Asset Plan

2025-35

City of Whittlesea

Acknowledgement of Traditional Owners

The City of Whittlesea recognises the rich Aboriginal heritage of this country and acknowledges the Wurundjeri Willum Clan and the Taungurung People as the Traditional Owners of lands within the City of Whittlesea.

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The City of Whittlesea offer various language services to help you communicate with us.

Phone: 9217 2170
National Relay Service: 133 677
(ask for 9217 2170)

Connect with us in your preferred language

Interpreter

Free telephone interpreter service
131 450

Section A

The plan for our assets

The City of Whittlesea is one of the fastest growing municipalities in Melbourne, with public infrastructure assets worth approximately $4.03 billion.

The Asset Plan communicates how we will sustainably plan for and manage our community assets now and into the future.

The Asset Plan outlines how we will allocate resources wisely to mitigate risks, enhance efficiency, and improve liveability while ensuring long-term success.

Most importantly, through strong deliberative engagement with our community, and the establishment of new community derived asset planning principles, community aspirations are at the centre of all key decisions made on future infrastructure assets.

1. Our city at a glance

This Asset Plan aligns with the City of Whittlesea's community vision as outlined in *Whittlesea 2040: A place for all* and the Long-Term Financial Plan to ensure assets meet the community's long-term needs. It upholds intergenerational equity; balancing investment so future generations inherit well-maintained assets.
In addition to infrastructure assets, we have an extensive property portfolio. Land and property are fundamental to how services are delivered, either directly or indirectly to the community.

The City of Whittlesea is the fifth most populated local government area in Victoria and the fifth fastest growing in the last 10 years. Between 2023 and 2040 the population is estimated to grow by more than 45 per cent from 245,029 to 360,692 people, which is about 6,857 new residents per year.

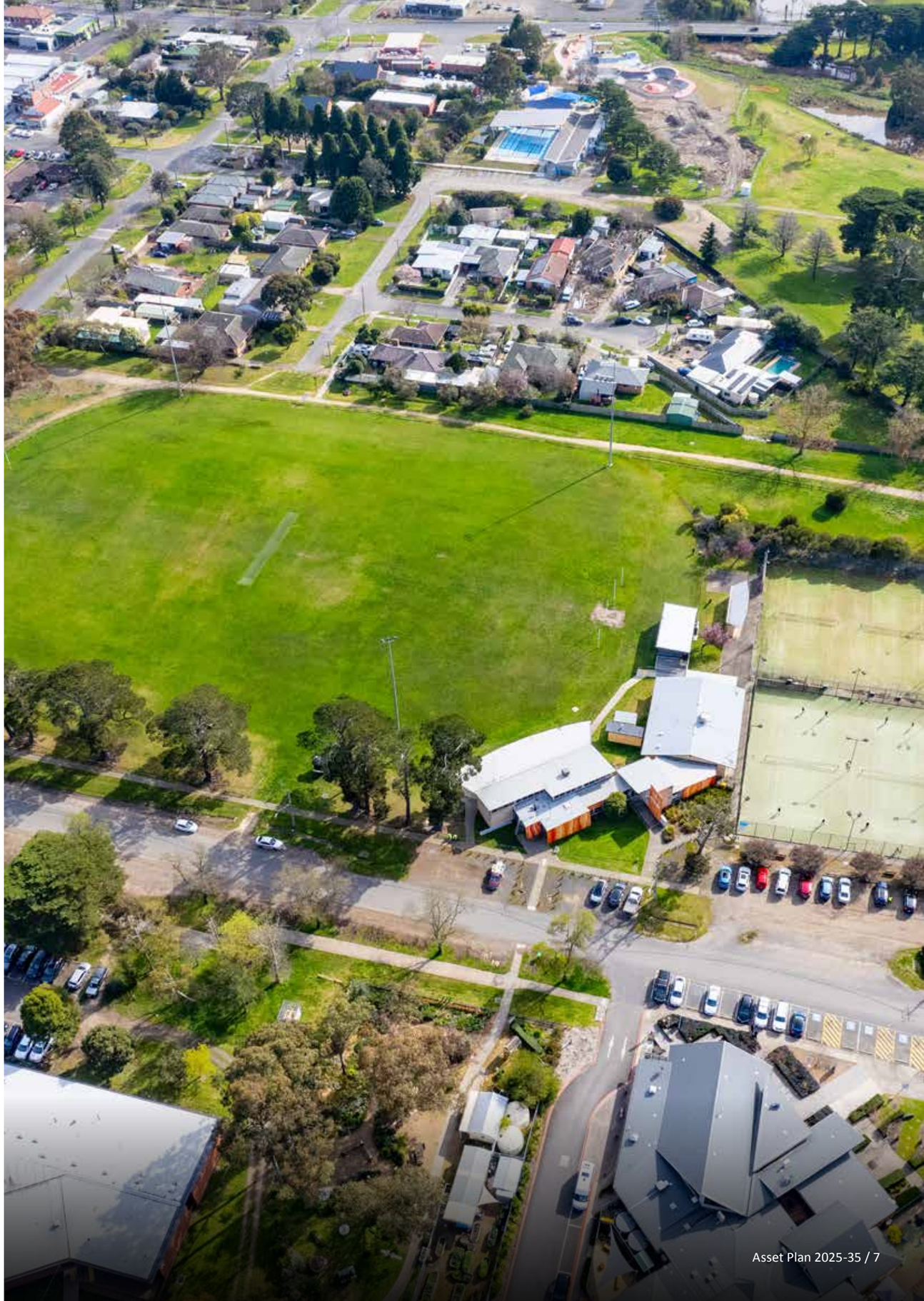
As our city grows and attracts more people, our existing infrastructure wears out, increasing the demand for new infrastructure, therefore placing a strong importance on robust asset plans and management practices. Our infrastructure assets benefit our community through enhancing safe connected communities, liveable neighbourhoods, a strong local economy and supporting a sustainable environment.

Similar to challenges facing other municipalities with rapid population growth, we need to prioritise available resources to deliver services, spaces and places to meet community needs. Consideration needs to be given for renewal and maintenance of existing facilities in established areas compared with investment in new community infrastructure in the growing suburbs.

To determine what we can afford, we must understand how population growth and challenges like climate change impact long term maintenance and renewal costs. As assets wear over time and community expectations change, we must be transparent about our service standards and levels to balance economic, social, cultural, and environmental factors within available budget.

This ensures our assets support the services and amenities our community needs and expects, both now and in the future, providing sustainable benefits for all residents.

Please refer to Appendix 1 for further information about our community.



2. Our assets story on a page

Our asset story

$4.03B

Infrastructure asset portfolios

- Road infrastructure
- Car parks
- Pathways
- Stormwater
- Road ancillary
- Bridges and boardwalks
- Buildings
- Parks and streetscape infrastructure
- Playgrounds
- Landscape and environment
- Sporting infrastructure

Health check

$27M
Projected average annual renewal allocation

Asset value per capita
$16K
Infrastructure value per head of population

Cost per capita
$111
Value of infrastructure renewal expenditure per head of population

Renewal ratio
59%
Ratio of current budget and desired budget

Asset health*
72.3%
Proportion of remaining life left in our assets

Challenges and opportunities

- Growth
- Demographic change
- Technology shift
- Ageing infrastructure
- Performance
- Climate change

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected as a measure of the remaining useful life of the asset portfolio.

Our Assets

1,414km
Sealed roads

2,085km
Drainage pipes

181
Sporting courts/fields

190
Council buildings

Our Plan

Long term decision making

- Balancing community needs with responsible spending
- Optimising available funding to reduce long term risk
- Transparency in allocating funding to individual program
- Prioritising capital expenditure (new, upgrade and renewal works) with the focus on future needs

Financial planning

- Average annual capital expenditure = $27M
- Infrastructure value per capita = $16K
- Infrastructure spend per capita = $111
- Asset Funding Renewal Ratio[1] 59%
- Consumption Ratio[2] = 72.3%

Challenges and opportunities

- Ageing Infrastructure
- Balancing community expectations against available budgets and affordability
- Climate change impacts
- Population growth and demographic shift

Strategic improvement initiatives

- Develop and review the Asset Plan using Deliberative Community Engagement
- Ensure assets are utilised, fit for purpose and sustainable
- Conduct annual review of level of service vs investment
- Implement a climate resilient infrastructure plan
- Consultation with Traditional Owners

[1] Renewal Funding Ratio: Planned renewal budget for the next 10 years / Desired renewal costs for the next 10 years (as per the desired service level).

[2] Consumption Ratio: Written down Value of an asset / Gross Replacement costs measured using the remaining life of an asset or its component

3. Introduction

3.1 Purpose of the Asset Plan

The purpose of this Asset Plan is to provide principles for the City of Whittlesea to make sound asset investment decisions using best practice asset management.

The Asset Plan outlines a comprehensive strategy for managing public assets over the next decade and beyond, ensuring their sustainable use for current and future generations. It is a public-facing document that informs the community about how we will manage community assets to achieve the Whittlesea 2040 objectives and its vision statement: ***a place for all***.

The Asset Plan details how we will optimise capital and maintenance requirements, balance new assets and growth with existing infrastructure, and deliver services in line with evolving community needs and expectations. Our aim is to support consistent, evidence-based decision-making, engage the community and the Council in asset management performance reporting, improve links between costs and service levels, and articulate our challenges and risks. All of this will result in more informed community engagement and the best use of Council assets in the interest of the community, to achieve the Whittlesea 2040 community aspirations outlined in section 4.4 Strategic Alignment.

The Asset Plan serves as a mechanism for Council to strategically plan for the services, infrastructure, and land that will be needed in the future. An asset plan is a guide that helps the community and local government take care of important public assets like roads, parks, buildings, and drains. It explains how these assets will be maintained, improved, and replaced over time so they stay in good condition for everyone to use.

The Asset Plan makes sure that money is spent wisely by balancing new projects with the upkeep of existing assets. It helps the community understand how decisions are made about public spaces and services. By planning ahead, we can make sure future generations will have well-maintained and useful assets to enjoy. It also 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

Council has prepared this Asset Plan in compliance with Section 92 of the *Victorian Local Government Act 2020* which requires councils 'to include integrated, long-term, and transparent asset plans to achieve the best outcomes for the community with a timeline of at-least 10 years.'

3.2 Caring for country

We are committed to delivering our asset management practices and processes respectfully, with an awareness of the relationship between First Peoples and Country, inclusive of land, water, plants, animals and cultures.

In collaboration with the Wurundjeri and Taungurung Peoples, Traditional Owners and First Peoples community, we continue to respect and care for Country, as we ensure preserving our open space and parklands for all, and development is responsible and sustainable.

We recognise that Country is fundamental to developing infrastructure. Our infrastructure asset planning will respect the principles of Council's Aboriginal Action Plan which includes the Victorian Aboriginal Affairs Framework and Victorian Aboriginal and Local Government Strategy, and centred on seven strategic pillars:

- Culture, respect and trust
- Awareness and engagement
- Accountability and direction
- Governance and participation
- Economic participation
- Health and wellbeing
- Resourcing and funding

As we implement this Asset Plan, we will continue to build our relationship with the First Peoples community.

3.3 Our future challenges and opportunities

Council develops and implements a range of plans and strategies to support and guide our decision making and planning to meet the needs and aspirations of our community, now and into the future. These plans and strategies set clear actions and goals to deliver on the Whittlesea 2040 Vision.

When developing strategic objectives for the Asset Plan, key priorities and challenges identified in these strategies were considered. This process also included input from targeted stakeholder consultation sessions conducted during the preparation of Whittlesea 2040: A Place for All. As part of this work, the Whittlesea 2040: Background Paper was prepared which briefly summarises these challenges and opportunities below.

Population and demographic change
Planning Council services and infrastructure to support our growing population including an ageing population. Collaborative property management approach to balance growth, service and sustainability.

Climate change
Delivery of adaptation and carbon neutral approaches and supporting community and industry resilience.

Regional economy
Supporting strong local economy and employment, including local business, investment attraction, tourism and activation.

Transport
Making it easier to get around including road upgrades, pedestrian and cycle networks but especially public and community transport, and reduction of travel times.

Sport, recreation and green space
Planning for sport, recreation and open space.

Inclusion and wellbeing
Whittlesea has long recognised the importance of mechanisms to activate communities and is progressing on many indicators of community cohesion, inclusion and wellbeing.

Technology shift
Explore new and innovative delivery approaches.

