programming in FAMIS to create a centralised asset management system.<br>• Review the Asset Management Plan every four to five years and document asset requirements in line with Council's Asset Management Strategy.<br>• Undertake a rolling condition audit program to coincide with the review of the Asset Management Plan to ensure updated asset data and accurate financial forecasting is reported. | Low | $76K Consultancy Fees / Vendor Support<br>$153K licensing and mobile hardware. |
| Open Space Services | Renewal of assets prior to reaching their desired intervention level due to a decline in asset functionality or utilisation. | High | • Assess open space functionality and utilisation as part of the development of an open space service plan to connect asset requirements with service levels and assist in capital works prioritisation.<br>• Utilise the Open Space Asset Management Plan to guide decision making and to inform the LTFP to achieve long term sustainability. | Low | $0<br>Staff Time |
| Open Space Services | Ineffective community engagement to support the decision making process regarding planning; service delivery and capital works. | High | • Utilise the current Community Engagement Policy, Community Engagement Strategy and Local Area Plans.<br>• Undertake Service Planning and Service Review to address future demands. | Medium | $0<br>Staff Time |
| Recreational Services | Decrease in sporting participation due to the inability to access facilities or insufficient facilities to pursue sports and leisure activities. | High | • Carry out recommendations identified within Council's Sports Development Plan, Open Space Strategy and undertake Feasibility Assessments. | Medium | $18M – Sports Development Plan **<br>$19M – Open Space Strategy |
| Open Space Assets | Continued investment in infrastructure that is not fit for purpose or no longer needed by the community. | High | • Endorse and implement the Asset Options Policy and Procedure.<br>• Undertake Service Planning and Service Review to identify assets which require rationalisation.<br>• Carry out a desktop review and detailed investigation of assets that are identified as not being fit for purpose as per the Asset Options Policy and Procedure. | Medium | $0<br>Staff Time |
| Open Space Services and Foreshore Region | Changing climate leading to more extreme weather events including sea level rise, storm surges, bushfires etc. (refer to Section 4.4). | High | • Carry out the remaining prioritised Adaptation Actions listed within Council's Climate Change Impacts and Adaptation Plan 2011 (see Table 14) and review/develop a new plan.<br>• Continue to update and monitor Council's Strategic Risk Register and treatment plans.<br>• Ongoing progress reporting of climate change indicators and Council's Adaptation Actions. | Medium | Approximately $3 – 5M to deliver Adaptation Actions associated with open space over 10 years as of 2014/15. |

Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.
Note ** Given that this AM Plan has been developed after the Sports Development Plan and Open Space Strategy, several of the priority actions/treatments have already been delivered

Open space assets which have been assessed as having a high inherent risk are considered as critical assets and are described in Section 5.3.4.

### 5.2.1 Open Space Insurance Claims

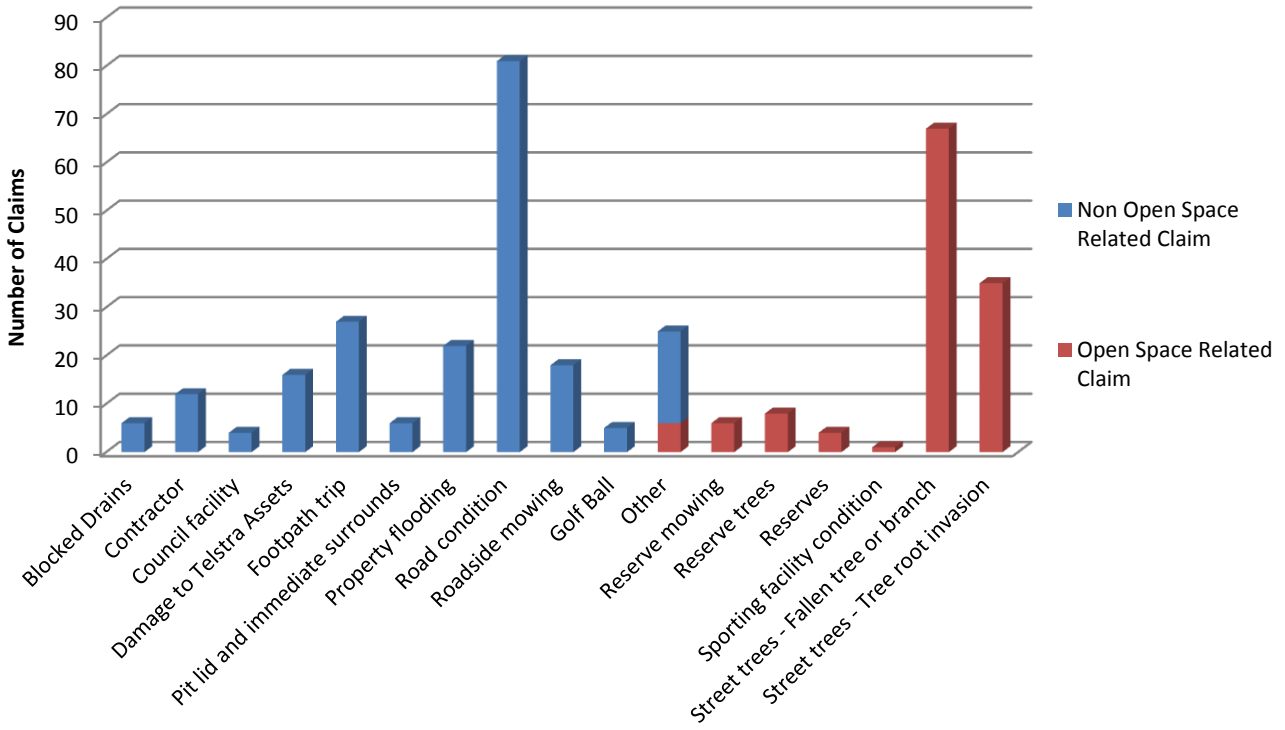
Insurance claims made against Council are managed by the Risk Management team under the Commercial Services department.

A public liability claim usually involves an injury to a person or damage to property whilst on Council land as a result of Council negligence which breaches their duty of care resulting in a claim for damages.

Council has received on average 50 public liability claims (under $10,000 excess) per year, over the 7 year period between 2008 and 2015. Claims which exceed the $10,000 excess are handled by Council's insurer CGU.

Figure 19 below shows the breakdown of the 349 public liability claims made against Council from 1st July 2008 to 30th June 2015.

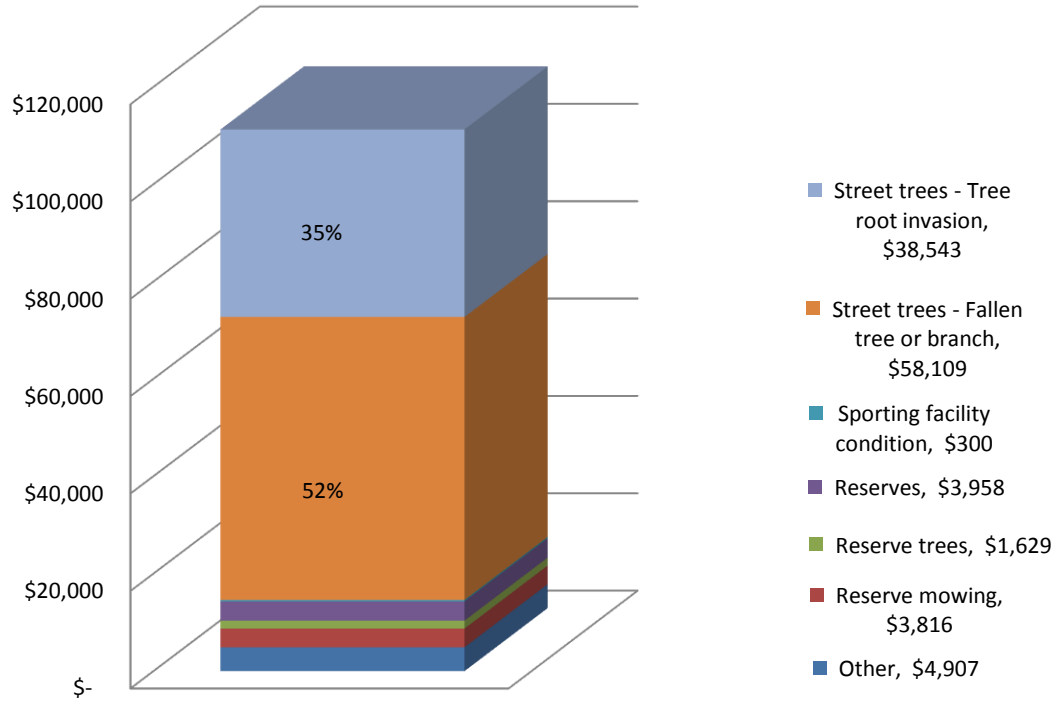
***Figure 19: Breakdown of under excess ($10,000) claims received between 2008 and 2015.***




During this period, 155 of the 349 claims (44%) received by Council were ultimately denied and did not result in payment. Open Space related claims account for 39.4% or $111,263 of all under excess claims received by Council.

Figure 20 shows the breakdown of open space under excess claims received by Council during this 7 year period.

***Figure 20: Breakdown of under excess ($10,000) open space claims received between 2008 and 2015.***




As seen, street tree related claims make up 87% of all open space related claims received under $10,000. All other open space related claims total $14,611 or 5.2% of the $282,484 received over this timeframe.

This summary demonstrates that open space has presented a relatively low risk to Council in the past when compared to other asset classes such as footpaths and roads, with the exception of street tree related claims.

The following table shows over excess claims received as a result of open space assets.

***Figure 21: Over excess claims received relating to open space assets.***

| Year | Location/Asset | Cause/Injury | Claim Amount | Paid |
|---|---|---|---|---|
| 1994 | Seaford Oval – Playing Surface | Injured knee (damage to anterior cruciate ligament) whilst playing football. | $ 35,806.59 | ✓ |
| 2015 | Lawton Reserve - Pine Railing | Structural bolts had rusted and given way, crushing the claimant's left foot and spraining the right foot. | Ongoing | Ongoing |

Major amendments to the Wrongs Act 1958 (primary legislation in governing claims for damages from personal injury) have greatly affected the way negligence is judged, restricting the damages that can be awarded for personal injury related claims.

The three amendments to the Wrongs Act 1958 include:

- Wrongs and Other Acts (Public Liability Insurance Reform) Act 2002*;*
- Wrongs and Limitation of Actions Acts (Insurance Reform) Act 2003; and
- Wrongs and Other Acts (Law of Negligence) Act 2003 (Law of Negligence Act).

Key changes which affect public liability claims include:

- In determining the damages for economic loss (loss of earnings), the court must disregard any amount in which the claimant's weekly income exceeds 3 times their average weekly income at the time of the award of damages.
- Non-economic loss damages have a maximum amount of $510,990 as of 1 July 2014, which is indexed annually.
- A claimant's injury must be considered a "significant injury" before they can claim on damages for non-economic loss.
- A claimant's impairment must exceed a minimum threshold of 5% for non-psychiatric injury and 10% for psychiatric injury as assed by an approved medical practitioner, for recovery of damages.
- The claimant must be able to prove they were unaware of the risk if it was an "obvious risk".
- Claimants must now issue court proceedings (if required) within 3 years as opposed to 6 years from when the injury is discovered.
- A public authority is not liable for breach of statutory duties unless no public authority could consider the act as a reasonable duty.

These changes tend to broaden Council's defence against claims of negligence. Additionally, it is very difficult now for a person to claim damages for breach of statutory duty by Council.

Despite these changes it is important for Council to continue to optimise public open spaces to minimise risk to the community, and to use the savings generated from a reduced number of insurance claims to improve service delivery.

## 5.3 Operations and Maintenance

### 5.3.1 Operations and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, e.g. cleansing, grass mowing and fire patrols.

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, e.g. tree limb trimming, but excluding rehabilitation or renewal. Maintenance may be classified into reactive, planned and specific maintenance work activities.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions such as fallen tree removal, graffiti management, fire break slashing and dumped rubbish removal.

Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including replanting, mulching and replacement of various infrastructure components that fall under Council's capitalisation threshold. This work falls below the capital/maintenance threshold but may require a specific budget allocation.

Traditionally Council has combined operational and maintenance expenditure under a single operational budget. In order to analyse operational and maintenance expenditure separately, expenditure associated with Council's Parks and Public Spaces service unit have been classified as an operational expenditure or as a maintenance expenditure based on the above definitions.

This disaggregates Council's 'operational' expenditure and creates the opportunity to identify planned maintenance expenditure required for living assets such as trees and garden beds, and other minor assets which have not been included in Council's capital renewal plan.

Expenditure has been classified as shown in Table 24 below.

***Table 24: Operational and Maintenance Expenditure Classification***

| Maintenance Expenditure | Operational Expenditure |
|---|---|
| General Maintenance | Labour (incl. Oncosts) |
| Planting, Mulching, Top Dressing, Weeding and Spraying | Plant Hire and Equipment |
| Pest Animal Management | PPE, Uniforms, Tools, Equipment and Park Materials |
| Equipment Maintenance | Utilities |
| Fuel Reduction Works | Vehicle Expenses |
| Acacia Health | Overheads |
| Fire Hazard Removal and Prevention | Fire Patrols |
| Horticulture Maintenance | Cleaning |
| Fencing, Boat Ramp, Creek Wall, Turf and Sporting Infrastructure Repairs | Mowing (roadside and reserve) |
| Creek Dredging | Golf Management Contract |
| Vandalism | |
| Fertilising, Herbicide Application, Scarifying, Irrigation, and Chemical Application | |
| Waste Disposal | |
| Tree and Garden Maintenance | |
| Playground and Preschool Grounds Maintenance | |
| Athletics Track Maintenance | |
| Seasonal Changeovers | |
| Skate Park Management | |

Based on the above classifications, Council's actual past maintenance expenditure is shown in Table 25.

***Table 25: Maintenance Expenditure Trends***

| Year | Maintenance Expenditure ($,000's) | Operational Expenditure ($,000's) | Total Annual Expenditure ($,000's) | Annual Budget ($,000's) | Variance ($,000's) |
|---|---|---|---|---|---|
| **2012/13** | $ 2,276 | $ 7,342 | $9,619 | $ 9,893 | + $274 |
| **2013/14** | $ 2,363 | $ 7,500 | $9,863 | $ 10,019 | + $156 |
| **2014/15** | $ 2,277 | $ 7,218 | $9,496 | $ 9,575 | + $79 |
| **2015/16** | $2,410 | $7,325 | $9,736 | $ 10,007 | + $271 |

*Note: Positive variance indicates annual expenditure short of the budget figure, whilst negative variance indicates annual expenditure over the budget figure.*

Historic maintenance and operational expenditure was obtained through Council's financial accounting system, based on the actual costs to deliver services for the corresponding year.

Frankston City Council does not presently have reliable information on the split of actual planned and reactive maintenance expenditures for open space assets.

Information around the different types of maintenance expenditure (routine, reactive, planned, and specific) will become available following the rollout of open space data in FAMIS in 2017/18. This will allow all routine and reactive work orders to be generated and stored within a centralised system.

This stems from Improvement Action 14 – 'Continue to Invest in Council's Asset Management Information System (AMIS) & Associated Business Process Improvements,' from Councils Asset Management Strategy 2013-2017.

Reactive maintenance is currently carried out in accordance with response levels of service detailed in Appendix A.

The levels of service detailed in Appendix A will be superseded by new and revised technical service levels following their adoption and implementation into Council's FAMIS and Kern Mobile systems in the 2017/18 financial year.

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences, risks and treatments have been highlighted in this AM Plan.

### Customer Service Requests

Internal (staff or Councillor) and external (customer/community) service requests are currently recorded in Council's customer request system; Pathway PCS.

For open space service requests, PCS serves as a "proxy" Maintenance Management System (MMS) whereby initial assessments, inspections and reactive works are performed and recorded against a given service request.

This inappropriate use of PCS makes it difficult to measure Council's ability to achieve the adopted service standards due to the creation of some "proxy" service requests created by maintenance staff, and duplicate requests which distorts the data when assessing Council's customer response.

PCS and Hansen8/FAMIS(Council's MMS) have been integrated to allow customer service requests to automatically generate work orders within FAMIS if the service request is specific to an asset.

The Parks and Public Spaces service unit have not been able to benefit from this automatic process as the open space asset register was still in its infancy and has not been rolled out in FAMIS.

It is anticipated that future work orders will be received by operational staff through FAMIS and Kern Mobile following the rollout of open space asset data in FAMIS, assuming there are sufficient resources to support this function i.e. staff, mobile tablet devices etc. This will reduce data distortion from "proxy" requests and enable the accurate assessment of service performance and deliverability.

Significant changes have been made to open space customer request types during Council's transition to FAMIS since 2014/15 and due to the organisational restructure throughout 2015. Changes to certain request types are necessary to ensure that the correct service unit receives the request and can respond accordingly.

Refer to Section 8.1.2 of this plan for further information on FAMIS.

The creation of new request types and deactivation of old or unused request types has made reporting on customer service requests difficult due to the large number of similar request types applicable to open space services.

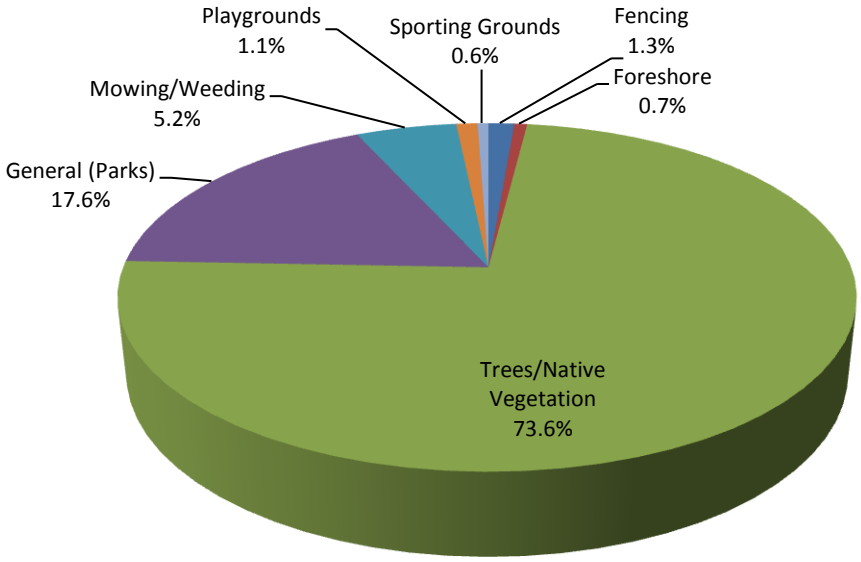
This can often cause confusion for staff trying to allocate a request to a specific request type given their limited knowledge of other teams, structures and activities that are carried out in the field. As a result, requests are often allocated to a 'general' park request type despite being better suited to a different, more specific request type.

Customer service request data has been compiled at a high level to help determine the distribution of open space related requests received by Council.

Internal and external open space service requests received 1st July 2010 to 30th June 2016 are shown in Figure 22.

Internal customer service requests account for approximately 4% of all open space service requests over the six year period, whilst external requests account for the remaining 96%.

***Figure 22: Customer Service Request Distribution***




A total of 17,924 Tree/Native Vegetation related requests were made during this period followed by 4,276 in General (Parks), 1,262 in Mowing/Weeding, 324 in Fencing, 267 in Playgrounds, 161 in Foreshore and 136 in Sporting Grounds.

On average, Council receives 4,058 requests annually which relate to open space assets and services and nearly three quarters of them are related to trees or vegetation.

General (Parks) requests are comprised of a broad range of request types and often 'catch' requests which are convoluted and not easily classified[22]. These requests can include clearing dumped rubbish in parks, general cleaning/litter removal, reinstatement and repair of assets, installation of new assets and disposal of assets if damaged or non-functional.

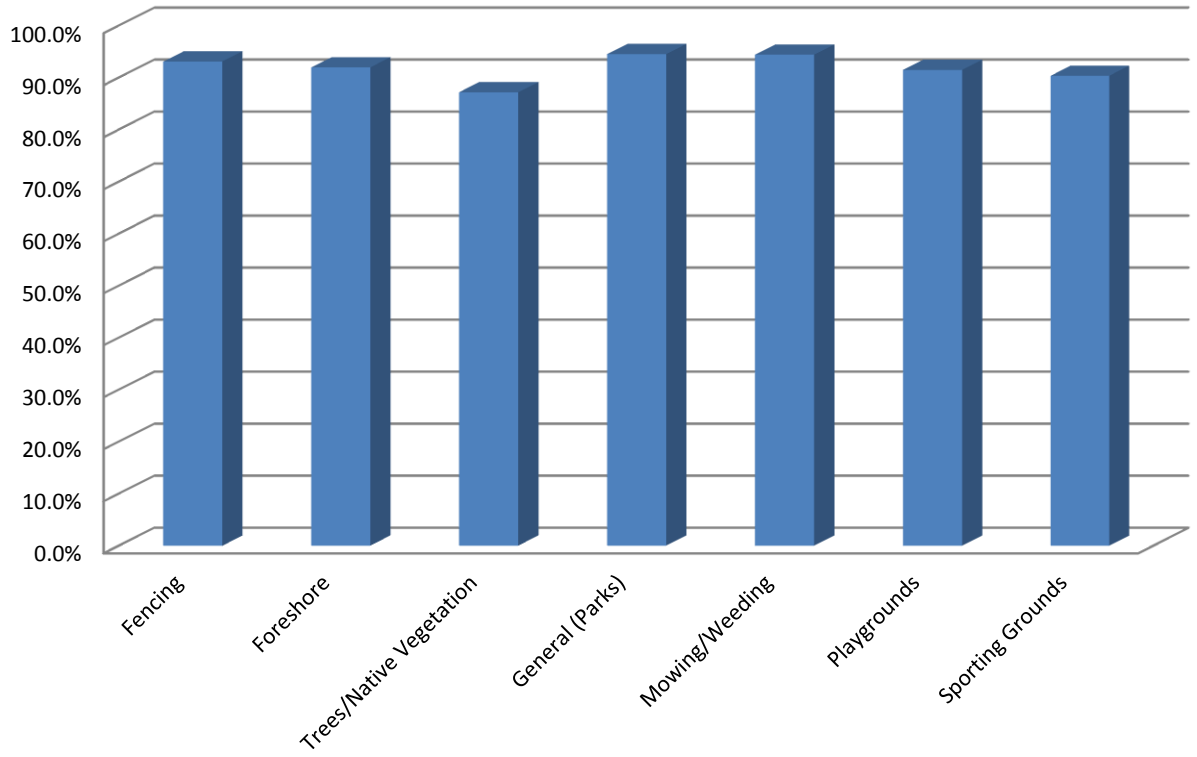
To measure Council's customer service performance, PCS records the start date, due date and completion date of the Initial Assessment (IA) required for each request that is received.

The 'due date' of the IA is determined in accordance with the timeframes and levels of service as stipulated in Council's State of the Assets Report 2014 as seen in Appendix A.

A high level assessment of IA performance for the various request types over the past six years is shown in Figure 23.

[22] Refer to Appendix K for the high level classification of customer service request types.

***Figure 23: IA Performance - Percentage of Requests Completed on Time***




Requests across all categories have achieved an average successful completion of greater than 87%. Trees/Native Vegetation requests had the lowest average successful completion being 87.2%, whilst General (Parks) requests achieved the highest average successful completion rate being 94.5%.

The lower successful completion rate of Trees/Native Vegetation requests is likely due to the large volume of requests received annually and not having the resources to carry out the IA in the given timeframe.

As part of the levels of service review, initial assessment and rectification timeframes should be reviewed to ensure they are achievable and realistic.

Appendix K shows IA performance for both inactive (deactivated) and active open space request types.

In order to improve Council's overall customer service response, PCS requires revamping to better align with the current organisational structure and to refine request types so they are more applicable and distinguishable.

Clearly defined procedures and checklists for staff logging requests will be of benefit to Council's customer service response through the accurate classification of different requests and distribution to the correct service units with minimal time delay.

The effective rollout of open space data and works management in FAMIS and Kern Mobile systems is dependent on the open space levels of service including reactive maintenance tasks aligning with typical requests received from the community to ensure an appropriate work flow is established for each request.

### 5.3.2 Operations and Maintenance Strategies

Council will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Scheduling operations activities to deliver the defined level of service in the most efficient manner,
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost),
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council,
- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs,
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options,
- Maintain a current hierarchy of critical assets and required operations and maintenance activities,
- Develop and regularly review appropriate emergency response capability,
- Review management of operations and maintenance activities to ensure Council is obtaining best value for resources used.

### 5.3.3 Asset hierarchy

An asset hierarchy assists in the prioritisation of asset renewal and upgrade works and provides a framework for structuring asset data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

Council's open space hierarchy is outlined within the Frankston Open Space Strategy 2016 – 2036 and is used to plan the provision, management and spatial distribution of the open space network. The hierarchy is based on broad community catchment and usage and identifies walking catchment gaps in residential areas, enabling Council to address potential future open space gaps in areas where land use may change.

Council's open space service hierarchy is shown is Table 26.

***Table 26: Open Space Hierarchy***

| Open Space Hierarchy | Service Level Objective |
|---|---|
| Regional Open Space | • Open space serves entire Melbourne Region.<br>• Provide way finding and connections to surrounding open space networks, bicycle and pedestrian paths, community facilities and public transport connections.<br>• Provide publically available information such as maps, internet information and marketing of regional open space.<br>• Establish relationships with stakeholders and governing authorities to ensure regional open space is integrated in the wider open space network.<br>• Facilities and infrastructure provided should be of high quality, visually consistent and reflect site-specific requirements and use.<br>• Undertake regular reviews of current facilities and assets.<br>• Infrastructure should accommodate the visitor who wishes to stay for an extended period of time, i.e. barbecues, picnic facilities, public toilets, shade, shelter and kiosks as appropriate to the park use and environmental conditions.<br>• Support biodiversity corridors and conservation values.<br>• Commonly play an important role in the protection and improvement of the natural environment. |
| District Open Space | • Catchment - Up to two kilometres travel distance for residents.<br>• Encourage way finding and connections to the wider open space network, bicycle and pedestrian paths, surrounding street networks, facilities and public transport.<br>• Support biodiversity corridors and conservation values where appropriate.<br>• Infrastructure and facilities on site should be of high quality and reflect the length of stay.<br>• Infrastructure and facilities will vary depending on the primary function and management requirements of the open space.<br>• Develop relationships with stakeholders and owners.<br>• Provide multiple experiences and activities such as sporting facilities, relaxation/solitude, social interaction, education and floodway management. |
| Community Open Space | • Catchment - Up to 500 metres for local residents.<br>• Encourage way finding and physical connections to the wider open space network, bicycle and pedestrian paths, urban context, schools, community facilities, activity centres and public transport.<br>• Encourage partnership relationships.<br>• Infrastructure should accommodate the local visitor who wishes to stay for an extended period of time.<br>• Provide high quality open space facilities and infrastructure that reflect community need.<br>• Range of activities for the neighbourhood to participate in and foster a spirit of community pride and well-being. |
| Large Local Open Space | • Within 400 metres safe walking distance of local residents<br>• Ensure local park provision for urban areas.<br>• The level of infrastructure provided will be minimal. Seating, informal play spaces and playground equipment are common facilities found in local parks whilst car parking and toilet facilities may not be present.<br>• Commonly support at least two activities within the one reserve. |

| Open Space Hierarchy | Service Level Objective |
|---|---|
| Small Local Open Space | • Catchment - Within 300 metres safe walking distance of all residents.<br>• The level of infrastructure provided will be minimal.<br>• Management or landscape plans if required.<br>• Commonly support one designated activity. |
| Linear Open Space | • Catchment - Within 400 metres safe walking distance of local residents.<br>• Encourage way finding and connections to the wider open space network, bicycle and pedestrian paths, urban context and public transport.<br>• Support biodiversity corridors, water management and conservation values where appropriate.<br>• Develop partnership agreements where appropriate.<br>• Provide an important physical link connecting parcels of open space for both people and wildlife. |
| Other Open Space | • Publicly accessible, yet isolated and undeveloped due to size, function, location and site constraints.<br>• Currently unclassified. |
| Restricted | • Publicly inaccessible or privately owned open spaces.<br>• Future open space planning should identify their potential contributing role, i.e. ecological corridors.<br>• Stakeholder negotiations as required. |

The provision of sporting facilities within the municipality is guided by the sports facility hierarchy.

Council's sport facility hierarchy is outlined within the Frankston City Sports Development Plan 2013 – 2019 and was used to assist the development of the open space hierarchy, however it focuses on sporting infrastructure within the facility as opposed to catchment and usage.

The sports facility hierarchy was used in establishing the different service level standards of sporting facilities within Frankston City.

The sports facility hierarchy is described in Appendix H.

### 5.3.4 Critical Assets

Critical assets are those assets which have a high consequence of failure but not necessarily a high likelihood of failure. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at the appropriate time.

Operations and maintenance activities may be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc.

Council's open space hierarchy assists in the determination of critical assets. For example, assets within regional or district open space experience far greater usage than assets within local open space, leading to a potentially greater consequence of failure affecting more people.

Critical assets failure modes and required operations and maintenance activities are detailed in Table 27.

***Table 27: Critical Assets and Service Level Objectives***

| Critical Assets | Critical Failure Mode | Operations & Maintenance Activities as per Council's Open Space Service Standards |
|---|---|---|
| Playgrounds | Condition degradation can result in personal injury to playground users which can lead to corporate liability, and forced closure due to non-compliance.<br><br>Entrapment of users is also a significant inherent risk resulting in similar consequences. | • Regulatory playground inspection (annually)<br>• Playground inspections & maintenance (based on hierarchy)<br>• Reactive under-surfacing and equipment maintenance |
| Flagpoles, Lighting, Retaining Wall, Feature Wall, Rebound Wall | Failure/collapse of this asset can result in extreme injury or death, or significant damage to nearby property. | • Minor infrastructure and banner/flag pole reactive maintenance |
| Shade Sails | Extreme injury or death if a person climbs the shade sail causing the cloth material to tear due to prolonged UV exposure and/or seaside weather causing deterioration. | • Minor infrastructure/miscellaneous furniture reactive maintenance |
| Basketball Ring | Extreme injury or death from the failure of the asset. E.g. structural failure after a slam dunk. | • Basketball ring inspections and repairs (annually)<br>• Reactive goal maintenance |
| Grassed Sporting Field | Flood, drought or fire resulting in loss of turf, poor ground hardness or significant surface undulations. This can require substantial capital outlay due to the high replacement costs of these assets. | • Routine vertidraining and rolling (based on reserve hierarchy and season)<br>• Routine oval renovation (based on reserve hierarchy and season)<br>• Sports field playing surface reactive repairs |
| Trees | Strong winds or a storm causing branches to fall, damaging private property or resulting in personal injury/death.<br><br>Fire resulting from tree falling over power line or from a lightning strike resulting in wide spread damage to native reserves, housing, wildlife etc. and/or loss of life.<br><br>Striking hazard due to insufficient clearance of tree limbs from footpaths or thoroughfares.<br><br>Tripping hazards caused by protruding tree roots. | • Electric Line Clearance Pruning in accordance with Tree Maintenance Services Contract<br>• Routine street tree maintenance<br>• Carpark tree inspections (biannually)<br>• Playground picnic area tree inspections (biannually)<br>• Paths tree inspections (biannually)<br>• Tree Maintenance Inspections (based on seasonal change)<br>• Routing and reactive tree pruning, watering and fertilising across various Council sites<br>• Routine maintenance for vegetation posing a fire risk (based on risk priority) |

Future revisions of open space service levels and activities should make a provision for routine assessment of all critical assets. Currently flagpole, open space lighting, retaining wall, feature wall, rebound wall and shade sail assets are not routinely inspected and only have reactive maintenance activities as per the current service standards.

### 5.3.5 Standards and specifications

Maintenance work is carried out in accordance with the following Standards and Specifications.

| | |
|---|---|
| AS/NZS 4422 : 1996 | Playground surfacing - Specifications, requirements and test methods |
| AS/NZS 4486 : 1997 | Playgrounds and playground equipment - Development, installation, inspection, maintenance and operation |

| | |
|---|---|
| AS 4685.1 : 2014 | Playground equipment and surfacing - General safety requirements and test methods |
| AS 4685.2 : 2014 | Playground equipment and surfacing - Additional specific safety requirements and test methods for swings |
| AS 4685.3 : 2014 | Playground equipment and surfacing - Additional specific safety requirements and test methods for slides |
| AS 4685.4 : 2014 | Playground equipment and surfacing - Additional specific safety requirements and test methods for cableways |
| AS 4685.5 : 2014 | Playground equipment and surfacing - Additional specific safety requirements and test methods for carousels |
| AS 4685.6 : 2014 | Playground equipment and surfacing - Additional specific safety requirements and test methods for rocking equipment |
| AS/NZS ISO 31000:2009 | Risk management - Principles and guidelines |

Frankston City Council Standard Drawings June 2013

Legislation

| | |
|---|---|
| Local Government Act 1989 | Workers Compensation Act 1958 |
| Environmental Protection Act 1970 | Wrongs Act 1958 |
| Catchment and Land Protection Act 1994 | Road Management Act 2004 |
| Planning and Environmental Act 1987 | Building Regulations 2006 |
| Occupational Health and Safety Act 2004 | Public Health and Wellbeing Act 2008 |
| Occupational Health and Safety Regulations 2007 | Water Act 1989 |

### 5.3.6 Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to vary in line with the changing condition of the asset portfolio as assets age and transition through the different condition ratings listed in Table 20.

Figure 24 shows Council's 20 year operations and maintenance expenditure forecast, excluding any necessary operations and maintenance costs associated with new or upgraded assets constructed in this period.

No assumption was made on additional costs associated with new/upgraded assets given the relatively low ongoing maintenance costs of the majority of open space infrastructure assets, with the exception of a new oval or a new major parkland development, which is unlikely to occur during this period given Frankston City's well established open space network.

Changes in technical service levels can dramatically influence the projected maintenance requirements below and should be carefully considered and agreed upon by relevant stakeholders prior to implementation.

Lifecycle costing should be undertaken for each discretionary capital works project in the future in order to inform future forecasts and operational budgets.

Forecasts have been generated through Moloney Modelling based on assets listed in Table 1 (including trees, garden beds and foreshore and bushland reserves). Note that all costs are shown in current 2016 dollar values (i.e. nominal values).

