

ASSET PLAN

2025-2035





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ACKNOWLEDGEMENT OF COUNTRY

Monash Council acknowledges the Traditional Owners of this land, the Wurundjeri Woi Wurrung and Bunurong People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander peoples.

ASSET PLAN 2025-2035

The Asset Plan 2025-2035 is our overarching strategic plan outlining the outcomes we seek to achieve over the next four years.

It shapes how we will plan for the future, deliver highly valued services and infrastructure and work collaboratively with and for the community to deliver the Monash Community Vision 2040.

The Asset Plan responds directly to the Monash Community Vision and reflects the contributions made by the Monash community throughout an extensive community engagement process.

The Monash community's vision is by 2040, to be the most liveable city in Victoria.

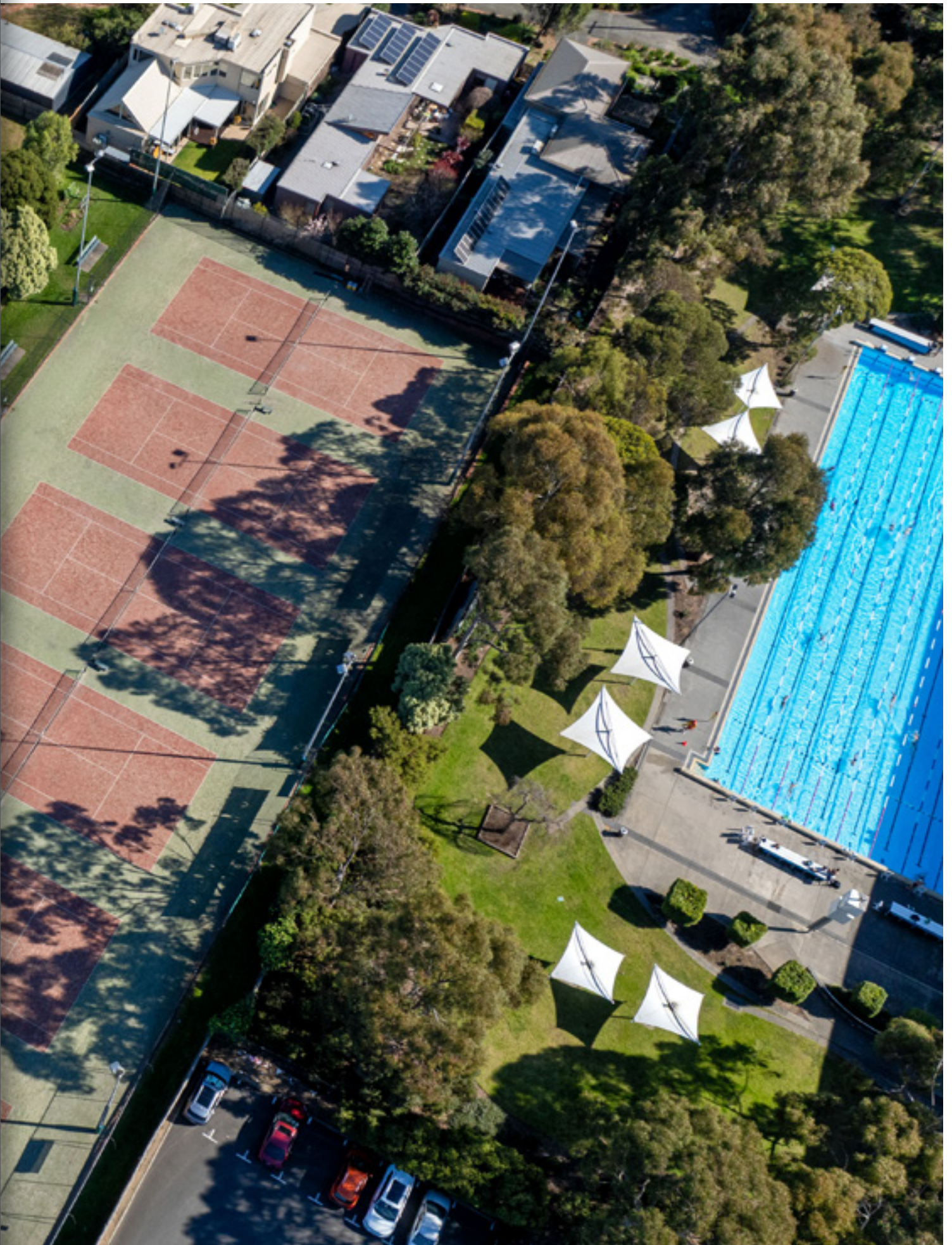
The right assets, in the right place, at the right time, managed by the right people.

RELEVANT STRATEGIC DOCUMENTS

This plan supports a number of other strategic Council documents including but not limited to:

- » Monash asset management plans
- » Monash Integrated Transport Strategy 2017
- » Environmental Sustainability Strategy 2016-2026
- » Zero Net Carbon Action Plan 2020-2025
- » Open Space Strategy
- » Road Management Plan 2021
- » Early Years Plan Infrastructure Plan 2021
- » Waste Management Strategy
- » Playground Strategy
- » Urban Biodiversity Strategy
- » Monash Urban Landscape and Canopy Vegetation Strategy





THE ROLE OF THE ASSET PLAN

The purpose of this Asset Plan (the Asset Plan) is to inform the Monash City Council (Council) commitment to best practice asset management and provide principles for sound asset investment decision making.

The Asset Plan for Council outlines a comprehensive strategy for managing public infrastructure assets over the next decade and beyond, ensuring sustainable stewardship for current and future generations. It is intended to be a public facing document which informs the community on how Council will manage community assets to achieve the Community Vision “to be the most livable city in Victoria”.

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

STRATEGIC DIRECTION

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

The Asset Plan addresses the challenges of balancing economic, socio-cultural, and environmental factors within a finite budget.

LEGISLATIVE CONTEXT

All Victorian councils are required to prepare and adopt a long-term financial plan in accordance with the Local Government Act 2020 which requires councils to develop ‘integrated, long-term, and transparent asset plans to achieve the best outcomes for the community with a timeline of at-least 10 years.’

Council has a legislative responsibility to respond to climate change and transparently disclose to the community identified risk under the Climate Change Act 2017, the Local Government Act 2020, the Environmental Protection Act 2018, the Planning and Environment Act 1987.



REPORTING ON PROGRESS AND PERFORMANCE

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

Intermediary reviews may be undertaken to provide the opportunity to reflect improvements achieved, major financial decisions made, the consideration of any relevant external factors, or changes to long-term capital works programs to ensure the Asset Plan is responsive to our available financial resources over time.

ASSET MANAGEMENT PLANS

Our Asset Management 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.



