HOBSONS BAY CITY COUNCIL

DRAFT Assets Plan 2025-35

For public exhibition

October 2025

Acknowledgement of Country

We acknowledge the Bunurong People of the Kulin Nation as the traditional owners of the lands, rivers and coastal areas in Hobsons Bay. We recognise the First Nations peoples' relationship to this land and offer our respect to their elders past and present.



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1.0 Introduction

The effective management of assets now and into the future is a key obligation of Hobsons Bay City Council.

The Hobsons Bay Asset Plan 2025-35 (the asset plan) is a proactive approach combining the management of public assets with financial, engineering and technical considerations to ensure an appropriate level of services is provided at the most economical cost to the community. The asset plan guides the way Council protects public assets to lengthen their lifespan, and to ensure maintenance and renewal of all assets is undertaken and completed at the appropriate time.

Asset Plan 2022-32 was developed and adopted by Council in 2022. The asset plan is a 10-year strategic document, reviewed every four years in alignment with Council election cycles. Asset Plan 2025-35 is a first scheduled review and update.

1.1 Asset plan purpose

This asset plan has been prepared to meet the legislative requirements of section 92 of *Local Government Act 2020*. It provides a long-term strategic planning and financial view of the infrastructure assets owned or controlled by Council over the next 10 years.

The purpose of Asset Plan 2025-35 is to:

- show how Council will manage its assets responsibly in a cost-effective way to meet the service delivery needs of the Hobsons Bay community now and in the future.
- ensure there is integration between asset management planning outcomes with the Council Plan, Financial Plan and Capital Works Program.
- forecast capital and maintenance expenditure requirements for Council's assets over the next 10 years
- provide an improvement action plan for implementation over the next four-year Council Plan term
- ensure Council complies with its legislative obligations.

1.2 Asset Plan scope

The scope of this asset plan includes all infrastructure assets that are under the control of Hobsons Bay City Council. These include roads, bridges, drainage, pathways, car parks, buildings, open space and recreation assets that are valued at approximately $1.85 billion as of 30 June 2025.

2.0 Strategic context

This plan is a critical strategic document that ensures Council's assets will be maintained and renewed appropriately to ensure the delivery of community services as documented in the Hobsons Bay's Community Vision 2040 and Council Plan 2025-29. The asset plan also has a strong interrelationship with the financial plan that informs Council's annual budget and other strategies and policies that form Council's asset management approach.

2.1 The Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework provides the strategic direction and activities required to ensure Council's work is informed, well considered, and aligned across the diversity of responsibilities and services we offer the community. In line with our commitment to strong governance, the framework sets the systems and processes to ensure decision making – both day-to-day and in the Council chamber – deliver the best outcomes for our community.

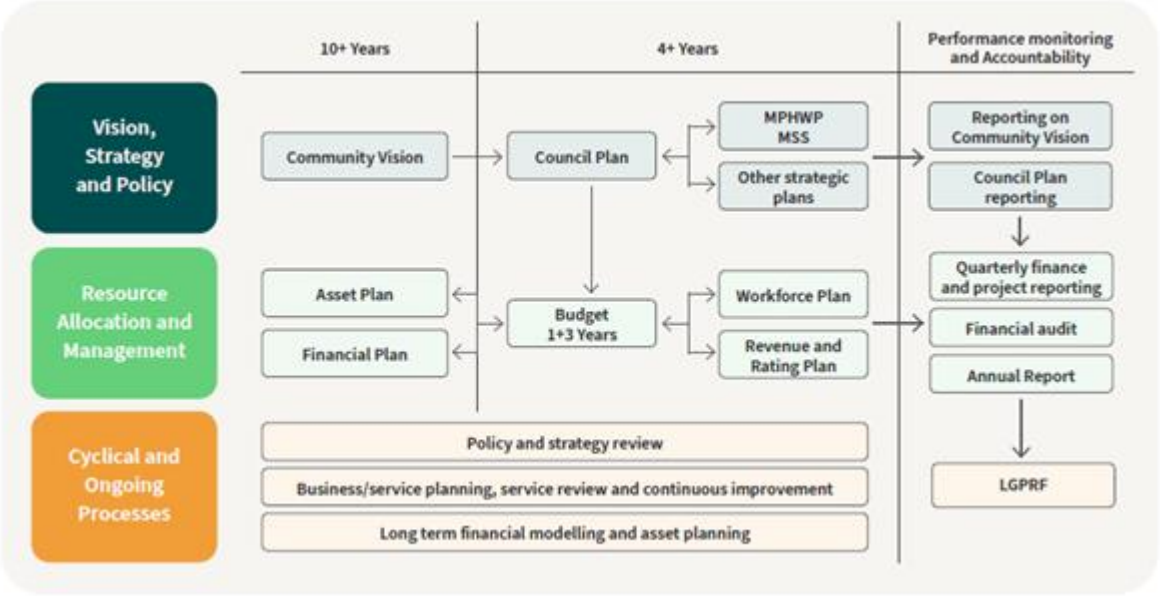


Image: Hobsons Bay Integrated Planning and Reporting Framework 2021-2025

The Asset Plan aligns with other key strategic documents – the Council Plan 2025-29, Municipal Public Health and Wellbeing Plan 2025-29, and the Financial Plan 2025-35.

2.1 Community Vision and Council Plan

Hobsons Bay Community Vision 2040 captures the community's aspirations for the future of Hobsons Bay. This vision is translated into the Council Plan that guides Council's work over the following four years. The Asset Plan is closely aligned with the Council Plan on community infrastructure.



Figure 1 Hobsons Bay City Council Community Vision 2040

2.2 Financial Plan

The Financial Plan 2025-35 is a 10-year financial framework that supports Council achieving the Community Vision and Council Plan.

This asset plan is integrated with the financial plan to ensure that future funding is allocated in a manner that supports service delivery and the effective management of Council's assets into the future.

The asset plan is developed to inform the financial plan by identifying the future asset renewal and maintenance funding requirements over the life of each asset type. The level of funding required is informed from a number of factors including asset condition, risk assessment issues, and the intervention and service levels for each asset class.

2.3 Best practice asset management

The asset plan reinforces Council's commitment to best practice asset management, ensuring the asset management goals are achieved to:

- provide affordable assets that best meet the community's current and future needs and expectations
- make informed decisions about the management of Council's assets incorporating social, economic and environmental factors that influence the health and wellbeing of the community
- maintain assets throughout their lifecycle to deliver appropriate levels of service and optimise the use of available resources in a sustainable way
- ensure that funding for the maintenance, operation and renewal of existing assets is prioritised above the funding of new assets
- ensure that asset investment decisions consider all cost benefit options including provision of new assets by retiring, disposing, rationalising and consolidating existing assets to reduce lifecycle costs and climate change risk
- implement best practice asset management in compliance with the Australian Standards ISO55000 and National Asset Management Frameworks.

2.4 Other related strategic documents

The asset plan is informed by and supports the Council Plan and the Financial Plan. These documents are shaped by various infrastructure provision strategies of Council. Any future strategies that affect infrastructure and assets must consider the implications on the asset plan.

To support these strategies, infrastructure service plans are necessary to ensure infrastructure provision and service levels meet community needs. The following infrastructure service plans that support this include:

- Road Management Plan

An improvement action within this plan outlines the need to complete these service plans for remaining asset classes across the portfolio.

Several other policies and strategic documents support this plan, including but not limited to:

- Asset management plans for each asset class
- Community Services and Infrastructure Plan 2020-30
- Sports Needs Analysis 2018-28
- Aquatic Strategy 2019-30
- Waste and Recycling Strategy 2025
- Biodiversity Strategy 2024-34
- Hobsons Bay Response to Climate Change Action Plan 2022
- Urban Forest Strategy 2020
- Economic Development Strategy 2023-28
- Integrated Transport Plan 2017-30
- Open Space Strategy 2018-28
- Public Toilet Strategy 2023-33

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3.0 Community engagement

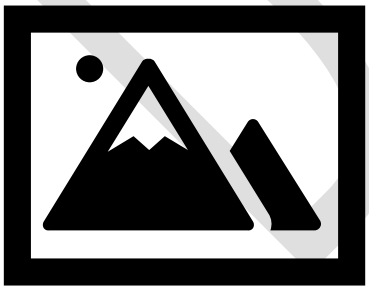
The *Local Government Act 2020* requires Councils to undertake deliberative engagement when reviewing the asset plan.

In 2025, as part of the development of Council Plan, Community Vision and other key strategies, Council developed a program of deliberative engagement with three community representative workshops held. A total of 35 participants joined the first workshop where asset management was included as part of the workshop.

During the asset management session, participants were provided with an overview of Council's current approach to infrastructure asset management. This included an introduction to key concepts such as asset value, lifecycle planning, condition assessments, and long-term renewal and maintenance strategies. The session aimed to build a shared understanding of how Council manages its assets over time, the challenges associated with ageing infrastructure, and the importance of balancing investment, risk, and community need.

Two asset management activities were carried out during the workshop. The first activity consisted of determining how important each of the existing guiding principles are, then recording each participant's opinion on how Council is performing in those areas. In the second activity, the participants were invited to demonstrate their preferred investment by asset class.

The asset management engagement results are summarised in the deliberative engagement report <add link>.

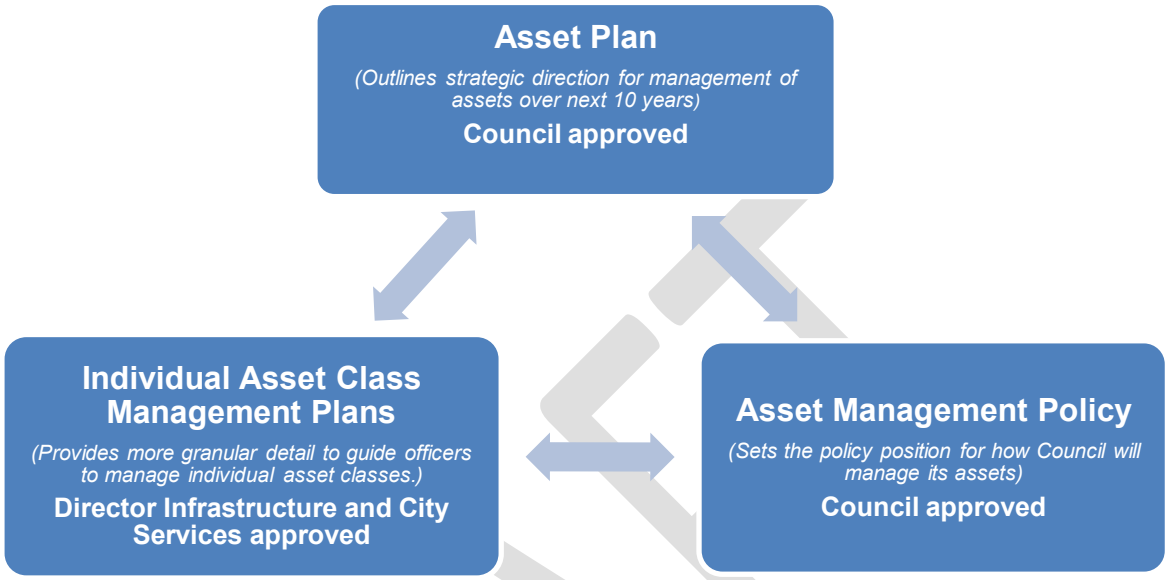


<Add image of community representatives in the asset management session to final>

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4.0 Asset Plan framework

This plan sets the strategic direction to optimising Council infrastructure and community assets for the next 10 years. The diagram below shows the asset management framework Council uses to manage its significant infrastructure asset portfolios.