***Figure 24: Projected Operations and Maintenance Expenditure***

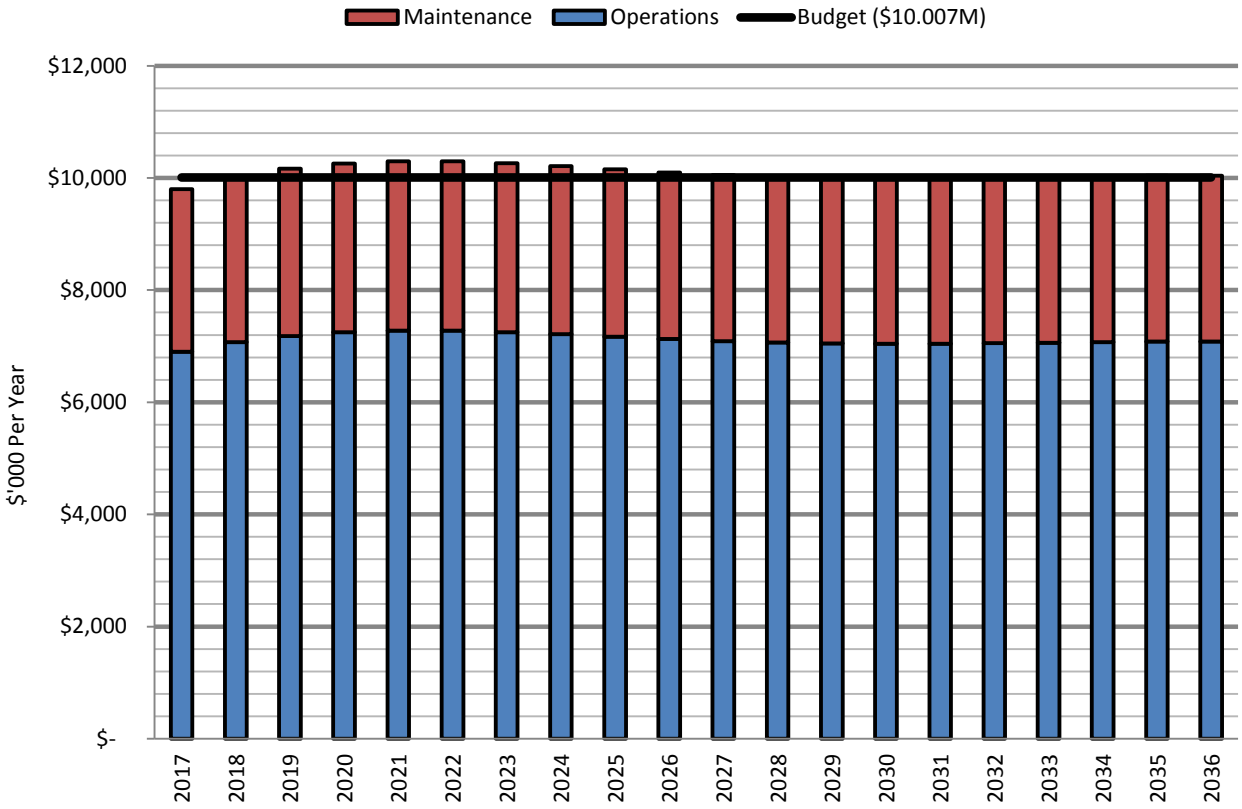



Figure 24 indicates an average operations and maintenance requirement of $10.085M over the next 20 years based on Council's current open space asset stock.

A total of $101,561,000.00 is required for the next 10 years averaging $10.156M p.a., slightly higher than the 20 year average.

There is a shortfall between the required expenditure and the budgeted amount totalling $1.573M by 2036 or $78.6K p.a., hence Council's current budget is unable to sustain the ongoing asset requirements over the long term.

Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded have been considered as part of the risk assessment and are documented within Section 5.7 of this Plan.

In order to improve the above forecasts, Council must undertake appropriate lifecycle analysis of discretionary capital projects at the planning phase to understand the the long term funding impacts. In particular, construction (planting) of 'living assets' in reserves such as new sporting ovals, trees, gardens etc. can have a significant impact on operational and maintenance requirements.

Further information will become available following the rollout of open space works management within FAMIS whereby specific maintenance for different assets can be monitored and more easily reported.

## 5.4 Renewal/Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

### 5.4.1 Renewal plan

Assets requiring renewal/replacement are identified from one of three methods provided in the NAMS.Plus 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or

- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems and Moloney Models), or

- Method 3 uses a combination of average *network renewals* plus *defect repairs* in the *Renewal Plan* and *Defect Repair Plan* worksheets on the 'Expenditure template'.

Method 2 was used for this asset management plan.

### Asset Useful Life

Useful lives have typically been assessed and assigned at an asset component level. Some asset useful lives have been determined at an asset sub-component level to differentiate between asset material types or functionality. An example of this is seen in playground equipment where decorative equipment, cubby houses and combo equipment each have different useful lives.

Moloney Condition Modelling has been utilised as part of Council's Method 2 approach for this Asset Management Plan.

Asset useful lives play an important role in the condition modelling and have a significant impact on the long term funding requirement for an asset. Further information on the background, limitations and assumptions of the Moloney modelling undertaken is provided in Section 7.

Moloney Condition Modelling completed as part of this Plan was based on an optimised scenario as discussed in Section 7, which closely resembles Council's current renewal practices.

Asset components have been categorised under a Moloney asset set to execute the condition modelling. Due to restrictions within the modelling input, asset components have been rolled up into one of nine asset sets which each have a nominated asset useful life, intervention level and asset degradation curve. Asset components with similar characteristics (useful life, asset degradation and intervention level) have been grouped to model accurate long term asset funding requirements.

The Moloney asset set and useful lives of assets used to develop projected asset renewal expenditures are shown in Table 28. Useful lives were last reviewed as part of the Open Space Condition Audit 2015 (refer to Table 19).

Useful lives for assets which were not included in the audit were established based on existing asset knowledge, staff expertise and with guidance from IPWEA Parks Asset Management Practice Note 10.2, 2016[23].

***Table 28: Useful Lives of Assets***

| Moloney Asset Set | Asset Component | Useful life (Years) | Modelled Useful Life (Years) |
|---|---|---|---|
| Fencing & Gates | Fence | 30 | 30 |
| | Gate | 30 | |
| Grassed Sporting Field | Sport Field | 25 | 25 |
| Irrigation System | Irrigation System - Other | 25 | 25 |
| | Irrigation System – Sporting Field | 25 | |
| Open Space Structure | Information Hut | 25 | 35 |
| | Pergola Rotunda | 25 | |
| | Retaining Wall | 35 | |
| | Shade Structure | 20 | |
| | Shelter | 25 | |
| | Stairs | 30 | |
| | Wall | 50 | |
| Park Furniture | BBQ | 20 | 20 |

[23] Refer to 3.4 'Common Industry Asset Lives' on page 12 of the IPWEA Parks Asset Management Practice Note 10.2.

| Moloney Asset Set | Asset Component | Useful life (Years) | Modelled Useful Life (Years) |
|---|---|---|---|
| | Bench | 20 | |
| | Bike Rack | 20 | |
| | Bin | 15 | |
| | Drinking Fountain | 20 | |
| | Flagpole | 50 | |
| | Light | 25 | |
| | Memorial Monument | 80 | |
| | Picnic Table | 20 | |
| | Pole Post | 20 | |
| | Seat | 20 | |
| | Shower | 20 | |
| | Sign Panel | 10 | |
| | Sign Support | 25 | |
| | Tree Guard | 40 | |
| Playground | Playground | 15 | 20 |
| | Playground Equipment | 20 | |
| Skate/BMX Park & Concrete Surfaces | Playing Surface – Concrete | 40 | 40 |
| | Skate Park & BMX Track | 35 | |
| Sports Infrastructure | Cricket Pitch | 15 | 25 |
| | Cricket Practice Net | 15 | |
| | Exercise Station | 20 | |
| | Sports Ancillary | 35 | |
| | Sports Cage | 30 | |
| | Sports Goal | 20 | |
| | Sports Ground Lighting | 25 | |
| | Sports Net | 30 | |
| Synthetic Sporting Field | Athletics Track | 25 | 25 |
| | Playing Surface - Synthetic/Asphalt | 25 | |
| | Sports Run-up | 20 | |

Asset useful lives should reflect the actual service performance of an individual asset, and not the design life (IPWEA, 2016). It is recommended that useful life assessments are undertaken in the future to ensure ongoing refinement to capital renewal and financial planning and reporting.

### 5.4.2 Renewal and Replacement Strategies

The organisation will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner,
- Undertaking project scoping for all capital renewal and replacement projects to identify:
    - the service delivery 'deficiency', present risk and optimum time for renewal/replacement;
    - the project objectives to rectify the deficiency;
    - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency;
    - evaluate the options against evaluation criteria adopted by the organisation;
    - select the best option to be included in capital renewal programs;
- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible;

- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting Extreme and High risks and residual risks after treatment to management and Council;

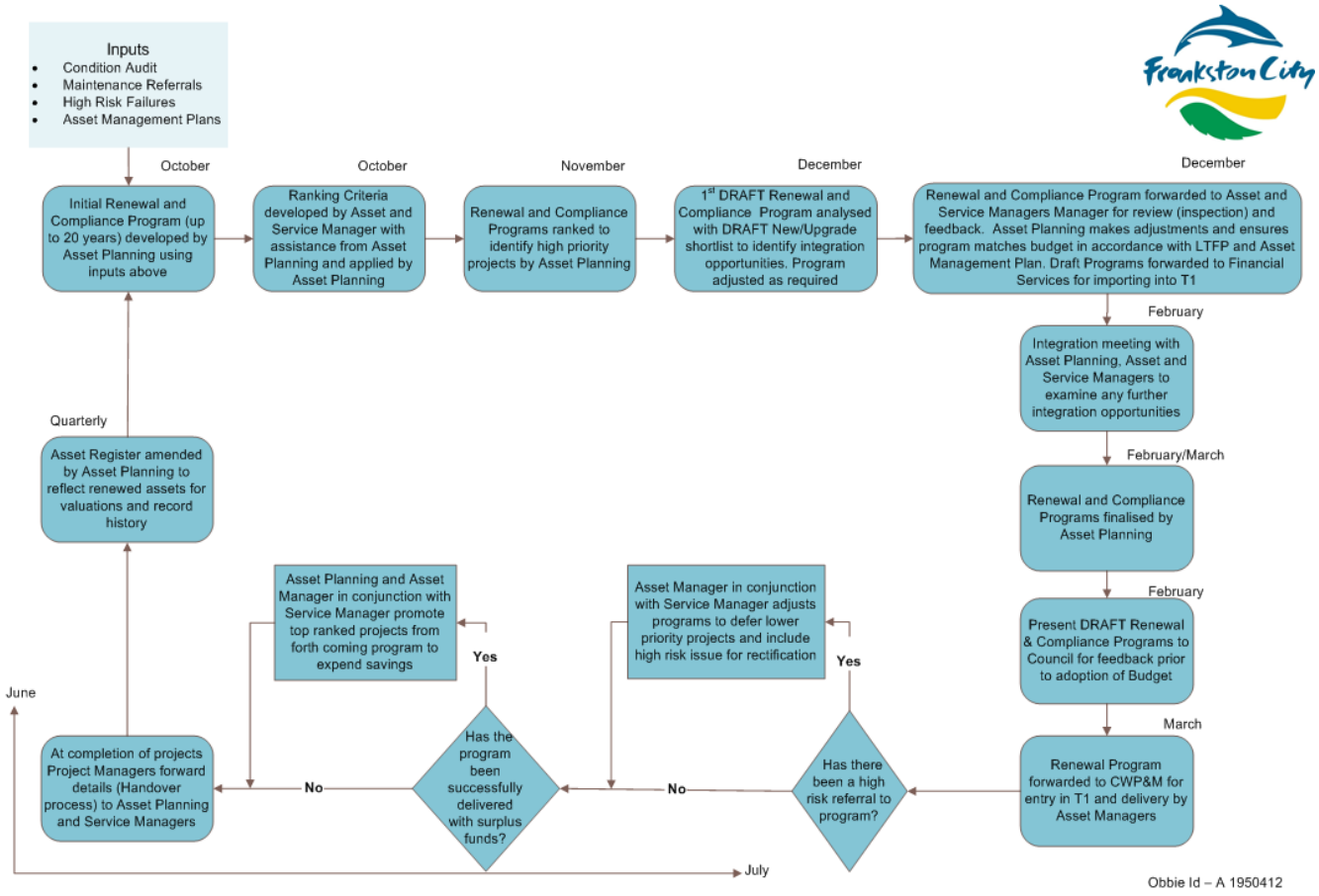
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs;

- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required; and

- Review management of capital renewal and replacement activities to ensure Council is obtaining best value for resources used.

Council's non-discretionary CWP development process is shown in Figure 25.

***Figure 25: Non-Discretionary Capital Works Planning Process***



### Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. reconstructing an elite sporting field which hosts elite sporting competitions), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. functional passive open space).[24]

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have a high utilisation and subsequent impact on users would be greatest,
- The total value represents the greatest net value to the organisation,
- Have the highest average age relative to their expected lives,
- Are identified in the AM Plan as key cost factors,
- Have high operational or maintenance costs compared to the cost to renew, and
- Where replacement with modern equivalent assets would yield material savings.[25]

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 29.

***Table 29: Renewal and Replacement Priority Ranking Criteria***

| Criteria | Weighting |
|---|---|
| Condition/Risk | No Ranking Criteria Adopted |
| Hierarchy | No Ranking Criteria Adopted |
| Functionality | No Ranking Criteria Adopted |
| Corporate/Strategic Objectives | No Ranking Criteria Adopted |
| **Total** | **100%** |

It is recommended that the following quadruple bottom line renewal priority weightings are adopted to standardise open space renewal works programming:

- Condition/Risk 55%
- Hierarchy 15%
- Functionality 15%
- Corporate/Strategic Objectives 15%

Renewal of assets should primarily focus on those assets which are in poor condition and/or assets which are the greatest risk to users or Council. Typically assets in poor condition will often expose Council and the community to some form of risk.

[24] IPWEA, 2011, IIMM, Sec 3.4.4, p 3|60.
[25] Based on IPWEA, 2011, IIMM, Sec 3.4.5, p 3|66.

Hierarchy, corporate/strategic objectives and functionality should be secondary criteria which can be used to differentiate those assets of similar condition and risk factor.

It is important to identify the difference between an "aged" asset and an asset which is in a poor condition when considering the prioritisation of open space asset renewals.

"Aged" assets may be visually unappealing however may still be in a relatively good or fair condition, as supported by 2015 condition audit data, and may not require renewal for several years.

An asset which is in poor condition can be identified by having reduced functionality and/or significant defects to major components of the asset requiring prompt attention as described in Section 5.1.3.

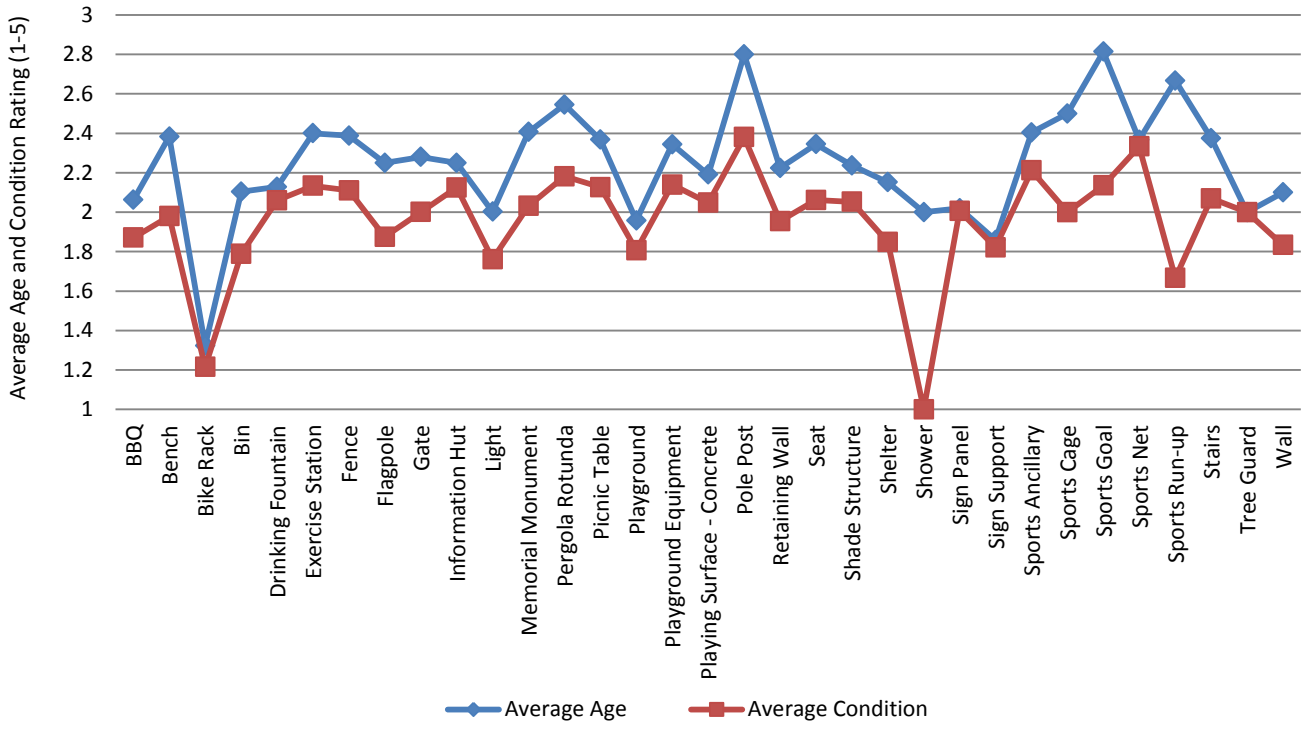
The similar visual characteristics shown in aged assets and poor condition assets have sometimes resulted in the premature renewal of an aged asset, particularly with minor open space assets i.e. park furniture and sports infrastructure.

It is important that future renewals are strictly based on the adopted renewal and replacement priority ranking criteria to ensure all aspects of an asset are considered prior to renewal.

An assessment of asset age against asset condition was undertaken on 2015 condition audit results and is shown in Figure 26.

Asset age was determined using the assigned useful life for each asset and the asset condition assessment as part of the condition audit.

***Figure 26: Average Asset Age Assessment Compared to Average Asset Condition Assessment on a 1 – 5 Rating***




As seen for every asset type assessed in the 2015 Open Space Asset Condition Audit, the 1 – 5 age assessment was higher than the 1 – 5 condition assessment. Given the large number of assets within the assessment, a difference of 0.3 or 0.4 in age as against condition can be substantial.

Council may wish to renew an old asset despite it being in acceptable condition, if it is of significant importance to the community or service it is supporting, in order to maintain high visual appearance, amenity and level of service to meet community expectations surrounding notable reserves and open space facilities.

The next step to developing advanced renewal programmes is to determine the priority and timing of works through assessing open space on an individual park basis, incorporating hierarchy, service planning and service levels, and combining this assessment with the asset information within each park.

The combination of a park specific assessment with an asset assessment will group works together more effectively and create a "holistic approach to renewal planning using levels of service as the primary driver" (IPWEA, 2016).

### Renewal and replacement standards

Renewal work is carried out in accordance with the following Standards and Specifications.

Refer to 'Standards and Specifications' under Section 5.3.5.

## 5.4.3 Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures are forecast to increase over time as the asset stock increases from growth.

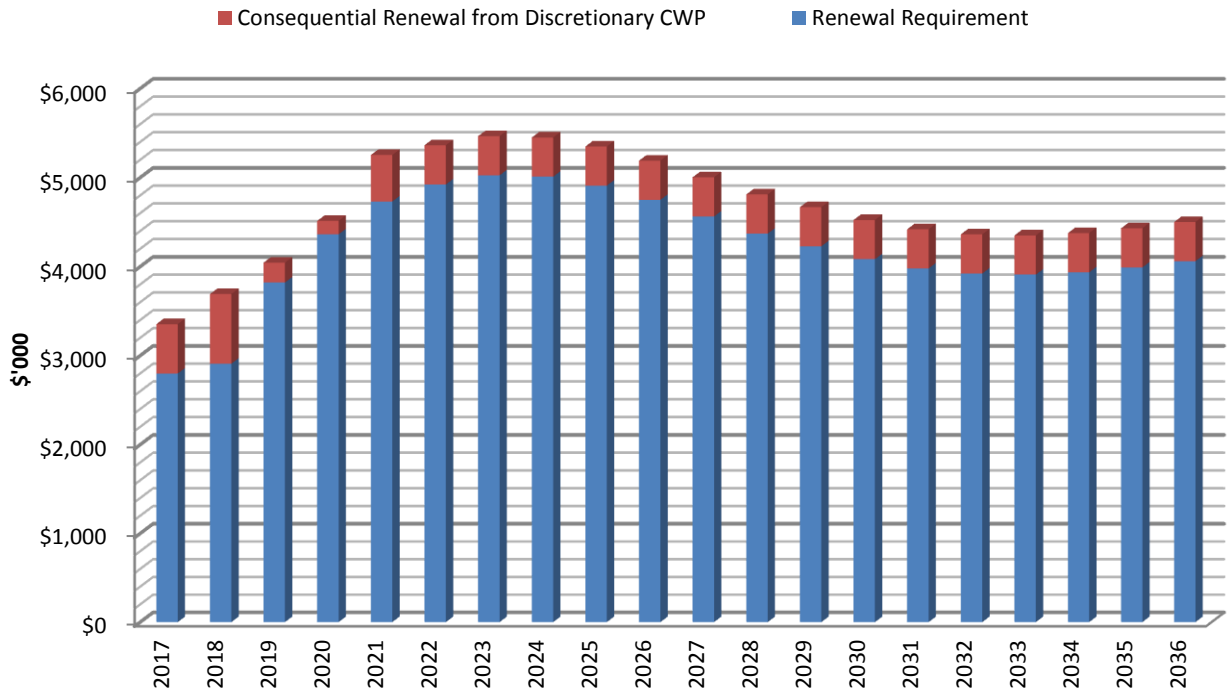
Replacement expenditure forecasts are expected to fluctuate annually as different assets reach the end of their useful lives at different times and require renewal, upgrade or disposal.

Figure 27 shows the capital renewal requirements over the next 20 years based on the Moloney Modelling as well as the expected consequential renewal as a result of discretionary capital works. Note that all amounts shown are nominal values which have not been adjusted for inflation.

As Council's open space asset data improves overtime with superior maintenance management and asset capitalisation, renewal forecasts and targets should be based on the asset register using the acquisition year and useful life (Method 1) to determine future renewal requirements as discussed in 5.4.1.

The projected capital renewal and replacement program is shown in Appendix B.

***Figure 27: Projected Capital Renewal and Replacement Expenditure***




Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

It is critical to ensure that there are sufficient resources to deliver renewal works as a significant risk to Council is being unable to deliver the required program.

Renewals and replacement expenditure in Council's capital works program will be accommodated in the long term financial plan. This is further discussed in Section 6.2.

## 5.5 Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to Council from land development. These assets from growth are considered in Section 4.6.

Council constructs new assets or upgrades/expands existing assets based on the 20 year discretionary Capital Works Program (CWP). Discretionary capital works typically result from the need to address growing demands of the community, deliver higher levels of service, deliver a new service or address a known gap in an existing service.

Council's 20 year discretionary CWP requires several improvements beyond the 5 year planning period for open space initiatives, where projects and funding have not yet been nominated or committed to.

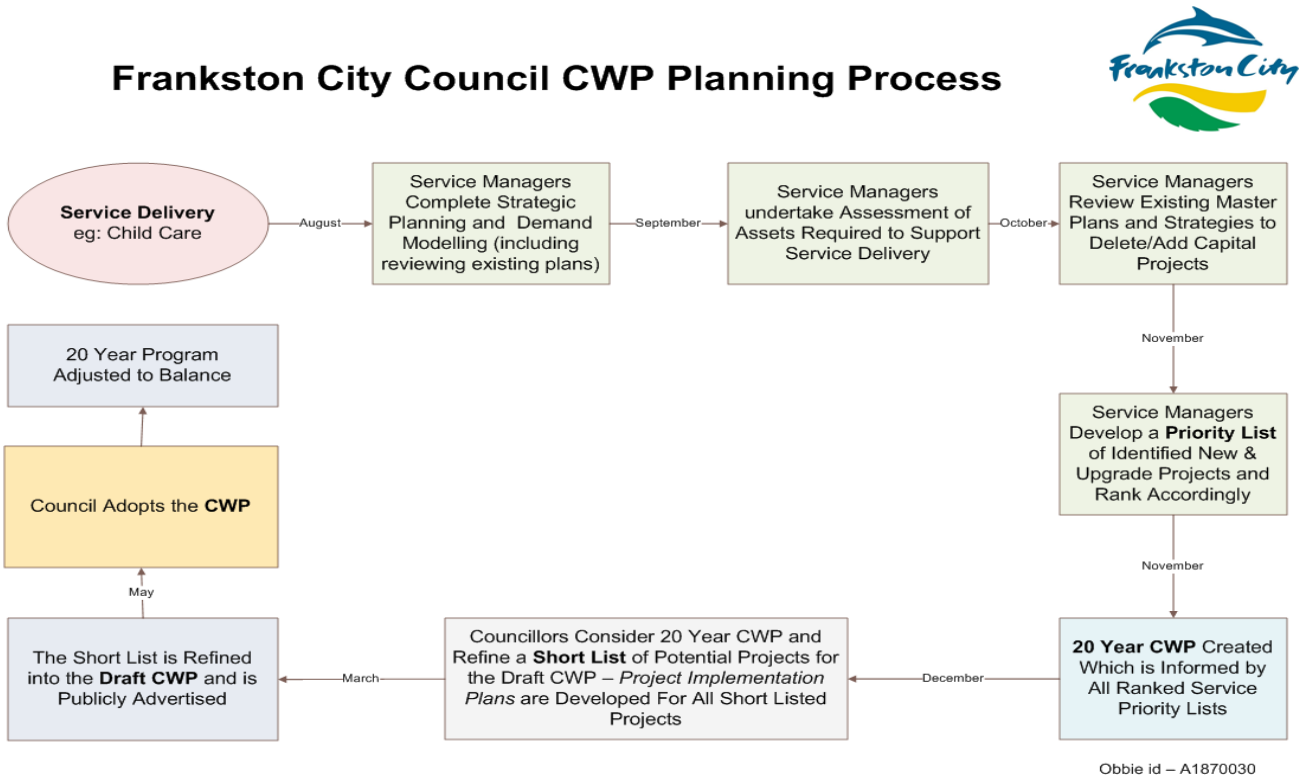
Approximately $143M has been delivered through Council's discretionary CWP over the past 6 years comprising of 7% or $9.93M in open space discretionary expenditure.

### 5.5.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor/executive or community requests, proposals identified by strategic plans and master plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds are scheduled in future works programmes.

Council's discretionary CWP planning process is shown in Figure 28.

***Figure 28: Discretionary Capital Works Planning Process***



Each Service Manager is responsible for the development of a quadruple bottom line ranking criteria for each of their sub programs to prioritise projects according to Governance, Environmental, Social and Economic factors.

The Manager of Infrastructure and Community Strengthening is the Service Manager responsible for the prioritisation of all open space discretionary projects.

Open space discretionary projects are ranked and prioritised based on one of three project classifications:

- Open Space, Foreshore and Unstructured/Passive Initiatives
- Playground and Playspace Initiatives
- Structured Recreation Initiatives

Priorities listed under Structure Recreation Initiatives have been further broken down and ranked according to major asset types such as pavilions, sports playing surfaces, sports lighting etc. as they are vastly different assets providing different services to the community.

The Service Managers may decide to create different ranking criterion for Open Space, Foreshore and Unstructured / Passive Initiatives and Playground and Playspace Initiatives based on varying asset types once service planning achieves greater maturity.

The priority ranking criteria for each project classification developed in 2016 is detailed in Table 30, Table 31 and Table 32.

*Table 30: Discretionary Open Space, Foreshore & Unstructured/Passive Initiatives Priority Ranking Criteria*

| Ranking Attribute | Ranking Criteria | Weighting (%) |
|---|---|---|
| Governance | Is the project a result of –<br>1. Council Plan Initiative<br>2. Council Resolution<br>3. Audit and Risk Committee Recommendation<br>4. EMT Approved Business Case<br>5. Nil or Unknown Approvals | <br>20<br>15<br>10<br>8<br>0 |
| Social | Need – Capacity to address current and future needs of the community | 20 |
| Social | Diversity – Ability to support a diversity of use across community needs | 20 |
| Social | Access – Contributes to optimal community access to open space | 20 |
| Economic | How will the project be funded –<br>1. External funding sources<br>2. Partnership with Council (>50% contribution from external funding sources)<br>3. Partnership with Council (<50% contribution from external funding sources)<br>4. Council Rates | <br>10<br>8<br>5<br>3 |
| Environmental | How will the project benefit the environment –<br>1. Reduce Water and Energy Use, Waste Generation and Improve Biodiversity and Water Quality<br>2. Reduce Waste Generation Only<br>3. Reduce Water and Energy Use Only<br>4. Improve Biodiversity and Water Quality Only<br>5. Use of Recyclable Materials Only<br>6. Nil | <br>10<br>7<br>7<br>7<br>5<br>0 |
| | **TOTAL** | **100 %** |

*Table 31: Discretionary Structured Recreation Initiatives Priority Ranking Criteria*

| Ranking Attribute | Ranking Criteria | Weighting (%) |
|---|---|---|
| Governance | Is the project a result of –<br>1. Council Plan Initiative<br>2. Council Resolution<br>3. Audit and Risk Committee Recommendation<br>4. EMT Approved Business Case<br>5. Nil or Unknown Approvals | <br>25<br>20<br>18<br>16<br>0 |
| Social | Who will benefit from the project –<br>1. Disadvantaged or Marginalised Community Groups<br>2. Greater than 20,000 Residents<br>3. 10,000 - 20,000 Residents<br>4. 1,000 - 19,999 Residents<br>5. Less than 1,000 Residents | <br>25<br>25<br>20<br>18<br>16 |
| Economic | How will the project be funded –<br>1. External funding sources<br>2. Partnership with Council (>50% contribution from external funding sources)<br>3. Partnership with Council (<50% contribution from external funding sources)<br>4. Council Rates | <br>25<br>20<br>18<br>16 |
| Environmental | How will the project benefit the environment –<br>1. Reduce Water and Energy Use, Waste Generation and Improve Biodiversity and Water Quality<br>2. Reduce Waste Generation Only<br>3. Reduce Water and Energy Use Only<br>4. Improve Biodiversity and Water Quality Only<br>5. Use of Recyclable Materials Only<br>6. Nil | <br>25<br>20<br>20<br>20<br>18<br>0 |
| | **TOTAL** | **100 %** |

***Table 32: Discretionary Playground and Playspace Initiatives Priority Ranking Criteria***

| Ranking Attribute | Ranking Criteria | Weighting (%) |
|---|---|---|
| Governance | Is the project a result of –<br>1. Council Plan Initiative<br>2. Council Resolution<br>3. Audit and Risk Committee Recommendation<br>4. EMT Approved Business Case<br>5. Nil or Unknown Approvals | <br>15<br>10<br>9<br>8<br>0 |
| Governance | Is the project currently achievable –<br>1. Highly achievable<br>2. Likely achievable<br>3. Difficult to achieve | <br>10<br>7<br>4 |
| Social | Play experience rating –<br>1. No playground<br>2. Extremely poor range of equipment<br>3. Poor range of equipment<br>4. Good range of equipment<br>5. Ideal range of equipment | <br>15<br>10<br>5<br>1<br>0 |
| Social | Play space walking gap –<br>1. Playground has no overlaps within walking network<br>2. Minimal walking network overlap<br>3. High overlap in walking network | <br>10<br>7<br>3 |
| Social | Playground Hierarchy –<br>1. Regional<br>2. District<br>3. Local<br>4. Sub-local | <br>10<br>5<br>2<br>1 |
| Economic | How will the project be funded –<br>1. External funding sources<br>2. Partnership with Council (>50% contribution from external funding sources)<br>3. Partnership with Council (<50% contribution from external funding sources)<br>4. Council Rates | <br>10<br>8<br>6<br>4 |
| Economic | Current condition –<br>1. No playground<br>2. Replacement required<br>3. Significant modification required<br>4. Minor modification required | <br>15<br>10<br>5<br>1 |
| Environmental | How will the project benefit the environment –<br>1. Reduce Water and Energy Use, Waste Generation and Improve Biodiversity and Water Quality<br>2. Reduce Waste Generation Only<br>3. Reduce Water and Energy Use Only<br>4. Improve Biodiversity and Water Quality Only<br>5. Use of Recyclable Materials Only<br>6. Nil | <br>15<br>8<br>8<br>8<br>6<br>0 |
| | **TOTAL** | **100 %** |

### 5.5.2 Capital Investment Strategies

The organisation will plan capital upgrade and new projects to meet level of service objectives by:

- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner,
- Undertake project scoping for all capital upgrade/new projects to identify:
    - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset,

- the project objectives to rectify the deficiency including value management for major projects,
- the range of options, estimated capital and life cycle costs for each options that could address the service deficiency,
- management of risks associated with alternative options,
- evaluate the options against evaluation criteria adopted by Council, and;
- select the best option to be included in capital upgrade/new programs.

- Review current and required skills base and implement training and development to meet required construction and project management needs,
- Review management of capital project management activities to ensure Council is obtaining best value for resources used.

### 5.5.3 Summary of future upgrade/new/expansion assets expenditure

Projected upgrade/new/expansion asset expenditures from Council's 20 year discretionary Capital Works Program (CWP) are summarised in Figure 29.

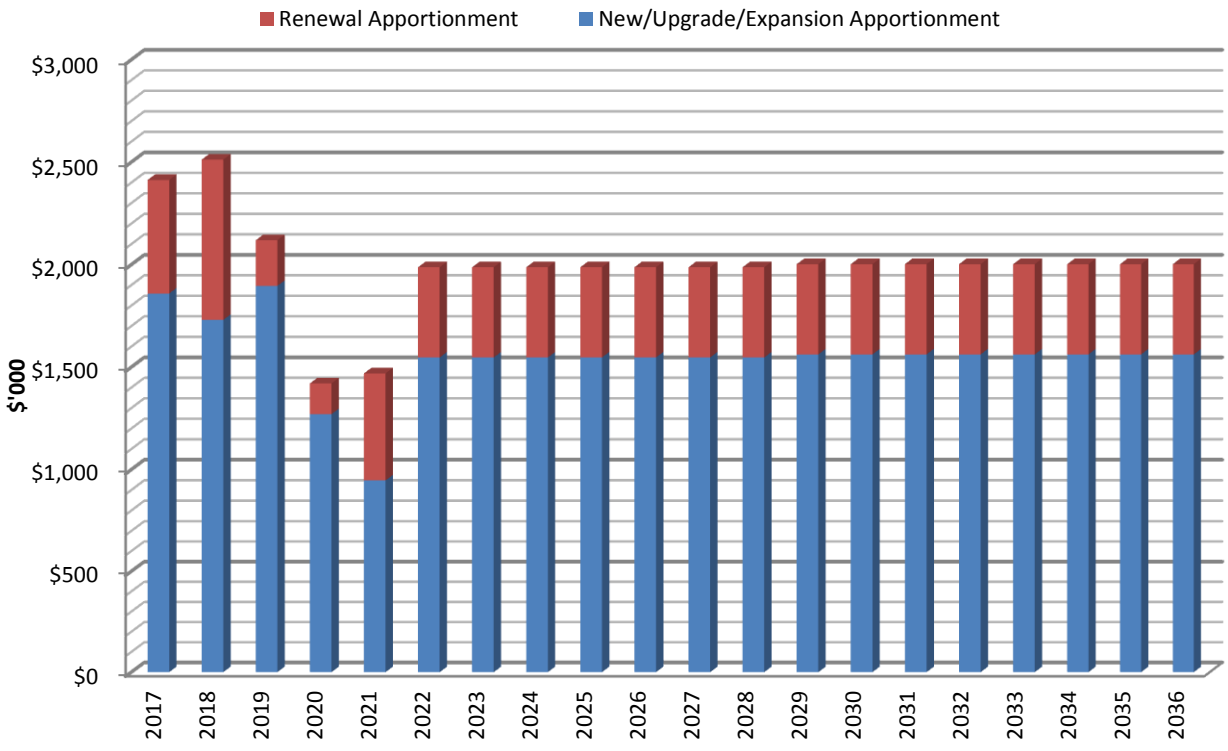
Forecasts for the first 5 years of the planning period have been determined directly from the CWP whilst the following 15 years are an average of the first 5 due to the lack of long term capital planning available.

