



GLEN EIRA
CITY COUNCIL

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

Glen Eira City Council

Asset Management Strategy 2026–2030



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The Glen Eira City Council Asset Management Strategy 2026–2030 was endorsed by Glen Eira City Council in May 2026.

Use of Artificial Intelligence
Glen Eira City Council used artificial intelligence tools to assist with drafting and editing this document. All content was reviewed, refined and approved by Council officers.

Cover image
Children enjoying the splash pad at the newly refurbished Carnegie Memorial Swimming Pool in Carnegie.



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.



FOREWORD

FROM THE CHIEF EXECUTIVE OFFICER

At Glen Eira City Council, we look after more than \$1.4 billion of infrastructure on behalf of our community. From our parks and libraries to our roads, footpaths, and bike lanes, these assets make our City a safe, vibrant, and liveable place — today and for future generations.

Managing these assets responsibly is one of our most important jobs. We need to make sure that every dollar is used wisely, that our infrastructure lasts as long as possible, and that it meets the needs of our community — now and into the future. That means planning for the full life of every asset — from building and maintaining to renewing, improving, or responsibly retiring them when they are no longer fit for purpose.

Our *Asset Management Strategy* provides a clear plan for how we will do this. It is built on extensive community consultation, which told us that climate resilience, environmental sustainability, accessibility, and inclusive spaces matter most to residents. It also reflects emerging priorities, such as improving social infrastructure and strengthening partnerships with other agencies.

The *Strategy* sets out how we will make smarter decisions, align our assets with Council's broader goals, and make sure our infrastructure investments deliver the services our community expects. We are shifting from focusing on assets alone to focusing on the services they provide — because it's not just about roads and buildings; it's about the quality of life they enable for everyone.

Maintaining and renewing our ageing infrastructure is a challenge, especially as costs rise and climate impacts increase. But we are committed to continuous improvement. This *Strategy* is our roadmap for building stronger, more resilient assets, delivering better services, and ensuring Glen Eira remains a great place to live — now and into the future.

Lucy Roffey

Chief Executive Officer

EXECUTIVE SUMMARY

Glen Eira City Council (Council) looks after more than \$1.4 billion worth of infrastructure assets. We manage these assets on behalf of the community. They help us deliver a wide range of services for people who live, work and visit Glen Eira — both now and in the future.

Because we are responsible for these assets, we must manage them in a cost-effective and sustainable way. This means planning for the whole life of each asset — from when it is created or purchased, through maintenance and operation, and eventually to rehabilitation, renewal or disposal. If we do not plan and manage our assets well, they will not meet the community's needs now or in years to come.

This *Asset Management Strategy 2026–2030* has been developed in alignment with the *Asset Management Policy* principles to guide the sustainable management of our infrastructure assets. These principles were informed by extensive community consultation and deliberative engagement in 2024 and refreshed following the development of the *Council Plan 2025–2029* and *Asset Plan 2025–2035*.

The most significant theme from the 2024 engagement was the community's desire for climate resilience and environmental sustainability, which remained consistent in the Our Place Our Plan consultation in 2025, alongside emerging priorities such as inclusivity, accessibility, inter-agency collaboration, and improved social infrastructure. Following Council's adoption of the *Strategic Property Plan 2025–2030* and the *Financial Sustainability Strategy 2025–2029*, this *Strategy* has been further refreshed to incorporate their priorities while continuing to reflect community expectations

This *Asset Management Strategy 2026–2030* provides a framework to enable better decision-making. It focuses on improving Council's asset management practices, systems and strategic asset management maturity so we can deliver sustainable and effective services. It also supports

the implementation of the *Asset Management Policy* and Council's strategic directions.

The *Asset Management Strategy 2026–2030* will enable better decision-making by:

- > Introducing climate resilience and fitness-for-purpose considerations into decisions on capital investments, ensuring assets are sustainable and adaptable to future needs.
- > Outlining how Council's asset portfolio will meet community service delivery needs into the future, supporting long-term planning and equitable outcomes. Integrating Council's asset management objectives with *Council Plan* directions and objectives, ensuring alignment with broader strategic priorities.
- > Ensuring the *Asset Plan* informs the *Long Term Financial Plan*.
- > Aligning asset management practices with the *Financial Sustainability Strategy 2025–2029* and *Strategic Procurement Policy 2025–2030*.

Moving forward, our challenge is continuing to deliver expected quality services to the community from its ageing and increasingly more costly infrastructure, while building climate resilience and making the best use of our financial resources.

To meet these challenges, we have embarked on a continuous improvement journey to build on our asset management competencies and capabilities. We aim to become a 'better practice' (strategic asset management) organisation shifting from an 'asset centric focus' to a 'service centric focus'. We will be guided by relevant Council plans and strategies, recognising the action plans have been developed to meet these challenges.

INTRODUCTION

Organisational context

The purpose of the *Asset Management Strategy 2026–2030* (Strategy) is to define and document the pathway to achieve the implementation of our *Asset Management Policy* (Policy) aligning with the strategic directions of the *Council Plan 2025–2029* and *Asset Plan 2025–2035*. The principles have been integrated into asset management objectives (AMO) below:

AMO 1: Climate resilient and environmentally sustainable

- > Climate change considerations are embedded within asset management practices, ensuring assets are planned and managed to support resilience, environmental protection, and sustainability.

AMO 2: Inclusive and accessible

- > Asset planning and management incorporate principles of inclusivity, accessibility, and safety to respond to the diverse needs of the community.

AMO 3: Community informed and service led

- > Asset management decisions are service-led and guided by community needs, supported by structured and appropriate engagement.
- > An asset criticality framework underpins asset management models and plans, ensuring prioritisation of maintenance and capital investment reflects criticality and future demand.

AMO 4: Governance and culture

- > A governance framework, overseen by the Strategic Asset Management Steering Committee, ensures accountability and responsibility in roles, enabling transparent monitoring and reporting of *Asset Management Framework* actions.
- > Asset investment decisions are supported through a governance framework that embeds affordability checks, reserve funding targets, and annual scenario stress testing, ensuring transparency and accountability.
- > An organisational culture of shared responsibility for asset management is embedded, supported by ongoing awareness, training, and development.

AMO 5: Information management and reporting

- > A centralised Asset Management Information System (AMIS) supports consistent, reliable, and transparent processes to inform decision-making.
- > Performance is regularly measured and reported to maintain transparency and keep the community informed and engaged.
- > Ten-year budgets and capital works programs are developed using scenario modelling and asset-specific service levels, incorporating maintenance, renewal, and upgrade costs to inform *Asset Management Plans*.

