



GLEN EIRA
CITY COUNCIL

Glen Eira City Council

Asset Plan 2025–2035

BENTLEIGH
BENTLEIGH EAST
BRIGHTON EAST
CARNEGIE
CAULFIELD
ELSTERNWICK
GARDENVALE
GLEN HUNTLY
MCKINNON
MURRUMBEENA
ORMOND
ST KILDA EAST



CONTENTS

ACKNOWLEDGEMENT OF COUNTRY	3
MESSAGE FROM THE MAYOR	4
FOREWORD FROM CHIEF EXECUTIVE OFFICER	5
INTRODUCTION TO INTEGRATED PLANNING	6
INTRODUCTION TO OUR ASSETS	11
HOW WE MANAGE OUR ASSETS	26
THE STATE OF OUR ASSETS	29
FUNDING FOR THE FUTURE	31
ASSET CLASS DETAIL	35
MONITORING AND IMPROVEMENT PLAN	43
APPENDIX A: COMMUNITY ENGAGEMENT REPORT	45
APPENDIX B: KEY TERMS AND DEFINITIONS	51

THE *GLEN EIRA CITY COUNCIL ASSET PLAN 2025-2035* WAS ADOPTED BY
GLEN EIRA CITY COUNCIL AT ITS ORDINARY COUNCIL MEETING ON 28 OCTOBER 2025.



ACKNOWLEDGEMENT OF COUNTRY

Glen Eira City Council acknowledges the Boon Wurrung/ Bunurong and Wurundjeri Woi Wurrung peoples of the Kulin Nation as Traditional Owners and Custodians, and pays respect to their Elders past and present. We acknowledge and uphold their continuing relationship to land and waterways. Council extends its respect to all Aboriginal and Torres Strait Islander peoples.

Council honours the rich histories and cultures of First Nations peoples and recognises and values the important contribution of Aboriginal and Torres Strait Islander peoples in enriching our community. We support the Uluru Statement from the Heart and are committed to a *Reconciliation Action Plan* which is underpinned by the principles of self-determination. We work towards improved outcomes and long-term generational change, and to consolidate Glen Eira as a culturally safe place for Aboriginal and Torres Strait Islander peoples. We are committed to achieving equality for Aboriginal and Torres Strait Islander people to live healthy and prosperous lives and to improve life outcomes for current and future generations.

Glen Eira resides on country that always was, and always will be, Aboriginal land.

MESSAGE FROM THE MAYOR



I'm proud to present our *Asset Plan* — a vital step in ensuring our City remains vibrant, resilient, and liveable for generations to come.

Our community relies on a wide range of public assets every day — from our roads and parks, to the facilities where we come together, learn, play and connect. These assets are more than just physical structures; they are the foundations of the services and experiences that make Glen Eira a place we are proud to call home.

This *Plan* reflects Council's deep commitment to sound stewardship and best-practice asset management. It outlines how we will maintain and invest in over \$1 billion worth of community infrastructure, balancing economic, environmental, social, and cultural priorities to meet the evolving needs of our growing and diverse population.

At its heart, the *Asset Plan* supports our community vision — “*Our Glen Eira: A thriving and empowered community working together for an inclusive and sustainable future.*” It shows how we will plan wisely, listen to our community, and make well-informed decisions that consider both today's needs and those of tomorrow.

Thank you to everyone who contributed their time and voices to help shape this *Plan*. I invite you to explore how Council will care for our shared assets with transparency, responsibility, and foresight.

Cr Simone Zmood
Glen Eira Mayor

FOREWORD

FROM THE CHIEF EXECUTIVE OFFICER



Managing public assets might not always grab headlines, but it's one of the most important responsibilities we have as a Council. Our infrastructure — roads, footpaths, stormwater drains, open spaces, buildings, and facilities — are critical to delivering the services our community relies on every day.

The *Asset Plan* sets out how we will manage these essential assets over the next decade and beyond. It's a roadmap that helps us make better, more consistent decisions, ensuring we are investing in the right places, at the right time, and for the right reasons.

This *Plan* not only gives a clear picture of the current state of our assets, but also outlines the long-term funding and maintenance needed to support them. It incorporates community input, aligns with our *Climate Emergency Response Strategy* and *Open Space Strategy*, and is a key component of our *Integrated Planning and Reporting Framework*.

We are also honest about the challenges ahead — from climate resilience to the need for more accessible open spaces — and have outlined improvement initiatives to strengthen our approach moving forward.

At the core of this *Plan* is a simple principle: our infrastructure must support an inclusive and sustainable future, as outlined in our *Community Vision*. I thank everyone involved in developing this *Plan* and I look forward to continuing to deliver responsible, sustainable asset management for our community.

Lucy Roffey

Chief Executive Officer

INTRODUCTION TO INTEGRATED PLANNING

At Glen Eira City Council, our strategic plans all work towards the *Glen Eira 2040 Community Vision*: a thriving and empowered community working together for an inclusive and sustainable future.

Whether we're planning for health and wellbeing, managing assets, responding to climate change or supporting our growing population, our role is to help shape a future where people and place can flourish together.

This introduction provides context for all our strategic documents — connecting our shared vision, values and planning approach across the organisation.

Who we are and what we do

Glen Eira is located in Melbourne's south-east, just 10 kilometres from the CBD. We're a proudly diverse municipality, home to more than 161,000 people, with a rich mix of cultural backgrounds, life experiences and community connections. The area rests on the traditional lands of the Boonwurrung/Bunurong and Wurundjeri Woi Wurrung peoples of the Kulin Nation.

Our suburbs include Bentleigh, Bentleigh East, Carnegie, Caulfield, Caulfield East, Caulfield North, Caulfield South, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena and Ormond, and parts of the suburbs of Brighton East and St Kilda East — each with their own unique identity and local character.

As a Council, our role is broad. We:

- Deliver services that support the health, wellbeing and everyday needs of our residents
- Maintain public assets and infrastructure — including parks, roads, footpaths and community facilities
- Plan and regulate the built environment, ensuring development supports community needs and sustainability goals
- Work in partnership with community groups, service providers and other levels of government
- Advocate on behalf of our community to influence decisions and secure resources
- Inform and empower our residents to make decisions that benefit them and their communities

This means that our strategic plans connect and support each other. They are all part of a shared commitment to delivering meaningful outcomes for our community.

How we plan

We take an integrated approach to planning, guided by our *Glen Eira 2040 Community Vision*. This *Vision* reflects what our community values most — inclusivity, sustainability, wellbeing, creativity and connectedness — and what people want Glen Eira to become over time.

Our *Integrated Planning and Reporting Framework* also guides our work and ensures that all Council strategies and plans align to this *Vision* and to our *Council Plan 2025–2029* — which sets out the strategic directions and priorities for the current four-year term of Council.

We know that effective planning must also be:

- Community-informed — shaped by what matters most to our residents and stakeholders
- Evidence-based — drawing on data, research and expert insight
- Place-based — tailored to the diverse needs and identities of local communities across Glen Eira
- Resource-aware — aligned to available budgets, assets, and workforce capability
- Adaptable — ready to respond to emerging risks, challenges and opportunities

These principles guide how we approach every strategic plan — whether it's about climate, assets, biodiversity or finance.



Figure 1. Integrated Planning and Reporting Framework

Engagement approach

Our planning is built on meaningful engagement with our community. Over a 12-month period, we delivered our largest ever conversation with the Glen Eira community through a dedicated engagement program called *Our Place, Our Plan*.

This integrated, multi-phased program invited residents, stakeholders and partners to help shape the future of our City. It was delivered across the *consult* and *collaborate* levels of the IAP2 Public Participation Spectrum, using a place-based lens to ensure local voices were heard in local contexts.

We connected with the community through a wide range of activities — both online and face-to-face — including pop-ups, drop-in sessions, focus groups, intercept surveys, interviews and stakeholder workshops. The engagement was designed to reach people across all Glen Eira suburbs and demographic groups, with targeted efforts to involve children and young people, people with disability, multicultural communities and other underrepresented groups.

A key component of this process was the establishment of a representative *Community Priorities Panel* — a deliberative citizen panel of 39 residents who worked together to provide Council with informed recommendations on the priorities that matter most.

Each phase of engagement gathered insights on community values, needs and aspirations — helping us understand what outcomes people want to see over the next four years. These insights directly informed the development of our *Council Plan 2025–2029* and strategic priorities.

Reports from all engagement phases are available at www.haveyoursaygleneira.com.au/OPOP

Our strategic directions

While each plan has its own focus and outcomes, all Council strategies contribute to four overarching strategic directions:

- Community safety, cohesion, health and wellbeing
- Diverse, welcoming and accessible places
- Environmental stewardship
- Innovative and financially sustainable

These strategic directions have been developed through extensive community engagement (see Appendix B) and help us stay focused on the big picture. Each plan outlines specific objectives, actions and indicators that contribute to one or more of these directions.

You can find more detail in our *Council Plan 2025–2029*.

Our place-based approach

Our City is made up of many communities, each with its own strengths, challenges and priorities. That's why we take a place-based approach in our planning. This means engaging with people locally, understanding the unique character of each neighbourhood, and delivering solutions that reflect community needs on the ground.

This approach is essential for ensuring that our work is inclusive, meaningful and effective across all parts of Glen Eira.



Health and wellbeing in everything we do

Health and wellbeing are central to every aspect of Council's work — not just in our *Council Plan*, but across all our strategic planning. Access to green spaces, housing, transport, safety, and social inclusion all shape people's wellbeing.