4. Strategic context

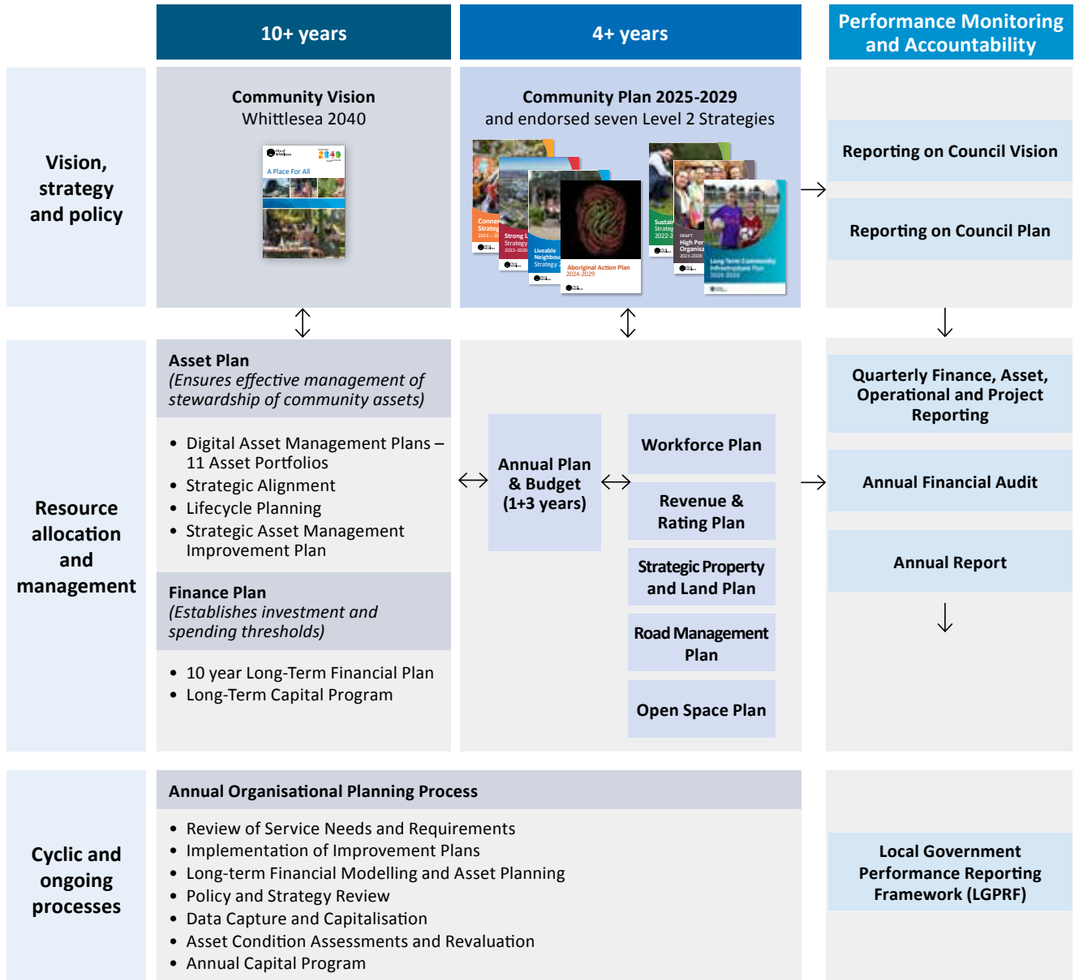
4.1 Asset management planning

Our asset management practices are guided by the Asset Management Policy, the Asset Plan, and supporting strategies and documents.

The Asset Management Policy and the processes that support it will facilitate the following outcomes:

- Achievement of the management objectives for community, infrastructure and operational assets to meet the present and future needs of the community, with inclusion of climate change considerations
- Custodianship of natural and heritage assets in perpetuity
- Rationalisation of existing, and the development of appropriate new assets, to meet the needs of the community for services at an appropriate level now and in the future
- Delivery of assets at the right cost, at the right time with the right standard
- Council's ability to report within the Integrated Planning Framework
- Development of appropriate systems, procedures and controls.

These processes are supported by technology, data, systems, and people and are informed by key corporate and strategic plans. Our Asset Management Framework is shown below.



Please refer to Appendix 2 for how this plan supports the delivery of actions against our key community goals.

Council Plan/Strategies
Asset Plan interaction with Council Plans and Strategies

Connected community

- Ensures roads, bridges, public transport, and utilities are well-maintained and functional
- Resident involvement in decision-making to ensure benefits from infrastructure improvements
- Prevents costly maintenance through proactive asset management

Liveable neighbourhoods

- Supports walkability, bike paths, and public transit
- Supports access to recreational spaces, clean water, and efficient waste management, contributing to healthy living
- Planning to ensure everyone has fair access to essential services, public spaces, and facilities

Community Infrastructure

- Create a sense of place and connect residents to their neighbourhood
- Deliver spaces that are welcoming, accessible, safe and inclusive for all
- Support adaptable and multi-functional spaces that enable community groups to thrive
- Provide environments that encourage increased physical activity for all ages and abilities

Strong Local Economy

- Support for council facilities as spaces for learning, health and play
- Ensure streetscapes are designed to support local business
- Ensure road and bridge infrastructure is maintained to support freight

Reconciliation

- Acknowledges Traditional Owners and cultural sites in planning and development
- Incorporates Traditional Owners' perspectives on land and resource management
- Integrates Indigenous knowledge in environmental and sustainability practices

High performing organisation

- Ensures high-quality service delivery to residents, clients, or users
- Provides data-driven insights for better long-term planning and investment
- Aligns assets with Councils strategic plans and service delivery
- Ensures assets meet safety, environmental and legal standards

Sustainable environment

- Encourages circular economy practices, such as reuse and recycling
- Supports low-emission and renewable energy solutions
- Ensures infrastructure is designed for long-term environmental resilience
- Implements strategies to mitigate climate risks

4.2 Lifecycle approach to asset management

We use a lifecycle approach to asset management, considering the resources needed to operate, maintain, repair, and replace assets to meet service level requirements and ensure they last as long as expected.

To make the most of our asset spending, we plan for the entire life of an asset from when it is built or purchased to when it is replaced or disposed of. This approach helps us get the best value from our assets while maintaining the required service levels in the most cost-effective way.

1. Planning and design

When deciding what assets are needed for the future, we think about the total cost over time which is referred to as 'whole of costs'. We also consider things like affordability, fairness, ease of access, how easy it is to maintain, and its impact on the environment.

2. Creation and acquisition

Before building or buying something new, we look at other options like leasing or forming strategic partnerships. Any new asset should fit within an approved plan and match the Council's Long-Term Infrastructure or Strategic Property and Land Plans. We also calculate how much it will cost to maintain assets over a 10-year period, as well as whether we will need to build or acquire assets. All this information informs the Financial Plan for long term maintenance and renewal of assets.

3. Maintenance and operations

In addition to periodic inspection, a detailed condition audit of each asset is conducted every four years to monitor its condition, safety, and usefulness. We carry out planned maintenance to prevent expensive repairs and failures. This helps keep everything running properly while meeting safety and service standards.

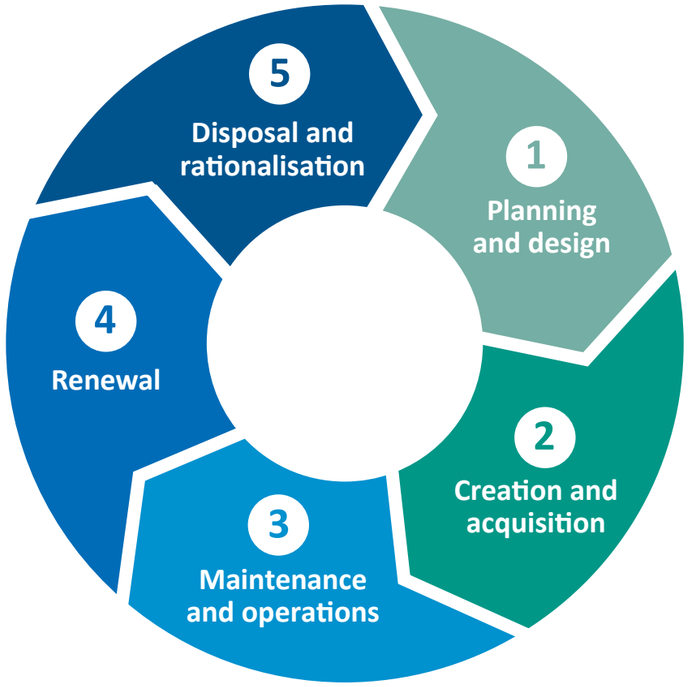
4. Renewal and upgrade

As assets are consumed and deteriorate over time, assets are only replaced when they can no longer meet the required service level. The most important assets are upgraded or replaced first, based on how critical they are to the community.

5. Disposal and rationalisation

If an asset is no longer useful or needed, we look at options to sell or re-purpose, saving resources on reactive and preventative maintenance. This is part of planning for future financial sustainability.

> Asset information – inventory, condition, functionality and capacity are recorded in our enterprise systems. Our funding is based on scenario planning using a service level-based approach. Condition Assessment is undertaken by a suitably qualified professional.



4.3 Strategic asset management targets

The target state, where we aim to be, has been established based on several key considerations. From an asset management perspective, our goal is to set intervention standards that maintain assets in a manageable state, ensuring we do not create a burden for future generations. The factors guiding these targets include:

- **National benchmarks:** The National State of the Assets recommends keeping assets in ***Poor and Very Poor Condition (PVP)*** below 10%, typically comprising of 6% in Poor and 4% in Very Poor.
- **Industry standards:** The Victorian Auditor General Office suggest sustainable investment in infrastructure ranges from 50-100%.
- **Strategic asset planning:** We assess individual asset class management plans, considering recommended intervention scenarios and performance indicators. These plans are then balanced at the portfolio level to ensure a cohesive approach.
- **Affordability and achievability:** The 10-year capital renewal plan must be financially viable and deliverable, ensuring that resources are allocated effectively within budget constraints.
- **Asset Health:** Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected as a measure of the remaining useful life of the asset portfolio.

Strategic asset management targets

City of Whittlesea – Target State

< 5%	50% > 80%	> 65%
PVP future years	Asset renewal funding ratio	Asset health

4.4 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
Operational	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.
	Expansion	Works that increase the quantity of the same services that can be delivered through an existing asset.
	New	Works that generate an asset that can provide a service that does not currently exist.
Acquisition	Gifted or Contribution	Assets handed over to Council's possession as part of sub development and growth.

5. Our community's role

We are committed to engaging with our community and ensuring transparency in our decision-making by providing opportunities for input into decisions that affect asset and service delivery.

In compliance with the *Local Government Act 2020,* we seek feedback from the community at key points in the decision-making process to ensure we provide services and assets that are sustainable and available for future generations.

Our stakeholders:

- The community
- Traditional Owners
- The Council
- User groups
- Community groups

5.1. Council's community engagement principles

We are committed to providing a structured and transparent framework for purposeful, genuine and meaningful community engagement, Our Community Engagement Policy guides our approach to community engagement and outlines how we will provide opportunities for our diverse community to share ideas, opinions and feedback to ensure their voices are heard and considered in Council decision making.

In line with Council's Community Engagement Policy, we will engage with our community in relation to decisions that affect asset and service delivery. We will use deliberative engagement practices in the development of key strategic asset management plans.

There are many ways members of the community can inform and influence decisions about our assets, including through our annual budget process, regular community surveys and through our online engagement platform.

5.2 Asset planning principles

In 2024, we held three focus groups, consisting of community members representative of our diverse municipality, as well as an internal focus group, to help provide an opportunity for residents to engage in valuable discussion to develop a set of asset planning principles.

Feedback was sought through an individual written survey, discussion at table level and whole room group discussion to ensure everybody's voice was heard. Insights from these sessions helped identify, assess, and prioritise eight guiding asset planning principles. This approach enabled us to achieve balanced principles that were informed by the community's perspectives and reflect our commitment to a best practice contemporary approach to asset management and support our Community Vision.

Active community
Assets promote an active and healthy community

First peoples
Assets demonstrate connection to First Peoples

Connected community
Assets promote community connectivity

Community focused
Assets meet the diverse and changing needs of the community

Safe community
Asset risks are minimised to keep the community safe

Equitable and accessible
Assets are equitable and accessible to the whole community

Useability
Assets are optimised for useability

Sustainability
Infrastructure decisions consider environmental, social and financial sustainability

6. How we manage our assets

6.1 Our assets support our services

Council provides many important services to help make the community a great place for everyone. These services are grouped into specific categories that reflect the services offered.