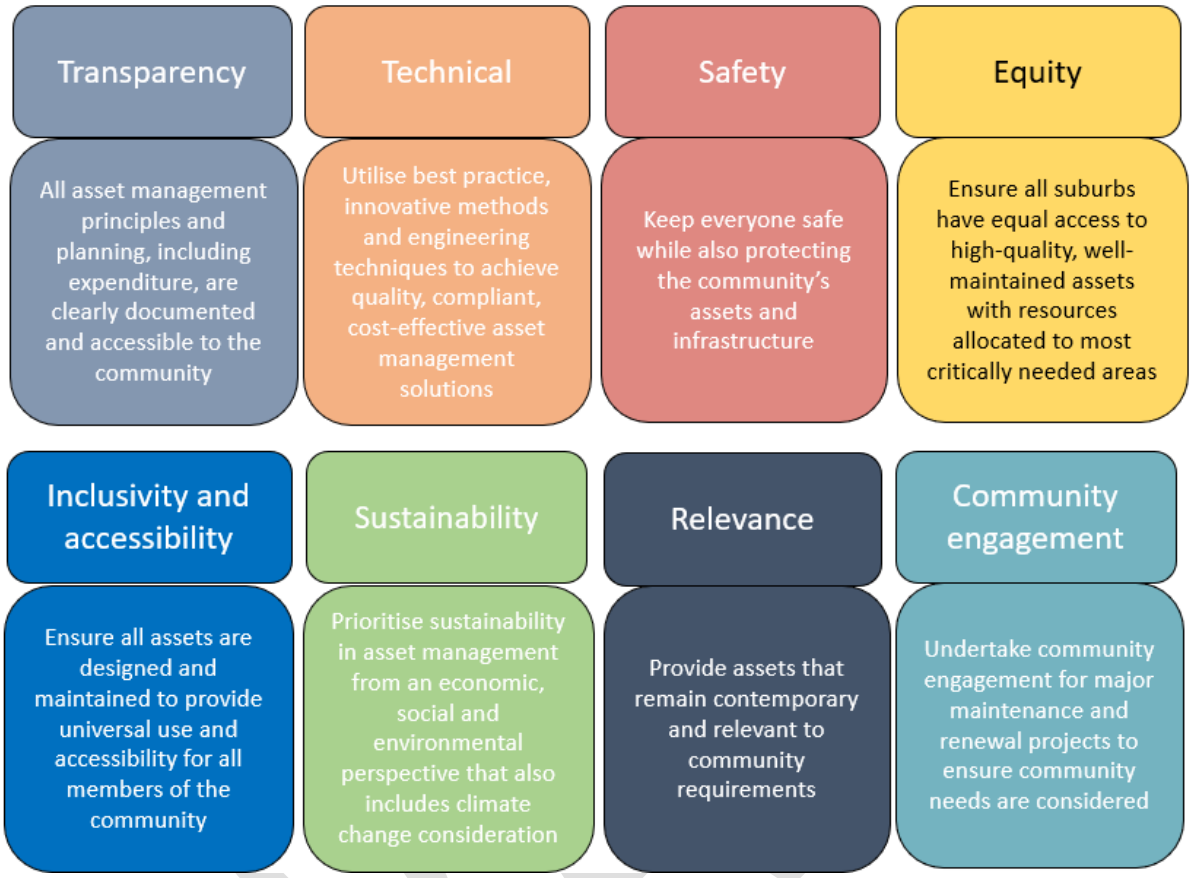


The framework has been supported by community feedback in developing the guiding principles and aims to reflect their aspirations for the management of Council assets.

The community feedback supported by deliberative engagement and developed in the first asset plan included:

- guiding principles
- objectives listed under each principle

4.1 Guiding principles



Eight guiding principles have been developed to guide asset management decisions on the renewal and maintenance of Council's assets. These principles have been shaped through the deliberative community engagement sessions.

4.2 Objectives

In addition to the guiding principles that set the high-level aspirations of the asset plan, a number of objectives have been developed within each principle.

The objectives build on the existing asset management practices and place increased emphasis on adopting key service delivery planning principles and practices.

Transparency	All asset management principles and planning, including expenditure, are clearly documented and accessible to the community
• Make the asset plan and all strategic documents available on Council's website for easy access of information by the community. • Consult with the community when preparing the annual capital works program that includes renewal budget allocations for each asset class. • Communicate the asset renewal gap to the community as part of Council's annual state of asset reporting.	

Technical	Utilise best practice, innovative methods and engineering techniques to achieve quality, compliant, cost-effective asset management solutions
• Manage and maintain Council's assets in a manner that ensures compliance with relevant legislation and regulations. • Allocate appropriate budget to respond to legislation or regulation changes to ensure compliance occurs in a timely manner. • Monitor the maintenance of roads and related assets to ensure ongoing compliance with the road management plan. • Conduct asset condition assessments proactively to monitor the condition and performance of Council's asset portfolio. • Use an integrated asset management system to deliver monitoring and forecasting, development of long-term maintenance and renewal programs, risk management and financial reporting of assets. • Continuously monitor and improve asset data, and maintain the asset register to include maintenance inspections and works histories. • Undertake the valuation of Council's assets in accordance with the standards set by the Australian Accounting Standards Board applicable for Victorian local governments, and ensure asset lifecycles reflect the service potential of the relevant category.	

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Safety	Keep everyone safe while also protecting the community's assets and infrastructure
• Prioritise the provision of funding for legal compliance, renewal, maintenance and operation of existing assets in preference to financing new works or asset upgrades. • Implement a risk-based evaluation when prioritising works that understands the consequence of asset failures and develop mitigating strategies that reduce potential risks. • Establish and deliver maintenance standards that maintain assets to the agreed level of service and mitigate any safety or risk issues. • Continuously improve Council's risk management techniques and processes to minimise insurance premiums and claims. • Maintain occupancy agreements with all tenants that clearly identify who is responsible for maintenance and renewal.	

Equity	Ensure all suburbs have equal access to high quality and well-maintained assets with resources allocated to most critically needed areas
• Proactively inspect and monitor the condition and performance of Council's asset portfolio through a periodic asset condition assessment program. • Implement asset renewal programs that prioritise the renewal or replacement of assets that are in poor and very poor condition. • Recognise the needs of the future generations, especially those most vulnerable, to the potential impacts of climate change,	

Inclusivity and accessibility	Ensure all assets are designed and maintained to provide universal use and accessibility for all members of the community
• Provide fit-for-intended-purpose assets that adequately support service provision. • Maintain, renew and upgrade assets to ensure they can be used by all members of the community.	

Sustainability	Prioritise sustainability in asset management from an economic, social and environmental perspective that also includes climate change consideration
• Ensure assets are designed and utilised to maximise environmental, economic and social benefits while also considering future repurposing, recycling, and end-of-life impacts. • Review asset lifecycles based on reliable asset condition, performance data and the best practicably available information about the potential impacts of climate change. • Provide appropriate lifecycle funding for renewal, maintenance and operations within the capital works and operational budget when approving new or upgraded capital works projects.	

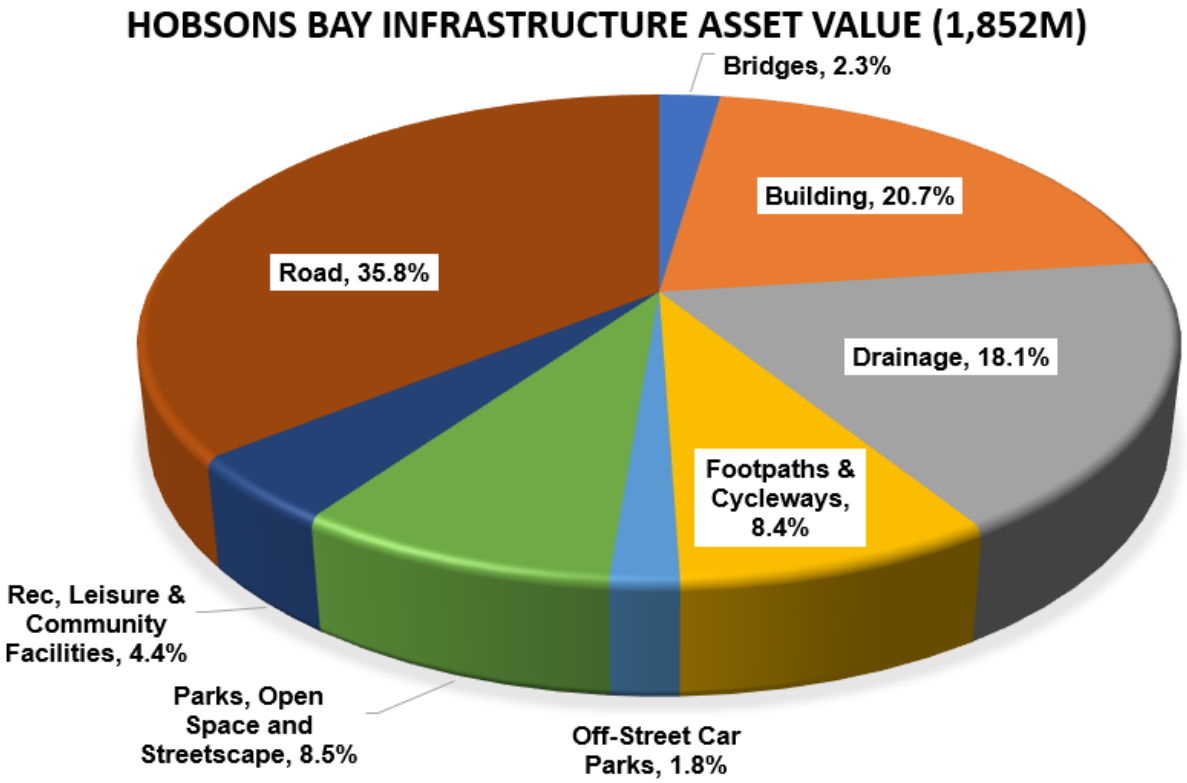
Relevance	Provide assets that remain contemporary and relevant to community requirements
• Provide asset maintenance and renewal funding in the annual budget and financial plan consistent with this asset plan. • Investigate the use of latest construction materials, methods and technology to prolong the useful life of assets.	

Community engagement	Undertake community engagement for major maintenance and renewal projects to ensure community needs are considered
• Continue to monitor community satisfaction regarding asset performance. • Review and improve community engagement processes for major maintenance and renewal projects.	

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5 Council's assets

Council manages a significant portfolio of infrastructure assets worth approximately $1.85 billion as of 30 June 2025.



Asset Type	Replacement Value ($)
Bridges	42,139,168
Buildings	383,206,693
Drainage	336,181,103
Footpaths and cycleways	154,982,561
Off-street car parks	33,578,355
Parks and open spaces	157,523,596
Recreation, leisure and community facilities	81,773,060
Roads	663,526,984
Total	**1,852,911,520**

Roads, buildings and drainage are the three largest asset types, adding up to about 74.6 per cent of Council's total asset value.

5.1 State of Council's assets

The condition of Council's asset portfolio is regularly monitored with the development of asset management plans for each asset class. Asset management plans provide the following technical information related to each asset type:

- Asset portfolio with levels of service
- Demand forecasts
- Lifecycle analysis
- Risk management
- Any climate change impact
- Financial forecasts
- Operation and maintenance levels, renewal and disposal

The asset management plans will be updated for each asset class following the completion of a whole of asset condition audit that is completed every four or five years.