INTEGRATED PLANNING

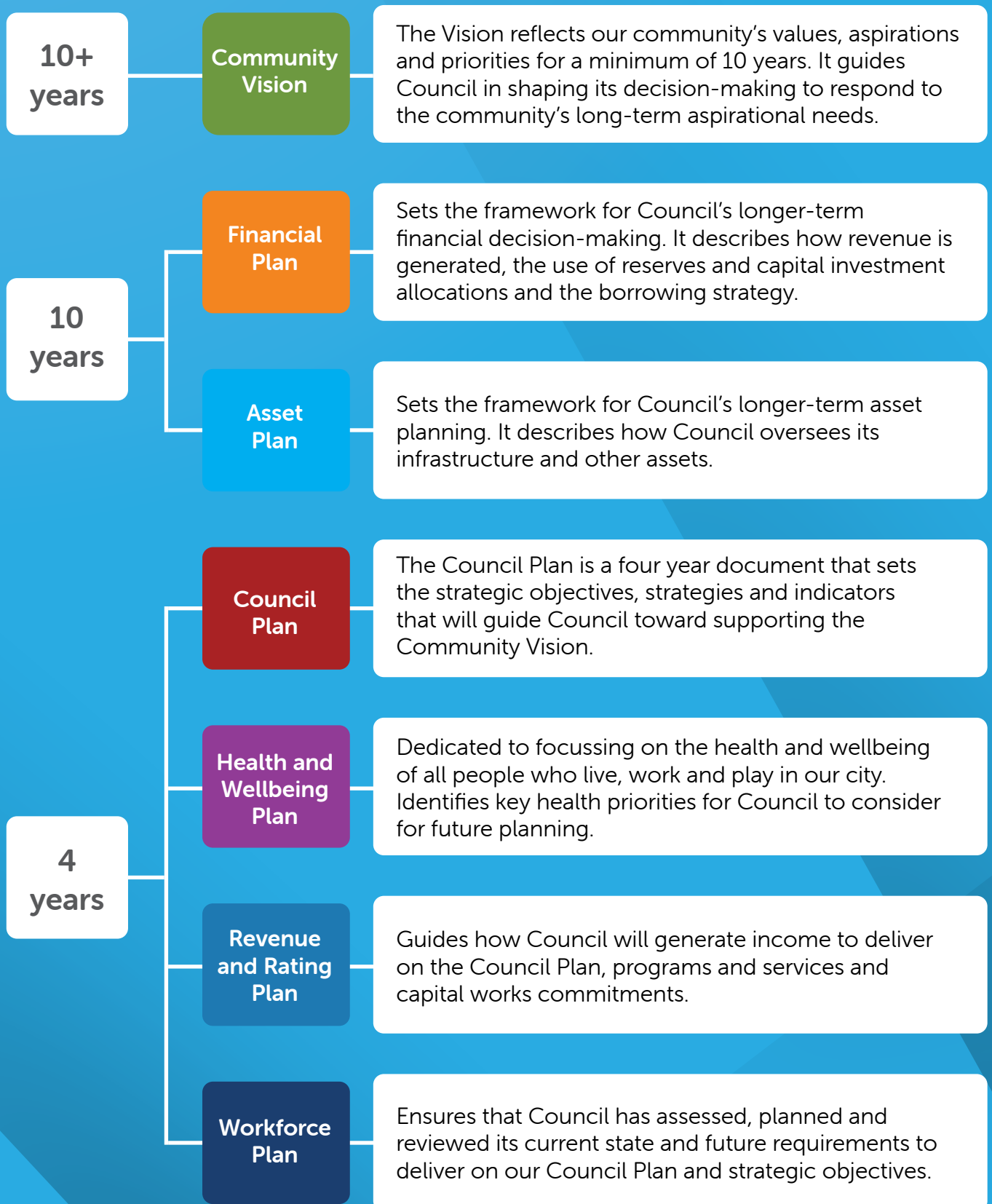
The Asset Plan 2025-2034 has been developed in accordance with the requirements of the Local Government Act 2020 which requires councils to ensure strategic planning is more integrated, transparent and focused on delivering outcomes for the community.

The 'Act' requires councils to develop strategic documents that are informed by deliberative community engagement and meet the requirements of the Community Vision.

The diagram below demonstrates how the plans work together to provide clear direction for our organisation, ensure services and projects are strategically aligned and delivering value for money, as well as helping to ensure we deliver on our commitments to the community.



Relationships between the integrated plans

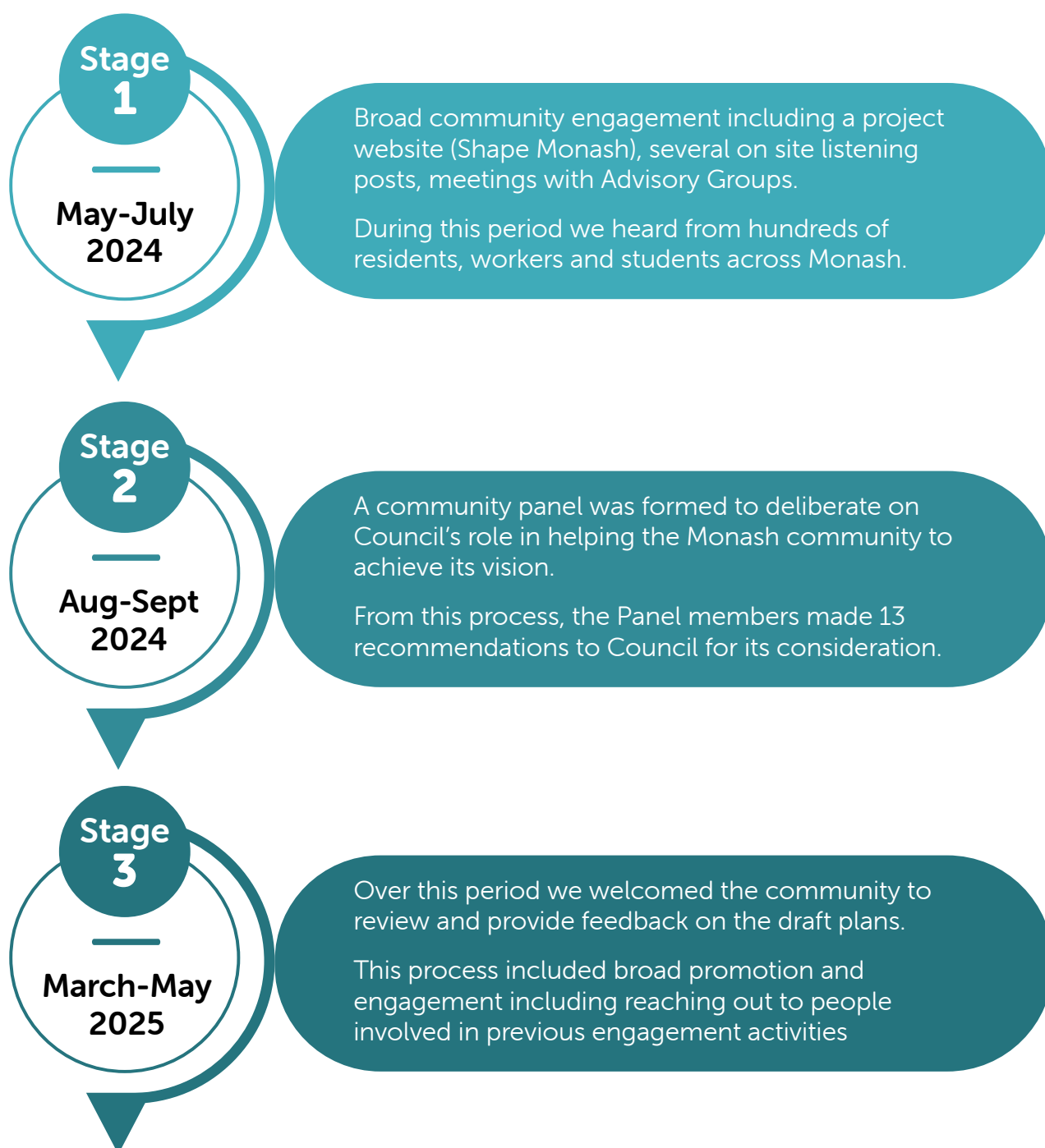


COMMUNITY INPUT

The Asset Plan was developed in accordance with the requirements of the Local Government Act 2020 and in partnership with the Monash community.

It was informed by a community engagement program and deliberative process which considers the needs of all people who live, work and play at Monash.

For more information on community engagement for this plan please visit: shape.monash.vic.gov.au/vision



* Supported by promotional activities including social media and Monash publications.

ASSET PLANNING RESULTS (SNAPSHOT)

Source: Stage 1 Community Engagement





Rating Council priorities

When asked the community to rank eight priorities for Council. The overwhelming majority of votes received during our extensive community engagement program related to assets.