Infrastructure assets that Council is responsible for include physical things like buildings, roads, parks, and heritage sites that help deliver these services and improve public well-being. These assets, whether old or new, natural or built, belong to the whole community. They give people opportunities to work, live, play, and enjoy a safe and comfortable environment, both now and in the future.

Over time, these assets wear out due to age, damage, disasters, or becoming outdated. Council carefully manages its budget to make sure these assets are properly maintained. This helps keep them in good condition and ensures the infrastructure remains strong and sustainable for the long term.

The assets owned and operated by Council as presented in this Asset Plan, are broken down into 11 asset portfolios that align to financial reporting, renewal programming and maintenance contracts. Section B in this document outlines the state of these assets physically and financially.

6.2 Why is asset management important?

Our community expects assets to be provided to a standard that ensures public safety, functionality and accessibility and to support the delivery of quality services and programs.

We need to balance delivering what our community needs and expects with what our community can afford.

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.

6.3 How our assets support community needs

Our assets exist to support the delivery of Council services and public facilities that, in turn, support our community's social and economic needs as identified in Whittlesea 2040. When making decisions about renewal or maintenance of our assets and/or prioritising our new asset investments, we always undertake life cycle analysis and determine what the appropriate levels of service are for an asset prior to setting budgets, to ensure our community aspirations are achieved.

6.4 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 suitability of the service. We acknowledge that where a higher service level provision is required, due to higher utilisation and need, there is an increase in the importance of the asset providing the service. These assets will be attributed with a higher level of hierarchy to ensure more frequent inspections, increased maintenance provisions and a higher priority within renewal programs.

Service levels are set by the Council based on community expectations, legislated levels of service and standards and detailed within the respective Asset Management Plans.

Our decisions on maintenance, renewal and upgrades are driven by these service level interventions and are based on the criticality of the asset (service), utilisation and available resources.

When determining appropriate service levels, we focus on the following key considerations:

- Appropriate intervention level
- What is the ongoing investment needed to fund minimum service levels; and
- Finding the balance based on priority, risk and utilisation.

6.5 Our asset response to gender equality

To ensure that every resident and visitor to our city can fully participate in community life, our infrastructure must be usable, welcoming, relevant and safe for everyone.

Globally, many disadvantaged groups miss out on opportunities to improve their lives because the infrastructure around them isn't built with their needs in mind. This means that services are likely to be experienced differently and have different outcomes for people of different genders.

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

This commitment begins with an inclusive design that ensures our infrastructure works for everyone, including women, men, gender-diverse people, people with disabilities, refugees, and the CALD – culturally and linguistically diverse – community.

6.6 Our asset response to intergenerational equity

We are committed to evaluating intergenerational equity when considering borrowings for building assets for current and future generations.

This is achieved through maximising the benefits for the current generation whilst also preserving resources, opportunities, and assets that allow future generations to thrive and ensuring financial decisions don't unduly burden future generations with repayment obligations.

Council is committed to:

- Reviewing the timelines and funding of upgrades, renewals and delivery of new assets
- Ensuring residents have good access to health, community and sporting infrastructure
- Analysing when further borrowings are required
- Continually reviewing the Levels of Service and managing risk
- Continually assessing and inspecting the condition of existing infrastructure.

6.7 Our asset response to climate change

We are committed to ensuring climate change, flooding, municipal emergency management, and sustainability are considered with respect to responsible asset management. When designing new or maintaining our current asset infrastructure base, we will ensure that our decisions are based on:

- Climate-proofing assets
- Improving the resilience of buildings and road infrastructure to withstand climatic events
- Limiting high-risk assets
- Investment in eco-friendly materials
- Sustainable operations.

6.8 Our asset response to technological advancements

We are committed to investigating how technology will help drive outcomes and Levels of Service (LoS) improvements. Technology can help and assist in providing sustainable service, reduce or even eliminate risk, improve performance and significantly reduce operating costs. Technological advancements that could assist in managing infrastructure assets include:

- Integration of sensors into infrastructure to lower energy consumption and water usage
- Integration of sensors into infrastructure to help predict maintenance requirements
- Adoption of machine learning to improve accuracy and cost of condition assessments
- More efficient design enhancements
- Optimisation of big data analytics to help inform capital programming and operations
- Development of further remote operations.

7. 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.

7.1 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.

Our Asset Plan has considered a minimum of two options, linked to Community Levels of Service. The adopted expenditure included in this Asset Plan is consistent with our affordability after considering at-least two scenarios per service/class.

All funding requirements identified for each asset portfolio have been allocated in the Financial Plan. 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 which will require adjustment to the Asset Plan and the Financial Plan.

7.2 Our asset investment strategies

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 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 strategies align with our asset management and financial planning principles.

We will aspire to:

- Optimise asset life through timely and effective maintenance
- Continue to place a high priority on renewing our ageing assets
- Manage the impacts of growth by being strategic in how we plan for our future asset needs
- Comply with our obligations by actioning legislated standards in asset planning and development
- Provide affordable services by balancing community needs and aspirations with what ratepayers can afford
- Build resilient assets that not only deliver the best outcome for our community but also the best outcome for the environment.

Section B

The state of our assets

1. Asset management functions

Asset planning is not a set and forget process. It needs to be flexible to ensure our assets and levels of service are responsive to changes in population and demographics and the ongoing challenge of climate change, can capitalise on emerging trends and opportunities, and continue to meet agreed requirements as priorities change over time.

1.1 Strategic Asset Management Plan reviews and updates

This Asset Plan will be formally reviewed and updated every four years in line with the new Council term to provide opportunities for the new Council to make any required changes.

An annual review of the Asset Plan will be presented to Council for formal endorsement ensuring asset management strategies remain effective, aligned with organisational goals, and adaptable to changing conditions. It involves assessing asset performance, reviewing financial planning, and optimising maintenance strategies to ensure compliance with key priorities and decisions of Council.

1.2 Strategic Property and Land Plan

The City of Whittlesea owns more than 2,000 properties and manages a high-volume of leases and licenses across our municipality. Property plays a pivotal role in the everyday lives of our community members.

The Strategic Property and Land Plan provides a structured approach to ensure that our property assets are aligned with long-term goals, community needs and service delivery priorities. It outlines a clear framework and supports informed decision-making across the functions of acquisition, divestment, leasing and licencing and strategic land use. It centres on assessing current and future needs and aligning assets with strategic priorities. It promotes innovation and flexibility, financial sustainability, ensuring regulatory compliance and maximising community benefit.

Our key challenges include ageing and inefficient assets, limited funding, increasing population and regulatory pressures and the need to future-proof assets in response to environmental and technological shifts. Our opportunities lie in optimising property use, reducing costs, unlocking value through rationalisation or redevelopment, enhancing service delivery and supporting broader economic, housing and environmental goals.

The Strategic Property and Land Plan is a vital tool for ensuring our property and land portfolio continues to deliver long-term value to the community.

1.3 Condition assessment and valuation

We have adopted a cyclical condition audit and revaluation program that ensures that each asset portfolio is assessed for condition every four years. The condition for all asset classes are assessed using a 1 to 5 rating system as shown below:

1.4 Reporting

Our Asset Plans have a life of four years in line with the council election cycle. They are fully reviewed and updated within two years of each council election. They are also reviewed during the annual budget planning process and updated to recognise any material changes in service levels or resources available to provide those services as a result of budget decisions.

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

1.5 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, and standards. We are committed to identifying ways to achieve a more robust evidence base and analysis and to improving 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.

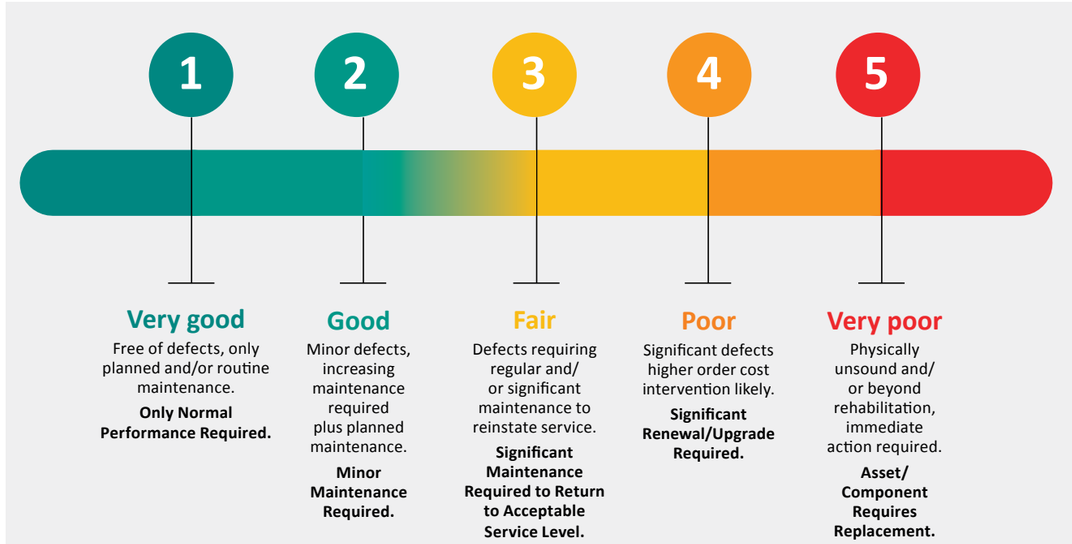


Figure 1 – Asset Condition Assessment Rating

Whilst the condition assessment is being undertaken, asset attributes including material, model/make and measure are confirmed in the field. Condition Audits are performed by a combination of external consultants and internal Council Officers, depending on the level of expertise and assessment equipment/technology required to perform the assessment.

The condition assessment data collected informs future renewal and maintenance programming, performance analysis of existing asset treatments and revaluation to ensure assets are being recognised at their true market value.

2. Overview of our assets

2.1 Asset portfolio overview

The infrastructure assets owned and operated by our Council cross 11 asset portfolios: totalling over $4.03B in replacement costs.

The mix of infrastructure is shown in the diagram below as a percentage of the total replacement value. These infrastructure assets support almost every part of our daily lives. They help keep us safe, healthy, connected, and employed. Maintaining existing infrastructure is just as important as building new infrastructure.

The distribution of the City of Whittlesea's asset portfolio by asset category and replacement value is shown below in Table 4.

Asset Portfolio	Replacement Cost ($,000)	Fair Value ($,000)	Asset Health
Road Infrastructure	$1,812,655	$1,410,040	77.8%
Stormwater	$757,015	$511,323	67.5%
Buildings	$501,866	$401,814	80.1%
Pathways	$334,834	$270,863	80.9%
Parks and Streetscape Infrastructure	$196,797	$100,533	51.1%
Bridges and Boardwalks	$145,411	$75,405	51.9%
Playgrounds	$101,139	$55,522	54.9%
Road Ancillary	$63,906	$34,851	54.5%
Landscape and Environment	$42,049	$30,235	71.9%
Car Parks	$35,367	$27,326	77.3%
Sporting Infrastructure	$30,717	$15,553	50.6%

Table 4: Asset infrastructure portfolio distribution

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

Council is responsible for delivering services to the community. Many of these services rely on a large and diverse portfolio of physical assets for delivery. Understanding the current state of these assets, their service performance, costs, and risks, enables us to plan and prioritise maintenance and management to best meet the needs of the community. To better manage their unique characteristics and challenges, assets are categorised into asset classes.

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

When we consider asset performance, we consider current state but, most importantly, take a long-term view to ensure future sustainability and minimise any burden on future generations. This section presents the anticipated performance of our **$4.03 billion** asset portfolio over the next 10 years.

