



FRANKSTON CITY COUNCIL
Asset Plan
2025



Wominjeka

Welcome to Frankston City

Acknowledgement to Country

Frankston City Council acknowledges the Bunurong people of the Kulin Nation as the Traditional Custodians of the lands and waters in and around Frankston City, and value and recognise local Aboriginal and Torres Strait Islander cultures, heritage and connection to land as a proud part of a shared identity for Frankston City.

Council pays respect to Elders past and present and recognises their importance in maintaining knowledge, traditions and culture in our community.

Council also respectfully acknowledges the Bunurong Land Council as the Registered Aboriginal Party responsible for managing the Aboriginal cultural heritage of the land and waters where Frankston City Council is situated.

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Foreword

I am pleased to present Frankston City Council's Asset Plan as per the requirements of the Local Government Act (2020). The Asset Plan forms a key part of Council's Integrated Planning Framework and links our asset planning with our Frankston City Community Vision 2040, Council and Wellbeing Plan and Financial Plan. This Plan and our approach to the development of it, is more than simply a requirement under the Victorian Local Government Act 2020; it is a formal commitment to engage with our community about our city's valuable infrastructure assets and link our infrastructure investment with community priorities and objectives.

Building on the community-led decision-making principles to guide infrastructure investment, which were developed as part of the previous Asset Plan deliberative engagement process in 2022, the Community Panel were asked to help prioritise major discretionary projects within our Long-Term Infrastructure Plan. In prioritising these projects, the Panel considered their alignment with the Community Vision and long-term aspirations. This panel was independently selected to represent the diverse needs of our community and the outcomes resulting from this community engagement have directly informed the Asset Plan. I would like to thank the community panel members for their commitment and hard work, your contributions have been invaluable in shaping this document.

We need to prudently manage our ageing assets to continue to deliver a wide range of services to the community and also respond to our other challenges with population growth, changing community demographics, significant cost increases, grant funding limitations, constrained revenue due to rate capping and climate change. Council has adopted a well-structured approach to the management of our assets to address these challenges and ensure that we meet the service delivery needs of our community into the future in a sustainable and cost-effective way. We will continue to work with the community and use data and evidence to inform decision making to ensure that Council's services are delivered in a sustainable manner over the long term. I look forward to the implementation of this Asset Plan which will be reviewed every four years, on election of a new Council.



Cam Arullanantham
Interim Chief Executive Officer
Frankston City Council

1 Introduction

Supporting our vibrant city are Council managed infrastructure assets such as local roads, footpaths, stormwater drains, playgrounds, public lighting, library and community buildings and recreation centres. The city has many natural assets such as the Seaford Wetlands, foreshore areas, natural bushland reserves and open space and parks. Both infrastructure and natural assets are covered by this Asset Plan.

Frankston City Council is responsible for the stewardship of these assets for the benefit of current and future generations. As custodian of community assets, we have the responsibility for managing these assets in the most cost-effective manner. This is achieved through managing our assets through their lifecycle from creation and acquisition to maintenance and operation, through to rehabilitation and disposal.

Millions of dollars are spent annually managing and maintaining these assets. It is therefore important that Council employs sound asset management practices to ensure all Council assets are managed prudently and efficiently. The *Local Government Act 2020* requires all Councils to develop a 10-year Asset Plan which is integrated with the Community Vision and Council Plan.

This Asset Plan provides an avenue to communicate the importance and magnitude of the assets for which Council is responsible for and outlines the way we manage our community's assets to support delivery of services. It provides a 10-year strategic and financial view of the assets that we own and control and how they will integrate with *Frankston City Community Vision 2040* and *Frankston City Council and Wellbeing Plan*.

1.1 Our Assets

We manage close to **\$1.94 billion**¹ of infrastructure assets (excluding land) on behalf of our community. These assets, which range from significant structures such as roads, bridges and buildings, through to park furniture and play equipment are fundamental to supporting services for the community.

1.2 Scope of the Asset Plan

While we manage an extensive portfolio of assets, this Asset Plan focuses on our physical infrastructure. The majority of our infrastructure falls into major asset classes, being:



Roads and Car Parks



Pathways



Bridges and Pedestrian Structures



Open Space Assets



Buildings and Facilities



Stormwater Drainage

¹ As at 30 June 2025

1.3 Purpose of the Asset Plan

The Asset Plan is part of our Integrated Strategic Planning and Reporting Framework and sets out how it will acquire, build, look after, and use assets over the next 10 years and beyond. This version of the Asset Plan is a revision and update of the Plan adopted by Council in 2022.

This Asset Plan has been prepared to meet the requirements of section 92 of the *Local Government Act 2020*. Its purpose is to:

- Ensure that assets support the achievement of the Community Vision and Council Plan objectives.
- Demonstrate that we will responsibly manage our assets to meet the service delivery needs of our community in a cost-effective way.

- Provide a method to integrate our asset management planning outcomes with our Council Plan, Financial Plan, and Annual Budget.
- Improve the effectiveness of asset management planning through a more engaged community and informed Council.
- Support the continued advocacy for Federal and State Government support for the improvement of community assets.
- Ensure we comply with our asset statutory and legislative obligations.

It is a general overview document that summarises the key elements of our individual Asset Management Plans that we have developed for each of our major asset classes.

2 Strategic Context

The *Local Government Act 2020* requires all councils to develop an integrated, longer-term, and transparent approach to planning, organised around a Community Vision. This Asset Plan is an important part of our integrated planning framework, which is illustrated in the following diagram.

The golden thread which runs through all key documents aims to integrate key strategic plans across Council, along with regular community engagement and performance reporting. This includes our Asset Plan.

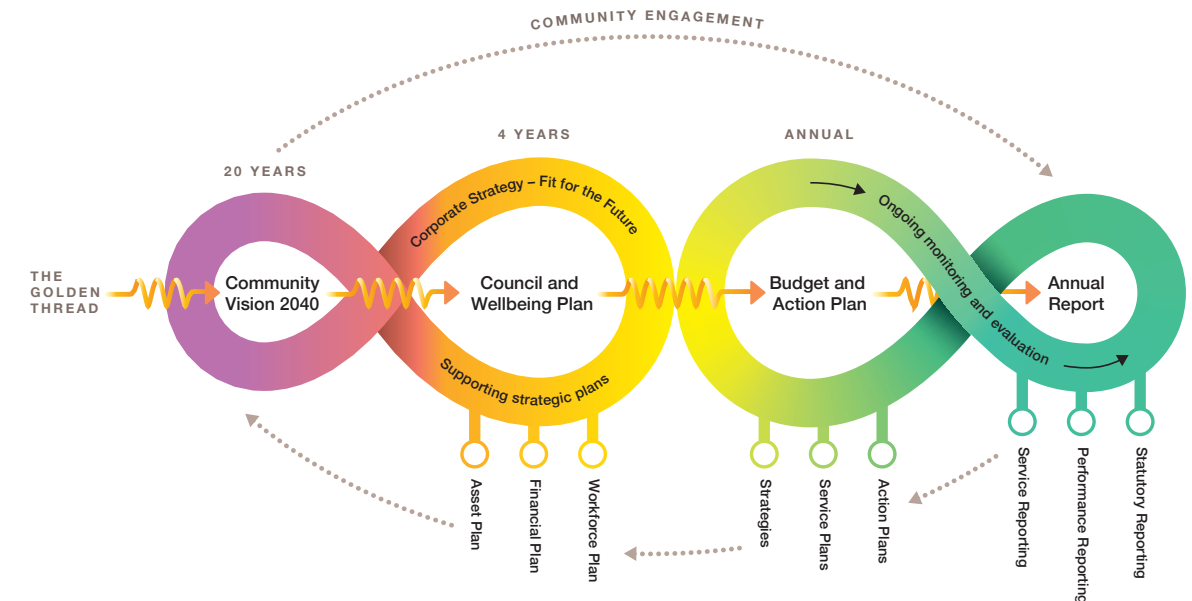


Figure 1 Our Integrated Planning and Reporting Framework

2.1 The Community Vision

Our Community Vision is a statement of our community's goals and aspirations for the future. It considers where we are, where we want to be and how will we get there. The Community Vision has been developed as part of Frankston City Community Vision 2040.

The themes identified in the Community Vision 2040 guide our Council and Wellbeing Plan a which sets out our strategic directions over the next four (4) years to achieve the long-term aspirations and goals of our community.

2.2 The Council and Wellbeing Plan

Our Council and Wellbeing Plan makes a commitment to outcomes and priority initiatives across a number of strategic outcomes which align to the Community Vision themes.

Effective asset management supports the outcomes of the Council Plan and the delivery of sustainable services and programs. We recognise our stewardship role in appropriately managing the assets we have and aim to fulfil our obligations to future communities to provide sustainable assets and services.

2.3 How do the City's Assets Support the Delivery of Our Goals?

Infrastructure assets play a critical role in the delivery of the City's goals and outcomes identified in the Community Vision 2040 and Council and Wellbeing Plan. They support the delivery of services such as sport and recreation, transport, and community health. Physical assets provide places and networks which are the backbone of the delivery of services to the community. Without fit for purpose and well managed assets, the delivery of services can suffer or diminish.

The alignment of the Community Vision 2040 themes, Council and Wellbeing Plan outcomes, city services and programs and infrastructure assets are shown in Figure 2 on page 10. At a high level, it demonstrates how our community assets support outcomes and objectives.

2.4 The Financial Plan

The Financial Plan provides a long-term view of the resources that we expect to be available to us and how these will be allocated and prioritised over the next 10 years.

Our Financial Plan identifies our current and projected financial capacity to continue delivering high quality services, facilities and infrastructure, while identifying critical new capital investment to support our community's prosperity and to respond to our future challenges.

This Asset Plan is based on and inherently linked with the budgets and projections outlined in our Financial Plan. Ongoing affordability and financial sustainability are our key objectives. The Financial Plan in combination with the Asset Plan supports in achieving these objectives.

2.5 Long Term Infrastructure Plan

Frankston City Council's Long Term Infrastructure Plan (LTIP) outlines Council's approach to maintaining and improving assets over the next 10-year period. It includes information about how we develop, deliver and manage the LTIP including the long-term capital works program.

The LTIP is Council's long term investment strategy for the city which seeks to:

- Grow the economy – enhancing the city's capacity for long term economic growth
- Build communities – supporting a growing and diverse Frankston population
- Enhance the environment – managing and mitigating the impact on the environment; and
- Create a digital future for Frankston

The LTIP works hand in hand with the Asset Plan by outlining the specific asset projects and programs proposed to deliver on the strategic goals and objectives outlined in the Community Vision 2040 and Council and Wellbeing Plan.