Rank	%	Council Plan priorities
1	73%	Plan, build, renew and maintain community infrastructure, assets and public spaces

Asset preferences

We asked the community to vote on their preferences when overseeing our assets:

Rate		Asset preferences
87%		Renew and modernise our existing facilities
66%		Prioritise using environmentally friendly and sustainable methods infrastructure projects
55%		Continue maintaining our current single use facilities
55%		Spend money on investing in assets where there is the most need

Asset priorities for the next 10 years

We asked the community to vote on what assets they would like to prioritise:

Rank	%	Asset priorities for the next 10 years
1	66%	Parks and open spaces
2	59%	Roads, drains and footpaths
3	39%	Street trees and bushland

OUR PLAN



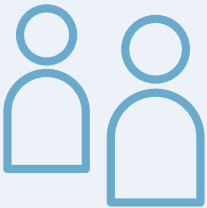
Long term decision making

- » Balancing community needs with responsible spending
- » Optimising available funding to reduce long term risk
- » Transparency in allocating funding to individual program
- » Prioritising New, Upgrade and Renewals with the focus on future needs



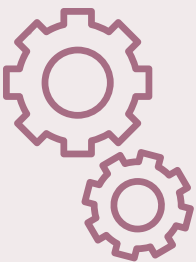
Financial Planning

- » Average annual capital expenditure = \$xx M
- » Infrastructure value per capita = \$xx K
- » Infrastructure spend per capita = \$xx
- » Asset Funding Renewal Ratio xx%
- » Consumption Ratio= xx%



Challenges and opportunities

- » Ageing infrastructure asset base
- » Balancing community expectations against available budgets and affordability
- » Climate change impacts
- » Population growth and demographic shift



Strategic improvement initiatives

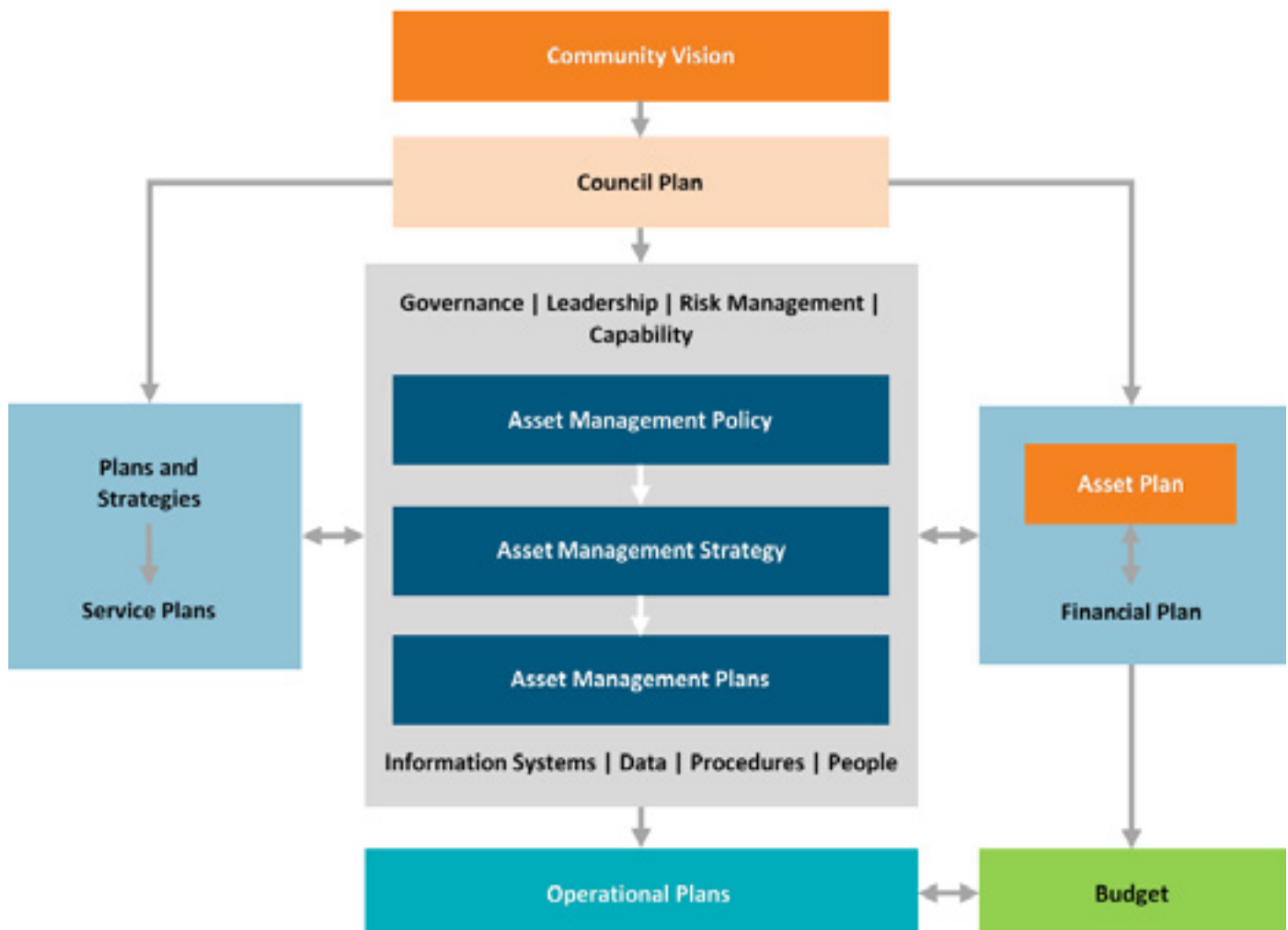
- » Deliberative community engagement
- » Ensuring assets are utilised, fit for purpose and sustainable
- » Adopt annual level of service vs cost review approach
- » Implement a climate resilient infrastructure plan

Note: The Financial Planning figures will be populated following the finalisation of the Finance Plan.

WHAT IS ASSET MANAGEMENT?

Asset management refers to the coordinated series of activities that monitor and maintain things of value—in this case, physical assets.

This involves balancing risk, cost, opportunities, and performance to realise the value of an asset fully and effectively over its entire lifespan. Ultimately, asset management is a way to align strategic planning with infrastructure and service delivery in the real world considering what assets people need and how these assets are made to last and perform best.



Monash Strategic Asset Management Framework

LIFECYCLE APPROACH TO ASSET MANAGEMENT

Planning and design

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

Creation and acquisition

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

Maintenance and operations

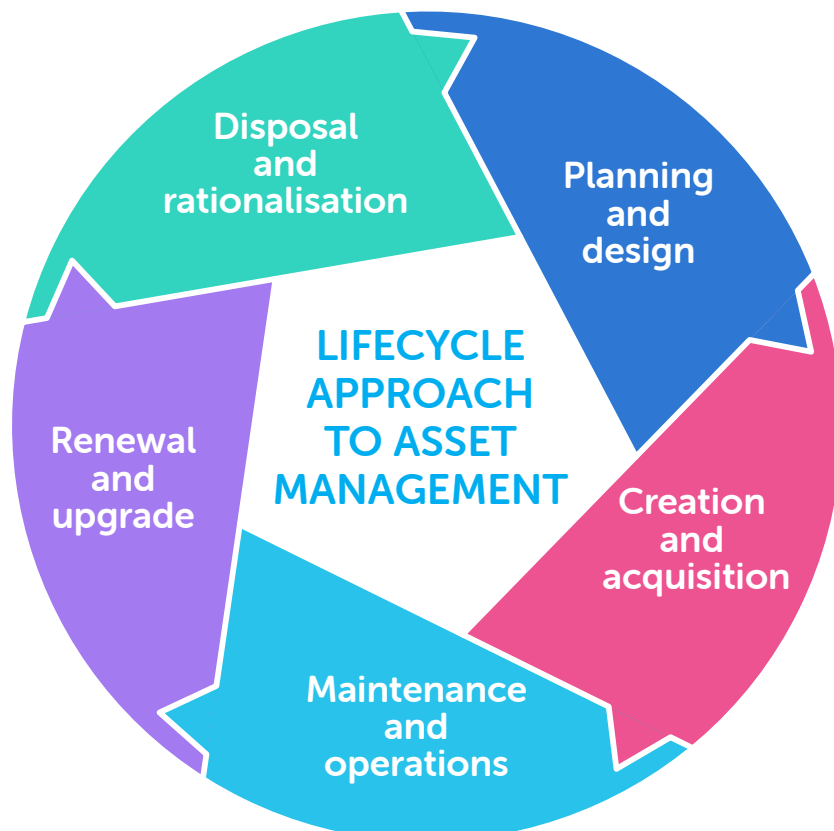
Each asset's operations are monitored consistently over their useful life. A program of planned condition assessments, maintenance and servicing is undertaken to minimise ongoing costs and the risk of asset failure and to ensure the asset remains operational, safe and compliant.