The renewal component of the discretionary works has been highlighted to demonstrate the contribution to renewal expenditure through the discretionary CWP.

The renewal component of discretionary works has been estimated on an individual project basis according to the scope and nature of works involved.

The projected upgrade/new CWP is shown in Appendix C. All amounts are shown as nominal values.

***Figure 29: Projected Capital Upgrade/New/Expansion Expenditure***



Expenditure on new assets and services in the organisation's capital works program will be accommodated in the long term financial plan. This is further discussed in Section 6.2.

Discretionary projects and budgets will be most susceptible to change under the rate capped environment, with renewal and compliance (non-discretionary) capital works being a priority.

## 5.6 Disposal Plan

The disposal of assets is a critical part of the asset lifecycle and should be considered throughout service planning processes. It enables Council to reduce its asset management liabilities once assets have reached their useful lives, as well as create opportunity for new assets and services to fill the gaps identified within service plans.

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Any revenue gained from asset disposals is accommodated in Council's long term financial plan.

Where cash flow projections from asset disposals are not available, these will be developed in future revisions of this asset management plan.

Council's Asset Options Policy and Procedure are both currently under development and are planned for adoption in the 2016/17 financial year.

The Asset Options Policy is intended to guide decision making around the assessment, rationalisation and disposal of Council owned assets in line with community needs and expectations.

The Asset Options Procedure will provide guidance to Council officers implementing the Asset Options Policy, and will focus primarily on steps to take to assess, rationalise, transfer and dispose high value, physical assets.

No open space assets have been identified for disposal or rationalisation at this stage.

The adoption of the Policy and Procedure will provide the framework to determine assets which require rationalisation and disposal.

## 5.7 Service Consequences and Risks

Council has prioritised decisions made in adopting this AM Plan to obtain the optimum benefits from its available resources. Decisions were made based on the development of 3 scenarios of AM Plans.

**Scenario 1** - What we would like to do based on asset register data

**Scenario 2 –** What we should do with existing budgets and identifying level of service and risk consequences (i.e. what are the operations and maintenance and capital projects we are unable to do, what is the service and risk consequences associated with this position). This may require several versions of the AM Plan.

**Scenario 3 –** What we can do and be financially sustainable with AM Plans matching long-term financial plans.

The development of scenario 1 and scenario 2 AM Plans provides the tools for discussion with the Council and community on trade-offs between what we would like to do (scenario 1) and what we should be doing with existing budgets (scenario 2) by balancing changes in services and service levels with affordability and acceptance of the service and risk consequences of the trade-off position (scenario 3).

Scenario 2 has been used for this AM Plan.

### 5.7.1 What we cannot do

There are some operations and maintenance activities that are unable to be undertaken within the next 20 years based on the current operational budget given the growth in new assets.

It is recommended that Council redistributes surplus renewal funding to the operations/maintenance budget in order to mitigate risks and achieve service outcomes.

A shortfall of approximately $79K p.a. currently exists in the operational budget over the next 20 years as discussed in Section 5.3.6.

As a result of this shortfall, the following operational or maintenance activities (service standards) will need to be reduced in order to utilise funding on critical activities associated with the growing open space asset portfolio:

- Weed management services within passive and conservation reserves.
- Mowing frequency at Large Local, Small Local, Linear and Other open spaces, including Local level sporting grounds and surrounds.
- Reduced servicing of garden beds at the entrance to estates and within traffic management devices.
- Replanting of street trees which are removed, as Council is under no obligation to do so.
- Flora management within passive and conservation reserves including pruning, clearing and revegetation.

Operational staff determined that the above activities were least critical in the management of open space services and assets, and that service levels could be reduced without causing significant risk to the community or the organisation.

Table 33 shows the budget implications due to the 20 year operational funding shortfall of $79K p.a.

***Table 33: Operational Budget Implications due to Funding Shortfall***

| | **Natural Reserves Maintenance** | **Foreshore Reserve Maintenance** | **Sporting Reserves Maintenance** | **Neighbour-hood & Feature Parks** | **George Pentland Botanic Gardens** | **Centenary Park Golf Course** | |
|---|---|---|---|---|---|---|---|
| **Current Budget** | **$1,716,246** | **1,352,307** | **2,636,006** | **2,994,828** | **348,370** | **958,865** | |
| **Activity** | | | | | | | |
| Reduction of weed management services within passive and conservation reserves. | | -$9,000 | | | | | **-$9,000** |
| Reduction in mowing frequency at Large Local, Small Local, Linear and Other open spaces. | | | -$10,000 | -$10,000 | | | **-$20,000** |
| Reduced servicing of garden beds at the entrance to estates and within traffic management devices. | | | | -$20,000 | | | **-$20,000** |
| Reduction in the number of street trees planted or replanted. | | | | -$10,000 | | | **-$10,000** |
| Reduced flora management within passive and conservation reserve. | -$10,000 | -$10,000 | | | | | **-$20,000** |
| **TOTAL** | **-$10,000** | **-$19,000** | **-$10,000** | **-$40,000** | **-$0** | **-$0** | **-$79,000** |

### 5.7.2 Service consequences

Operations and maintenance activities that cannot be undertaken (as shown in Table 33) will maintain or create service consequences for users. These include:

- Large Local, Small Local, Linear and Other open spaces will receive 11 cuts per year instead of 12. This will leave the grass at a slightly longer length and could make leisure activities such as walking, cycling, playing ball sports or having a picnic difficult and unpleasant.

- Grassed sporting surfaces identified as Local level grounds as per the Sports Development Plan 2013 – 2019 will receive 38 cuts per year instead of 41 cuts. Some sports may be affected by the longer length grass such as cricket or football; however it is unlikely that there may be a need to postpone scheduled matches.

- Weed management services will be reduced from treating 458Ha p.a. to 452Ha p.a., translating to a 1.4% reduction. Users may see a slight decline in visual appearance of some passive open space as weed infestation increases.

- Roadside garden beds and garden beds within traffic management devices will receive approximately 1 less service each year from 8 to 7 services. As roadside garden beds become dilapidated they will likely be removed and replaced with a less maintenance intensive surface such as turf or a faux brick patterned concrete.

- A reduction of approximately 25% in the number of street trees planted annually. Street trees which are removed may not be replaced, affecting local streetscape aesthetics and potential disruption of bird and wildlife habitats.

- Flora management works at passive and conservation reserves will reduce by 8% from 458Ha p.a. to 421Ha p.a. This could result in unappealing overgrown areas of bushland/reserve and create accessibility issues for users of the passive space.

### 5.7.3 Risk consequences

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences for the organisation. These include:

- Overgrown trees, grass or noxious weeds impeding footpaths, walking tracks, boardwalks, staircases etc. causing injury to users (cyclists/jogger) or extending into private property resulting in increasing customer service requests.

- Biodiversity issues from an increase in pests, snakes and targeted noxious weed species due to reduced flora management and overgrown bushland areas.

- Increase in the number of major medical incidents as a result of snake bites.

- Possible delay of sporting activities at active reserves due to the reduced number of cuts per year on Local level sporting grounds.

- Community use of passive open spaces may gradually reduce following the decrease in service levels, impacting on people's quality of life, health and wellbeing and social connectivity.

- Potential disruption to native plant and animal species i.e. less street trees and overgrown natural reserves with pest infestation.

- Increased probability and consequence of a bushfire or grassfire, particularly at conservation reserves and bushland areas due to a slight increase in flora density.

# 6. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

For the purpose of this asset management plan, only Method 2, Scenario 2 will be considered. Scenario 3 (balancing operational and capital proposals with Council's long term financial plan) has been reserved for later revisions of this Plan, where service planning has been undertaken, agreed service levels have been determined with the community and a 10 year LTFP or budget is adopted.

## 6.1 Financial Statements and Projections

The financial projections are shown in Figure 30 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). Note that all costs are shown in current 2016 dollar values (nominal values) and no cost escalation factor for inflation has been applied.

***Figure 30: Projected Operating and Capital Expenditure***

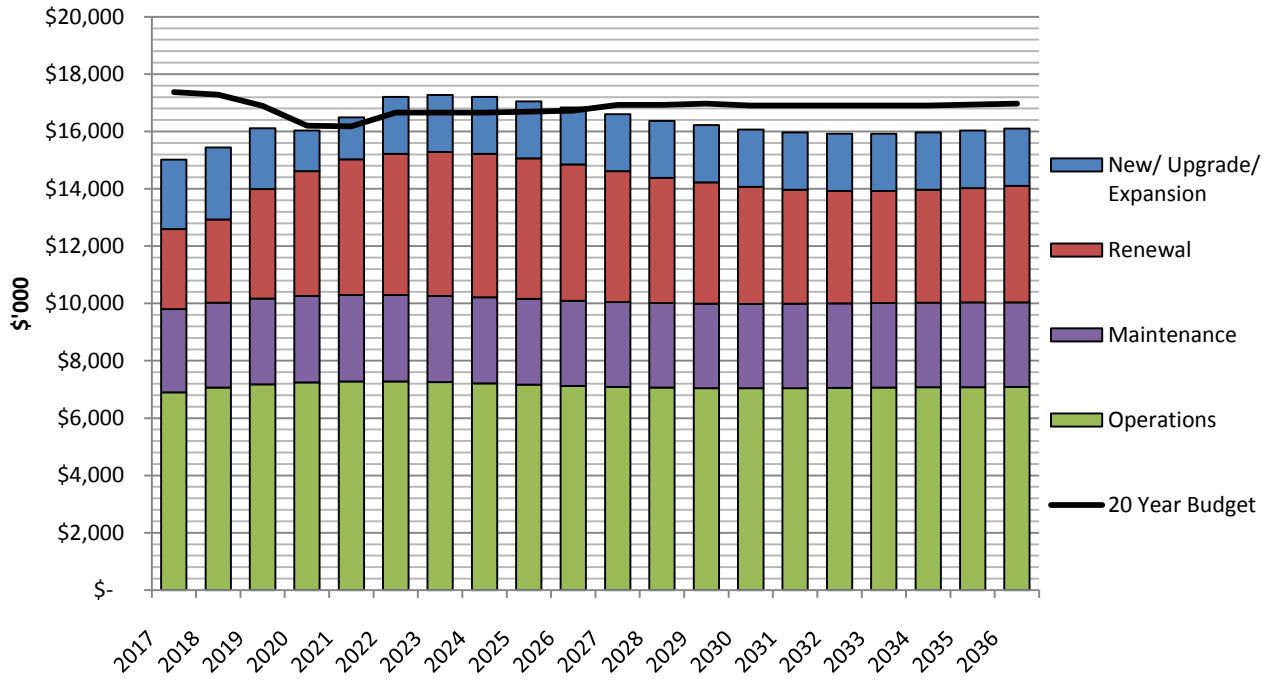



Figure 30 data is shown in Table 34.

***Table 34: Projected Operating and Capital Expenditure ($'000)***

| Year | Maintenance | Operations | 20 Year Discretionary CWP | Capital Renewal (Moloney Model) | Required Expenditure (Optimal Scenario) | Previous Modelling (Budget) | Cumulative Shortfall / Surplus |
|---|---|---|---|---|---|---|---|
| **2017** | $ 2,897 | $ 6,903 | $ 2,413 | $ 2,799 | $ 15,012 | $ 17,375 | $ 2,363 |
| **2018** | $ 2,952 | $ 7,070 | $ 2,512 | $ 2,909 | $ 15,443 | $ 17,289 | $ 4,209 |
| **2019** | $ 2,988 | $ 7,179 | $ 2,119 | $ 3,821 | $ 16,107 | $ 16,896 | $ 4,998 |
| **2020** | $ 3,010 | $ 7,246 | $ 1,420 | $ 4,363 | $ 16,039 | $ 16,197 | $ 5,156 |
| **2021** | $ 3,020 | $ 7,276 | $ 1,468 | $ 4,731 | $ 16,495 | $ 16,180 | $ 4,841 |
| **2022** | $ 3,019 | $ 7,275 | $ 1,986 | $ 4,923 | $ 17,203 | $ 16,658 | $ 4,296 |
| **2023** | $ 3,012 | $ 7,251 | $ 1,986 | $ 5,025 | $ 17,274 | $ 16,658 | $ 3,680 |
| **2024** | $ 2,999 | $ 7,213 | $ 1,986 | $ 5,010 | $ 17,208 | $ 16,658 | $ 3,130 |
| **2025** | $ 2,985 | $ 7,170 | $ 1,986 | $ 4,909 | $ 17,050 | $ 16,688 | $ 2,768 |
| **2026** | $ 2,971 | $ 7,127 | $ 1,986 | $ 4,750 | $ 16,834 | $ 16,723 | $ 2,657 |
| **2027** | $ 2,959 | $ 7,091 | $ 1,986 | $ 4,563 | $ 16,599 | $ 16,923 | $ 2,981 |
| **2028** | $ 2,950 | $ 7,064 | $ 1,986 | $ 4,370 | $ 16,370 | $ 16,923 | $ 3,534 |
| **2029** | $ 2,945 | $ 7,047 | $ 2,001 | $ 4,228 | $ 16,221 | $ 16,973 | $ 4,286 |
| **2030** | $ 2,943 | $ 7,041 | $ 2,001 | $ 4,083 | $ 16,068 | $ 16,908 | $ 5,126 |
| **2031** | $ 2,943 | $ 7,044 | $ 2,001 | $ 3,979 | $ 15,967 | $ 16,908 | $ 6,067 |
| **2032** | $ 2,946 | $ 7,052 | $ 2,001 | $ 3,922 | $ 15,921 | $ 16,908 | $ 7,054 |
| **2033** | $ 2,950 | $ 7,063 | $ 2,001 | $ 3,910 | $ 15,924 | $ 16,908 | $ 8,038 |
| **2034** | $ 2,953 | $ 7,074 | $ 2,001 | $ 3,936 | $ 15,964 | $ 16,908 | $ 8,982 |
| **2035** | $ 2,956 | $ 7,082 | $ 2,001 | $ 3,990 | $ 16,029 | $ 16,938 | $ 9,891 |
| **2036** | $ 2,957 | $ 7,085 | $ 2,001 | $ 4,061 | $ 16,104 | $ 16,973 | $ 10,760 |
| **TOTAL** | **$ 59,355** | **$ 142,353** | **$ 39,842** | **$ 84,282** | **$ 325,832** | **$ 336,592** | **$ 10,760** |

Note * Value has been averaged based on the first 10 years of the 20 year planning period.

Forecast values were determined through a number of key inputs into the NAMS.Plus Expenditure Template Form 3 (see Appendix D).

Maintenance and operational forecasts were determined as per Section 5.3.6 and do not include the maintenance and operational requirement for new assets (constructed or gifted) acquired during the planning period.

Capital new and upgrade requirements have been determined using Council's 20 year discretionary CWP by summing all open space specific project budgets in a given year. The first 5 years of the planning period were determined and averaged across the next 15 years due to gaps in the long term planning after 5 years.

Capital renewal has been determined using Moloney Condition Modelling. Forecasts incorporate compliance requirements from Council's 20 year non-discretionary CWP along with capital renewal requirements of the current asset stock from the asset condition modelling.

Budget expenditure combines Council's discretionary and non-discretionary CWP including compliance and the 2015/16 open space operating budget of $10.007M.

Figure 30 above shows a funding surplus of $5.156M over the first 4 years between 2017 and 2021 of the planning period. This is indicative of the poor asset data used for condition modelling prior to the 2015 condition audit, which shows open space assets in relatively good condition and not requiring significant renewal during this period.

A funding gap exists over the next six years between 2021 and 2026 due to a rising maintenance requirement as assets age; followed by a spike in asset renewals once they have reached the intervention level26.

Between 2027 and 2026 an average surplus of $810K p.a. exists between the proposed (budget) expenditure and the projected (required expenditure).

A redistribution of renewal funding over the 20 year period is required to eliminate the funding gap between 2021 and 2026.

It is recommended that surplus renewal funds as identified in Section 6.1.1 be reallocated to match the projected expenditure to cover increasing operational costs associated with a growing asset portfolio.

### 6.1.1 Sustainability of service delivery

There are four key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the asset renewal funding ratio, long term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

It is important to note that the following financial indicators have been determined using Council's current budget (determined prior to 2015 modelling with a lack of credible data) and not actual expenditure (delivery) on asset renewals. Refer to Section 5.1.5 for historic expenditure.

#### Asset Renewal Funding Ratio

Asset Renewal Funding Ratio[27] 110%

The Asset Renewal Funding Ratio is the most important indicator and reveals that over the next 10 years, Council is forecasting that it will have 110% of the funds required for the optimal renewal and replacement of its assets.

#### Long term - Lifecycle Cost

Lifecycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset lifecycle. Lifecycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The lifecycle cost for assets covered in this asset management plan is $13,617,000.00 per year (average operations and maintenance expenditure plus depreciation expense projected over 10 years).

Lifecycle costs can be compared to lifecycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Lifecycle expenditure includes operations, maintenance and capital renewal expenditure. Lifecycle expenditure will vary depending on the timing of asset renewals. The lifecycle expenditure over the 10 year planning period is $14,810,000.00 per year (average operations and maintenance plus capital renewal budgeted expenditure in the 20 year non-discretionary CWP over 10 years).

The difference between lifecycle cost and lifecycle expenditure is the lifecycle gap. The lifecycle gap for services covered by this asset management plan is +$1,193,000.00 per year (-ve = backlog, +ve = surplus).

Lifecycle expenditure is 109% of lifecycle costs (based on asset depreciation expense).

The lifecycle costs and lifecycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. Given the lifecycle expenditure is more than the lifecycle cost; Council can continue to deliver the current service levels with the current budget.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist the organisation in providing services to the community in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

[26] See section 7 for more information on intervention levels
[27] AIFMG, 2015, Asset Renewal Funding Ratio, Sec 2.6, p 2.7

### Medium term – 10 year financial planning period

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall or surplus. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets, however it is evident that in this Plan, the gap is due to growing operational requirements from new or upgraded assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is $14,480,000.00 on average per year.

Current (budget) operations, maintenance and capital renewal funding is $14,810,000.00 on average per year giving a 10 year funding surplus of $330,000.00 per year.

This indicates that Council expects to have 102% of the projected expenditures needed to provide the service levels documented in the asset management plan.

### Medium Term – 5 year financial planning period

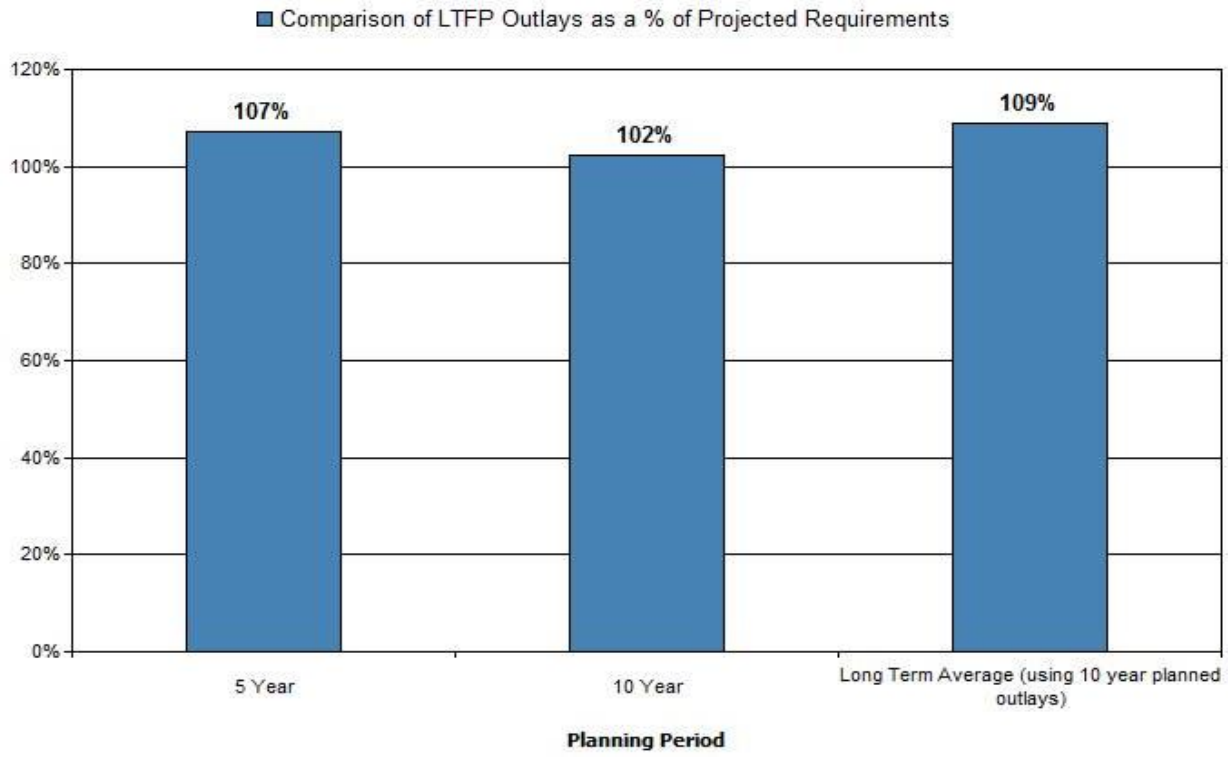
The projected operations, maintenance and capital renewal expenditure required over the first 5 years of the planning period is $13,833,000.00 on average per year.

Current (budget) operations, maintenance and capital renewal funding is $14,817,000.00 on average per year giving a 5 year funding surplus of $984,000.00. This indicates that Council expects to have 107% of projected expenditures required to provide the services shown in this asset management plan.

### Asset management financial indicators

Figure 31 shows the asset management financial indicators over the 10 year planning period and for the long term lifecycle based on the current budget.

***Figure 31: Asset Management Financial Indicators***

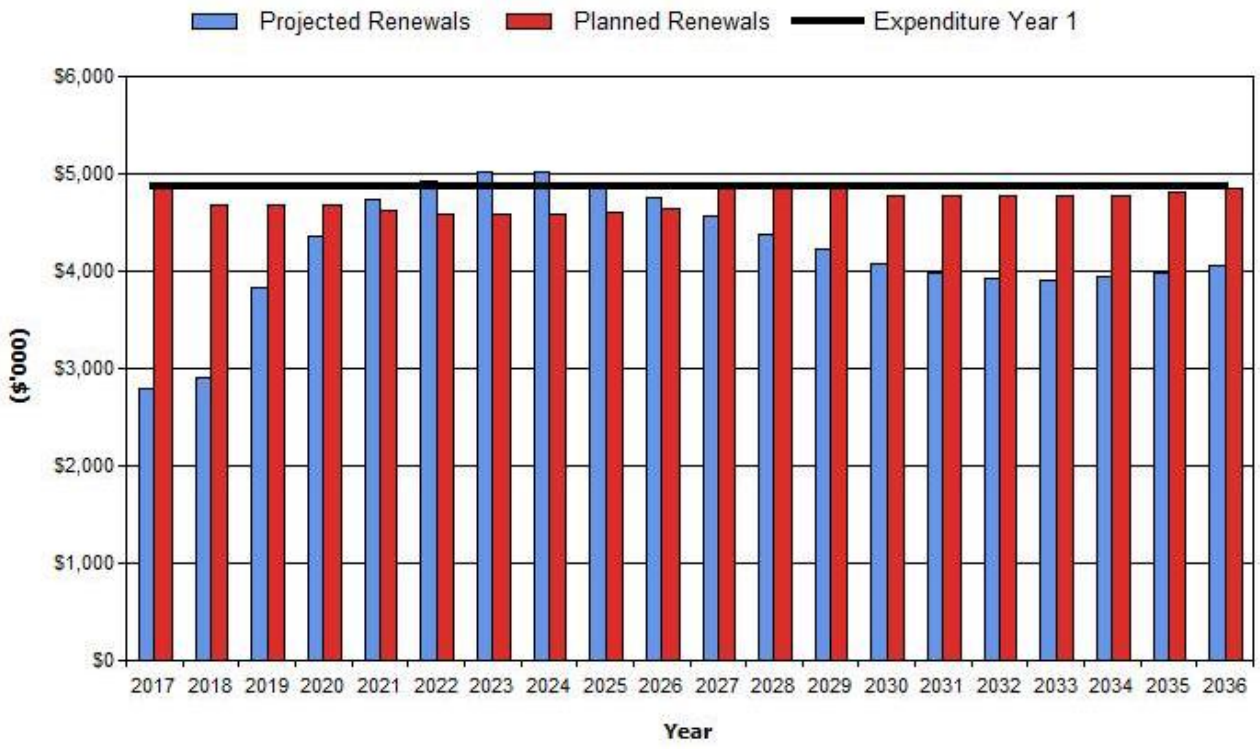


Providing services and associated infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and financing to achieve a financial indicator of approximately 1.0 (100%) for the first years of the asset management plan and ideally over the 10 year life of the Long Term Financial Plan.

Figure 32 shows the projected asset renewal and replacement expenditure over the 20 years of the AM Plan. The projected asset renewal and replacement expenditure is compared to renewal and replacement expenditure in the capital works program, which is accommodated in the long term financial plan.

Project asset renewal and replacement expenditure over the 20 year period have been determined through Moloney Condition Modelling as described in Section 5.4. Figure 32 represents Scenario 2 (Optimal Level Requirement) from the modelling scenarios described in Section 7.

***Figure 32: Projected and LTFP Budgeted Renewal Expenditure***




An overall surplus currently exists between budgeted renewal expenditure and the projected renewals (requirement), generated from the Moloney Condition Modelling.

Council's budget and forecasts were based on the best available asset information at the time, however it is evident that there are discrepancies between the long term budget/forecast and the new projected requirements following asset register and modelling improvements.

Asset data improvements which have significantly influenced the projected requirements include:

- Identification of 14,481 individual open space assets (excluding trees and garden beds) each with individual useful lives, replacement costs and condition ratings,
- Updated asset condition ratings in accordance with recent audit results,
- Updated asset useful lives to better represent today's industry standards,
- Replacement costs attained for each asset from the Open Space Asset Condition Audit, recent capital projects and common industry standards.

Prior condition models showed the peak renewal requirements occurring between 2016 and 2020, however the updated modelling shows the peak occurs between 2021 and 2026, and during this period the project renewals are exceeding the planned renewals.

This could mean Council has been renewing assets prior to reaching intervention level resulting in a higher level of service (particularly for regional parks), or assets are performing better than expected or a combination of both.

Table 35 shows the difference between projected renewal and replacement expenditures and expenditure accommodated in Council's 20 year non-discretionary CWP. Budget expenditures accommodated in the 20 year CWP or extrapolated from current budgets are shown in Appendix D.

***Table 35: Projected and LTFP Budgeted Renewals and Financing Shortfall***

| Year | Scenario 2 Projected Renewals ($000) | LTFP Renewal Budget ($000) | Renewal Financing Shortfall ($000) (-ve Gap, +ve Surplus) | Cumulative Shortfall ($000) (-ve Gap, +ve Surplus) |
|---|---|---|---|---|
| 2017 | $ 2,799 | $ 4,870 | $ 2,071 | $ 2,071 |
| 2018 | $ 2,909 | $ 4,685 | $ 1,776 | $ 3,847 |
| 2019 | $ 3,821 | $ 4,685 | $ 864 | $ 4,711 |
| 2020 | $ 4,363 | $ 4,685 | $ 322 | $ 5,033 |
| 2021 | $ 4,731 | $ 4,620 | -$ 111 | $ 4,922 |
| 2022 | $ 4,923 | $ 4,580 | -$ 343 | $ 4,579 |
| 2023 | $ 5,025 | $ 4,580 | -$ 445 | $ 4,134 |
| 2024 | $ 5,010 | $ 4,580 | -$ 430 | $ 3,704 |
| 2025 | $ 4,909 | $ 4,610 | -$ 299 | $ 3,405 |
| 2026 | $ 4,750 | $ 4,645 | -$ 105 | $ 3,300 |
| 2027 | $ 4,563 | $ 4,845 | $ 282 | $ 3,582 |
| 2028 | $ 4,370 | $ 4,845 | $ 475 | $ 4,057 |
| 2029 | $ 4,228 | $ 4,845 | $ 617 | $ 4,674 |
| 2030 | $ 4,083 | $ 4,780 | $ 697 | $ 5,371 |
| 2031 | $ 3,979 | $ 4,780 | $ 801 | $ 6,172 |
| 2032 | $ 3,922 | $ 4,780 | $ 858 | $ 7,030 |
| 2033 | $ 3,910 | $ 4,780 | $ 870 | $ 7,900 |
| 2034 | $ 3,936 | $ 4,780 | $ 844 | $ 8,744 |
| 2035 | $ 3,990 | $ 4,810 | $ 820 | $ 9,564 |
| 2036 | $ 4,061 | $ 4,845 | $ 784 | $ 10,348 |
| **20 Year Average** | **$ 4,214** | **$ 4,732** | **$ 517** | **-** |
| **TOTAL** | **$ 84,282** | **$ 94,630** | **$ 10,348** | **$ 10,348** |

*Note: A negative shortfall indicates a financing gap, a positive shortfall indicates a surplus for that year.*

Providing services in a sustainable manner will require matching of projected asset renewal and replacement expenditure to meet agreed service levels with the corresponding capital works program accommodated in the long term financial plan.

### 6.1.2 Projected expenditures for long term financial plan

Table 36 shows the projected expenditures for the long term financial plan.

Expenditure projections are in current 2016 nominal values.

*Table 36: Projected Expenditures for Long Term Financial Plan ($000)*

| Year | Operations ($000) | Maintenance ($000) | Projected Capital Renewal ($000) | Capital Upgrade/ New ($000) | Disposals ($000) |
|---|---|---|---|---|---|
| 2017 | $ 6,903 | $ 2,897 | $ 2,799 | $ 2,413 | $ 0 |
| 2018 | $ 7,070 | $ 2,952 | $ 2,909 | $ 2,512 | $ 0 |
| 2019 | $ 7,179 | $ 2,988 | $ 3,821 | $ 2,119 | $ 0 |
| 2020 | $ 7,246 | $ 3,010 | $ 4,363 | $ 1,420 | $ 0 |
| 2021 | $ 7,276 | $ 3,020 | $ 4,731 | $ 1,468 | $ 0 |
| 2022 | $ 7,275 | $ 3,019 | $ 4,923 | $ 1,986 | $ 0 |
| 2023 | $ 7,251 | $ 3,012 | $ 5,025 | $ 1,986 | $ 0 |
| 2024 | $ 7,213 | $ 2,999 | $ 5,010 | $ 1,986 | $ 0 |
| 2025 | $ 7,170 | $ 2,985 | $ 4,909 | $ 1,986 | $ 0 |
| 2026 | $ 7,127 | $ 2,971 | $ 4,750 | $ 1,986 | $ 0 |
| 2027 | $ 7,091 | $ 2,959 | $ 4,563 | $ 1,986 | $ 0 |
| 2028 | $ 7,064 | $ 2,950 | $ 4,370 | $ 1,986 | $ 0 |
| 2029 | $ 7,047 | $ 2,945 | $ 4,228 | $ 2,001 | $ 0 |
| 2030 | $ 7,041 | $ 2,943 | $ 4,083 | $ 2,001 | $ 0 |
| 2031 | $ 7,044 | $ 2,943 | $ 3,979 | $ 2,001 | $ 0 |
| 2032 | $ 7,052 | $ 2,946 | $ 3,922 | $ 2,001 | $ 0 |
| 2033 | $ 7,063 | $ 2,950 | $ 3,910 | $ 2,001 | $ 0 |
| 2034 | $ 7,074 | $ 2,953 | $ 3,936 | $ 2,001 | $ 0 |
| 2035 | $ 7,082 | $ 2,956 | $ 3,990 | $ 2,001 | $ 0 |
| 2036 | $ 7,085 | $ 2,957 | $ 4,061 | $ 2,001 | $ 0 |
| **TOTAL** | **$ 142,350.91** | **$ 59,354.39** | **$ 84,282.00** | **$ 39,842.25** | **$ 0** |

## 6.2 Funding Strategy

After reviewing service levels, as appropriate to ensure ongoing financial sustainability projected expenditures identified in Section 6.1.2 will be accommodated in the Council's 10 year long term financial plan.

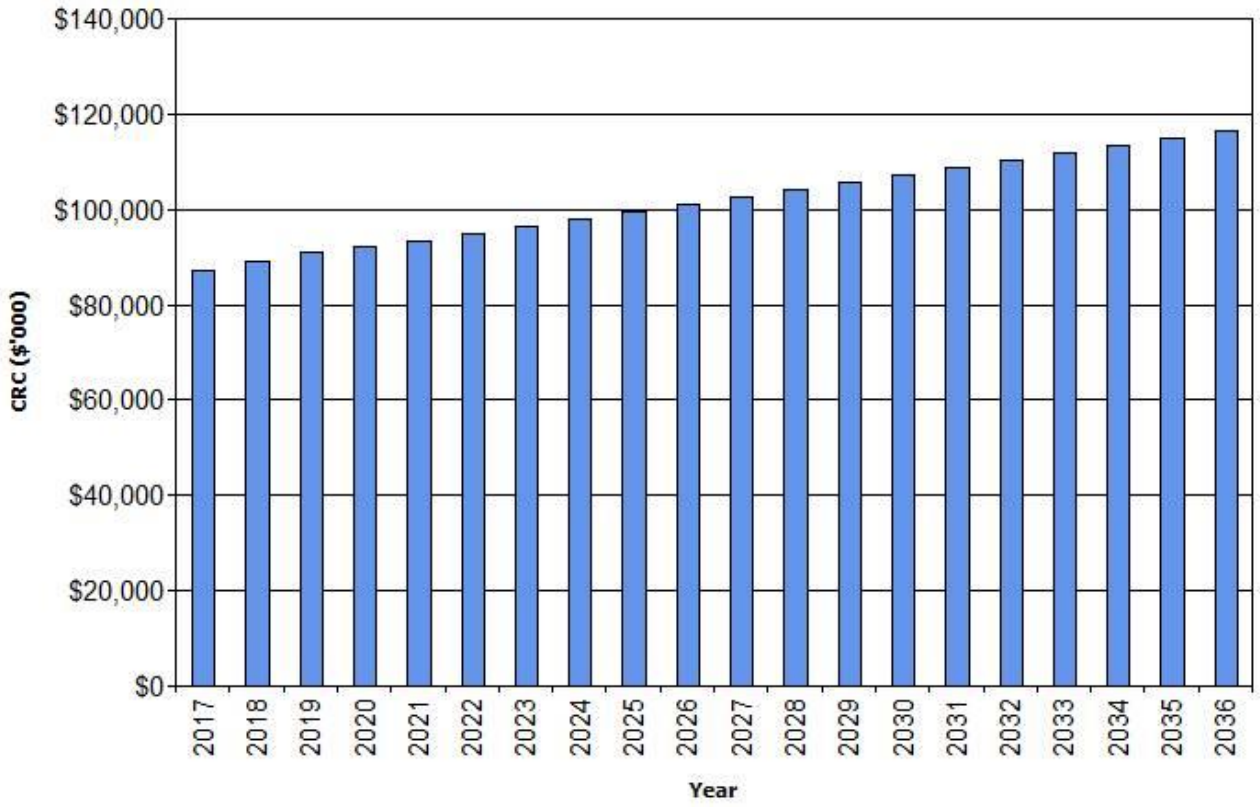
## 6.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council.

Council will continue to construct and implement new open space assets to support services and growing community demands as described in Section 4. Population growth is a primary driver for Council to improve and grow its open space asset base. Service plans will be used to guide open space discretionary works to meet service needs and to maintain adequate provision of quality open space assets.