That's why every strategic plan considers the impact it will have on community health and equity. We work closely with community organisations, local traditional owners, health services and other partners to make sure our strategies promote fairness, opportunity and long-term wellbeing for all.

One of the ways we do this is by conducting a *Gender Impact Assessment* for any plan having a direct and significant impact on the public, as we have done for this *Plan*. This helps us to understand how the plan may affect people of different genders, so that the plan will meet their needs and promote gender equality.

Staying accountable

We are committed to being transparent about our progress and staying connected to our community's needs. Each year, we set specific actions, measure our impact, and report back to the community through our *Service Performance Reports* and *Annual Reports*.

All our plans are living documents — regularly reviewed and updated to reflect changing conditions, emerging evidence, and what we continue to learn through engagement and delivery.

All Council strategies share a common foundation: they are shaped by community values, built on strong evidence, and guided by a long-term vision for a more inclusive, sustainable and connected future.

The image shows a modern building with a large, curved, orange-colored section. In the foreground, there is a landscaped area featuring a dry stream bed made of light-colored stones, bordered by large, flat, reddish-brown rocks. Several tree stumps are placed along the edge of the stream bed. To the left, a tall palm tree stands next to a black metal fence. The ground is covered with green grass and brown mulch. The sky is overcast with grey clouds. The text "INTRODUCTION TO OUR ASSETS" is overlaid on the orange part of the building.

INTRODUCTION TO OUR ASSETS

INTRODUCTION

TO OUR ASSETS

We are custodians of over \$1.4 billion of infrastructure assets, which are managed on behalf of the community. These assets exist to facilitate the services provided by us, for the benefit of current and future generations.

As custodians of these assets, we have a responsibility to manage these assets in the most cost-effective manner by considering the lifecycle of the asset from creation and acquisition to maintenance and operation, through to rehabilitation, renewal and disposal.

Our *Asset Plan* represents a key component of the strategic planning requirements in the *Local Government Act 2020* (The Act) and sits alongside the *Council Plan 2025–2029* and *Financial Plan 2025–2035*. The *Plan* aims to communicate the types of infrastructure assets we control and how we plan to manage and maintain these assets over the next 10 years to meet the current levels of service.

The infrastructure assets for the purpose of this *Plan*, are categorised into:

- roads and transport
- stormwater drainage
- open space
- buildings and facilities.

The *Plan* provides details on the state of these assets. It also describes the associated long-term funding required to ensure that they meet intended service levels.

Over the next 12 months, we will also refresh our four *Asset Management Plans* per the four categories above, containing technical detail of maintenance and capital, associated service levels and tactical forward programs.

The *Plan* details the challenges and opportunities anticipated over the next 10 years and identifies the associated impacts on asset management and service delivery. The challenges and opportunities were identified through a structured deliberative engagement process, which guided the development of this *Plan*.

Furthermore, the outcome of the deliberative engagement process helped identify six key improvement initiatives. These initiatives include green assets, co-location of facilities, life cycle modelling to include social value and utilisation, cost recovery from asset hire, alternative service providers and land rationalisation with strict parameters.

The identified improvement initiatives will inform the refresh of the *Asset Management Policy*, *Asset Management Strategy* and the development of the four *Asset Management Plans*. In addition, the *Strategic Property Plan*, *Open Soace Strategy*, and future *Community Infrastructure Plan* and *Recreation Strategy* will guide and inform the *Asset Management Plans* for our buildings, facilities and open space assets that provide community and recreational services such as maternal and child health, libraries, early childhood centres, parks and open space. In coordination with the *Strategic Property Plan*, *Community Infrastructure Plan* and *Recreation Strategy*, the *Asset Management Strategy* and commensurate *Asset Management Plans* will ensure a holistic approach is taken to all of our property functions.

The *Plan* aligns and integrates with our *Council Plan* and *Financial Plan* to address the *Community Vision* as required by the Act.

Purpose of the Plan

The purpose of this *Asset Plan* is to inform our commitment to best practice asset management and provide principles for sound asset investment decision-making.

The *Plan* outlines a comprehensive strategy for managing public assets over the next decade and beyond, ensuring sustainable stewardship for current and future generations. It also informs the community on how we will manage community assets to achieve the *Glen Eira 2040 Community Vision* and our *Organisational Vision*.

The *Plan* details how we will optimise capital and maintenance requirements, balance new assets and growth with current infrastructure to deliver services in line with evolving community needs and expectations.

Our aim is to support consistent, evidence-based decision-making, engage with our community, improve links between costs and levels of service, articulate our challenges and risks — all of which will result in more informed community engagement and best use of our assets in the interest of the community.

The *Plan* addresses the challenges of balancing economic, social, cultural, and environmental factors within a finite budget, and provides expenditure forecasts that will guide future maintenance, renewal programs, and capital projects, impacting long-term financial planning and annual budgets.

Compliance with the Local Government Act 2020

We have prepared this *Asset Plan* in compliance with the Victorian *Local Government Act 2020* which requires councils to develop, adopt and keep in force an *Asset Plan* in accordance with our deliberative engagement practices every four years. The *Plan* has a scope of the next 10 years as required by the Act, and includes information about maintenance, renewal, acquisition, expansion, upgrade, disposal and rationalising in relation to each class of infrastructure asset under the control of the Council. Technical details of decision-making frameworks are included in the asset management plans for the four asset classes (roads and transport, stormwater drainage, open space and buildings and facilities). Additionally, this *Plan* also references the *Strategic Property Plan* with regards to community and recreation infrastructure, and associated master plans.



What is asset management?

A systematic process to guide the planning and design, creation and acquisition, maintenance and operations, renewal, and disposal and rationalisation of assets to balance available funds with community needs.

Why is asset management important?

We have a duty to ensure community facilities are safe and accessible. In addition, we must manage community assets to that meet our community's expectations of amenity and support the delivery of quality services and programs.

We need to balance delivering what our community needs and expects with the resources available to us.

Over time, our community needs, and expectations are bound to change — with demographics, climate and technology constantly evolving.

With a finite budget for investment in assets, a planned and measured approach to asset management is necessary to ensure a fair and fiscally prudent long-term financial plan.

The *Asset Plan* was informed by the following strategies and will contribute to achieving the aims of these and future Council strategies and plans through the subsequent Asset Management Framework documents.

COMMUNITY VISION

Our Glen Eira:

A thriving and empowered community working together for an inclusive and sustainable future.

COUNCIL PLAN

Community safety, cohesion, health and wellbeing; diverse, welcoming and accessible places; environmental stewardship and innovative and financially sustainable.

MUNICIPAL PUBLIC HEALTH AND WELLBEING PLANNING

Tackling the municipality's most pressing health and wellbeing priorities and working with the people in our community to connect, support and engage them throughout their lives. Planning for the challenges and opportunities of the future, and working together to support, build and sustain a healthy, inclusive and resilient community for all.

Integrated Water Management Plan

A comprehensive plan for holistic and sustainable management of water in Glen Eira to improve water quality, flood resilience and water security.

Asset Management Strategy

Demonstrate that Council will responsibly manage our assets to meet the service delivery needs of our community over the next ten years.

Climate Emergency Response Strategy 2025–2029

Our buildings and infrastructure are resilient and safe for our staff and community, our integrated water management is embedded in our planning and operations, zero direct Council emissions by 2031, and we increase material circularity and resource recovery.

Integrated Transport Strategy Refresh

Glen Eira will be a city of child-friendly neighbourhoods that are connected to a network of vibrant and well-designed walkable activity centres.

Financial Plan

Financial sustainability in the medium to long-term, while still achieving Council's strategic objectives as specified in the *Council Plan*.

Open Space Strategy Refresh 2020

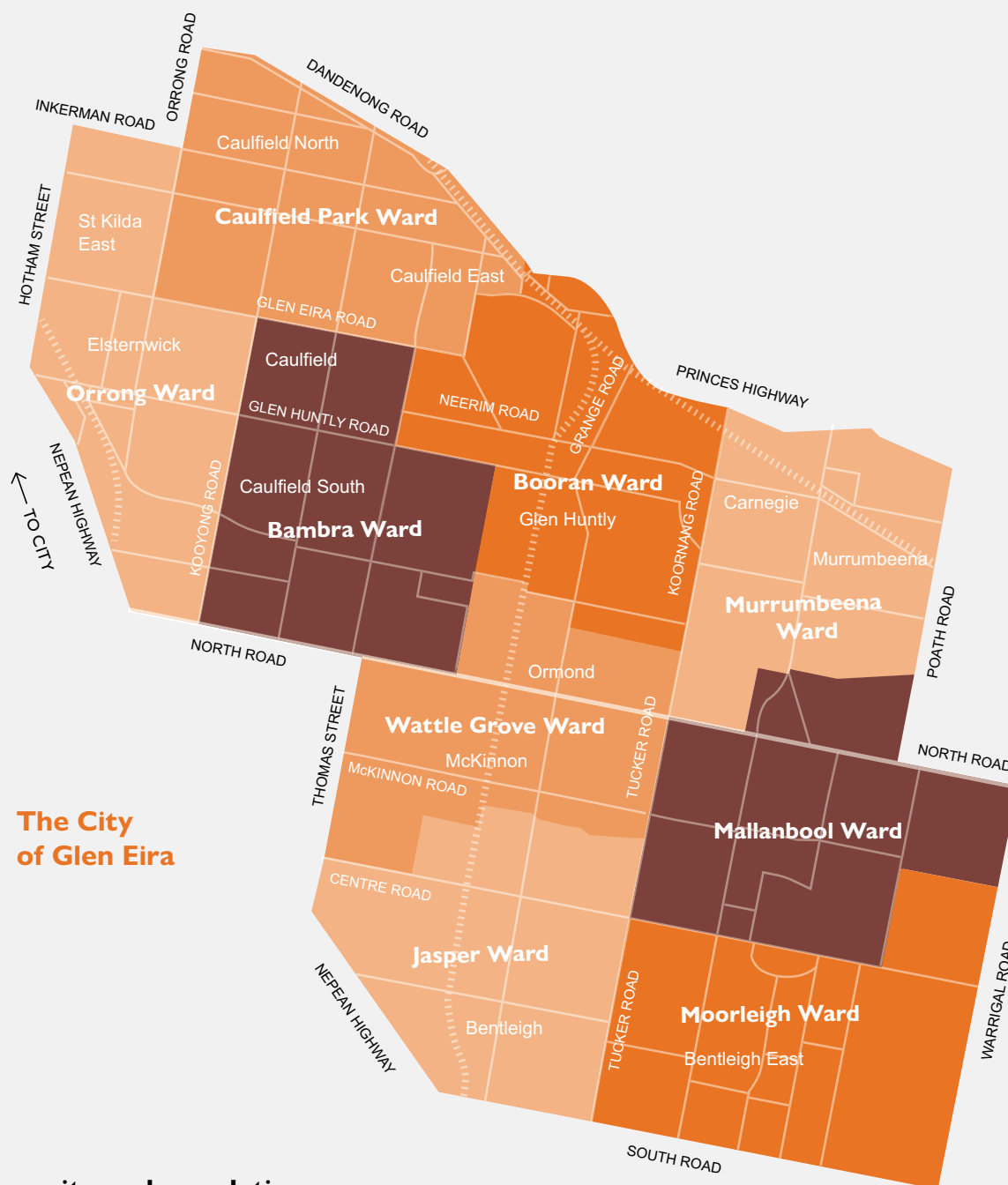
Population growth has an impact on liveability and access to open space. Open space needs to adapt to changing needs and improve access for people of different ages, cultures and mobility.