Renewal and upgrade

Existing assets are replaced only when they have reached their intervention state– that is, they no longer support the required level of service delivery. Prioritisation of such works is based on criticality of the service and associated assets.















Disposal and rationalisation

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



OUR ASSETS – A SNAPSHOT

While we manage an extensive portfolio of assets, this Asset Plan only covers all infrastructure that is under the control and is recognised as an asset of the City of Monash. Our infrastructure assets include:

	Asset class	Asset portfolio	Quantities
	Buildings	Including neighbourhood houses to community centres, sporting pavilions and the Civic Centre	304
	Current asset condition 		
	Stormwater drainage	Underground pipes Pits	1310 kilometres 46,780
	Current asset condition 		
	Open space	Playgrounds Sports grounds	138 within reserves 39 associated with Council owned Kindergartens and community facilities 80
	Current asset condition 		
	Other infrastructure	Sportsground lighting Street lights on facilities, reserves and carparks Flag and banner poles	606 1009 141
	Current asset condition 		
	Pathways	On-road footpaths Shared pathways	1448 kilometres 65 kilometres
	Current asset condition 		
	Roads and car parks	Local Roads Right of ways Off-street carparks	744 kilometres 20 kilometres 191
	Current asset condition 		
	Structures	Bridges and boardwalks Retaining walls Free standing walls	62 629 60
	Current asset condition 		

Very Good	Fit for the future	Good	Adequate for now	Fair	May require maintenance	Poor	Approaching end of life	Very Poor	Asset at end of life
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FUTURE CHALLENGES AND OPPORTUNITIES

There are some issues facing Council that can dictate how we plan for the future and what direction is taken. They may impact on how we deliver our assets and services.



Climate and environment influences and impacts such as El Nino/El Nina.



Population growth = More dwellings, infrastructure, community facilities.



Community needs and expectations of Council.



Our aging infrastructure (community buildings, roads).



Rapid changes in technology.



Competing service priorities and increasing costs impacting asset investment.



OUR ASSET INVESTMENT STRATEGIES (STRATEGIC OBJECTIVES)

We will plan our assets so that they will continue to support quality living, economic development, and the 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.



We will invest in ensuring Council assets and infrastructure are climate resilient, implement circular economy principles, are powered by renewable energy and energy efficient technology, transition away from gas, and prioritise water sensitive urban design and urban greening and cooling.

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 using circular economy and decarbonisation principles.
- » Continue to transition assets away from gas and move to energy efficient and renewable energy technologies.
- » 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 climate resilient assets that not only deliver the best outcome for our community but also the best outcome for the environment.
- » Utilise water sensitive urban design to maximise urban greening and cooling.
- » Climate Adaptation Strategies for Infrastructure: Assess and adapt infrastructure to withstand the impacts of climate change.

Council continues to reduce its emissions through delivery of the Zero Net Carbon Action Plan 2020-2025 and is on track to achieve net zero emissions by 2025. We will then seek to align climate adaptation approaches with our zero net emissions approach through the development of a Climate Resilience Plan, guiding work to continue reducing emissions whilst minimising the adverse effects of a changing climate.

LEVELS OF SERVICE

Service levels are set by the Council based on community expectation, legislated levels of service and relevant standards and detailed within the respective Asset Management Plans balanced against affordability.

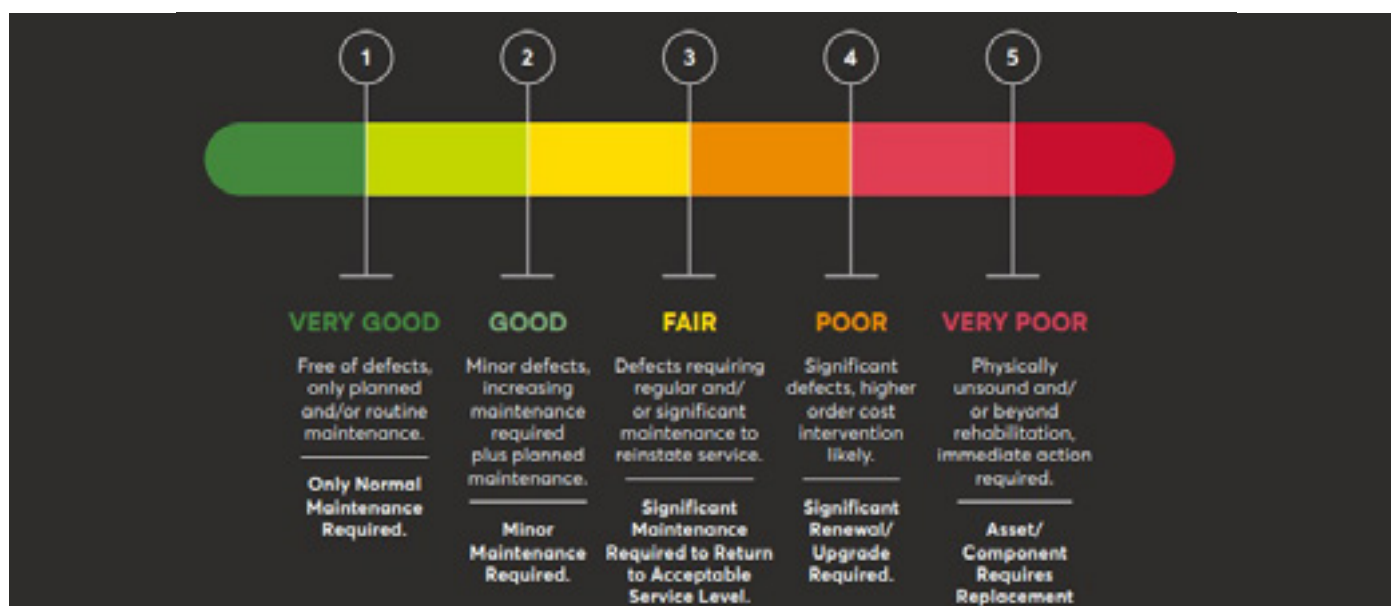
Our decisions on maintenance, renewal and upgrades are driven by these service level interventions and are based on the criticality of the asset (service), utilization and available resources.