2.6 Relevant Strategic Documents

This Asset Plan supports several other strategic Council documents to achieve our long-term goals. These included the ones listed below:

- Asset Management Strategy
- Bike Riding Strategy
- Open Space Strategy
- Road Management Plan
- Frankston Play Strategy
- Workforce Plan
- Integrated Transport Strategy
- Risk Management Plan
- Climate Change Strategy



VISION 2040 THEME	ASPIRATION FOR 2040	STRATEGIC OUTCOME			SUPPORTING SERVICES/PROGRAMS	SUPPORTING ASSETS	HOW
Healthy and Inclusive Communities	Frankston City is a place for everyone to feel proud, safe, healthy and supported in wellness. All people are recognised, supported, respected and celebrated. Our green spaces, quality health services, social support, education and community groups are accessible and inclusive. We recognise and respect the heritage and history of our First Nations peoples.	Improve community health, safety, and wellbeing by reducing harms and promoting healthy lifestyles. Strengthen resilience, inclusiveness, and enrich culture and diversity.			- Community Health - Community Development - Community Safety - Sports and Recreation	 Roads and Car Parks	Roads, bridges, footpaths and pathways enable people to move safely, actively, and equitably around the city.
						 Pathways	
						 Bridges and Pedestrian Structures	
						 Open Space Assets	Parks, gardens, trails and recreation assets contribute to a well-connected and liveable built environment by fostering access to green, inclusive public spaces. These assets support community connection, promote active lifestyles, and enhance environmental outcomes.
Natural Environment	Frankston City is committed to balancing the enjoyment of the environment with robust and sustainable land management. The community is educated on how to care for the environment and the protection of biodiversity, and the health of natural spaces is promoted. Climate change is being actively addressed, and our integrated water systems are future proofed against the challenges of our coastal region. Waste management is transparent and innovative.	Promote sustainability through bold action and leadership on climate change, while protecting and enhancing Frankston City's natural and built environments.			- Biodiversity and Open Space - Climate Change Action - Integrated Water - Waste Circularity	 Stormwater Drainage	The stormwater drainage network protects the natural environment by managing runoff, improving water quality.
						 Open Space Assets	Natural reserves, parks, and conservation areas protect biodiversity and provide sustainable recreational spaces.
						 Buildings and Facilities	Community buildings incorporate sustainable design principles, supporting climate resilience and environmental stewardship.
Connected Places and Economy	Frankston City is a thriving, prosperous, safe place, where people love to live, study, work and visit. Public spaces provide an extensive range of cultural, artistic and recreational pursuits. Frankston City nurtures and attracts innovation and investment and is known for its diverse educational and business opportunities. It's well connected, with a network of easy to access, progressive and resilient infrastructure.	Enhance liveability by improving access to and revitalising Frankston City's places and spaces. Foster a thriving economy by creating jobs and opportunities to build a skilled and educated community that supports sustainable and diverse industries.			- Arts and Culture - Transport Connectivity - City Planning - City Growth and Investment	 Roads and Car Parks	Local roads and transport infrastructure support goods movement, visitor access, and local economic activity.
						 Pathways	
						 Bridges and Pedestrian Structures	
						 Open Space Assets	Parks, reserves, and civic spaces support tourism and economic vibrancy by creating destinations for visitors and residents.
Council Performance and Leadership	Frankston City Council communicates honestly and transparently with our communities and advocates for people of all abilities and backgrounds. Council is trusted and well governed and uses its resources in an accountable and sustainable manner. Councillors and Council work as a team to prioritise the community's interest through programs of ongoing engagement and use its resources in an accountable and sustainable manner.	A forward-thinking and responsive council that values community input, committed to optimising services, ensuring robust governance, and making sustainable decisions.			- Financial Management - Asset Management - Governance - Council Strategy and Performance - Customer Service and Experience - Technology and Information - People, Culture and Workforce management	 Roads and Car Parks	Effective and sustainable asset management ensures that infrastructure meets community needs now and into the future. Buildings, open space, transport, and drainage assets are managed responsibly, with transparent decision-making and community input driving priorities and investments.
						 Pathways	
						 Bridges and Pedestrian Structures	
						 Open Space Assets	
						 Buildings and Facilities	
						 Stormwater Drainage	

Figure 2 (Part A) Strategic Alignment of Assets to Community Vision, Council Plan, Services and Programs

Figure 2 (Part B) Strategic Alignment of Assets to Community Vision, Council Plan, Services and Programs

3 Our Assets

Our infrastructure asset portfolio represents not only a significant community investment, but also it is a substantial financial asset for Council with an estimated replacement value of **\$1.94 billion** (as at 30 June 2025).

Buildings

Total Replacement Cost: **\$520.9 million**
Includes: 334 buildings such as libraries, leisure centres, community halls, civic centres, etc.

Network Condition



Structures

Total Replacement Cost: **\$38.4 million**
Includes: 111 bridges and pedestrian structures.

Network Condition



Stormwater*

Total Replacement Cost: **\$361.2 million**
Includes: 965km of stormwater drains and 42,142 drainage pits.

Network Condition



Roads and Car Parks

Total Replacement Cost: **\$717.3 million**
Includes: 718km of local roads and 827 off-street car park areas.

Network Condition



Pathways

Total Replacement Cost: **\$158.2 million**
Includes: 998km of pathways (footpaths, cycleways and cycle paths).

Network Condition



Open Space

Total Replacement Cost: **\$147.4 million**
Includes: 525 open space reserves, 165 playgrounds, 11km of foreshore, 78,000 street trees, 137 sports grounds.

Network Condition



Very Good

Meets existing and future service needs

Good

Meets existing service needs

Fair

May require minor work to continue to meet existing service needs

Poor

May require major work to continue to meet existing service needs

Very Poor

Fails to meet existing service needs

4 How Do We Manage Our Assets?

“As stewards of community assets, Frankston City Council will provide assets that support the provision of best value services. Council assets will be accessible, safe and suitable for community use. The approach to asset management will be sustainable. It will balance competing community social, environmental and economic needs for the benefit of current and future generations.”

4.1 Asset Management Framework

The Asset Management Framework illustrates the relationship between Council’s strategic objectives and asset planning at the strategic, tactical, and operational levels. This Framework aims to ensure that a systematic approach to asset management delivers prudent and efficient outcomes to meet both our community and asset management objectives.

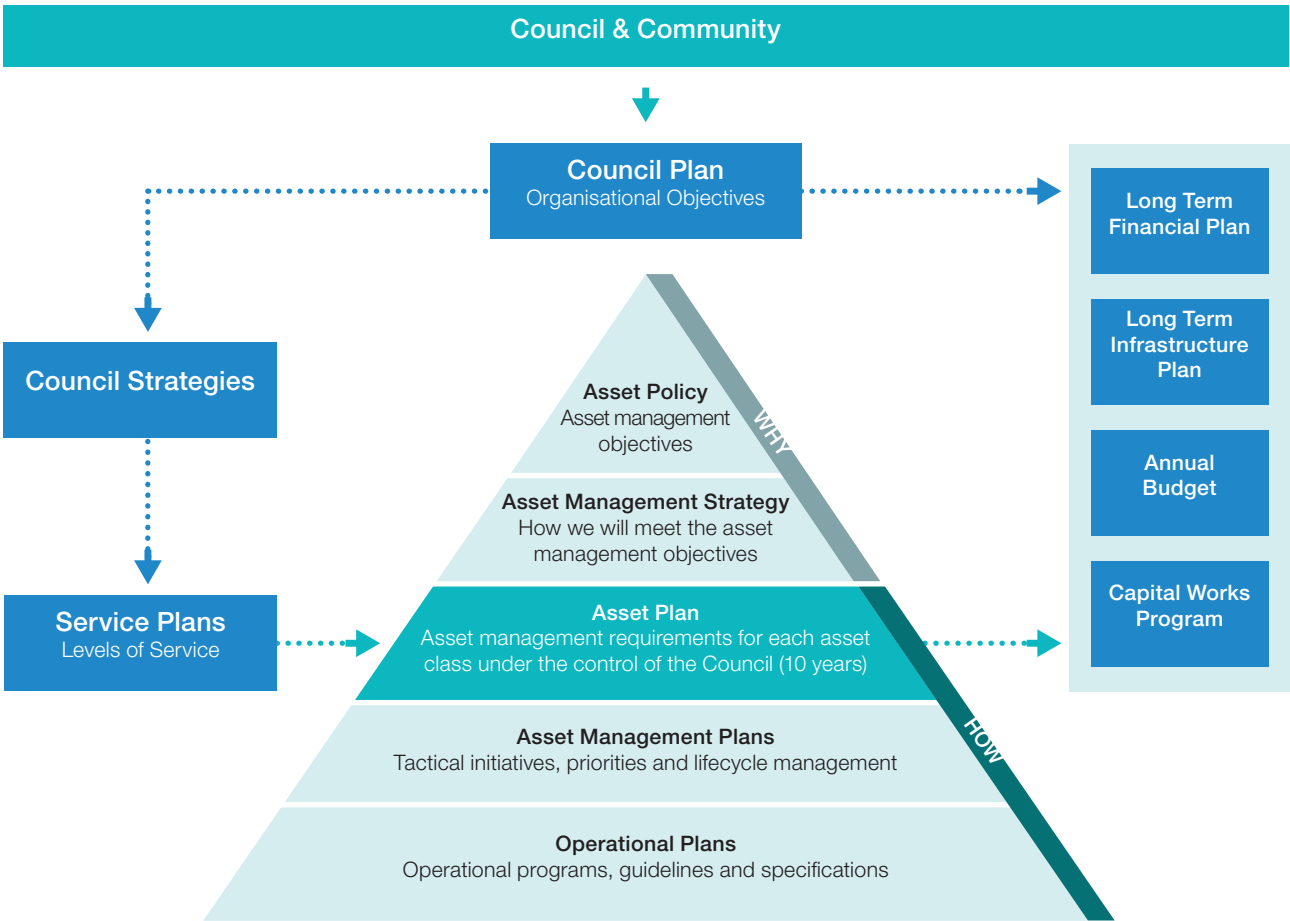


Figure 3 Frankston City Council Asset Management System / Framework

ELEMENT	DESCRIPTION
Asset Management Policy	The Asset Management Policy summarises the vision and objectives for asset management. The Policy outlines responsibilities for asset management across the organisation and recognises that asset management is a collective responsibility. The objectives can only be achieved if all parties responsible work together to achieve the vision.
Asset Management Strategy	The Asset Management Strategy outlines how we will deliver our Asset Management Policy intentions. The purpose of this Strategy is to provide the framework for the ongoing enhancement of Council’s asset management practices to deliver sustainable and effective services, support the implementation of the Asset Management Policy and to achieve organisational objectives.
Asset Plan	The Asset Plan provides a high level 10-year view of Council’s priorities around maintenance, renewal, acquisition, expansion, upgrade and disposal of infrastructure and how these are to be integrated within Council’s decision-making process and financial plans. The plan relates outcomes from community deliberative engagement to guide Council asset decisions, needs and activities over the next 10 years.
Asset Management Plans	Our Asset Management Plans provide information on how we intend to manage each of our asset classes to meet the demands of our community in the future. They provide the roadmap for achieving value from our assets by optimising cost, risk, and performance across the lifecycle of an asset.
Operational Plans	Our Operational Asset Plans provide information on how we manage our assets at an operational level. They cover aspects such as asset maintenance and inspections frequencies and details, asset condition assessment and operational procedures for complex assets. They aim to provide guidance and structure to the operations of assets and ensure that these operations are consistent with the overall lifecycle management strategy of an asset.

Table 1 Asset Management Planning Documents

4.2 Decision Making Principles

The community previously helped shape our key asset management decision making principles. We remain committed to making all future asset management and investment decisions in line with our asset management planning framework and community led principles.



Public Space and Nature
Open spaces that are universally accessible to all members of the public.



Connectivity and Accessibility
Assets that support connection and accessibility for a wide range of people.



Sustainability/Climate Change Resilience
Assets that respond to and integrate climate change considerations and resilience.



Facilities Meet Community Needs
Facilities and buildings to meet current and future community needs.

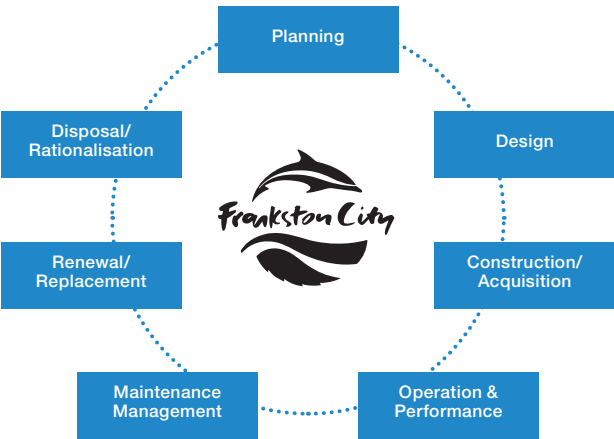


Figure 4 Frankston City Council's Asset Lifecycle Approach

4.4 Asset Lifecycle Phases

Each phase of the asset lifecycle requires different activities and strategies tailored to the asset type to manage cost, risk and performance of the assets. These are summarised in the table below.