2.2 What it will cost

As indicated in Council's Long-term Financial Plan, over the next 10 years we expect to spend:

$297M Renewing our assets

$127M Enhancing and upgrading existing assets

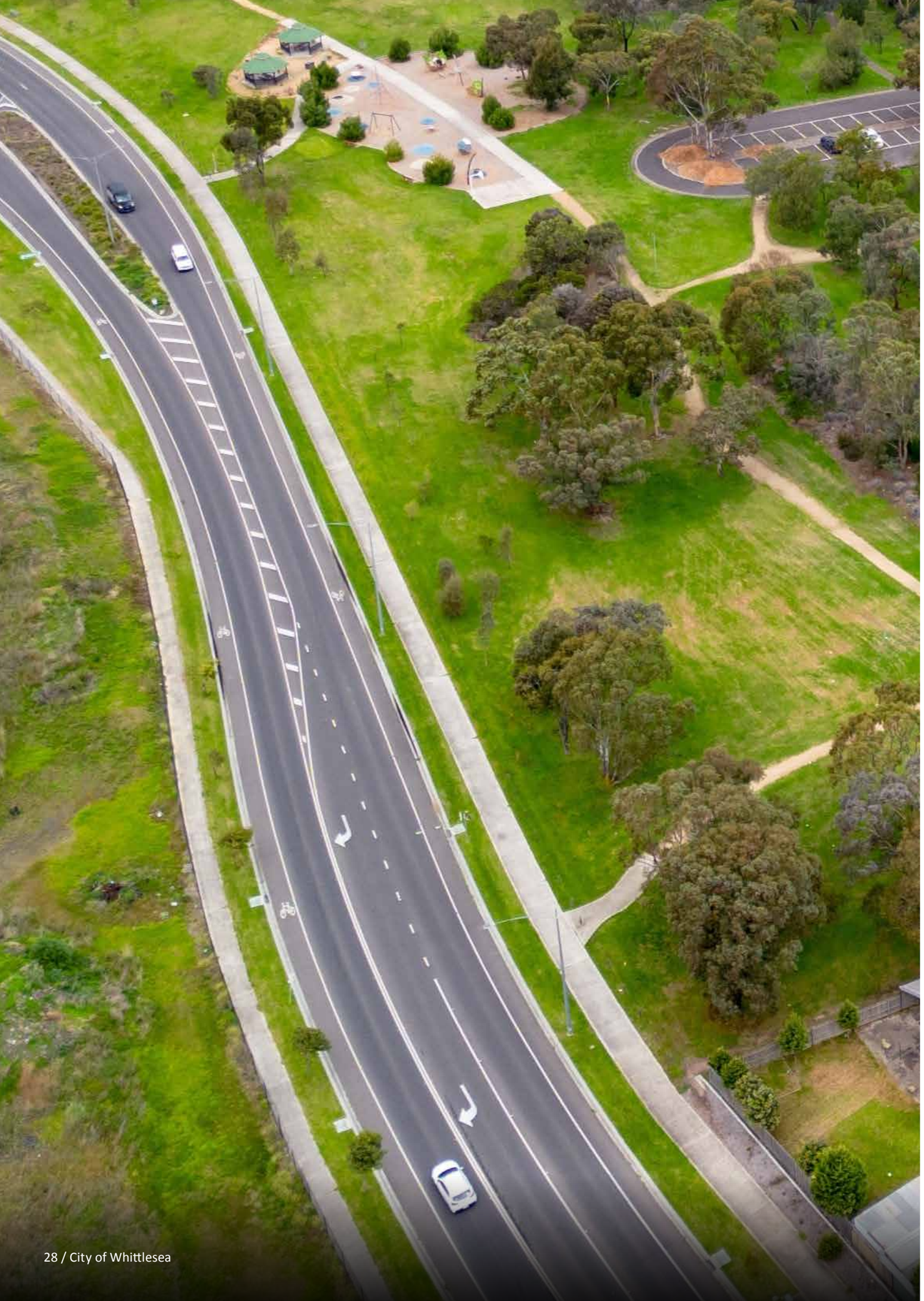
$595M creating new ones

$677M Operating and maintaining our assets

Which equates to a combined investment of **$1.697B** making sure our assets remain safe and fit-for-purpose.
A summary of the planned total expenditure by asset function for the 2025-2035 period is shown in the Table below.

Infrastructure Asset Portfolios	Maintenance costs ($'000)	Renewal costs ($'000)	Upgrade costs ($'000)	New costs ($'000)	Total ($'000)
Road Infrastructure	$89,063	$147,500	$17,786	$42,422	**$296,771**
Stormwater	$22,049	$10,300	$1,775	$16,950	**$51,074**
Buildings	$86,993	$30,272	$61,917	$173,778	**$352,960**
Pathways	$43,138	$41,531	$8,425	$27,456	**$120,550**
Parks & Streetscape Infrastructure	$35,015	$24,624	$13,516	$83,655	**$156,810**
Bridges & Boardwalks	$1,568	$3,984	$0	$28,560	**$34,112**
Playgrounds	$19,374	$20,260	$9,815	$1,916	**$51,365**
Road Ancillary	$21,047	$6,125	$1,869	$15,494	**$44,535**
Landscape and Environment	$324,651	$0	$0	$0	**$324,651**
Car Parks	$1,568	$2,906	$1,675	$530	**$6,679**
Sporting Infrastructure	$32,669	$9,890	$10,275	$204,335	**$257,169**
Total	**$677,135**	**$297,392**	**$127,053**	**$595,096**	**$1,696,676**

Table 5: Planned total 10 year expenditure by asset portfolio



3. Asset portfolio summaries

3.1 Roads infrastructure

This portfolio includes:

1,414km
Sealed roads

2,407km
Kerbs

5238
Traffic management devices (TMDs)

77km
Unsealed roads

17km
Road barriers

Asset portfolio value:
$1.812B
(as at 30 June 2024)

Asset health*:
77.8%

Why do we have these assets?

Our roads, kerbs and traffic management devices are essential for a safe, efficient, and well-connected transport network. These assets serve multiple purposes, including:

- Safe and efficient movement – Roads facilitate the flow of vehicles, cyclists, and pedestrians, ensuring accessibility for all.
- Traffic regulation and safety – Kerbs and traffic management devices (e.g., traffic islands, roundabouts, speed humps) control traffic flow, reduce congestion, and prevent accidents.
- Stormwater management – Kerbs delineate road edges, guide driver behaviour, and play a key role in directing stormwater from road surface flows into underground stormwater pipes, via stormwater pits, preventing flooding and road deterioration.
- Pedestrian and cyclist protection – bollards, fencing, and median barriers improve visibility and separate vulnerable road users from traffic, reducing the risk of accidents.
- Road condition and maintenance support – Reflectors, rumble strips, and drainage systems help maintain road integrity, improve visibility in low-light conditions, and reduce hazards such as skidding and water pooling.

By maintaining these assets, we ensure a safe, functional, and sustainable transport system that supports the needs of the community now and into the future.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

3.1 Roads infrastructure

What does our work involve[3]?

Operations and maintenance	Renewal	Upgrade and new
• Maintenance and repairs to roads such as patching potholes • Operational servicing such as street sweeping, vegetation management and weed spraying • Routine maintenance of road signage, guardrails, and traffic signals to ensure visibility and functionality • Regular cleaning, repairs, and repainting of line markings and roadside assets.	• Resurfacing of existing roads • Road reconstruction or major patching of road failures • Replacement of kerb and traffic management device assets • Replacement of aged or deteriorated (very poor condition) roadside barriers and fencing for improved road safety.	• New constructed and gifted assets by developers • Road safety improvements such as installation of crash barriers and, intersection upgrades • Sealing of unsealed roads • Construction of roundabouts, installation of speed humps, and other measures to slow traffic • Condition assessment of new gifted assets provided at handover of subdivisional stage.

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

Projected expenditure ($'000)											
Expenditure Type	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**Total**
Operations and Maintenance	$7,618	$7,879	$8,149	$8,428	$8,716	$9,015	$9,324	$9,644	$9,974	$10,317	**$89,064**
Renewal Cost	$12,000	$12,000	$14,500	$14,500	$14,500	$14,500	$14,500	$17,000	$17,000	$17,000	**$147,500**
Upgrade Cost	$1,867	$2,150	$1,528	$1,828	$2,334	$5,827	$560	$612	$544	$546	**$17,786**
New Costs	$2,070	$9,681	$5,410	$3,052	$6,384	$5,851	$5,938	$1,116	$872	$2,048	**$42,422**
Total											**$296,772**

Table 6 – Road infrastructure projected expenditure 2025-2035

What does our Financial Plan achieve?

Over the next 10 years we expect to spend around $297 million on maintaining, renewing and improving the City's road infrastructure.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our road network.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our road infrastructure assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

[3] The following described works are typical examples of activities undertaken and do not represent an exhaustive list. They are provided for general information purposes to illustrate the types of work involved.

What are the future challenges and opportunities?

Changing population	Increased freight task	Climate change	Legislation and compliance
• The increased demand on local roads and their connections with State government managed arterial and collector roads due to population growth and increased dwelling density.	• 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 *Road Management Act 2004* • The need to meet the requirements of our Asset Management Plan • The need to ensure clarity on which roads we are responsible for • Ensure compliance with our Road Management Plan and the statutory requirements of the *Road Management Act.*

What key actions will we take, including significant projects?

- Update the Transport Asset Management Plan including technical and community levels of service.
- Continue road and kerb asset data maintenance and cleansing to improve planning and lifecycle management.
- Continue with cyclic condition inspection programs for roads, kerbs, and traffic management devices, incorporating results into renewal and maintenance programs.
- Implement annual renewal and upgrade programs for roads, kerbs, and Traffic Management Device (TMD) assets based on condition assessments, risk and criticality requirements.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Resurface and rehabilitate deteriorated roads and replace kerbing in very poor condition to improve safety and levels of service.
- Continue re-sheeting unsealed roads to maintain safe and functional unsealed roads.
- Implement road safety and TMD initiatives, such as new pedestrian crossings, speed humps, roundabouts, and median islands, to improve traffic flow and reduce risks.
- Trial innovative road treatments, including recycled materials, permeable pavements, and smart road technologies.

3.2 Stormwater

This portfolio includes:

2,085 km
Pipes

80948
Pits

197
Gross pollutant traps

1693
Water sensitive urban design (WSUD) areas

Asset portfolio value:
$757M
(as at 30 June 2024)

Asset health*:
67.5%

Why do we have these assets?

Our stormwater drainage network helps manage rainwater runoff, prevent flooding, and protect the environment. These assets play a critical role in maintaining public health and infrastructure integrity by:

- Flood prevention and water management – Stormwater pipes, culverts, and drainage pits collect and direct rainwater to prevent localised flooding and road damage
- Protecting public infrastructure – Well-designed stormwater systems prevent water damage to roads, buildings, and public spaces
- Environmental protection – Gross pollutant traps, bio-retention basins, and wetlands filter pollutants, improving water quality before it reaches waterways
- Supporting urban growth – Proper drainage infrastructure ensures new developments effectively manage stormwater without impacting existing properties
- Sustainability and water reuse – Some systems capture stormwater for reuse in irrigation and environmental projects, reducing reliance on potable water.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

3.2 Stormwater

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
• Routine cleaning and desilting of pits, pipes, and culverts • Inspection and monitoring of drainage systems for blockages and damage • Pipe and pit maintenance, including clearing of blocked pipes and pits as a result of debris and tree roots • Emergency response to flooding and drainage failures	• Replacement of ageing or damaged drainage pipes and culverts • Rehabilitation of stormwater channels and swales • Relining of stormwater pipes to extend service life • Renewal of Water Sensitive Urban Design (WSUD) devices	• New constructed and gifted assets by developers • Upgrading of undersized drainage infrastructure to meet current capacity needs • Installation of new flood mitigation infrastructure such as detention basins • Integration of WSUD elements such as bio-retention basins • New stormwater harvesting and reuse schemes to improve sustainability • Condition assessment of new gifted assets provided at handover of subdivisional stage

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

Projected expenditure ($'000)											
Expenditure Type	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**Total**
Operations and Maintenance	$1,867	$1,935	$2,005	$2,078	$2,154	$2,233	$2,314	$2,399	$2,486	$2,577	**$22,049**
Renewal Cost	$350	$350	$700	$700	$700	$700	$1,700	$1,700	$1,700	$1,700	**$10,300**
Upgrade Cost	$25	$250	$250	$250	$250	$250	$250	$250	$0	$0	**$1,775**
New Costs	$525	$1,112	$3,163	$2,721	$1,330	$1,543	$1,903	$1,885	$1,635	$1,133	**$16,950**
Total											**$51,074**

Table 7 – Stormwater Drainage Projected Expenditure 2025-2035

What does our Financial Plan achieve?

Over the next 10 years we expect to spend around $51 million on maintaining, renewing and improving the City's stormwater drainage system.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our stormwater network.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our stormwater assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset portfolio is assessed for condition every four years.

What are the future challenges and opportunities?