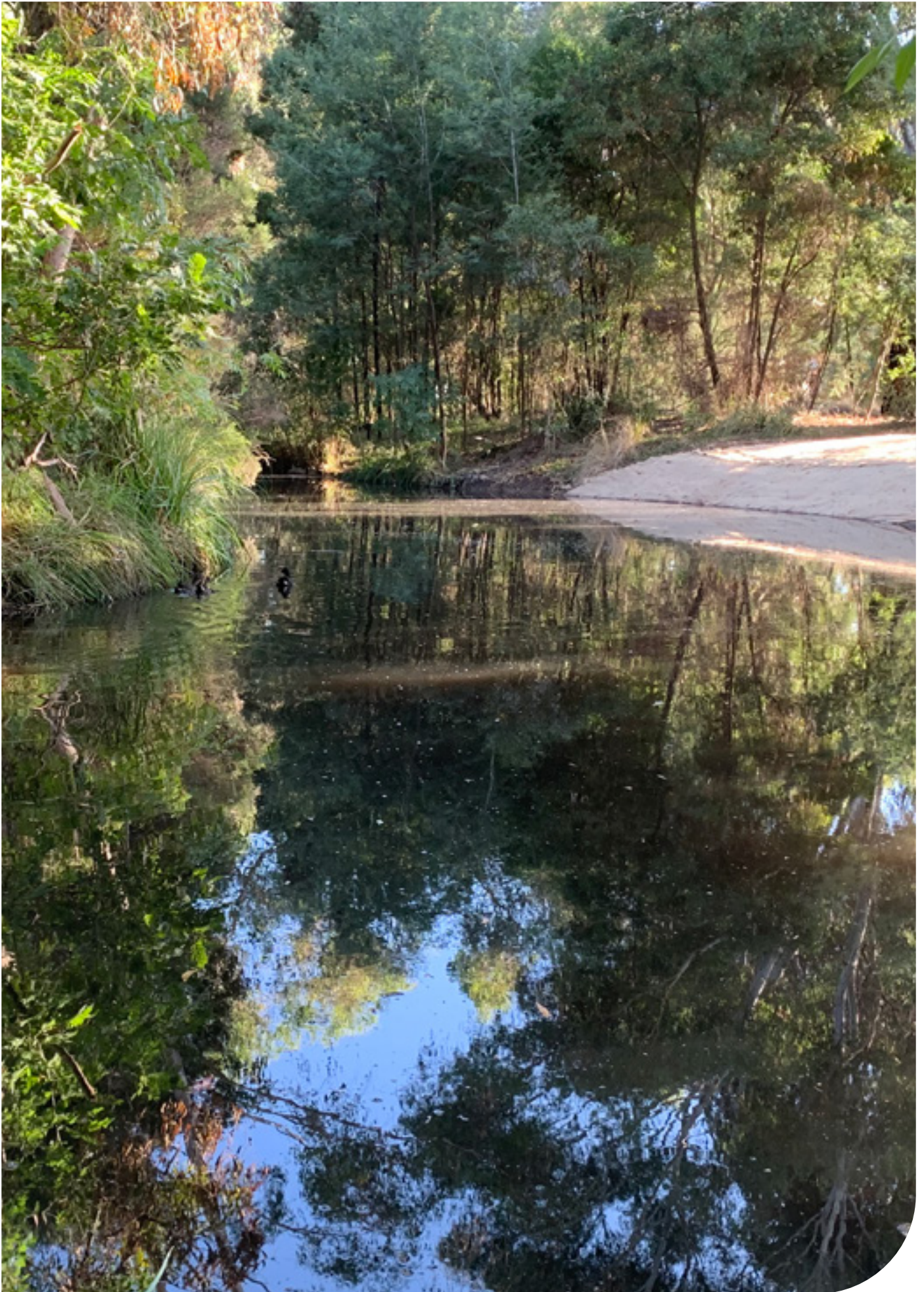
When determining appropriate service levels, we focus on the following key considerations:

1. Appropriate intervention level.
2. What is the ongoing investment needed to fund minimum levels.
3. Finding the balance based on priority, risk and utilisation.

ASSET HEALTH	FUNCTIONALITY	CAPACITY	UTILISATION	DECISION
Very Poor	Good-Fair	Good-Fair	High	Renew Asset- in next 3 years
Very Poor	Poor-Very Poor	Poor-Very Poor	High	Consider Rationalisation or Upgrade
Fair	Poor-Very Poor	Poor-Very Poor	High	Consider Asset for Upgrade next 3 years
Fair	Fair	Fair	High	Pay attention for future upgrade
Poor	Good-Fair	Good-Fair	High	Consider Asset Renewal 3-5 years

The condition for all asset classes is reported using a 1 to 5 rating system (IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80) as shown below:







ASSET CLASS: Buildings

Council provides and leases facilities for providing a wide range of public services, fostering community engagement, ensuring safety and health, supporting local economies, and contributing to the overall quality of life in a community. Typically, they make our services requiring a building - suitably accessible, inclusive, and welcoming to support each service.

Our services

> Operations and maintenance	<ul style="list-style-type: none"> » Minor repairs to building components due to failure, vandalism, etc. » Unblocking drains, service checks, carpet repairs » Painting » Safety, compliance, and condition inspections » Cleaning and pest control
> Renewal	<ul style="list-style-type: none"> » Major structural repairs » Replacement of roof or wall cladding » Replacement of heating and cooling systems
> Upgrade and new)	<ul style="list-style-type: none"> » Building extensions. » Sustainability improvements (e.g., PV systems, water harvesting and reuse systems, etc.) » Construction of a new building to cater for increased or changing demand

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

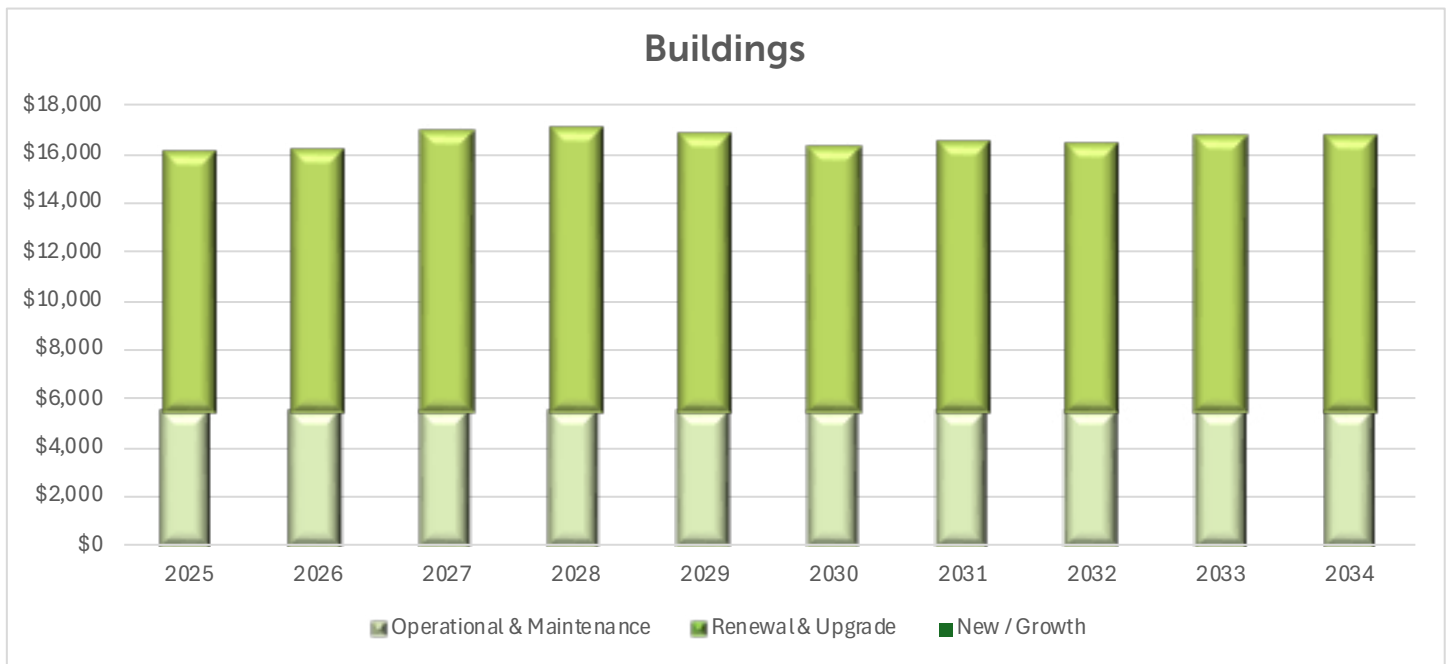
➤ Projected expenditure 2025-2035

BUILDINGS PROJECTED EXPENDITURE (\$'000)

Expenditure Type	Operational & Maintenance	Renewal & Upgrade	New / Growth	Total
2025	\$5,464	\$10,570		\$16,034
2026	\$5,464	\$10,684		\$16,148
2027	\$5,464	\$11,423		\$16,887
2028	\$5,464	\$11,535		\$16,999
2029	\$5,464	\$11,315		\$16,779
2030	\$5,464	\$10,809		\$16,273
2031	\$5,464	\$11,046		\$16,510
2032	\$5,464	\$10,969		\$16,433
2033	\$5,464	\$11,278		\$16,742
2034	\$5,464	\$11,277		\$16,741
Total	\$54,642	110,906	\$0	\$165,548

The table above is reflected visually in the chart below.