LIFECYCLE PHASE	OUR LIFECYCLE MANAGEMENT APPROACH
Planning and Design	- Asset requirements are identified to meet service needs over the long term - Asset design considers affordability, equity, maintainability and the environment - Evidence based decision-making that considers the whole-of-life implications of acquiring, operating, maintaining, and disposing of an asset
Creation/ Acquisition	- Assets are constructed according to planning and design documentation - Utilise effective procurement strategies for prudent and efficient delivery of assets - Delivery of assets according to Council Project Delivery Framework - Newly acquired assets are handed over, assessed for quality and accepted before they are put into service
Operations	- Consistent monitoring of existing assets' operations over their useful life - Systems and processes record information about assets - Cyclic assessment of the condition of our assets over their life
Maintenance Management	- Regular inspections, servicing, and maintenance of our assets so that they are safe, compliant, and are continuously available for use. - Maintenance is planned to minimise the risk of asset failure - Optimisation of works and intervention to minimise ongoing costs
Renewal/ Replacement	- Optimisation of the timing of the renewal or replacement of each asset - Maximise the use of our assets through reuse or co-location of services
Disposal or Rationalisation	Where assets do not directly support service objectives they are considered for rationalisation or co-location with other assets to reduce lifecycle costs

Table 2 Approach to Asset Lifecycle Phases

4.3 Asset Lifecycle Management

Our approach to asset management is centred on asset life-cycle management decision making processes that are used to manage our infrastructure. Through careful and efficient lifecycle management, our goal is to meet our agreed levels of service in the most cost-effective manner. Underpinning this approach are our asset risk management processes to support decision making through each lifecycle phase.

4.5 Gender Equality, Access and Inclusion

So that every resident and visitor to our City can fully participate in community life, our infrastructure must be usable, welcoming, relevant, and safe for all.

Many disadvantaged groups may miss out on opportunities to improve their lives as the infrastructure around them is not provided with their needs in mind. This means that services are likely to be experienced differently and have different outcomes for people of different genders or backgrounds.

We are committed to considering gender equality and social inclusion in planning, delivering, maintaining, and managing our assets to support equal access to services.

This commitment begins with an inclusive design that ensures our infrastructure works for everyone, including women, men, gender-diverse people, people with disabilities, refugees, and culturally and linguistically diverse community members. This is to make sure that our public spaces and facilities are accessible, equitable, functional, and remove barriers that may be experienced by members of Frankston's diverse community.

4.6 Intergenerational Equity

We are committed to evaluating intergenerational equity when considering borrowings for building assets for current and future generations. This is achieved through maximising the benefits for the current generations whilst also preserving resources, opportunities, and assets that allow future generations to thrive and ensuring financial decisions don't unduly burden future generations with repayment obligations.

We will continue to:

- Review the timelines and funding of upgrades, renewals and delivery of new assets.
- Ensure residents have access to quality health, community, and sporting infrastructure.
- Analyse when further borrowings are required to fund major projects.

- Review levels of service to make sure they align with our community's capacity to pay.
- Manage risk and make sure our activities remain compliant with our various obligations.
- Assess the performance of our infrastructure and use our data to inform our planning and decision making.

4.7 Climate Change Adaptation

It is important that we ensure that our assets are planned and developed to incorporate climate resiliency and to also mitigate our impact on the environment. How climate change impacts our assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

We are working towards a more climate adapted city. This includes how we will plan and manage our assets to create resilience to climate change particularly for infrastructure that provide the most critical services to the community.

We will continue to make sure that our decisions are based on:

- Climate-proofing our assets.
- Improving the resilience of buildings and road infrastructure to withstand extreme weather.
- Limiting high-risk assets
- Investing in eco-friendly materials and adopting circular economy principles where appropriate.
- Providing facilities that are sustainable and energy efficient.

5 Future Challenges and Opportunities

In addition to the quantity and condition of assets, we will also need adapt and respond to many local, regional, and international trends and issues impacting infrastructure delivery and maintenance. We need to understand these trends, harness their benefits, and adaptively respond to preserve the health, vibrancy, and resiliency of Frankston.

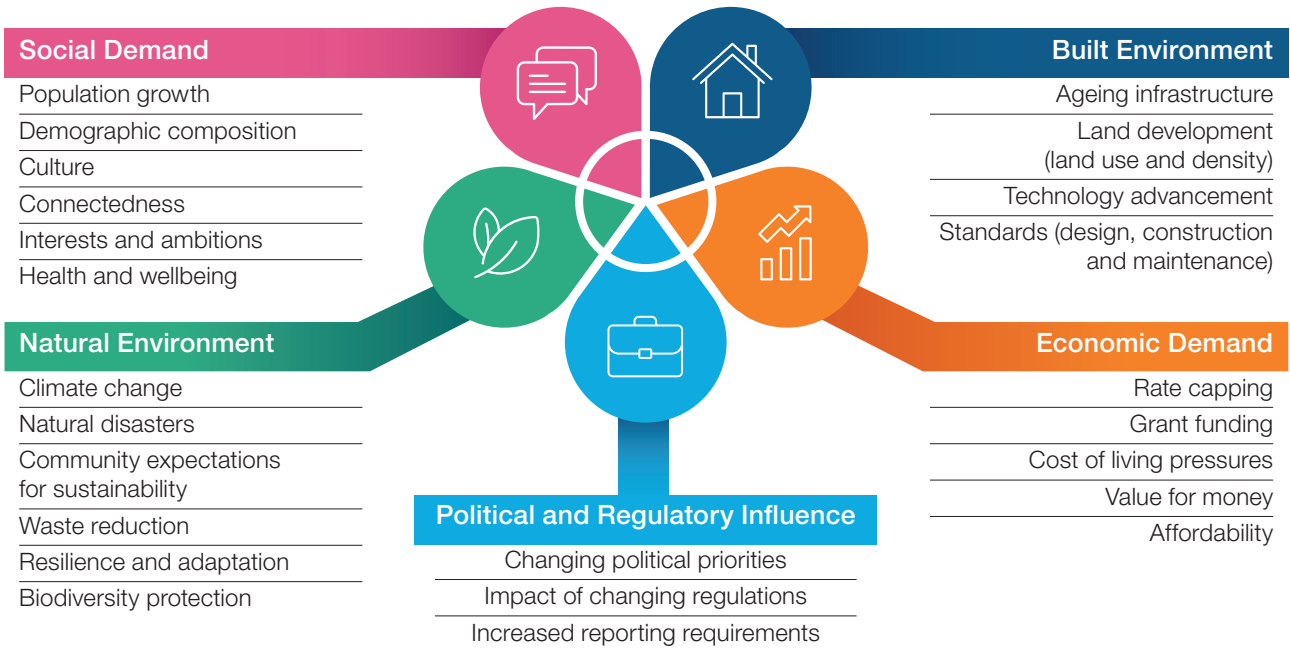


Figure 5 Key Asset Challenges and Opportunities



CHALLENGE	WHAT DOES THIS MEAN FOR ASSET MANAGEMENT AND SERVICE DELIVERY?
Ageing Assets	
One of the biggest financial challenges facing the City is the cost of renewing our steadily ageing infrastructure. Much of Frankston City was developed and expanded through the 1960's and 1970's to today, with some older assets being constructed prior to this era. This period of development has created a large peak in the need to invest in asset maintenance and renewal.	As our assets continue to age, more investment in maintenance and renewal expenditure will be required to ensure that the current levels of service enjoyed by the community continue to be delivered. There is a need to continue to support asset management systems and processes in place to ensure that our spending on our existing assets is optimised and the performance of our assets is monitored.
Funding Constraints and Affordability	
Frankston City has been and continues to be the beneficiary of significant sums of Federal and State government grant funding for the upgrade, expansion and creation of new assets for a growing community. Council, however, is experiencing a significant limitation on our own source revenue due to constraints such as rate capping. Limitations or reduction of own source income due to rate capping could also have a material effect on Council's financial sustainability. Cost increases to items such as asset materials, supply, electricity, and fuel impact on Council. For the Council, this occurs with expectation of doing more with less or improving our efficiency over time.	Federal and State Government Grant schemes can reduce in size and veracity based on several external factors outside of our control. A slowdown in investment in new and upgraded assets may result from any tightening of grant schemes. This could force Council to fund only asset renewal and maintenance and limit expenditure on new or upgraded infrastructure. This will impact the way we invest in our assets and services in the future. We will need to aim to continually balance the affordable provision of services against the needs of our community.
Legal and Policy Change	
We operate in a complex legislative environment that directly influences the way manage our assets. Cost shifting from other levels of government will continue to play a key role in Council's ability to maintain service level provided to the community. There is an expectation that Council will continue to deliver services, even when State and Federal government funding is withdrawn or reduced. Asset related compliance and reporting requirements are expected to continue to increase and become more complex.	We need to meet our regulatory and statutory obligations while being conscious of maintaining affordability and financial sustainability. This requires good decisions to be made to manage competing funding demands across a broad range of projects, programs and services.
Technological Change	
There is a significant move to online and connected services throughout the world. People, businesses, and governments are increasingly moving online to deliver and access services, obtain information and to perform day to day activities. There is also significant change in technologies for the management of assets such as building and facility operational systems, asset inspection technology and performance monitoring devices.	We will have the capability to share our data on our assets to others, enabling them to interact with our services digitally. We will also be able to enable a more mobile workforce. We should look to assess and, where appropriate, adopt and introduce new asset operational and management technologies to achieve efficiencies and potentially cost savings over the long term.
Demographic Change	

CHALLENGE	WHAT DOES THIS MEAN FOR ASSET MANAGEMENT AND SERVICE DELIVERY?
Population projections indicate an expected 14% increase in population for Frankston Local Government Area over the next 20 years. This is an increase from 146,515 residents today to 166,918 residents in 2046. The growth is anticipated to settle predominantly in Frankston, Carrum, Seaford and Langwarrin areas. Whilst all age brackets are expected to grow in numbers, the majority of the population growth will be in the population of retirement age and those under working age.	We will need to expand our services and assets to cater for our growing community. Council will need to make a financial investment in infrastructure so that our assets are of a suitable capacity to cater for growth and that exemplary urban renewal is achieved. A changing demographic will mean that we will need to adjust the provision of services to accommodate the changing demographics and maintain a focus on providing services that promote universal access and equity.
Meeting Current and Future Needs	
There is public recognition for a need to connect natural and built assets to the past with a strong connection to the land and First Nations people, whilst moving to the future with designs, energy efficiency and materials. The community expects Council to be able to quickly respond to emerging needs which can be influenced by numerous drivers such as generational change, legislation, environmental standards, facilities experienced elsewhere and new technology. There is ongoing pressure from the community for higher quality assets and services to be provided for most Council activities. More advanced and functional buildings, enhanced open space areas, modern technology and convenience are some examples. The expectation is for a higher level of service for the same amount of money – in other words doing more with less.	We will need to plan assets that are responsive and adaptable to meet shifting community needs. We will continue to strongly advocate to other levels of government for support in meeting the current and future needs of the community. We will look to form service delivery partnerships with organisations where appropriate for non-asset service delivery solutions in turn optimising the use of Council's asset portfolio. Our assets must cater for the expectations of the community by remaining universally accessible, well maintained, and fit for purpose. This must be balanced and prioritised against investment in new and expanded assets to support the City's future and the ability of the community to pay.
Climate Change	
We are already experiencing the impacts of climate change. In the future, we can expect; increased flooding of coastal properties and public facilities; storm damage to infrastructure; beach erosion; increased heat and drought conditions, reduced summer outdoor activities; and hotter urban spaces.	Changing weather may lead to increased need for reactive maintenance. Assets will need to be built and renewed to a standard that can withstand at least 1.5 degrees of temperature increase. This may require different materials, methods of asset construction and other innovative approaches. There is also an increased expectation for leadership from Council to develop and implement long term strategies to address and adapt to climate change impacts. These could range from the use of sustainable energy sources to providing assets that are environmentally efficient, greening the city to reduce heat effects and building resilience into the drainage network to cope with severe storm events. In the medium term, there may be greater community demand for weather protection for sports and leisure activities that have traditionally occurred outdoors.