A state of assets report is completed annually in September, taking information from asset management plans for each asset class. It provides a summary of each asset type, the asset description, quantity and value, condition, and the required renewal expenditure and recommended 10-year renewal budget. The 2025 State of Assets Report (Appendix 1) provides a summary of the current state of Council's infrastructure assets at 30 June 2025.

Disposal and decommissioning of infrastructure assets may occur when there is no longer any use of the asset or continued existence of the asset is not justified. At the end of each financial year, Council will record all assets that have been disposed and decommissioned as part of the end of year asset valuation.

A summary of each asset type is provided below.



- Council has 64 bridges with a total length of 1,479m.
- Replacement value: $42.14 million
- Condition ratings:
  - Excellent and good: 69.51%
  - Moderate: 28.10%
  - Poor or very poor: 2.39%
- Value to renew current backlog (including components): $1.0 million
- Annual renewal requirement over 10 years: $200,000.



BUILDINGS

- Council has 219 buildings.
- Replacement value: $383 million
- Condition ratings:
  - Excellent and good: 70.53%
  - Moderate: 27.73%
  - Poor or very poor: 1.74%
- Value to renew current backlog of building and building components: $46 million
- Annual renewal requirement over 10 years: $6 million



DRAINAGE

- Council has 597km of drainage pipes and 21,220 drainage pits.
- Replacement value: $336 million
- Condition ratings:
  - Excellent and good: 77.3%
  - Moderate: 19.75%
  - Poor and very poor: 2.95 %
- Value to renew current backlog: $9.93 million
- Annual renewal requirement over 10 years: $1.1 million per year over the four years and then $500,000 per year from year five to year 10.

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FOOTPATH AND CYCLEWAYS

- Council has 781km of footpaths and cycleways.
- Replacement value: $155 million
- Condition ratings:
  - Excellent and good: 35.78%
  - Moderate: 63%
  - Poor and very poor: 1.22%
- Value to renew current backlog: $2 million
- Annual renewal requirement over 10 years: $1.2 million



OFF-STREET CAR PARKS

- Council has 130 off-street car parks.
- Replacement value: $33 million
- Condition ratings:
  - Excellent or good: 75.27%
  - Moderate: 17.7%
  - Poor or very poor: 7.03%
- Value to renew current backlog: $2.36 million
- Annual renewal requirement over 10 years: $200,000

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PARKS, OPEN SPACE AND RECREATION

- Council has about 18,000 parks, open spaces and recreation assets (excluding buildings).
- Replacement value: $239 million
- Condition ratings:
  - Excellent or good: 78.14%
  - Moderate: 13.5%
  - Poor or very poor: 8.36%
- Value to renew current backlog: $20 million
- Annual renewal requirement over 10 years: $2.9 million



ROAD

- Council has 442 km of roads.
- Replacement value: $663 million
- Condition ratings:
  - Excellent or good: 45.19%
  - Moderate: 42.11%
  - Poor or very poor: 12.70%
- Value to renew current backlog: $84 million
- Annual renewal requirement over 10 years: $15 million

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5.2 State of assets summary

The 2025 state of Council's asset portfolio and current renewal demand is summarised below.

Asset Class	Replacement Value	Poor and very poor condition	Backlog	Annual Renewal Demand
Bridges	$ 42,139,168	2.39%	$ 1,004,820	$ 200,000
Buildings	$ 383,206,693	1.74%	$ 6,685,857	$ 6,000,000
Drainage	$ 336,181,103	2.95%	$ 9,929,598	$ 1,100,000
Footpath and cycleways	$ 154,982,561	1.22%	$ 1,901,218	$ 1,200,000
Parks, open space and streetscape (excluding trees)	$ 157,523,596	9.02%	$ 14,205,295	$ 1,900,000
Recreation, leisure and community facilities (excluding buildings)	$ 81,773,060	7.08%	$ 5,789,557	$ 1,000,000
Roads	$ 663,526,984	12.70%	$ 84,279,883	$ 15,000,000
Off-street car parks	$ 33,578,355	7.03%	$ 2,358,797	$ 200,000
TOTAL	**$ 1,852,911,520**		**$ 126,155,024**	**$ 26,600,000**

The total backlog of poor and very poor asset is 6.8 per cent of the total infrastructure asset value.

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6 Financial expenditure forecast

Expenditure on Council infrastructure assets is categorised as follows:

Activity	Description
Maintenance	Repair and service works required to keep assets operational, e.g. roof leak repairs, road pothole patching.
Operational	Regular activities to provide public health, safety and amenity, e.g. street sweeping, grass mowing.
Renewal	Replacing an existing asset to its original capacity, e.g. resurfacing a road.
Upgrade/ expansion	Enhancing an existing asset to provide higher levels of service, e.g. widening an existing pathway to allow for cyclists
New	Creating a new asset to meet additional service level requirements, e.g. new building, new sportsground

The projected expenditure requirements for Council infrastructure assets over the next 10 years is as shown in the table below. The figures for renewal, new, upgrade and expansion works were extracted from Council's 2025-26 Capital Works Budget and Long Term Financial Plan. These outlays have been determined based on the affordability assessments made in Council's Financial Plan and represent the investment that is required to maintain and renew Council's existing infrastructure assets.

The operation and maintenance budget are based on the adopted 2025-26 budget with a projection of a 3% increase per year for the next 10 years.

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Asset Plan Financial Forecast 2025-26 to 2034-35 (Allocated Budget $'000)

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Bridge											
Operation and Maintenance	129	132	136	141	145	149	154	158	163	168	**1,474**
Renewal	20	250	250	250	250	250	250	250	250	250	**2,270**
New, Upgrade and Expansion	0	0	0	0	0	0	0	0	0		**0**
Building											
Operation and Maintenance	6,431	6,624	6,822	7,027	7,238	7,455	7,679	7,909	8,146	8,391	**73,720**
Renewal	3,378	1,954	1,970	1,962	1,962	4,040	4,040	4,040	4,040	4,040	**31,426**
New, Upgrade and Expansion	4,467	6,406	7,160	1,058	1,058	4,590	4,590	4,590	4,590	4,590	**43,099**
Drainage											
Operation and Maintenance	1,337	1,377	1,419	1,461	1,505	1,550	1,597	1,645	1,694	1,745	**15,332**
Renewal	1,350	950	950	950	950	1,000	1,000	1,000	1,000	1,000	**10,150**
New, Upgrade and Expansion	1,030	5,800	4,340	4,970	8,800	5,100	5,100	5,100	5,100	5,100	**50,440**
Footpath and Cycleways											
Operation and Maintenance	1,605	1,653	1,703	1,754	1,806	1,860	1,916	1,974	2,033	2,094	**18,398**
Renewal	1,150	950	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**10,100**
New, Upgrade and Expansion	565	3,490	12,230	250	200	250	250	250	250	250	**17,985**
Parks, Open Space and Streetscape (excluding trees)											
Operation and Maintenance	6,495	6,690	6,891	7,098	7,311	7,530	7,756	7,988	8,228	8,475	**74,462**
Renewal	713	700	731	707	817	685	685	685	685	685	**7,093**
New, Upgrade and Expansion	6,751	2,397	3,875	5,305	4,115	4,025	4,025	4,025	4,025	4,025	**42,568**
Recreation, Leisure and Community Facilities (excluding buildings)											
Operation and Maintenance	2,100	2,163	2,228	2,295	2,364	2,434	2,508	2,583	2,660	2,740	**24,074**
Renewal	140	100	120	715	415	480	480	480	480	480	**3,890**
New, Upgrade and Expansion	150	1,400	590	1,435	160	120	120	120	120	120	**4,335**
Roads											
Operation and Maintenance	2,402	2,474	2,548	2,624	2,703	2,784	2,868	2,954	3,042	3,134	**27,533**
Renewal	13,092	13,295	13,141	17,030	16,765	17,930	17,930	17,930	17,930	17,930	**162,973**
New, Upgrade and Expansion	5,083	1,725	2,519	2,030	950	1,450	1,450	1,450	1,450	1,450	**19,557**
Off-street Car Parks											
Operation and Maintenance	134	138	142	146	151	155	160	165	170	175	**1,535**
Renewal	200	250	250	250	250	300	300	300	300	300	**2,700**
New, Upgrade and Expansion	300	0	0	0	0	0	0	0	0	0	**300**

Renewal and New/Upgrade and Expansion figures extract from the adopted 25/26 Capital Works Program and Long Term Financial Plan.
Operation and maintenance budget is based on the 25/26 budget with a projection of 3% increase per year for the next 10 years.

The second table below considers potential change in funding profile based on new renewal demand and Council Plan initiatives. This will be further discussed during the development of FY26/27 Annual budget and Long Term Financial Plan.

Asset Plan Financial Forecast 2025-26 to 2034-35 (Budget $'000)

	2025-26	2026-27	2027-28	2028-29	2029-2030	2030-2031	2031-32	2032-33	2033-34	2034-35	Total
Bridge											
Operation and Maintenance	129	132	136	141	145	149	154	158	163	168	**1,474**
Renewal	20	200	200	200	200	200	200	200	200	200	**1,820**
New, Upgrade and Expansion	0	0	0	0	0	0	0	0	0		**0**
Building											
Operation and Maintenance	6,431	6,624	6,822	7,027	7,238	7,455	7,679	7,909	8,146	8,391	**73,720**
Renewal	3,378	7,000	6,400	6,000	6,000	6,000	6,000	6,000	6,000	6,000	**58,778**
New, Upgrade and Expansion	4,467	1,650	2,900	450	450	450	450	450	450	450	**12,167**
Drainage											
Operation and Maintenance	1,337	1,377	1,419	1,461	1,505	1,550	1,597	1,645	1,694	1,745	**15,332**
Renewal	1,350	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	**11,250**
New, Upgrade and Expansion	1,030	900	900	2,500	1,950	1,950	1,950	1,950	1,950	1,950	**17,030**
Footpath and Cycleways											
Operation and Maintenance	1,605	1,653	1,703	1,754	1,806	1,860	1,916	1,974	2,033	2,094	**18,398**
Renewal	1,150	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	**11,950**
New, Upgrade and Expansion	565	4,500	13,200	1,500	1,300	2,300	2,300	2,300	2,300	2,300	**32,565**
Parks, Open Space and Streetscape (excluding trees)											
Operation and Maintenance	6,495	6,690	6,891	7,098	7,311	7,530	7,756	7,988	8,228	8,475	**74,462**

Renewal	713	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	**31,313**
New, Upgrade and Expansion	6,751	3,270	3,270	3,720	3,720	3,720	3,720	3,720	3,720	3,720	**39,331**
Recreation, Leisure and Community Facilities (excluding buildings)											
Operation and Maintenance	2,100	2,163	2,228	2,295	2,364	2,434	2,508	2,583	2,660	2,740	**24,074**
Renewal	140	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**9,140**
New, Upgrade and Expansion	150	1,400	1,400	2,500	2,500	4,000	4,000	4,000	4,000	4,000	**27,950**
Roads											
Operation and Maintenance	2,402	2,474	2,548	2,624	2,703	2,784	2,868	2,954	3,042	3,134	**27,533**
Renewal	13,092	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	**148,092**
New, Upgrade and Expansion	5,083	1,000	1,000	1,200	1,000	2,000	2,000	2,000	2,000	2,000	**19,283**
Off-street Car Parks											
Operation and Maintenance	134	138	142	146	151	155	160	165	170	175	**1,535**
Renewal	200	200	200	200	200	200	200	200	200	200	**2,000**
New, Upgrade and Expansion	300	300	300	500	500	500	500	500	500	500	**4,400**

Note

Renewal and New/Upgrade and Expansion figures considers potential change in funding profile based on new renewal demand and Council Plan initiatives.

