



SURF COAST SHIRE COUNCIL

Asset Plan

2025-2035

Acknowledgement of Country

Surf Coast Shire Council acknowledges the Wadawurrung People and the Gulidjan and Gadubanud Peoples of the Eastern Maar Nation as the Traditional Owners of the lands our shire spans. We pay our respects to their Ancestors and to their Elders past, present and emerging.

We recognise and respect their beliefs, customs and values, which continue to sustain their intrinsic connection with Country that has endured for more than 60,000 years.

We value the contribution their Caring for Country makes to the lands, ocean, waterways, plants, wildlife and people of Surf Coast Shire, and acknowledge we have much to learn from the Traditional Owners, especially in changing how we think, work and act in relation to climate change.

We therefore commit to walking alongside the Traditional Owners, allowing them to guide us so that together we can have a more positive impact on our environment and communities in the Surf Coast Shire.

We embrace the spirit of Reconciliation, working towards self-determination, equity of outcomes and an equal voice for Australia's First Nations People.



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Together with the Council Plan 2025-2029 and Financial Plan 2025-2035, this Asset Plan provides a strategic roadmap for managing and using resources efficiently and effectively. It aligns our assets with organisational goals, promotes sustainability, and helps minimise risks for our community. By considering intergenerational equity, the plan ensures that future generations share in the benefits. It also supports informed decision-making and smarter resource allocation, ultimately strengthening operational performance and long-term success.



1. Our Shire at a Glance

Surf Coast Shire is located in south-west Victoria, covering approximately 1,560 square kilometres. The shire is home to a range of diverse landscapes, including the rugged coastline of the Great Ocean Road to the lush hinterlands of the Otway Ranges. As of 2024, the shire is home to around 39,928 residents, with vibrant communities in townships such as Torquay, Anglesea, Lorne, and Winchelsea. The region is renowned for its natural beauty and iconic attractions, including Bells Beach, the Split Point Lighthouse at Aireys Inlet, and the expansive Great Otway National Park.

The region's economy is primarily driven by tourism, construction, retail, and agriculture. Seasonal tourism plays a major role, with the population more than tripling during peak holiday periods. Ongoing population growth and urban development are increasing demand for infrastructure and services, reinforcing the need for sustainable, forward-looking asset management.

Council is responsible for managing a significant and growing portfolio of assets valued at approximately \$1.7 billion. This includes infrastructure, land, fleet and IT assets. The infrastructure assets such as transport infrastructure (roads and footpaths), buildings, recreational facilities, open spaces, and drainage systems are carefully planned and modelled over their life cycle to ensure they are maintained and renewed at the right time. These infrastructure assets are vital to connecting communities, supporting resilience, and maintaining the unique character of the Surf Coast region. The other assets, such as IT systems and fleet vehicles, are not included in this long-term modelling, as they are managed using different approaches suited to their shorter life spans. Appendix 2 shows the long-term financial plan for non-modelled assets.

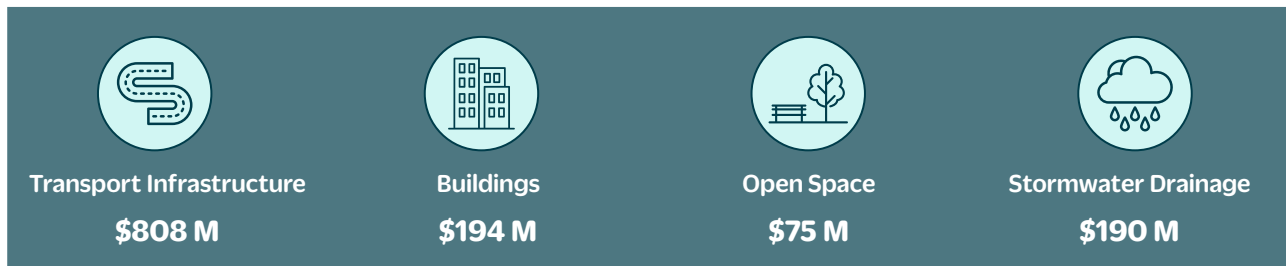
This Asset Plan outlines how Council intends to manage its infrastructure over the next 10 years, with a focus on sustainability, financial responsibility, and community wellbeing. This ensures our assets support the services and amenities our community needs and expects, both now and in the future, providing sustainable benefits for all residents.