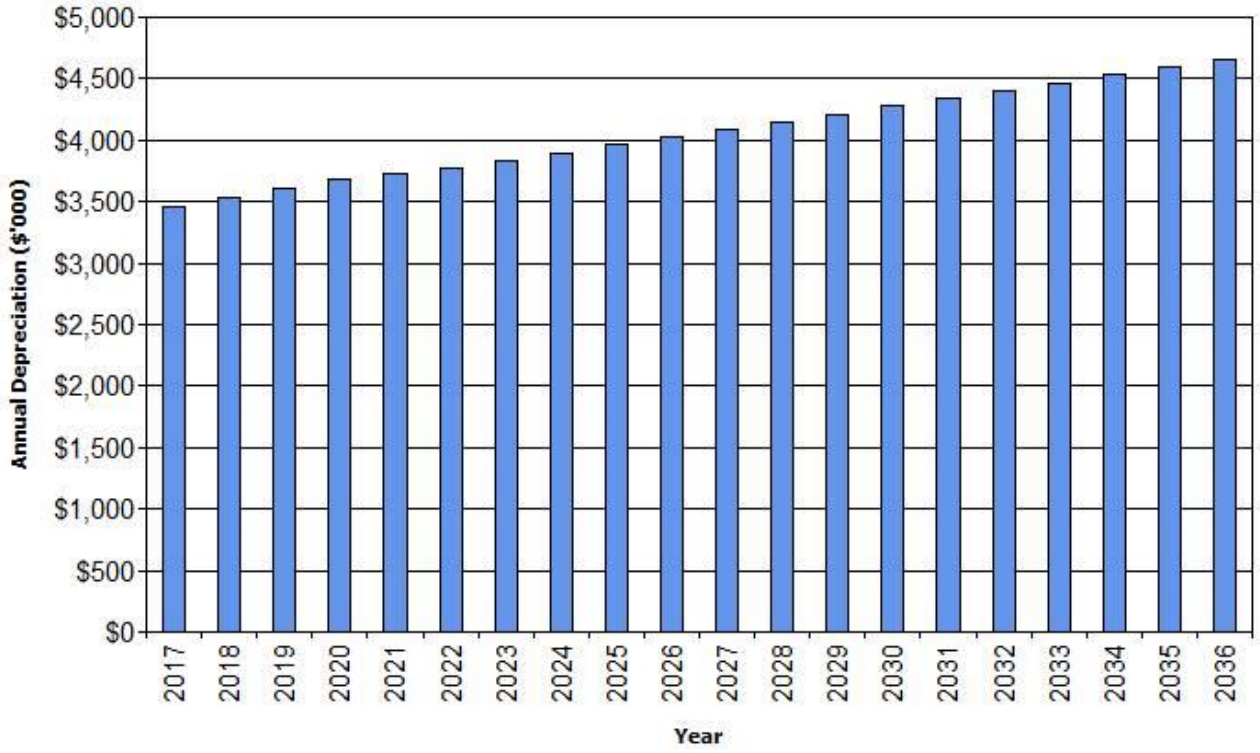
Figure 33 shows the projected asset values over the planning period (nominal values, not adjusted for inflation).

***Figure 33: Projected Asset Value – Current Replacement Cost***




Depreciation expense values are forecast in line with asset values as shown in Figure 34.

***Figure 34: Projected Depreciation Expense – Annual Depreciation***

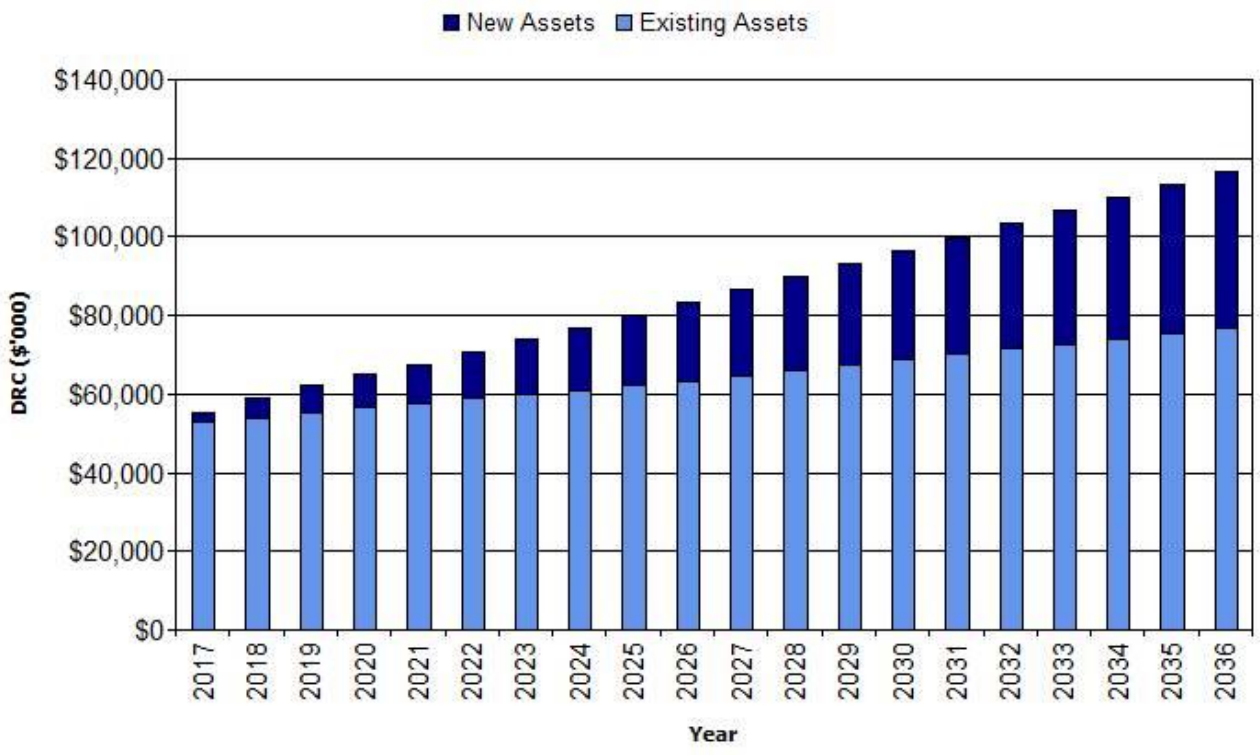


The increase in projected depreciation **expense** is due to additions to the asset stock from constructed assets based on Council's 20 year discretionary CWP. Discretionary expenditure for the first 5 years has been taken directly from the CWP, whilst projections for the next 15 years are based on the average of the first 5 years. This is due to insufficient project information for discretionary works beyond 5 years.

In order to accurately forecast projected asset values and depreciation expense, the renewal apportionment from the discretionary works was omitted to ensure only the upgrade, new and expansion aspects of the project were reflected in the forecasts.

The depreciated replacement **cost** will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Figure 35. The depreciated replacement cost of contributed and new assets is shown in the darker colour and in the lighter colour for existing assets.

***Figure 35: Projected Depreciated Replacement Cost – Written Down Value***




Existing asset depreciated replacement cost has been determined using the current depreciated replacement cost of assets plus budgeted renewal expenditure less their annual depreciation.

New asset depreciated replacement costs have been determined using Council's 20 year discretionary CWP.

An increasing projected depreciated replacement cost in existing assets (lighter colour), indicates that annual (budgeted) renewal funding is currently exceeding annual asset depreciation over the 20 year planning period, resulting in an increased carrying value of the asset portfolio.

To maintain existing asset depreciation replacement cost and hence maintain existing assets at their current condition/value, Council must consider redistributing current renewal funding to align more closely to the Average Annual Asset Consumption (AAAC). This will ensure the carrying value of Council's existing open space assets remain relatively constant.

## 6.4 Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan and risks that these may change are shown in Table 37.

***Table 37: Key Assumptions made in AM Plan and Risks of Change***

| Key Assumptions | Risks of Change to Assumptions |
|---|---|
| Utilising a Method 2 approach (Moloney Condition Model) to provide more accurate renewal funding requirements instead of Method 1 (Asset Register). | **Moderate Risk**<br>Ideally, Method 1 would be utilised as it determines funding requirements based on the asset register and individual asset useful lives. |
| Forecasts within the Plan have been based on Scenario 2 (intervention level at 7 out of 10) as described in Section 7. | **Low Risk**<br>Scenario 2 provides the most cost effective funding strategy for Council based on current asset condition. |
| 0% asset growth from donated or contributed assets to the organisation free-of-cost. | **Low Risk**<br>Frankston City is not experiencing significant growth and development. |
| All assets within Council's open space portfolio will remain in Council's ownership throughout the planning period. | **Moderate Risk**<br>Open space land sale is a possibility however infrastructure assets are likely to remain under Council's ownership. |
| Additional maintenance and operational expenditure requirements from new/upgraded assets have been assumed negligible over this planning period due to the low ongoing costs required for most open space infrastructure assets. | **Moderate Risk**<br>The addition of new living assets such as trees and sporting ovals can have a greater effect on operational/maintenance requirements; however the development of a brand new grassed sporting ground over the planning period is unlikely. |
| Agreed technical and community levels of service will remain constant throughout the planning period. | **High Risk**<br>Significant budget constraints due to rate capping could result in the need to reduce some open space service standards. |
| Asset age and remaining life was assumed based on useful lives from industry standards and asset condition, which was determined based on Council's condition grading model (Table 20) at the auditor's discretion. | **Medium Risk**<br>Significant variance in asset useful lives and hence the remaining life of an asset can influence the renewal modelling and will affect asset funding requirements. |
| Capital renewal apportionment of new/upgrade capital works. | **Medium Risk**<br>Assumed based on project scope and description of works. |
| Modelling assumed that an asset renewal returns the asset to an 'as new' condition. | **Low Risk**<br>All open space assets are typically renewed to an 'as new' condition. |
| Capital works to renew assets based on perceived functionality have not been considered within forecasted requirements. | **High Risk**<br>Council often renews assets such as playgrounds based on a perceived functionality aspect as opposed to condition. |
| Renewal works contained within Council's 20 year non-discretionary CWP has no upgrade or expansion component. | **Low Risk**<br>Renewal programs can include some minor aspect of expansion or upgrade works. |

## 6.5 Forecast Reliability and Confidence

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale[28] in accordance with Table 38.

***Table 38: Data Confidence Grading System***

| Confidence Grade | Description |
|---|---|
| A Highly reliable | Data based on sound records, procedures, investigations and analysis, documented properly and recognised as the best method of assessment. Dataset is complete and estimated to be accurate ± 2% |
| B Reliable | Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10% |
| C Uncertain | Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25% |
| D Very Uncertain | Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy ± 40% |
| E Unknown | None or very little data held. |

The estimated confidence level for data and reliability of data used in this AM Plan is shown in Table 39.

***Table 39: Data Confidence Assessment for Data used in AM Plan***

| Data | Confidence Assessment | Comment |
|---|---|---|
| Demand drivers | C | Estimated and sourced from Council's Open Space Strategy and Sports Development Plan. Service planning is required to improve confidence. |
| Growth projections | B | Frankston City online profile and 2011 Census data used. |
| Operations expenditures | C | Service expenditures determined from functional analysis and 'Zero Base Budget' approach. |
| Maintenance expenditures | C | Service expenditures determined from functional analysis and 'Zero Base Budget' approach. |
| Projected renewal expenditure.<br>- Asset values | B | 20 year non-discretionary capital works program based on asset condition modelling. Need to incorporate functionality and utilisation assessments to improve forecasting. |
| - Asset residual values | C | Estimated using straight line depreciation. Reliant on useful life asset data. |
| - Asset useful lives | C | Sourced from external Open Space Assets Condition Audit 2015, staff knowledge and industry guidelines from the Parks Asset Management Practice Note 10.2, 2016. |
| - Condition modelling | B | Based on Moloney Condition Modelling revised in August 2016. |
| - Network renewals | B | Based on Moloney Condition Modelling revised in August 2016. |
| - Defect repairs | D | Currently ad hoc. |
| Upgrade/New expenditures | C | Short to medium term (5 years) planning available. |
| Disposal expenditures | D | Asset Options Policy & Procedure documents to be used to generate a 5 year rationalisation plan. |

Data confidence is assessed as medium confidence level for data used in the preparation of this AM Plan.

In order to improve data confidence and reliability of this asset management plan, tasks in the Improvement Plan (Section 8.2) should be carried out within their given timelines and documented in future revisions of this Plan.

[28] IPWEA, 2011, IIMM, Table 2.4.6, p 2|59.

# 7. FINANCIAL MODELLING FOR LONG TERM SUSTAINABILITY

Under a rate-capped environment, the challenge for Council is to determine the level of service to be provided to the community and the corresponding expenditure requirements now and into the future.

To determine agreed sustainable levels of service between Council and the community, a range of factors need to be considered which influence the future funding requirements of service delivery.

Factors include:

- Current condition of the assets;
- Current maintenance and renewal expenditure;
- Current maintenance and capital works practice;
- Rate capping;
- Planned new and upgrade works;
- Planned asset disposals;
- Asset degradation;
- Land use; and
- Changing utilities (water, electricity and gas) costs.

## 7.1 Funding Scenario Models

Financial modelling for long term sustainability intends to guide Council decision making by comparing three funding scenarios over a 20 year period.

Table 40 provides a summary of the three funding scenarios undertaken including Council's Existing Level Requirements and two alternative scenario models.

***Table 40: Long Term Capital Funding Scenarios***

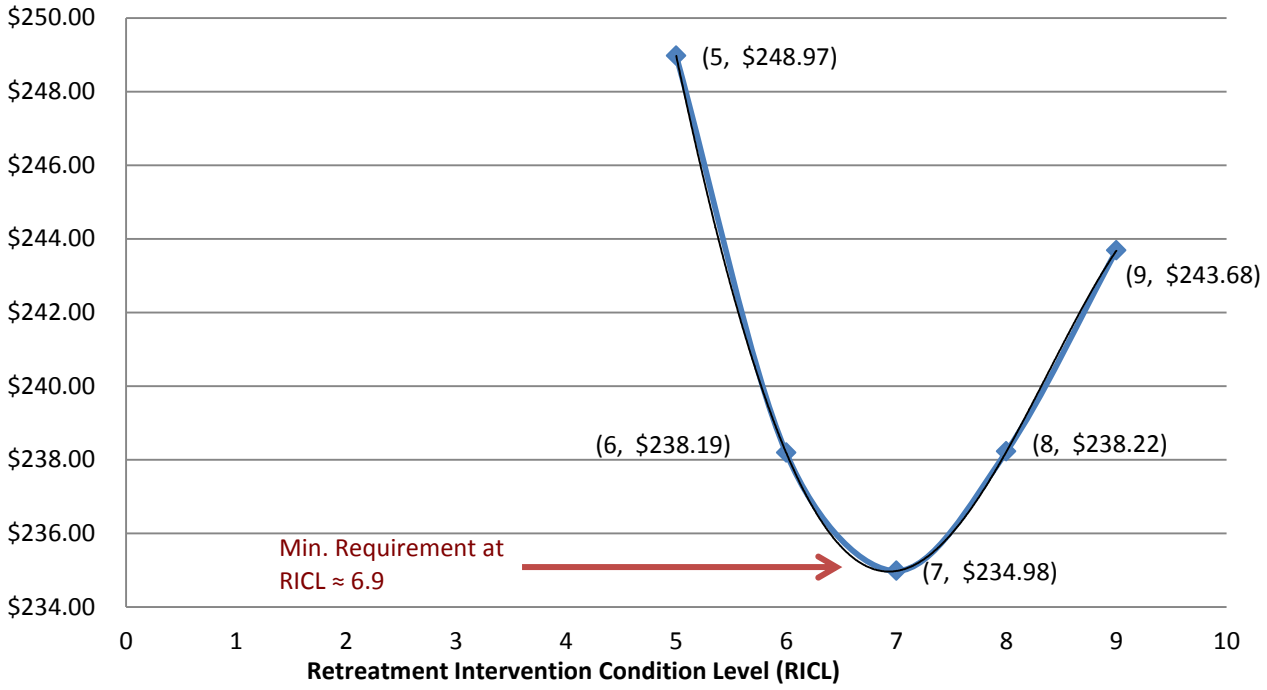
| | Scenario 1 | Scenario 2 | Scenario 3 |
|---|---|---|---|
| **Model Name** | Existing Level Requirement | Optimal Level Requirement | High Level Requirement |
| **Model Description** | Long term funding requirements to maintain Council's current open space asset condition portfolio. | Achievable long term funding requirements for Council to maintain open space assets at a condition level 4 or better. | Increased open space service level to maintain assets at a condition level of greater than 3. |
| **Retreatment Intervention Condition Level (RICL) 0 – 10** | **8.0** (7.0 for Playground category*) | **7.0** | **6.0** |
| **Renewal** | Assets are renewed when they have failed or have less than 5% remaining life and are non-functional. | Assets are renewed prior to failure once functionality has been significantly reduced (prior to reaching condition 5). | Assets are renewed before major defects are evident and before functionality is reduced (prior to reaching condition 4). |

*Note: A RICL 7.0 has been taken for Playgrounds to demonstrate Council's current commitment to higher levels of service than other asset categories due to the inherent risks associated with playground assets.

The Retreatment Intervention Condition Level (RICL) is the condition at which Council would intervene and renew or rehabilitate the asset rated on a scale from 0 (new) to 10 (unserviceable).

Scenario 2 (Optimal Level Requirement) has been determined by conducting a series of models based on different RICL values. Results are shown in Figure 36.

***Figure 36: 20 Year Funding Requirements for different RICL ($'M)***




The graph shows a minimum of approximately $235M in combined expenditure required (capital renewal, operations and maintenance) over the 20 year planning period occurs at a RICL of 6.9.

A RICL of 7 (4 on Council's 1 – 5 scale rating) was selected for the Optimal Level Requirement as it presents the lowest cost to Council over the 20 year period.

## 7.2 Moloney Model Limitations and Assumptions

Moloney model assumptions are documented within Appendix F.

The Moloney model enables Council to effectively manage infrastructure assets to analyse their future asset renewal requirements and to understand the renewal shortfall.

The software has been used by Councils and other responsible authorities for over 15 years, and has undergone several updates and refinements.

Moloney model version N 3.0 has been utilised for this Plan's renewal modelling.

Limitations involved with this version of the Moloney model include:

- Restricted to renewal and maintenance modelling;
- Unable to model more than 10 asset sets under a single asset group number, requiring a greater number of asset components to be grouped under an asset set and hence restricting the possible spread of asset useful lives;
- Limited number of default asset degradation curves which can be applied to the asset sets;
- Unable to model isolated decisions made to accelerate or postpone asset renewal;
- Unable to model new assets constructed or gifted to Council over the 20 year modelling period;
- Conversion of Council's 1 – 5 asset condition rating as described in Table 20 to the 0 – 10 condition rating the Moloney model uses (refer to Appendix F for grading model). The conversion tool is unable to convert any asset distribution to condition 10 (failed). This means Councils condition 5 (failed) assets are distributed

between condition rating 8 and 9 following the conversion, and condition 4 assets are converted to a condition rating of 6 or 7 and so on. The conversion will result in some minor data inaccuracies but will not have any significant impact on the modelling results and;

- Modelling is based solely on asset condition and doesn't take into account renewal requirements for asset functionality or capacity/utilisation.

## 7.3 Moloney Model Exclusions

Several elements including budget figures and maintenance expenditures have been excluded from the modelling analysis due to a number of different reasons.

The modelling input requires annual maintenance expenditure across each asset set to determine fluctuations in maintenance requirements as assets pass through their lifecycle. Maintenance expenditures that cannot be attributed to an asset set have been omitted from the modelling. The reason for this could be due to either of the following:

- The asset associated with the maintenance expenditure belongs to a different asset class and is not included in the open space asset register; however the maintenance activity is being carried out by the Parks and Public Spaces service unit and is therefore reflected in financial accounts. This includes boat launching, Kananook Creek dredging, creek wall repairs and boat ramp maintenance.

- The asset is a "living asset" which has been intentionally left out of the renewal planning process due to poor confidence asset data or ambiguity around the way Council intends to treat their ongoing renewal or replacement. These assets include all trees (street, reserve, significant), garden beds and other native flora.

These maintenance expenditures have simply been added to the maintenance forecasts (i.e. not modelled) to ensure the forecasts are comparable to the current budget of $10.007M.

2015/16 maintenance expenditures which have not been included in the modelling (but have been added on top of the modelling forecasts) total $2.4M based on an evaluation of expenditure accounts.

The budget data has been adjusted from the 20 Year Non-Discretionary Program to reflect the 'true' budget allocated to renew only open space assets covered within the modelling.

Renewal projects from the 20 year program that have been excluded from the budget figures are:

- $1.3M – 2016/17 Frankston Waterfront Safety Renewal - including boat ramps, playground, shade structures & furniture.

- $250K – 5 Year Foreshore Pedestrian Trails and Beach Entrances Renewal Program.

- $400K – 2016/17 Karingal Place Neighbourhood House - Playground Redevelopment (compliance project).

These programs or projects have been excluded as this funding was predominantly used to renew assets that are not covered within the scope of this Plan and/or fall under a different asset class.

## 7.4 Open Space Asset Condition Distribution

The categorisation of asset components into Moloney asset sets is shown in Table 28.

The assets were categorised into the following Moloney asset sets for modelling:

- Park Furniture;

- Fencing & Gates;

- Open Space Structure;

- Playground;

- Irrigation System;

- Sports Infrastructure;
- Grassed Sporting Field;
- Synthetic Sporting Field and;
- Skate/BMX Park & Concrete Surfaces.

The current condition distribution of asset sets following the conversion from Council's 1 – 5 condition rating to Moloney's 0 – 10 rating are shown in Figure 37 to Figure 45.

***Figure 37: Park Furniture***

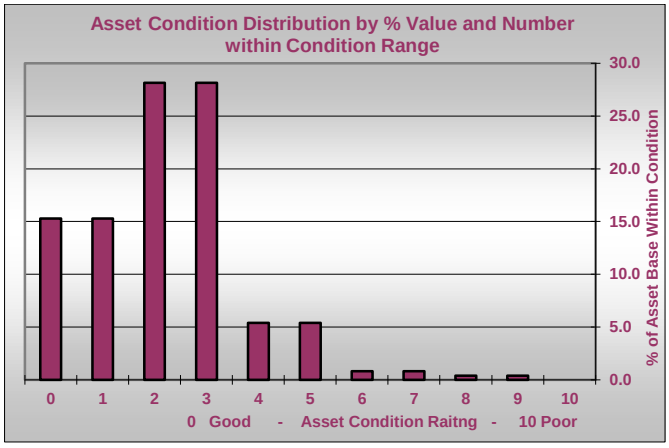



***Figure 38: Open Space Structure***

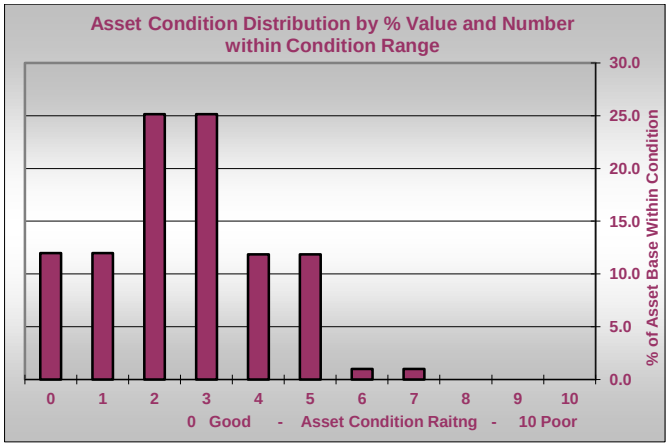



***Figure 39: Fencing & Gates***

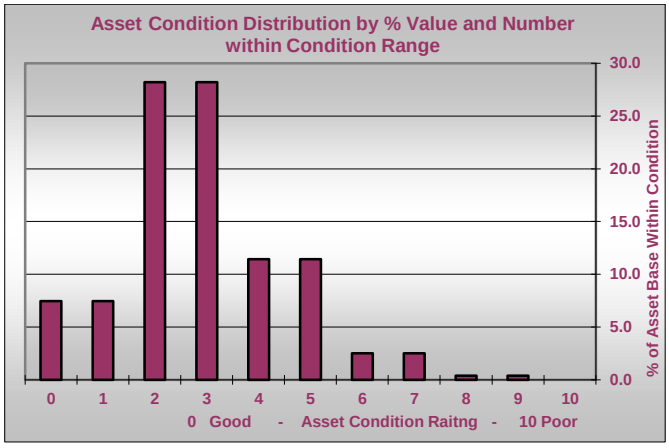



***Figure 40: Playground***

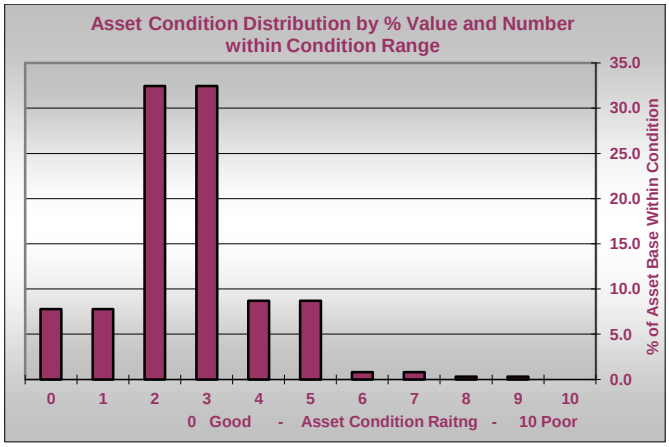


***Figure 41: Irrigation System***

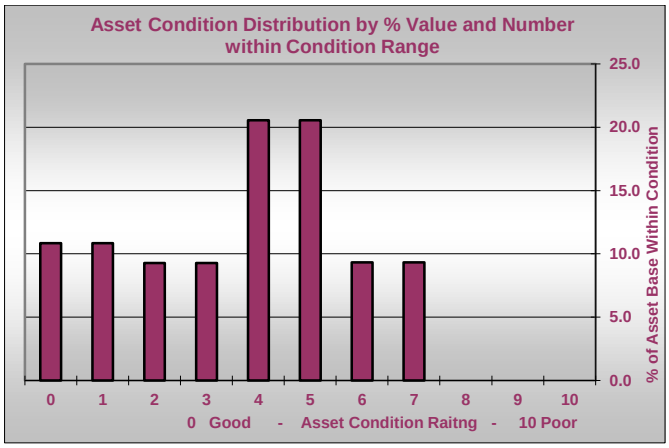



***Figure 42: Grassed Sporting Field***

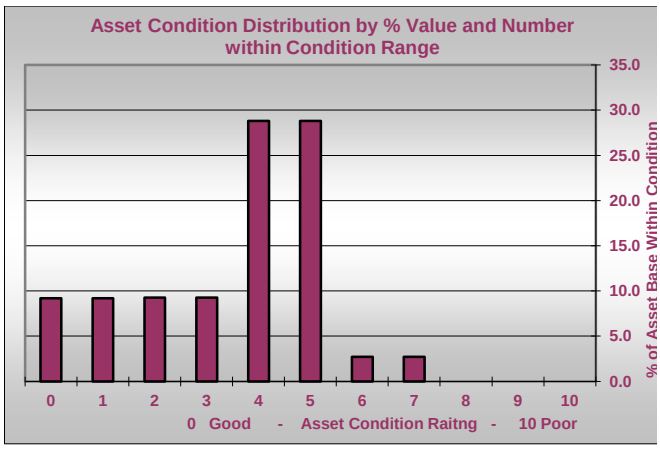



***Figure 43: Skate/BMX Park & Concrete Surfaces***

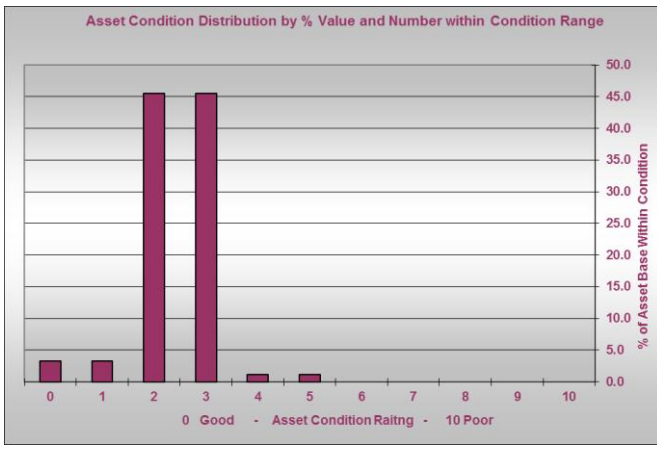



***Figure 44: Sports Infrastructure***

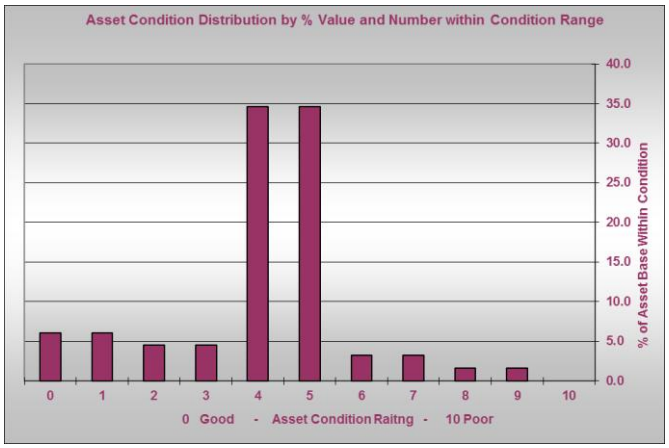
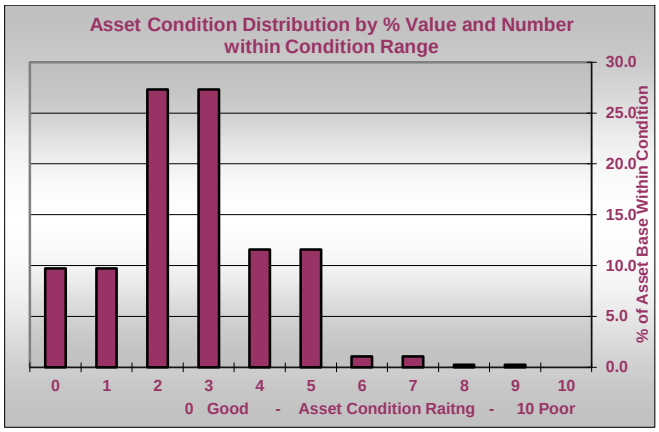



***Figure 45: Synthetic Sporting Field***

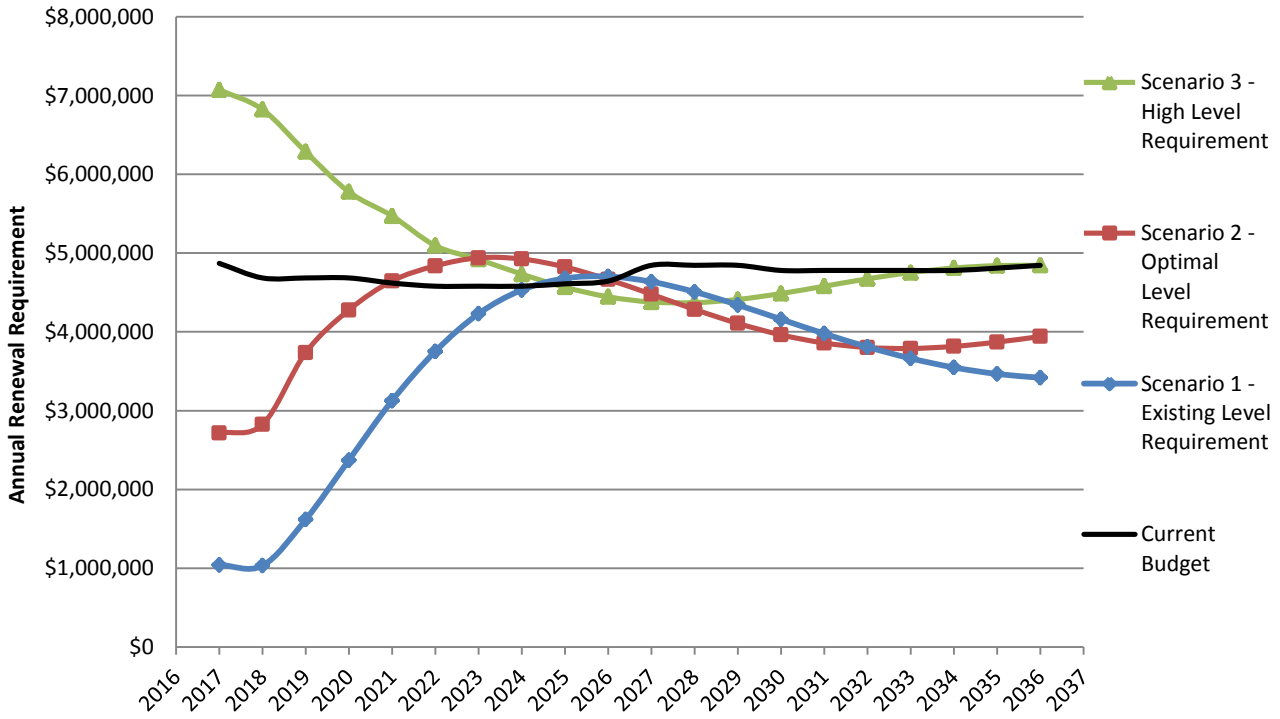


## 7.5 Scenario Modelling Renewal Requirements

20 year renewal requirements for the three scenarios are shown in the graph below based on intervention levels as described in Table 40.

These renewal forecasts do not include renewal requirements associated with new or upgraded assets Council may acquire or construct in the 20 year period (refer to Moloney Model Assumptions Appendix F) as well as excluded assets identified in Section 2.2.

***Figure 46: Predicted Annual Renewal Requirements for each Scenario***




Average annual renewal requirements for the next 20 years are as follows:

- Existing Level Requirement - $ 3,530,794.00
- Optimal Level Requirement - $ 4,115,017.00
- High Level of Requirement - $ 5,067,243.00
- 20 Year Budget (Pre AM Plan budget figures) - $ 4,731,500.00

Council commonly renews open space assets based on a condition or perceived functionality aspect.

Unlike several other asset classes in which Council manages such as drainage, open space assets often require renewal for a number of different reasons as they play a key role in delivering open space values and benefits to the community. This primarily involves asset renewals to meet the changing needs of the community and their expectations on functional, diverse and vibrant open space.

Given many open space asset renewals are undertaken based on a perceived functionality aspect as opposed to condition, it is difficult to quantify Council's current renewal methods for input into the condition modelling software.

Factors that influence an asset renewal based on functionality can include the open space hierarchy, sport facility hierarchy, changing needs of the community, demographics, changing trends in open space development, accessibility, climate change, minimum open space provisions and leisure trends.

Open space assets which are often renewed based on a functionality aspect include playgrounds, grassed and synthetic sporting fields and park furniture.

As seen in Figure 46, there are significant differences between renewal funding requirements over the next three to five years for the scenarios. In 2017, a difference of $6,032,148 exists between Scenario 1 and Scenario 3, before converging in 2025. This is due to a large number of assets initially exceeding the intervention level of the higher service level scenario.

Each scenario has similar funding requirements between 2024 and 2029 before plateauing after the 20 year period.