Operation and maintenance budget is based on the 25/26 budget with a projection of 3% increase per year for the next 10 years.

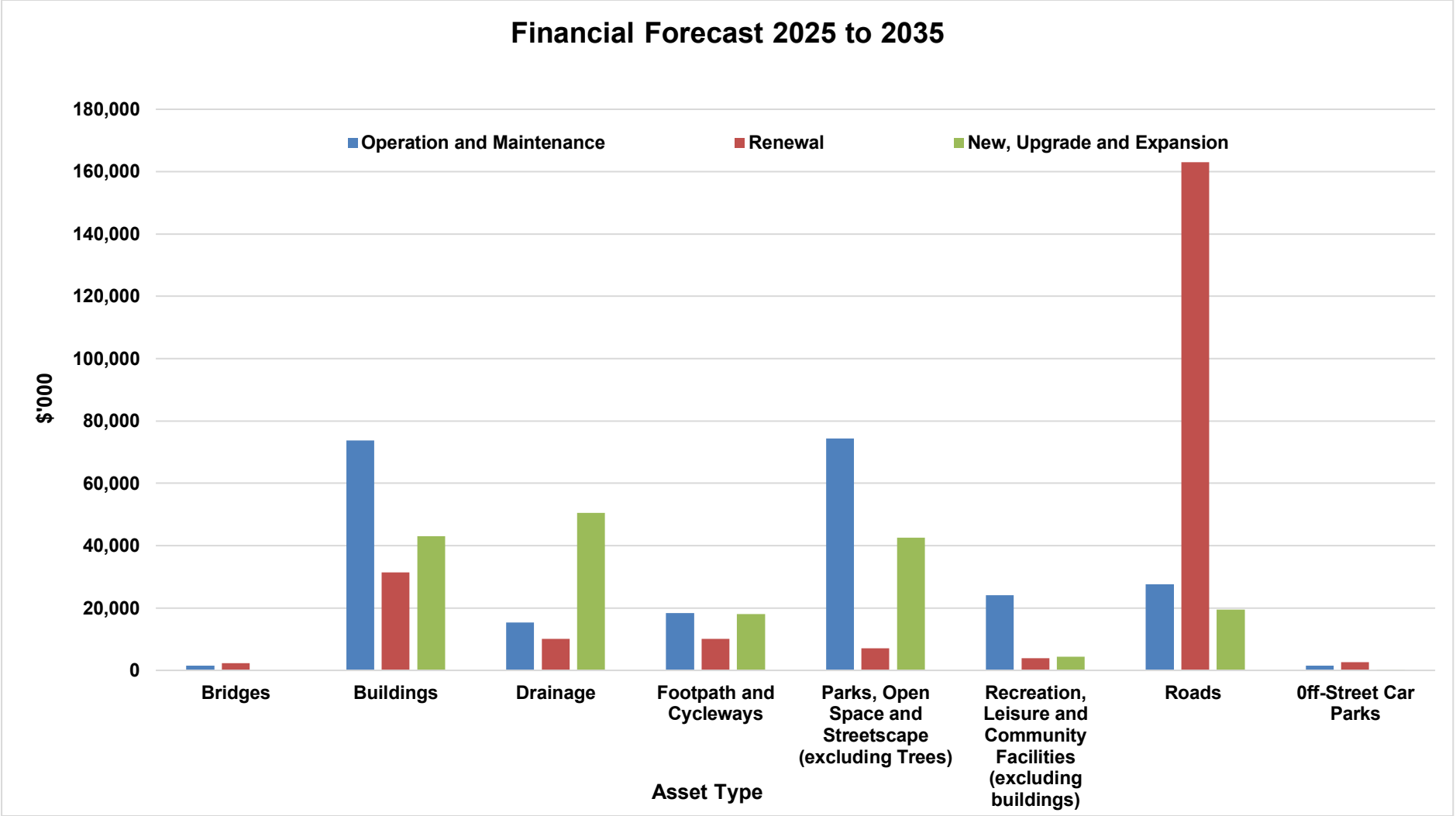
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Over the next 10 years, for each asset class, the below estimated amounts are required for operation and maintenance, renewal and provide new, upgrade and expansion based on the adopted 25/26 Capital Works Program and Long Term Financial Plan.

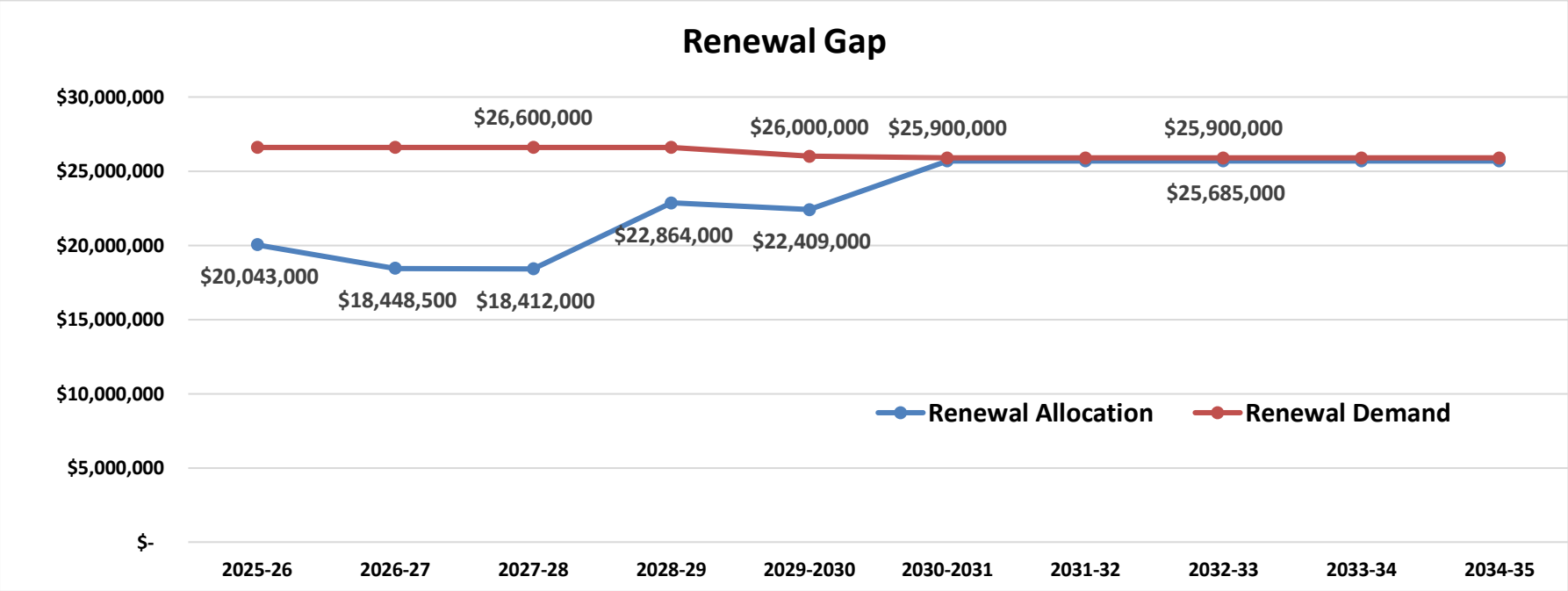
Asset Plan Financial Forecast 2025-26 to 2034-35 ($'000, 10 Years Total)

Asset Type	Operation and Maintenance	Renewal	New, Upgrade and Expansion	Total
Bridges	1,474	2,270	0	3,744
Buildings	73,720	31,426	43,099	148,245
Drainage	15,332	10,150	50,440	75,922
Footpath and Cycleways	18,398	10,100	17,985	46,483
Parks, Open Space and Recreation (excluding trees)	74,462	7,093	42,568	124,122
Recreation, Leisure and Community Facilities (excluding buildings)	24,074	3,890	4,335	32,299
Roads	27,533	162,973	19,557	210,063
Off-Street Car Parks	1,535	2,700	300	4,535
TOTAL	**236,528**	**230,602**	**178,284**	**645,413**

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Financial Forecast 2025 to 2035
Operation and Maintenance
Renewal
New, Upgrade and Expansion
$'000
180,000
160,000
140,000
120,000
100,000
80,000
60,000
40,000
20,000
0
Bridges
Buildings
Drainage
Footpath and Cycleways
Parks, Open Space and Streetscape (excluding Trees)
Recreation, Leisure and Community Facilities (excluding buildings)
Roads
0ff-Street Car Parks
Asset Type

The below graph compares the annual renewal gap of Council's assets based on current condition, and the current annual renewal allocation in Council's adopted 2025-26 Capital Works Program and Long Term Financial Plan. The asset renewal gap is projected to keep narrowing over the next five years and is expected to close from the 2030–31 financial year onwards.



- *Renewal gap is the gap between renewal allocation and renewal demand and doesn't take into account new and upgrade requirements.*
- *Renewal demand accounts for the asset backlog and the rate of deterioration over the next decade, as determined through the condition audit of each asset.*
- *The CPI of 3% has been allowed in the renewal demand computation.*
- *The renewal allocation is the budget allocated for the renewal of assets based on adopted 25-26 Capital Works Program and Long Term Financial Plan.*
- *The renewal demand figures have not accounted for a significant increase in asset valuation to meet new standards. Future renewal demand modelling will need to be taking this into account.*

7.0 Actions

The table below lists the actions that have been implemented under each guiding principle since the adoption of the first Asset Plan in 2022. It shows what Council has been doing and will continue to do so in future. It also lists Council's commitment on new initiative for the next 4 years with respect to each guiding principle.

Guiding Principle	What we have been doing and will continue to do	Future Commitment on New Initiative
Transparency	Include the State of Asset report in the Asset Plan, detailing an overview of asset quantity, condition, required renewal expenditure, and a recommended ten-year renewal budget, accessible for all. Maintain and Update the State of Asset dashboard report for all infrastructure assets on the Council's website under Council Reporting. Publish the Road Management Plan and Road Register on the Council website for public access. Make available the Annual Capital Works Program on the Council website. Communicate the asset renewal gap to the community through Asset Plan.	Communicate the asset renewal gap to the community through annual State of Asset reporting.
Technical	Design, construct and maintain assets in accordance with Australian Standards such as, Infrastructure Design Manual (IDM), Austroads Guidelines, VicRoads Supplement, AS/NZ Standards, IPWEA Guidelines, HBCC Design Standards and Guidelines and all upgrades are ensured to comply with these standards.	Plan for transition to Microsoft Dynamics as its Asset Management System, with completion expected within the next two years. Microsoft Dynamics will serve as a unified system for asset management, operations and maintenance, financial management, property management and rates.

	Allocate an appropriate budget to respond to legislation or regulation changes to ensure compliance occurs in a timely manner. Monitor the inspection and maintenance of roads and footpaths on road reserves to ensure ongoing compliance with the Road Management Plan. Develop long-term maintenance plans for all the major assets and forward them to the relevant asset maintenance manager. Conduct condition audit of all major assets in a regular cycle and facilitate effective lifecycle planning and management of these assets to the highest standards. Revise and update individual Asset Management Plan for bridge, building, drainage, footpath, open space and recreation, and road, following the condition audit. These plans outline information on the lifecycle management of these assets, including level of service, future demand, lifecycle management plan, risk management plan, operation and maintenance, financial summary, asset management practices, improvement plan and their link to the Asset Plan. Prepare a prioritized 5-Years Renewal Programs for all the infrastructure assets including bridge, building, drainage, footpath, open space and recreation, off-street carpark, and road to address all the poor and very poor assets. Allocate budget for renewal needs identified during condition audits, which are also reflected in the Long-Term Financial Plan (LTFP). This ensures the assets are financially as well as technically fit and relevant.	Explore using Microsoft Dynamics for predictive and financial modelling. Explore opportunities on streamlining the asset handover process in MS Dynamics. Continue to explore the use of AI technology to monitor the condition of council assets.