The latest ERP for Surf Coast is 39,928 people (REMPPLAN/ABS 2024)

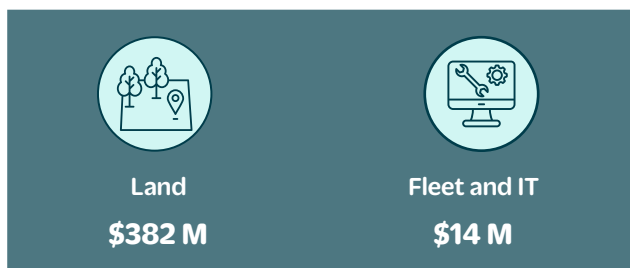
2. Our Assets Story on a Page

Total Value of Councils Asset Base \$1.7 Billion¹

Total Value of Infrastructure Assets \$1.2 Billion²



Non-Modelled Asset Classes



HEALTH CHECK

	Replacement Cost \$925 M	Average Condition 1.97	PVP ³ 5.8%	VP ⁴ 0.48%
Transport Infrastructure	\$808 M	1.92	6.84%	0.49%
Buildings	\$194 M	2.33	4.04%	0.74%
Open Space	\$75 M	2.22	5.02%	0.99%
Stormwater Drainage	\$190 M	1.77	3.79%	0.03%
Fleet & IT Equipment	\$14 M	N/A	N/A	N/A
Land	\$382 M	N/A	N/A	N/A

¹ Figure from Draft 2025-26 Budget

² Includes roads, footpaths, buildings, open space, and drainage

³ PVP stands for Poor and Very Poor Condition

⁴ VP stands for Very Poor Condition

Key Challenges and Opportunities



2.1 Our Plan

Focus Area	Initiative
Service Delivery	Meet service levels aligned with community expectations
Growth Management	Manage growth through demand strategies and targeted infrastructure investment
Lifecycle Planning	Apply lifecycle costing to optimise long-term asset strategies
Organisational Support	Enable effective service delivery across the organisation
Asset Condition & Safety	Ensure assets are safe, fit for purpose, and prioritised for replacement
Sustainability	Minimise environmental impacts of asset decisions
Risk Management	Identify and manage risks across the asset portfolio

3. Introduction

3.1 Purpose of the Plan

The purpose of this Asset Plan is to guide Surf Coast Shire's approach to best practice asset management and to establish clear principles for responsible, evidence-based investment in public infrastructure. This document presents a long-term strategy for the sustainable stewardship of Council assets, ensuring they continue to meet the needs of our community now and into the future. It is a public-facing plan developed in alignment with Council's community vision (below), organisational goals, and strategic direction.

From the hinterland to the coast, from the First Peoples to the children of the future, we are an active, diverse community that lives creatively to value, protect and enhance the natural environment and our unique neighbourhoods. We will leave the Surf Coast Shire better than we found it..

This plan outlines how we will optimise capital and operational investment, balancing the demands of asset renewal and maintenance with population growth and evolving community expectations. It supports consistent and transparent decision-making, strengthens links between service levels and funding, and enables meaningful engagement with the community and Council through performance reporting.

The Asset Plan also addresses the challenges of managing economic, environmental, cultural, and social outcomes within finite financial resources. It includes an assessment of current asset management maturity and outlines a targeted improvement plan to close identified gaps.

Finally, the Plan provides 10-year expenditure forecasts to inform long-term financial planning, annual budgets, and capital works programs ensuring assets continue to support high-quality service delivery across the municipality.