AMO 6: Lifecycle and long-term planning

- > A whole-of-life approach is applied to asset management, minimising risk and environmental impacts, ensuring compliance, and optimising investment.
- > Service, asset, and financial planning are integrated to support long-term outcomes.
- > Funding prioritisation reflects a focus on maintaining and renewing existing assets, while accommodating strategic or investment-related acquisitions where appropriate.

AMO 7: Best practice and continuous improvement

- > Asset management practices align with recognised best practice standards, including *International Asset Management Standards (ISO)*, *International Infrastructure Management Manual*, *Institute of Public Works Engineering Australasia Practice Notes*, and the *National Asset Management Assessment Framework*.
- > Continuous improvement is embedded through the regular review and enhancement of the *Asset Management Framework* and AMIS.
- > Asset assessment practices incorporate both condition and functionality assessments, supporting informed decision-making for rationalisation and upgrades.

Asset Management Framework

The *Asset Management Framework (AMF)* is a set of interrelated and interacting elements with the function to establish the asset management principles and objectives, and the processes needed to achieve them. The *AMF* provides a means for coordinating the contributions and interactions between functional areas, assets and asset management activities to achieve the organisational and asset management objectives. The *AMF* is presented in the figure below.

Guided by the *Asset Plan 2025–2035*, the *AMF* includes the following key documents:

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.

Asset Management Strategy

Documents the implementation of actions aimed at improving asset management practices, plans, processes and procedures within our organisation.

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.

Strategy timeline

The *Strategy* has a planning horizon of four years. It will be regularly reviewed to recognise any changes in service levels, needs arising from strategies, plans, master plans (and/or resources available to provide those services as a result of the budget decision process) and will be updated in the year following Council general elections.

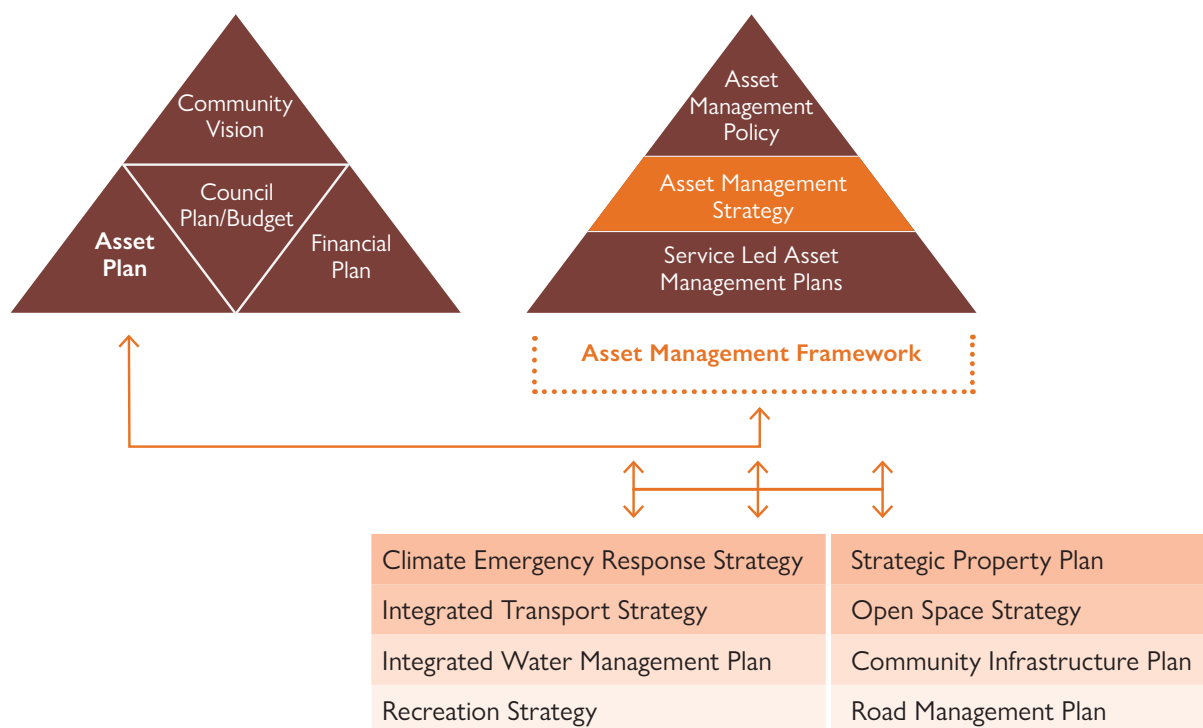


Figure 1. Asset Management Framework

STRATEGIC CONTEXT

Our Community Vision 2040

Our Community Vision “Our Glen Eira: A thriving and empowered community working together for an inclusive and sustainable future”, outlines the strategic goals for our future. The Community Vision is informed by six guiding principles that this Strategy and asset management objectives align with. The principles are outlined below.

Principle 1: We work together

Principle 2: Planning for community resilience

Principle 3: Inclusive and healthy community

Principle 4: Maximise and diversify our green and natural spaces

Principle 5: We are proactive in meeting challenges and innovate using evidence-based methods

Principle 6: Promote and develop our creative potential, celebrate our diverse identities through art and other cultural expression

Our Council Plan

The *Council Plan* strategic directions in the have been developed following broad community deliberative engagement and are the basis of the objectives and initiatives for this *Strategy*.

Our strategic directions for 2025–2029:



Community safety, cohesion, health and wellbeing



Diverse, welcoming and accessible places



Environmental stewardship



Innovative and financially sustainable

Our Integrated Planning and Reporting Framework

The *Community Vision* and *Council Plan* guide our delivery of facilities and services to the community. The *Integrated Planning and Reporting Framework (IPRF)* explains how all our plans, including our *Asset Plan* and this *Asset Management Strategy*, work together so that we can achieve our *Council Plan* strategic objectives and work towards the aspirations of our community in our *Community Vision*. It supports the strategic resourcing of our initiatives, including the management of our assets, in line with our *Budget and Financial Plan*.

The *IPRF* relationships are shown below.

Community engagement themes

As per the requirements of the *Local Government Act 2020*, a new *Asset Plan 2025–2035* was developed along with the refreshed *Council Plan* and other four yearly plans in 2025. The *Asset Plan* was informed by multiple phases of Our Place Our Plan community engagement, which took place from February 2025 to June 2025.

The key themes from the 2025 deliberative engagement were:

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

The themes were further expanded and developed into the investment initiatives below which align with our asset management and financial planning principles, further validating and strengthening the previously identified asset management objectives.

Investment initiatives

- Lifecycle planning
- Criticality and demand based planning
- Asset functionality and obsolescence assessments
- Scenario planning
- Climate adaptation
- Gender Impact Assessments



Figure 2. Integrated Planning and Reporting Framework

An aerial photograph of a modern community center building with a large solar panel array on its roof. The building is surrounded by a large parking lot filled with cars, a green lawn, and a swimming pool. In the background, a dense residential neighborhood is visible. A large, semi-transparent orange circle is overlaid on the right side of the image, containing the text "OUR CURRENT STATE — WHERE ARE WE NOW?".