Table 3 Summary of Key Challenges and Opportunities

6 Our Community and Assets

The Asset Plan was developed in accordance with the requirements of the Local Government Act 2020 and in partnership with the Frankston community. It has been informed by a community engagement program and detailed deliberative process which considers the needs of all people who live, work, and play in Frankston.

In November 2024 our representative Community Panel met to work together to discuss some of the most pressing and complex issues and opportunities impacting the planning of our assets now and into the future. The Community Panel were asked to give their thoughts on and help prioritise 16 key discretionary projects within the first 4 years of our Long Term Infrastructure Plan. In prioritising these projects, the Panel considered their alignment with the Community Vision and long term aspirations.

This process identified the following top 5 priorities:



Nepean Boulevard Signature Project, Frankston

Revitalisation of the Nepean Highway

Outcome

Builds the reputation of Frankston by creating an entry point to the municipality that is safe and attractive to visitors and locals alike.



Climate Resilience Program (electrification, LED lighting, rooftop solar)

Build community resilience to climate change

Outcome

Fosters a sense of pride in Frankston through building community resilience to climate change.



New on and off road bicycle links

Bike Riding Strategy Implementation Program

Outcome

Encourages active transport and networks to access places and attractions.



Stormwater management and treatment program

Sustainable Water Program

Outcome

Pivotal in climate resilience which, in turn, makes Frankston a more liveable place for residents in the short term and long term.



Construction of new footpath links

Pathway Development Plan Implementation Program

Outcome

Facilitates connectivity and access using active transport and is beneficial to the entire community.

Looking ahead to the next 10 years, our approach is to be prudent in our investment decisions using a holistic lifecycle approach to asset management. This means that we will aim to plan our assets so that they will continue to support quality living, economic development, and environmental sustainability in the long-term.

Investment in asset maintenance and renewal will be balanced by significant investment in new and upgraded assets to meet the priorities of our community and the changing demands across the region.



7 Funding the Asset Plan

The integration of the Asset Plan and the Long-Term Financial Plan is critical to ensure the resources required to manage assets to agreed levels of service are provided for in Council's financial planning instruments.

If the required resources are not provided adequately for non-discretionary asset expenditure for asset maintenance and or renewal, then a resource gap can arise. This can result in a lowering of levels of service provided to the community or risks such as public health and safety can be compromised.

Other the other hand, if the required resources are not provided adequately for discretionary asset expenditure for the timely upgrade and expansion of existing assets or the construction of new assets, it can result in a difference between the current level of service provided by assets and the level of service demand required of the assets.

This balance is and will continue to be an ongoing challenge for Council within a constrained financial environment.

7.1 Asset Investment Strategy

The next 10 years requires a significant investment in the City's assets to maintain and renew them at optimal points in time and ensure public safety, continuity of service, whilst minimising ongoing lifecycle asset costs. This investment in asset maintenance and renewal needs to be balanced by significant investment in new and upgraded assets to meet current and future demand across the city as it grows and evolves.

Prudent and efficient investment decisions using a holistic lifecycle approach to asset management have been applied in this Asset Plan and supporting practices. The integration of the Asset Plan and the Financial Plan is critical to ensure the resources required to manage assets to agreed levels of service are provided for, in a financially sustainable manner.

This Asset Investment Strategy aligns to the principles outlined in the Financial Plan, the decision-making principles developed via community engagement and our asset management objectives and covers the following:

- That Council seeks to make the right decisions about capital investment and asset management through the Asset Management Framework and alignment to the Integrated Planning and Reporting Framework
- That Council annually reviews the asset renewal gap and ensures adequate measures are in place to manage it
- That asset renewal should not be funded by non-renewable funding sources such as indirect asset sales, reserve funds or loan funds
- That Council will prioritise renewal, compliance and maintenance work
- Asset co-location, rationalisation or disposal is considered (where appropriate) to minimise ongoing costs to the community to maintain existing assets.

7.2 Asset Investment Categories

For the purposes of this Asset Plan, our spending on our infrastructure is categorised in the table below. Classifying our expenditure in this way helps us to plan our budgets and track how we spend our money on our assets and services.

EXPENDITURE CATEGORY	ACTIVITY	DESCRIPTION
Non-Discretionary Maintenance and Operations	Maintenance	Ongoing work required to keep an asset performing at the required level of service
	Operations	Recurrent expenditure that is continuously required to provide a service
Non-Discretionary Renewal	Renewal	Returns the service potential or the life of the asset up to that which it had originally
Discretionary Growth	Upgrade	Enhancements to an existing asset to provide a higher level of service
	Expansion	Extends or expands an existing asset at the same standard as is currently enjoyed by residents, to a new group of users
	New	Creates a new asset that provides a service that does not currently exist

Table 4 Expenditure Categories

7.3 Funding Community Needs

Balancing the funding needs of existing assets and meeting the current and future needs of the community through investment in new and upgraded assets is an ongoing consideration for Council.

Ongoing asset needs covered in this Asset Plan are identified through our regular asset inspections, risk management processes or to meet current asset statutory obligations. These needs are funded first and given priority above discretionary funding to ensure public health and safety and continuation of current services.

The community identified principles identified will be used to inform the prioritisation of discretionary funding available. The principles have identified areas for further investment in new and upgraded assets to meet the needs of the community over the next 10 years. These principles will be progressively implemented over the life of this Asset Plan. Once constructed, these new and upgraded assets will require ongoing maintenance and renewal and will add to the ongoing funding needs over time.

The diagram overleaf demonstrates how the community developed principles will inform Council's allocation of funding and prioritisation over the life of the Asset Plan.

7.4 Financial Plan Integration

The forecasts included in this Asset Plan for the projected asset costs are consistent with our Financial Plan and cover the planned asset activities in the next 10 years.

All funding requirements identified for each asset class have been allocated in the Financial Plan. This will require future monitoring and further analysis as new asset information becomes available such a new asset condition data.

Funding requirements may potentially change and require adjustment to both this Asset Plan and the Long-Term Financial Plan.

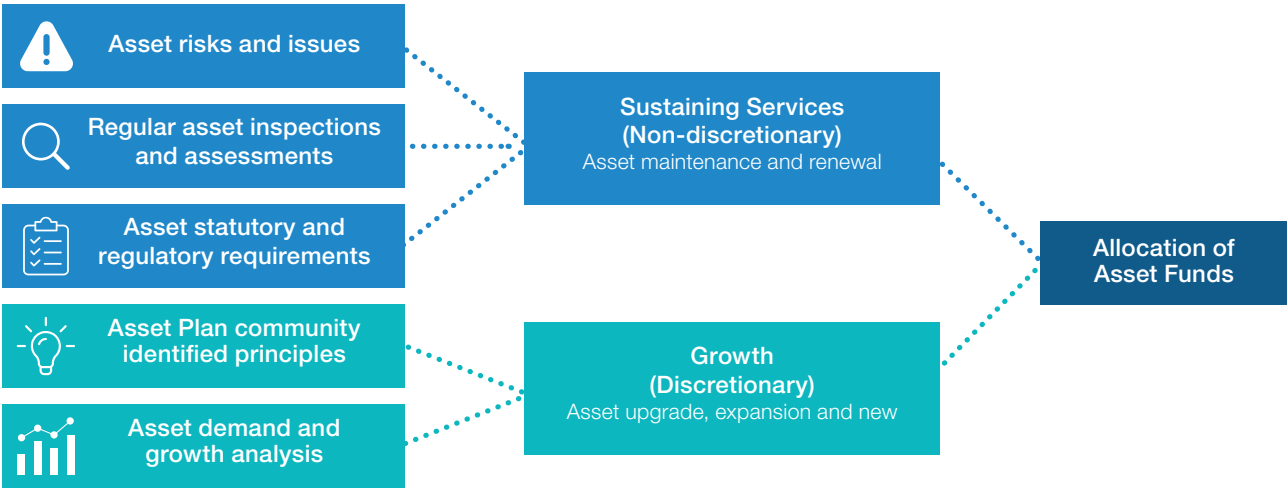


Figure 6 Community Developed Principles in Action

7.5 Financial Projections

The following graph shows the planned expenditure across the infrastructure assets included in this Asset Plan over the next 10 years, and the table summarises projected expenditure by asset class over the next 10 years.

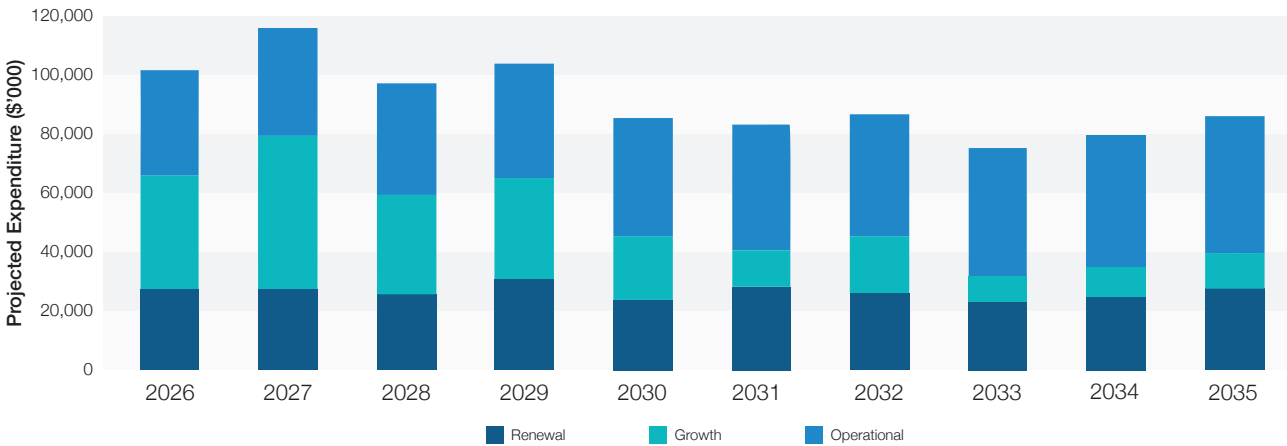


Figure 7 Forecast Total Asset Expenditure

ASSET CLASS	RENEWAL (\$'000)	GROWTH (\$'000)	OPERATIONS AND MAINTENANCE (\$'000)	TOTAL (\$'000)
Roads and Car Parks	52,651	18,801	66,513	137,965
Facilities	102,051	122,722	88,342	313,115
Pathways	25,167	30,799	9,024	64,990
Open Space	67,234	58,727	214,987	340,948
Stormwater Drainage	15,330	10,735	26,754	52,819
Structures	3,720	80	499	4,299
TOTAL	266,153	241,864	406,119	914,136

Table 5 Forecast Expenditure by Asset Class

Over the next 10 years we expect to budget a total of **\$266.2 million** for renewing our assets and **\$241.9 million** improving existing and creating new assets.

We are also projected to allocate around **\$406.1 million** over the same period to operate and maintain our assets. **73%** of our projected asset expenditure is for non-discretionary activities such as asset operations, maintenance, and renewal to ensure continuity of service delivery.

Combined, it is an investment of **\$914.1 million** in our assets over the next 10 years.

This investment is made so that our assets remain fit-for-purpose, are safe, and support the delivery of services to our community.