COMPLIANCE WITH THE LOCAL GOVERNMENT ACT

Council has prepared this Asset Plan in compliance with Victoria's 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'S STRATEGIC PLANNING

Our Asset Plan is integrated within the broader Council planning framework. It aligns closely with:

- **Community Vision (People Place Future):** Reflecting our long-term aspirations.
- **Council Plan (incl Health & Wellbeing Plan) 2025-2029:** Outlining short- to medium-term priorities.
- **Financial Plan 2025-2035:** Ensuring financial sustainability.

This alignment ensures that asset management decisions support our overall strategic objectives and are compliant with legislative requirements.

Other key planning documents that this plan should be read in conjunction with include:

- Strategic Asset Management Policy
- Asset Management Strategy
- Asset Accounting Policy
- Asset Renewal Funding Strategy

Council's Deliberative Engagement

In line with Council's Communication 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 strategies.

What is asset management?

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

Why is asset management important?

Our community understandably expects assets to be provided to a standard that ensures public safety, amenity 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.

"Our Council is committed to making informed decisions by drawing on the best available evidence and actively engaging with the community. We prioritise transparency, accountability, and continuous improvement to ensure our actions are well-considered and truly reflect the needs and values of our community."

Cr Mike Bodsworth, Mayor



"We are creating a long-term investment plan to ensure our assets are fit-for-purpose, deliver the services that our community needs and remain affordable for ratepayers."

Robyn Seymour, Chief Executive Officer



3.2 Our Community and Population

Surf Coast Shire is renowned for its lifestyle, vibrant communities and natural beauty.

The shire's population was estimated at 39,928 in 2024, reflecting significant growth in recent years. Projections indicate that by 2046, the population could reach approximately 55,795, driven by a consistent annual growth rate of 3.8%.

The shire comprises many individual townships, including Aireys Inlet, Anglesea, Bellbrae, Deans Marsh, Fairhaven, Jan Juc, Lorne, Moriac, Torquay and Winchelsea - each is a unique community with a strong sense of its own identity.



39,928

Population
in 2024

Source: REMPLAN/ABS ERP



14.5%

Estimated
Population growth
2024 to 2036

Source: id.com.au



45,717

Population
Forecast 2036

Source: ABS Census 2021



17.1%

Population
born overseas

Source: ABS Census 2021



Our Top Industries

Construction,
Accommodation &
Food Services,
Retail, Trade,
Health Care & Social
Assistance,
Education & Training,
Professional,
Scientific & Technical
Services,
Agriculture, Forestry
& Fishing,
Source: REMPLAN



0.6%

Population identifies
as Aboriginal or Torres
Strait Islander

Source: ABS Census 2021



3,644

Businesses

Source: ABS Census 2021



12,576

Jobs

Source: REMPLAN



\$2.1B

Gross Regional
Product

Source: REMPLAN

3.3 Our Future Ahead

The following table summarises how Council's strategic priorities align with asset management initiatives across the five key themes identified in the Council Plan. These themes provide strategic direction for investment, planning and decision-making relating to Council's infrastructure portfolio.

Council Plan Theme	Theme Description	Asset Management Initiative
Community Wellbeing	Council seeks to increase community participation and empowerment and will favour projects being led by community where possible. Council will foster healthy active living and community connections for all age groups that improve wellbeing and are equitable and inclusive. The needs of younger and future generations will be prioritised given Council's role in planning for the future.	Deliver social infrastructure, public spaces, and community services that support health and inter-generational social connection.
Sustainable Communities	The qualities that make a place liveable, sustainable and functional will be understood and enhanced. Community members will be central to this work and in the specific growth areas of the shire, Place Plans will guide design and development to build communities that are vibrant, welcoming, sustainable and less car dependent. Tourism will be an important element but not at the expense of local amenity or environmental values.	Plan and facilitate growth with placemaking principles; invest in active/public transport; support long-term affordable housing in key townships.
Climate and Environmental Leadership	Council will ensure its own operations are adapted to climate and weather events and build and renew assets with future needs in mind. It will play a leadership role within the community and continue to advocate for more upfront investment in resilient assets and mitigation actions. Areas of environmental significance will be valued and a high priority will be placed on preservation and conservation.	Build and renew assets with future climate impacts in mind; advocate for investment in climate-resilient infrastructure; integrate environmental sustainability in decisions.
Infrastructure and Assets	The important role assets play in our community will be given specific recognition. Investment in assets will be equitable and evidence based. Road condition and function will be a focus whilst Council also broadens options for non car-based travel. Maintenance levels will be calculated to achieve the best balance of cost and amenity over time.	Prioritise asset maintenance and renewal; review service strategies and intervention levels; adapt asset renewal for climate and usage shifts; develop sealed/unsealed road strategy.
High Performing Council	Council decisions are made based on evidence and with an emphasis on long term community benefit. Council is trusted and collaborative. It manages its finances prudently and works innovatively to deliver the best value. Revenue options should carefully consider people's capacity to pay.	Use service reviews for continuous improvement; ensure revenue and cost-recovery initiatives are equitable; advocate for funding; manage spending with long-term view.