**OUR CURRENT
STATE — WHERE
ARE WE NOW?**

OUR CURRENT STATE — WHERE ARE WE NOW

We are custodians of over \$1.4B of infrastructure assets across four major classes — Roads and Transport, Buildings and Facilities, Stormwater Drainage and Open Space.

OUR ASSETS

Roads and Transport



465 km

of roads



168,500

square metres of car parks



832 km

of kerb channel



868 km

of footpaths



1,379

local area traffic management devices



33 km

of right of ways (ROW)

Buildings and Facilities



350+

buildings and facilities



Stormwater Drainage



650 km

of pipes



28,000

pits

Open Space



48

playgrounds



186 hectares

of parks, reserves and sports grounds

These assets enable us to provide a range of services to the community; these are grouped in our service catalogue into three programs — Our Council, Our Community and Our City — as shown below.



PROGRAM ONE

Our Council

- Council decisions
- Council news and information
- Our organisation
- Venue management and hire
- Your enquiries and requests
- Your rates

PROGRAM TWO

Our Community

- Business community
- Children's services
- Community support
- Culture and celebration
- Glen Eira Leisure
- Immunisations
- Glen Eira Libraries
- Maternal and Child health
- Pets and animals
- Public health and safety
- Residential aged care
- Respect, equity and inclusion
- Seniors' support
- Youth services

PROGRAM THREE

Our City

- Building and town planning
- Climate action
- Drains and water management
- Parking
- Parks and sports grounds
- Road and transport infrastructure
- Rubbish and recycling
- Strategic place planning
- Street and shopping centre amenity
- Transport strategy and education
- Trees and plants

We manage our assets through a sustainable lifecycle in line with our *Asset Management Policy* and objectives, while embedding financial sustainability principles from the *Financial Sustainability Strategy* and property optimisation priorities from the *Strategic Property Plan*. This ensures affordability, reserve management, and reinvestment into priority community infrastructure.

The infrastructure assets depreciate at a rate of circa two per cent per annum which contributes to the need for future maintenance, renewal, and upgrades. As well as maintaining existing assets, we need to build and provide new infrastructure based on future demographics and demand to continue to deliver services into the future.

Lifecycle planning

Every asset that we own follows a lifecycle profile based on the standard of build and ongoing maintenance. Assets will inevitably reach a point of intervention¹, when we will need to renew, upgrade or dispose of the asset. In the example shown below, when the asset reaches an intervention level of 4 (poor) for a high priority asset, we will fund capital programs to renew or upgrade the asset, while a low priority asset may be set at an intervention level of 5 (very poor) or 6 (end of life).

These intervention levels are intended to inform each phase of the asset management lifecycle. This will be documented in our Level of service framework manuals for each asset class and is recognised as an action in the *Improvement Plan*.

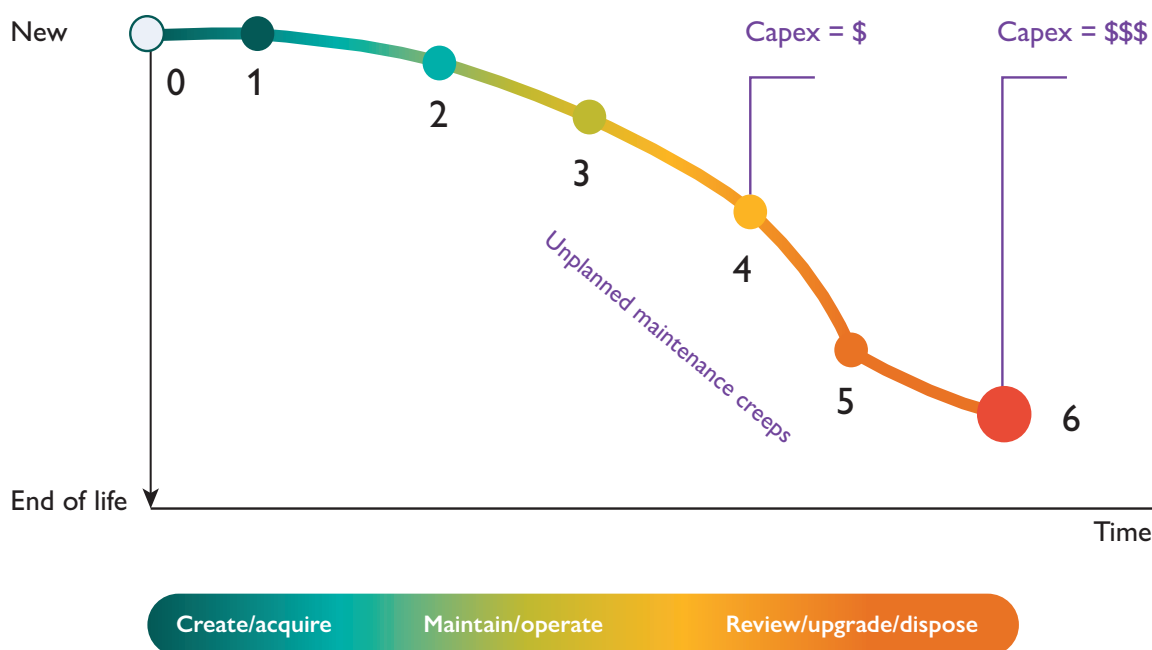


Figure 3. Asset lifecycle profile

1. Based on wear and tear, obsolescence, functionality and climate adaptation.

Levels of service

Council is currently engaged in a service planning exercise to better understand the performance of our services and the associated assets. This will ensure a better understanding of the current and projected demand for services that assets deliver and help to determine current and future utilisation levels. We have developed a *Service Planning Framework* to assist in defining, determining and measuring the quality and efficiency of a service from the perspective of the service user in terms of levels of service.

Levels of service are the parameters or combination of parameters that reflect social, political, economic and environmental outcomes that we deliver through our assets to support our services. These parameters can include safety, customer satisfaction, quality, capacity, reliability and responsiveness amongst others. Levels of service are framed by statements which describe the outputs or objectives we intend to deliver to the community through their assets. Levels of service are defined as either customer or technical levels of service

Customer levels of service: measures how the customer receives the service and whether value to the customer is provided by the asset. The measurement framework considers the following criteria:

Performance: Condition, capacity and functionality of the assets expressed 1–5 scale².

Response time: The time taken (hours or days) to respond to customer inquiries.

Resolution time: The time taken (hours or days) to resolve defects that meet the intervention levels.

Customer satisfaction: Measured through surveys and feedback as a percentage of residents satisfied.

Quality: percentage of assets in poor and very poor state³.