	Monitor, update and improve asset data, and maintain the asset register to include maintenance inspections and works history. Review and implement asset capitalization and handover process for receiving asset handover from internal and external stakeholders. Undertake the valuation of Council's assets in accordance with the standards set by the Australian Accounting Standards Board applicable for local governments within the State of Victoria. Conduct market research and collaborate with neighboring councils to remain informed of industry's best practices and emerging technologies. For instance, the Council recently used AI-driven analysis to identify and categorize traffic signs using archived street imagery.	
Community Engagement	Conduct the annual community satisfaction survey and monitor the satisfaction levels under the community level of service in the individual Asset Management Plan. This ensures that survey results meet or exceed the established thresholds for each asset class. Carryout deliberative engagement while updating Asset Plan, which guides the Council's approach to best practice asset management. Manage a community engagement platform, 'Participate', to publish information on asset renewals, upgrades, and new constructions to gather community feedback during the budget development phase. Conduct extensive community consultations during the design phase to gather feedback on the design. This gives community members an opportunity to comment on the project design and suggest changes to better meet their needs.	Explore opportunity to better engage and connect with community on all areas of asset management lifecycle. Research on innovative construction practices, where possible, to minimise inconvenience to the community.

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	Conduct additional community engagement during the construction phase, including drop-in sessions and letter distribution as needed, to keep the community informed about the construction timeline, potential disruptions, detours, and parking impacts.	
Equity	Develop a building prioritization matrix to identify high-risk projects needing renewal, ensuring equity in the allocation of renewal budgets by addressing the most critical needs first. Identify disadvantaged and high-need areas and their assets needing renewal or upgrades and address them through the “Better Places” program. To date, Council has identified and is implementing Better Places projects in Spotswood, Brooklyn, Altona North, Laverton, and South Kingsville. Target specific problem areas for footpath and kerb & channel renewals by renewing assets in 20-metre chainages. This approach focuses on critical areas and achieves better value for money.	Develop Road Resurfacing and Rehabilitation Prioritization Matrix to identify high-risk projects needing renewal, ensuring equity in the allocation of renewal budgets by prioritizing the most critical needs. Develop service plans for individual asset classes similar to Council’s Road Management plan to ensure infrastructure service provision is provided equitably across the municipality.
Inclusivity & Accessibility	Ensure the assets are maintained to comply with the level of service specified in individual asset management plan. Ensure renewed assets are inclusive and accessible for people of all abilities by complying with current standards. The Council has developed a Universal Design Building Manual 2022 to guide all building renewals, ensuring they meet the needs of the entire community.	Review the Level of Service while updating individual Asset Management Plan to ensure that the assets can provide universal use and accessibility for all members of the community.
Sustainability	Commit to environmental sustainability, which is also included in each individual Asset Management Plan.	Increase the knowledge base of council staff on the impacts of climate change on asset renewal demand.

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	Include latest climate data and best practice adaptation principles in Council's operations, particularly Asset Management Plans as they are updated. Develop a sustainable building toolkit design manual which provides a framework for the application of environmentally sustainable design across the lifecycle of Council building, from master planning and site selection through to decommissioning. The implementation of this manual has resulted in cost-effective building operations and maintenance, better environmental and operational outcomes, healthier indoor and outdoor environments and reduced climate change-related risk. Use recycled crushed rock in road construction and maintenance where possible. For example, using recycled crushed rock for unsealed laneways and footpaths and reuse asphalt by milling the existing asphalt surfaces in the new asphalt during road construction. Explore the use of recycled material in road construction to reduce the carbon footprint. For example, the Council collaborated with RMIT University to research low-carbon emission polymer road incorporating plastics, recycled tyres and fibre-reinforced asphalt. Perform a comprehensive life cycle analysis of the assets and establish the projected budget requirements, existing gap for the next decade of asset management and secure the necessary funding to meet these needs.	Conduct climate vulnerability assessments and financial risk modelling of Council's assets within the individual asset class plans, prioritising those in high-risk areas.
Relevance	Provide asset maintenance and renewal funding in the Annual Budget and Financial Plan consistent with this Asset Plan. Investigate the use of the latest construction materials, methods, and technologies to extend asset lifespan. For example, introducing	Investigate the use of latest construction materials, methods and technology to prolong the useful life of assets.

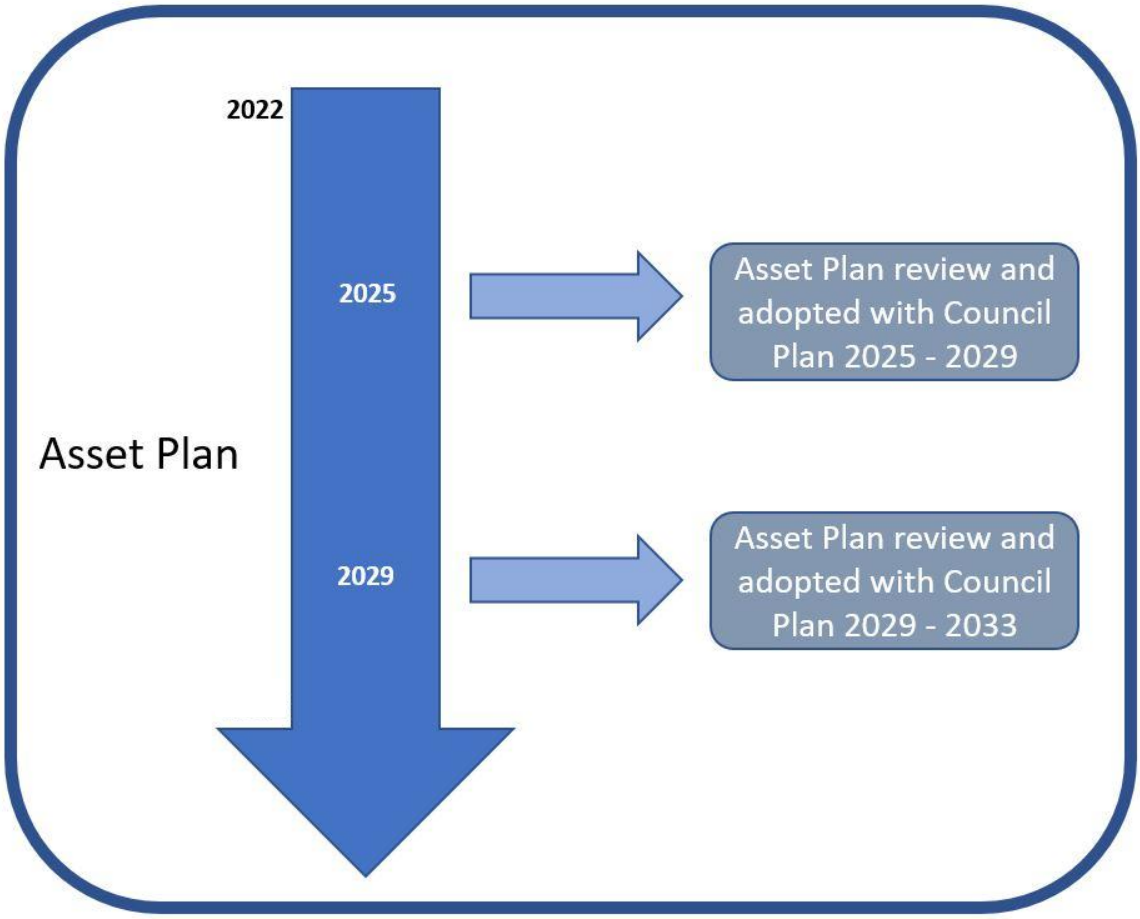
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	a primer layer in asphalt road construction helps to seal cracks and prevent water penetration into the pavement layer, significantly enhancing road durability.	
Safety	Develop a risk-based building prioritisation matrix to identify high-risk projects and address the most critical renewal needs first. Include a detailed Risk Management Plan within each individual Asset Management Plans outlining the identified risks and the corresponding mitigation measures. This will also help to minimise insurance premiums and claims. Review and update the Road Management Plan (RMP) once every four years. Proactive inspections are conducted, work orders are raised, and maintenance is performed when defects exceed the intervention level. This process ensures Council's compliance with the RMP and supports the continued safety of road and footpath users. Maintain occupancy agreements with all tenants that clearly identify who is responsible for maintenance and renewal.	Prioritise the provision of funding for legal compliance, renewal, maintenance and operation of existing assets in preference to financing new works or asset upgrades.

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8.0 Asset Plan Review

The Asset Plan is a 10-year strategic document, reviewed every four years in alignment with Council election cycles. Future asset plans will continue to be reviewed and adopted alongside the Council Plan with the next review scheduled for 2029.



The Asset Plan review will include consultation with the community, an update on asset data to ensure it reflects current conditions, and updated implementation actions.

9.0 Appendix

9.1 Appendix 1- 2025 state of assets report

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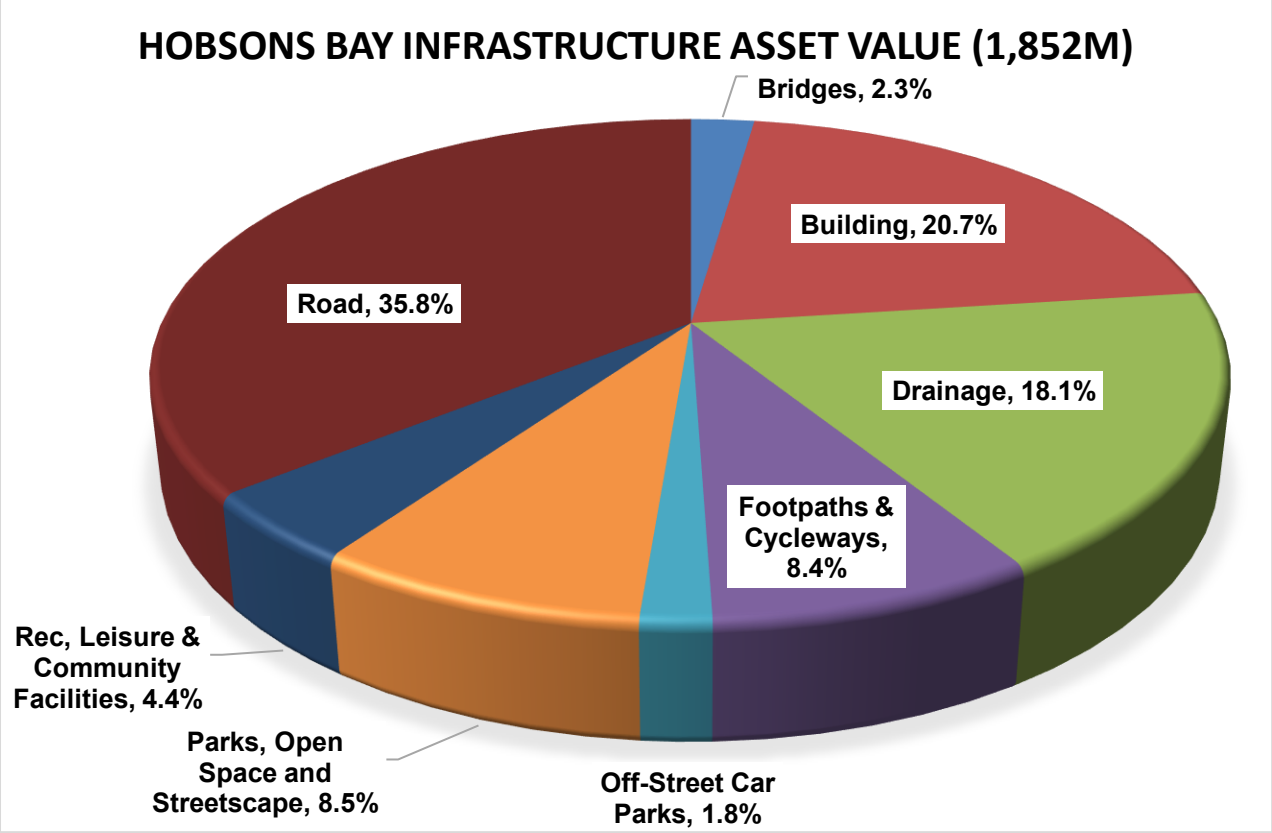
2025 STATE OF ASSETS REPORT