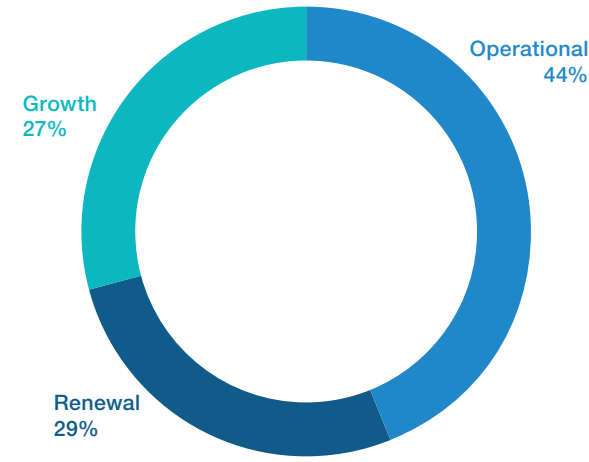


Figure 8 Forecast Total Asset Expenditure over 10 years by Expenditure Category

7.6 Financial and Performance Indicators

The following performance measures demonstrate we are investing in our assets in a financially sustainable manner and to ensure that levels of services to the community are maintained.

MEASURE	DEFINITION	INDUSTRY TARGET	RESULT ²
Asset Renewal Funding ³	Indicates financial capacity to fund forecast asset renewal demands over the next 10 years.	90 - 110%	100%
Capital Investment ⁴	Measures whether assets are being renewed or upgraded at the rate they are wearing out.	> 100%	100%

Table 6 Asset Management Financial Performance Indicators

2 Projected 10 year average
3 Planned capital renewal expenditure divided by required capital renewal expenditure
4 Asset Renewal and Upgrade Expenditure divided by annual depreciation

8 Monitoring and Review

This Asset Plan will be reviewed following the 2028 Council elections in accordance with the *Local Government Act 2020*.

Intermediary reviews of the Asset Plan may be undertaken from time to time as improvements are implemented, or major financial decisions are made. This is to make sure that it retains consistency with our strategic goals and objectives having regard to:

- Available financial resources
- Long term capital works programs that are reviewed annually
- The consideration of any external factors that are likely to influence the Asset Plan.

8.1 Reporting

Reporting on service levels and other performance measures will be undertaken as part of our Annual Report.

8.2 Continuous Improvement

The assumptions made for the projected asset costs in this Asset Plan are consistent with our Financial Plan and reflect the issues that may impact on our activities over the next 10 years.

These assumptions underpin our determination of the most likely scenarios for management of key assets and the significant decisions on expenditure over the period of this Asset Plan.

We are committed to managing its assets in accordance with recognised best practice and is continuously working to improve what it knows about our assets and enhance the tools that are used to manage them.

Future versions of this Asset Plan will build on the work that we have done and will reflect our improved knowledge base and analysis enabling it to reflect changes in revenue, demands, financial sustainability and external drivers.



9 State of Our Assets

The following asset class summaries provide the current state, challenges, choices and projected expenditure requirements for each key asset class over the next 10 years.

These funding requirements have been determined based on the key principles and outcomes from the deliberative community engagement, affordability assessments made in our Financial Plan and represent the investment that is required to maintain our existing levels of service provided to the community.



9.1 Buildings

Service

Our buildings provide essential spaces for community services, governance, and recreation. They support a range of functions that benefit residents, businesses, and visitors.

Service Objective

Our buildings and facilities are safe, functional, fit for purpose, and universally accessible to all users.



Portfolio Value

\$520.9 million

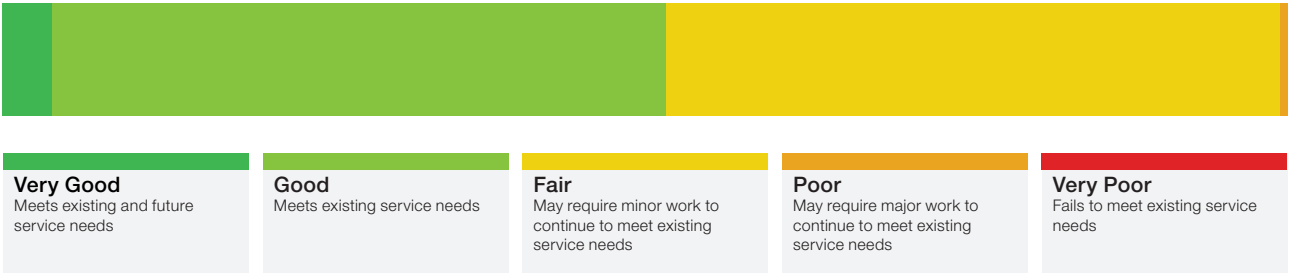
This Portfolio Includes

334 Council Buildings

Council's portfolio of buildings incorporates public toilets, libraries, aquatic and leisure centres, sports pavilions, community centres and halls, administration buildings, etc.

Current Condition

The current condition of the building asset portfolio is considered good to fair with a small number of buildings in poor and very poor condition. These buildings have been prioritised for full or part renewal in the forward capital works program.



Asset Performance Assessment

CURRENT PERFORMANCE	FIT FOR THE FUTURE?
The current portfolio of buildings is performing reasonably well given the age and standards to which some were constructed. Key facilities such as PARC, the Franskton Arts Centre and other sporting and community facilities have been upgraded and expanded to meet current and future demand.	Continued upgrade and expansion (and construction of new or multi-purpose buildings) is required over the forward 10 years to ensure that the building portfolio continues to support the delivery of a vast array of services. Key building upgrades required are focussed on the sports and recreation service area with continued high demand for netball, basketball and gymnasium facilities.

Key Challenges and Choices

AGEING BUILDINGS	CHANGING USE OF BUILDINGS AND FUTURE NEEDS	BUILDING TECHNOLOGY
- Ageing buildings will require increased investment to ensure they are maintained in a safe condition into the future - Older buildings may be rationalised or co-located with other buildings to provide modern multi-purpose facilities whilst reducing ongoing maintenance costs	- Some buildings will require upgrade to meet current day standards and requirements - Population growth may lead to increased demand for services supported by buildings requiring increased availability of functional space - Demand for universally accessible facilities can be expected to increase as the Frankston population continues to age	- Advances in building operational technology could provide opportunities to improve operational efficiencies and reduce ongoing building lifecycle costs - Demand for on-line and other innovative service delivery approaches is increasing - Functionality of buildings is increasing as they become multi-purpose and are expected to support a range of co-located services

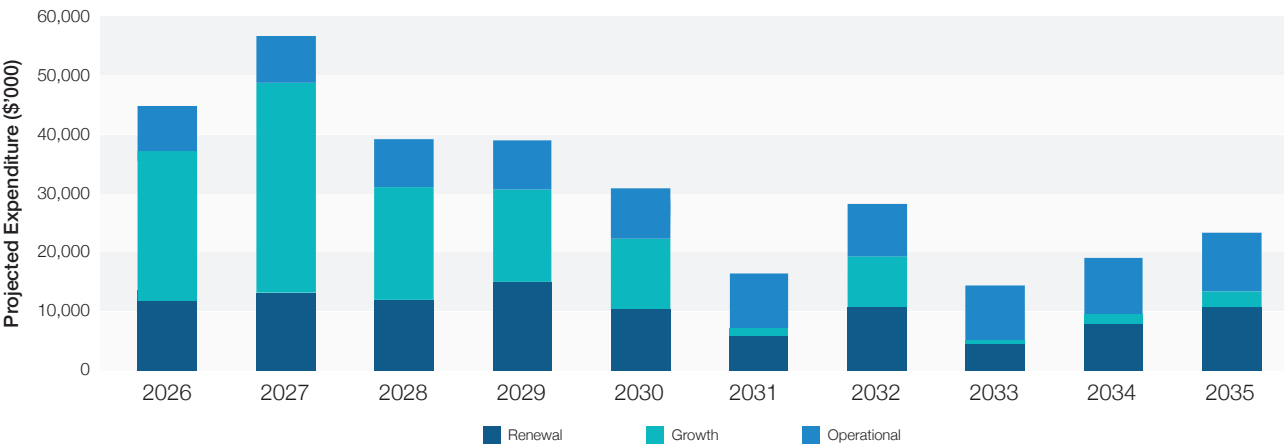
Relevant Asset Activities

NON-DISCRETIONARY – RECURRENT	NON-DISCRETIONARY – RENEWAL	DISCRETIONARY – GROWTH
- Minor repairs to building components due to failure, vandalism, etc - Unblocking gutters, floor covering repairs - Painting - Safety, compliance and condition inspections - Heating, cleaning and building pest control	- Major structural repairs such as roof replacement - Replacement of fit out or wall cladding - Replacement of heating and cooling systems	- Building upgrade and extensions - Addition of building improvements (e.g. photovoltaic systems, water harvesting and reuse systems, etc) - Construction of a new building to cater for increased or changing demand such as new sporting facilities

Financial Projections

Our challenge will be striking a balance between maintaining the condition of our buildings as they age and deteriorate and providing facilities that are accessible, environmentally sustainable, and meet the service needs of our growing and changing community.

It is expected that building operational and maintenance costs will continue to rise over this period as service costs increase and buildings age.



Costs

	2026 (\$'000)	2027 (\$'000)	2028 (\$'000)	2029 (\$'000)	2030 (\$'000)	2031 (\$'000)	2032 (\$'000)	2033 (\$'000)	2034 (\$'000)	2035 (\$'000)	10 YEAR TOTAL
Operations/ Maintenance	7,706	7,937	8,175	8,421	8,673	9,201	8,933	9,478	9,762	10,055	88,342
Renewal	11,411	13,348	12,001	15,093	10,400	5,961	10,748	4,438	7,888	10,763	102,051
Growth	25,761	35,642	19,119	15,592	11,980	1,254	8,567	572	1,608	2,627	122,722
Total	44,878	56,927	39,295	39,106	31,053	16,416	28,248	14,488	19,258	23,445	313,115

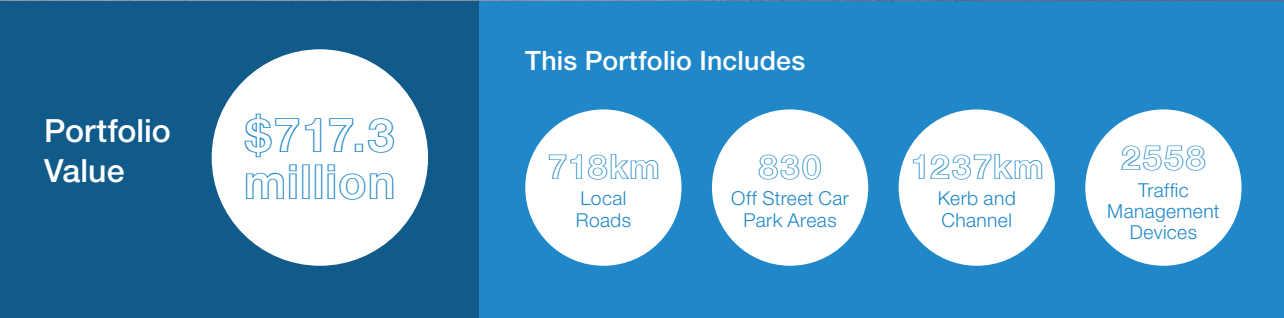
9.2 Roads and Car Parks

Service

Provision of transport services to the community including vehicular, cycling and other relevant modes.
Provision of off-street carpark facilities at key locations.

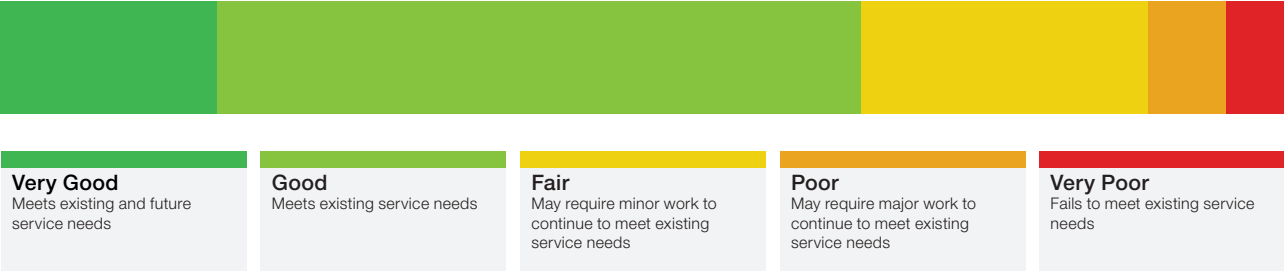
Service Objective

To provide the community and road users with a safe, functional and fit for purpose road and pathway network. To provide safe and suitable off-street carparking facilities.