Technical levels of service: support the customer levels of service and aim to measure how we deliver the asset. Technical levels of service determine the intervention levels at which assets will be rehabilitated with capital and maintenance funding or potentially disposed, relocated or retreated due to climate change. Technical levels of service is based on intervention levels and asset criticality.

Intervention levels

For our infrastructure assets, intervention level refers to specific conditions or thresholds that, when met, trigger maintenance, repair, upgrade, or other treatment actions to ensure the asset is either:

- returned to an acceptable level
- upgraded based on demand and functional obsolescence
- retreated or disposed or relocated based on climate adaptation.

Asset criticality

Our asset criticality is based on the relative importance of the asset, the consequences to residents if assets fail and their relative contribution in ensuring the safety, efficiency, and reliability of services.

2. Based on the IPWEA Practice Notes

3. Based on ALGA National State of Assets Framework

Performance measurement — condition, capacity and functionality

Performance assessment is a systematic process to determine whether an asset meets the necessary standards, now and into the future to perform its intended function effectively and efficiently. Our performance assessments measure the following in terms of the state of assets:

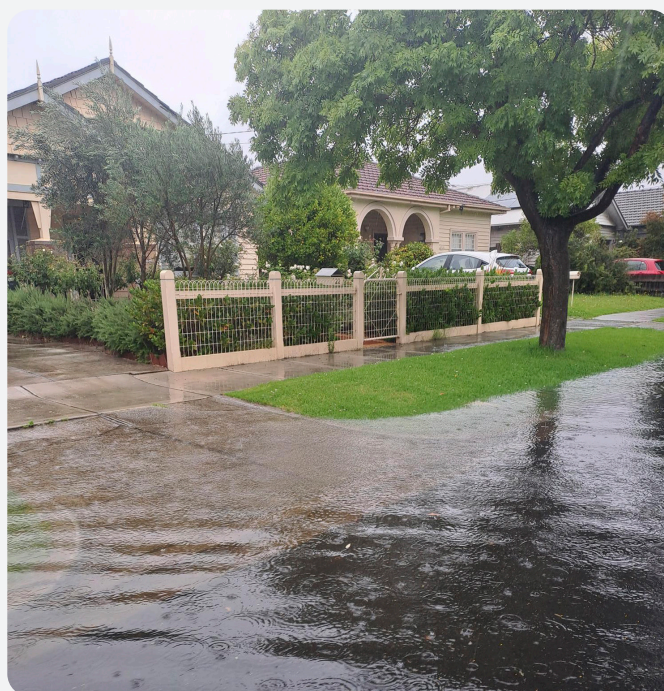
1. **Condition:** Assessment of the wear and tear, dilapidation and remaining physical life based on a 1–5 scale using National Asset Management Strategy (NAMS) practice note guidelines
2. **Capacity:** Assessment of the asset's size, standards, load capacity and space to be utilised effectively based on future demand. Measured on a 1–5 scale using NAMS practice note guidelines
3. **Functionality:** Assessment of the asset's ability to meet current and future operating standards, accessibility and purpose of service. Measured on a 1–5 scale using NAMS practice note guidelines
4. **Compliance:** Ensuring assets meet regulatory standards.

Climate and adaptation

Climate adaptation aims to reduce the vulnerability of communities to the adverse effects of climate change, through:

1. **Risk reduction:** Minimising the impact of climate-related hazards such as floods, heatwaves and storms
2. **Resilience building:** Enhancing the ability of communities to recover from climate-related disruptions
3. **Sustainable development:** Integrating climate considerations into capital planning and development to ensure long-term sustainability
4. **Public health and safety:** Protecting public health by addressing climate-related health risks
5. **Economic stability:** Safeguarding local economies from the financial impacts of climate change

Our climate action initiatives encompass a range of strategies aimed at addressing and mitigating the impacts of climate change within the municipality. These initiatives may include implementing renewable energy projects, enhancing energy efficiency in municipal operations, promoting sustainable transportation options, advocating



for policy changes to reduce greenhouse gas emissions, engaging with the community to raise awareness and encourage sustainable behaviours, and incorporating climate resilience considerations into planning and development decisions.

We have upgraded the Carnegie Memorial Swimming Pool into a new year round aquatic and leisure facility that will be one of the most environmentally-friendly and sustainable centres in the world. The project, which is our biggest ever, has delivered a climate resilient facility with a 6-Star Green Star rating, low energy operations and maximum water efficiency.

We continued to take great strides towards achieving the goals laid out in the *Climate Emergency Response Strategy* which commits us to reducing corporate emissions, helps the community be more resilient to extreme weather events and other impacts of climate change, and supports residents and businesses to create a more sustainable Glen Eira.

We endorsed the *Glen Eira Circular Economy Plan 2022–2026* in October 2022 which sets out how we can move to a more sustainable way of using resources. We have started delivering on the *Plan*, striving to keep materials in use for as long as possible, by using recycled materials in major projects, while supporting the community to reduce waste to landfill. We have continued to act as a leader in reducing emissions from our operations and the communities.

We are a member of the Victorian Energy Collaboration, where 51 Victorian councils collaborated to source 100 per cent of their electricity from renewable energy generated by Victorian wind farms. We are also cutting emissions in other ways, such as transitioning our vehicle fleet of cars, trucks and even ride-on lawnmowers to fully electric operation.

We have initiated the following:

1. Assessment and climate data

- **Climate vulnerability assessment:** Identifying the specific climate risks and vulnerabilities in the local area including analysing historical climate data, future climate projections, and local geography.
- **Community engagement:** Involving residents, businesses, and stakeholders to gather input on local climate impacts and adaptation priorities.

2. Develop adaptation strategies

- **Infrastructure upgrades:** Strengthening and modifying existing infrastructure to withstand extreme weather events including elevating roads, improving drainage systems, and reinforcing buildings.
- **Green infrastructure:** Implementing natural solutions such as urban forests, wetlands, green roofs, and permeable pavements to manage stormwater, reduce heat, and improve air quality.
- **Land use planning:** Incorporating climate resilience into zoning regulations, building codes, and land-use plans. This can involve restricting development in high-risk areas and promoting climate-resilient construction practices.
- **Emergency preparedness:** Enhancing emergency response plans to address climate-related disasters. This includes updating evacuation routes, communication systems, and emergency shelters.
- **Water management:** Improving water conservation, management, and distribution systems to address issues such as droughts and flooding.
- **Public health initiatives:** Developing programs to protect public health from climate impacts like heatwaves, vector-borne diseases, and poor air quality.
 - Heat mitigation: Creating urban green spaces, planting trees, installing cool roofs and laying cool seals to reduce the urban heat island effect.
 - Stormwater management: Implementing rain gardens, bioswales, and retention ponds to manage heavy rainfall and prevent flooding.