These figures are correct as of June 2025.



Note: The above figures may change upon finalisation of the Financial Plan



ASSET CLASS: Stormwater drainage

Council provides drainage systems to control and manage excess rainwater, preventing flooding during heavy rainfall. Without proper drainage, water can pool on streets, in homes, or in businesses, leading to significant property damage, destruction of infrastructure, and disruption of daily life.

Our services

➤ Operations and maintenance

- » Pit cleaning
- » Pipe cleansing and removal of debris, sediment, etc.
- » Removal of litter from Gross Pollutant Traps
- » Programmed inspections

➤ Renewal

- » Replacement of pits and pipes

➤ Upgrade and new

- » Replacement of pipes to a higher hydraulic capacity
- » Extension of the stormwater drainage network
- » Installation of stormwater quality improvement devices (e.g., raingardens, litter traps, etc.)
- » Stormwater harvesting and Water sensitive urban design initiatives

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

➤ Projected expenditure 2025-2035

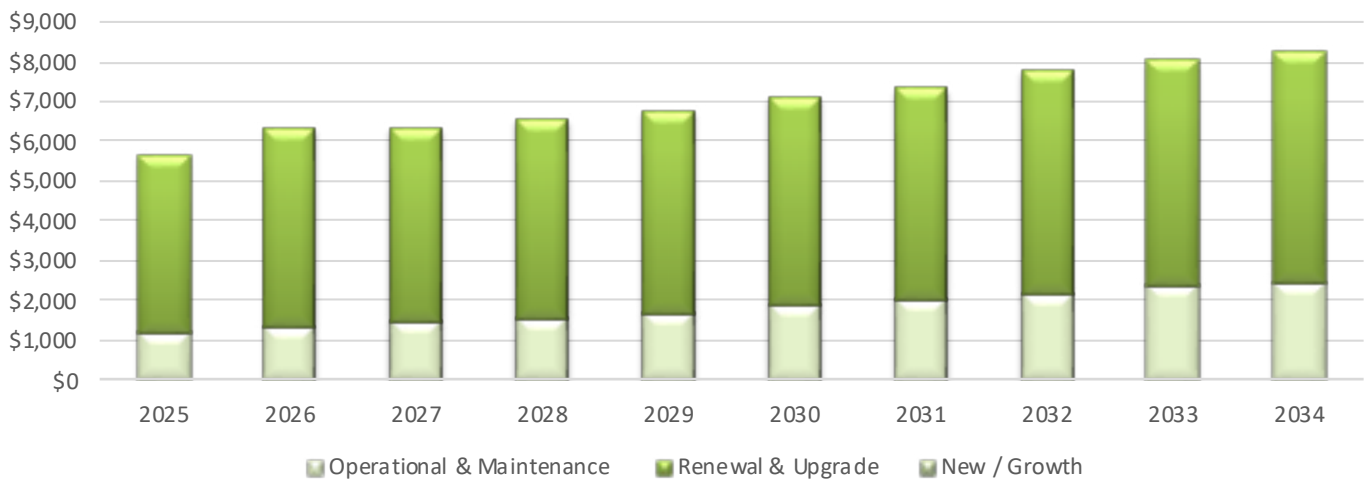
STORMWATER (\$'000)

Expenditure Type	Operational & Maintenance	Renewal & Upgrade	New / Growth	Total
2025	\$1,175	\$4,475		\$5,651
2026	\$1,365	\$4,947		\$6,314
2027	\$1,484	\$4,843		\$6,329
2028	\$1,546	\$4,982		\$6,530
2029	\$1,686	\$5,046		\$6,734
2030	\$1,927	\$5,157		\$7,086
2031	\$2,033	\$5,282		\$7,317
2032	\$2,158	\$5,621		\$7,782
2033	\$2,410	\$5,621		\$8,033
2034	\$2,470	\$5,761		\$8,233
Total	\$18,254	\$51,735	\$0	\$69,990

The table above is reflected visually in the chart below.

These figures are correct as of June 2025.

Stormwater



Note: The above figures may change upon finalisation of the Financial Plan



ASSET CLASS: Open space

Council provides places, parks and open space for residents to engage in recreational activities like walking, running, sports, picnicking, or simply relaxing. These spaces offer opportunities for both active and passive recreation, improving the overall quality of life for residents. They promote physical and mental health, support biodiversity, provide recreational opportunities, and contribute to environmental sustainability. Our open spaces enhance quality of life for our residents and ensure that our city remain liveable, resilient, and an attractive place to live.

Our services

» Operations and maintenance

- » Hazard/defect inspections
- » Mowing, vegetation/weed control
- » Garden bed maintenance
- » Litter collection and facility cleaning
- » Graffiti removal

» Renewal

- » Replacement of playground equipment
- » Replacement of park furniture
- » Rejuvenation or replacement of entire playing courts or sports fields to an equivalent standard

» Upgrade and new

- » Playing court extension
- » Replacement of playground equipment to a higher standard
- » Development of new park or reserve

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

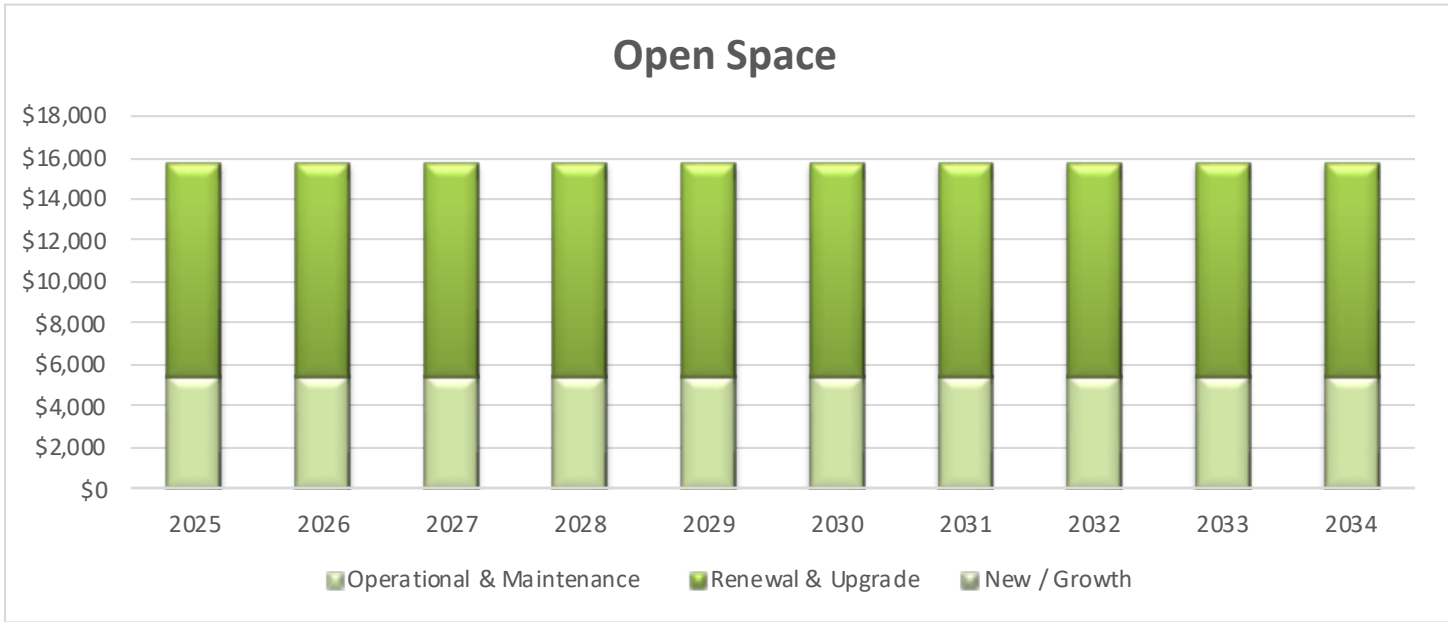
➤ Projected expenditure 2025-2035

OPEN SPACE PROJECTED EXPENDITURE (\$'000)