Council's current renewal budget for the 20 year period more closely aligns to renewal requirements of the optimal and high scenarios. The difference between the budget and Scenario 1 (Existing Level Requirement) indicates Council's financial commitment to providing not only quality open space, but also open space that is functional, fit for purpose and community driven.

Council has the option of funding Scenario 1, which will maintain the current condition profile of the open space assets at a reduced renewal cost; however it is important to consider the increased maintenance costs and risk associated with condition 5 assets (condition 8 according to the Moloney condition rating).

## 7.6 Scenario Modelling Maintenance Requirements

Consequential maintenance requirements need to be considered alongside asset renewal as the asset deteriorates throughout its lifecycle in order to understand the relationship between asset renewal and maintenance requirements.

This is particularly important for open space assets as many of Council's 'living assets' are very operationally intensive and don't often prompt renewal for some time, assuming they are well maintained.

The Moloney model requires a Maintenance Adjustment Factor (MAF) which inflates the maintenance costs for an asset as it rises and falls through the 0 – 10 condition levels. This 'maintenance cost – asset condition' relationship is used to predict future maintenance requirements based on the predicted movement in future asset condition.

Table 41 lists the MAFs used for the scenario modelling. These are the default MAFs which are predetermined in the Moloney model.

***Table 41: Maintenance Adjustment Factors***

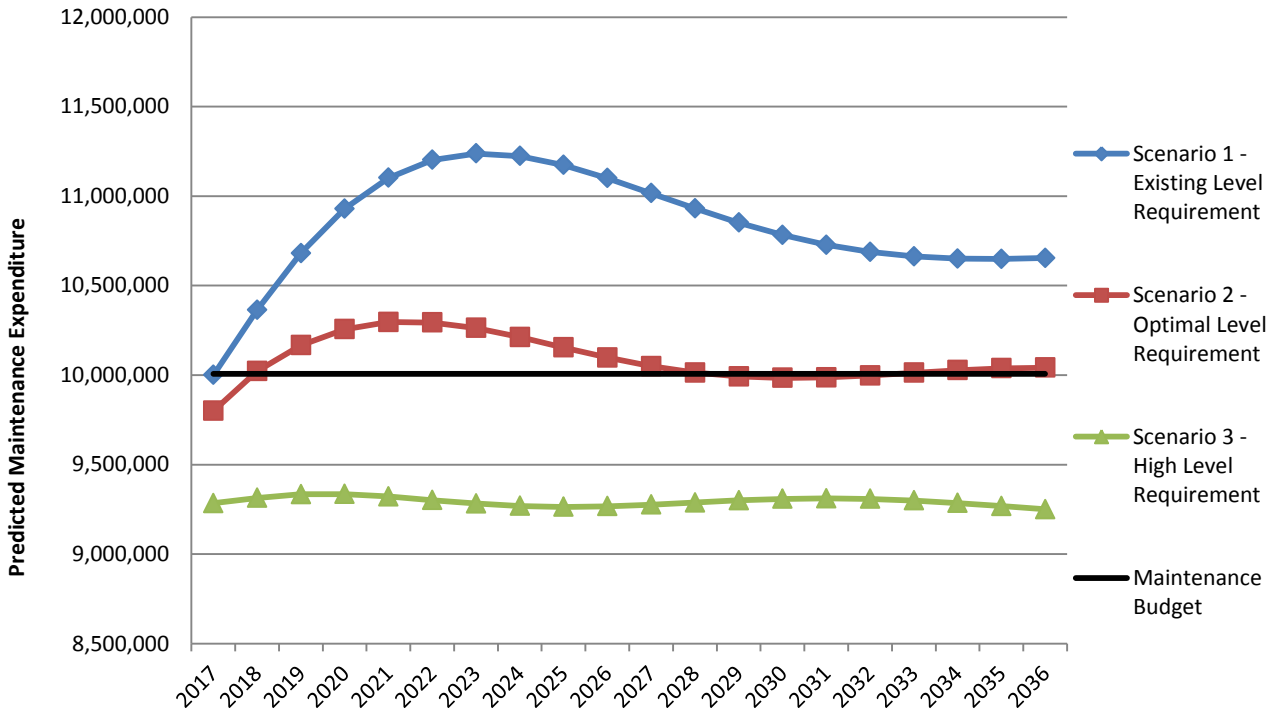
| Moloney Asset Set | Maintenance Expenditure ($ p.a.)* | Maintenance Adjustment Factor (MAF) |
|---|---|---|
| Park Furniture | $ 728,438.41 | 1.20 |
| Fencing & Gates | $ 1,238,345.30 | 1.20 |
| Open Space Structure | $ 218,531.52 | 1.20 |
| Playground | $ 364,219.21 | 1.40 |
| Irrigation System | $ 509,906.89 | 1.20 |
| Sports Infrastructure | $ 582,750.73 | 1.20 |
| Grassed Sporting Field | $ 2,549,534.44 | 1.10 |
| Synthetic Sporting Field | $ 728,438.41 | 1.20 |
| Skate/BMX Park & Concrete Surfaces | $ 364,219.21 | 1.60 |
| | **$ 7,284,384.10** | |

*Note: Maintenance expenditure is based on 2015/16 actual expenditure. Refer to Appendix F for further information on maintenance expenditure.

Figure 47 shows the consequential maintenance requirements (including operational) according to the maintenance expenditures and adjustment factors listed in Table 41.

Maintenance for new or upgraded assets Council may acquire or construct within this 20 year period is not considered in these forecasts.

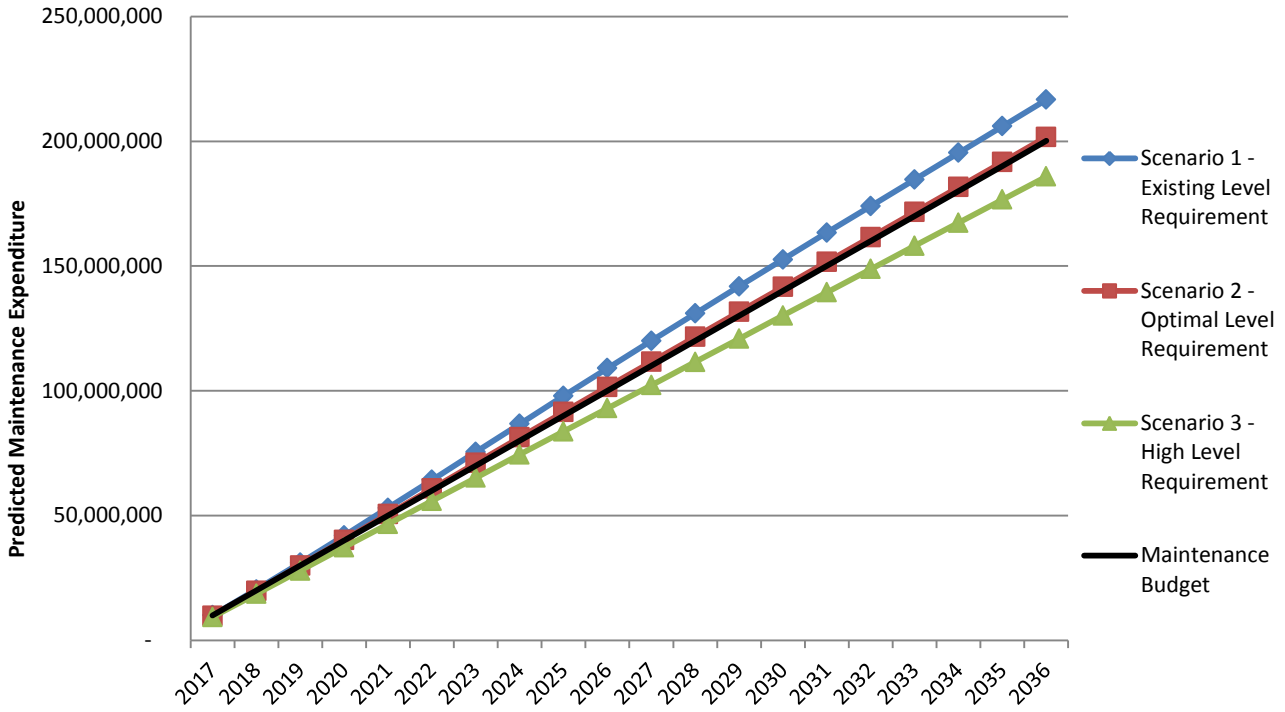
***Figure 47: Consequential Maintenance Requirements for each Scenario***




Annual maintenance requirements have been determined through the modelling process along with the addition of approximately $2.4M p.a. in tree, garden, foreshore etc. maintenance which was not allocated to an asset set as discussed in7.3 Moloney Model Exclusions.

Figure 48 shows the cumulative consequential maintenance requirements.

*Figure 48: Cumulative Consequential Maintenance Requirements for each Scenario*




The total maintenance requirement over the 20 year planning period for Scenario 1, Scenario 2 and Scenario 3 are $216.6M, $201.7M and $185.9M respectively.

When comparing the three scenarios it is evident that an increased renewal frequency will result in heavily a reduced maintenance requirement over the long term.

Despite the renewal budget being sufficient to sustain the Optimal Level Scenario, a shortfall of approximately $1.58M over the 20 year period exists between the current maintenance budget and the optimal level requirements corresponding to $79K p.a. Provision for an additional $79K p.a. must be made to achieve the Scenario 2 level. The service consequences of this shortfall are shown in Section 5.7.

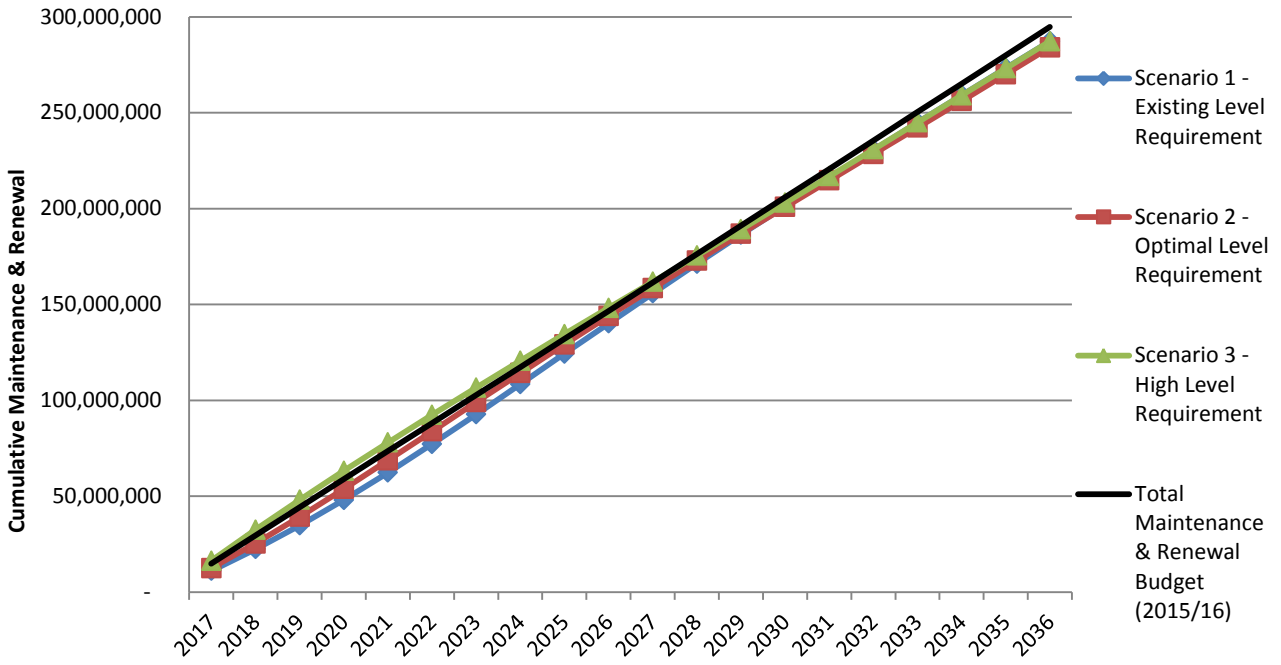
Reducing the renewal budget by $1.2M p.a. to align with Scenario 1 will mean assets deteriorate further before renewal, exposing Council and the community to greater risk and requiring substantially more maintenance than the other scenarios.

## 7.7 Combined Renewal and Maintenance Analysis

An assessment of combined renewal and maintenance requirements has been developed to highlight lifecycle costs for the three funding scenarios.

Figure 49 shows the cumulative renewal and maintenance requirement of each of the scenarios in comparison to Council's current budget.

***Figure 49: Predicted Cumulative Renewal and Maintenance for each Scenario***




The graph shows that the current budget is sufficient to maintain service levels for all scenarios, including the High Level Requirement over the 20 year outlook.

The current budget is unable to sustain the High Level Requirement for the first 12 years until 2028.

Funding requirements for each scenario begin to taper away from the budget line in 2029 once the majority of short-life assets have been renewed, this causes the annual maintenance requirements to stabilise and remain relatively constant.

The variability in the earlier years between the funding scenarios and the budget is a result of the renewal requirement to bring assets within the nominated intervention level for each scenario.

Lifecycle costs for each scenario are listed in Table 42 below.

***Table 42: Scenario Lifecycle Costs***

| | Scenario 1 - Existing Level Requirement | Scenario 2 – Optimal Level Requirement | Scenario 3 – High Level Requirement |
|---|---|---|---|
| **Cumulative 20 Year Renewal Forecast** | $70,615,879.00 | $82,300,334.52 | $101,344,852.71 |
| **Cumulative 20 Year Maintenance Forecast** | $216,627,256.00 | $201,707,000.00 | $185,867,339.48 |
| **Total 20 year Lifecycle Cost** | $287,243,135.00 | $284,007,334.52 | $287,212,192.19 |
| **Current 20 Year Budget** (Excluding discretionary budget) | $294,762,460 | | |

Note - These lifecycle costs do NOT include costs associated with new or upgraded assets constructed or acquired within the 20 year period.

Out of the three scenarios analysed in this Plan, Scenario 2 provides the lowest cost to Council over the next 20 years.

Scenario 2 requires $161.8K p.a. less than Scenario 1 on average, and $160.2K p.a. less than Scenario 3.

Council's current 20 year budget exceeds the Optimal Level Requirement by $10.75M or $538K p.a.

Improved data and modelling had identified savings which can be allocated to other needy assets.

Scenario 1 imposes the greatest cost to Council over the 20 year period despite the lower initial costs and intervention levels than the optimum and high service options. This is due to the increased maintenance costs associated with assets moving into poorer condition ratings.

The following graphs show a predicted condition profile for each asset set following a 10 year period under the optimal funding scenario. This scenario is most effective at distributing asset condition to ensure consistent and predictable future renewal requirements. This will help to reduce Council's financial burden by 'levelling out' the spikes in renewal requirement for the extent of the planning period.

***Figure 50: Park Furniture 10 Year Condition Profile***

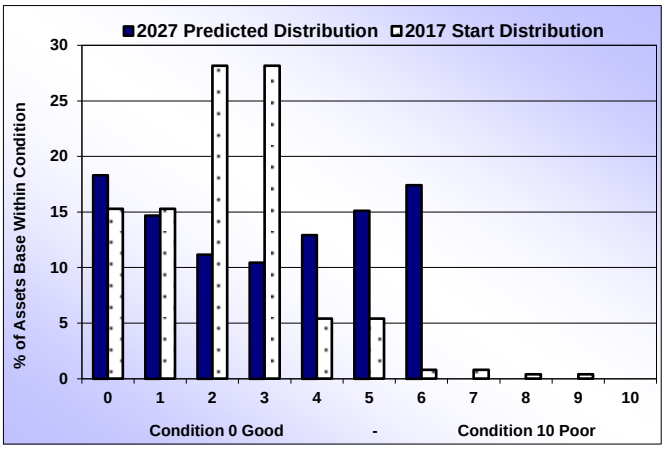



***Figure 51: Fencing & Gates 10 Year Condition Profile***

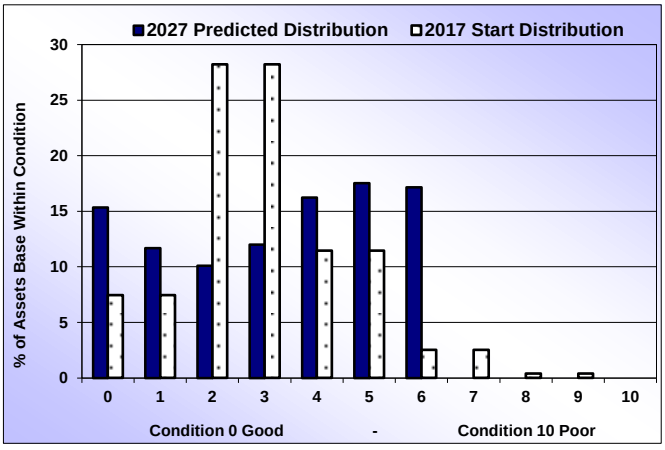



***Figure 52: Open Space Structure 10 Year Condition Profile***

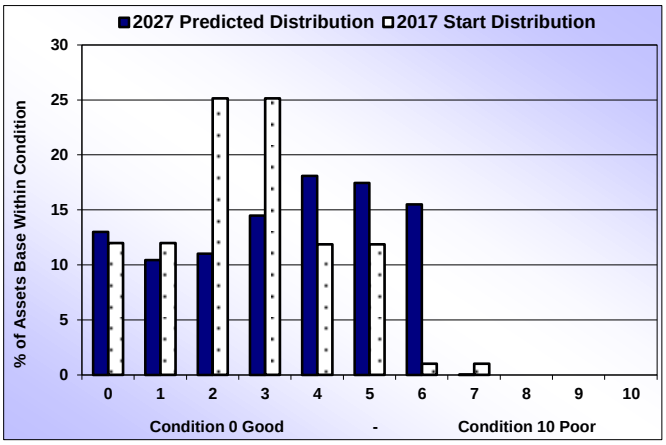



***Figure 53: Playground 10 Year Condition Profile***

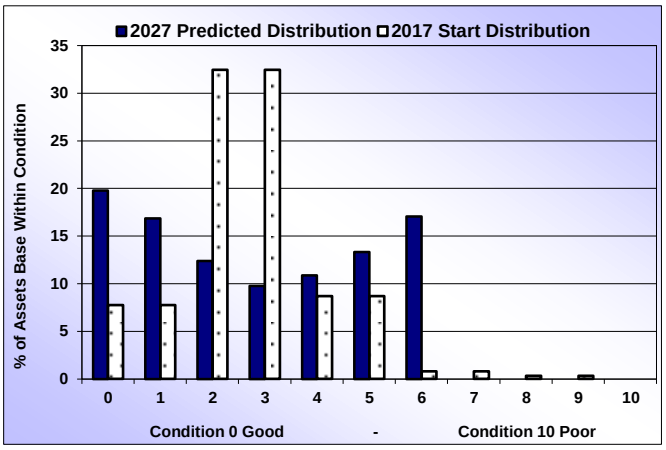


***Figure 54: Irrigation System 10 Year Condition Profile***

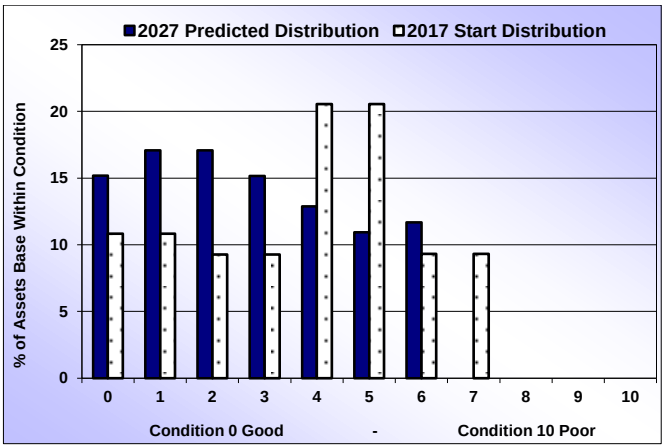



***Figure 55: Sports Infrastructure 10 Year Condition Profile***

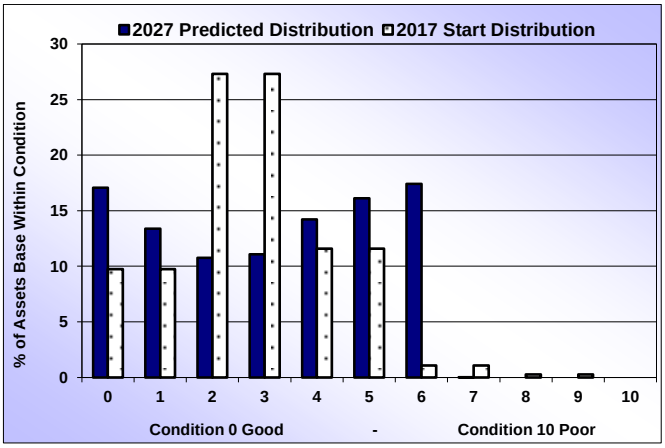



***Figure 56: Grassed Sporting Field 10 Year Condition Profile***

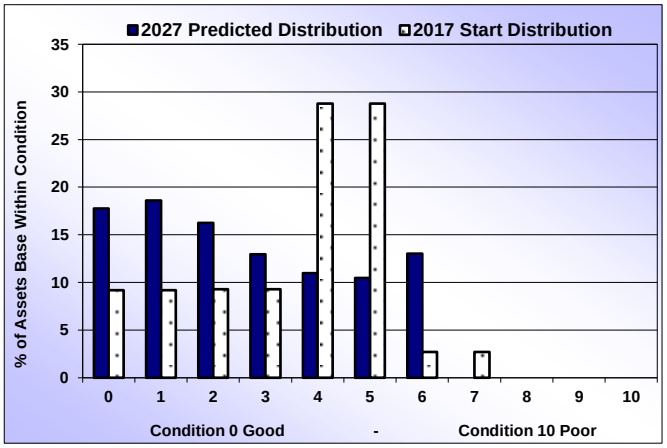



***Figure 57: Synthetic Sporting Field 10 Year Condition Profile***

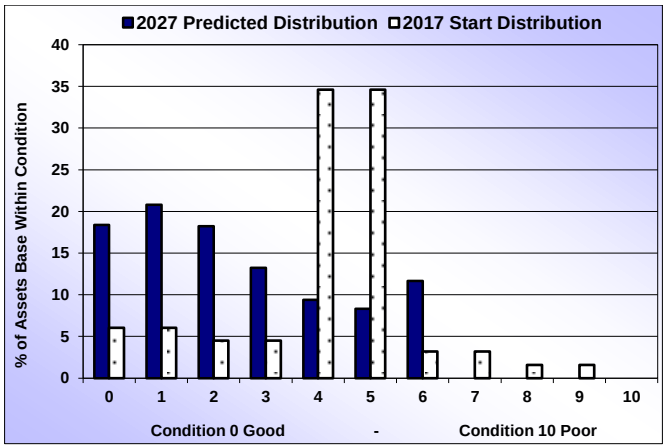
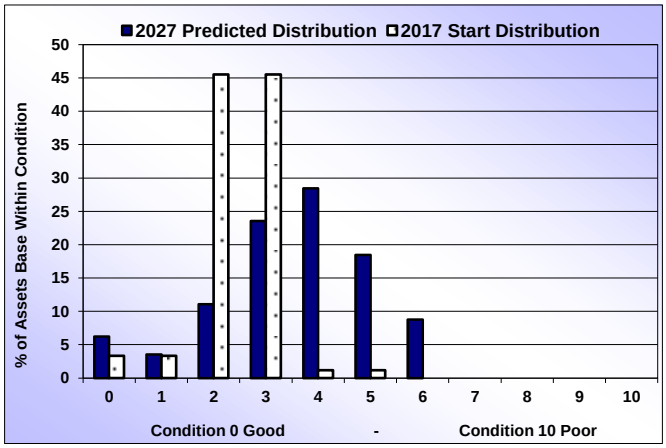
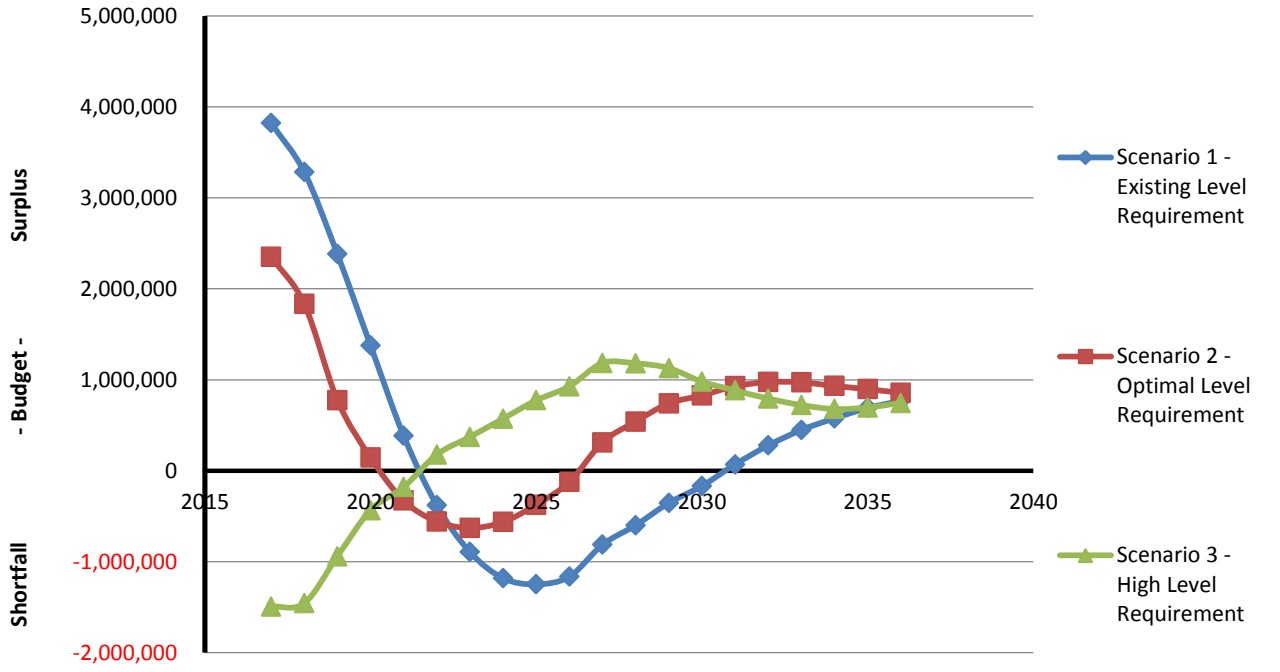



***Figure 58: Skate/BMX Park & Concrete Surfaces 10 Year Condition Profile***



The graph below highlights the variance between annual requirement and current budget for each of the three scenarios, to identify where Council can improve utilisation of available funding.

***Figure 59: Annual Budget Comparison for each Scenario (Maintenance & Renewal)***




Scenario 3 shows a significant shortfall of $4.5M in the first five years which is a result of needing to address the backlog of condition 4 and 5 assets.

When adopting a funding scenario, it will be important to consider the above graph to reallocate funds across years with significant surplus or shortfall as the current budget stands.

## 7.8 Recommendation for Long Term Sustainability

In order for Council to achieve improved open space asset management outcomes, a long term commitment is necessary for the provision of sufficient renewal, maintenance and upgrade/new funding.

Under a rate capped environment, greater emphasis is placed on the maintenance and renewal of existing assets as opposed to the development of new and upgrade assets. It is therefore recommended that Council continues to prioritise non-discretionary capital works over discretionary capital works, to maintain existing infrastructure.

Additionally, Council should ensure the total lifecycle costs of any discretionary works are considered throughout the planning phase and prior to the undertaking of each project within the discretionary CWP. This will ensure Council's commitment to future operational and renewal requirements involved with the project.

Funding Scenario 2 will provide Council with the most cost effective strategy over the next 20 years. This Scenario will allow Council to address the backlog of condition 5 assets, and maintain assets at a condition 4 or lower into the future. It is recommended that Council adopts this funding strategy to ensure long term sustainability and to maintain acceptable service standards.

This can be achieved within existing budget constraints by reallocating $79K p.a. (on average) from the renewal budget to the operational budget, meeting both capital renewal and operational/maintenance requirements in the long term.

A redistribution of renewal funding over the 20 year period will also be necessary to avoid any shortfall in 2021 and 2026 as identified in Figure 59.

This scenario is most effective at smoothing the projected renewal funding requirement making it easier to plan and deliver capital works.

Funding Scenario 1 will likely result in Council being exposed to risks and increases in reactive maintenance requests due to some assets reaching a condition rating of 5.

Funding Scenario 3 provides an increase in service level through improved asset condition. Under this scenario, assets will be funded prior to exceeding condition 3, which could be seen as over servicing given the assets are still functional, not posing any significant risk, and still have roughly one third of their useful life remaining. Council must commit an additional $3.2M over the 20 year planning period to achieve Scenario 3 outcomes.

It is important to establish clear agreed levels of service with the community so that a decision can be made on whether to raise the current service level to achieve the Scenario 3 outcome, reduce the current service level to achieve Scenario 1 outcome or to utilise existing funding to achieve the Scenario 2 outcome. A better understanding of the risks, consequences and drawbacks of adopting each scenario can then be assessed.

Table 43 shows the proposed 10 year funding strategy based on Scenario 2 which highlights the annual requirements to maintain assets at an acceptable level and to satisfy the community's current and future needs.

This is based on Council's current knowledge and best understanding of existing asset requirements.

This does not include annual renewal and maintenance requirements associated with Council's discretionary works or gifted assets received during the 10 year period. The funding implications of these assets will not be fully realised in this timeframe as all of the open space assets covered in this Plan have a useful life of 15 years or more with the exception of Sign Panels (see Table 28), and will not require renewal.

***Table 43: Proposed 10 Year Funding Outlay to meet Scenario 2 Service Levels ($'M)***

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Operational Requirements ($'M)[29]** | | | | | | | | | | |
| Operations | 7.07 | 7.179 | 7.246 | 7.276 | 7.275 | 7.251 | 7.213 | 7.17 | 7.127 | 7.091 |
| *Maintenance* | 2.952 | 2.988 | 3.01 | 3.02 | 3.019 | 3.012 | 2.999 | 2.985 | 2.971 | 2.959 |
| *Sub Total* | ***10.022*** | ***10.167*** | ***10.256*** | ***10.296*** | ***10.294*** | ***10.263*** | ***10.212*** | ***10.155*** | ***10.098*** | ***10.05*** |
| **Capital Works – Non Discretionary ($'M)** | | | | | | | | | | |
| Renewal | 2.824 | 3.736 | 4.278 | 4.646 | 4.838 | 4.940 | 4.925 | 4.824 | 4.665 | 4.478 |
| Compliance (renewal component) | 0.085 | 0.085 | 0.085 | 0.085 | 0.085 | 0.085 | 0.085 | 0.085 | 0.085 | 0.085 |
| *Sub Total* | ***2.909*** | ***3.821*** | ***4.363*** | ***4.731*** | ***4.923*** | ***5.025*** | ***5.010*** | ***4.909*** | ***4.750*** | ***4.563*** |
| **Capital Works – Discretionary ($'M)** | | | | | | | | | | |
| New, Upgrade and Expansion | 2.497 | 2.104 | 1.405 | 1.453 | 1.971 | 1.971 | 1.971 | 1.971 | 1.971 | 1.971 |
| Compliance (new/upgrade component) | 0.015 | 0.015 | 0.015 | 0.015 | 0.015 | 0.015 | 0.015 | 0.015 | 0.015 | 0.015 |
| *Sub Total* | ***2.512*** | ***2.119*** | ***1.42*** | ***1.468*** | ***1.986*** | ***1.986*** | ***1.986*** | ***1.986*** | ***1.986*** | ***1.986*** |
| **Current Budget ($'M)** | **17.289** | **16.896** | **16.197** | **16.18** | **16.658** | **16.658** | **16.658** | **16.688** | **16.723** | **16.923** |
| Variance ($'M) | -1.846 | -0.789 | -0.158 | +0.315 | +0.545 | +0.616 | +0.55 | +0.362 | +0.111 | -0.324 |
| **Proposed Budget ($'M)** | **15.443** | **16.107** | **16.039** | **16.495** | **17.203** | **17.274** | **17.208** | **17.05** | **16.834** | **16.599** |

Note: It is assumed that discretionary projects within the discretionary CWP are fully budgeted and there is no variance with regard between the budget and the discretionary requirement

A total surplus of $618K or 61.8K p.a. exists according to the proposed funding outlay. This translates to 0.37% variance in budget and requirement over the 10 year period.

[29] Operational requirements have not been adjusted for growth in the asset base from discretionary works. The impact of discretionary works on operational and renewal expenditure would be minimal over this short period. The lifecycle costs of new assets are expected to be considered and committed to at the time of project acceptance.

# 8. PLAN IMPROVEMENT AND MONITORING

## 8.1 Status of Asset Management Practices

### 8.1.1 Accounting and financial systems

Financial transactions, budgets and forecasts are recorded in Council's corporate financial system TechnologyOne (T1).

#### Accountabilities for financial systems

Finance Officers and Financial Accountants under the Financial Services Department are accountable for the management of the financial system.

#### Accounting standards, regulations and guidelines

Local Government Act 1989, Section 131 Annual report – contents

Australian Accounting Board Standards (AASB):

- AASB 13 Fair Value Measurement
- AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors
- AASB 116 Property, Plant and Equipment
- AASB 2015-7 Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities
- Interpretation 1030 Depreciation of Long-Lived Physical Assets: Condition Based Depreciation and Related Methods

Australian Infrastructure Financial Management Guidelines, IPWEA Australian Edition 2015

#### Capital/maintenance threshold

Where work is carried out on an asset which increases the capacity beyond its original design capacity or service potential and is greater than $1,000 in value, it will be considered as capital improvement under Council's current threshold

This capitalisation threshold is subject to change prior to the next revision of this Plan.

#### Required changes to accounting financial systems arising from this AM Plan

- The chart of accounts can be improved through enabling the clear separation of operational expenditure and maintenance expenditure.
- Allow the split of maintenance expenditures into planned, reactive and cyclic classification.
- Improved reporting on capital expenditures as renewal or upgrade/new/expansion including the apportionment of renewal expenditure from discretionary projects, and the apportionment of new/upgrade/expansion expenditure from renewal projects.
- Continued input and development of a single corporate open space asset register to provide transparency in asset data, and to allow for financial calculations such as depreciation, for asset valuations.

### 8.1.2 Asset management system

Currently, Council's open space assets are managed using inventory situated in Microsoft Excel spreadsheets and in Council's Geographical Information System MapInfo. A consolidated open space asset register does not yet exist within Council's asset management system.

Council is in the process of implementing an Asset Management Information System (AMIS) **Hansen8** from the vendor 'Infor'. This system will be known to internal Council staff as the Frankston Asset Management Information System (FAMIS).

FAMIS will act as an asset register and Maintenance Management System, and will be facilitated by Kern Mobile enabling staff to log maintenance and inspection data whilst in the field. Additionally, the system can be used to undertake condition audits, store, verify and analyse asset data.

In 2011, a four-phase implementation process was adopted with the following asset categories: Roads, Drains, Facilities, Parks (Open Space). Implementation of the Open Space phase into FAMIS was expected to occur by 2016/17, and is the final phase of the FAMIS rollout.

It is recognised that ongoing system improvements will be required after the initial system rollout as business processes and reporting requirements evolve.

### Asset registers

Historically no open space asset register has existed. The development of a centralised open space asset register is driven by Improvement Action 15 of Council's Asset Management Strategy 2013 – 2017.

This will be accommodated with the rollout of open space data in FAMIS.