State of our assets

Understanding the current state of our assets is critical for informed decision-making and sustainable service delivery. This section provides a snapshot of Council's asset portfolio as of 30 June 2025, highlighting the scale of investment, asset condition, and depreciation trends. The categorised distribution of replacement costs and valuations demonstrates the financial significance of each asset class and underpins long-term planning for renewal, maintenance, and funding strategies.

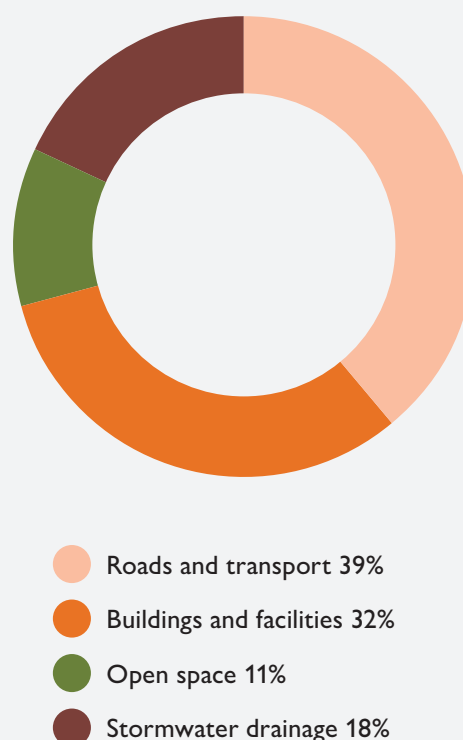


Figure 4. Categorised distribution of replacement costs

ASSET CLASS ESTIMATED VALUATIONS AS OF 30TH JUNE 2025				
Asset class	Years gross replacement cost	Written down value/ Fair value	Annual depreciation	Accumulated depreciation
Roads and transport	\$506,441,000	\$244,698,000	\$8,088,000	\$261,743,000
Buildings and facilities	\$416,245,000	\$297,818,000	\$7,954,000	\$118,427,000
Open space	\$146,589,000	\$66,763,000	\$7,717,000	\$79,826,000
Stormwater drainage	\$233,746,000	\$116,217,000	\$2,708,000	\$117,529,000
Grand total	\$1,303,021,000	\$725,496,000	\$26,467,000	\$577,525,000

Within each asset class, there is a distribution of assets conditions from very good through to very poor condition.

1	2	3	4	5
VERY GOOD	GOOD	FAIR	POOR	VERY POOR
Free of defects, only planned and/or routine maintenance.	Minor defects, increasing maintenance required plus planned maintenance.	Defects requiring regular and/or significant maintenance to reinstate service.	Significant defects, higher-order cost intervention likely.	Physically unsound and/or beyond rehabilitation, immediate action required.
Only normal maintenance required.	Minor maintenance required.	Significant maintenance required to return to acceptable service level.	Significant renewal/upgrade required.	Asset/component requires replacement.

Figure 5. Asset Condition Assessment Rating

The current distribution of conditions for each major asset class is illustrated in the figure below:

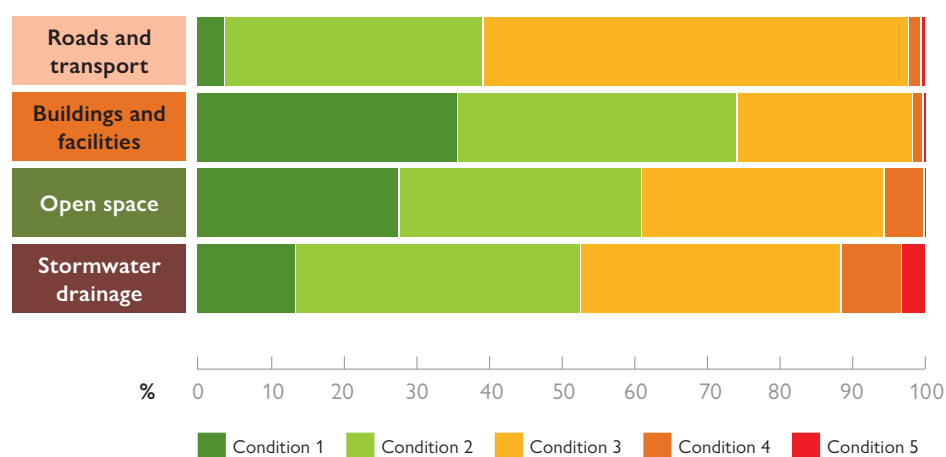


Figure 6. Asset Health (% Remaining life) by Asset Class as at 30/06/2025

Our asset management maturity

Assessing asset management maturity is fundamental in evaluating the current state of an organisation's asset management system. It provides a focus for future improvements to enhance asset value and deliver more for stakeholders while balancing cost, risk and performance.

This assessment assesses our competency against 28 key asset management functions per the table below. The functions are further referenced in the improvement plan table starting on [page 27](#) as M1 to M28.

Collectively, these criteria assess an organisation's asset management competency. Each criterion is assessed with multiple questions aimed at identifying where we are on our journey to better practice asset management (strategic asset management). While a score of 100 per cent indicates modern best practice has been achieved in

a particular assessment criterion, a score of 80 per cent indicates that good practice asset management standards have been achieved.

It is generally accepted that an organisation's target should be to achieve a good practice asset management standard across all classes before aiming higher.

Overall, we are well placed on our strategic asset management journey. The areas requiring the greatest level of improvement are those involving capacity and functionality assessment of our infrastructure assets and a focus on application of resources, policies and strategies into practice, which are characteristics of advanced asset management maturity and a service-oriented framework to manage assets. Improvement plan actions 14 and 16 on [page 30](#) directly respond to these identified gaps.



Figure 7. Asset management maturity.

A photograph of three young women in red soccer bibs on a grass field. They are each positioned next to an orange soccer ball. The woman in the foreground is looking down at her ball. The woman in the middle is looking forward. The woman in the background is also looking forward. A large orange semi-circle graphic is on the right side of the image, containing white text. In the background, a building with the word 'PAVILION' is visible.

**OUR FUTURE
STATE — WHERE
DO WE WANT
TO BE?**

OUR FUTURE STATE — WHERE DO WE WANT TO BE?

Asset management vision: Glen Eira City Council is dedicated to maintaining infrastructure assets that effectively serve the community's needs. Through financially sustainable asset management practices, Council ensures these assets remain fit for purpose, accessible, responsive and climate resilient.

Asset management strategic objective

The objective of the *Strategy* is to demonstrate responsible management and care for our infrastructure assets for present and future communities by:

Championing sustainable, innovative services and integrating climate change considerations into decision-making processes.