Expenditure Type	Operational & Maintenance	Renewal & Upgrade	New / Growth	Total
2025	\$5,464	\$10,214		\$15,680
2026	\$5,464	\$10,214		\$15,680
2027	\$5,464	\$10,214		\$15,680
2028	\$5,464	\$10,214		\$15,680
2029	\$5,464	\$10,214		\$15,680
2030	\$5,464	\$10,214		\$15,680
2031	\$5,464	\$10,214		\$15,680
2032	\$5,464	\$10,214		\$15,680
2033	\$5,464	\$10,214		\$15,680
2034	\$5,464	\$10,214		\$15,680
Total	\$54,642	\$102,136	\$0	\$156,778

The table above is reflected visually in the chart below.

These figures are correct as of June 2025.



Note: The above figures may change upon finalisation of the Financial Plan



ASSET CLASS: Structures

To ensure that our bridges, retaining walls, and access ways such as stairs and ramps, are safe and functional.

Our services

» Operations and maintenance

- » Maintenance and repairs to bridges, culverts and retaining walls such as handrails and deck repairs. Repair of dislodged or damaged section of retaining walls
- » Operational servicing such as street sweeping, vegetation management and weed spraying

» Renewal

- » Replacement of bridges, culverts, stairs, and retaining walls

» Upgrade and new

- » Deck and handrail repairs
- » Weed and vegetation control
- » Programmed inspections

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

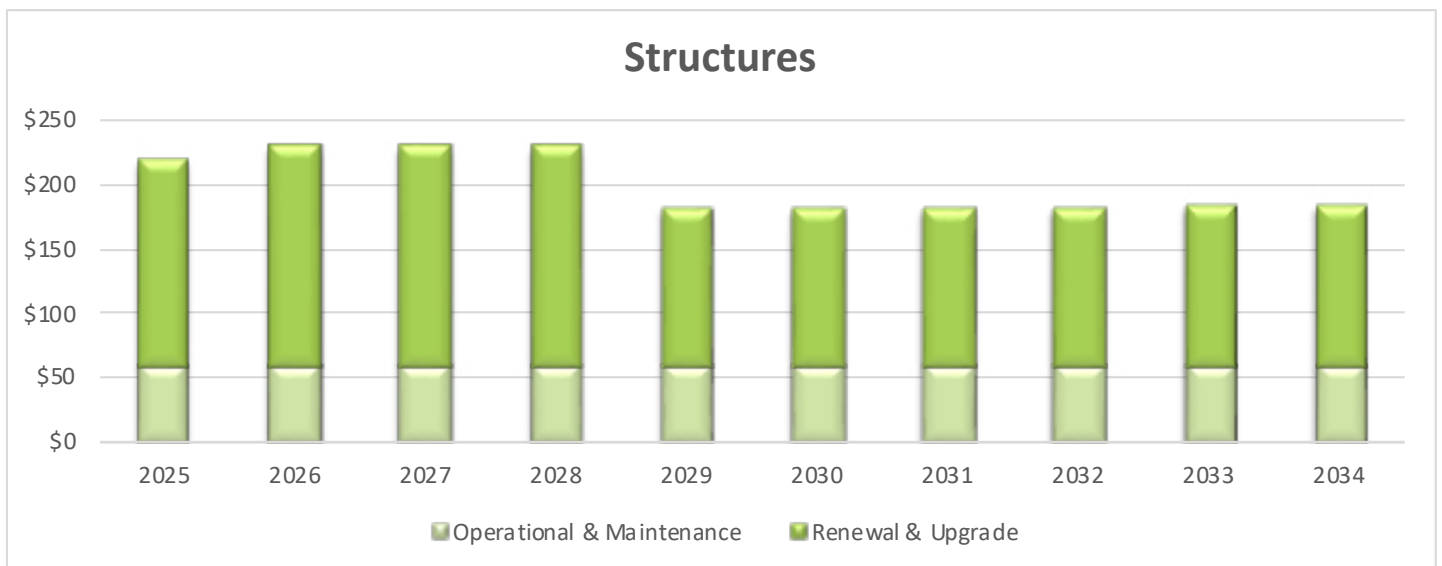
➤ Projected expenditure 2025-2035

STRUCTURES PROJECTED EXPENDITURE (\$'000)

Expenditure Type	Operational & Maintenance	Renewal & Upgrade	New / Growth	Total
2025	\$60	\$157		\$219
2026	\$60	\$170		\$232
2027	\$60	\$170		\$232
2028	\$60	\$170		\$232
2029	\$60	\$120		\$182
2030	\$60	\$120		\$182
2031	\$60	\$120		\$182
2032	\$60	\$120		\$182
2033	\$60	\$123		\$185
2034	\$60	\$123		\$185
Total	\$602	\$1,393	\$0	\$1,995

The table above is reflected visually in the chart below.

These figures are correct as of June 2025.



Note: The above figures may change upon finalisation of the Financial Plan



ASSET CLASS: Pathways

Council provides footpaths and walking/cycling paths as designated, safe spaces for all pedestrians*, ensuring everyone can travel safely and comfortably, particularly in busy or high-traffic areas.

Our services

> Operations and maintenance	<ul style="list-style-type: none"> » Pathway repairs such as pothole patching, joint grinding, relaying of pavers » Inspections » Weed and vegetation control » Sweeping and pathway cleansing
> Renewal	<ul style="list-style-type: none"> » Replacement of sections of existing pathways to an equivalent standard » Circular economy initiatives (e.g. recycled asphalt and concrete)
> Upgrade and new	<ul style="list-style-type: none"> » Accessibility improvements (e.g., installation of tactiles at intersections) » Widening or improving the surface of existing pathways. » Extension of the pathway network to address gaps in connectivity

* including people who use mobility devices such as wheelchairs or scooters, parents/carers with prams, as well as cyclists and walkers