### Linkage from asset management to financial system

- Identification and accountability of Council asset data and financial transactions to ensure compliance with accounting standards and other regulatory requirements.
- Provision of an asset register that stores the data needed for asset valuations and predictive condition-based asset deterioration modelling.
- Support asset valuation processes including updates of the asset register details and inputs into financial reports.
- Integration of FAMIS with relevant financial information systems i.e. TechnologyOne.

### Accountabilities for asset management system and data maintenance

AMIS Officers and Asset Planning Officers under the Sustainable Assets Department are accountable for the management and data maintenance of the AMIS.

### Required changes to asset management system arising from this AM Plan

- Open space asset data load into FAMIS to establish a centralised asset register.
- Generate open space works programs through FAMIS for the Parks and Public Spaces service unit to streamline and enhance maintenance operations.
- Appropriate capitalisation of open space assets to capture construction/renewal dates.
- Monitor and record useful lives of individual assets to refine valuations and renewal modelling.

## 8.2 Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 44.

***Table 44: Improvement Plan***

| Task No | Task | Responsibility | Resources Required | Timeline |
|---|---|---|---|---|
| 1. | Complete the implementation of Phase 4 of the FAMIS rollout as stipulated in Council's Asset Management Strategy 2013-17. | Technical Staff | Staff Time | 2017/18 |
| 2. | Consolidate asset data in a single register to provide transparency for asset management and financial accounting. | Technical Staff | Staff Time, FAMIS | 2017/18 |
| 3. | Implement Council's Asset Options Policy and Procedure to govern asset disposals. | Executive & Technical Staff | Staff Time | 2017/18 |
| 4. | Endorse renewal ranking criteria and weightings to prioritise asset renewals. | Executive & Technical Staff | Staff Time | 2017/18 |
| 5. | Identify significant open space asset repairs/replacements for funding under the capital renewal program for the next 5 years. | Technical Staff | Staff Time | 2017/18 |
| 6. | Implement asset handover processes to enable 100% asset data capture and asset capitalisation following the completion of capital works. | Executive & Technical Staff | Staff Time | 2017/18 |
| 7. | Review the open space capitalisation threshold of $1,000 using Council's Capitalisation Policy and Procedure to ensure to appropriate capitalisation of open space assets following the completion of capital works. | Technical Staff | Staff Time | 2017/18 |
| 8. | Improve internal processes around the collection of reactive request information to attain all necessary information to carry out the works without delays. | Technical Staff | Staff Time | 2017/18 |
| 9. | Establish a committee of internal stakeholders to annually review, monitor and amend Council's construction standards. | Executive & Technical Staff | Staff Time | 2017/18 |
| 10. | Undertake community satisfaction surveys to determine preferences around rate/service cuts and to obtain qualitative data around the provision of open space services. | Technical Staff | Staff Time | 2018/19 |
| 11. | Determine additional operations and maintenance requirements as a result of new or upgraded open space assets. | Technical Staff | Staff Time | 2018/19 |
| 12. | Establish a clear framework and methodology around valuation and renewal planning of "living assets". | Executive & Technical Staff | Staff Time | 2018/19 |
| 13. | Develop a Maintenance Management Plan to identify maintenance strategies and requirements to achieve park management goals in an efficient manner. | Executive & Technical Staff | Staff Time | 2018/19 |
| 14. | Review which 'living' assets are included within renewal planning and modelling i.e. assets which are expected to be consistently renewed after a specific time such as sporting ovals. | Technical Staff | Staff Time | 2018/19 |
| 15. | Undertake asset condition auditing on assets which have no historical condition data, or data older than 4 years. | Technical Staff | Staff Time | 2019/20 |
| 16. | Undertake annual independent playground condition audits with a focus on asset management information such as useful life, remaining life, component condition, functionality and capacity/utilisation. | Technical Staff | Staff Time, independent auditor | 2019/20 |
| 17. | Update accounting structure so that the associated renewal cost and upgrade cost for each capital project can be determined. | Technical Staff | Staff Time | 2019/20 |
| 18. | Update accounting structure to allow for the split of reactive and planned maintenance expenditures. | Technical Staff | Staff Time | 2019/20 |
| 19. | Componentise lighting assets to separate poles, globes and metering for improved renewal planning and asset capitalisation. | Technical Staff | Staff Time | 2019/20 |
| 20. | Develop detailed renewal program for sports lighting due to their high capital value, greater level of service than general open space lighting and for better integration with sports field renewals. | Technical Staff | Staff Time | 2019/20 |
| 21. | Develop an Open Space Infrastructure Risk Management Plan. | Technical Staff | Staff Time | 2019/20 |
| 22. | Undertake service planning to manage demand and provide strategic direction for Council's open space services. | Executive & Technical Staff | Staff Time | 2019/20 |
| 23. | Refine Council's 10-20 year open space discretionary capital works program and align with the Long Term Financial Plan. | Executive & Technical Staff | Staff Time | 2020/21 |

| Task No | Task | Responsibility | Resources Required | Timeline |
|---|---|---|---|---|
| 24. | Carry out community consultation to determine community levels of service and agreed technical levels of service, following trade-offs and consideration of risks. | Executive & Technical Staff | Staff Time | 2020/21 |
| 25. | Develop a 5 year asset rationalisation plan to identify significant assets for disposal or re-purposing. | Executive & Technical Staff | Staff Time, Asset Options Policy & Procedure | 2020/21 |
| 26. | Refine 'scenario' based modelling to inform future revisions of this asset management plan. | Technical Staff | Staff Time | 2020/21 |
| 27. | Develop a useful life assessment report for all open space assets using the IPWEA template. Assessment conducted based on individual asset circumstances including asset type, desired level of service, financial consideration and environmental factors. | Technical Staff | Staff Time, IPWEA Template | 2020/21 |
| 28. | Review the Maintenance Adjustment Factors (MAF) associated with the renewal modelling to refine lifecycle costings. | Technical Staff | Staff Time | 2020/21 |
| 29. | Incorporate performance based renewal planning by undertaking capital renewal on a park-by-park basis, linking the specific park level of service and performance/functionality with individual asset condition and remaining life to create a holistic approach. | Executive & Technical Staff | Staff Time, Open Space Service Plan | 2020/21 |
| 30. | Embed Universal Design principles and develop Universal Design guidelines for the implementation of all open space capital works to focus on creating an inclusive environment for people of all abilities, in particular, people with mobility challenges. | Executive & Technical Staff | Staff time | 2020/21 |
| 31. | Continue to improve the accuracy and validity of open space asset data to improve confidence levels. | Technical Staff | Staff Time | Ongoing |
| 32. | Continue to monitor Council's energy and water usage and costs associated with its open space assets, and install separate authority meters where possible to identify and better allocate usage and costs | Technical staff | Staff Time, Capital Works | Ongoing |
| 33. | Continue to monitor deliverability across capital works and maintenance programs to ensure Council is reaching defined Key Performance Indicators (KPIs). | Technical Staff | Staff Time, FAMIS | Ongoing |

## 8.3 Monitoring and Review Procedures

This asset management plan will be reviewed during annual budget planning processes and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AM Plan will be updated every 4-5 years in line with the rolling condition audit program, to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into Council's long term financial plan.

The AM Plan has a life of 4-5 years (Council election cycle) and is due for complete revision and updating within 2 years of each Council election.

## 8.4 Performance Measures

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

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into Council's long term financial plan,
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the asset management plan,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Council's Strategic Plan and associated plans,

- The ability to identify and address the renewal backlog,
- Improvement of asset condition rating across the open space network,
- The ability to deliver on Improvement Actions,
- Changes in community satisfaction with regards to open space services,
- Changes in internal staff awareness of AM practices and their ability to implement AM principles in decision making,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

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# 10. APPENDICES

Appendix A Technical Service Standards – State of the Assets Report 2014

Appendix B Projected 10 year Capital Renewal and Replacement Works Program

Appendix C Projected 10 year Upgrade/Expansion/New Capital Works Program

Appendix D LTFP Budgeted Expenditures Accommodated in AM Plan

Appendix E Frankston Population and Demographics

Appendix F Moloney Model Assumptions

Appendix G Identified Climate Change Risks

Appendix H Sports Facility Hierarchy

Appendix I Open Space Asset Data

Appendix J Open Space Asset/Service Relationship

Appendix K Customer Service Requests

Appendix L Abbreviations

Appendix M Glossary

## Appendix A Technical Service Standards – State of the Assets Report 2014

| | | | | Current Level Of Service | | | | | | Desired Level Of Service | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Asset_Class | Activity_Code | Maintenance Activity | Description | Current_Service_Standard | Target Response Time - Initial Assessment (Working Days) | Target Response Time - Rectify (Working Days) | Number of requests per annum | Operating Budget Account No. | Current 2013/14 Budget | Desired_Service_Standard | Target Response Time - Initial Assessment (Working Days) | Target Response Time - Rectify (Working Days) | Budget Required to Deliver Desired Level of Service |
| SPORTING RESERVES | | Sign Maintenance - Sporting Reserves | | As required | 1 to 2 days | 1 week | | 43728 | $10,800 | As required | 1 to 2 days | 1 week | |
| SPORTING RESERVES | | Oval Repairs | Verti – Drain Repair Fertilize Coring Seeding Slicing Top Dressing Turf Replacement Rolling | As per works program based on oval hierarchy | 1 to 2 days | 1 week | | 43736 | $31,529 | As per works program based on oval hierarchy | 1 to 2 days | 1 week | |
| SPORTING RESERVES | | Sporting Infrastructure Repair | | As required | 1 to 2 days | 1 week | | 43741 | $30,282 | As required | 1 to 2 days | 1 week | $130,213 |
| SPORTING RESERVES | | Sportsground Path & Hardstand Repairs | | As required | 1 to 2 days | 1 week | | 43742 | $18,428 | As required | 1 to 2 days | 1 week | |
| SPORTING RESERVES | | Cricket Wicket Repair | | As required | 1 to 2 days | 1 week | | 43747 | $8,000 | As required | 1 to 2 days | 1 week | |
| SPORTING RESERVES | | Sportsground Fencing Repairs | | As required | 1 to 2 days | 1 week | | 43749 | $5,500 | As required | 1 to 2 days | 1 week | $24,000 |
| SPORTING RESERVES | | Sportsground Weed Control | Herbicide Application | Annually | 1 to 2 days | 1 week | | 43750 | $63,200 | Annually | 1 to 2 days | 1 week | |
| ARBORETUM | | Fencing Repairs | | As required | 1 to 2 days | 1 week | | 44133 | $1,545 | As required | 1 to 2 days | 1 week | $5,000 |
| FENCING | | Replanting | | Annually | 1 to 2 days | up to 6 months | | 44132 | $6,798 | Annually | 1 to 2 days | up to 6 months | |
| RESERVE VEGETATION | | N`hood Parks - Repair Path | | As required | 1 to 2 days | 1 week | | 44135 | $4,000 | As required | 1 to 2 days | 1 week | |
| PASSIVE RESERVES | | N`hood Parks - Vandalism | | As required | 1 to 2 days | 1 week | | 44136 | $55,750 | As required | 1 to 2 days | 1 week | $60,000.00 |
| RESERVE VEGETATION | | N`hood Parks - Replanting | | Annually | 1 to 2 days | up to 6 months | | 44137 | $42,000 | Annually | 1 to 2 days | up to 6 months | |
| STRUCTURES | | N`hood Parks - Structures | | As required | 1 to 2 days | 1 week | | 44138 | $8,000 | As required | 1 to 2 days | 1 week | $35,000 |
| | | Playgrounds High profile | | 5 times a week | 1 to 2 days | 1 week | | | | 5 times a week | 1 to 2 days | 1 week | |
| PLAYGROUNDS | | Playgrounds Low profile | | Fortnightly inspection | 1 to 2 days | 1 week | | 44139 | $31,895 | Fortnightly inspection | 1 to 2 days | 1 week | $40,000 |

| | | | | Current Level Of Service | | | | | | Desired Level Of Service | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Asset_Class | Activity_Code | Maintenance Activity | Description | Current_Service_Standard | Target Response Time - Initial Assessment (Working Days) | Target Response Time - Rectify (Working Days) | Number of requests per annum | Operating Budget Account No. | Current 2013/14 Budget | Desired_Service_Standard | Target Response Time - Initial Assessment (Working Days) | Target Response Time - Rectify (Working Days) | Budget Required to Deliver Desired Level of Service |
| FENCING | | Fencing Repairs | | As required | 1 to 2 days | 1 week | | 44141 | $10,400 | As required | 1 to 2 days | 1 week | $45,000 |
| ROADSIDE VEGETATION | | Roadside Mowing | | 12 times annually | 1 to 2 days | 1 week | | 44147 | $211,067 | 12 times annually | 1 to 2 days | 1 week | |
| SIGNS | | Neighbourhood Parks/Signs | | As required | 1 to 2 days | 1 week | | 44149 | $5,400 | As required | 1 to 2 days | 1 week | |
| FACILITIES VEGETATION | | Depot Grounds Maintenance | | As required | 1 to 2 days | 1 week | | 44150 | $2,300 | As required | 1 to 2 days | 1 week | |
| FACILITIES VEGETATION | | Pre-School Grounds Maint. | | 12 times annually | 1 to 2 days | 1 week | | 44152 | $122,374 | 12 times annually | 1 to 2 days | 1 week | $135,000 |
| ROADSIDE VEGETATION | | VicRoads Service Road Mowing | | 12 times annually | 1 to 2 days | 1 week | | 44153 | $328,648 | 12 times annually | 1 to 2 days | 1 week | |
| ROADSIDE VEGETATION | | Traffic Island Maint | | 12 times annually | 1 to 2 days | 1 week | | 44154 | $101,708 | 12 times annually | 1 to 2 days | 1 week | |
| RESERVE TREES | | Tree Reserve Maint | | 8 times annually | 1 to 2 days | 1 week | | 44155 | $7,210 | 8 times annually | 1 to 2 days | 1 week | |
| RESERVE VEGETATION | | Herbicide Application | | 4 times annually | 1 to 2 days | 1 week | | 44156 | $149,469 | 4 times annually | 1 to 2 days | 1 week | |
| PASSIVE RESERVES | | Botanic Gdn - Vandalism | | As required | 1 to 2 days | 1 week | | 44226 | $3,399 | As required | 1 to 2 days | 1 week | $7,000 |
| RESERVE VEGETATION | | Botanic Gdn - Replanting | | Annually | 1 to 2 days | 1 week | | 44227 | $14,000 | Annually | 1 to 2 days | 1 week | |
| RESERVE TREES | | Botanic Gdn - Trees | | As required | 1 to 2 days | 1 week | | 44228 | $16,171 | As required | 1 to 2 days | 1 week | |
| STRUCTURES | | Botanic Gdn - Structure Repairs | | As required | 1 to 2 days | 1 week | | 44229 | $10,000 | As required | 1 to 2 days | 1 week | |
| FENCING | | Botanic Gdn - Fencing Repairs | | As required | 1 to 2 days | 1 week | | 44231 | $3,296 | As required | 1 to 2 days | 1 week | $4,000 |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
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| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| PLAYGROUNDS | PG-REA-003 | Playground Under surfacing Maintenance | | Annually | 1 to 2 days | 1 week | | 44122 70% | $60,000.00 | Annually | 1 to 2 days | 1 week | $80,000 |
| | | | | | | | | 43726 30% | $30,000.00 | | | | $40,000 |
| PLAYGROUNDS | PG-REA-004 | Litter Clearing - Dumped/ Dangerous | | Weekly | 1 to 2 days | 1 week | | 44122 70 % | ? | Weekly | 1 to 2 days | 1 week | |
| | | | | | | | | 43726 30 % | ? | | | | |

| | | | | Current Level Of Service | | | | | | Desired Level Of Service | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Asset_Class | Activity_Code | Maintenance Activity | Description | Current_Service_Standard | Target Response Time - Initial Assessment (Working Days) | Target Response Time - Rectify (Working Days) | Number of requests per annum | Operating Budget Account No. | Current 2013/14 Budget | Desired_Service_Standard | Target Response Time - Initial Assessment (Working Days) | Target Response Time - Rectify (Working Days) | Budget Required to Deliver Desired Level of Service |
| **RESERVES** | OS-REA-013C | Litter Clearing - Dumped/ Dangerous | | As required | 1 to 2 days | 1 week | | 44122 | ? | As required | 1 to 2 days | 1 week | |
| **RESERVES** | POS-REA-041 | Mowing - undeveloped Blocks & Reserves | | As required | 1 to 2 days | 1 week | | Unfunded | | As required | 1 to 2 days | 1 week | |
| **RESERVES** | OS-REA-043 | Weed Control / Edge trimming | | 12 times annually | 1 to 2 days | 1 week | | 44156 | $149,469.00 | 12 times annually | 1 to 2 days | 1 week | |
| **RESERVES** | POS-REA-044 | Lawn Maintenance | | 12 times annually | 1 to 2 days | 1 week | | 44122 | General Maintenance | 12 times annually | 1 to 2 days | 1 week | |
| **RESERVES** | OS-REA-005 | Graffiti Removal | | As required | 1 to 2 days | 1 week | | | ? | As required | 1 to 2 days | 1 week | |
| **RESERVES** | OS-REA-032 | Information Sign Maintenance | | As required | 1 to 2 days | 1 week | | | ? | As required | 1 to 2 days | 1 week | |
| **RESERVES** | OSF-REA-023 | Unsealed Pathway Maintenance | | 6 times annually | 1 to 2 days | 1 week | | | ? | 6 times annually | 1 to 2 days | 1 week | |
| **RESERVES** | OSF-REA-008 | Brick Paved Footpath Maintenance | | As required | 1 to 2 days | 1 week | | | ? | As required | 1 to 2 days | 1 week | |
| **RESERVES** | OSF-REA-029 | Asphalt Footpath Maintenance | | As required | 1 to 2 days | 1 week | | | ? | As required | 1 to 2 days | 1 week | |
| **RESERVES** | OSF-REA-046 | Edge/ Shoulder Repair | | As required | 1 to 2 days | 1 week | | | ? | As required | 1 to 2 days | 1 week | |
| **RESERVES** | OSF-REA-012 | Footpath Sweeping/ Cleaning | | As required | 1 to 2 days | 1 week | | | ? | As required | 1 to 2 days | 1 week | |
| **RESERVES** | OS-REA-074 | Retaining Walls, Stairs & Minor Structure Maintenance | | As required | 1 to 2 days | 1 week | | 44138 | $8,000.00 | As required | 1 to 2 days | 1 week | |
| | | | | | 1 to 2 days | 1 week | | 43741 | $29,400.00 | | 1 to 2 days | 1 week | $40,000.00 |
| **RESERVE FURNITURE** | FUR-REA-001 | Irrigation Sprinkler Maintenance | | 30 times annually | 1 to 2 days | 1 week | | 43752 | $55,000.00 | 30 times annually | 1 to 2 days | 1 week | |
| **RESERVE FURNITURE** | FUR-REA-001 | Drinking Fountain Maintenance | | As required | 1 to 2 days | 1 week | | 44122 | $4,700.00 | As required | 1 to 2 days | 1 week | $6,500.00 |
| **RESERVE FURNITURE** | FUR-REA-032 | Maintain Fencing | | As required | 1 to 2 days | 1 week | | 44141 | $10,400.00 | As required | 1 to 2 days | 1 week | $45,000.00 |
| | | | | | 1 to 2 days | 1 week | | 43749 | $5,500.00 | | 1 to 2 days | 1 week | $24,000.00 |
| **RESERVE FURNITURE** | FUR-REA-056 | Maintain Bins | | As required | 1 to 2 days | 1 week | | | | As required | 1 to 2 days | 1 week | |

| | | | | Current Level Of Service | | | | | | Desired Level Of Service | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Asset_Class | Activity_Code | Maintenance Activity | Description | Current_Service_Standard | Target Response Time - Initial Assessment (Working Days) | Target Response Time - Rectify (Working Days) | Number of requests per annum | Operating Budget Account No. | Current 2013/14 Budget | Desired_Service_Standard | Target Response Time - Initial Assessment (Working Days) | Target Response Time - Rectify (Working Days) | Budget Required to Deliver Desired Level of Service |
| **RESERVE FURNITURE** | FUR-REA-060 | Maintain External Reserve Lighting Infrastructure | | As required | 1 to 2 days | 1 week | | | | As required | 1 to 2 days | 1 week | |
| **RESERVE FURNITURE** | FUR-REA-061 | Miscellaneous Furniture - Structural Maintenance | | As required | 1 to 2 days | 1 week | | 43741 | $29,400.00 | As required | 1 to 2 days | 1 week | $40,000.00 |

| | | | | Current Level Of Service | | | | | | Desired Level Of Service | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Asset_Class | Activity_Code | Maintenance Activity | Description | Current_Service_Standard | Target Response Time - Initial Assessment (Working Days) | Target Response Time – Rectify (Working Days) | Number of requests per annum | Operating Budget Account No. | Current 2013/14 Budget | Desired_Service_Standard | Target Response Time - Initial Assessment (Working Days) | Target Response Time - Rectify (Working Days) | Budget Required to Deliver Desired Level of Service |
| | | | | | 1 to 2 days | 1 week | | 44138 | $8,000.00 | | 1 to 2 days | 1 week | $20,000.00 |
| **RESERVE TREES / PLANTS** | OSV-REA-039 | Pruning - Trees & Shrubs | | As required | 1 to 2 days | 1 week | | 44155 | Line 25 | As required | 1 to 2 days | 1 week | |
| **RESERVE TREES / PLANTS** | OSV-REA-034 | Tree & Stump Removal | | As required | 1 to 2 days | 1 week | | 44155 | Line 25 | As required | 1 to 2 days | 1 week | |
| **RESERVE TREES / PLANTS** | OSV-REA-035 | Fallen Limb or Fallen Tree Removal | | As required | 1 to 2 days | 1 week | | 44155 | Line 25 | As required | 1 to 2 days | 1 week | |
| **RESERVE TREES / PLANTS** | OSV-REA-001 | Replanting Trees & Shrubs | | Annually | 1 to 2 days | 1 week | | 43744 | $20,000.00 | Annually | 1 to 2 days | 1 week | |
| | | | | | 1 to 2 days | 1 week | | 44137 | $42,000.00 | | 1 to 2 days | 1 week | |
| **RESERVE TREES / PLANTS** | OSV-REA-002 | Tree Basin/ Grate/ Guard Maintenance | | As required | 1 to 2 days | 1 week | | 44132 | $6,600.00 | As required | 1 to 2 days | 1 week | |
| | | | | | 1 to 2 days | 1 week | | 44122 | General Maintenance | | 1 to 2 days | 1 week | |
| **RESERVE TREES / PLANTS** | OSV-REA-047 | Garden Bed Maintenance | | 12 times annually | 1 to 2 days | 1 week | | 44122 | General maintenance | 12 times annually | 1 to 2 days | 1 week | |
| | | | | | 1 to 2 days | 1 week | | | | | 1 to 2 days | 1 week | |
| **RESERVE TREES / PLANTS** | OSV-REA-043 | Pest and/or Vegetation Disease Control | | As required | 1 to 2 days | 1 week | | 44122 | General Maintenance | As required | 1 to 2 days | 1 week | |
| **RESERVE TREES / PLANTS** | OSV-REA-048 | Blackberry Removal | | As required | 1 to 2 days | 1 week | | 44122 | `General Maintenance | As required | 1 to 2 days | 1 week | |
| **SKATEBOWL** | SK-REA-001 | Litter Clearing - Dumped/ Dangerous | | | 1 to 2 days | 1 week | | 43739 | $36,600.00 | | 1 to 2 days | 1 week | |
| **SKATEBOWL** | SK-REA-002 | Graffiti Removal | | As required | 1 to 2 days | 1 week | | 43739 | As above | As required | 1 to 2 days | 1 week | |
| **SKATEBOWL** | SK-REA-003 | Skate bowl Cleaning | | Weekly | 1 to 2 days | 1 week | | 43739 | As above | Weekly | 1 to 2 days | 1 week | |
| **SPORTSFIELDS** | AOS-REA-008 | Granitic Gravel Softball Diamonds & Cricket Net Run Ups | | Annually | 1 to 2 days | 1 week | | | | Annually | 1 to 2 days | 1 week | |
| **SPORTSFIELDS** | AOS-REA-041 | Sports Oval Mowing | | 45 times per annum | 1 to 2 days | 1 week | | 43726 | $296,125.00 | 45 times per annum | 1 to 2 days | 1 week | |
| | | Sports Oval Mowing - Couch | | 45 times per annum | 1 to 2 days | 1 week | | | | 45 times per annum | 1 to 2 days | 1 week | |

| | | | | Current Level Of Service | | | | | | Desired Level Of Service | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Asset_Class | Activity_Code | Maintenance Activity | Description | Current_Service_ Standard | Target Response Time - Initial Assessment (Working Days) | Target Response Time – Rectify (Working Days) | Number of requests per annum | Operating Budget Account No. | Current 2013/14 Budget | Desired_Service_ Standard | Target Response Time - Initial Assessment (Working Days) | Target Response Time - Rectify (Working Days) | Budget Required to Deliver Desired Level of Service |
| SPORTSFIELDS | AOS-REA-041 | Sports Field Surrounds Mowing | | 45 times per annum | 1 to 2 days | 1 week | | 43726 | As above | 45 times per annum | 1 to 2 days | 1 week | |
| SPORTSFIELDS | AOS-REA-013 | Bike Rack Repair | | N/A | 1 to 2 days | 1 week | | | | N/A | 1 to 2 days | 1 week | |
| SPORTSFIELDS | AOS-REA-001 | Sports Field Surface Maintenance | | Annually | 1 to 2 days | 1 week | | 43738 | $137,389.00 | Annually | 1 to 2 days | 1 week | |
| SPORTSFIELDS | FUR-REA-062 | Basketball Ring Maintenance | | Annually | 1 to 2 days | 1 week | | 3584 | $50,000.00 | Annually | 1 to 2 days | 1 week | |
| | | | | | 1 to 2 days | 1 week | | Playground demolitions | | | 1 to 2 days | 1 week | |
| | | | | | 1 to 2 days | 1 week | | | | | 1 to 2 days | 1 week | |
| TURF WICKETS | TW-REA-003 | Concrete Cricket Pitch Maintenance | | Annually | 1 to 2 days | 1 week | | 43747 | $8,000.00 | Annually | 1 to 2 days | 1 week | |
| WETLANDS/ LAKES/ FOUNTAINS & PONDS | WF-REA-001 | Treat Algal Bloom | | As required | 1 to 2 days | 1 week | | | | As required | 1 to 2 days | 1 week | |
| WETLANDS/ LAKES/ FOUNTAINS & PONDS | WF-REA-002 | Litter Clearing - Dumped | | As required | 1 to 2 days | 1 week | | | | As required | 1 to 2 days | 1 week | |
| WETLANDS/ LAKES/ FOUNTAINS & PONDS | WF-REA-003 | Maintain Light Infrastructure | | As required | 1 to 2 days | 1 week | | | | As required | 1 to 2 days | 1 week | |

**Infrastructure Maintenance 14/15**

| | | Account/ Budget | Desired Budg |
|---|---|---|---|
| Structures | 42830 | $10k | $35k |
| Fencing + Bollards | 42831 | $20k | $65k |
| General Infrastructure | 42832 | $37.6k | $100k |
| Boardwalks + Jetties | 42833 | $25k | $45k |
| Skate Park | 42838 | $10k | $15k |
| Vandalism | 42839 | $60k | $60k |
| Parks - Seats + Tables | 42940 | $15k | $60k |
| GPBG - Fences | 42841 | $5k | $10k |
| GPBG - Seats + Tables | 42842 | $5k | $5k |
| **TOTAL** | | **$187,500.00** | **$395k** |

| | | | Current Level Of Service | | | | Desired Level Of Service | | |
|---|---|---|---|---|---|---|---|---|---|
| **Asset_Class** | **Activity_Code** | **Maintenance Activity** | **Current Service Standard** | **Frequency** | **Operating Budget Account No.** | **Current 2013/14 Budget** | **Desired Service Standard** | **Frequency** | **Budget Required to Deliver** |
| **ROADSIDE VEGETATION** | | Mowing - Centre Median Strip & Chicanes | Mow at the following 13 locations to ensure lawn height 75mm - 250mm, Brushcut all edges to lawn boundary and around all infrastructure<br>Brett Dve/Jack St Currawong Dr/Hall Road<br>Hall Rd Centre Medium inc RAB crn McCormicks<br>Hartnett Dve<br>Helvetia Ct Frankston Karingal Dr/Cranbourne<br>Lathams Rd/Fston Gardens Dr Lyrebird/Hall<br>Overton Islands Pascal Is Rosedale Gv<br>Yarralumla medium strip Golf links /Robinsons rd x 2 | 4 week cycle | 44110 | $997,925.00 | | | |
| **ROADSIDE VEGETATION** | | Mowing - VicRoads Roadsides - Monthly cycle | Mow roadsides at the following 8 locations to ensure lawn height 75mm - 250mm,<br>Brushcut all edges to lawn boundary and around all infrastructure:<br><br>Frankston/Dandenong rd Seaford Rd/Ballarto Rd Wells Rd<br>Nepean Hwy (excl. Long Island Tennis Club to O'Grady's Rd )<br>Cranbourne Rd<br>Davey - Hasting Rd (excl. Davey/Yuille)<br>Moorooduc Hwy(excl. Beyond Caltex Fire Strip; and Moorooduc<br>Rail Crossing Nature Strip) Frankston Flinders Rd | 4 week cycle | 44153 | $350,466.00 | | | |
| **ROADSIDE VEGETATION** | | Mowing - Council Roadsides - 4 week cycle | Mow roadsides at 82 locations to ensure lawn height 75mm - 250mm,<br>Brushcut all edges to lawn boundary and around all infrastructure:<br><br>SKYE - 9 locations SEAFORD - 14 locations PINES - 1 location<br>LANGWARRIN - 19 locations KARRINGAL - 5 locations<br>HEIGHTS - 7 locations FRANKSTON - 9 locations<br>FRANKSTON SOUTH - 7 locations | 4 week cycle | 44147 | $211,067.00 | | | |
| **ROADSIDE VEGETATION** | | Mowing - - Council Roadsides - Reach Mowing | Mow roadsides at 111 locations to ensure lawn height 40mm - 100mm,<br>Brushcut all edges to lawn boundary and around all infrastructure:<br><br>SKYE - 4 locations SEAFORD - 8 locations LANGWARRIN - 33<br>locations LANGWARRIN SOUTH - - 16<br>locations<br>FRANKSTON - 6 locations | Twice yearly cycle | 44147 | Same account as above | | | |

| | | | Current Level Of Service | | | | Desired Level Of Service | | |
|---|---|---|---|---|---|---|---|---|---|
| **Asset_Class** | **Activity_Code** | **Maintenance Activity** | **Current Service Standard** | **Frequency** | **Operating Budget Account No.** | **Current 2013/14 Budget** | **Desired Service Standard** | **Frequency** | **Budget Required to Deliver Desired Level of Service** |
| **ROADSIDE VEGETATION** | | Mowing - - Reserves - Steep Slope | Mow roadsides at 19 locations to ensure lawn height 75mm - 150mm, Brushcut all edges to lawn boundary and around all infrastructure: | 6 week cycle | 44147 | Same account as above | | | |
| **PLAYGROUNDS** | | Playground Inspection Playground Maintenance Program | Inspection and repair of 116 playgrounds | Hierarchy 1H - 5 times a week Hierarchy 2H - 2 week cycle Hierarchy 1M - 2 week cycle Hierarchy 2M - 2 week cycle Hierarchy 1L - 2 week cycle Hierarchy 2L - 2 week cycle | 42820 | $40,000.00 | | | |
| **GOLF COURSE** | | Centenary Park Golf Course Maintenance | maintenance of greens, tees and Fairway | Daily | 44910 to 44999 | $75,499 | | | |
| **BOTANIC GARDENS** | | George Pentland Botanic Gardens | Horticultural and mowing maintenance | Daily | 44226 to 44231 | $354,637 | | | |
| **SPORTING RESERVES** | | General Maintenance - Sporting Reserves | Horticultural and mowing maintenance | | 43726 | $265,290 | | | |
| **SPORTING RESERVES** | | Athletics Track Maintenance | Mowing of surrounds | Every 3 weeks | 43727 | $10,300 | | | |
| **SPORTING RESERVES** | | Turf Wicket Maintenance (including Wicket Table) | VCA Standards - 13 centre wickets & 12 practice wickets | Weekly - October to April | 43732 & 43710 | $32,866 | | | |
| **SPORTING RESERVES** | | Skate Park Manage | Litter collection & vandalism repairs - 5 skate parks | weekly | 43737 | $141,511 | | | |
| **SPORTING RESERVES** | | Herbicide Application | Spraying around park infrastructure | 4 times per year | 43750 | $63,200.00 | | | |
| **SPORTING RESERVES** | | Belvedere Oval (StKilda FC) maintenance | Mowing & turf maintenance | Mowing - Twice weekly, Audit - 12 per year, vertidrain x 12, renovation x 1 | 43743 | $50,000.00 | | | |
| **SPORTING RESERVES** | | Sporting Reserve - Tree Planting | Planting of trees | Annually | 43744 | $20,000.00 | | | |
| **PASSIVE RESERVES** | | General Maintenance - Passive Reserves | Horticultural and mowing maintenance | 12 times per annum | 44122 | $316,825.00 | | | |
| **ROADSIDE** | | VicRoads - Litter Clean Up | Vegetation removal | Annually | 44124 | $25,224 | | | |
| **ROADSIDE** | | Council Road - Litter Clean Up | Weekend Litter Patrol | Monthly | 44125 | $6,028 | | | |
| **ARBORETUM** | | Replanting | | Annually | 44132 | $6,600.00 | | | |

OPEN SPACE
Routine Maintenance Activities

| | | | Current Level Of Service | | | | Desired Level Of Service | | |
|---|---|---|---|---|---|---|---|---|---|
| **Asset_Class** | **Activity_Code** | **Maintenance Activity** | **Current Service Standard** | **Frequency** | **Operating Budget Account No.** | **Current 2013/14 Budget** | **Desired Service Standard** | **Frequency** | **Budget Required to Deliver Desired Level of Service** |
| | | Mowing - Preschools/ Community Centres & Other Council Sites | | 12 times per annum | 44152 | $121,658.00 | | | |
| | | Roadside Mowing – Council Roads | | 12 times per annum | 44147 | Same as account above | | | |
| | | Roadside Mowing – VicRoads Roads | | 12 times per annum | 44153 | Same as account above | | | |
| | | Reserve Herbicide Spraying | | 4 times per year | 44156 | $149,469.00 | | | |
| | | Sports Surrounds/General Reserves Mowing | Horticultural and mowing maintenance - 29 Reserves & 69 ovals | Surrounds every 3 weeks, ovals 45 times per year. | 43710 and 43716 | $409,800.00 | | | |
| | | Laneways/Drains/Flats mowing | | 12 times per annum | 44151 | $88,068 | | | |
| | | Stealth Mowing Round | | 12 times per annum | 44122 and 44116 | | | | |
| | | Pre-school / Community Centre Maintenance | | 12 times per annum | 44152 | $121,658 | | | |
| | | Horticulture Maintenance - LATMs (Including Roundabouts | HORTICULTURE MAINTENANCE | Monthly | 44154 | $108,977.00 | | | |
| | | Horticulture Maintenance - High Profile Sites | HORTICULTURE MAINTENANCE | Monthly<br><br>Priority 1 Weekly visits high maintenance level required<br>Priority 2 Fortnightly visits medium maintenance level required<br>Priority 3 Monthly visits low maintenance level required<br>Priority 4 6 week native plantations minor works required | 44122 | Deducted from General Maintenance | | | |
| **Cemetery** | | Open Space Maintenance | a) Removal of unsightly litter dumped in Cemetery<br>b) Top up graves, dig graves<br>c) Mow lawn areas<br>d) Maintain garden beds<br>e) Repair pathways<br>f) Clean signs to maintain readability<br>g) Ashes interments, and associated customer service and administration activities.<br><br>Refer Clause 18.53 - Contract 25547 | Daily | 3125.448 Memorial Park Maintenance | $250,000.00 | As per current service level | Daily | $250,000.00 |