Changing population	Ageing infrastructure and increased demand	Climate change	Legislation and compliance
• Increased urbanisation leading to greater stormwater runoff and higher demand on existing drainage systems. • The need for smarter water management solutions as neighbourhoods grow and impervious surfaces increase.	• Older drainage systems may struggle to cope with increased stormwater volumes, requiring major upgrades. Many pipes and pits are considered under capacity given changes in weather patterns and changes in standards. • Opportunity to implement smart drainage systems with real-time monitoring and predictive maintenance.	• More intense rainfall and extreme weather events increasing flood risks and system overload. • The need to incorporate water-sensitive urban design (WSUD) and natural drainage solutions like wetlands and retention basins. • Opportunity to use stormwater harvesting for irrigation and reducing reliance on potable water.	• The need to ensure compliance with the *Road Management Act 2004.* • The need to meet the requirements of our Asset Management Plan • Need to comply with environmental regulations for stormwater quality and pollutant control. • Stricter requirements for stormwater management in new developments. • Opportunity to align stormwater planning with sustainability and climate resilience goals.

What key actions will we take, including significant projects?

- Update the Stormwater Asset Management Plan, including technical and community levels of service.
- Continue stormwater asset data maintenance and cleansing to improve planning and compliance.
- Implement a network strategic sampling CCTV condition inspection program on an annual basis and incorporate the results into the operational budget.
- Implement annual renewal and upgrade programs for drainage infrastructure based on CCTV condition assessments and flood capacity studies.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Construct new drainage identified in flood management plans and urban development frameworks.
- Continue pipe relining and maintenance programs to extend the lifespan of existing drainage assets.
- Trial innovative water management solutions, such as stormwater harvesting and biofiltration systems.
- Implement flood mitigation and resilience initiatives, including upgrades to high-risk drainage networks.

3.3 Buildings

This portfolio includes:

190
Buildings

57
Storage facilities

Asset portfolio value:
$501M
(as at 30 June 2024)

Asset health*:
80.1%

Why do we have these assets?

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

- Community services and activities – Libraries, community halls, and sports pavilions offer spaces for learning, social events, and recreational activities.
- Public safety and emergency response – Facilities such as works depots, and emergency service buildings support public safety and disaster response.
- Civic administration and governance – Council offices and chambers provide spaces for decision-making, service delivery, and public engagement.
- Health and wellbeing – Recreation centres and public toilets contribute to the health and wellbeing of the community.
- Sustainability and energy efficiency – Well-maintained buildings reduce energy consumption and support environmental initiatives like solar power and water reuse.

By managing and maintaining these buildings, we ensure safe, accessible, and functional facilities that meet the evolving needs of the community.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

3.3 Buildings

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
• Routine maintenance, including plumbing, electrical, and HVAC servicing • Cleaning, security, and pest control for council buildings • Energy efficiency management, including lighting and heating system optimisations • Minor repairs to walls, ceilings, and fittings	• Refurbishment or replacement of building components such as roofs, fitouts, and floor coverings • Structural repairs and reinforcements to extend building lifespan • Accessibility upgrades to ensure compliance with regulations • Repainting and surface maintenance of council buildings	• Construction of new community buildings, halls, and council facilities to cater for increased demand • Expansion of existing facilities to accommodate growth and increased usage • Installation of solar panels and other sustainable energy solutions • Development of new public facilities such as public toilets, changerooms, and storage facilities

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

Projected expenditure ($'000)											
Expenditure Type	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**Total**
Operations and Maintenance	$6,999	$7,621	$7,911	$8,211	$8,523	$8,847	$9,183	$9,532	$9,895	$10,271	**$103,205**
Renewal Cost	$2,705	$3,075	$6,267	$2,125	$2,800	$2,800	$1,800	$2,100	$2,300	$4,300	**$30,022**
Upgrade Cost	$7,230	$15,945	$10,192	$1,200	$3,750	$3,500	$5,150	$4,650	$4,650	$5,650	**$61,917**
New Costs	$16,730	$16,225	$9,070	$538	$8,564	$24,538	$20,575	$23,901	$27,916	$25,721	**$173,778**
Total											**$352,960**

Table 8 – Buildings Projected Expenditure 2025-2035

What does our Financial Plan achieve?

Over the next 10 years we expect to spend around $353 million on maintaining, renewing and improving the City's buildings portfolio.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our buildings network.This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our building assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

What are the future challenges and opportunities?

Changing population	Ageing infrastructure and increased usage	Climate change	Legislation and compliance
• Increased demand for community facilities due to population growth. • Pressure on existing buildings to accommodate new services, requiring expansion or repurposing of assets.	• More frequent maintenance and upgrades needed to keep buildings safe and functional as usage increases. • The challenge of balancing heritage preservation with modernisation needs.	• Increased risks to buildings due to extreme weather events such as storms, heatwaves, and flooding. • Higher energy costs and the need for more sustainable and climate-resilient buildings. • Opportunity to incorporate renewable energy solutions and energy-efficient designs.	• Changing building regulations, accessibility requirements, and environmental standards. • Need to ensure compliance with Work Health & Safety (WHS), disability access laws, and building codes.

What key actions will we take, including significant projects?

- Update the Buildings Asset Management Plan, including technical and community levels of service.
- Asset data maintenance and data cleansing to improve accuracy and planning.
- Implement annual renewal programs based on asset condition assessments.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Construct new community facilities and upgrades as identified in strategic plans and precinct structure plans such as the *Donnybrook-Woodstock Precinct Structure Plan and the Epping Central Structure Plan*
- Continue building refurbishment programs, including roof replacements, HVAC upgrades, and accessibility improvements.
- Trial energy-efficient and sustainable building technologies to progress towards carbon neutrality.
- Implement building safety and compliance initiatives, including fire safety, disability access, and emergency preparedness measures.
- Consider land uses including sale and redevelopment as part of an asset renewal strategy.

3.4 Pathways

This portfolio includes:

2,606km
Footpaths

319km
Shared paths

10km
Cycle paths

Asset portfolio value:
$335M
(as at 30 June 2024)

Asset health*:
80.9%

Why do we have these assets?

Our pathways are essential for a safe, efficient, and well-connected transport network. These assets serve multiple purposes, including:

- Safe and efficient movement – Pathways facilitate the flow of cyclists, and pedestrians, ensuring accessibility for all.
- Pedestrian and vehicle separation – Pathways provide safe walking spaces, while kerbs help separate pedestrians from vehicles, improving safety.
- Public transport – Pathways provide access to public transport nodes including bus stop and railway stations.

By maintaining these assets, we ensure a safe, functional, and sustainable transport system that supports the needs of the community now and into the future.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

3.4 Pathways

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
• Maintenance and repairs to pathways such as grinding programs and removal of trip hazards • Operational servicing such as vegetation management and weed spraying	• 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 • Condition assessment of new gifted assets provided at handover of subdivisional stage

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

Projected expenditure ($'000)											
Expenditure Type	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**Total**
Operations and Maintenance	$3,634	$3,770	$3,912	$4,059	$4,211	$4,369	$4,534	$4,704	$4,881	$5,064	**$43,138**
Renewal Cost	$2,910	$2,914	$2,910	$2,913	$4,299	$4,300	$4,800	$5,494	$5,500	$5,491	**$41,531**
Upgrade Cost	$155	$238	$260	$553	$2,186	$1,300	$523	$1,387	$1,379	$444	**$8,425**
New Costs	$4,175	$6,028	$3,721	$2,803	$2,384	$2,291	$1,578	$1,569	$1,225	$1,682	**$27,456**
Total											**$120,550**

Table 9 – Pathway Projected Expenditure 2025-2035

What does our Financial Plan achieve?

Over the next 10 years we expect to spend around $121 million on maintaining, renewing and improving the City's pathways.

We plan to allocate renewal and maintenance funding at a level that aims to minimise the deterioration of our pathways network. This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our pathway assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

What are the future challenges and opportunities?

Changing population	Increased usage and changing transport trends	Climate change	Legislation and compliance
• Increased demand for safe, accessible, and connected footpath networks due to population growth and urban densification. • Higher pedestrian traffic requiring wider footpaths, improved surfaces, and better connectivity between key locations such as schools, shopping areas, and public transport hubs. • Need to accommodate diverse users, including pedestrians, cyclists, mobility scooters, and prams, within shared paths. • Community expectations for better-lit pedestrian and cycling paths to improve safety and accessibility. • Need for improved pedestrian and cyclist crossings at busy intersections. • Need for better integration with footpaths and cycleways to improve accessibility and encourage active transport.	• Growing popularity of active transport (walking, cycling, e-scooters) increasing wear and tear on footpaths. • Demand for shared paths and improved crossings to ensure safety and accessibility. • Need for better integration with public transport infrastructure, such as bus stops and train stations, to encourage sustainable travel.	• Extreme weather events (heatwaves, heavy rainfall) impacting footpath durability and increasing maintenance needs. • Increased risk of tree root damage to footpaths as vegetation adapts to changing climate conditions. • Opportunity to introduce cool pavement technologies and shade structures to improve pedestrian comfort in hotter climates.	• Compliance with *Disability Discrimination Act* (DDA) standards, ensuring footpaths are accessible for all users, including those with mobility impairments. • Ensure compliance with our Road Management Plan and the statutory requirements of the *Road Management Act*

What key actions will we take, including significant projects?

- Update the Pathways Asset Management Plan including technical and community levels of service.
- Continue pathway asset data maintenance and cleansing to improve planning, compliance, and lifecycle management.
- Continue with cyclic condition audit program every four years for footpaths and shared pathways, incorporating results into renewal and maintenance programs.
- Implement annual renewal and upgrade programs for pathways based on condition assessments, risk, criticality, and community needs.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Resurface and rehabilitate footpaths in very poor condition to improve pedestrian safety and accessibility.
- Construct new pathways and shared-use trails in high-growth areas, as identified in master plans and precinct structure plans.
- Continue upgrading footpaths to meet accessibility standards, including kerb ramps which comply to current standards of the day and installation of tactile paving for users with impaired vision.

3.5 Park and streetscape infrastructure

This portfolio includes:

1,492
Park lighting

461
Minor structures

5,858
Park furniture

409 km
Fencing

Asset portfolio value:
$196M
(as at 30 June 2024)

Asset health*:
51.1%

Why do we have these assets?

Our park and streetscape infrastructure, including fencing, public lighting, open spaces, irrigation systems, and minor structures, play a vital role in enhancing public safety, aesthetics, and recreational opportunities within the community. These assets serve multiple purposes, including:

- Community recreation and wellbeing – Parks, gardens, and open spaces provide safe, accessible areas for exercise, social gatherings, and relaxation, contributing to physical and mental health.
- Urban aesthetics – Streetscape infrastructure, such as landscaping, garden beds, and decorative lighting, enhances the visual appeal of public spaces, making them more inviting and vibrant.
- Public safety and accessibility – Fencing, lighting, and well-maintained pathways improve safety in parks, playgrounds, and streetscapes, ensuring secure and accessible spaces for all users.
- Environmental and climate benefits – Green spaces and irrigation systems support urban cooling, biodiversity, and improved air quality, while water-sensitive landscaping reduces stormwater runoff and enhances sustainability.
- Supporting events and community activities – Park infrastructure, including seating, shelters, and minor structures, enables community events, markets, and cultural activities, fostering social connections.
- Active and sustainable transport – Streetscape design integrates footpaths, cycling lanes, and shaded walking routes, encouraging walking and cycling while reducing reliance on cars.

By maintaining and enhancing these assets, we ensure safe, attractive, and functional public spaces that support community connection, sustainability, and improved quality of life.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

3.5 Park and streetscape infrastructure

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
• Routine maintenance of fencing, public lighting, irrigation systems, and minor structures to ensure safety and functionality. • Regular painting, and minor repairs of park structures, signs, and public facilities. • Inspection and servicing of irrigation systems to ensure efficient water use and plant health.	• Replacement of aged or very poor-condition fencing, park seating, shelters, and lighting to improve safety and aesthetics. • Repair or replacement of damaged street furniture, bike racks, and drinking fountains in very poor condition.	• Installation of new park and streetscape infrastructure, including shelters, seating, and street furniture, to support growing community needs. • Expansion of street and park lighting networks to improve visibility and security in high-use areas. • Ensure future long-term vision is encapsulated in Master Plans yet to be developed • Condition assessment of new gifted assets provided at handover of subdivisional stage

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

Projected expenditure ($'000)											
Expenditure Type	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**Total**
Operations and Maintenance	$2,618	$2,751	$2,929	$3,120	$3,325	$3,545	$3,782	$4,036	$4,309	$4,602	**$35,015**
Renewal Cost	$1,522	$2,073	$3,140	$4,365	$2,686	$3,163	$1,994	$3,396	$1,184	$1,101	**$24,624**
Upgrade Cost	$1,051	$1,845	$3,070	$3,295	$3,755	$500	$0	$0	$0	$0	**$13,516**
New Costs	$6,995	$13,699	$7,848	$8,342	$8,180	$12,793	$11,452	$8,415	$5,005	$926	**$83,655**
Total											**$156,810**

Table 10 – Parks and Streetscape Infrastructure Projected Expenditure 2025-2035

What does our Financial Plan achieve?