Making socially-responsible decisions by ensuring infrastructure services are delivered in an economically optimal manner while maintaining the appropriate level of service for residents, visitors and the environment, guided by Council's financial sustainability.

Defining the required level of service and performance outcomes for providing new future infrastructure that is purpose built and adaptable.

Proactively addressing future challenges by embedding resilience into assets and capital works programs.

Strategically planning for emergencies and natural hazards to minimise risk to the community and infrastructure.

Effectively managing operational and service delivery risks.

Demonstrating good governance.

How will we get there?

To achieve our asset management objectives, we have established a structured approach informed by the principles outlined in the *Asset Management Policy* and aligned with Council's strategic directions. This approach is operationalized through five comprehensive asset management action plans, each addressing key improvement opportunities identified in our asset management maturity assessment.

The action plans are supported by detailed actions and initiatives that ensure practical implementation. These initiatives are designed to strengthen governance, improve data integrity, embed lifecycle cost considerations, enhance customer service delivery, and build organisational capability.

Alignment between the action plans and Council's strategic directions is demonstrated in the table on [page 25](#), ensuring that our asset management objectives contribute directly to broader community outcomes. Furthermore, the table on [page 26](#) illustrates how each action plan supports specific asset management objectives, reinforcing a clear link between strategic intent and operational execution.

Finally, the improvement plan table on [page 27](#) translates these actions into measurable steps, assigning responsibilities, timelines, and maturity targets. This structured governance ensures that progress is monitored, reported regularly, and continuously improved, enabling us to deliver sustainable, resilient, and customer-focused asset management outcomes.



Asset Management Action Plan

ACTION	INITIATIVE
AP1 Reliable asset data: Asset registers reflect the correct location, condition, state and remaining life of assets.	> Registers are updated regularly as new assets are provisioned and capital works are undertaken. > The register incorporates asset values, risk and climate data for financial planning and asset planning. > Maintenance works are also recorded in the asset register, so costs and accomplishments can be measured. > Frequency of data capture for asset inventory and condition follows the revaluation cycle so the state of assets reports the correct fair value and the <i>Asset Management Plan</i> reflects the 10-year forecast based on the most appropriate data. > Each asset is spatially mapped. > Unit rates and useful lives will be reviewed annually.
AP2 Lifecycle planning: Funding and planning are made based on asset lifecycle costs.	> All <i>Asset Plans</i> are based on lifecycle optimisation using a minimum 10 year horizon. > <i>Asset Plans</i> consider all costs in the lifecycle — new, renewal, maintenance and upgrade. > Any new asset build incorporates consideration of lifecycle expenditure to balance overall capital budgets with renewal of existing assets taking priority. > Renewal and upgrades are prioritised based on asset criticality and risk. Level of service interventions are used to develop 10-year scenario models for each asset class. > Decision to renew and upgrade is based on capacity and functionality of the assets i.e. not simply age and condition. > The <i>Asset Plan</i> informs the <i>Long Term Financial Plan</i>. > The capital works program is developed using intervention levels.
AP3 Customer outcomes: Using a Customer Level of Service Framework for delivery of maintenance and capital.	> Customer level of service is measured using customer focused measures. > Customer level of service informs the formulation of the funding forecast in the <i>Asset Management Plans</i>. > Customer initiatives from engagement are factored into the distribution of maintenance and capital priorities.

Asset Management Action Plan continued

ACTION	INITIATIVE
AP4 Asset resilience and climate Initiatives: Manage key risk initiatives so we are resilient to ensure future service delivery.	> Incorporates resilience and vulnerability of infrastructure by considering the impacts of climate changes, natural disasters, pandemics, cyber-security (data) and financial losses. > Development of asset treatments that are climate resilient and built into procurement and capital planning policies — e.g. cool roofs, cool seals and recycled materials. > Development of climate risk hazard ratings which are — attached to each asset in the register to produce a list of assets at high risk from climate — 20- and 50-year scenarios.
AP5 Capacity building: Training and development of staff in asset management and financial planning principles.	> Asset management roles and responsibilities are defined and rated in a competency matrix. The following points should be considered: > Capacity building to address knowledge gaps e.g. Institute of Public Works Engineering Australasia courses for local government practice > RACI (a matrix identifying the items and the personnel who are; Responsible, Accountable, Consulted, and Informed) or a similar structure be established. > Monitor capacity build by incorporating reviews into governance structure and performance reviews > Measure impact of capacity building by assessing impact of change — time saving, efficiency, culture betterment and reduction of direct costs > Cultural and change management to raise awareness for asset management at all levels of the organisation.

How will we get there?

The asset management objectives align with the strategic directions from the *Council Plan 2025–2029* as shown below.

COUNCIL PLAN STRATEGIC DIRECTIONS	COMMUNITY SAFETY, COHESION, HEALTH AND WELLBEING	DIVERSE, WELCOMING AND ACCESSIBLE PLACES	ENVIRONMENTAL STEWARDSHIP	INNOVATIVE AND FINANCIALLY SUSTAINABLE COUNCIL
ASSET MANAGEMENT OBJECTIVES				
Climate resilient and environmentally sustainable (AMO1)			✓	✓
Inclusive and accessible (AMO2)	✓	✓		
Community informed and service led (AMO3)	✓	✓	✓	✓
Governance and culture (AMO4)	✓	✓	✓	✓
Information management and reporting (AMO5)				✓
Lifecycle and long-term planning (AMO6)	✓	✓	✓	✓
Best practice and continuous improvement (AMO7)		✓	✓	✓

Alignment between Asset Management Action Plan items and asset management objectives

The contribution that the *Asset Management Action Plan* play in achieving the asset management objectives and addressing the key challenges are illustrated in the tables below.

ACTION PLAN	AP1 RELIABLE ASSET DATA	AP2 LIFECYCLE MANAGEMENT	AP3 CUSTOMER OUTCOMES	AP4 ASSET RESILIENCE	AP5 CAPACITY BUILD
ASSET MANAGEMENT OBJECTIVES					
Climate resilient and environmentally sustainable (AMO1)	✓	✓		✓	✓
Inclusive and accessible (AMO2)	✓	✓	✓		✓
Community informed and service led (AMO3)	✓	✓	✓	✓	
Governance and culture (AMO4)	✓	✓		✓	✓
Information management and reporting (AMO5)	✓	✓	✓	✓	✓
Lifecycle and long-term planning (AMO6)	✓	✓	✓	✓	✓
Best practice and continuous improvement (AMO7)	✓	✓		✓	✓