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

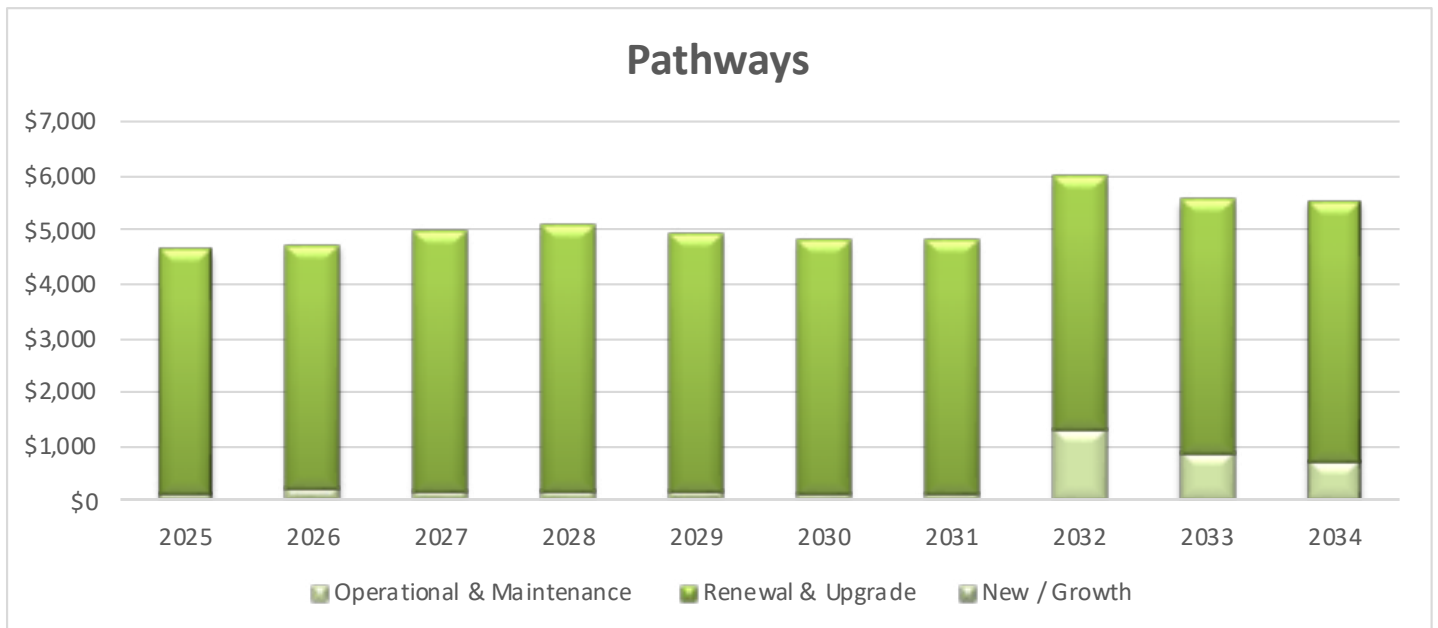
➤ Projected expenditure 2025-2035

PATHWAYS PROJECTED EXPENDITURE (\$'000)

Expenditure Type	Operational & Maintenance	Renewal & Upgrade	New / Growth	Total
2025	\$137	\$4,497		\$4,636
2026	\$223	\$4,497		\$4,722
2027	\$184	\$4,797		\$4,983
2028	\$193	\$4,862		\$5,057
2029	\$160	\$4,762		\$4,924
2030	\$127	\$4,662		\$4,791
2031	\$115	\$4,704		\$4,821
2032	\$1,304	\$4,662		\$5,968
2033	\$877	\$4,664		\$5,543
2034	\$720	\$4,781		\$5,503
Total	\$4,041	\$46,888	\$0	\$50,929

The table above is reflected visually in the chart below.

These figures are correct as of June 2025.



Note: The above figures may change upon finalisation of the Financial Plan



ASSET CLASS: Roads and car parks

Council provides and maintains roads and carparks to ensure safe, efficient transportation, support economic development, and promote social interaction and well-being within their communities.

Roads provide the infrastructure for people to travel within and between communities. This includes access to work, schools, healthcare, shopping, and leisure activities.

Our services

> Operations and maintenance	<ul style="list-style-type: none"> » Maintenance and repairs to roads such as patching potholes, crack sealing etc. » Line marking » Street sweeping » Inspections of the road network
> Renewal	<ul style="list-style-type: none"> » Resurfacing of existing roads » Road reconstruction or major patching of road failures » Replacement of sections of kerb and channel in poor condition
> Upgrade and new	<ul style="list-style-type: none"> » Road safety improvements » Widening or duplication of existing roads » Traffic calming treatments

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

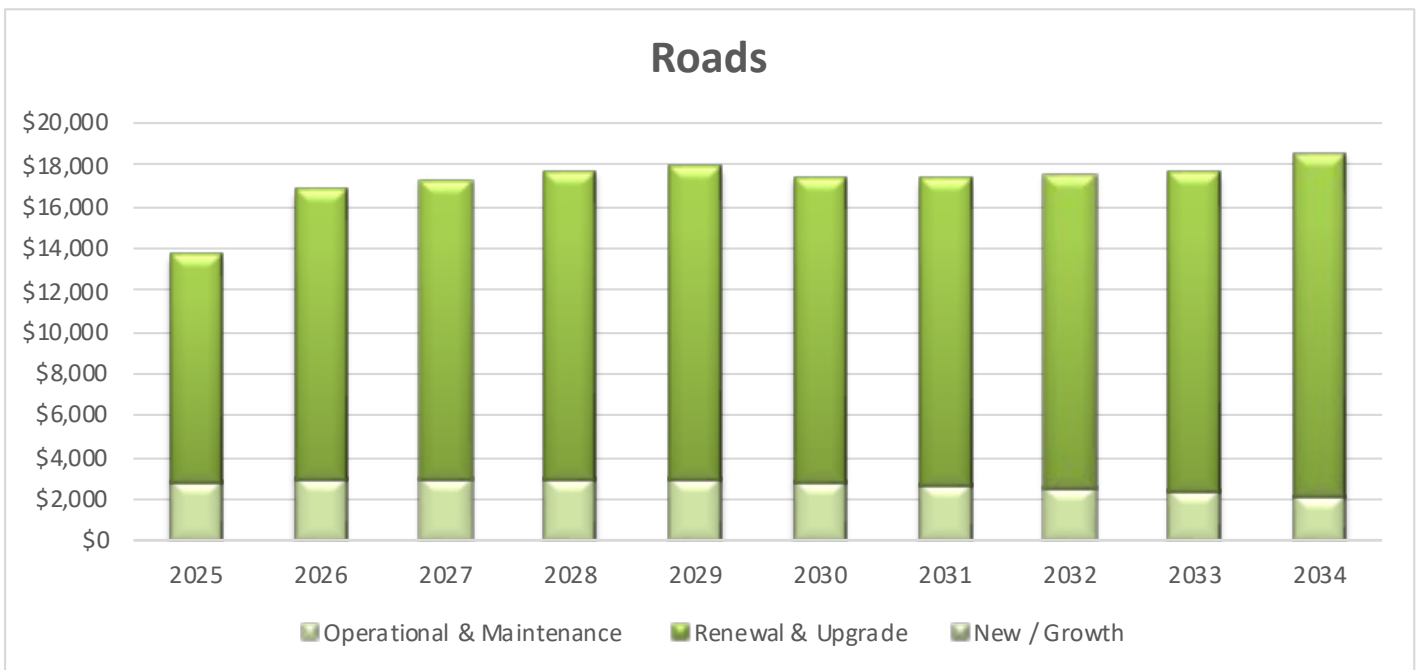
➤ Projected expenditure 2025-2035

ROADS (\$'000)

Expenditure Type	Operational & Maintenance	Renewal & Upgrade	New / Growth	Total
2025	\$2,860	\$10,830		\$13,692
2026	\$2,992	\$13,792		\$16,786
2027	\$2,995	\$14,274		\$17,271
2028	\$2,903	\$14,795		\$17,700
2029	\$2,932	\$14,944		\$17,878
2030	\$2,786	\$14,614		\$17,402
2031	\$2,676	\$14,638		\$17,316
2032	\$2,543	\$14,994		\$17,539
2033	\$2,367	\$15,194		\$17,563
2034	\$2,166	\$16,363		\$18,531
Total	\$27,221	\$144,438	\$0	\$171,659

The table above is reflected visually in the chart below.

These figures are correct as of June 2025.



Note: The above figures may change upon finalisation of the Financial Plan



Monash Civic Centre | 293 Springvale Road, Glen Waverley, 3150 | 8.30am to 5pm | Monday to Friday
Oakleigh Service Centre | 3 Atherton Road, Oakleigh, 3166 | 8.30am to 5pm | Monday to Friday
9518 3555 | www.monash.vic.gov.au | mail@monash.vic.gov.au | NRS 1800 555 660

Monash Interpreter Service

普通话	4713 5001	Việt Ngữ	4713 5003	हिंदी	4713 5005	한국어	4713 5010	தமிழ்	4713 5021
廣東話	4713 5002	Ελληνικά	4713 5004	Italiano	4713 5008	සිංහල	4713 5020	Other languages	4713 5000