Over the next 10 years we expect to spend around $157 million on maintaining, renewing and improving the City's parks and streetscapes.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our parks and streetscape infrastructure network.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our parks and streetscape assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

What are the future challenges and opportunities?

Changing population	Increased usage and changing urban trends	Climate change	Legislation and compliance
• Increased demand for well-maintained parks, streetscapes, and public spaces due to population growth and urban densification. • Higher community expectations for quality open spaces, requiring enhanced amenities such as seating, shade, lighting, and play areas. • Need for improved accessibility to ensure parks and streetscapes are inclusive for all users, including people with disabilities and older adults.	• Greater use of public open spaces for recreation, events, and exercise, increasing wear and tear on fencing, minor structures, and pathways. • Growing demand for smart urban infrastructure, such as sensor-based irrigation, adaptive lighting, and real-time park usage data to improve efficiency. • Increased focus on urban greening and biodiversity, requiring more tree planting, green walls, and nature-based design solutions.	• Extreme heat and drought conditions increasing the need for climate-resilient landscaping, efficient irrigation, and shaded areas. • More frequent storms and high winds causing damage to fences, lighting, and park structures, requiring stronger and more durable materials. • Opportunity to introduce sustainable solutions, such as solar-powered lighting, rainwater harvesting for irrigation, and recycled materials in infrastructure projects.	• Compliance with public safety standards for fencing, lighting, playground equipment, and public amenities. • Need to meet water efficiency and environmental sustainability regulations for irrigation systems. • Accessibility requirements under the Disability Discrimination Act (DDA) ensuring public spaces accommodate all users. • Opportunity to integrate smart technology for monitoring and maintenance, reducing long-term costs and improving infrastructure reliability.

What key actions will we take, including significant projects?

- Update the Park and Streetscape Infrastructure Asset Management Plan, including technical and community levels of service.
- Continue with asset data maintenance and cleansing to improve planning and compliance.
- Implement annual renewal and upgrade programs based on condition, capacity and functionality datasets, including masterplans and strategies.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Plan and schedule works outlined in park Master Plans.
- Consider opportunities for developing underutilised land and deliver active frontages to parks to increase their safety and use.

3.6 Bridges and boardwalks

This portfolio includes:

38
Road bridges

86
Major culverts

95
Footbridges

115
Boardwalks

59
Viewing platforms

Asset portfolio value:
$145M
(as at 30 June 2024)

Asset health*:
51.9%

Why do we have these assets?

Our bridges and boardwalks are essential for providing safe, reliable, and accessible connections across natural and built environments. These assets serve multiple purposes, including:

- Connectivity and access – Bridges and boardwalks allow pedestrians, cyclists, and vehicles to cross waterways, rail corridors, and other obstacles, improving accessibility between communities and key destinations.
- Transport and mobility – Road bridges support freight, emergency services, and everyday traffic, ensuring efficient movement across the network.
- Active and recreational use – Pedestrian bridges and boardwalks encourage walking, cycling, and nature-based recreation, promoting healthy and active lifestyles.
- Environmental protection – Boardwalks provide controlled access to sensitive natural areas such as wetlands and parklands, minimising erosion and habitat disturbance.
- Safety and flood resilience – Well-maintained bridges ensure safe crossings during extreme weather events, while elevated boardwalks reduce the impact of flooding on walking trails.
- Sustainability and heritage preservation – Many bridges and boardwalks are constructed using sustainable, long-lasting materials, and some hold historical or cultural significance, requiring preservation efforts.

By maintaining and improving these assets, we ensure a safe, well-connected, and accessible transport and recreational network, supporting community mobility, environmental sustainability, and long-term resilience.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

3.6 Bridges and boardwalks

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
• Routine inspections and maintenance of bridges, and boardwalks, to ensure safety and functionality. • Regular cleaning, painting, and corrosion protection for steel and timber structures. • Clearing debris and blockages from bridge waterways and drainage systems to reduce flooding risks.	• Replacement of aged or very poor-condition bridge components, including decking, bearings, and expansion joints. • Structural strengthening and refurbishment of bridges and boardwalks in very poor condition to extend service life.	• Construction of new bridges and boardwalks to improve connectivity and accommodate growth. • Upgrading bridges and boardwalks at end of life, to meet modern design standards, including improved load capacity and accessibility. • Condition assessment of new gifted assets provided at handover of subdivisional stage.

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

Projected expenditure ($'000)											
Expenditure Type	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**Total**
Operations and Maintenance	$134	$139	$143	$148	$153	$159	$164	$170	$176	$182	**$1,568**
Renewal Cost	$298	$300	$300	$400	$399	$400	$498	$599	$691	$100	**$3,984**
Upgrade Cost	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
New Costs	$0	$0	$0	$250	$0	$0	$0	$0	$18,417	$9,893	**$28,560**
Total											**$34,112**

Table 11 – Bridges and Boardwalks Ancillary Projected Expenditure 2025-2035

What does our Financial Plan achieve?

Over the next 10 years we expect to spend around $34 million on maintaining, renewing and improving the City's bridges and boardwalks.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our bridges and boardwalks network.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our bridges and boardwalk assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

What are the future challenges and opportunities?

Changing population	Increased usage and changing transport trends	Climate change	Legislation and compliance
• Increased demand for safe and accessible crossings due to population growth and urban expansion. • Higher pedestrian, cyclist, and vehicle usage requiring stronger, wider, and more durable structures. • Need for better connectivity between residential areas, commercial precincts, and recreational spaces.	• Growth in freight transport increasing load stresses on road bridges, requiring structural upgrades. • Increased demand for shared-use pathways on bridges and boardwalks to accommodate active transport modes. • Opportunity to improve public access and wayfinding, integrating bridges and boardwalks with parks and waterfronts.	• More frequent extreme weather events (flooding, storms, rising sea levels) increasing risks to structures. • Greater need for resilient materials and flood-resistant designs to withstand harsher conditions. • Opportunity to use sustainable, low-maintenance materials like composite decking, reinforced concrete, and recycled timber.	• Compliance with modern load-bearing standards and safety regulations for bridges and boardwalks. • Need for DDA-compliant accessibility, including ramps, handrails, and anti-slip surfaces. • Opportunity to implement smart monitoring systems with sensors detecting structural weaknesses, water levels, and maintenance needs. • Ensure compliance with our Road Management Plan and the statutory requirements of the *Road Management Act*

What key actions will we take, including significant projects?

- Update the Bridges and Boardwalks Asset Management Plan including technical and community levels of service.
- Continue asset data maintenance and cleansing to improve planning, compliance, and lifecycle management.
- Continue with cyclic condition Level 1 and Level 2 inspection programs, incorporating results into renewal and maintenance programs.
- Implement annual renewal and upgrade programs based on condition assessments, risk, criticality, and community needs.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Renew assets and/or structural elements in very poor condition.

3.7 Playgrounds

This portfolio includes:

1,299
Play equipment

81
Exercise equipment

100,519sqm
Playground surfacing

Asset portfolio value:
$101M
(as at 30 June 2024)

Asset health*:
54.9%

Why do we have these assets?

Our playground facilities are essential for providing safe, engaging, and inclusive recreational spaces for the community. These assets serve multiple purposes, including:

- Recreation and child development – Playgrounds support physical activity, social interaction, and cognitive development for children of all ages and abilities.
- Health and wellbeing – Access to well-maintained play areas encourages outdoor activity, reducing screen time and promoting healthier lifestyles.
- Community connections and social inclusion – Playgrounds and recreational spaces bring families and communities together, fostering a sense of belonging.
- Safety and accessibility – Modern playgrounds incorporate soft-fall surfaces, shade structures, and inclusive play equipment to ensure a safe and accessible environment for all users.

By maintaining and upgrading these assets, we ensure safe, fun, and engaging play spaces that support healthy childhood development, social interaction, and lifelong active lifestyles for the community.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

3.7 Playgrounds

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
• Routine inspections and maintenance of play equipment, exercise equipment and soft-fall surfaces to ensure safety and compliance. • Regular cleaning, repainting, and graffiti removal on playground structures and recreational spaces. • Checking and maintaining accessibility features, such as inclusive swings and ramps, to support all users.	• Replacement of aged or very poor condition play equipment, swings, slides, and climbing structures to maintain safety and functionality. • Renewal of deteriorated soft-fall surfaces (rubber, mulch, sand) to maintain impact safety standards. • Refurbishment of park seating, picnic tables, and shade structures that are in poor condition.	• Installation of new playgrounds in areas of growth or high demand. • Expansion of playgrounds with new equipment to provide greater variety and accessibility for all abilities. • Development of nature-based play areas, incorporating logs, rocks, and water play for enhanced outdoor experiences. • Condition assessment of new gifted assets provided at handover of subdivisional stage.

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

Projected expenditure ($'000)											
Expenditure Type	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**Total**
Operations and Maintenance	$1,455	$1,528	$1,626	$1,730	$1,842	$1,962	$2,090	$2,229	$2,377	$2,536	**$19,374**
Renewal Cost	$2,260	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	**$20,260**
Upgrade Cost	$965	$850	$500	$500	$500	$500	$1,500	$1,500	$1,500	$1,500	**$9,815**
New Costs	$825	$350	$0	$0	$275	$20	$200	$246	$0	$0	**$1,916**
Total											**$51,365**

Table 12 – Playgrounds Projected Expenditure 2025-2035

What does our Financial Plan achieve?

Over the next 10 years we expect to spend around $51 million on maintaining, renewing and improving the City's playgrounds.

We plan to allocate renewal and maintenance funding at a level that will not keep pace with the deterioration of our playground network. This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our playground assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

What are the future challenges and opportunities?

Changing population	Increased usage and changing recreational trends	Climate change	Legislation and compliance
• Increased demand for safe and engaging play spaces as urban density grows, requiring more playgrounds, skate parks, and BMX facilities. • Higher community expectations for diverse and inclusive play areas, ensuring accessibility for children of all abilities. • Need to balance structured play equipment with nature-based play areas to enhance child development and social interaction.	• Increased wear and tear on play equipment, surfaces, and infrastructure, requiring regular maintenance and renewal. • Opportunity to introduce interactive and digital play features, such as smart playgrounds with motion-sensing games.	• Increased risk of heat exposure on playgrounds, requiring more shaded areas, heat-resistant materials, and water play elements. • More extreme weather events (storms, heavy rainfall) leading to faster degradation of play equipment and soft-fall surfaces. • Opportunity to use sustainable materials, including recycled plastics, rubber soft-fall, and nature-based play elements.	• Compliance with Australian playground safety standards to ensure all play areas are safe and structurally sound. • Meeting accessibility requirements (DDA compliance) by providing inclusive play equipment, ramps, and sensory play elements. • Ensuring proper maintenance and inspection schedules to prevent injuries and equipment failures.

What key actions will we take, including significant projects?

- Update the Playgrounds Asset Management Plan, including technical and community levels of service, and continue asset data maintenance and cleansing to improve planning and compliance.
- Implement a structured playground condition inspection program and incorporate the results into the operational budget for maintenance and renewal planning.
- Construct new playgrounds in high-growth areas and as identified in precinct structure plans.
- Continue replacement of aged or very poor-condition playground equipment to improve safety, accessibility, and compliance with Australian standards.
- Trial innovative and interactive play elements, including nature-based play, digital interactive equipment, and inclusive play structures.
- Implement safety and resilience initiatives, including shaded play areas, heat-resistant surfaces, and climate-adaptive landscaping around playgrounds.

3.8 Road ancillary

This portfolio includes:

152
Bus shelters

78
Traffic signals

18,864
Public lighting

41,043
Telecommunication pits

Asset portfolio value:
$63.9M
(as at 30 June 2024)

Asset health*:
54.5%

Why do we have these assets?