Future Recreation Strategy

A strategic framework for the planning, management and investment in sport and recreation facilities, supporting the health and wellbeing of our community.

Future Community Infrastructure Plan

Future planning for libraries, youth services, maternal and child health, neighbourhood houses, Aged Care etc.



Our community and population

The City of Glen Eira is a well-developed, densely populated and culturally diverse municipality located south-east of the Melbourne CBD. It was home to **161,057** people in 2024 and this is forecast to increase to over **198,431** by 2046.

PROJECTIONS	POPULATION	DWELLINGS
2035	179,769	77,275
2045	196,788	84,350

OUR ASSETS STORY ON A PAGE

Our assets are the things you can see or use when you're out and about in the municipality that play an integral role in supporting the effective delivery of services and public amenity such as roads, footpath, drains, ovals, parks, libraries, aged care, maternal and child health etc. Heritage and new, built and natural. All the things that belong to all of us that help make life better and richer for each of us, ensuring our safety and wellbeing.

OUR ASSET STORY



\$1.4+
BILLION
ASSETS

- ✓ Road & Transport
- ✓ Stormwater Drainage
- ✓ Open Space
- ✓ Buildings and Facilities



**DELIVERING
OUR KEY
SERVICES**

HEALTH CHECK



\$36.75m
PROJECTED AVERAGE ANNUAL
CAPITAL / RENEWAL ALLOCATION

ASSET VALUE
PER CAPITA

\$9k

Infrastructure
value per head
of population

ASSET
QUANTITY

70k

Number of
assets managed
by Council

VERY POOR
CONDITION

<1%

Value of assets
that are in very
poor condition

ASSET
HEALTH

72.29%

Proportion of
remaining life left
in our assets

OUR FUTURE AHEAD



GROWTH



DEMOGRAPHIC
CHANGE



TECHNOLOGY
SHIFT



AGEING
INFRASTRUCTURE



PERFORMANCE



CLIMATE CHANGE



GENDER IMPACT

OUR ASSETS



\$562m
ROAD AND
TRANSPORT

\$293m
STORMWATER
DRAINAGE



\$133m
OPEN SPACE

\$458m
BUILDINGS
AND
FACILITIES



OUR PLAN

LONG-TERM DECISION-MAKING	FINANCIAL PLANNING	CHALLENGES AND OPPORTUNITIES	STRATEGIC IMPROVEMENT INITIATIVES
• Balancing community needs with responsible spending • Optimising available funding to reduce long-term risk • Transparency in allocating funding to individual programs • Prioritising new, upgrade and renewals with the focus on future needs	• Average annual capital expenditure = \$36.75M • Infrastructure value per capita = \$9K • Capital spend per capita = \$228	• Ageing infrastructure asset base • Balancing community expectations against available budgets and affordability • Climate change impacts • Population growth and demographic shift • Consideration of co-locating services	• Develop land rationalisation and sale parameters • Implement a climate resilient infrastructure plan and include green assets • Gender impact consideration in upgrade and new build • Private hire of council facilities and additional revenue streams • Life cycle asset models to include social value and utilisation

Community themes and Asset Plan

The alignment between our *Asset Plan* and *Council Plan* across the four strategic directions from our Community Priorities Panel recommendations is shown below.

STRATEGIC DIRECTIONS	PANEL RECOMMENDATIONS: HOW THIS ALIGNS WITH ASSET PLAN	ASSET CLASSES IMPACTING THE SERVICE	COMMUNITY CONSENSUS %
Community safety, cohesion, health and wellbeing	• Multi-use spaces: Ensure green spaces and physical recreation areas accommodate different community groups throughout the week.	Opens space assets	90%
	• Asset maximisation: Utilise our existing assets to support social connection and mental health.	All assets	88%
	• Adult-oriented spaces: Create passive, quiet outdoor spaces with activities specifically for adults.	Buildings, facility and open space assets	82%
	• Versatile community hubs: Design community hubs with co-located services connected through public transport.	Buildings and facility assets	90%
	• Adaptable spaces: Build community hubs that can adjust to evolving neighbourhood needs.	Buildings and facility assets	88%
	• Strategic asset assessment: Complete assessments to identify land priorities for shared community hubs.	All assets	84%
	• Evidence-based design: Use frameworks that apply community connection principles to environmental design.	All assets	84%

STRATEGIC DIRECTIONS	PANEL RECOMMENDATIONS: HOW THIS ALIGNS WITH ASSET PLAN	ASSET CLASSES IMPACTING THE SERVICE	COMMUNITY CONSENSUS %
Diverse, welcoming and accessible places	• Balanced placemaking: Find a balance between maintenance and adding value through placemaking, leveraging businesses and locals.	All asset classes	78%
	• Review asset modelling criteria to include social value and utilisation.	All asset classes	84%
	• Micro-parks: Prioritise micro-parks and passive open spaces over larger active spaces	Open space assets	78%
Environmental Stewardship	Environmental stewardship is closely linked to our assets, as these assets are essential tools for promoting sustainable practices and protecting natural resources.		
	• Green spaces: Parks and reserves serve as vital assets for biodiversity conservation, carbon sequestration, and community engagement in environmental initiatives.	Opens space assets	
	• Sustainable infrastructure: Assets like renewable energy installations, water recycling systems, and eco-friendly buildings demonstrate a commitment to reducing environmental impact. • Tree Canopy Strategy: Develop kerbside and parking policies that incorporate increased tree canopy and biodiversity (86%)	Street trees Buildings and facilities	86%

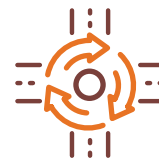
STRATEGIC DIRECTIONS	PANEL RECOMMENDATIONS: HOW THIS ALIGNS WITH ASSET PLAN	ASSET CLASSES IMPACTING THE SERVICE	COMMUNITY CONSENSUS %
Innovative and financially sustainable	Innovation and digitally enabled services are closely connected to our assets, as they transform how communities interact with services and infrastructure. • Universal vs targeted support: Council should provide services for the whole community unless there's a gap in existing targeted services (78%). • Smart infrastructure: Assets like smart lighting, waste management systems, and traffic monitoring tools use digital technologies to improve efficiency and sustainability. • Digital platforms: We leverage assets such as websites, apps, and online portals to provide seamless access to services like permits, payments, and community engagement. • Data-driven decision-making: Digitally enabled assets, such as sensors and analytics tools, help us gather insights to optimise resource allocation and service delivery.	All assets	78%

OUR ASSET BASE

AN AREA
COVERING
3,867
hectares
(39km²)

**186**

HECTARES OF PARKS,
RESERVES, SPORTING
GROUNDS AND CAR PARKS

**1379**

LOCAL AREA
TRAFFIC MANAGEMENT
DEVICES

**868 km**

OF FOOTPATHS

**74**

SPORTS CLUBS

**43**

SPORTS GROUNDS
ACROSS 19 SITES

**48**

PLAYGROUNDS

**465 km**

OF COUNCIL
MAINTAINED ROADS

**350+**

BUILDINGS AND
STRUCTURES

**56**

SHOPPING STRIPS

**71**

SUPERVISED SCHOOL
CROSSINGS

**28**

RAINGARDENS/BIO
RETENTION SWALES



Our Assets

We own and operate assets across four categories, totalling over \$1.4 billion in replacement costs.

The four categories of infrastructure are detailed in the table below, with their total replacement value and an asset health score that relates to remaining life of assets within each category. These infrastructure assets support nearly

every aspect of our day-to-day activities. They enhance our community's quality of life and build our community's sense of connection to place. Maintaining existing infrastructure is just as important as building new infrastructure.

The distribution of our asset portfolio by asset category and replacement value is shown below.