Improvement plan based on alignment of goals and Action Plans

ITEM	IMPROVEMENT ITEM	ASSET MANAGEMENT ACTIONS AND INITIATIVES	LINK TO ASSET MANAGEMENT MATURITY	RESPONSIBILITY/ LEAD	TIMELINE
Climate based improvement items					
1.	Climate resilience Work towards risk management, reporting and decision-making processes to manage climate risk to assets. Design and build new and renovate existing assets to maximise climate resilience and mitigate climate hazards.	AP2, AP4, AP5	M2	Asset Manager	Ongoing
2.	Energy Design new, and upgrade existing, assets to minimise embodied and operational carbon through design solutions that reduce the amount and carbon intensity of materials. Focus on passive and energy efficient design and renewable energy.	AP1, AP3, AP4	M4, M5, M12	Asset Manager	Ongoing
3.	Circular economy Design and maintain assets to extend the lifecycle and reduce the need for upgrades. Reduce waste and promote recycling in the construction and operation of all assets. Design for disassembly, prioritise material efficiency and integrate recycled and recyclable materials that support the circular economy.	AP3, AP4	M3, M4, M5, M6, M7	Asset Manager	Ongoing

Improvement plan based on alignment of goals and Action Plans continued

ITEM	IMPROVEMENT ITEM	ASSET MANAGEMENT ACTIONS AND INITIATIVES	LINK TO ASSET MANAGEMENT MATURITY	RESPONSIBILITY/ LEAD	TIMELINE
Climate based improvement items					
4.	Biodiversity To support the Glen Eira Climate Emergency Response Strategy, existing and new assets will prioritise the health, retention and, when practicable, expansion of existing green assets and waterways to protect their value in supporting local biodiversity, sequestering carbon dioxide and mitigating climate change.	AP3, AP4	M3, M4, M5, M6, M7	Asset Manager	Ongoing
5.	Integrated Water Management Plan Refresh Incorporate Integrated water management (IWM) principles and promote water sensitive urban design (WSUD) in all <i>Asset Management Plans</i> , as well as new and existing assets.	AP1, AP2	M2, M4, M5	Asset Manager	June 2027
6.	Procurement All projects will consider ways to purchase goods and services that result in improved social, economic and environmental outcomes including purchasing from Victorian social enterprises and First Nations businesses.	AP1, AP2	M2, M4, M5	Asset Manager	Ongoing
7.	Integrate recycling materials into asset management practices to promote sustainability and environmental responsibility.	AP4	M13	Asset Manager, Operations Manager	Ongoing

Improvement plan based on alignment of goals and Action Plans continued

ITEM	IMPROVEMENT ITEM	ASSET MANAGEMENT ACTIONS AND INITIATIVES	LINK TO ASSET MANAGEMENT MATURITY	RESPONSIBILITY/ LEAD	TIMELINE
Climate based improvement items					
8.	Incorporate cool roofs, cool seals, and climate resilience into procurement processes to enhance environmental sustainability and climate adaptation efforts.	AP4	M13	Asset Manager Operations Manager	Ongoing
9.	Incorporate climate hazard parameters, such as temperature rise, and flooding, into asset registers and asset modelling, to inform future climate scenarios.	AP4	M13	Asset Manager	December 2027
10.	Recognition of green assets, develop a tree asset register and investigate how trees can contribute towards carbon sequestration or carbon neutral to mitigate climate change.	AP4	M13	Asset Manager	December 2027
Core asset management improvement items					
11.	Regular updates of the state of the asset reports to Strategic Asset Management Steering Committee and Audit and Risk Committee.	AP1, AP2	M4, M5, M12	Asset Manager	Ongoing
12.	Ensure <i>Asset Management Plans</i> for transport, buildings, drainage and open space are regularly reviewed and updated to align with evolving needs and priorities.	AP2, AP3, AP4	M3, M4, M5, M6, M7	Asset Manager	Ongoing

Improvement plan based on alignment of goals and Action Plans continued

ITEM	IMPROVEMENT ITEM	ASSET MANAGEMENT ACTIONS AND INITIATIVES	LINK TO ASSET MANAGEMENT MATURITY	RESPONSIBILITY/ LEAD	TIMELINE
Core asset management improvement items					
13.	Review asset condition audit specifications to ensure industry alignment and strengthen confidence in repair and renewal programs	AP1, AP2, AP5	M10, M11, M12, M20, M21, M22, M23	Asset Manager Operations Manager	June 2027
14.	Shift from condition only <i>Asset Management Plans</i> to functionality and fitness for purpose driven <i>Asset Management Plans</i> to better align asset management practices with service delivery needs.	AP2, AP4	M3, M4, M5, M6, M7, M14, M15, M16, M17, M18, M19	Asset Manager	June 2027
15.	Review internal process to improve link between <i>Asset Plan</i> and the <i>Long Term Financial Plan</i> , ensuring that it is informed by the <i>Asset Management Plans</i> as per Victorian regulatory requirements	AP2	M2, M6, M21, M22	Asset Manager	August 2026
16.	Develop a service capacity and functionality/fit for purpose assessment framework and methodology.	AP4	M14, M15, M16, M17, M18, M19	Asset Manager	June 2027
17.	Establish framework to enable equitable decision-making processes that incorporate gender equity, age and demographic factors into the design, planning and upgrade of assets to ensure fairness and inclusivity.	AP2, AP3	M2	Asset Manager	December 2026

Improvement plan based on alignment of goals and Action Plans continued

ITEM	IMPROVEMENT ITEM	ASSET MANAGEMENT ACTIONS AND INITIATIVES	LINK TO ASSET MANAGEMENT MATURITY	RESPONSIBILITY/ LEAD	TIMELINE
Core asset management improvement items					
18.	Regularly report on financial and accomplishment data on maintenance works to improve alignment with annual capital funding process, ensuring allocation of appropriate annual maintenance funding. Update maintenance funding expenditure in future <i>Asset Management Plan</i> revisions.	AP1	M22	Asset Manager Works Depot Manager	Ongoing
19.	Incorporate customer levels of service based on reliability, risk and performance so that asset management progress can be monitored effectively.	AP3	M7, M25	Asset Manager, Customer Experience Manager	December 2027
20.	Ensure new asset needs identified from the <i>Precinct Structure Plans</i> and studies, are reflected in the respective <i>Asset Management Plans</i> and <i>Long-Term Financial Plan</i> .	AP2	M3, M4	Asset Manager	Ongoing
21.	Develop and implement frameworks to improve and further develop lifecycle asset management processes to ensure that all lifecycle costs are identified and included in all capital investment decisions.	AP2	M11, M21	Asset Manager	December 2026– Ongoing