Our road ancillary assets, including public lighting, road signage and traffic signals, are essential for ensuring a safe, efficient, and well-regulated transport network. These assets serve multiple purposes, including:

- Improved night-time safety – Streetlights and pedestrian crossing lighting enhance visibility, reducing the likelihood of night-time accidents and increasing personal security.
- Traffic flow and efficiency – Smart traffic signals and adaptive lighting systems help manage congestion, prioritise emergency vehicles, and optimise traffic movement across busy intersections.
- Traffic safety and regulation – Road signs, traffic signals, and line markings control vehicle movements, regulate intersections, and reduce accident risks by providing clear guidance to drivers, cyclists, and pedestrians.
- Wayfinding and navigation – Directional signage, street name signs, and distance markers assist motorists, cyclists, and pedestrians in navigating the road network safely and efficiently.
- Public facilities and accessibility – Bus stops, seating, and bike racks support public and active transport users, encouraging sustainable travel choices.

By maintaining and upgrading these assets, we ensures a safer, more efficient, and accessible transport network, reducing risks for all road users while supporting sustainability and enhancing public safety.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

3.8 Road ancillary

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
• Routine maintenance • Inspection and maintenance of public lighting and street poles to ensure safe operation. • Vegetation management around lighting to maintain clear sightlines.	• Replacement of damaged, aged, or very poor-condition assets to meet safety standards. • Replacement of old, faulty, or very poor-condition traffic signals with modern, efficient systems. • Replacement of damaged, aged, or very poor-condition road signs, street lighting and traffic signals to meet safety standards. • Refurbishment or replacement of failed, aged or non-compliant street furniture (e.g., bus shelters, seating, bike racks).	• Expansion of public lighting networks in high-traffic and high-risk areas to improve visibility. • Installation of smart lighting systems with motion sensors and dimming controls to improve energy efficiency. • Installation of new wayfinding and directional signage to support navigation for motorists, cyclists, and pedestrians. • Condition assessment of new gifted assets provided at handover of subdivisional stage

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

Projected expenditure ($'000)											
Expenditure Type	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**Total**
Operations and Maintenance	$1,804	$1,865	$1,928	$1,993	$2,061	$2,130	$2,202	$2,277	$2,354	$2,433	**$21,047**
Renewal Cost	$1,250	$540	$540	$540	$540	$541	$542	$543	$544	$545	**$6,125**
Upgrade Cost	$200	$200	$269	$200	$200	$200	$200	$200	$200	$0	**$1,869**
New Costs	$150	$3,350	$1,810	$2,353	$1,510	$1,510	$310	$511	$2,479	$1,511	**$15,494**
Total											**$44,535**

Table 13 – Road Ancillary Projected Expenditure 2025-2035

What does our Financial Plan achieve?

Over the next 10 years we expect to spend around $45 million on maintaining, renewing and improving the City's road ancillary assets.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our road ancillary network.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our road ancillary assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

What are the future challenges and opportunities?

Changing population	Changing transport trends	Climate change	Legislation and compliance
• Increased demand for public lighting in newly developed areas, including residential streets, parks, and public spaces.	• Greater focus on safety improvements, including additional lighting in high-risk areas such as school zones and busy intersections. • Integration of public lighting with traffic signals and bus shelters to improve visibility and security. • Growth in public transport, cycling, and e-scooter usage requiring better signal phasing for multiple transport modes. • Opportunity to implement adaptive traffic signal technology, which adjusts signal timing based on real-time traffic flow. • Growth in public transport patronage requiring more shelters at key locations, including schools, commercial areas, and high-density residential developments. • Need for real-time passenger information displays to improve commuter experience.	• Climate change increases risks from extreme weather, flooding, and heatwaves, impacting infrastructure durability. • Future-proofing requires climate-resilient designs, including heat-resistant materials, water-sensitive bus shelters, storm-resistant traffic signals, and renewable energy-powered public lighting. • Opportunity to install solar-powered signals and energy-efficient LED lighting to reduce carbon footprint.	• Compliance with lighting standards for roads, pedestrian areas, and public spaces to enhance safety. • Need to meet sustainability targets, including reducing energy use and switching to renewable-powered lighting. • Accessibility standards for pedestrian signals, including audio and tactile indicators for users with impaired vision. • Compliance with Disability Discrimination Act (DDA) requirements for accessibility, including ramps, seating, and space for mobility aids at bus shelters. • Ensure compliance with our Road Management Plan and the statutory requirements of the Road Management Act

What key actions will we take, including significant projects?

- Update the Road Ancillary Asset Management Plan including technical and community levels of service.
- Continue asset data maintenance and cleansing to improve planning, compliance, and lifecycle management.
- Continue with cyclic four-year condition inspection programs, incorporating results into renewal and maintenance programs.
- Implement annual renewal and upgrade programs based on condition assessments, risk, criticality, and community needs.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Renew assets in very poor condition.
- Construct new assets, as identified in master plans and traffic studies.

3.9 Landscape and environment

This portfolio includes:

2,740,203m²
Garden beds

Asset portfolio value:
$42M
(as at 30 June 2024)

Asset health*:
71.9%

Why do we have these assets?

Our landscape and environment assets, including park sites, garden beds, and hard surfaces, play a crucial role in maintaining sustainable, aesthetically pleasing, and functional public spaces. These assets serve multiple purposes, including:

- Green spaces and urban cooling – Parks and landscaped areas help reduce heat build-up in urban environments, improving comfort and air quality for residents.
- Biodiversity and habitat protection – Well-maintained garden beds and natural landscapes support native flora and fauna, contributing to local biodiversity and ecosystem health.
- Public aesthetics – Landscaped environments enhance the visual appeal of parks, streetscapes, and community spaces, making them more inviting and enjoyable.
- Recreation and wellbeing – Landscaped areas provide relaxing green spaces, supporting mental health, exercise, and social interaction within the community.
- Sustainable land management – Water-efficient irrigation, drought-tolerant plants, and mulching techniques help reduce maintenance costs and improve resilience to climate change.

By investing in well-designed, sustainable, and resilient landscape and environmental assets, we ensure healthier, greener, and more liveable communities for future generations.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

3.9 Landscape and environment

What does our work involve?

Operations and maintenance	Upgrade and new
• Vegetation management, including tree pruning, garden bed maintenance, and lawn care. • Renewal of soft landscaping, such as garden beds and turf, where plant health has significantly declined • Development of new landscaped areas and green infrastructure, such as urban forests and rain gardens, to enhance climate resilience.	• New constructed and gifted assets by developers • Condition assessment of new gifted assets provided at handover of subdivisional stage

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

Projected expenditure ($'000)											
Expenditure Type	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**Total**
Operations and Maintenance	$23,865	$25,130	$26,860	$28,720	$30,720	$32,872	$35,188	$37,680	$40,363	$43,252	**$324,651**
Total											**$324,651**

Table 14 – Landscape and Environment Projected Expenditure 2025-2035

What does our Financial Plan achieve?

Over the next 10 years we expect to spend around $324 million on maintaining and improving the City's landscape and environment assets.

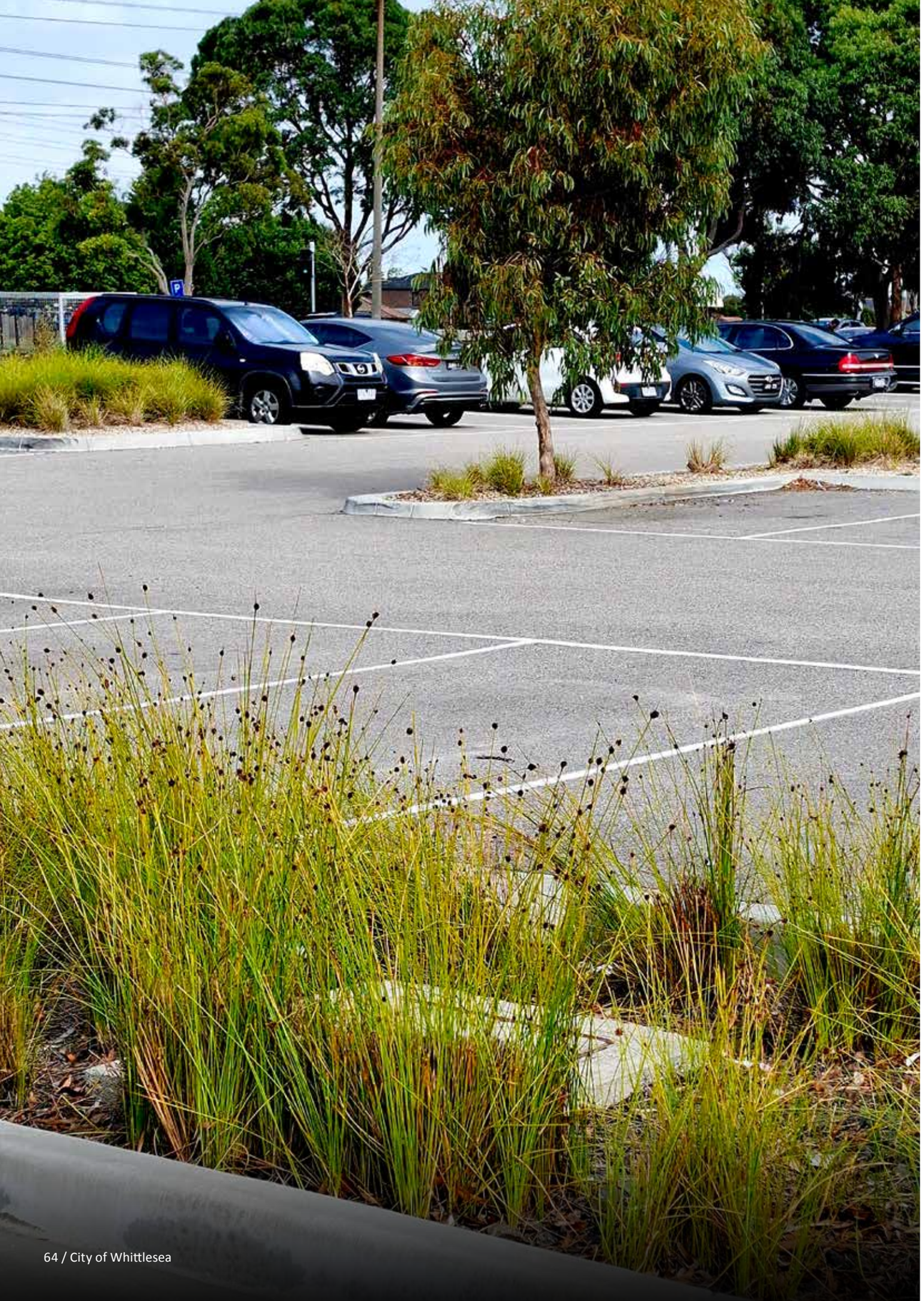
We plan to allocate maintenance funding at a level that aims to keep pace with the deterioration of our landscape and environment network.

What are the future challenges and opportunities?

Changing population	Increased usage and changing urban trends	Climate change
• Increased demand for well-maintained parks, gardens, and landscaped areas as urban density grows. • Higher community expectations for green spaces that support recreation, relaxation, and biodiversity. • Need for better integration of landscape and environment assets with urban development to enhance liveability.	• Greater foot traffic and events in park sites and garden areas, leading to higher wear on hard surfaces, pathways, and seating areas. • Increased demand for low-maintenance, drought-resistant plants and sustainable landscaping to reduce long-term costs. • Opportunity to use nature-based solutions, such as urban forests, rain gardens, and green corridors, to improve environmental outcomes.	• Rising temperatures and extreme weather events requiring heat-resistant plant species, shaded spaces, and climate-adaptive landscaping. • Increased risk of soil erosion, plant stress, and hard surface deterioration due to prolonged drought and heavy rainfall. • Opportunity to expand sustainable landscape practices, including rainwater harvesting, permeable paving, and biofiltration gardens to manage stormwater and support cooling.

What key actions will we take, including significant projects?

- Update the Landscape and Environment Asset Management Plan, including technical and community levels of service.
- Continue with asset data maintenance and cleansing to improve planning and compliance.
- Implement annual renewal and upgrade programs based on condition, capacity and functionality datasets, including masterplans and strategies.



3.10 Car parks

This portfolio includes:

3,809
On road car parks

134
Off road car parks

Asset portfolio value:
$35M
(as at 30 June 2024)

Asset health*:
77.3%

Why do we have these assets?