Current Condition

The current condition of the road asset portfolio is considered very good to good condition with a small number of roads, off street car parks, and sections of kerb and channel in poor and very poor condition. These assets have been prioritised for renewal in the road and carpark renewal programs.



Asset Performance Assessment

CURRENT PERFORMANCE	FIT FOR THE FUTURE?
The current network of local roads and kerbs are performing very well and have been progressively renewed over the past 10-20 years to maintain and improve the overall network condition. Significant investment continues to be allocated to maintaining a high level of service for the road network and this is reflective in the current asset condition profile. Provision of car parking continues to be challenging as demand increases in and around activity areas, business districts, shopping and foreshore areas.	The local road network and kerb assets are considered fit for the future. Continued integrated planning with higher use roads managed by State authorities is essential to ensure transport service levels are maintained throughout the City. Continued investment in road and car park renewal is required to maintain the current level of service. Optimisation of key off street car parks within the Franskton Central Activity Area is required to manage increasing demand. This will coincide with the expansion of additional transport modes.

Key Challenges and Choices

SUSTAINABLE TRANSPORT	CITY REDEVELOPMENT	POPULATION CHANGE AND CHANGING USE
- The need to steadily accommodate electric vehicles and driverless vehicles on the existing road network and carparks - Use and reuse of sustainable materials for road construction	- Management of development impacts on the road network such as construction vehicle damage and utility renewals and connections affecting road pavement - Management of on street parking issues	- Population growth and increasing dwelling density leading to increase demand on local roads and connections with higher order roads - Further redevelopment of CBD and precinct areas places higher demand for off street car parking

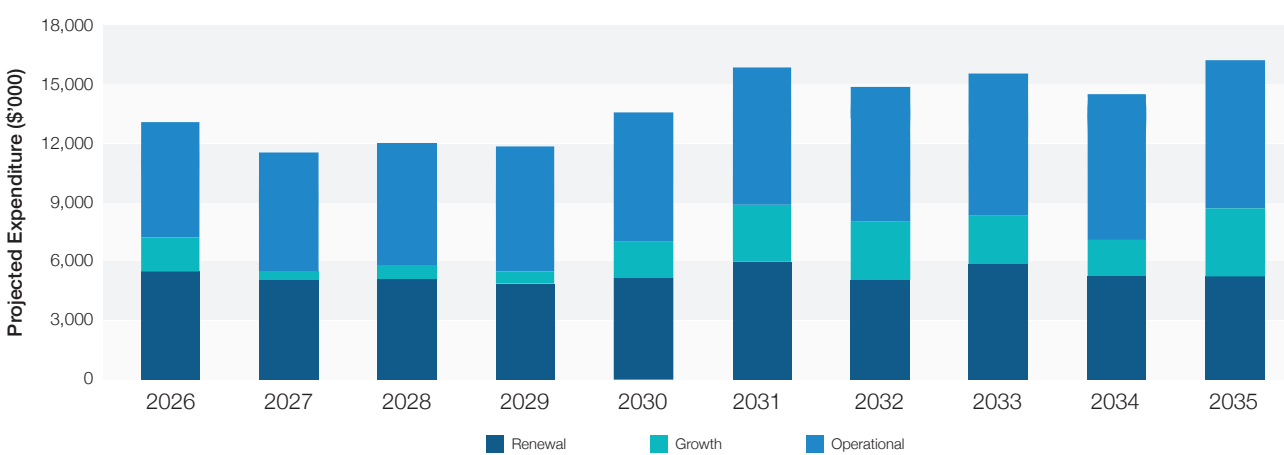
Relevant Asset Activities

NON-DISCRETIONARY – RECURRENT	NON-DISCRETIONARY – RENEWAL	DISCRETIONARY – GROWTH
- Maintenance and repairs to roads such as patching potholes, crack sealing - Line marking and marking of car park bays - Street sweeping, cleaning and leaf removal - Inspections of the road network	- Resurfacing of existing roads - Road reconstruction or major patching of road surface - Replacement of sections of kerb and channel in poor condition - Replacement of car park surface or significant areas of car parks	- Road safety and traffic management improvements - Widening or duplication of existing roads - Traffic calming treatments - Construction of new or expanded car parking areas

Financial Projections

Our challenge will be striking a balance between maintaining the condition of our buildings as they age and deteriorate and providing facilities that are accessible, environmentally sustainable, and meet the service needs of our growing and changing community.

It is expected that building operational and maintenance costs will continue to rise over this period as service costs increase and buildings age.



Costs

	2026 (\$'000)	2027 (\$'000)	2028 (\$'000)	2029 (\$'000)	2030 (\$'000)	2031 (\$'000)	2032 (\$'000)	2033 (\$'000)	2034 (\$'000)	2035 (\$'000)	10 YEAR TOTAL
Operations/Maintenance	5,802	5,976	6,155	6,340	6,530	6,928	6,726	7,136	7,350	7,570	66,513
Renewal	5,411	4,992	5,073	4,854	5,112	5,960	5,039	5,816	5,197	5,197	52,651
Growth	1,763	453	697	573	1,836	2,833	2,959	2,442	1,834	3,411	18,801
Total	12,976	11,421	11,925	11,767	13,478	15,721	14,724	15,394	14,381	16,178	137,965

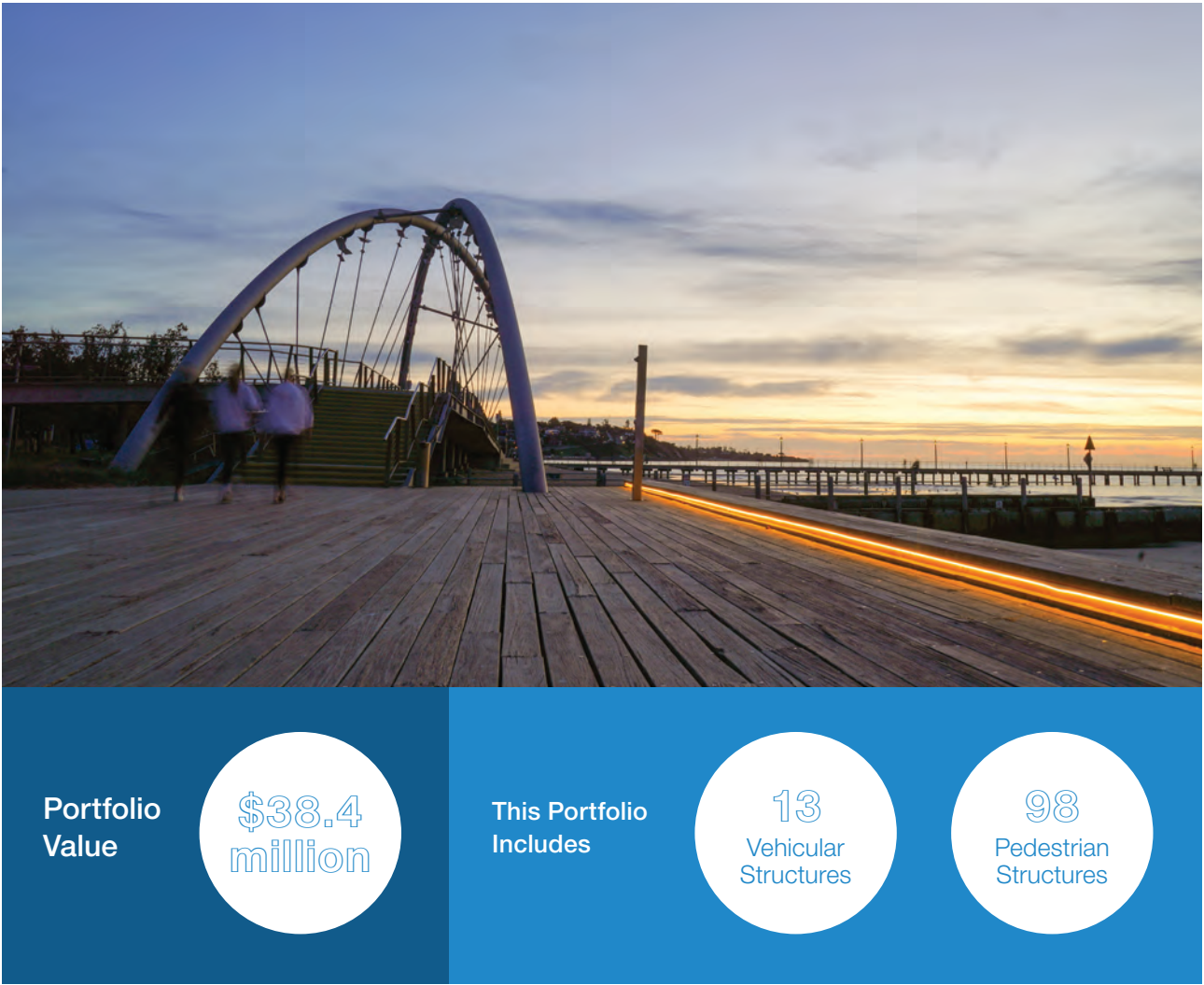
9.3 Bridges and Pedestrian Structures

Service

Provision of connecting transport services to the community including vehicular, cycling, pedestrian and other relevant modes.

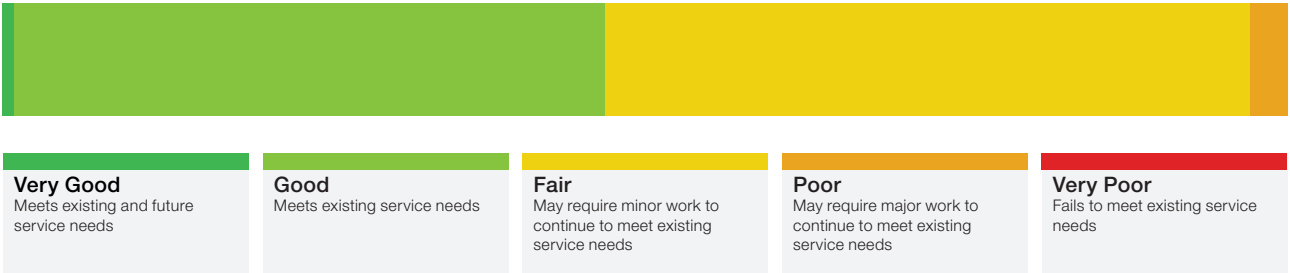
Service Objective

To ensure that our bridges, major culverts and pedestrian structures are safe and functional.



Current Condition

The current condition of the bridges and pedestrian structures are considered as very good to fair. There are no bridges or pedestrian bridges in poor or very poor condition overall. An ongoing bridge inspection and renewal program will address any bridge elements that are identified in poor condition over the next 10 years.



Asset Performance Assessment

CURRENT PERFORMANCE	FIT FOR THE FUTURE?
The bridge and pedestrian structure portfolio is performing very well. Ongoing monitoring and condition assessment is being undertaken to ensure that any bridge or structure elements identified in poor condition are treated, maintained or renewed under the ongoing renewal programs.	The bridge and pedestrian structure portfolio is performing well and is considered fit for the future. However bridge and pedestrian structures in a coastal environment can degrade rapidly and climate change effects such as sea level rise and salt water inundation can accelerate deterioration. Ongoing monitoring and use of detailed structural assessment techniques will be required to ascertain extent of deterioration. The current renewal program may have to adapt and be flexible to accommodate increased renewal and maintenance funding as a result of more indepth or ongoing assessment activities.