\$1.3+B	REPLACEMENT COST	ASSET HEALTH (% REMAINING LIFE)
Road and transport	\$562M	64.82%
Stormwater drainage	\$293M	69.44%
Open space	\$133M	76.62%
Buildings and facilities	\$458M	78.29%

Asset management planning

We take a lifecycle management approach to asset management planning, considering the resourcing requirements to operate, maintain, rehabilitate and renew assets to meet service level requirements and asset useful life expectancy.

To ensure we get the best possible return on our asset spending, we take a lifecycle approach to asset management that considers the costs of an asset over its useful life — that is from the time a new asset is built or acquired to the time it is replaced or disposed of. This approach allows us to get the most out of our assets by meeting required levels of service in the most cost-effective way.

Our asset management practices are governed by our *Asset Management Policy*, specific *Asset Management Plans* for each of our four asset categories and our *Strategic Property Plan*. The *Asset Management Plans* and *Strategic Property Plan* provide decision-making frameworks and technical detail. The whole process is supported by enablers such as technology, data, processes and people.

Our *Asset Management Framework* is outlined below.

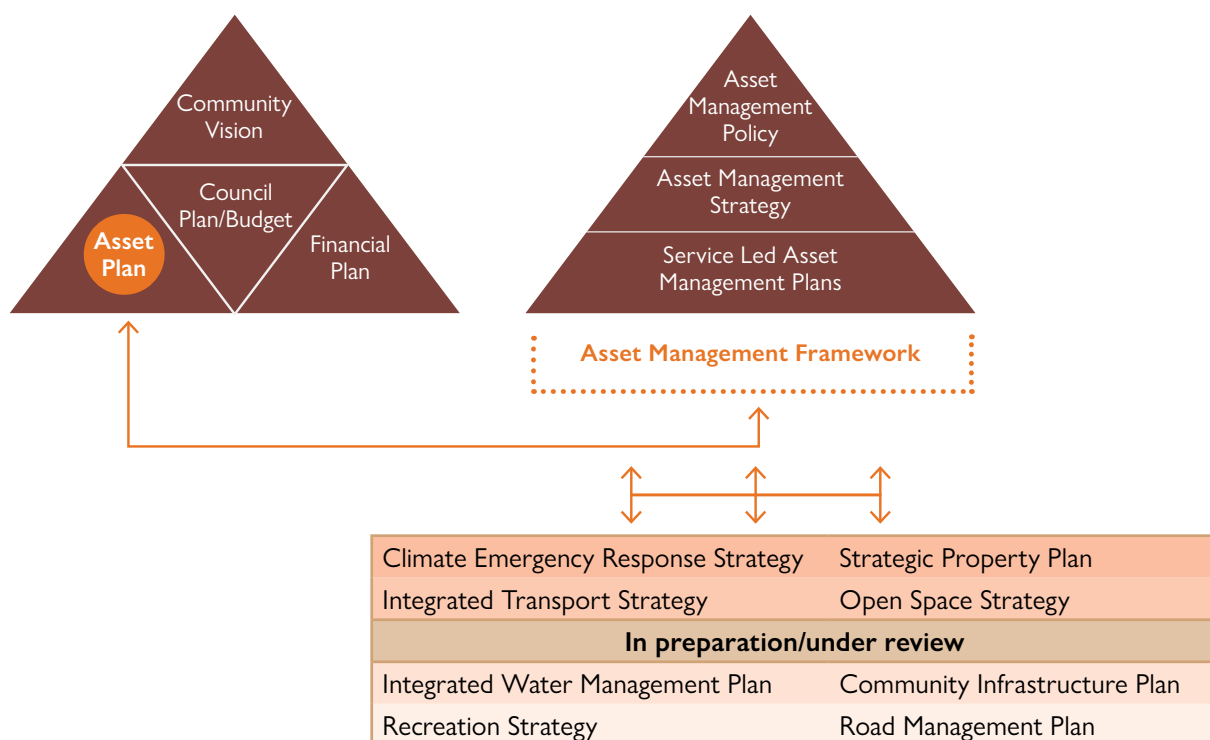


Figure 2. Asset Management Framework



Asset management documents:

DOCUMENT	ROLE	HORIZON AND REVIEW CYCLE
The Asset Management Policy	Sets the principles for consistent and appropriate asset management practices, processes and systems across the portfolio and sets the strategic intent for the sustainable management of our assets	Current practice and four yearly review
Asset Management Strategy	Documents the implementation of actions aimed at improving asset management practices, plans, processes and procedures within our organisation.	Current practice and four yearly review
Asset Management Plans	For each major class — transport, buildings, open space and stormwater drainage, it details the funding need for maintenance and capital for a range of service levels	10 to 20 years and with a comprehensive update every re-valuation cycle.

LIFECYCLE APPROACH TO ASSET MANAGEMENT

1. PLANNING AND DESIGN

When identifying asset requirements that meet service delivery needs over the long term, whole-of-life costs and other factors such as affordability, gender impact equity, accessibility, maintainability and the environment are considered.

2. CREATION AND ACQUISITION

Before constructing, expanding, upgrading or acquiring a new asset, alternative service delivery solutions are considered such as leasing or strategic partnerships. Any new build aligns to future demand, gender impact, climate adaptation and is supported by a life cycle cost that informs the *Financial Plan* for long-term maintenance and renewal needs.

3. MAINTENANCE AND OPERATIONS

Each asset's operations are monitored consistently over their useful life. A program of planned condition assessments, maintenance and servicing is undertaken to minimise ongoing costs and the risk of asset failure and to ensure the asset remains operational, safe and compliant, and meet current maintenance levels of service.

4. RENEWAL AND UPGRADE

Existing assets are replaced only when they have reached their intervention state — that is, they no longer support the required level of service delivery — determined by physical condition, functional obsolescence, gender impact equity and climate. Prioritisation of such works is based on criticality of the service and available fund.

5. DISPOSAL AND RATIONALISATION

Where an asset no longer directly supports the required level of service delivery, decommissioning or rationalisation of the asset to reduce lifecycle costs is considered as part of long-term financial planning.

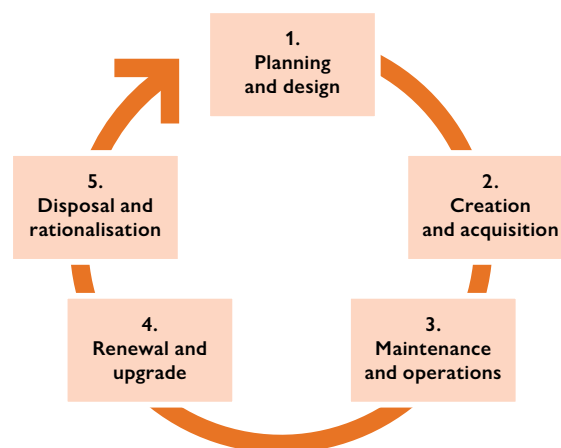


Figure 3. Lifestyle approach to asset management

HOW WE MANAGE OUR ASSETS

Our assets support our services

We provide a range of important and valued services through infrastructure assets to support the community to be a place for all.

Over time, these assets degrade through natural wear and tear, breakdowns or simply no longer meeting the needs of the service its users. Balancing our ratepayer dollars to ensure these assets are maintained to their fullest potential is integral to our long-term financial sustainability.

What assets are covered in this plan?

For the purposes of this *Asset Plan* ‘assets’ refers to the portfolio of public assets that we are responsible for managing. To make it easier for our community to understand what these assets are, we describe the types of assets in each of the four asset categories in the table below.

How our assets support community needs

Our assets exist to support the delivery of Council services and public amenity that, in turn, support our community’s wellbeing and social connection.

When making decisions about renewal or maintenance of our assets and/or prioritising our new asset investments, we always undertake life cycle analysis and what the appropriate levels of service are for an asset prior to setting budgets.

ROADS AND TRANSPORT	STORMWATER DRAINAGE	OPEN SPACE	BUILDINGS AND FACILITIES
The infrastructure that is needed for movement, within or beyond our City and as part of our day-to-day activities, whether by vehicle or bike or as a pedestrian. Includes: roads and streets, bridges, footpaths, trails, roundabouts, speed humps and other traffic management devices.	The infrastructure we need to direct stormwater run-off, mitigate flooding and improve water quality in line with EPA standards. Includes: swales, drains and pipes, pits, sedimentation ponds, dams, wetlands, gross pollutant traps and water-sensitive urban design elements.	The locations and environments we frequent while enjoying the natural surroundings or engaging in outdoor recreational and leisure activities. Includes: parks and gardens (trees, flower beds, fences, gates), playgrounds, waterways, sports fields, stadiums, public furniture and amenity assets (seats, barbecues, pergolas, shade sails).	The locations and areas we utilise when accessing community services or participating in recreational, cultural, or social activities. Includes: Glen Eira Town Hall, leisure and aquatic centres, sports pavilions, libraries, community centres, maternal and child health and other buildings that house community services, public toilets and shelters.

Levels of service

Our service levels are defined by our expectations of the standard at which an asset needs to perform. We define our service levels with respect to availability of the service, quality of the service, risk posed by service deficiency, accessibility of the service and comfort level of the service. This is illustrated in the examples below, with technical detail contained in the *Asset Management Plans* and *Strategic Property Plan*.