We offer designated spaces for vehicles, improving access to local businesses, public areas, and residential zones.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

3.10 Car parks

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
• Maintenance and repairs to car parks such as patching potholes • Operational servicing such as vegetation management and weed spraying	• Resurfacing of existing car parks • Car park reconstruction or major patching of road failures	• New constructed and gifted assets by developers • Condition assessment of new gifted assets provided at handover of subdivisional stage

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

Projected expenditure ($'000)											
Expenditure Type	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**Total**
Operations and Maintenance	$134	$139	$143	$148	$153	$159	$164	$170	$176	$182	**$1,568**
Renewal Cost	$250	$85	$85	$90	$100	$199	$399	$941	$657	$100	**$2,906**
Upgrade Cost	$710	$815	$150	$0	$0	$0	$0	$0	$0	$0	**$1,675**
New Costs	$300	$230	$0	$0	$0	$0	$0	$0	$0	$0	**$530**
Total											**$6,679**

Table 15 – Car parks Projected Expenditure 2025-2035

What does our Financial Plan achieve?

Over the next 10 years we expect to spend around $7 million on maintaining, renewing and improving our car parks.

We plan to allocate renewal and maintenance funding at a level that aims that won't keep pace with the deterioration of our car park network.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our car park assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

What are the future challenges and opportunities?

Changing population	Increased vehicle demand and changing transport trends	Climate change	Legislation and compliance
• Increased demand for parking spaces due to population growth and higher dwelling density. • Pressure on existing car parks to accommodate more vehicles, leading to congestion and reduced availability. • Need for better integration of car parks with public transport and active transport networks to reduce reliance on private vehicles.	• Higher vehicle ownership rates placing strain on existing parking infrastructure. • Greater demand for electric vehicle (EV) charging stations within car parks as adoption of EVs increases. • Potential shift towards rideshares and car-sharing services, altering parking needs and demand for designated pick-up/drop-off areas.	• Increased heat exposure in uncovered car parks, requiring heat-resistant materials, shading solutions, and green infrastructure. • More frequent extreme weather events (flooding, storms) increasing the need for better drainage and climate-resilient car park designs. • Opportunity to introduce permeable pavements and water-sensitive urban design (WSUD) to improve stormwater management.	• The need to ensure compliance with the *Road Management Act 2004*. • The need to meet the requirements of our Asset Management Plan. • Need to ensure compliance with parking regulations, disability access requirements (DDA standards), and environmental standards. • Clarity on Council vs. private sector responsibilities for car park maintenance and upgrades. • Opportunity to adopt smart parking technologies to enhance efficiency, reduce congestion, and provide real-time availability data. • Ensure compliance with our Road Management Plan and the statutory requirements of the *Road Management Act.*

What key actions will we take, including significant projects?

- Update the Car Parks Asset Management Plan including technical and community levels of service.
- Continue asset data maintenance and data cleansing.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Continue with cyclic four-year condition inspection programs, incorporating results into renewal and maintenance programs.
- Assess land use opportunities including use of air rights to maximise long-term value and community benefit.

3.11 Sporting infrastructure

This portfolio includes:

181
Sporting courts/ fields

12
Skate parks/ BMX facility

433
Sports lighting

334
Sporting boxes and goals

Asset portfolio value:
$30.7M
(as at 30 June 2024)

Asset health*:
50.6%

Why do we have these assets?

Our sporting infrastructure, including sporting fields, courts, goalposts, and coaches' boxes, provides essential facilities for community health, recreation, and organised sports. These assets serve multiple purposes, including:

- Encouraging active lifestyles – Well-maintained sports fields and courts support physical activity, fitness, and overall well-being for people of all ages.
- Community and social engagement – Sporting facilities provide gathering spaces for local teams, clubs, and families, fostering community connections and inclusivity.
- Support for organised sport and recreation – Infrastructure such as goalposts, cricket nets, and basketball hoops enables a variety of competitive and recreational sports to take place.
- Youth development and participation – Sporting grounds offer structured play opportunities, encouraging youth engagement, teamwork, and personal development.
- Multipurpose and accessible facilities – Many sporting venues cater to multiple activities, ensuring diverse recreational opportunities for all residents, including people with disabilities.
- Sustainability and efficient land use – Smart irrigation, durable synthetic surfaces, and solar-powered lighting help reduce environmental impact and long-term maintenance costs.
- Youth recreation and active lifestyles – Skate parks and BMX facilities provide safe, dedicated spaces for young people to develop skills, socialise, and engage in active play.

By maintaining and upgrading these assets, we ensure that safe, high-quality sporting facilities remain available, promoting active, healthy, and connected communities for the future.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

3.11 Sporting infrastructure

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
• Routine inspections and maintenance of sporting fields, courts, goalposts, coaches' boxes, skate parks, and BMX facilities to ensure safety and usability. • Regular line marking, surface cleaning, and minor repairs to maintain playing conditions. • Irrigation system maintenance to ensure water efficiency and field longevity.	• Replacement of aged or very poor-condition goalposts, backboards, and netting to maintain playing standards. • Rehabilitation of heavily compacted or degraded grassed sporting fields to improve playing conditions. • Resurfacing of worn synthetic and natural playing surfaces to improve safety and performance. • Renewal of damaged or outdated seating, coaches' boxes, and scoreboards.	• Construction of new sporting fields, courts, and supporting infrastructure in high-growth or under-serviced areas. • Installation of all-weather synthetic surfaces to increase field availability and durability. • Integration of smart technology, such as automated irrigation and lighting systems, to enhance sustainability. • Development of multi-purpose sporting hubs that cater to a wider range of recreational activities. • Introduction of climate-adaptive features, such as shaded spectator areas and heat-resistant playing surfaces. • Upgrading skate parks and BMX tracks that have deteriorated due to heavy use or environmental conditions. • Condition assessment of new gifted assets provided at handover of subdivisional stage

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

Projected expenditure ($'000)											
Expenditure Type	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**Total**
Operations and Maintenance	$2,419	$2,544	$2,715	$2,899	$3,096	$3,308	$3,536	$3,781	$4,044	$4,328	**$32,669**
Renewal Cost	$250	$2,850	$4,850	$440	$250	$250	$250	$250	$250	$250	**$9,890**
Upgrade Cost	$865	$550	$550	$2,610	$550	$550	$450	$550	$3,250	$350	**$10,275**
New Costs	$39,770	$28,250	$18,280	$5,428	$3,500	$10,945	$20,740	$13,032	$6,638	$57,752	**$204,335**
Total											**$257,169**

Table 16 – Sporting Infrastructure Projected Expenditure 2025-2035

What does our Financial Plan achieve?

Over the next 10 years we expect to spend around $257 million on maintaining, renewing and improving the City's sporting infrastructure.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our sporting infrastructure network.

What are the future challenges and opportunities?

Changing population	Increased usage and changing recreational trends	Climate change	Legislation and compliance
• Increased demand for sporting fields, courts, and facilities as population growth leads to higher participation in local sports. • Need for multi-use sports infrastructure to accommodate diverse sporting activities and maximise community use. • Rising community expectations for high-quality, well-maintained playing surfaces and amenities.	• More frequent use of sports fields, courts, and equipment, leading to greater wear and tear on turf, goalposts, and seating areas. • Growth in female and inclusive sports, requiring upgrades to change rooms, lighting, and facilities. • Opportunity to introduce synthetic playing surfaces and smart irrigation systems to improve durability and reduce maintenance costs. • Growing popularity of skateboarding and BMX riding, increasing demand for modern, well-designed skate and BMX parks.	• Increased drought conditions and water restrictions impacting natural grass fields, requiring more efficient irrigation and drought-resistant turf solutions. • Extreme heat events affecting player safety, increasing demand for shaded spectator areas, cooling zones, and heat-reflective surfaces. • Opportunity to implement solar-powered lighting and water harvesting systems to reduce environmental impact and operational costs. • Ensure the recycling of synthetic surface at end of life. • Opportunity to integrate smart technology for scheduling and usage tracking, improving field allocation and reducing overuse.	• Compliance with sports field safety standards and accessibility requirements, ensuring safe and inclusive facilities. • Meeting regulatory requirements for field lighting, synthetic turf, and water management. • Ensuring ongoing asset inspections and maintenance to prevent hazards, such as damaged goalposts, uneven playing surfaces, and deteriorating seating areas.

What key actions will we take, including significant projects?

- Implement a structured condition inspection program for playing surfaces, goalposts, lighting, and supporting infrastructure, incorporating results into renewal and maintenance programs.
- Implement annual renewal and upgrade programs for sporting fields, courts, goalposts, lighting, and associated infrastructure based on condition assessments and safety compliance.
- Construct new sporting fields, courts, skate parks, BMX and multi-use facilities in high-growth areas or as identified in strategic and master plans.
- Continue resurfacing and rehabilitation of natural and synthetic playing surfaces to improve safety, usability, and durability.
- Upgrade sports lighting to energy-efficient LED technology and replace units in very poor condition.
- Trial innovative sports surface solutions, such as heat-resistant turf, water-efficient irrigation systems, and low-maintenance synthetic surfaces.
- Implement resilience and sustainability initiatives, including improved drainage, water harvesting for irrigation, and shaded.
- Consider opportunities for developing underutilised land and deliver active frontages to sporting precincts to increase their safety and use.

Appendix 1: Our community and population

The City of Whittlesea is a large and growing municipality located about 20km north of the Melbourne CBD. It is one of Melbourne's largest municipalities, covering a land area of approximately 490 square kilometres. It consists of established urban areas in the south, and growth areas and rural areas in the north. It is currently home to 245,029 people and this is forecast to increase to just over 360,692 by 2040 (forecast.id 2023).

Our community

245,029
total population

3% growth (between 2022-2023)

58 babies are born in the City of Whittlesea each week

34 years is the median age of residents

27% of population aged 0-19 years

18% of population aged over 60 years

50% Males

50% Females

16% of residents living with a disability

86,961
residential properties

85%
of residents live in detached houses

41% of households are couples with children

21% of households are couples without children

32% of workers who live in the municipality work within the City of Whittlesea

21,969 registered businesses

34,354
Epping – suburb with the largest population (14% of population)

841
Humevale, Yan Yean and Kinglake West – suburbs with the smallest population (0.3% of population)

2,663
Aboriginal and Torres Strait Islander population (1% of population)

38% of residents born overseas

45% of residents speak a language other than English at home

The most common languages spoken other than English include:

Arabic	5%
Macedonian	4%
Punjabi	4%
Italian	4%
Greek	3%

Source: 2021 Census, ABS and .id

Appendix 2: Strategic alignment

Whittlesea 2040: A place for all sets out the five goal areas: ***Connected Community, Liveable Neighbourhoods, Strong Local Economy, Sustainable Environment, and High Performing Organisation***.

Each of these goals has supporting key directions and measures for the community's aspirations to be more A Place for All.

Over the next 10 years we will work towards the following focus areas that will contribute to our Whittlesea 2040 vision of being A Place for All. The following tables outline the key action areas and how assets help support the delivery of the community vision and key priority areas.

Whittlesea 2040 strategic alignment to the 10-year Asset Plan 2025-2026 to 2034-35

This table identifies how our assets support the delivery of each of these action areas as they align to each community aspiration and goal.

Key Directions 2025-29	4 Year Objectives	Road Infrastructure	Stormwater Infrastructure	Buildings	Pathways		Park and Streetscape Infrastructure	Bridges and Boardwalks	Playgrounds	Roads Ancillary	Landscape and Environment	Car Parks	Sporting Infrastructure
Goal 1: Connected Community													
1.1 A socially cohesive community			✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
1.2 A healthy and safe community		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
1.3 A participating community		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
Goal 2: Liveable Neighbourhoods													
2.1 Smart, connected transport network		✓	✓		✓		✓	✓		✓		✓	
2.2 Well-designed neighbourhoods and vibrant town centres		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
2.3 Housing for diverse needs		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
Goal 3: Strong Local Economy													
3.1 Increased local employment		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
3.2 Education opportunities for all				✓									
3.3 Successful, innovative local businesses				✓			✓				✓		
Goal 4: Sustainable Environment													
4.1 Valued natural landscapes and biodiversity		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
4.2 Climate ready		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
4.3 Leaders in clean, sustainable living		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
Goal 5: High performing organisation													
5.1 Driving better community outcomes		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
5.2 More informed Council decisions		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
5.3 More cost-effective investment and engaged workforce		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓

Table 2: Whittlesea 2040 strategic alignment

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25 Ferres Boulevard
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Website whittlesea.vic.gov.au

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Bundoora MDC VIC 3083

Phone: 9217 2170
National Relay Service: 133 677
(ask for 9217 2170)

Connect with us in your
preferred language:

Free telephone interpreter service
131 450

City of Whittlesea