Key Challenges and Choices

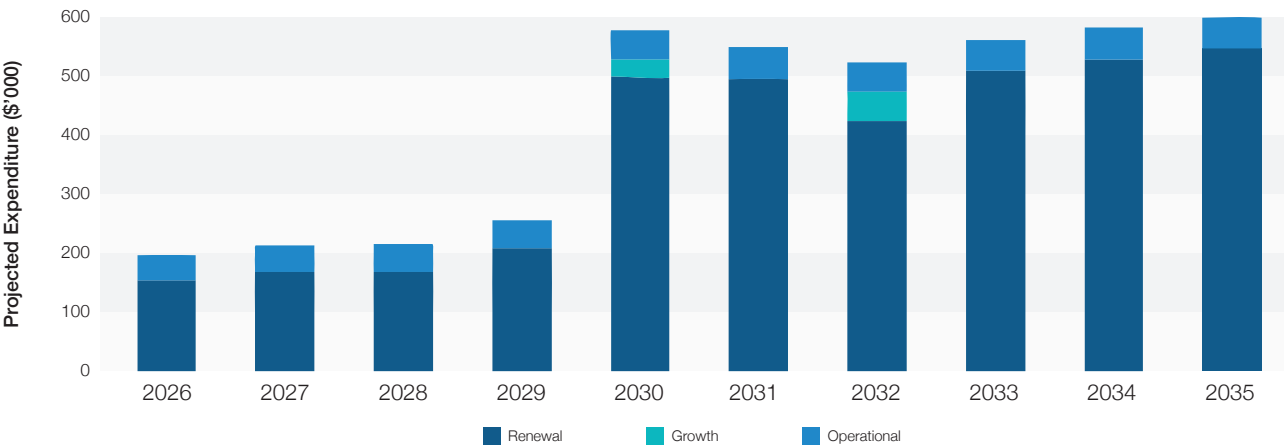
AGEING ASSETS	CHANGING USE	CLIMATE CHANGE
Bridges, major culverts and pedestrian structures in a coastal environment are subject to increased corrosion and will require ongoing monitoring and maintenance to keep them in a safe and serviceable condition	- Unauthorised loading of road bridges and major culverts can result in increased deterioration and risk - Monitoring the road network and use of bridge structures to manage the assets in a safe and reliable manner - Increased loading and use of older structures may require upgrade to newer standards	Sea level rise and coastal inundation can cause increase in corrosion for bridge structures resulting in the need to treat, maintain and renew these elements early

Relevant Asset Activities

NON-DISCRETIONARY – RECURRENT	NON-DISCRETIONARY – RENEWAL	DISCRETIONARY – GROWTH
- Bridge surface and handrail repairs - Weed and vegetation control - Programmed inspections	Replacement of bridge decks, handrails, guardrails, supporting elements such as piers and abutments	- Replacement of bridges to a higher standard - Upgrade of pedestrian bridges to accommodate cyclist and cycle path requirements

Financial Projections

The vast majority of future bridge and pedestrian structure funding is allocated to non-discretionary operations, maintenance, and renewal. A steady funding increase is required for bridge non-discretionary activities over the next 10 years to maintain these assets to the current level of service as they age and deteriorate.



Costs

	2026 (\$'000)	2027 (\$'000)	2028 (\$'000)	2029 (\$'000)	2030 (\$'000)	2031 (\$'000)	2032 (\$'000)	2033 (\$'000)	2034 (\$'000)	2035 (\$'000)	10 YEAR TOTAL
Operations/ Maintenance	44	45	46	48	49	52	50	54	55	57	499
Renewal	155	170	170	210	500	500	425	510	530	550	3,720
Growth	-	-	-	-	30	-	50	-	-	-	80
Total	199	215	216	258	579	552	525	564	585	607	4,299

9.4 Pathways

Service

Connecting the community to the pedestrian transport network including cycling, pedestrian and other relevant modes.

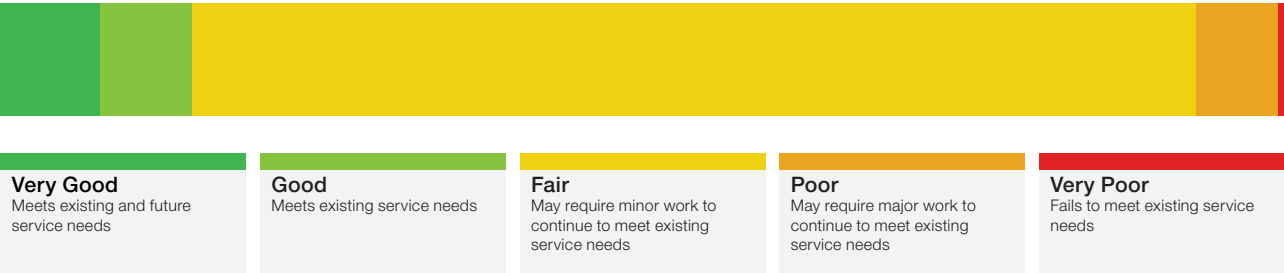
Service Objective

To provide a connected network of paths that allows for the safe movement of pedestrians and other users around the city.



Current Condition

The current condition of pathways is considered in good to fair overall with a small number of pathways in poor condition. These pathways have been prioritised for full or partial renewal in either the ongoing Footpath Renewal Program or the Cycle Path Renewal Program within the capital works program.



Asset Performance Assessment

CURRENT PERFORMANCE	FIT FOR THE FUTURE?
The current network of pathways and footpaths are performing well. Historic and ongoing investment in renewal of both footpaths and cycle paths continues to maintain the pathway network to a high level of service for the Franskton community. This is reflective in the current asset condition profile.	Ongoing inspections and monitoring of footpaths and cycle paths throughout the City will enable assets identified in poor condition to be maintained or replaced under current renewal programs. Current pathway programs such as the Pathway Development Plan Implementation Program and Minor Pathway Program will address areas of demand to either connect new development pathways to the existing network or upgrade existing sections.

Key Challenges and Choices

CHANGING DEMAND	CITY REDEVELOPMENT	SUSTAINABLE MODES OF TRANSPORT
- Population growth and increasing dwelling density has led to a rise in demand for use of pathways - Ageing population and associated increase in impaired mobility needs - Active transport has seen significant increase in demand as electric devices enable more users to utilise the pathway network	- Development works can damage paths during construction - Developing areas can introduce additional pathways which may require connection and linkage to the broader pathway network	Community demand for universal access to pathways and increased pathway network as transport modes advance and become more accessible to a wider range of users (i.e. ebikes)

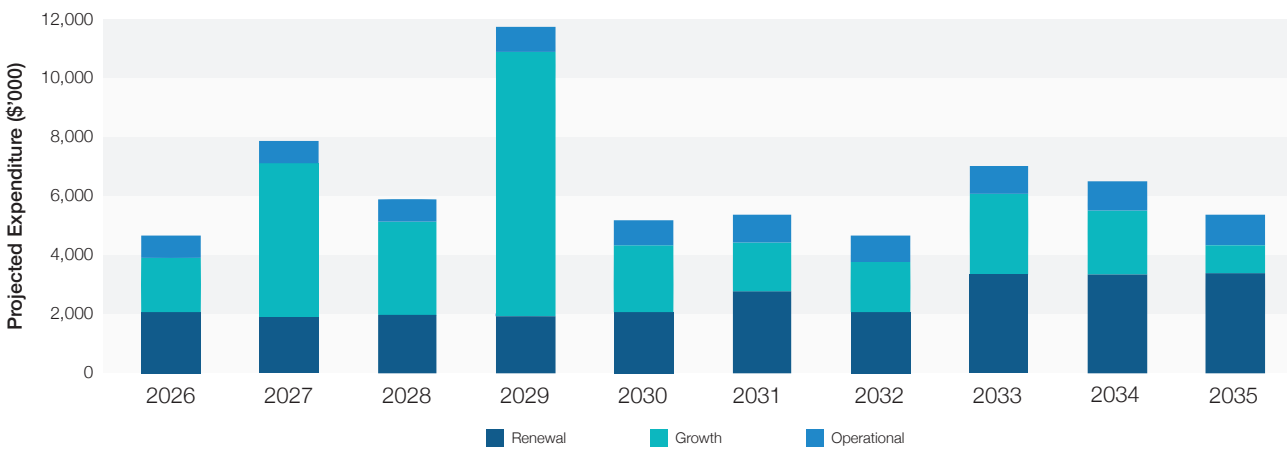
Relevant Asset Activities

NON-DISCRETIONARY – RECURRENT	NON-DISCRETIONARY – RENEWAL	DISCRETIONARY – GROWTH
- Pathway repairs such as pothole patching, grinding, relaying of pavers - Pathway inspections - Weed and vegetation control - Sweeping and pathway cleaning	Replacement of sections of existing pathways to an equivalent standard	- Accessibility improvements such as installation of tactile strips at intersections and compliant kerb ramps at intersections - Widening or improving the surface of existing pathways - Extension of the pathway network to address gaps in connectivity

Financial Projections

We plan to allocate renewal and maintenance funding at a level that aims to minimise the deterioration of our pathways network. This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our pathway assets and the impact of various renewal funding scenarios on asset condition.

Significant funding is also allocated to improve our pathway through construction of new sections of footpaths and shared paths along with other upgrades to crossings and other pedestrian facilities. This will help us achieve a city a place where walking and cycling is possible, safe, comfortable, and fun.



Costs

	2026 (\$'000)	2027 (\$'000)	2028 (\$'000)	2029 (\$'000)	2030 (\$'000)	2031 (\$'000)	2032 (\$'000)	2033 (\$'000)	2034 (\$'000)	2035 (\$'000)	10 YEAR TOTAL
Operations/ Maintenance	787	811	835	860	886	940	913	968	997	1,027	9,024
Renewal	2,096	1,886	2,020	1,970	2,103	2,824	2,097	3,354	3,400	3,417	25,167
Growth	1,831	5,278	3,155	9,025	2,257	1,646	1,688	2,774	2,178	967	30,799
Total	4,714	7,975	6,010	11,855	5,246	5,410	4,698	7,096	6,575	5,411	64,990

9.5 Stormwater Drainage

Service

Provision of flood mitigation and drainage to the community including stormwater treatment and pollutant removal from stormwater run-off.

Service Objective

To protect the community from flooding and improve the quality of stormwater runoff discharged to natural water courses.

Portfolio Value

\$361.2 million

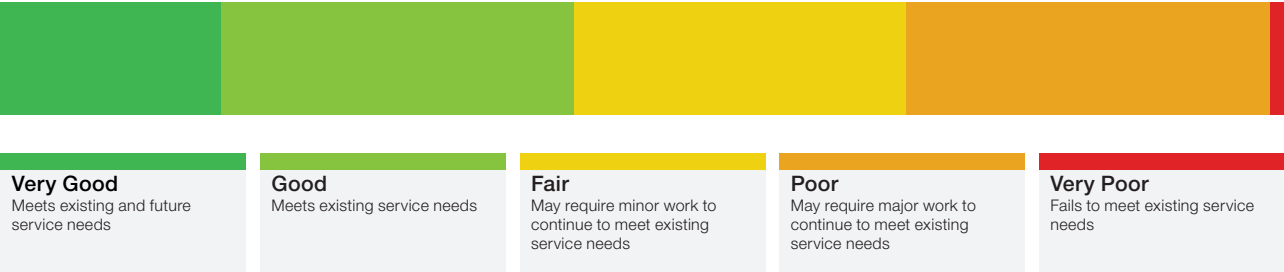
This Portfolio Includes

965km Stormwater Pipes

42,142 Stormwater Pits

Current Condition

The current condition of the stormwater drainage network is considered in good to poor condition, with a small number of stormwater assets in very poor condition based on current information available. The Stormwater Renewal and Upgrade Program along with a number of local catchment renewal and upgrade projects are addressing the immediate and future stormwater management needs in low lying or historically problematic areas within the City.