OPEN SPACE
Routine Maintenance Activities

| | | | Current Level Of Service | | | | Desired Level Of Service | | |
|---|---|---|---|---|---|---|---|---|---|
| **Asset_Class** | **Activity_Code** | **Maintenance Activity** | **Current Service Standard** | **Frequency** | **Operating Budget Account No.** | **Current 2013/14 Budget** | **Desired Service Standard** | **Frequency** | **Budget Required to Deliver Desired Level of Service** |
| **RESERVES** | OS-ROU-043 | Weed Control / Edge trimming | | | 43750 | Herbicide Budget. | | | |
| **RESERVES** | OSF-ROU-019 | Footpath Weed Control /Edge Trimming | | | 43750 | As above | | | |
| **RESERVE FURNITURE** | FUR-ROU-001 | Irrigation Sprinkler Maintenance | | | 43752-131 | $55,000.00 | | | |
| | | | | | 43752-154 | $5,000.00 | | | |
| **RESERVE FURNITURE** | FUR-ROU-032 | Maintain Fencing | | | 44141 and 43749 | $10,400.00 and $5,500.00 | | | |
| **RESERVE TREES / PLANTS** | OSV-ROU-040 | Tree Watering | | | 44132 | $6,798.00 | | | |
| **RESERVE TREES / PLANTS** | OSV-ROU-002 | Tree Basin & Grate Maintenance | | | 44132 | As above | | | |
| **RESERVE TREES / PLANTS** | OSV-ROU-048 | Garden Bed Maintenance | | | 44122 | General Maintenance Budget | | | |
| **RESERVE TREES / PLANTS** | OSV-ROU-043 | Pest and/or Vegetation Disease Control | | | 44122 | As above | | | |
| | | | | | | | | | |
| **SKATEBOWL** | SK-ROU-001 | Litter Clearing - Dumped/ Dangerous | | Daily 1H Samuel Sherlock and Langwarrin Skate P | 43739 | $36,600.00 | | | |
| | | | | Weekly 2H Sandfield, North Seaford and Monterey Skate | | | | | |
| | | | | Parks. | | | | | |
| | | | | | | | | | |
| **SPORTSFIELDS** | AOS-ROU-043A | Weed Control / Sports Oval Lawn Maintenance | | | 43753 | $65,000.00 | | | |
| **SPORTSFIELDS** | AOS-ROU-041A | Sports Oval Mowing | | | | Same line item as line 28 | | | |
| **SPORTSFIELDS** | AOS-ROU-041B | Sports Field Surrounds Mowing | | | | Same line item as line 28 | | | |
| **SPORTSFIELDS** | AOS-ROU-001 | Sports Field Surface Maintenance | | | 43738 | $141,511.00 | | | |
| **SPORTSFIELDS** | FUR-ROU-062 | Basketball Ring Maintenance | | | 3584-776 | $50,000.00 Playground audits | | | |
| **WETLANDS/ LAKES/ FOUNTAINS & PONDS** | WF-ROU-004 | Pump/ Filter Maintenance - Arboretum & Cemetery | | | 44122 | General Maintenance Budget. | | | |
| **SIGNS** | SI-OPS-001 | Miscellaneous Sign Installation/ relocation | | | 43728 | $10,800.00 | | | |

OPEN SPACE
Routine Maintenance Activities

| | | | Current Level Of Service | | | | Desired Level Of Service | | |
|---|---|---|---|---|---|---|---|---|---|
| **Asset_Class** | **Activity_Code** | **Maintenance Activity** | **Current Service Standard** | **Frequency** | **Operating Budget Account No.** | **Current 2013/14 Budget** | **Desired Service Standard** | **Frequency** | **Budget Required to Deliver Desired Level of Service** |
| | | | | | 44149 | $5,400.00 | | | |
| **SIGNS** | SI-OPS-002 | DDA Device Installation & Maintenance | | | | City works | | | |
| **SIGNS** | SI-OPS-003 | Sign Relocation | | | | City Works | | | |

## Appendix B Projected 10 year Capital Renewal and Replacement Works Program

**Frankston CC**
**Projected Capital Renewal Works Program** ($000)

| Year | Item | Description | Estimate |
|---|---|---|---|
| 2017 | | **Network Renewals** | |
| | 1 | Predicted Renewal Expenditure Requirement - Moloney Model | $2,714 |
| 2017 | | **Defect Repairs** | |
| | 1 | Risk Management Works Within Council Reserves | $50 |
| | 2 | Playground Improvements/Demolitions | $35 |
| **2017** | | **Total** | **$2,799** |
| **2018** | | **Network Renewals** | |
| | 1 | Predicted Renewal Expenditure Requirement - Moloney Model | $2,824 |
| **2018** | | **Defect Repairs** | |
| | 1 | Risk Management Works Within Council Reserves | $50 |
| | 2 | Playground Improvements/Demolitions | $35 |
| **2018** | | **Total** | **$2,909** |
| **2019** | | **Network Renewals** | |
| | 1 | Predicted Renewal Expenditure Requirement - Moloney Model | $3,736 |
| **2019** | | **Defect Repairs** | |
| | 1 | Risk Management Works Within Council Reserves | $50 |
| | 2 | Playground Improvements/Demolitions | $35 |
| **2019** | | **Total** | **$3,821** |
| **2020** | | **Network Renewals** | |
| | 1 | Predicted Renewal Expenditure Requirement - Moloney Model | $4,278 |
| **2020** | | **Defect Repairs** | |
| | 1 | Risk Management Works Within Council Reserves | $50 |
| | 2 | Playground Improvements/Demolitions | $35 |
| **2020** | | **Total** | **$4,363** |
| **2021** | | **Network Renewals** | |
| | 1 | Predicted Renewal Expenditure Requirement - Moloney Model | $4,646 |
| **2021** | | **Defect Repairs** | |
| | 1 | Risk Management Works Within Council Reserves | $50 |
| | 2 | Playground Improvements/Demolitions | $35 |
| **2021** | | **Total** | **$4,731** |

($000)

| Year | Item | Description | Estimate |
|---|---|---|---|
| **2022** | | **Network Renewals** | |
| | 1 | Predicted Renewal Expenditure Requirement - Moloney Model | $4,838 |
| **2022** | | **Defect Repairs** | |
| | 1 | Risk Management Works Within Council Reserves | $50 |
| | 2 | Playground Improvements/Demolitions | $35 |
| **2022** | | **Total** | **$4,923** |
| **2023** | | **Network Renewals** | |
| | 1 | Predicted Renewal Expenditure Requirement - Moloney Model | $4,940 |
| **2023** | | **Defect Repairs** | |
| | 1 | Risk Management Works Within Council Reserves | $50 |
| | 2 | Playground Improvements/Demolitions | $35 |
| **2023** | | **Total** | **$5,025** |
| **2024** | | **Network Renewals** | |
| | 1 | Predicted Renewal Expenditure Requirement - Moloney Model | $4,925 |
| **2024** | | **Defect Repairs** | |
| | 1 | Risk Management Works Within Council Reserves | $50 |
| | 2 | Playground Improvements/Demolitions | $35 |
| **2024** | | **Total** | **$5,010** |
| **2025** | | **Network Renewals** | |
| | 1 | Predicted Renewal Expenditure Requirement - Moloney Model | $4,824 |
| **2025** | | **Defect Repairs** | |
| | 1 | Risk Management Works Within Council Reserves | $50 |
| | 2 | Playground Improvements/Demolitions | $35 |
| **2025** | | **Total** | **$4,909** |
| **2026** | | **Network Renewals** | |
| | 1 | Predicted Renewal Expenditure Requirement - Moloney Model | $4,665 |
| **2026** | | **Defect Repairs** | |
| | 1 | Risk Management Works Within Council Reserves | $50 |
| | 2 | Playground Improvements/Demolitions | $35 |
| **2026** | | **Total** | **$4,750** |

## Appendix C Projected 10 Year Upgrade/Expansion/New Capital Works Program

**Frankston CC**
**Projected Capital Upgrade/New Works Program** ($000)

| Year | Item | Description | Estimate |
|---|---|---|---|
| 2017 | 1 | Open Space, Foreshore and Unstructured/passive Initiatives Budget | $698 |
| | 2 | Playground and Playspace Initiatives Budget | $980 |
| | 3 | Structured Recreation Initiatives Budget | $720 |
| **2017** | | **Total** | **$2,398** |
| 2018 | 1 | Open Space, Foreshore and Unstructured/passive Initiatives Budget | $1,397 |
| | 2 | Playground and Playspace Initiatives Budget | $330 |
| | 3 | Structured Recreation Initiatives Budget | $770 |
| **2018** | | **Total** | **$2,497** |
| 2019 | 1 | Open Space, Foreshore and Unstructured/passive Initiatives Budget | $1,479 |
| | 2 | Playground and Playspace Initiatives Budget | $375 |
| | 3 | Structured Recreation Initiatives Budget | $250 |
| **2019** | | **Total** | **$2,104** |
| 2020 | 1 | Open Space, Foreshore and Unstructured/passive Initiatives Budget | $900 |
| | 2 | Playground and Playspace Initiatives Budget | $205 |
| | 3 | Structured Recreation Initiatives Budget | $300 |
| **2020** | | **Total** | **$1,405** |
| 2021 | 1 | Open Space, Foreshore and Unstructured/passive Initiatives Budget | $400 |
| | 2 | Playground and Playspace Initiatives Budget | $250 |
| | 3 | Structured Recreation Initiatives Budget | $803 |
| **2021** | | **Total** | **$1,453** |
| 2022 | 1 | Average First 5 Years of Open Space Discretionary CWP | $1,971 |
| **2022** | | **Total** | **$1,971** |
| 2023 | 1 | Average First 5 Years of Open Space Discretionary CWP | $1,971 |
| **2023** | | **Total** | **$1,971** |
| 2024 | 1 | Average First 5 Years of Open Space Discretionary CWP | $1,971 |
| **2024** | | **Total** | **$1,971** |
| 2025 | 1 | Average First 5 Years of Open Space Discretionary CWP | $1,971 |
| **2025** | | **Total** | **$1,971** |
| 2026 | 1 | Average First 5 Years of Open Space Discretionary CWP | $1,971 |
| **2026** | | **Total** | **$1,971** |

## Appendix D LTFP Budgeted Expenditures Accommodated in AM Plan

**NAMS.PLUS3 Asset Management** **Frankston CC**



**Open Space_S2_V11** **Asset Management Plan**

First year of expenditure projections **2017** (financial yr ending)

**Open Space**

**Asset values at start of planning period**

| | | | |
|---|---|---|---|
| Current replacement cost | $85,487 | (000) | Calc CRC from Asset Register $0 (000) |
| Depreciable amount | $85,487 | (000) | This is a check for you. |
| Depreciated replacement cost | $51,406 | (000) | |
| Annual depreciation expense | $3,461 | (000) | |

**Operations and Maintenance Costs for New Assets**

| | % of asset value |
|---|---|
| Additional operations costs | 0.00% |
| Additional maintenance | 0.00% |
| Additional depreciation | 4.05% |

Planned renewal budget (information only)

You may use these values calculated from your data or overwrite the links.

**Planned Expenditures from LTFP**

**20 Year Expenditure Projections** Note: Enter all values in current **2017** values

| Financial year ending | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| | $000 | $000 | $000 | $000 | $000 | $000 | $000 | $000 | $000 | $000 |
| **Expenditure Outlays included in Long Term Financial Plan (in current $ values)** | | | | | | | | | | |
| **Operations** | | | | | | | | | | |
| Operations **budget** | $6,903 | $7,070 | $7,179 | $7,246 | $7,276 | $7,275 | $7,251 | $7,213 | $7,170 | $7,127 |
| Management **budget** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| AM systems **budget** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Total operations** | $6,903 | $7,070 | $7,179 | $7,246 | $7,276 | $7,275 | $7,251 | $7,213 | $7,170 | $7,127 |
| **Maintenance** | | | | | | | | | | |
| Reactive maintenance **budget** | $2,897 | $2,952 | $2,988 | $3,010 | $3,020 | $3,019 | $3,012 | $2,999 | $2,985 | $2,971 |
| Planned maintenance **budget** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Specific maintenance items **budget** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Total maintenance** | $2,897 | $2,952 | $2,988 | $3,010 | $3,020 | $3,019 | $3,012 | $2,999 | $2,985 | $2,971 |
| **Capital** | | | | | | | | | | |
| Planned renewal **budget** | $4,870 | $4,685 | $4,685 | $4,685 | $4,620 | $4,580 | $4,580 | $4,580 | $4,610 | $4,645 |
| Planned upgrade/new **budget** | $2,413 | $2,512 | $2,119 | $1,420 | $1,468 | $1,986 | $1,986 | $1,986 | $1,986 | $1,986 |
| **Non-growth contributed asset value** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Asset Disposals** | | | | | | | | | | |
| **Est Cost** to dispose of assets | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Carrying value** (DRC) of disposed assets | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

**Additional Expenditure Outlays Requirements (e.g from Infrastructure Risk Management Plan)**

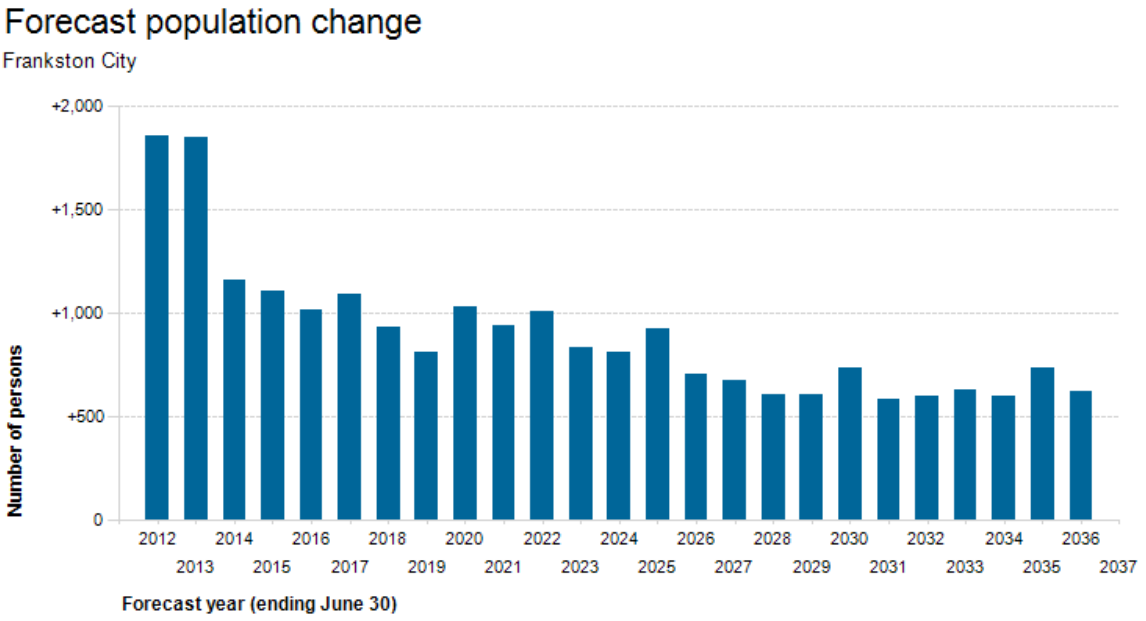
| Additional Expenditure Outlays required and not included above | 2017 $000 | 2018 $000 | 2019 $000 | 2020 $000 | 2021 $000 | 2022 $000 | 2023 $000 | 2024 $000 | 2025 $000 | 2026 $000 |
|---|---|---|---|---|---|---|---|---|---|---|
| Operations | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Maintenance | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Capital Renewal | to be incorporated into Forms 2 & 2.1 (where Method 1 is used) OR Form 2B Defect Repairs (where Method 2 or 3 is used) | | | | | | | | | |
| Capital Upgrade | $15 | $15 | $15 | $15 | $15 | $15 | $15 | $15 | $15 | $15 |
| User Comments #2 | | | | | | | | | | |

**Forecasts for Capital Renewal using Methods 2 & 3 (Form 2A & 2B) & Capital Upgrade (Form 2C)**

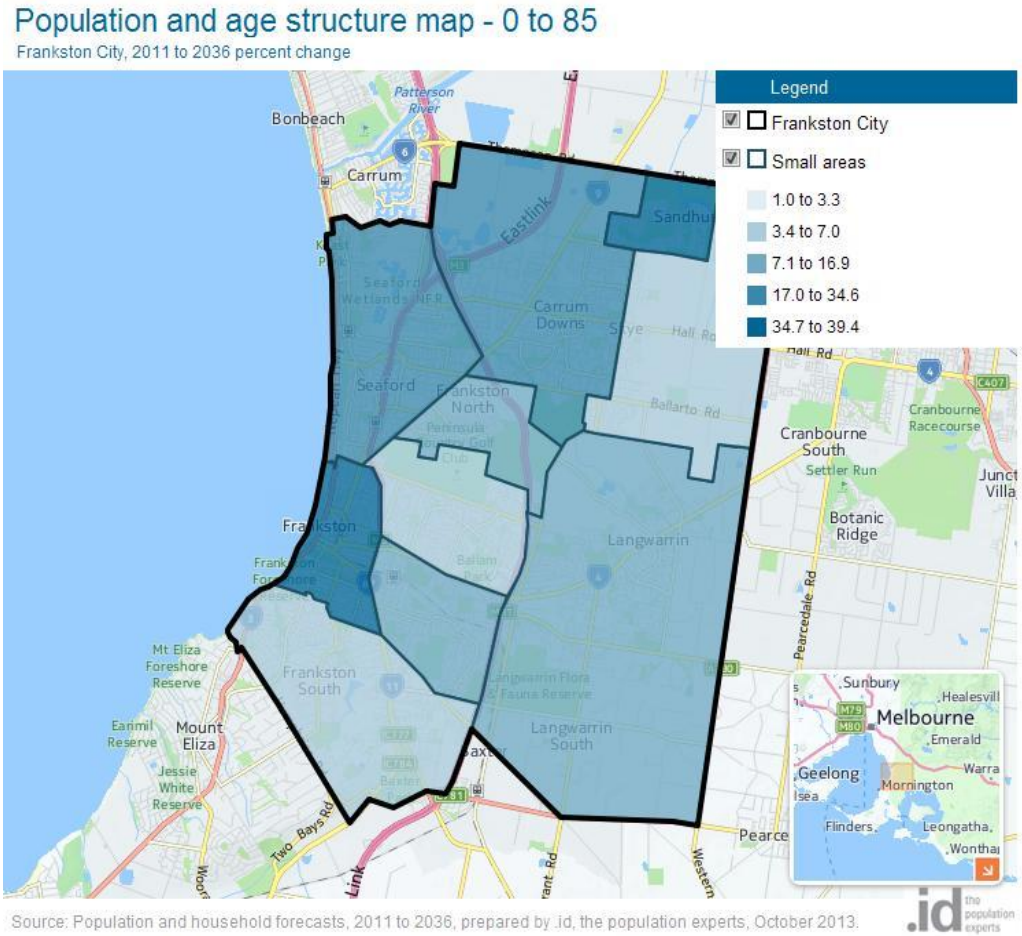
| | 2017 $000 | 2018 $000 | 2019 $000 | 2020 $000 | 2021 $000 | 2022 $000 | 2023 $000 | 2024 $000 | 2025 $000 | 2026 $000 |
|---|---|---|---|---|---|---|---|---|---|---|
| Forecast Capital Renewal from Forms 2A & 2B | $2,799 | $2,909 | $3,821 | $4,363 | $4,731 | $4,923 | $5,025 | $5,010 | $4,909 | $4,750 |
| Forecast Capital Upgrade from Form 2C | $2,398 | $2,497 | $2,104 | $1,405 | $1,453 | $1,971 | $1,971 | $1,971 | $1,971 | $1,971 |

## Appendix E Frankston Population and Demographics

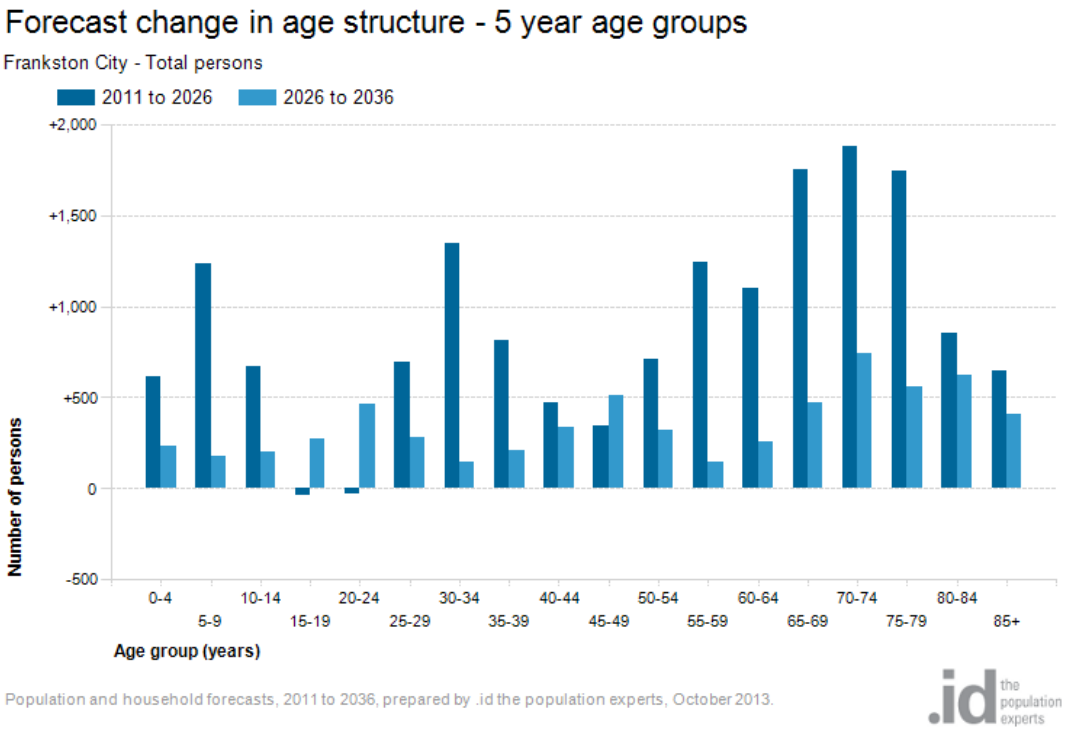
Forecasts show continued population growth across the municipality over the next 20 years particularly in Seaford, Carrum Downs, Sandhurst and Frankston neighbourhoods. Significant growth in people aged 5 to 9, 30 to 34 and over 60 years is expected in the next 10 years. The population growth rate is expected to gradually decrease over the 20 year period. All population and demographic forecasts were sourced from forecast.id.com.au.




Population and household forecasts, 2011 to 2036, prepared by .id the population experts, October 2013.




Source: Population and household forecasts, 2011 to 2036, prepared by .id, the population experts, October 2013.

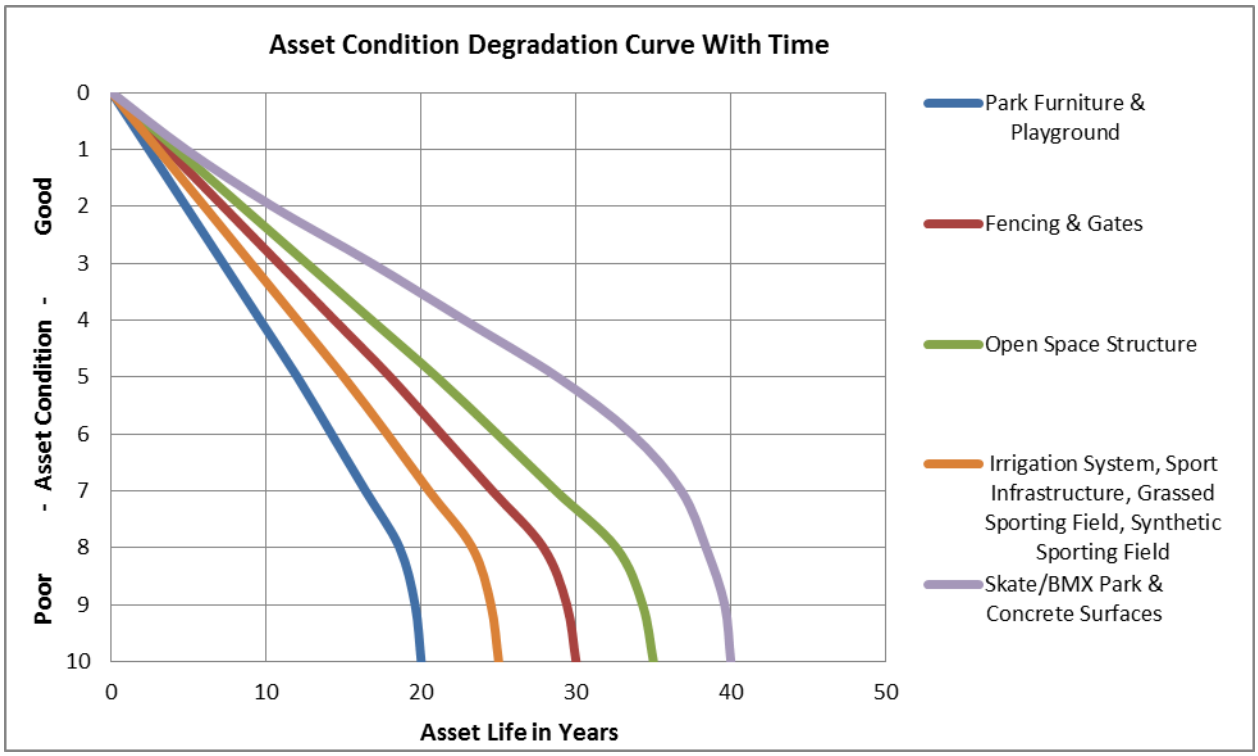



| Frankston City forecast population, households and dwellings | | | | | | |
|---|---|---|---|---|---|---|
| Summary | Forecast year | | | | | |
| | 2011 | 2016 | 2021 | 2026 | 2031 | 2036 |
| Population | 130,055 | 137,041 | 141,843 | 146,121 | 149,315 | 152,494 |
| Change in population (5yrs) | | 6,986 | 4,802 | 4,278 | 3,194 | 3,178 |
| Average annual change | | 1.05% | 0.69% | 0.60% | 0.43% | 0.42% |
| Households | 51,161 | 54,511 | 56,922 | 58,991 | 60,608 | 62,117 |
| Average household size | 2.51 | 2.48 | 2.46 | 2.44 | 2.43 | 2.42 |
| Population in non-private dwellings | 1,525 | 1,705 | 1,825 | 1,945 | 2,065 | 2,185 |
| Dwellings | 53,840 | 57,353 | 59,878 | 62,042 | 63,754 | 65,349 |
| Dwelling occupancy rate | 95.02% | 95.04% | 95.06% | 95.08% | 95.07% | 95.05% |

## Appendix F Moloney Model Assumptions

Assumptions involved with the long term scenario modelling and asset data include:

- Asset types which were not assigned a useful life under the 2015 – Open Space Condition Audit were assumed using professional judgement and knowledge of the assets and with guidance from industry standards from within IPWEA Parks Asset Management Practice Note 10.2 2016.
- Unit rates were developed for grassed sporting fields, skate parks, BMX and motorcycle parks where no replacement value was known. Rates were developed based on similar projects that have been delivered recently.
- Condition ratings for assets without a known condition were assumed based on the average condition of the relevant asset type. 259 assets have an assumed condition rating.
- Council's current service delivery is based on an RICL of 8.0 which indicates that assets are being renewed when they are in extremely poor condition with severe serviceability problems and could be a risk to remain in service, except for playground which are based on an RICL of 7.0.
- Default asset degradation curves built into the Moloney model software were utilised for the modelling. The degradation curves are used to determine how the model predicts the deterioration of an asset's condition over its useful life. The graph below illustrates the various asset sets used for modelling and their respective asset degradation curves where condition score 0 is "New" and condition score 10 is "Unserviceable". As seen, several asset sets utilise the same asset degradation curve.




- Growth in maintenance and renewal requirements from the construction or adoption of new, upgrade and expand assets has not been included in the modelling as the impact would be insignificant over the period which this Plan pertains.
- Maintenance and operational expenditure were combined for the purpose of developing maintenance requirements for each modelling scenario.

- Actual maintenance and operation expenditure from the 2015/16 financial year were used.
- The modelling assumed that asset renewal returns an asset to a condition score 0 or "New" condition.

To determine maintenance expenditure which is applicable to the open space infrastructure assets included within the modelling, expenditure associated with trees and garden maintenance was excluded, as these assets have not been captured in the condition modelling.

A percentage split was applied to the total 2015/16 maintenance expenditure (excl. tree and garden expenses) based on the replacement value of each Moloney asset set to determine the maintenance expenditure across each category. The following percentage split was applied:

| Moloney Asset Set | Replacement Value Percentage (%) |
|---|---|
| Park Furniture | 8 |
| Fencing & Gates | 21 |
| Open Space Structure | 3 |
| Playground | 8 |
| Irrigation System | 7 |
| Sports Infrastructure | 8 |
| Grassed Sporting Field | 27 |
| Synthetic Sporting Field | 11 |
| Skate/BMX Park & Concrete Surfaces | 7 |
| | **100** |

Council's 1 – 5 asset condition rating based on the condition grading model was converted to the Moloney 1 – 10 asset condition rating for modelling purposes. Condition description for this rating model is shown below.

| Cond 0-10 | ***Generalised Generic Description of asset condition*** |
|---|---|
| **0** | A new asset or an asset recently rehabilitated back to new condition. |
| **1** | A near new asset with no visible signs of deterioration often moved to condition 1 based upon the time since construction rather than observed condition decline. |
| **2** | An asset in excellent overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition. |
| **3** | An asset in very good overall condition but with some early stages of deterioration evident, but the deterioration still minor in nature and causing no serviceability problems. |
| **4** | An asset in good overall condition but with some obvious deterioration evident, serviceability would be impaired very slightly. |
| **5** | An asset in fair overall condition deterioration in condition would be obvious and there would be some serviceability loss. |
| **6** | An asset in Fair to poor overall condition. The condition deterioration would be quite obvious. Asset serviceability would now be affected and maintenance cost would be rising. |
| **7** | An asset in poor overall condition deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance cost would be high. |
| **8** | An asset in very poor overall condition with serviceability now being heavily impacted upon by the poor condition. Maintenance cost would be very high and the asset would at a point where it needed to be rehabilitated. |
| **9** | An asset in extremely poor condition with severe serviceability problems and needing rehabilitation immediately. Could also be a risk to remain in service. |
| **10** | An asset that has failed is no longer serviceable and should not remain in service. There would be an extreme risk in leaving the asset in service. |

## Appendix G Identified Climate Change Risks

| | |
|---|---|
| **1.02** | Coastal inundation can increase the risk of the flooding of Kananook Creek. |
| **1.03** | Coastal inundation can increase the risk of flooding of the Central Activity District (CAD). |
| **1.04** | Coastal inundation can cause a loss of beaches and foreshore reserves |
| **1.08** | Exposure to legal liability for Council's function as the Planning Authority and issue of building permits. |
| **2.06** | Inland flooding can increase the risk of overwhelming the drainage system. |
| **2.07** | Inland flooding from flood prone areas left uncontrolled from responsibilities insufficiently delineated. |
| **2.08** | Inland Flooding can increase the risk of property being affected by flooding. |
| **2.10** | Inland flooding may impact old landfill sites and septic tanks and cause contamination. |
| **3.02** | Increased fire weather can increase the community perception of bushfire risk rising |
| **4.02** | Increased air temperature can increase occupational health and safety risks to outdoor staff. |
| **4.04** | Increased temperatures poses a health risk to the community |
| **4.05** | Changes to average rainfall and temperature will increase the risk of degradation to sports grounds. |
| **4.06** | Increased temperatures can increase risks of insect infestation |
| **4.06** | Changes to average rainfall and temperature resulting in community dissatisfaction due to inability to use open space and reduced experiences. |
| **4.07** | Changes in average rainfall and temperature can increase the risk of complaints regarding increased airborne dust. |
| **4.11** | Increased temperatures and concurrent trends will increase the risk of loss of biodiversity. |
| **4.17** | Changes to average temperature and rainfall will reduce water availability. |
| **5.01** | Changes to average rainfall can cause the degradation of Seaford Wetlands. |
| **5.04** | Changes in average rainfall can increase the risk of blockage and damage to the drainage system. |
| **6.02** | Concurrent trends can increase the risks of shortage of personnel to deliver community services. |
| **6.05** | Peak Oil |
| **7.01** | Future climate change increases the risk that planning decisions made now prove to have been incorrect. |
| **7.01** | From other impacts Council decisions made now may prove to be incorrect |

## Appendix H Sports Facility Hierarchy

**Sports Facility Hierarchy –Local Level**

Local sporting facilities primarily cater for junior training and competition, and in some instances may be used as overflow facilities for senior teams. Local sports facilities are generally built and maintained to a basic level, and are typically school facilities being used as joint-use facilities with the community, or are Council-owned facilities located adjacent to schools.

Local level sports fields contain one oval or rectangular sports field, and supporting infrastructure will generally be restricted to a basic pavilion or public toilet block, and a small off-street car park. For basketball and netball, Local level facilities would be those built to a standard to accommodate training needs, and junior and social matches, whilst for tennis, Local level facilities will comprise less than four courts and will in most instances not have a dedicated clubhouse.

Examples of Local level sports fields are Worland Park Reserve (Karingal) and Banyan Reserve (Carrum Downs), whilst for tennis, the Kananook tennis courts would be considered Local.

**Sports Facility Hierarchy- District Level**

District level sporting facilities are designed and maintained to a standard to cater primarily for club training and competition, and are usually regarded as the "headquarter" facility for clubs and/or associations. They comprise of good standard playing surface/s and a pavilion, and can include a range of supporting infrastructure such as floodlighting, practice facilities and formal car parking.

District level sporting facilities are generally multipurpose in function and are designed and managed to cater for at least two sports, where appropriate and practical. A majority of the sporting reserves and sporting facilities in Frankston City would be considered District level facilities, and examples include Lloyd Park (Langwarrin), Overport Park (Frankston South), Carrum Downs Recreation Reserve, Bruce Park Tennis Club, and the Seaford Bowls Club.

A separate category of Sub District has been created for Soccer Facilities, this has been necessary due to the variance in standard of current facilities.

**Sports Facility Hierarchy- Regional Level**

Regional level sporting facilities principally attract people from within the City of Frankston; however, will cater for those clubs affiliated with Melbourne-wide competitions, or associations/leagues which are based within the City of Frankston.

Regional sports facilities will serve a municipal-wide catchment for specific sports, such as athletics, hockey, softball, baseball and BMX track racing. Facility provision will be a higher level than is available at other facilities within Frankston City in order to accommodate a higher level of competition or activity. For basketball and netball, Regional level facilities would be those built to a standard to accommodate competition needs.