A growing population that requires new and expanded assets



BUDGET

An existing asset that requires renewal and upgrade funding

ASSET HEALTH	FUNCTIONALITY	CAPACITY	UTILISATION	DECISION
Very Poor	Good-Fair	Good-Fair	High	Renew asset in next three years
Very Poor	Poor-Very Poor	Poor-Very Poor	High	Consider rationalisation or upgrade
Fair	Poor-Very Poor	Poor-Very Poor	High	Consider asset for upgrade next three years
Fair	Fair	Fair	High	Pay attention for future upgrade
Poor	Good-Fair	Good-Fair	High	Consider asset renewal three to five years

The decision of what type of upgrade and renewal is undertaken will also be based on gender impact alignment in line with the models contained in our *Asset Management Plans* and decision frameworks in our *Strategic Property Plan*.

The decision of what type of climate-based resilience treatment will be undertaken as part of upgrade or renewal will be determined by climate vulnerability ratings as per the models contained in our *Asset Management Plans*.

We set service levels based on community expectation, balanced against affordability.

What did our community tell us?

The recommendations have been organised by key topic areas for clarity and accessibility. Each topic area was guided by an overarching remit and several scenarios highlighting some of the difficult choices that we face in our planning and decision-making. These deliberations with the community will help inform our asset management models in terms of spending decisions for capital and maintenance in our *Asset Management Plans*.

GUIDING PRINCIPLE	THE OPTIONS	COMMUNITY CONSENSUS %
We continue to invest in community facilities and assets. But with a limited budget, rising construction and material costs, and more extreme weather events, we need to prioritise. Which assets we should prioritise improving?	1. Parks and gardens 2. Park and street trees 3. Footpaths 4. Local roads 5. Libraries	72% 50% 47% 43% 41%
Construction and building costs are rising, so it costs more than ever to build and maintain assets and facilities. How should we spend wisely on our assets and facilities over the next four years?	1. Maintain assets and facilities to the same standard they are now 2. Maintain assets and facilities to a lesser (but still good) standard so they're more financially sustainable 3. Maintain assets and facilities to a higher standard by spending more money	58% 24% 18%
To maintain at a higher standard, how should we pay for the increased costs?	1. Spend less on other services 2. Increase user fees and charges for activities such as parking, venue hire, permits 3. Increase rates 4. Other	50% 31% 23% 16%
Thinking about our service areas, choose the five services that are most important to you:	1. Parks, gardens, playgrounds, open spaces 2. Roads, footpaths, and cycling 3. Rubbish collection and waste management 4. Sporting grounds, swimming pools, gyms, recreation centres 5. Libraries	82% 59% 55% 44% 43%
How do you think we should take action on climate change and preserve and protect our natural environment?	1. Improve our green spaces and tree canopy 2. Promote more clean energy options, like solar or wind 3. Recycle more and provide more education about waste and the circular economy 4. Encourage more urban agriculture like community gardens 5. Reduce use of plastics	77% 46% 45% 40% 39%

THE STATE OF OUR ASSETS

This *Asset Plan* presents a high-level summary of the state of our assets and their sustainability. Detailed data on each asset class, as well as intervention levels and service monitoring, future financial sustainability options and consequences, can be found in the relevant asset management plan.

Asset health is a measure of the remaining useful life of the asset portfolio. The figure below displays the current asset health by asset class.

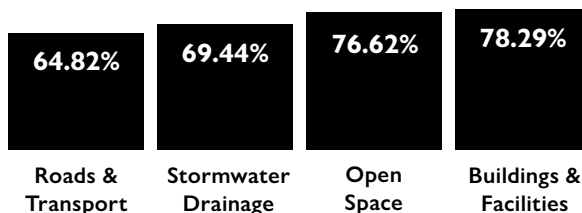


Figure 4. Asset Health (% Remaining life) by Asset Class as 30/06/2025

The condition for all classes is reported using a 1 to 5 rating system:

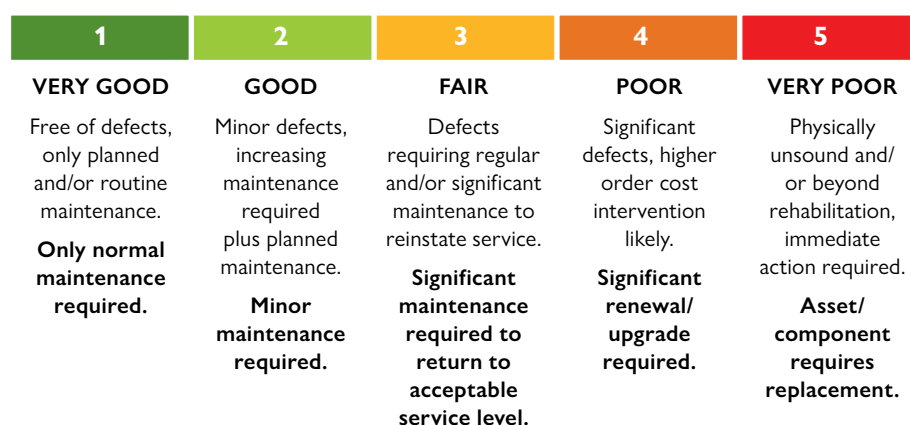


Figure 5. Asset Condition Assessment Rating

Within each asset class, there is a distribution of assets in very good through to very poor condition. The current distribution is illustrated in the figure below:

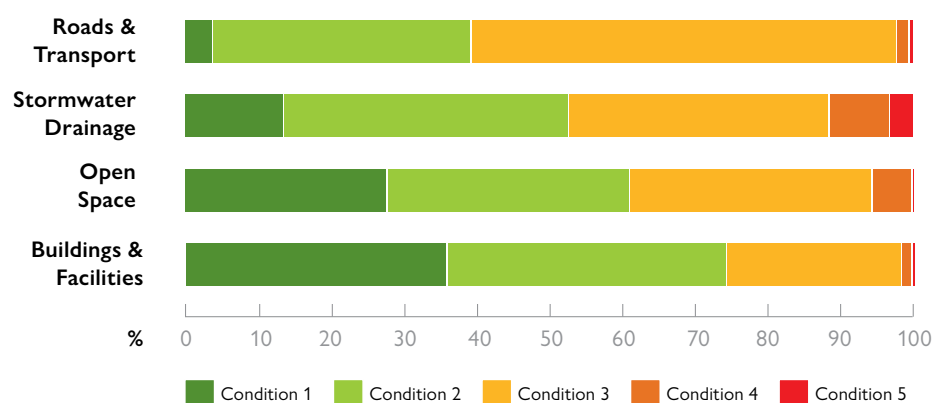


Figure 6. Asset Health (% Remaining life) by Asset Class as at 30/06/2025



FUNDING FOR THE FUTURE

FUNDING FOR THE FUTURE

To ensure responsible and sustainable stewardship of our assets, we are committed to balancing our community's needs and aspirations with what is affordable for ratepayers.

Making decisions about funding our assets requires ongoing balancing of service levels, risk and the need to adequately maintain and renew assets. Our aim is to achieve long-term asset sustainability.

Integration with the Financial Plan

To ensure the resources needed to manage our assets are provided in our financial planning instruments, integration of the *Asset Plan* and the *Financial Plan* is critical.

The balance between maintaining and renewing our assets and accommodating funding for improvement and growth is a constant challenge — underfunding the renewal of an asset can lead to lower levels of service, and deferring an important asset upgrade can mean that the asset is no longer fit-for-purpose.

The adopted expenditure included in this *Asset Plan* is consistent with our affordability.

All funding requirements identified for each asset portfolio have been allocated in the *Financial Plan*. Forecasts included in this *Asset Plan* for the projected asset expenditure are consistent with our *Financial Plan* and cover the planned asset activities for the next 10 years. This will require future monitoring and further analysis as new asset information becomes available such as new asset condition data. Funding requirements may potentially change and require adjustment to both this *Asset Plan* and the *Financial Plan*. This will be informed by our *Asset Management Plan* each year.

Adopted expenditure in this asset plan is consistent with our affordability. Using scenario modeling the city asset team simulated the impact on the future health of our assets to ensure the funding is balanced and appropriate in line with expected national benchmarks.

Our asset investment initiatives

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 current and future demand including climate and gender impact and equity across the region as we grow and change.

Maintaining integration between our *Asset Plan* and *Financial Plan* is key to ensuring that future funding is allocated in a way that supports service delivery and effective asset management.

Our asset investment initiatives align with our asset management and financial planning principles.

INVESTMENT INITIATIVES



Life Cycle Planning:

Council will undertake life cycle costing to determine whole of life cost for any new asset to ensure financial sustainability.



Scenario Planning:

Our ten year budgets and capital work programs will be developed using scenario modelling and asset specific service levels. Such scenarios will include maintenance, renewal and upgrade costs to provide target service levels into future and form the basis of our asset management plans.



Criticality and Demand Based Planning:

Council will adopt asset criticality framework into all asset management models and plans, so prioritisation of maintenance and capital is based on criticality and future demand.



Climate Adaptation:

Council will undertake a vulnerability framework for Strategic Asset Management — this framework will form the basis of a risk score per asset and used in developing an adaptation based Asset Management Plan.



Asset Functionality and Obsolescence Assessments:

In addition to routine condition assessments — Council will enhance its asset assessment framework to include functionality assessments of buildings and public open spaces to better inform its rationalisation and upgrade programs.



Gender Impact Assessment (GIA):

Council will develop and implement a GIA framework to be part of new build, upgrade and renewal programs.

Asset investment categories

For the purposes of this *Asset Plan*, our asset spending is categorised in a way that helps us to plan our budgets and track how we spend our money on assets and services.