Summary Report on Council's major infrastructure assets at 30 June 2025

Asset Management

HOBSONS BAY CITY COUNCIL

Infrastructure Asset Value as of 30 June 2025

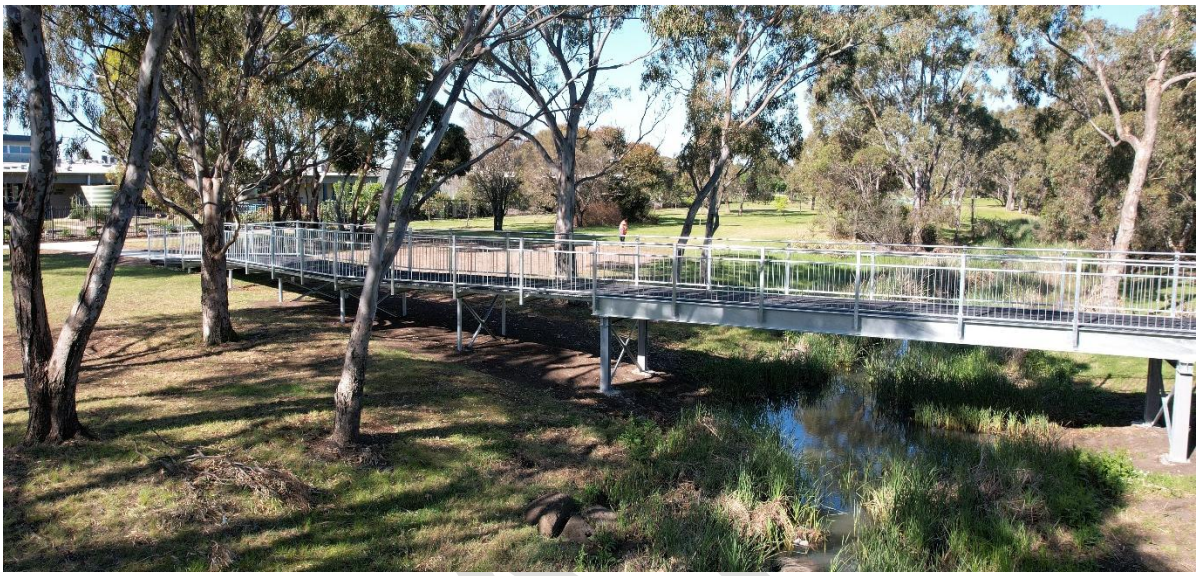


Asset Type	Replacement Value ($)
Bridges	42,139,168
Building	383,206,693
Drainage	336,181,103
Footpaths & Cycleways	154,982,561
Off-Street Car Parks	33,578,355
Parks, Open Space and Streetscape	157,523,596
Rec, Leisure & Community Facilities	81,773,060
Road	663,526,984
Total	**1,852,911,520**

2025 STATE OF ASSETS – Bridges

Asset description

Bridges are all those structures carrying a road, pathway etc to provide safe access across waterways, roads or other obstacles.



Asset Quantity and Value

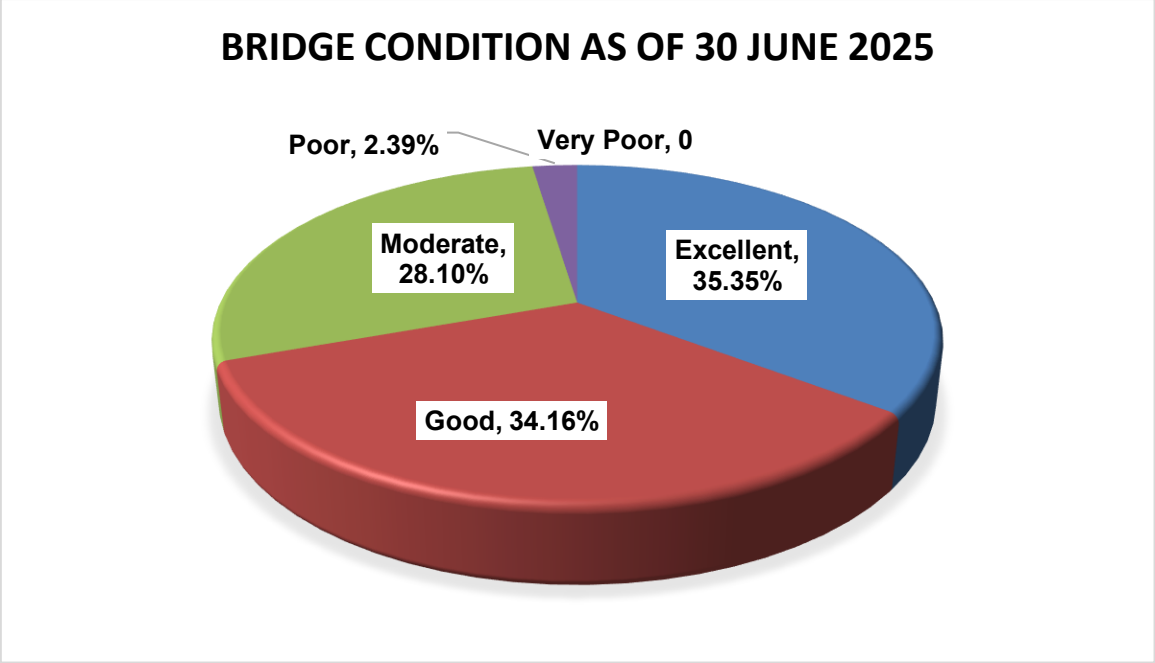
As shown in the table below, Council manages a total of 64 bridge structures within the municipality, with an estimated replacement value of approximately $42 million as of 30 June 2025.

Asset type	No.	Replacement value ($)
Boardwalk	9	$822,436
Foot Bridge	41	$14,491,126
Jetty	1	$183,443
Road Bridge	13	$26,642,163
Total	**64**	**$42,139,168**

Asset condition

A condition audit was completed in FY24/25 to capture the asset attribute information such as actual lengths, widths, square metres, material types, replacement values and condition of bridge and bridge components. The data will be used to inform the development of a long-term renewal works program.

The following chart presents the current overall condition of Council's bridges as of 30 June 2025, which is an average condition of all the individual components that make up each bridge such as foundations, deck, beams, railings etc.



The majority of the bridges (97.61 per cent) are in excellent to moderate condition with only 2.39% per cent in poor condition.

Five years of renewal and maintenance programs have been developed to address all the poor bridge components. The priority renewal works will address risk and safety issues such as replacement of missing or damaged handrails, guards and timber decking.

Required renewal expenditure

The current backlog of poor condition bridge components is approximately $1 million. $200,000 is required per annum in order to eliminate the current backlog over the next 10 years and keep up with the annual rate of deterioration.

Recommended 10-year renewal budget

It is recommended that for FY25/26 and beyond that $200,000 per annum be allocated in the capital works program for the renewal of bridges in a timely manner.

2025 STATE OF ASSETS – Buildings

Asset description

Council has a large building portfolio which comprises commercial premises, sports pavilions, libraries, kindergartens, community centres, public toilets, theatres, and civic buildings.



Asset quantity and value

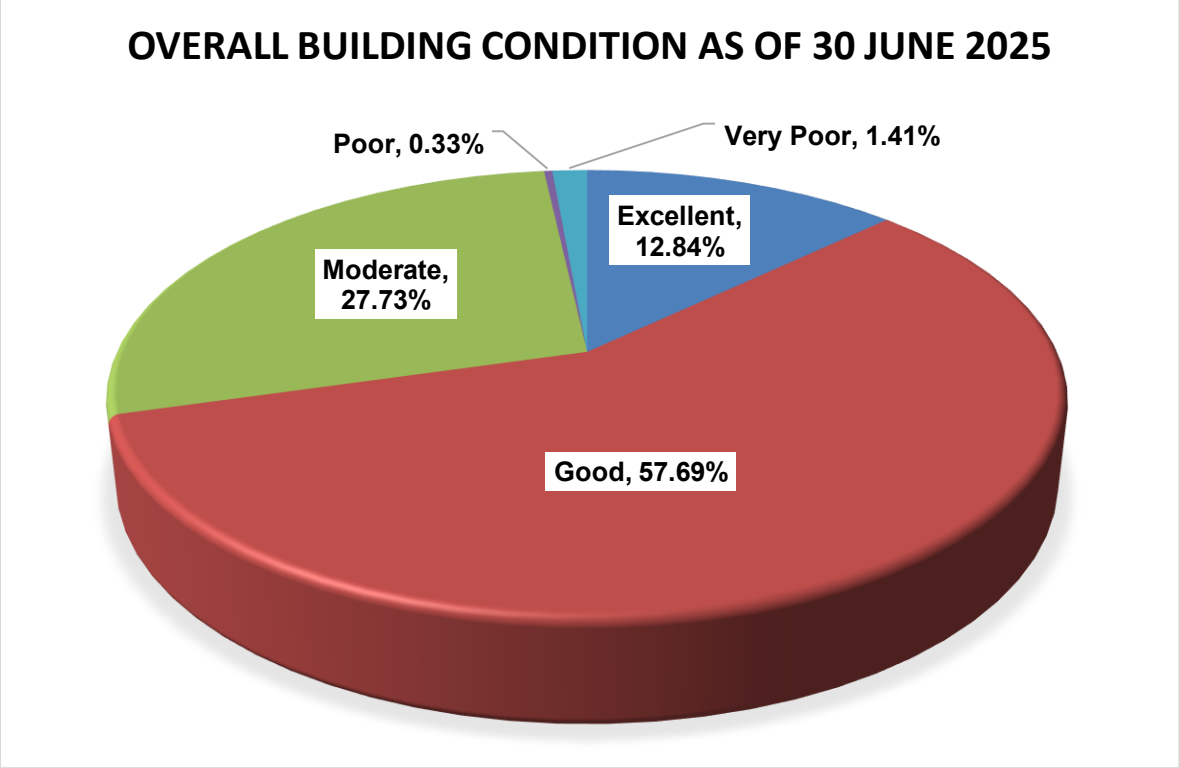
Building name	Replacement value ($)	Area(m2)	No.
Children and family services	$52,403,721	16,406	22
Community facility	$91,783,340	20,750	34
Council administration	$18,045,932	5,906	7
Council depot	$4,203,004	3,344	16
Fitness centre	$37,243,758	9,567	3
Garage storage	$2,419,169	2,272	25
Library	$22,182,761	4,951	4
Public toilet	$8,573,830	1,715	37
Sporting pavilion	$146,351,179	41,251	62
Grand Total	**$383,206,693**	**106,161**	**219**

The replacement value of the building portfolio is approximately $383 million as of 30 June 2025.