Examples of existing sports facilities in Frankston City that would be considered Regional, include the Frankston Basketball Stadium, Robinson Road Reserve (softball & baseball), Frankston BMX Track and the Ballam Park Athletics Track.

**Sports Facility Hierarchy- Elite.**

Elite level facilities are built and maintained to a premier or elite standard. They cater for regional, State and National standard teams for training and competition. Belvedere Park, Frankston Park and the main oval (AH Butler) at Jubilee Park are examples of Elite level facilities within Frankston City.

## Appendix I Open Space Asset Data

| Asset Type | Available Asset Data | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Asset Attributes (name, ID, description, location, etc.) | Component Attributes | Material | Dimensions / Size | Photo(s) | Condition Rating (1-5) | Functionality Rating (1-5) | Capacity Rating (1-5) | Replacement Cost | Useful Life, Year Acquired & Age |
| Athletics Track | ✓ | | ✓ | ✓ | ✓ | ✓* | | | ✓* | ✓ |
| BBQ | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Bench | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Bike Rack | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Bin | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Cricket Pitch | ✓ | | ✓ | ✓ | | ✓* | | | ✓* | ✓* |
| Cricket Practice Net | ✓ | | ✓ | ✓ | | ✓* | | | ✓* | ✓* |
| Drinking Fountain | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Exercise Station | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Fence | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Flagpole | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Gate | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Information Hut | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Irrigation System - Other | ✓ | | ✓ | ✓ | | ✓* | | | ✓* | ✓* |
| Irrigation System – Sporting Field | ✓ | | ✓ | ✓ | | ✓* | | | ✓* | ✓* |
| Light | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Memorial Monument | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Pergola Rotunda | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Picnic Table | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Playground | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Playground Equipment | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Playing Surface - Concrete | ✓ | | ✓ | ✓ | Some | ✓* | | | ✓* | ✓* |

| Asset Type | Available Asset Data | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Asset Attributes (name, ID, description, location, etc.) | Component Attributes | Material | Dimensions / Size | Photo(s) | Condition Rating (1-5) | Functionality Rating (1-5) | Capacity Rating (1-5) | Replacement Cost | Useful Life, Year Acquired & Age |
| Playing Surface - Synthetic/Asphalt | ✓ | | ✓ | ✓ | Some | ✓* | | | ✓* | ✓* |
| Pole Post | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Retaining Wall | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Seat | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Shade Structure | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Shelter | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Shower | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Sign Panel | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Sign Support | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Skate Park & BMX Track | ✓ | | ✓ | ✓ | Some | ✓* | | | ✓* | ✓* |
| Sport Field | ✓ | | ✓ | ✓ | Some | ✓* | | | ✓* | ✓* |
| Sports Ancillary | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Sports Cage | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Sports Goal | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Sports Ground Lighting | ✓ | | ✓ | ✓ | | ✓* | | | ✓* | ✓* |
| Sports Net | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Sports Run-up | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Stairs | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Tree Guard | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Wall | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |

Note:

* Data may involve a level of assumption, derivation, estimation, conversion etc. outside the scope of the audit

'Some' means that select assets of this type have data available whilst others do not

## Appendix J Open Space Asset/Service Relationship

| Asset Type | Open Space Service | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Health and wellbeing | Social connectivity | Community development | Enhanced public amenity | Passive green spaces | Structured recreation | Education in sports and the natural environment | Enhanced quality of life |
| Athletics Track | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ |
| BBQ | ✓ | ✓ | | | ✓ | | | |
| Bench | ✓ | | | | ✓ | ✓ | | |
| Bike Rack | ✓ | | | | | | | |
| Bin | ✓ | | | ✓ | ✓ | ✓ | | |
| Cricket Pitch | ✓ | ✓ | | | | ✓ | ✓ | |
| Cricket Practice Net | ✓ | ✓ | | | | ✓ | ✓ | |
| Drinking Fountain | ✓ | | | | ✓ | ✓ | | ✓ |
| Exercise Station | ✓ | | | | | | ✓ | ✓ |
| Fence | ✓ | | | | ✓ | ✓ | | |
| Flagpole | | ✓ | ✓ | ✓ | | | | |
| Gate | ✓ | | | | ✓ | ✓ | | |
| Information Hut | | ✓ | ✓ | | | | ✓ | |
| Irrigation System - Other | | | | | ✓ | ✓ | | |
| Irrigation System – Sporting Field | | | | | ✓ | ✓ | | |
| Light | ✓ | | | ✓ | ✓ | | | ✓ |
| Memorial Monument | | ✓ | ✓ | | | | ✓ | |
| Pergola Rotunda | | ✓ | | ✓ | ✓ | | | |
| Picnic Table | ✓ | ✓ | | | ✓ | | | ✓ |
| Playground | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ |
| Playground Equipment | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ |
| Playing Surface - Concrete | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ |

| Asset Type | Open Space Service | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Health and wellbeing | Social connectivity | Community development | Enhanced public amenity | Passive green spaces | Structured recreation | Education in sports and the natural environment | Enhanced quality of life |
| Playing Surface - Synthetic/Asphalt | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ |
| Pole Post | | ✓ | ✓ | | | | | |
| Retaining Wall | | | | ✓ | ✓ | | | |
| Seat | ✓ | | | | ✓ | ✓ | | |
| Shade Structure | ✓ | | | ✓ | | | | |
| Shelter | ✓ | | | ✓ | | | | |
| Shower | ✓ | | | | | | | ✓ |
| Sign Panel | | ✓ | ✓ | | | | | |
| Sign Support | | ✓ | ✓ | | | | | |
| Skate Park & BMX Track | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ |
| Sport Field | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Sports Ancillary | | ✓ | | | | ✓ | | |
| Sports Cage | | ✓ | | | | ✓ | ✓ | |
| Sports Goal | | ✓ | | | ✓ | ✓ | | |
| Sports Ground Lighting | ✓ | ✓ | | | | ✓ | | ✓ |
| Sports Net | | ✓ | | | | ✓ | ✓ | |
| Sports Run-up | ✓ | ✓ | | | | ✓ | ✓ | |
| Stairs | | ✓ | | | ✓ | ✓ | | |
| Tree Guard | | | | ✓ | ✓ | | | |
| Wall | | | | | ✓ | ✓ | | |

## Appendix K Customer Service Requests

| Request | Request Description | High Level Classification |
|---|---|---|
| BCAE | Foreshore -Beach Access | Foreshore Maintenance |
| BCBC | Foreshore - Beach Cleaning | Foreshore Maintenance |
| EPWPAR | Parks/Reserves | General Parks Maintenance |
| EPWTRE | Trees | Trees/Native Vegetation Maintenance |
| FALLEN | Fallen Limb or Fallen Tree Removal | Trees/Native Vegetation Maintenance |
| FALLNS | Fallen Limb or Fallen Tree Removal (Nature Strip) | Trees/Native Vegetation Maintenance |
| FBFC | Fence - Property Adjoining Council Land | Fencing Maintenance |
| FBFO | Fence - Oval Perimeter | Fencing Maintenance |
| FBFP | Fence - Park and Road Boundary | Fencing Maintenance |
| FIFH-N | Fire Hazard - Natural Reserve / Public Area | General Parks Maintenance |
| GEOS | General Enquiry - Park Plan and Development | General Parks Maintenance |
| GEPS | General Enquiry - Parks | General Parks Maintenance |
| PRCI | Coastal Infrastructure - Pier / Seawall / Beach | Foreshore Maintenance |
| PRGM | General Parks Maintenance | General Parks Maintenance |
| PRML | Mowing of Long Grass (Parks) | Mowing/Weeding |
| PRODM | Open Space Planning and Development | General Parks Maintenance |
| PRPI | Park Improvement or New Equipment | General Parks Maintenance |
| PRPLBR | Playgrounds - Vandalism | Playground Maintenance |
| PRPLEM | Playgrounds - Equipment Maintenance | Playground Maintenance |
| PRPLND | Playgrounds - New Design | Playground Maintenance |
| PRPLNE | Playgrounds - New Equipment | Playground Maintenance |
| PRPLUS | Playgrounds - Under-surfacing | Playground Maintenance |
| PRSG | Sports Ground | Sports Ground Maintenance |
| PRSP | Inactive - Skate Park Maintenance | Sports Ground Maintenance |
| PRUNPK | Pruning Trees or Shrubs (Parks/Reserves) | Trees/Native Vegetation Maintenance |
| PRUNSN | Pruning - Sign Obstructions | Trees/Native Vegetation Maintenance |
| PRUNST | Pruning - Street Trees & Shrubs | Trees/Native Vegetation Maintenance |
| PRVS | Vandalism - Stolen / Missing | General Parks Maintenance |
| PRWC | Inactive - Weed Control | Mowing/Weeding |
| PWRCLR | Pruning - Power Line Clearance | Trees/Native Vegetation Maintenance |
| RBDP | Clear Dumped Rubbish - Parks | General Parks Maintenance |
| RMVSMP | Stump Removal | Trees/Native Vegetation Maintenance |
| RMVTR | Tree Removal/Assessment | Trees/Native Vegetation Maintenance |
| TRPPCT | Council Tree Over Private Property | Trees/Native Vegetation Maintenance |
| TRPPRP | Council Tree Affecting Private Property | Trees/Native Vegetation Maintenance |
| TRRPL | Tree Protection Local Law | Trees/Native Vegetation Maintenance |
| TRRPN | Native Vegetation Removal for Private Development | Trees/Native Vegetation Maintenance |
| TRRPS | Street Tree Removal for Private Development | Trees/Native Vegetation Maintenance |
| TRRVT | Vandalism to Street Trees and Trees in Parks | Trees/Native Vegetation Maintenance |
| TRTHDT | Debris from Council Tree | Trees/Native Vegetation Maintenance |
| TRTHFO | Fallen Council Tree or Branch - Park | Trees/Native Vegetation Maintenance |

| Request | Request Description | High Level Classification |
|---|---|---|
| TRTHFP | Fallen Council Tree/Branch-Footpath, Road, Property | Trees/Native Vegetation Maintenance |
| TRTHFR | Fallen Council Tree or Branch on Road | Trees/Native Vegetation Maintenance |
| TRTHFT | Fallen Council Tree or Branch on Footpath | Trees/Native Vegetation Maintenance |
| TRTHLC | Tree Low Over Footpath or Road | Trees/Native Vegetation Maintenance |
| TRTHLR | Council Tree Low Over Road / Vision Obscured | Trees/Native Vegetation Maintenance |
| TRTHSB | Split or Broken Council Tree or Branch | Trees/Native Vegetation Maintenance |
| TRTPDN | Damage to New Council Trees | Trees/Native Vegetation Maintenance |
| TRTPNT | New Council Tree/s Requested | Trees/Native Vegetation Maintenance |
| Z_GETR | General Enquiry - Trees | Trees/Native Vegetation Maintenance |
| ZPROMD | Open Space Major Developments | General Parks Maintenance |
| ZTRSAT | Assessment of Tree Required | Trees/Native Vegetation Maintenance |
| ZTRSDD | Tree Dead/Dying | Trees/Native Vegetation Maintenance |
| ZTRSPD | Trees - Pests and Diseases | Trees/Native Vegetation Maintenance |
| ZTRSTE | Trees - Termites (White Ants) | Trees/Native Vegetation Maintenance |
| ZTRTIW | Council Tree In Wires | Trees/Native Vegetation Maintenance |
| ZTRTST | Council Tree Stump | Trees/Native Vegetation Maintenance |

| | | | Number of Requests | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Request** | **Request Type** | **Status** | **2010/11** | **2011/12** | **2012/13** | **2013/14** | **2014/15** | **2015/16** |
| BCAE | Foreshore -Beach Access | Active | 7 | 5 | 8 | 10 | 13 | 14 |
| BCBC | Foreshore - Beach Cleaning | Active | 16 | 6 | 8 | 32 | 13 | 11 |
| EPWPAR | Parks/Reserves | Active | 0 | 4 | 3 | 0 | 0 | 4 |
| EPWTRE | Trees | Active | 2 | 3 | 2 | 0 | 2 | 7 |
| FALLEN | Fallen Limb or Fallen Tree Removal | Active | 0 | 0 | 0 | 0 | 181 | 340 |
| FALLNS | Fallen Limb or Fallen Tree Removal (Nature Strip) | Active | 0 | 0 | 0 | 0 | 344 | 654 |
| FBFC | Fence - Property Adjoining Council Land | Active | 14 | 18 | 22 | 31 | 71 | 52 |
| FBFO | Fence - Oval Perimeter | Active | 6 | 4 | 3 | 5 | 7 | 26 |
| FBFP | Fence - Park and Road Boundary | Active | 15 | 3 | 8 | 9 | 18 | 12 |
| FIFH-N | Fire Hazard - Natural Reserve / Public Area | Active | 0 | 0 | 0 | 8 | 5 | 5 |
| GEOS | General Enquiry - Park Plan and Development | Active | 2 | 0 | 0 | 14 | 8 | 15 |
| PRCI | Coastal Infrastructure - Pier / Seawall / Beach | Active | 6 | 0 | 1 | 3 | 5 | 3 |
| PRGM | General Parks Maintenance | Active | 544 | 390 | 402 | 388 | 465 | 581 |
| PRML | Mowing of Long Grass (Parks) | Active | 221 | 163 | 148 | 216 | 207 | 152 |
| PRODM | Open Space Planning and Development | Active | 1 | 0 | 2 | 2 | 0 | 1 |
| PRPI | Park Improvement or New Equipment | Active | 22 | 27 | 15 | 19 | 25 | 18 |
| PRPLBR | Playgrounds - Vandalism | Active | 7 | 8 | 7 | 3 | 6 | 5 |
| PRPLEM | Playgrounds - Equipment Maintenance | Active | 15 | 25 | 18 | 15 | 58 | 45 |
| PRPLND | Playgrounds - New Design | Active | 1 | 0 | 0 | 0 | 0 | 0 |
| PRPLNE | Playgrounds - New Equipment | Active | 2 | 0 | 0 | 0 | 2 | 3 |
| PRPLUS | Playgrounds - Under-surfacing | Active | 0 | 1 | 0 | 2 | 37 | 7 |
| PRSG | Sports Ground | Active | 5 | 5 | 18 | 50 | 23 | 23 |
| PRUNPK | Pruning Trees or Shrubs (Parks/Reserves) | Active | 0 | 0 | 0 | 0 | 73 | 92 |
| PRUNSN | Pruning - Sign Obstructions | Active | 0 | 0 | 0 | 0 | 19 | 16 |
| PRUNST | Pruning - Street Trees & Shrubs | Active | 0 | 0 | 0 | 0 | 332 | 447 |
| PRVS | Vandalism - Stolen / Missing | Active | 2 | 0 | 0 | 0 | 0 | 0 |
| PWRCLR | Pruning - Power Line Clearance | Active | 0 | 0 | 0 | 0 | 72 | 93 |
| RBDP | Clear Dumped Rubbish - Parks | Active | 150 | 166 | 168 | 196 | 172 | 231 |
| RMVSMP | Stump Removal | Active | 0 | 0 | 0 | 0 | 16 | 28 |
| RMVTR | Tree Removal/Assessment | Active | 0 | 0 | 0 | 1 | 441 | 797 |
| TRRPL | Tree Protection Local Law | Active | 2 | 8 | 6 | 8 | 8 | 17 |
| TRRPN | Native Vegetation Removal for Private Development | Active | 0 | 0 | 0 | 0 | 2 | 2 |
| TRRPS | Street Tree Removal for Private Development | Active | 5 | 6 | 7 | 18 | 14 | 6 |
| TRTHFO | Fallen Council Tree or Branch - Park | Active | 362 | 272 | 199 | 474 | 187 | 69 |
| TRTPNT | New Council Tree/s Requested | Active | 94 | 91 | 94 | 75 | 94 | 133 |

| | | | Number of Requests | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Request** | **Request Type** | **Status** | **2010/11** | **2011/12** | **2012/13** | **2013/14** | **2014/15** | **2015/16** |
| ZPROMD | Open Space Major Developments | Deactivated | 1 | 0 | 0 | 0 | 0 | 0 |
| GEPS | General Enquiry - Parks | Deactivated 2014/15 | 52 | 68 | 99 | 1 | 0 | 0 |
| TRPPCT | Council Tree Over Private Property | Deactivated 2014/15 | 54 | 66 | 73 | 41 | 0 | 0 |
| TRTHDT | Debris from Council Tree | Deactivated 2014/15 | 146 | 151 | 104 | 92 | 0 | 0 |
| TRTHFR | Fallen Council Tree or Branch on Road | Deactivated 2014/15 | 241 | 283 | 210 | 272 | 0 | 0 |
| TRTHFT | Fallen Council Tree or Branch on Footpath | Deactivated 2014/15 | 340 | 316 | 186 | 257 | 0 | 0 |
| TRTHLR | Council Tree Low Over Road / Vision Obscured | Deactivated 2014/15 | 215 | 147 | 253 | 195 | 0 | 0 |
| TRTHSB | Split or Broken Council Tree or Branch | Deactivated 2014/15 | 106 | 121 | 81 | 96 | 0 | 0 |
| TRTPDN | Damage to New Council Trees | Deactivated 2014/15 | 61 | 43 | 54 | 26 | 0 | 0 |
| ZTRSDD | Tree Dead/Dying | Deactivated 2014/15 | 119 | 132 | 140 | 103 | 0 | 0 |
| ZTRSPD | Trees - Pests and Diseases | Deactivated 2014/15 | 20 | 16 | 24 | 21 | 0 | 0 |
| ZTRSTE | Trees - Termites (White Ants) | Deactivated 2014/15 | 11 | 13 | 19 | 10 | 0 | 0 |
| ZTRTST | Council Tree Stump | Deactivated 2014/15 | 30 | 20 | 17 | 30 | 0 | 0 |
| TRPPRP | Council Tree Affecting Private Property | Deactivated 2015/16 | 12 | 10 | 10 | 22 | 58 | 0 |
| TRRVT | Vandalism to Street Trees and Trees in Parks | Deactivated 2015/16 | 79 | 63 | 63 | 54 | 31 | 0 |
| TRTHFP | Fallen Council Tree/Branch-Footpath, Road, Property | Deactivated 2015/16 | 141 | 113 | 86 | 276 | 381 | 0 |
| TRTHLC | Tree Low Over Footpath or Road | Deactivated 2015/16 | 180 | 153 | 131 | 178 | 293 | 0 |
| ZTRSAT | Assessment of Tree Required | Deactivated 2015/16 | 708 | 788 | 843 | 945 | 534 | 0 |
| ZTRTIW | Council Tree In Wires | Deactivated 2015/16 | 120 | 102 | 89 | 98 | 45 | 0 |
| PRSP | Inactive - Skate Park Maintenance | Deactivated 2016/17 | 1 | 1 | 3 | 3 | 3 | 1 |
| PRWC | Inactive - Weed Control | Deactivated 2016/17 | 18 | 19 | 34 | 25 | 36 | 23 |
| Z_GETR | General Enquiry - Trees | Deactivated 2016/17 | 0 | 0 | 15 | 58 | 71 | 4 |
| **TOTAL** | | | **4156** | **3830** | **3673** | **4382** | **4372** | **3937** |

| | | Requests Completed On Time | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Request** | **Request Type** | **2010/11** | **2011/12** | **2012/13** | **2013/14** | **2014/15** | **2015/16** | **Average** |
| BCAE | Foreshore -Beach Access | 85.7% | 100.0% | 87.5% | 100.0% | 92.3% | 92.9% | **93.1%** |
| BCBC | Foreshore - Beach Cleaning | 87.5% | 100.0% | 100.0% | 93.8% | 100.0% | 90.9% | **95.4%** |
| EPWPAR | Parks/Reserves | N/A | 75.0% | 100.0% | N/A | N/A | 100.0% | **91.7%** |
| EPWTRE | Trees | 100.0% | 100.0% | 100.0% | N/A | 100.0% | 85.7% | **97.1%** |
| FALLEN | Fallen Limb or Fallen Tree Removal | N/A | N/A | N/A | N/A | 97.2% | 97.4% | **97.3%** |
| FALLNS | Fallen Limb or Fallen Tree Removal (Nature Strip) | N/A | N/A | N/A | N/A | 98.8% | 97.6% | **98.2%** |
| FBFC | Fence - Property Adjoining Council Land | 57.1% | 100.0% | 95.5% | 96.8% | 100.0% | 100.0% | **91.6%** |
| FBFO | Fence - Oval Perimeter | 83.3% | 100.0% | 33.3% | 100.0% | 100.0% | 100.0% | **86.1%** |
| FBFP | Fence - Park and Road Boundary | 80.0% | 100.0% | 87.5% | 77.8% | 100.0% | 66.7% | **85.3%** |
| FIFH-N | Fire Hazard - Natural Reserve / Public Area | N/A | N/A | N/A | 75.0% | 80.0% | 100.0% | **85.0%** |
| GEOS | General Enquiry - Park Plan and Development | 50.0% | N/A | N/A | 71.4% | 62.5% | 26.7% | **52.6%** |
| GEPS | General Enquiry - Parks | 92.3% | 77.9% | 78.8% | 0.0% | N/A | N/A | **62.3%** |
| PRCI | Coastal Infrastructure - Pier / Seawall / Beach | 100.0% | N/A | 100.0% | 33.3% | 100.0% | 66.7% | **80.0%** |
| PRGM | General Parks Maintenance | 95.4% | 95.9% | 96.3% | 95.4% | 99.4% | 97.8% | **96.7%** |
| PRML | Mowing of Long Grass (Parks) | 88.7% | 96.9% | 95.9% | 94.9% | 97.1% | 96.7% | **95.0%** |
| PRODM | Open Space Planning and Development | 100.0% | N/A | 100.0% | 100.0% | N/A | 100.0% | **100.0%** |
| PRPI | Park Improvement or New Equipment | 90.9% | 88.9% | 93.3% | 84.2% | 92.0% | 72.2% | **86.9%** |
| PRPLBR | Playgrounds - Vandalism | 100.0% | 87.5% | 100.0% | 100.0% | 100.0% | 100.0% | **97.9%** |
| PRPLEM | Playgrounds - Equipment Maintenance | 100.0% | 92.0% | 94.4% | 100.0% | 98.3% | 100.0% | **97.5%** |
| PRPLND | Playgrounds - New Design | 100.0% | N/A | N/A | N/A | N/A | N/A | **100.0%** |
| PRPLNE | Playgrounds - New Equipment | 50.0% | N/A | N/A | N/A | 50.0% | 66.7% | **55.6%** |
| PRPLUS | Playgrounds - Under-surfacing | N/A | 100.0% | N/A | 100.0% | 67.6% | 85.7% | **88.3%** |
| PRSG | Sports Ground | 80.0% | 100.0% | 77.8% | 92.0% | 91.3% | 100.0% | **90.2%** |
| PRSP | Inactive - Skate Park Maintenance | 100.0% | 0.0% | 100.0% | 100.0% | 100.0% | 100.0% | **83.3%** |
| PRUNPK | Pruning Trees or Shrubs (Parks/Reserves) | N/A | N/A | N/A | N/A | 100.0% | 100.0% | **100.0%** |
| PRUNSN | Pruning - Sign Obstructions | N/A | N/A | N/A | N/A | 100.0% | 93.8% | **96.9%** |
| PRUNST | Pruning - Street Trees & Shrubs | N/A | N/A | N/A | N/A | 94.9% | 94.0% | **94.4%** |
| PRVS | Vandalism - Stolen / Missing | 100.0% | N/A | N/A | N/A | N/A | N/A | **100.0%** |
| PRWC | Inactive - Weed Control | 100.0% | 78.9% | 97.1% | 84.0% | 100.0% | 100.0% | **93.3%** |
| PWRCLR | Pruning - Power Line Clearance | N/A | N/A | N/A | N/A | 97.2% | 96.8% | **97.0%** |
| RBDP | Clear Dumped Rubbish - Parks | 91.3% | 93.4% | 94.0% | 95.4% | 97.1% | 97.8% | **94.8%** |
| RMVSMP | Stump Removal | N/A | N/A | N/A | N/A | 100.0% | 92.9% | **96.4%** |
| RMVTR | Tree Removal/Assessment | N/A | N/A | N/A | 100.0% | 94.3% | 90.7% | **95.0%** |
| TRPPCT | Council Tree Over Private Property | 79.6% | 84.8% | 93.2% | 85.4% | N/A | N/A | **85.7%** |
| TRPPRP | Council Tree Affecting Private Property | 83.3% | 90.0% | 90.0% | 100.0% | 96.6% | N/A | **92.0%** |

| | | Requests Completed On Time | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Request** | **Request Type** | **2010/11** | **2011/12** | **2012/13** | **2013/14** | **2014/15** | **2015/16** | **Average** |
| TRRPL | Tree Protection Local Law | 100.0% | 100.0% | 66.7% | 100.0% | 75.0% | 76.5% | **86.4%** |
| TRRPN | Native Vegetation Removal for Private Development | N/A | N/A | N/A | N/A | 50.0% | 50.0% | **50.0%** |
| TRRPS | Street Tree Removal for Private Development | 100.0% | 100.0% | 71.4% | 100.0% | 85.7% | 33.3% | **81.7%** |
| TRRVT | Vandalism to Street Trees and Trees in Parks | 97.5% | 93.7% | 87.3% | 94.4% | 96.8% | N/A | **93.9%** |
| TRTHDT | Debris from Council Tree | 89.7% | 89.4% | 93.3% | 91.3% | N/A | N/A | **90.9%** |
| TRTHFO | Fallen Council Tree or Branch - Park | 90.3% | 91.5% | 92.5% | 90.1% | 98.9% | 94.2% | **92.9%** |
| TRTHFP | Fallen Council Tree/Branch- Footpath, Road, Property | 44.7% | 59.3% | 53.5% | 56.5% | 98.7% | N/A | **62.5%** |
| TRTHFR | Fallen Council Tree or Branch on Road | 60.2% | 66.1% | 66.2% | 52.6% | N/A | N/A | **61.3%** |
| TRTHFT | Fallen Council Tree or Branch on Footpath | 94.4% | 92.1% | 96.8% | 93.4% | N/A | N/A | **94.2%** |
| TRTHLC | Tree Low Over Footpath or Road | 84.4% | 86.3% | 93.1% | 97.2% | 99.3% | N/A | **92.1%** |
| TRTHLR | Council Tree Low Over Road / Vision Obscured | 86.0% | 87.8% | 69.6% | 88.7% | N/A | N/A | **83.0%** |
| TRTHSB | Split or Broken Council Tree or Branch | 98.1% | 98.3% | 100.0% | 100.0% | N/A | N/A | **99.1%** |
| TRTPDN | Damage to New Council Trees | 85.2% | 67.4% | 74.1% | 57.7% | N/A | N/A | **71.1%** |
| TRTPNT | New Council Tree/s Requested | 100.0% | 98.9% | 98.9% | 100.0% | 97.9% | 100.0% | **99.3%** |
| Z_GETR | General Enquiry - Trees | N/A | N/A | 73.3% | 89.7% | 94.4% | 100.0% | **89.3%** |
| ZPROMD | Open Space Major Developments | 100.0% | N/A | N/A | N/A | N/A | N/A | **100.0%** |
| ZTRSAT | Assessment of Tree Required | 82.3% | 85.4% | 87.0% | 89.9% | 98.9% | N/A | **88.7%** |
| ZTRSDD | Tree Dead/Dying | 82.4% | 88.6% | 87.9% | 84.5% | N/A | N/A | **85.8%** |
| ZTRSPD | Trees - Pests and Diseases | 95.0% | 87.5% | 100.0% | 95.2% | N/A | N/A | **94.4%** |
| ZTRSTE | Trees - Termites (White Ants) | 90.9% | 84.6% | 89.5% | 90.0% | N/A | N/A | **88.7%** |
| ZTRTIW | Council Tree In Wires | 85.0% | 93.1% | 94.4% | 94.9% | 100.0% | N/A | **93.5%** |
| ZTRTST | Council Tree Stump | 90.0% | 85.0% | 94.1% | 86.7% | N/A | N/A | **88.9%** |
| **Average** | | **87.53%** | **87.60%** | **87.90%** | **86.79%** | **92.55%** | **87.87%** | |

## Appendix L Abbreviations

| | |
|---|---|
| **AAAC** | Average annual asset consumption |
| **AM** | Asset management |
| **AM Plan** | Asset management plan |
| **ARI** | Average recurrence interval |
| **ASC** | Annual service cost |
| **BOD** | Biochemical (biological) oxygen demand |
| **CRC** | Current replacement cost |
| **CWMS** | Community wastewater management systems |
| **CWP** | Capital Works Program |
| **DA** | Depreciable amount |
| **DRC** | Depreciated replacement cost |
| **EF** | Earthworks/formation |
| **FAMIS** | Frankston Asset Management Information System |
| **IRMP** | Infrastructure risk management plan |
| **LCC** | Life Cycle cost |
| **LCE** | Life cycle expenditure |
| **LTFP** | Long term financial plan |
| **MMS** | Maintenance management system |
| **PCI** | Pavement condition index |
| **RICL** | Retreatment Intervention Condition Level |
| **RV** | Residual value |
| **SoA** | State of the Assets |
| **SS** | Suspended solids |
| **vph** | Vehicles per hour |
| **WDCRC** | Written down current replacement cost |

## Appendix M Glossary

**Annual service cost (ASC)**

1) Reporting actual cost
   The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
2) For investment analysis and budgeting
   An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

**Asset**

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

**Asset category**

Sub-group of assets within a class hierarchy for financial reporting and management purposes.

**Asset class**

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

**Asset condition assessment**

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

**Asset hierarchy**

A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function or asset type or a combination of the two.

**Asset management (AM)**

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

**Asset renewal funding ratio**

The ratio of the net present value of asset renewal funding accommodated over a 10 year period in a long term financial plan relative to the net present value of projected capital renewal expenditures identified in an asset management plan for the same period [AIFMG Financial Sustainability Indicator No 8].

**Average annual asset consumption (AAAC)***

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

**Borrowings**

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided**.**

**Capital expenditure**

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly. Capital expenditure includes discretionary expenditure (optional) and non-discretionary expenditure (required).

**Capital expenditure - expansion (discretionary)**

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation's asset base, but may be associated with additional revenue from the new user group, e.g. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

**Capital expenditure - new (discretionary)**
Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

**Capital expenditure - renewal (non-discretionary)**
Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

**Capital expenditure - upgrade (discretionary)**
Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the organisation's asset base, e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

**Capital funding**
Funding to pay for capital expenditure.

**Capital grants**
Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

**Capital investment expenditure**
See capital expenditure definition

**Capitalisation threshold**
The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

**Carrying amount**
The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

**Class of assets**
See asset class definition

**Component**
Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

**Core asset management**
Asset management which relies primarily on the use of an asset register, maintenance management systems, job resource management, inventory control, condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and long-term cash flow predictions. Priorities are usually established on the basis of financial return gained by carrying out the work (rather than detailed risk analysis and optimised decision- making).

**Cost of an asset**
The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

**Critical assets**
Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.

**Current replacement cost (CRC)**
The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

**Deferred maintenance**
The shortfall in rehabilitation work undertaken relative to that required to maintain the service potential of an asset.

**Depreciable amount**
The cost of an asset, or other amount substituted for its cost, less its residual value.

**Depreciated replacement cost (DRC)**
The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

**Depreciation / amortisation**
The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

**Economic life**
See useful life definition.

**Expenditure**
The spending of money on goods and services. Expenditure includes recurrent and capital outlays.

**Expenses**
Decreases in economic benefits during the accounting period in the form of outflows or depletions of assets or increases in liabilities that result in decreases in equity, other than those relating to distributions to equity participants.

**Fair value**
The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms length transaction.

**Financing gap**
A financing gap exists whenever an entity has insufficient capacity to finance asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current financing gap means service levels have already or are currently falling. A projected financing gap if not addressed will result in a future diminution of existing service levels**.**

**Heritage asset**
An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

**Impairment Loss**
The amount by which the carrying amount of an asset exceeds its recoverable amount.

**Infrastructure assets**
Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no separate market value.

**Investment property**
Property held to earn rentals or for capital appreciation or both, rather than for:
(a) Use in the production or supply of goods or services or for administrative purposes; or
(b) Sale in the ordinary course of business.

**Key performance indicator**
A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

**Level of service**
The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.

**Life Cycle Cost ***
1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

**Life Cycle Expenditure**
The Life Cycle Expenditure (LCE) is the average operations, maintenance and capital renewal expenditure accommodated in the long term financial plan over 10 years. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of affordability of projected service levels when considered with asset age profiles.

**Loans / borrowings**
See borrowings.

**Maintenance**
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, e.g. road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **Planned maintenance**
  Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
- **Reactive maintenance**
  Unplanned repair work that is carried out in response to service requests and management/ supervisory directions.
- **Specific maintenance**
  Maintenance work to repair components or replace sub-components that need to be identified as a specific maintenance item in the maintenance budget.
- **Unplanned maintenance**
  Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

**Maintenance expenditure ***
Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

**Materiality**
The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

**Modern equivalent asset**
Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

**Net present value (NPV)**
The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

**Nominal Value ***
The face value or original value which has not been adjusted for inflation.

**Non-revenue generating investments**
Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, e.g. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

**Operations**
Regular activities to provide services such as public health, safety and amenity, e.g. street sweeping, grass mowing and street lighting.

**Operating expenditure**
Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

**Operating expense**
The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

**Operating expenses**
Recurrent expenses continuously required to provide a service, including power, fuel, staff, plant equipment, maintenance, depreciation, on-costs and overheads.

**Operations, maintenance and renewal financing ratio**
Ratio of estimated budget to projected expenditure for operations, maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).

**Operations, maintenance and renewal gap**
Difference between budgeted expenditures in a long term financial plan (or estimated future budgets in absence of a long term financial plan) and projected expenditures for operations, maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

**Pavement management system (PMS)**
A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

**PMS Score ***
A measure of condition of a road segment determined from a Pavement Management System.

**Rate of annual asset consumption ***
The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

**Rate of annual asset renewal ***
The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

**Rate of annual asset upgrade/new ***
A measure of the rate at which assets are being upgraded and expanded per annum with capital upgrade/new expenditure expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

**Real Value ***
The nominal value adjusted for inflation over a given time series.

**Recoverable amount**
The higher of an asset's fair value, less costs to sell and its value in use.

**Recurrent expenditure**
Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

**Recurrent funding**
Funding to pay for recurrent expenditure.

**Rehabilitation**
See capital renewal expenditure definition above.

**Remaining useful life**
The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

**Renewal**
See capital renewal expenditure definition above.

**Residual value**
The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

**Revenue generating investments**
Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, e.g. public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

**Risk management**
The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

**Section or segment**
A self-contained part or piece of an infrastructure asset.

**Service potential**
The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of

service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

**Service potential remaining**
A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

**Specific Maintenance**
Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacement of air conditioning equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.

**Strategic Longer-Term Plan**
A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the Council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the Council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

**Sub-component**
Smaller individual parts that make up a component part.

**Useful life**
Either:
(a) The period over which an asset is expected to be available for use by an entity, or
(b) The number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the Council.

**Value in Use**
The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary

Additional and modified glossary items shown *

**FRANKSTON CITY COUNCIL**

30 Davey Street
Frankston VIC 3199
Australia

PO Box 490
Frankston VIC 3199

**Phone** 1300 322 322
+61 3 9784 1888
**Fax** +61 3 9784 1094

**frankston.vic.gov.au**

*Seaford » Frankston » Langwarrin » Karingal » Skye » Frankston South » Frankston North » Carrum Downs » Langwarrin South » Sandhurst*