EXPENDITURE TYPE	ASSET MANAGEMENT ACTIVITY	DESCRIPTION
Recurrent	Maintenance	Scheduled work to keep assets operating at the required level of service, or reactive work to repair defects and ensure that assets meet their service life and don't require early renewal.
	Operations	Recurrent expenditure that is required to use an asset such as utility costs, audit and inspection programs, cleaning or fees paid to other organisations.
Capital	Renewal	Works on assets that are at the end of life that restore their ability to deliver or facilitate the delivery of the desired service.
	Upgrade	Works that increase the quality of the existing service that can be delivered through an existing asset.
	New	Works that generate an asset that can provide a service that does not currently exist.
	Expansion	Works that increase the capacity of an existing asset to provide benefits to additional users at the same standard as is provided to existing users.

Lifecycle investment profile

A detailed breakdown of what we expect to spend on each asset function over the next 10 years is outlined within individual asset class profiles under section 9 — Asset Class Detail.

The table below summarises the adopted 10-year expenditure by asset class for 2025–2035:

ASSET CLASS	RENEWAL	UPGRADE/ EXPANSION/ NEW*	MAINTENANCE	TOTAL
Roads and transport	\$71,725,000	\$58,306,000	\$16,945,000	\$146,976,000
Stormwater drainage	\$11,401,000	\$27,998,000	\$17,045,000	\$56,444,000
Open space	\$14,171,000	\$41,354,000	\$171,108,000	\$226,632,000
Buildings and facilities	\$18,816,000	\$29,767,000	\$66,020,000	\$114,604,000
TOTAL	\$116,113,000	\$157,425,000	\$271,118,000	\$544,656,000

*Includes major projects funding

A photograph of the Caulfield City Hall at dusk. The building is a white, classical-style structure with a prominent portico supported by four large columns. The entrance is illuminated with bright pink light. To the left, a tall clock tower rises above the main building, topped with a flag. A large, semi-transparent orange oval graphic is overlaid on the right side of the image, containing the text "ASSET CLASS DETAIL".

ASSET CLASS DETAIL

ASSET CLASS DETAIL

ROADS AND TRANSPORT

What assets are included?

Road pavement, road surface, kerb and channel, car parks, right of ways, local area traffic management and pathways.

What does our work involve?

OPERATING	CAPITAL WORKS			
MAINTENANCE	RENEWAL	NEW	EXPANSION	UPGRADE
- Maintenance and repairs to roads such as patching potholes, crack sealing and path grinding. - Operational servicing such as street sweeping, vegetation management and weed spraying.	- Resurfacing of existing roads. - Road reconstruction or major patching of road failures. - Replacement of sections of existing pathways to an equivalent standard.	- New constructed and gifted assets by developers. - Extension of existing pathway network to address gaps in connectivity.	Widening or duplication of existing roads.	- Road safety improvements such as installation of crash barriers, intersection upgrades, etc. - Traffic calming treatments such as construction of roundabouts, installation of speed humps, etc.



How is funding prioritised?

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our transport assets and the impact of various renewal funding scenarios on future asset condition.

How much do we plan to spend over the next 10 years?

ROADS AND TRANSPORT PROJECTED EXPENDITURE 2025–2035											
Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Renewal	\$5,630	\$5,509	\$8,240	\$8,978	\$8,311	\$8,999	\$6,596	\$6,832	\$6,315	\$6,315	\$71,725
Upgrade	\$797	\$696	\$1,521	\$1,830	\$2,799	\$3,031	\$2,221	\$2,301	\$2,127	\$2,127	\$19,450
Expansion	\$0	\$1,314	\$1,182	\$1,513	\$988	\$1,070	\$784	\$812	\$751	\$751	\$9,165
New	\$1,154	\$2,242	\$1,257	\$1,736	\$4,466	\$4,835	\$3,544	\$3,671	\$3,393	\$3,393	\$29,691
Maintenance	\$1,945	\$1,497	\$1,537	\$1,578	\$1,620	\$1,663	\$1,707	\$1,752	\$1,799	\$1,847	\$16,945
TOTAL	\$9,526	\$11,258	\$13,737	\$15,635	\$18,184	\$19,598	\$14,852	\$15,368	\$14,385	\$14,433	\$146,976

What are future challenges and opportunities?

CHANGING POPULATION	INCREASED FREIGHT TASK	CLIMATE CHANGE	LEGISLATION AND COMPLIANCE
- The increased demand on local roads and their connections with the Victorian Government and Collector roads due to population growth and increased dwelling density. - Increased parking issues, traffic speeds, road safety particularly for pedestrians and cyclists on road networks.	The increased deterioration of our road network due to an increased number of heavy vehicles and increased gross loadings.	- The lack of availability of sustainable transport options, including public transport. - The increased risk of damage to our transport assets due to more frequent and more extreme weather events. - The need to consider resilience in the design and construction of new assets.	- The need to ensure compliance with the <i>Road Management Act 2004</i>. - The need to meet the requirements of our <i>Road Management Plan</i>. - The need to ensure clarity on which roads we are responsible for. - Embed gender equity into asset planning and design.

STORMWATER DRAINAGE

What assets are included?

Pipes, pits and box culverts.

What does our work involve?

OPERATING	CAPITAL WORKS		
MAINTENANCE • Pit cleaning. • Pipe cleansing and removal of debris, sediment, etc. • Removal of litter from gross pollutant traps. • Programmed inspections.	RENEWAL • Replacement of pits and pipes.	EXPANSION • Replacement of pipes to a higher hydraulic capacity. • Extension of the stormwater drainage network.	UPGRADE • Installation of stormwater quality improvement devices, such as rain gardens, litter traps, etc. • Stormwater harvesting initiatives.



How is funding prioritised?

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our Transport assets and the impact of various renewal funding scenarios on future asset condition.

How much do we plan to spend over the next 10 years?

STORMWATER DRAINAGE PROJECTED EXPENDITURE 2025–2035											
Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Renewal	\$317	\$270	\$1,301	\$1,335	\$1,312	\$1,346	\$1,380	\$1,380	\$1,380	\$1,380	\$11,401
Upgrade	\$950	\$450	\$2,169	\$2,224	\$2,567	\$2,633	\$2,700	\$2,700	\$2,700	\$2,700	\$21,793
Expansion	\$0	\$180	\$868	\$890	\$685	\$702	\$720	\$720	\$720	\$720	\$6,205
Maintenance	\$1,480	\$1,555	\$1,596	\$1,638	\$1,681	\$1,725	\$1,771	\$1,818	\$1,866	\$1,915	\$17,045
TOTAL	\$2,747	\$2,455	\$5,934	\$6,087	\$6,245	\$6,406	\$6,571	\$6,618	\$6,666	\$6,715	\$56,444

What are future challenges and opportunities?

DEVELOPMENT DENSITY	AGEING INFRASTRUCTURE	CLIMATE CHANGE	ENVIRONMENTAL SUSTAINABILITY
- The need to upgrade the capacity of our existing drainage network to mitigate flooding due to increased volumes of stormwater run-off caused by continued urban consolidation. - The need to implement stormwater quality improvement initiatives to protect receiving waterways affected by continued urban consolidation.	- The need to upgrade some of our older drainage assets that are currently under capacity to improve flood immunity. - The need to deal with more frequent and extreme flooding events. - The ability to fund the timely renewal and upgrade of drainage assets that are in poor condition.	- The projected reduction in current level of service with respect to flood protection and accessibility due to more frequent and more extreme weather events that lead to more flooding. - New flood model data with climate change to inform developments to achieve flood risk reduction and improved flood resilience in major storms in the future.	The increased need to provide infrastructure for the capture, treatment and reuse of stormwater to enable us to make use of stormwater run-off as a sustainable resource.

OPEN SPACE

What assets are included?

Playgrounds, play equipment, sportsgrounds, park furniture, fences, lighting, irrigation and other assets typically found within open space areas.

What does our work involve?

OPERATING	CAPITAL WORKS			
MAINTENANCE	RENEWAL	NEW	EXPANSION	UPGRADE
- Hazard/defect inspections. - Mowing, vegetation/weed control. - Garden bed maintenance. - Litter collection and cleaning. - Graffiti removal.	- Replacement of playground equipment. - Replacement of park furniture. - Rejuvenation or replacement of entire playing courts or sports fields to an equivalent standard.	Development of a new park or reserve.	Playing court extension.	Replacement of playground equipment to a higher standard.



How is funding prioritised?

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our parks and open space assets and the impact of various renewal funding scenarios on future asset condition.

How much do we plan to spend over the next 10 years?

OPEN SPACE PROJECTED EXPENDITURE 2025–2035											
Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Renewal	\$721	\$1,191	\$2,677	\$1,533	\$1,618	\$1,689	\$1,000	\$1,384	\$1,179	\$1,179	\$14,171
Upgrade	\$1,271	\$1,819	\$1,069	\$1,659	\$1,600	\$1,670	\$989	\$1,368	\$1,165	\$1,165	\$13,775
Expansion	\$100	\$238	\$138	\$246	\$191	\$199	\$118	\$163	\$139	\$139	\$1,671
New	\$2,112	\$3,565	\$2,437	\$2,912	\$2,992	\$3,123	\$1,849	\$2,559	\$2,179	\$2,179	\$25,908
Maintenance	\$14,122	\$15,643	\$16,065	\$16,498	\$16,944	\$17,401	\$17,871	\$18,354	\$18,850	\$19,360	\$171,108
TOTAL	\$18,326	\$22,456	\$22,386	\$22,848	\$23,345	\$24,082	\$21,827	\$23,828	\$23,512	\$24,022	\$226,632

What are future challenges and opportunities?