Asset Performance Assessment

CURRENT PERFORMANCE	FIT FOR THE FUTURE?
The current stormwater network is steadily ageing and will require significant investment over the next 10 years to renew and upgrade assets identified in poor condition and upgrade existing local catchment areas to improve levels of service. The significantly expanded stormwater program covers both renewal and upgrade of the network and addresses historically problematic areas such as Dandenong Road East and areas identified under the Frankston South Drainage Strategy.	Continued and expanding assessment of the stormwater assets will provide more detail on the current condition of the network and future needs. The stormwater network and water treatment assets will require continued and increased funding to address both increased renewal and upgrade demand of either harvesting or treatment of stormwater before it enters the bay.

Key Challenges and Choices

AGEING ASSETS	CITY REDEVELOPMENT	CLIMATE CHANGE
- Some older stormwater assets do not meet stormwater run-off capacity levels of service and may require upgrade to improve flood immunity - More recurrent flooding incidents - The ability to fund timely renewal and upgrade of stormwater assets in poor condition, consequently increasing the maintenance cost	- Further high and medium density developments may require change to existing drainage system function and capacity - Subdivision growth will lead to more stormwater run-off creating pressure on the existing stormwater network and the need for local stormwater treatment assets - Further growth and development areas may be conditioned with additional stormwater treatment devices which will increase ongoing maintenance and renewal costs to maintain these new assets	- Coastal inundation and sea level rise is beginning to affect the stormwater network as higher tides reach up stormwater pipes near the bay; this may result in increased corrosion and deterioration of affected pipes and possibly cause localised flood issues requiring network upgrade - More frequent and intense storm events will pose an increased risk of flooding and reduce the reliability of capacity of the stormwater system - Increased pressure and demand to treat stormwater prior to it entering the bay; this may result in further water harvesting and water sensitive urban design assets being needed

Relevant Asset Activities

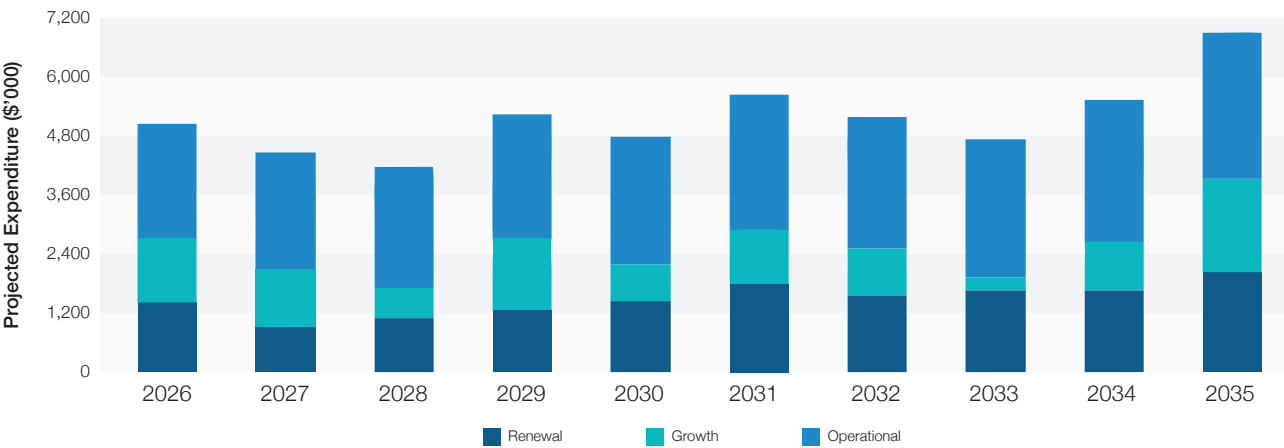
NON-DISCRETIONARY – RECURRENT	NON-DISCRETIONARY – RENEWAL	DISCRETIONARY – GROWTH
- Pathway repairs such as pothole patching, grinding, relaying of pavers - Pathway inspections - Weed and vegetation control - Sweeping and pathway cleaning	Replacement of sections of existing pathways to an equivalent standard	- Accessibility improvements such as installation of tactile strips at intersections and compliant kerb ramps at intersections - Widening or improving the surface of existing pathways - Extension of the pathway network to address gaps in connectivity

Financial Projections

The great majority of funding is allocated to non-discretionary operations and maintenance and renewal. Along with this, we are also planning to invest funding towards stormwater drainage improvements to address parts of the network that are known to have capacity issues and to increase flood immunity across the city.

We acknowledge that we have more work to do to understand the performance of our drainage network to make sure we are allocating sufficient funds towards the management of these assets.

The financial projections in this Asset Plan will be further refined as our knowledge of the condition and capacity of the drainage system improves. This will help in optimising the replacement and upgrade of parts of the network that are in most need. Improvements to the drainage system will be important in the future as the city grows and in response to the impacts of climate change.



Costs

	2026 (\$'000)	2027 (\$'000)	2028 (\$'000)	2029 (\$'000)	2030 (\$'000)	2031 (\$'000)	2032 (\$'000)	2033 (\$'000)	2034 (\$'000)	2035 (\$'000)	10 YEAR TOTAL
Operations/ Maintenance	2,334	2,404	2,476	2,550	2,627	2,787	2,705	2,870	2,956	3,045	26,754
Renewal	1,458	939	1,146	1,314	1,503	1,837	1,607	1,706	1,721	2,099	15,330
Growth	1,335	1,217	634	1,491	757	1,143	983	271	983	1,921	10,735
Total	5,127	4,560	4,256	5,355	4,887	5,767	5,295	4,847	5,660	7,065	52,819

9.6 Open Space Assets

Service

Provision of open space and foreshore assets and natural bushland and wetland areas to support active and passive recreation activities. Provision of streetscapes and street tree amenity.

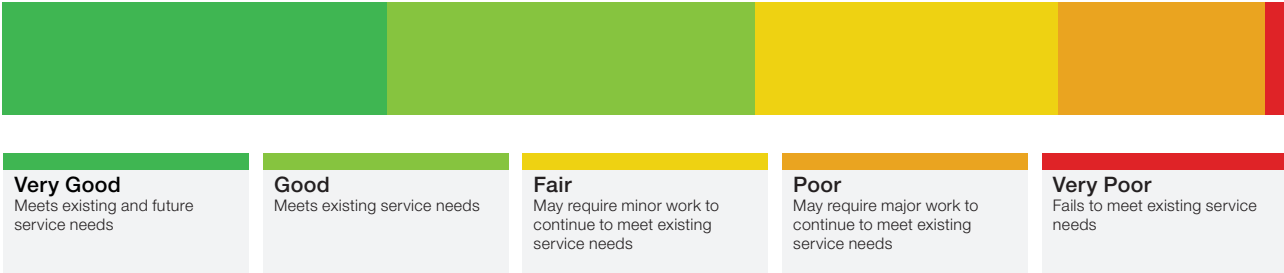
Service Objective

To enhance the city’s public open space, foreshore, natural bushland and wetland areas to enhance quality of life and promote social connectedness.



Current Condition

The current condition of the open space asset portfolio is considered in very good to fair condition, with a small number of assets in poor and very poor condition. These open space asset have been prioritised for full or part renewal in the capital works program.



Asset Performance Assessment

CURRENT PERFORMANCE	FIT FOR THE FUTURE?
The current open space asset portfolio is performing well. Significant investment in park upgrades in key locations has ensured a high level of service for Franskton City. This is reflective of the current asset condition profile and also the quality and extent of parks and open space provided by Council. This includes streetscape and foreshore area upgrades as well as playspace and sporting ground upgrades. These assets will require ongoing maintenance and renewal in order to maintain them to the current level of service.	The well supported park, open space, streetscape and foreshore upgrade programs and projects are needed to support increasing demand of the community for passive and active spaces. The assets which result from the projects will require an increase to the large ongoing asset maintenance and renewal program to ensure they are maintained appropriately. Further redevelopment and enhancement of key regional parks may be required to meet community demand and increasing use.

Key Challenges and Choices

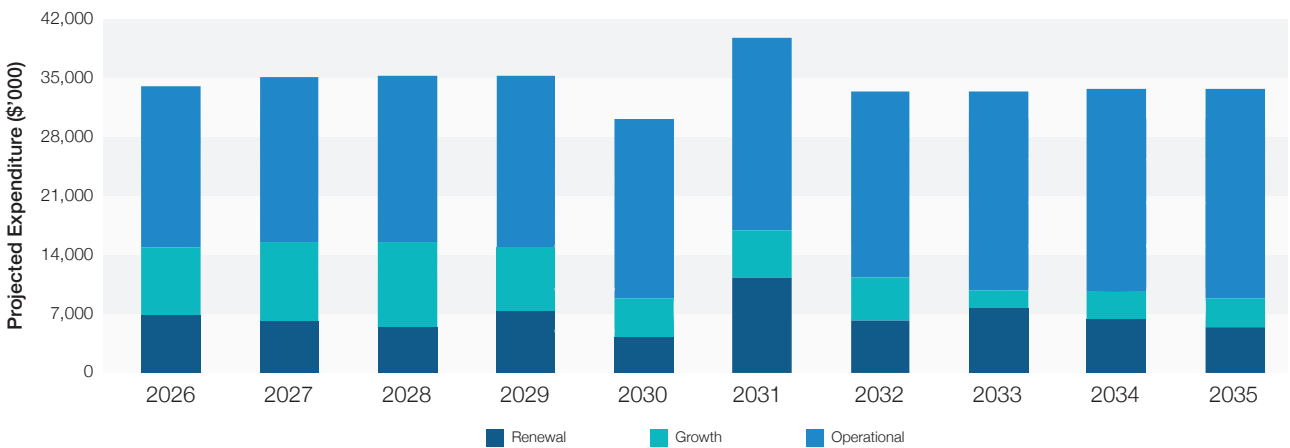
OPEN SPACE DEMAND	CHANGING DEMOGRAPHICS AND USE	CLIMATE CHANGE AND SUSTAINABILITY
- Higher density living and increased use of open space areas will require both additional provision of open space and enhanced functionality of existing open space areas. This may result in more assets needing more maintenance and renewal funding - Increasing demand and use of natural bushland and wetland areas	- Population increases will increase demand for outdoor recreation activities, features and landscape - Sporting trends may change demand over time requiring the reconfiguration of open space and sporting assets	- Climate change may require assessment of viability of providing ongoing services such as irrigation to sports fields - Demand for more sustainable sources of energy and water - Climate change impacts on natural areas such as foreshore erosion

Relevant Asset Activities

NON-DISCRETIONARY – RECURRENT	NON-DISCRETIONARY – RENEWAL	DISCRETIONARY – GROWTH
- Hazard/defect inspections - Mowing, vegetation/weed control - Garden bed maintenance - Litter collection and facility cleaning - Graffiti removal - Bushland maintenance	- Replacement of playground equipment - Replacement of park furniture - Rejuvenation or replacement of entire playing courts or sports fields to an equivalent standard	- Playing court extension - Replacement of playground equipment to a higher standard - Development of new park or reserve

Financial Projections

The great majority of funding is allocated to non-discretionary operations and maintenance and renewal. The large ongoing operations and maintenance budget requires steady increase to account for new assets and increasing maintenance costs. Several improvement programs such as urban revitalisation, play space upgrades and park upgrades are funded in the first 7 years of the 10-year forecast to meet current and future demand for enhanced open space areas within the City.



Costs

	2026 (\$'000)	2027 (\$'000)	2028 (\$'000)	2029 (\$'000)	2030 (\$'000)	2031 (\$'000)	2032 (\$'000)	2033 (\$'000)	2034 (\$'000)	2035 (\$'000)	10 YEAR TOTAL
Operations/ Maintenance	18,753	19,316	19,895	20,492	21,107	22,393	21,740	23,064	23,756	24,469	214,987
Renewal	6,846	6,097	5,464	7,303	4,338	11,308	6,297	7,613	6,400	5,568	67,234
Growth	8,005	9,303	10,026	7,587	4,517	5,567	4,978	2,260	3,167	3,317	58,727
Total	33,604	34,716	35,385	35,382	29,962	39,268	33,015	32,937	33,323	33,354	340,948





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