Asset condition

A condition audit was completed in 2023 to determine the physical condition and remaining useful life of the building assets, with the data used to inform the development of a long-term renewal works program.

The chart below shows the overall condition of buildings as of 30 June 2025.



The majority of the buildings (98.26 per cent) are in excellent to moderate condition. The remaining 1.74 per cent of buildings are in poor and very poor condition and have been scheduled on the Draft Five Year Capital Works Program to be renewed.

Required renewal expenditure

Based on the current condition, the total renewal expenditure required is $46 million for the next 10 years to address buildings and their components that are in poor and very condition and to keep up with the rate of deterioration.

Recommended 10-year renewal budget

It is recommended that for FY25/26 and beyond that $6 million per annum be allocated in the Draft 10-Year Capital Works Program for the renewal of buildings and their components as well as essential safety components.

2025 STATE OF ASSETS – Off-street carparks

Asset description

Car parks service community facilities, sports reserves, and public open space etc. Council's off-street carparks range from cement stabilised compacted crushed rock to formalised carpark with asphalt surfacing.



Asset quantity and value

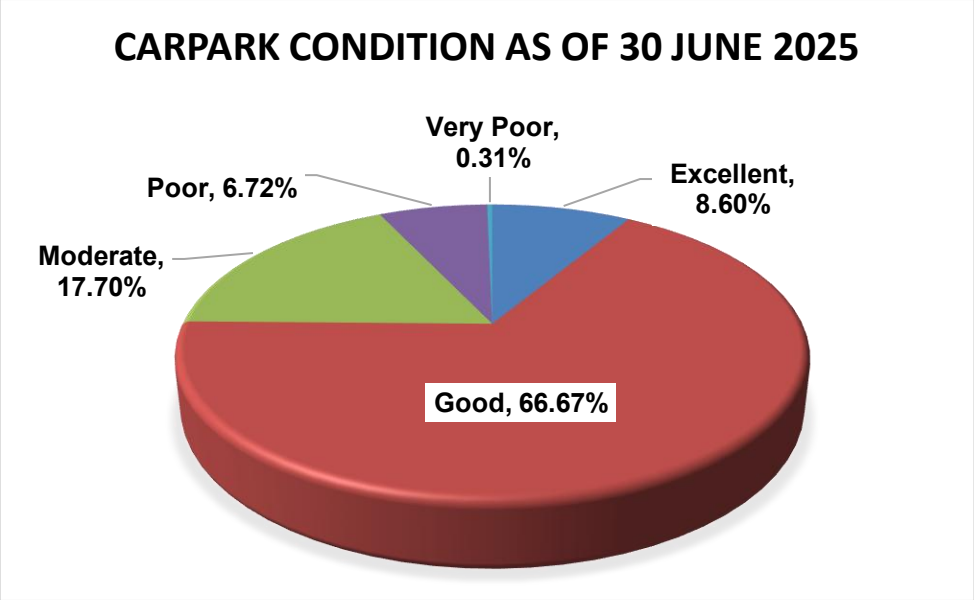
There are 130 off-street carparks in the municipality. The total replacement value of all off-street carparks is approximately $32 million as of 30 June 2025.

Asset type	Replacement value ($)	Length (m)	Area (m2)
Carpark pavement	25,465,841		218,043
Carpark surface	5,834,964		205,846
Carpark kerb	2,277,549	19,440	
Grand Total	**33,578,355**	**19,440**	**423,890**

Asset condition

A road and carpark asset audit was completed in 2024 to determine the physical condition and remaining useful life of the assets, with the data used to inform the development of a long-term renewal works program.

The chart below presents the current overall condition of Council off-street carparks as of 30 June 2025.



92.97 per cent of off-street carparks are in excellent to moderate condition. 7.03 per cent of the off-street carparks are in poor and very poor condition and will be prioritised for renewal in the next five years.

Required renewal expenditure

The current backlog of poor condition carparks is approximately $2.36 million. $To eliminate the current backlog over the next 10 years and keep up with the annual rate of deterioration an amount of $200,000 per annum is required.

Recommended 10 Year Renewal Budget

It is recommended that for FY25/26 and beyond that $200,000 per annum be allocated in the Draft 10-Year Capital Works Program for the renewal of off-street carpark assets in a timely manner.

2025 STATE OF ASSETS – Drainage

Asset description

The drainage assets within Hobsons Bay consist of stormwater pits and pipes, end walls, gross pollutant trap (GPT) and detention tank.





Asset quantity and value

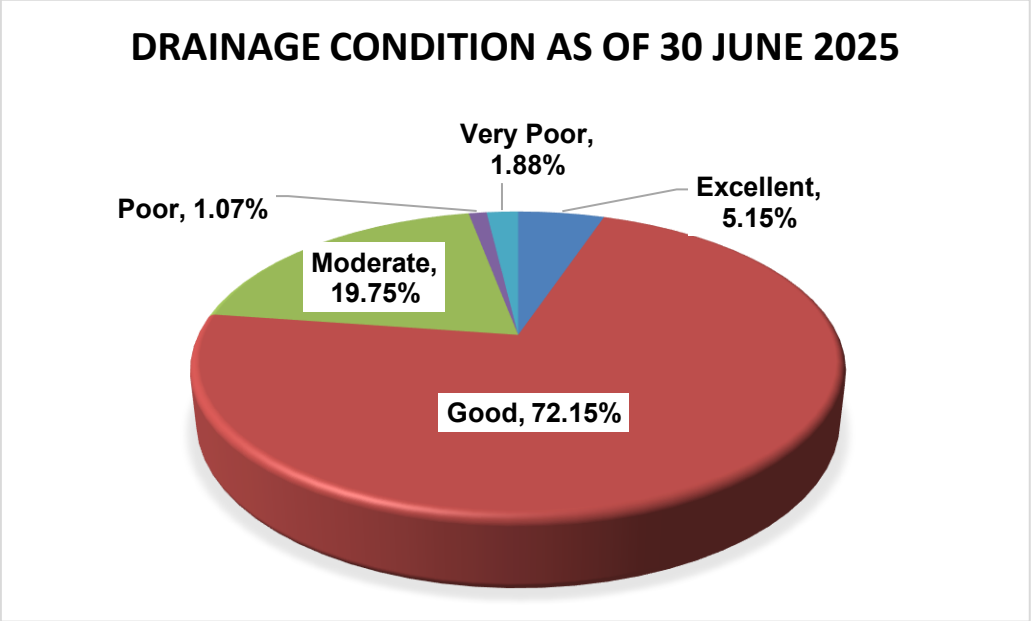
Asset type	Number	Length(m)	Area (sqm)	Replacement value ($)
Drainage pipes		597,602		279,376,946
Drainage pits	21,220			52,612,405
End walls	234			2,343,616
Garden beds			644	122,410
Gross pollutant traps	46			1,267,789
Trench		4		4,737
Water tank	8			453,200
Grand Total	**21,508**	**597,606**	**644**	**336,181,103**

The replacement value of drainage assets is approximately $336 million as of 30 June 2025.

Asset condition

A condition audit was completed in 2023 to determine the physical condition and remaining useful life of the drainage assets, with the data used to inform the development of a long-term renewal works program.

The following chart presents the overall condition of drainage asset as of 30 June 2025.



The majority of the drainage assets (97.05%) are in excellent to moderate condition. A small proportion of about 2.95 per cent of assets are in poor and very poor condition. These poor condition assets have been planned for renewal within the next five years.

Required renewal expenditure

The required expenditure to address the current backlog of renewal works over the next 10 years is approximately $9.93 million. To eliminate the current backlog over the next ten years and keep up with the annual rate of deterioration, an amount of $1.1 million per annum is required.

Recommended 10-year renewal budget

It is recommended from FY25/26 that $1.1 million be allocated in the Draft Five Year Capital Works Program for the renewal of drainage assets.

2025 STATE OF ASSETS – Footpath and cycleways

Asset description

Council has a program to renew footpath and shared trails that are in poor condition. The majority of existing footpaths and shared trails are either concrete or asphalt.





Asset quantity and value

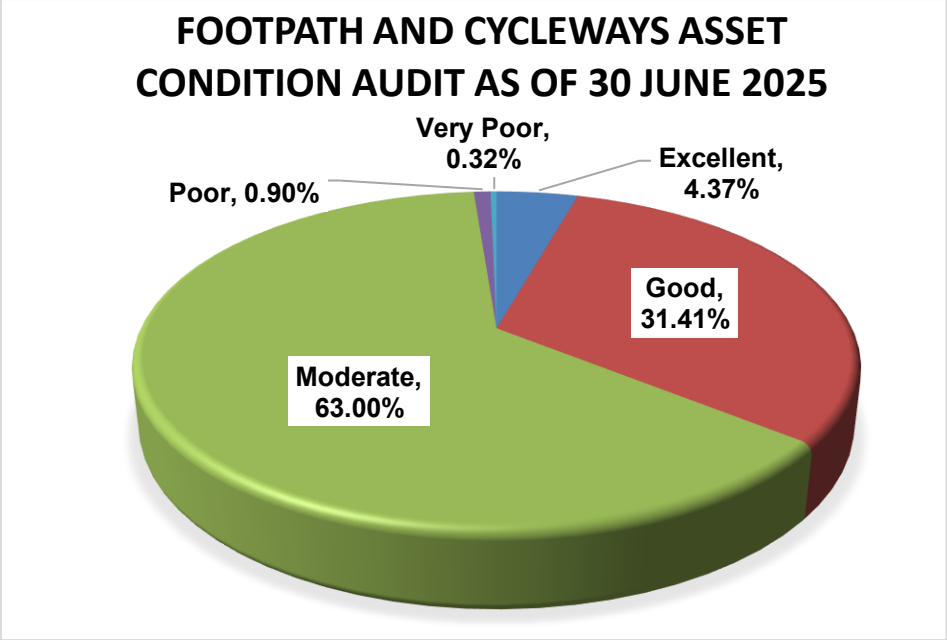
Council has a large network of 781 km of existing footpaths and shared trails with a replacement value of approximately $155 million as of 30 June 2025.

Footpath	Replacement value ($)	Area (Sqm)
Footpath	117,336,283	1,046,603
Pathway	23,540,906	188,536
Shared trail (>2.5m wide)	14,105,372	133,659
Grand Total	**154,982,561**	**1,368,798**

Asset condition

A condition audit was completed in FY24/25 to determine the physical condition and remaining useful life of the building assets, with the data used to inform the development of a long-term renewal works program

The following chart shows the current condition of footpath as of 30 June 2025.



The majority of footpaths and shared trails (98.78 per cent) are in excellent to moderate condition. The remaining 1.22 percent of assets are in poor and very poor conditions and have been scheduled in the Draft Five Year Capital Works Program to be renewed.

Required renewal expenditure

The current backlog of poor and very poor condition footpaths and shared trails is approximately $2 million. The required expenditure to address backlog and rate of deterioration is $12 million in the next 10 years.

Recommended 10-year renewal bBudget

It is recommended that for FY25/26 and beyond that $1.2 million per annum be allocated in the Draft 10-Year Capital Works Program for the renewal of footpaths in a timely manner in order to provide the required level of service to the community.

2025 STATE OF ASSETS – Open space and recreation



Asset description

The portfolio of open space and recreation assets includes parks, open spaces and streetscape and recreation leisure and community facilities.