Improvement plan based on alignment of goals and Action Plans continued

ITEM	IMPROVEMENT ITEM	ASSET MANAGEMENT ACTIONS AND INITIATIVES	LINK TO ASSET MANAGEMENT MATURITY	RESPONSIBILITY/ LEAD	TIMELINE
Core asset management improvement items					
22.	Develop and implement an asset handover process to enable 100 per cent asset data capture of new assets gifted or constructed by others to be captured in our asset register on an annual basis.	AP1	M27	Asset Manager	December 2026
23.	Improve the link between asset depreciation and asset funding needs by introducing lifecycle inputs into calculating annual depreciation.	AP 1, AP2	M25	Asset Manager	June 2027
24.	Develop a responsibility matrix with a view to identify and streamline roles and responsibilities.	AP5	M26, M27, M28	Asset Manager	June 2026–Ongoing
25.	Deliver priority professional development as per skills matrix.	AP5	M26, M27, M28	Asset Manager	December 2026
26.	Undertake regular asset maturity assessment and asset performance monitoring.	ALL	M4	Asset Manager	Ongoing
27.	Review and update the improvement plan annually to capture achievements and adjust responsibilities, priorities, and timelines as needed.	ALL	ALL	Asset Manager	Ongoing

Taking a continuous improvement approach

Continuous improvement should be driven through monitoring and review processes. Continuous improvement of the asset management system can occur in a variety of different ways:

- At the whole 'system' level;
- At the network performance level; and
- At the business process level.

ISO 55001 also requires evaluation of performance at different levels with Cl. 9.1 referencing the need to evaluate asset performance, asset management performance and the effectiveness of the asset management system.

Consequences if actions are not completed

There are consequences for us if the improvement actions are not completed. These include:

- inability to achieve strategic and organisational objectives
- inability to achieve financial and climate sustainability for the organisation's operations
- risks to infrastructure service delivery and response actions which may not be appropriately managed
- inability to accommodate and/or manage changes in demand for infrastructure services.



REFERENCES

Local Government and Planning Ministers' Council Framework 2 — Asset Planning and Management

Victorian Government Local Government Act 2020

Victorian Auditor-General's Office Asset Management and Maintenance by Councils 2015

Glen Eira City Council 2040 Community Vision

Glen Eira City Council Plan 2025–2029

Glen Eira City Council Financial Sustainability Strategy 2025

Glen Eira City Council Strategic Property Plan 2025–2030

Glen Eira City Council Asset Management Policy (2013)

Glen Eira City Council 2022–2023 Annual Report and Financial Statements

Insights Long Term Financial Planning Dashboards

ISO 55000 — International ISO standards for Asset Management.

Department of Environment, Land, Water and Planning — Better Practice Guide and Asset Planning and Accountability Framework for Local Government.

Asset Genetics and Unlocking Hidden Capital — McKinsey Report Global Infrastructure Initiative 2016.



APPENDIX A:

KEY TERMS AND DEFINITIONS

TERMINOLOGY	DESCRIPTION
Asset	A physical item owned by Council that helps deliver services to the community. Examples include roads, footpaths, buildings, parks, playgrounds, and drainage systems.
Asset criticality	How important an asset is to the community and the consequences if it fails. Critical assets get priority for maintenance and renewal.
Asset management	The way Council looks after its assets — planning, maintaining, renewing, and upgrading them so they stay safe, useful, and cost-effective for the community.
Asset Management Framework	The structure that connects all parts of asset management, including policies, strategies, plans, and systems. It helps Council make decisions about assets in a coordinated way.
Asset Management Information System (AMIS)	The combination of software, data, and processes Council uses to keep track of assets and support decision-making.
Asset Management Plan	A detailed Plan for each major asset type (like roads or parks), showing how Council will maintain, renew, and upgrade assets over at least 10-years to meet service standards.
Asset Management Policy	A document that sets out Council's principles and approach to managing assets, ensuring they support community needs and comply with laws and regulations.
Asset Management Strategy	A plan that explains how Council will achieve the goals set in the <i>Asset Management Policy</i> , including actions to improve asset management practices.
Asset renewal	Repairing or replacing an existing asset so it can continue to serve the community safely and effectively.
Capital works pipeline	A schedule of important projects (like new roads or upgraded parks) that Council plans to deliver over time, based on community needs and priorities.
Capital Works Program	Council's planned investment in building, renewing, and upgrading infrastructure and assets.
Climate resilience	Making sure assets can withstand and recover from climate-related events like floods, heatwaves, or storms.

TERMINOLOGY	DESCRIPTION
Community Priorities Panel	A group of local residents who advise Council on important issues, helping to shape plans and decisions so community voices are heard.
Community Vision 2040	Glen Eira's long-term vision for an inclusive, sustainable, and connected city, developed through community engagement.
Continuous improvement	Regularly reviewing and improving asset management practices to deliver better outcomes for the community.
Council Plan 2025–2029	Council's four-year strategic plan that sets priorities and guides decision-making.
Debt commitment ratio	Shows how much of Council's income is used to pay back loans and interest each year.
Environmental sustainability	Managing assets in ways that protect the natural environment and support long-term community wellbeing.
Gender impact assessment (GIA)	A process to consider how asset projects (like new buildings or upgrades) affect people of different genders, aiming for fairness and inclusivity.
Grant revenue	Money Council receives from other governments or organisations to help fund specific projects or services.
Intervention level	A specific condition or threshold that, when reached, triggers maintenance, repair, or upgrade of an asset to keep it safe and functional.
Levels of service	The standards Council aims to deliver through its assets, such as safety, quality, accessibility, and customer satisfaction. These can be 'customer' (how the community experiences the service) or 'technical' (how Council maintains the asset).
Lifecycle Planning	Looking at the whole life of an asset — from creation to disposal — to make sure it's managed in the most cost-effective and sustainable way.
Long-Term Financial Plan	A Plan that shows Council's expected income, spending, and financial position over the next 10 years, helping to guide decisions about assets and services.
Operating surplus/ Deficit	The difference between Council's income (like rates and grants) and spending on services each year. A surplus means more money coming in than going out; a deficit means the opposite.
Strategic asset development reserve	A fund set aside to pay for future capital works and strengthen Council's financial resilience.
User-pays principle	A way of setting fees so that people who use a particular service pay for it, rather than spreading the cost across everyone.
Working capital ratio	A measure of Council's ability to pay its bills and meet short-term commitments.



GLEN EIRA CITY COUNCIL

BENTLEIGH
BENTLEIGH EAST
BRIGHTON EAST
CARNEGIE
CAULFIELD
ELSTERNWICK
GARDENVALE
GLEN HUNTLY
MCKINNON
MURRUMBEENA
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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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Glen Eira City Council:

www.facebook.com/GlenEiraCityCouncil

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LinkedIn:

www.linkedin.com/company/glen-eira-city-council

Glen Eira arts, gallery and events:

www.facebook.com/gleneiraarts

www.instagram.com/gleneiraarts

Glen Eira Leisure:

www.facebook.com/GESACOnline

www.instagram.com/gleneiraleisure

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www.facebook.com/GlenEiraLibraries

www.instagram.com/gleneiralibraries

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