CHANGING POPULATION	OPEN SPACE PROVISION	PARTICIPATION TRENDS	BUILD RESILIENCE
- The increased demand for specific outdoor recreation facilities and settings as well as new open spaces within close proximity to where people live. - Providing a range of diverse and accessible open spaces for the community to enjoy.	- The increased expectation that we are able to provide an increased amount of open space within a densely populated area, where the availability of land is limited and acquisition is costly. - Our communities' expectations about what these spaces will do is becoming more complex and multi-dimensional.	- Existing spaces will become more heavily utilised, elevating the cost of managing these assets. - Embed Gender Impact Assessments (GIAs) into asset planning.	The provision of active and passive open spaces should integrate with the natural environment to improve mental wellbeing and social connection, and support biodiversity and environment protection through multi-functional design.

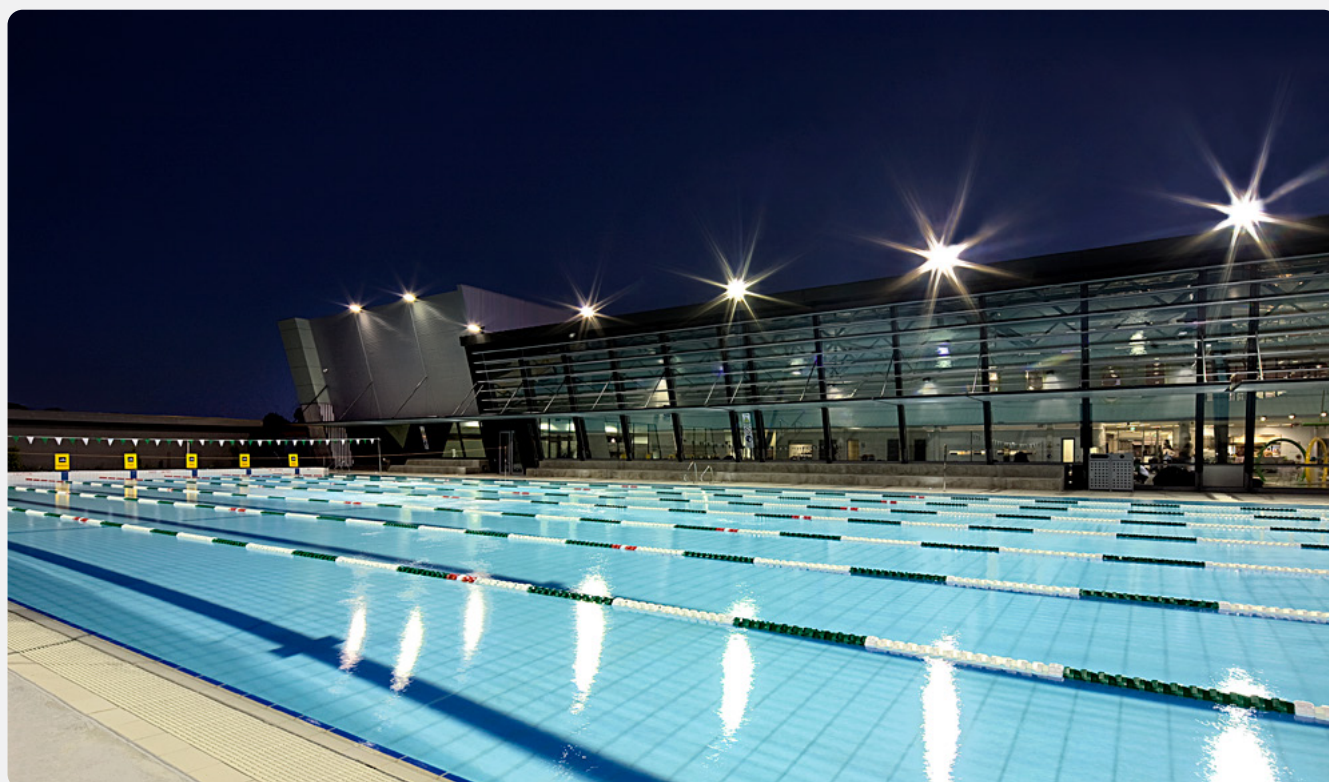
BUILDINGS AND FACILITIES

What assets are included?

Council buildings, swim centres, libraries, community centres, maternal and child health care, toilets, pergolas, rotundas

What does our work involve?

OPERATING	CAPITAL WORKS		
MAINTENANCE - Minor repairs to building components due to failure, vandalism, etc. - Unblocking drains, service checks, carpet repairs, etc. - Safety, compliance, and condition inspections.	RENEWAL - Major structural repairs - Replacement of roof or wall cladding. - Replacement of bathrooms and kitchens.	NEW Construction of a new building to cater for increased or changing demand.	UPGRADE - Sustainability improvements (e.g. installing solar panels, water harvesting and reuse systems, etc.). - Building extensions. - Improving access for people with disabilities.



How is funding prioritised?

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our buildings assets and the impact of various renewal funding scenarios on future asset condition.

How much do we plan to spend over the next 10 years?

BUILDINGS PROJECTED EXPENDITURE 2025–2035											
Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Renewal	\$3,613	\$1,310	\$2,674	\$1,472	\$940	\$999	\$2,322	\$842	\$2,322	\$2,322	\$18,816
Upgrade	\$5,081	\$177	\$140	\$157	\$397	\$422	\$980	\$355	\$980	\$980	\$9,669
New	\$70	\$4,313	\$974	\$4,189	\$1,017	\$1,081	\$2,514	\$912	\$2,514	\$2,514	\$20,098
Maintenance	\$5,869	\$6,050	\$6,199	\$6,352	\$6,509	\$6,670	\$6,835	\$7,004	\$7,177	\$7,355	\$66,020
TOTAL	\$14,633	\$11,850	\$9,987	\$12,170	\$8,863	\$9,172	\$12,651	\$9,113	\$12,993	\$13,171	\$114,603

What are future challenges and opportunities?

CHANGING POPULATION	FINANCIAL	CLIMATE CHANGE	LEGISLATION AND COMPLIANCE
- The need to improve access for all genders and abilities and other underrepresented communities. - The need to meet drivers — and often competing — community demand and expectations for facilities.	- The need to maximise the use of existing facilities and to manage assets that are surplus to needs. - The unplanned maintenance liabilities associated with facilities that community groups are no longer able to manage.	- The increased risk of damage to our buildings and facilities due to more frequent and more extreme weather events. - The challenge of ensuring we meet our target of zero direct emissions by 2031.	- The need to ensure compliance with all relevant legislation such as in relation to accessibility, fire safety, occupational health and safety, etc. - The need to ensure buildings are provided in line with the <i>National Construction Code</i>. - Embed gender equity into asset planning and design.

MONITORING AND IMPROVEMENT PLAN

Asset planning is not a set and forget process. It needs to stay flexible so we can respond to changes — like population growth, shifting community needs, and climate change. It also helps us make the most of new opportunities and keep up with changing priorities over time.

Reviewing and reporting

We review and update our *Asset Plan* every four years, in line with the Council term. This gives a new Councillor group a chance to check the plan and make any changes.

We also look at the plan each year during the budget process. If there are big changes to funding or service levels, we update the plan to reflect that.

Each year, we report on how we're tracking — including service levels and performance — through our *Annual Report*, so the community can see how we're delivering on our commitments.

Continuous improvement

We acknowledge that significant annual expenditure is required to manage and maintain our existing infrastructure. This highlights the importance of maintaining high-level skills and practices to ensure services are delivered economically and sustainably. We are committed to continuously working to improve our knowledge, skills and operational practices in line with sector-wide best practice.

The financial analysis and projections in this *Asset Plan* are based on existing data, processes, systems, processes and standards. We're committed to identifying ways to achieve more robust evidence base analysis to improve our practices to achieve this. One of the keys to this will be engaging with our community to establish optimised service levels that are affordable over the long-term.

- We aim to strengthen the role of our Gender Impact Assessment (GIA) in shaping design by building skills, knowledge, and strategic influence. This involves setting clear goals and regularly reviewing our progress to ensure ongoing improvement. Improve GIA's contribution to design discussions and decisions
- Grow technical and strategic knowledge of design and innovation
- Foster stronger collaboration with key stakeholders to increase impact

Asset Management Framework actions and timeframes

1.1	Review and update <i>Asset Management Policy</i>	Short term
1.2	Review and update <i>Asset Management Strategy</i>	Short term
1.3	Development of <i>Asset Management Plans</i> for roads, footpath, drains, open space and buildings and facilities	Medium term

APPENDICES

APPENDIX A:
Community engagement report

APPENDIX B:
Key terms and definitions



APPENDIX A: COMMUNITY ENGAGEMENT REPORT

Engaging our community on our asset planning

Nearly 2,600 Glen Eira residents — from children to older adults, local businesses, and community groups — shared their hopes and priorities through *Our Place, Our Plan*, a four-phase engagement shaping our City's future.

These conversations directly informed our four-year plans, including our **Asset Plan**. The community's insights were gathered through our *Community Vision* check in, broad engagement, our Community Priorities Panel, and exhibition of the draft plan. These insights have helped shape the final plan through this journey.

Community Vision engagement findings (August 2024)

While 88 per cent of respondents agreed that the *Community Vision* developed in 2021 still reflects their aspirations, some respondents also identified areas they felt were missing. One of the themes identified was the request for Council to maintain and fix our infrastructure, improve the quality of our assets, fix our roads and add more exercise equipment in parks.

Broad community engagement results (February to March 2025)



WHAT MATTERS MOST TO OUR COMMUNITY:

Top priority:

Parks, gardens, playgrounds, and open spaces.