Asset Quantity and Value

The table below shows the assets that have been included:

Parks, open space and streetscape				
Asset type	**Area (m2)**	**Length (m)**	**Number of**	**Replacement value ($)**
Access points	1,512			334,045
Art installations			1	67,500
Automated gates			3	15,000
BBQs			45	591,450
Bicycle racks			537	408,775
Bollard fence			2,707	580,675
Bollards			2,440	572,655
Cage			11	73,200
Charging point			15	720,000
Christmas decorations			134	316,400
Controllers			118	725,700
Dog agility equipment			10	16,700
Dog bag dispenser			68	20,400
Drinking fountains			163	880,300
Edging		20,157		1,108,652
Exercise equipment			62	390,050
Fences		140,565		23,379,119
Fences (area)	2,035			122,094

Fish cleaning wtation			3	20,250
Flag pole			83	253,150
Garden beds	317,563			10,797,154
Gas testing bore			30	153,000
Gates			1,156	2,997,010
Irrigation line		40,681		2,644,283
Irrigation pipes		5,236		46,491
Luminaire			940	5,655,890
Ornamental fountain			6	18,000
Park furniture			629	923,550
Parking meters			42	728,700
Picnic setting			326	1,726,675
Plaque			261	182,700
Playgrounds - equipment			813	8,671,825
Poles			4,491	1,190,115
Ponds & lakes	300			287,578
Raised planter			125	162,975
Ramps	1,552			310,010
Retaining walls	2,298			1,321,252
Root cells	353			86,497
Seats			1,616	5,296,365
Shelters	4,982			3,458,993
Shelters (each)			20	206,400
Sign panel	3,836			3,633,263
Specialised equipment			2	11,100
Stairs	995			624,490
Switchboard			18	227,850
Valves			310	916,200
Viewing area	1,111			231,536
Wall	976			628,120
Water barrier structure	24,910			72,696,561
Water tank			65	1,065,600
Water tap			91	27,300
Parks, open space and streetscape total				**157,523,596**
Recreation leisure and community facility				
Asset type	**Area (m2)**	**Length (m)**	**Number of**	**Replacement value ($)**
Access points	555			1,110,640
Athletics fields	19,794			3,071,393
BMX park	4,978			572,445
Cricket nets	7,121			1,851,564
Cricket wicket	11,101			832,357
Floodlight pole			467	9,969,300
Gates			10	14,600
Goal posts and rings			173	674,400

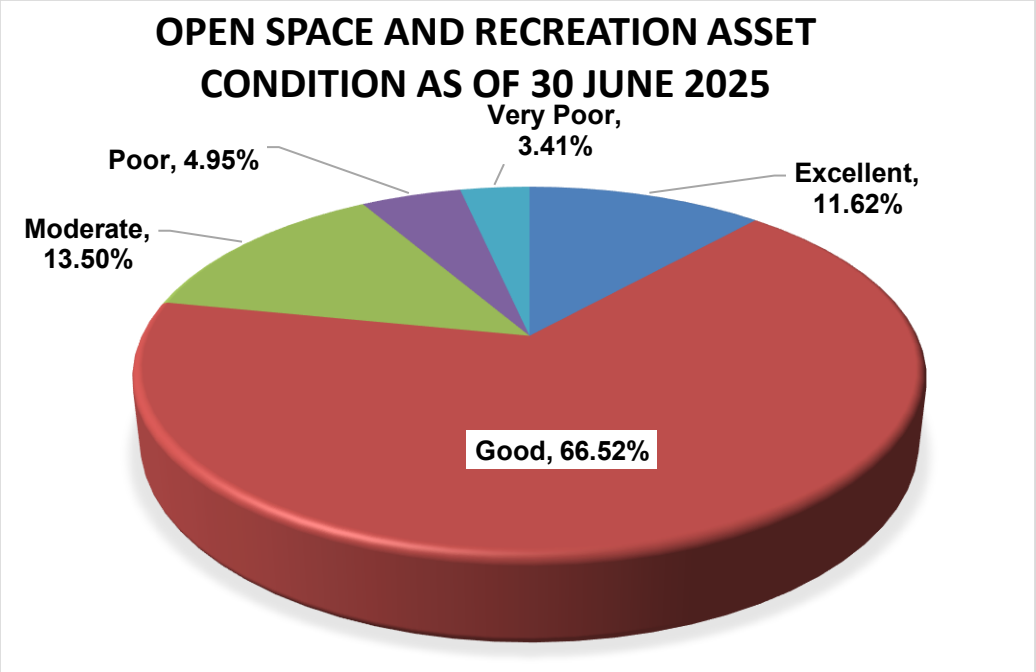
Half court	3,837			651,883
Luminaire			1,006	2,766,500
Pontoons	1,012			3,341,052
Scoreboards			18	174,300
Seats			14	128,800
Shelters (each)			118	1,861,800
Skate park	3,258			2,525,190
Sports court	11,744			2,236,057
Sportsgrounds	853,573			44,297,334
Tennis enclosures	28,612			5,677,845
Valves			6	15,600
Recreation leisure and community facility				**81,773,060**
Open space and recreation grand total				**239,296,656**

The replacement value of open space and recreation assets is estimated to be $239 million as of 30 June 2025. This value does not include trees. The $239 million includes the replacement value of approximately $157 million of the parks, open space, and streetscape category and approximately $82 million of the recreation, leisure and community facility category as recorded in Ccouncil's asset management system.

Asset condition

A condition audit was completed in 2022 to determine the physical condition and remaining useful life of the open space and recreation assets, with the data used to inform the development of a long-term renewal works program.

The following chart presents the open space and recreation asset condition as of 30 June 2025.



The majority of open space and recreation assets (91.64 per cent) are in excellent to moderate condition. The remaining 8.36 per cent of assets are in poor and very poor condition and have been scheduled on the Draft Five Year Capital Works Program to be renewed or replaced.

Required renewal expenditure

The required expenditure to renew the poor and very condition open space and recreation assets in a timely manner is approximately $29 million over the next 10 years which includes the rate of deterioration.

Recommended 10 -year renewal budget

It is recommended that $2.9 million per year be allocated in FY25/26 and Draft 10-Year Capital Works Program to renew poor and very poor condition open space and recreation assets.

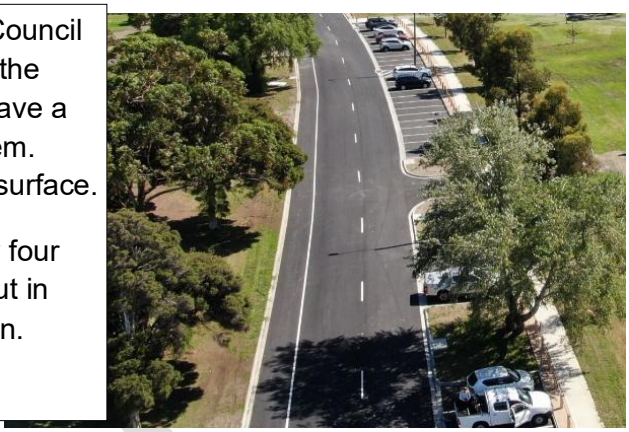
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2025 STATE OF ASSETS - Roads

Asset Description

Road assets are all those roads owned by Council and have been declared as public roads on the road register. Sealed roads are those that have a bituminous, concrete or paver surface to them. Unsealed roads have a gravel or unformed surface.

Condition inspection for roads is done every four years while defect inspections are carried out in accordance with the Road Management Plan.



Asset Quantity and Value

Road assets are broken up into Access, Collector and Link roads with the subgroups of Pavement, Surface and Kerb and Channel. Council maintains a large network of 442 km of road. The replacement value of the road assets is approximately $663 million as of 30 June 2025.

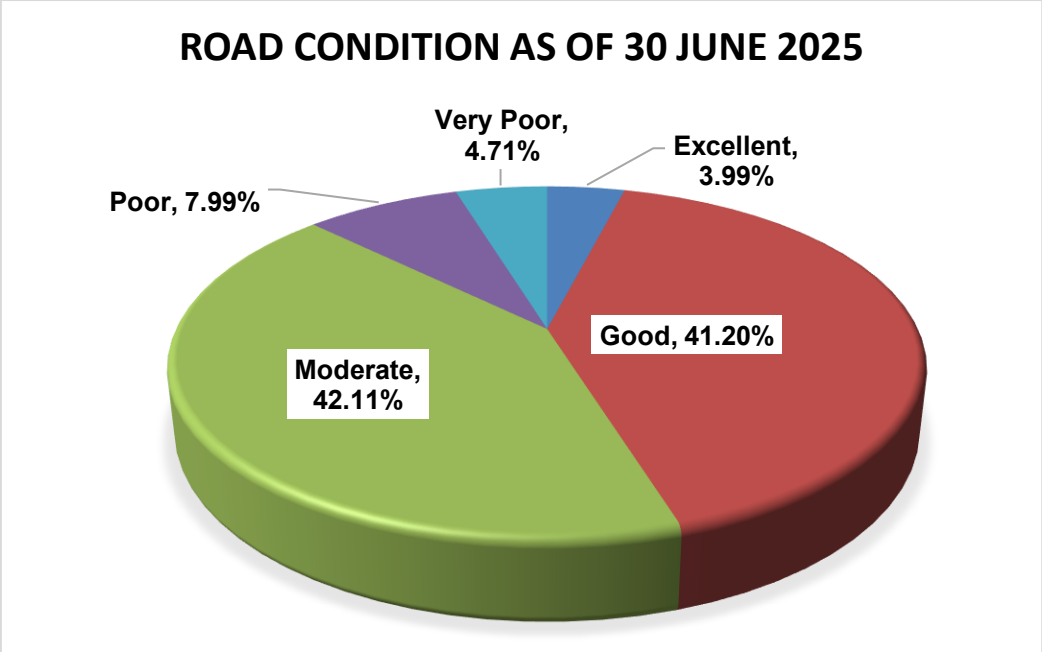
Class	Length km
Access	379
Collector	48
Link	15
Total	**442**

Asset type	Area (m2)	Length (m)	Number of	Replacement value ($)
Pavement	3,490,975			414,280,253
Surface	3,405,374			111,531,091
Kerb & channel		822,064		121,575,650
Traffic islands	32,212			7,454,783
Thresholds	12,501			3,903,403
Traffic calming			1,299	2,670,455
Pedestrian crossing	5,978			2,090,351
Traffic calming apron	114			20,998
Grand Total				**663,526,984**

Asset condition

A condition audit was completed in 2024 to determine the physical condition and remaining useful life of the road and carpark assets, with the data used to inform the development of a long-term renewal works program.

The following chart shows the overall condition of road assets as of 30 June 2025.



The majority of road assets (87.3 per cent) are in excellent to average condition. The remaining 12.7 per cent of assets are in very poor and poor condition and have been scheduled in the Draft ~~Ten~~ 10-Year Capital Works Program to be renewed.

Required r~~R~~enewal e~~E~~xpenditure

The current backlog of poor condition road assets based on condition as of 30 June 2024 is approximately $84 million. In order to reduce the current backlog over the next ~~ten~~ 10 years and keep up with the annual rate of deterioration, an amount of $15 million per annum is required.

Recommended 10 Year Renewal Budget

It is recommended that for FY25/26 and beyond that $15 million per annum be allocated in the Draft ~~Ten~~ 10-Year Capital Works Program for the renewal of road assets in a timely manner to provide the required level of service to the community.

Further information

For further information regarding this plan please contact the **Community and Council Plan development team** at **cp@hobsonsbay.vic.gov.au**.

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