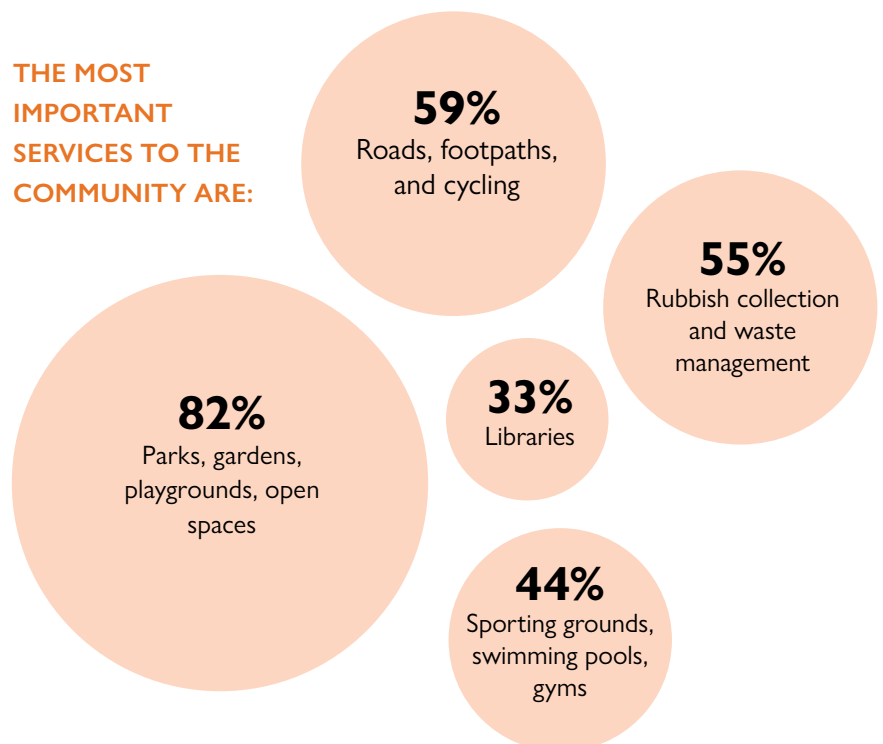
Why it matters:

Green spaces help people feel more connected to their neighbourhoods.

Community wants:

More trees, greener spaces, and investment in nature.

THE MOST IMPORTANT SERVICES TO THE COMMUNITY ARE:



The assets the community would like Council to prioritise improving are:

72%	want Council to prioritise improving parks and gardens
64%	said when planning for the future, they want Council to focus on maintaining and upgrading roads, buildings, and other community spaces and assets
58%	said it was very important and 34 per cent said it was important that our roads, footpaths, drains and buildings are renewed and expanded to meet the needs of everyone in our growing community
50%	want Council to prioritise improving parks and street trees
47%	want Council to prioritise footpaths
41%	want Council to prioritise libraries

Community views on how Council should pay for increased costs if they were to maintain assets to a higher standard over the next four years:

58%	want Council to maintain assets and facilities to the same standard they are now
50%	want Council to pay for increased costs by spending less on other services
31%	want Council to pay for the increased costs by increasing user fees and charges for activities such as parking, venue hire, permits etc.
23%	want Council to pay for the increased costs by increasing rates

Sustainability findings related to asset management and investment:

Preserve and increase tree canopy	Improve safety and design of bike lanes, footpaths, pedestrian connectivity and public transport access	Provide electric vehicle (EV) charging stations, community buses, and e-share cars
Design walkable communities with accessible services	Expand recycling options (e.g. soft plastics, e-waste)	Use clean energy, electric vehicles, and sustainable practices in operations
Provide communal composting and green waste bins for apartments	Install solar panels and improve waste systems in Council buildings	Collaborate with other councils and governments

Community Priority Panel's recommendations (April 2025)

In considering the Council Plan priority themes, the Panel made the following recommendations that are relevant to our management of assets.

PRIORITY THEME	PANEL'S RECOMMENDATIONS FOR FUTURE ASSET PLANNING	PANEL CONSENSUS %
Community safety, cohesion, health and wellbeing	• Multi-use spaces: Ensure green spaces and physical recreation areas accommodate different community groups throughout the week.	90%
	• Asset maximisation: Utilise our existing assets to support social connection and mental health.	88%
	• Adult-oriented spaces: Create passive, quiet outdoor spaces with activities specifically for adults.	82%
	• Digital centralisation of information: Introduce a digital tool to centralise information about activities and services from both Council and external service providers	84%
	• Versatile community hubs: Design community hubs with co-located services connected through public transport	90%
	• Adaptable spaces: Build community hubs that can adjust to evolving neighbourhood needs.	88%
	• Strategic asset assessment: Complete assessments to identify land priorities for shared community hubs.	84%
	• Evidence-based design: Use frameworks that apply community connection principles to environmental design	84%
	• Community transport: facilitate free, safe and accessible community transport to/from/ between centres of activity, both during the day and after dark.	80%

PRIORITY THEME	PANEL'S RECOMMENDATIONS FOR FUTURE ASSET PLANNING	PANEL CONSENSUS %
Diverse, welcoming and accessible places	• Micro-parks: Prioritise micro-parks and passive open spaces over larger active spaces.	78%
	• Hybrid community infrastructure: Community infrastructure needs should be met using a hybrid model of utilising existing or new major hubs, with other services being satellite services (either mobile or pop-up).	80%
	• Balanced placemaking: Find a balance between maintenance and adding value through placemaking, leveraging businesses and locals.	78%
	• Sell off land as last resort: Council land should only occur as a last resort and with strict parameters and consultation	90%
	• Co-locate services: Consider whether council facilities could be co-located whilst maintaining reasonable accessibility across the municipality	84%
	• Review asset modelling criteria to include social value and utilisation.	84%
	• Cost recovers revenue: review processes and frameworks to ensure cost recovery from the fees and charges	84%
	• Green assets: Include green assets in asset register	82%
	• Raise revenue: Assess opportunities to raise revenue through the temporary renting / leasing of community assets.	80%
	• Review outsourcing of council services opportunities for council services to be provided by alternative providers, with strict considerations around availability, social impact, cost and risks.	76%

PRIORITY THEME	PANEL'S RECOMMENDATIONS FOR FUTURE ASSET PLANNING	PANEL CONSENSUS %
Environmental Stewardship	• Introduce services to reduce the communities waste: Such as a library of things, communal green bins. Repair cafes and community gardens.	90%
	• Tree Canopy: Develop kerbside and parking policies that incorporate increased tree canopy and biodiversity	86%
	• Electric vehicle infrastructure: All council car parks should have EV charging by 2029	78%
	• Sustainable infrastructure: Assets like renewable energy installations, water recycling systems, and eco-friendly buildings demonstrate a commitment to reducing environmental impact.	86%
Innovative and financially sustainable Council	• Universal vs targeted support: Council should provide services for the whole community unless there's a gap in existing targeted services	78%
	• Digital platforms: Ask the community what they want to be digitised or use customer service analytics to prioritise digitisation of services	76%

Final exhibition of draft Asset Plan 2025–2035 (September 2025)

The draft *Asset Plan 2025–2035* was exhibited for public feedback from Wednesday 13 August to Wednesday 10 September 2025. We received a total of nine survey responses.

Survey feedback shared views on the condition and management of parks, roads and public infrastructure.

Respondents called for more investment in green spaces, parks and nature reserves, as well as improved road maintenance. There were also requests for better support for community services such as housing and mental health. While some appreciated the structure and community engagement reflected in the plan, others criticised the standards of maintenance and questioned the prioritisation of certain assets.

THEME	DESCRIPTION	MENTIONS	PERCENTAGE
Environmental assets and parks	Support for investment in gardens, new parks and nature reserves, seeing them as vital community assets.	3	33%
Road maintenance and infrastructure	Concerns over potholes, footpath conditions, road safety and general standards of maintenance.	3	22%
Sustainability of asset investments	Comments calling for sustainability promotion through infrastructure investments.	2	22%
Community services and housing	Comment on investing in housing and mental health.	1	11%
Positive feedback	Appreciation for community engagement and links to the <i>Council Plan</i> .	1	11%

APPENDIX B:

KEY TERMS AND DEFINITIONS

TERMINOLOGY	DESCRIPTION
Infrastructure assets	Fixed systems that form a network and serve entire communities, designed to be maintained over time through ongoing repair and replacement of parts (e.g. roads, facilities, footpaths, drains, parks).
Capital expenditure	Spending on new infrastructure or improving existing assets to increase their ability to deliver services.
Maintenance	Regular, ongoing spending to keep assets working as expected, maintaining their service level and lifespan.
Financial Plan	A <i>Financial Plan</i> based on a Service Level Target that produces a year-by-year forecast of the investment needed in capital renewals, capital upgrades, new infrastructure and ongoing maintenance.
Lifecycle indicator	A 10-year comparison of planned vs. desired spending on maintenance, renewals, upgrades, and new assets. The target range is 85–115 per cent.
Asset health	Asset health measures how long assets are expected to last and how well they can continue to perform.
Intervention level	A physical state of an asset defined by its condition, capacity or functionality at which we will determine a treatment action.



GLEN EIRA CITY COUNCIL

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BENTLEIGH EAST
BRIGHTON EAST
CARNEGIE
CAULFIELD
ELSTERNWICK
GARDENVALE
GLEN HUNTLY
MCKINNON
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ORMOND
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National Relay Service

A phone solution for people who have a hearing or speech impairment. Internet relay users connect to NRS then ask for 03 9524 3333.

TTY dial 13 36 77 or Speak and Listen dial 1300 555 727
then ask for 03 9524 3333. <https://internet-relay.nrs.vic.gov.au>

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