4. Strategic Context

4.1 Strategic Alignment

Surf Coast Shire Council's Asset Plan is one of several key strategic documents developed to deliver on the community's long-term aspirations. This plan is directly shaped by the Surf Coast Community Vision and is integrated with Council's broader planning framework, including the Council Plan, Financial Plan, and key service strategies. Together, these documents reflect Council's commitment to achieving sustainable, place-based outcomes that support a thriving, connected, and environmentally responsible community.

Asset planning plays a critical role in enabling Council to deliver services and infrastructure that align with strategic goals. By linking asset investment decisions to the five key themes of the Council Plan. This Plan ensures that infrastructure provision keeps pace with changing community needs, supports liveability, and promotes long-term financial and environmental sustainability.

Our purpose is:

"We exist to help our community and environment to thrive."

Our Community Vision is:

From the hinterland to the coast, from the first peoples to the children of the future, we are an active, diverse community that lives creatively to value, protect and enhance the natural environment and our unique neighbourhoods. We will leave the Surf Coast better than we found it.

Our organisational direction is:

An innovative and flexible leader, and a constructive partner, that values the strengths of others; a place where people can do their best and be proud of their achievements.



4.2 Integrated Planning

Under the Local Government Act (Victoria) 2020, Council is legislatively required to establish a suite of strategic management plans, which guide Council's future planning, asset management and financial sustainability.

An overview of these strategic management plans and how they support their delivery is shown below.

Strategic Planning Document	Role	Horizon & Review Cycle
Community Vision	Our community's aspirations and priorities for the future of Surf Coast Shire.	10 Years
Council Plan	Details the objectives and goals to aim for to achieve the Community Vision with a 4-year delivery focus	4 years
The Asset Management Policy	Sets the principles for consistent and appropriate asset management practices, processes and systems across the portfolio and sets the strategic intent for the sustainable management of Councils assets	4 yearly review
Asset Management Strategy	The Asset Management Strategy guides how Council plans, maintains, and invests in infrastructure to support service delivery, meet community needs, and ensure long-term sustainability.	4 years
Asset Plan	Details the strategic actions and asset management indicators that provide for deliberative community engagement in line with the Victorian 2020 regulation.	4 years (10 years of scenario planning)
Long Term Financial Plan	Council's Financial Plan detailing the Capital Works Plan, Income and Funding Sources and Local Government Financial metrics.	10 years outlook and Annual Review
Workforce Plan	Outlines how we will manage our resources and budgets to deliver projects	4 years
Annual Business Plan + Budget	Outlines how we will manage our resources and budgets to deliver projects	1-2 years
Individual Asset Class Plans	For each major class – transport, buildings, open space and stormwater drainage, it details the funding need for maintenance and capital for a range of service levels	10 years (comprehensive update every re-valuation cycle.)
Asset Renewal Funding Strategy	Formalise the financial principles and approach relating to asset renewal funding allocation, and the management of asset renewal funds.	4 years

4.3 Asset Management Planning

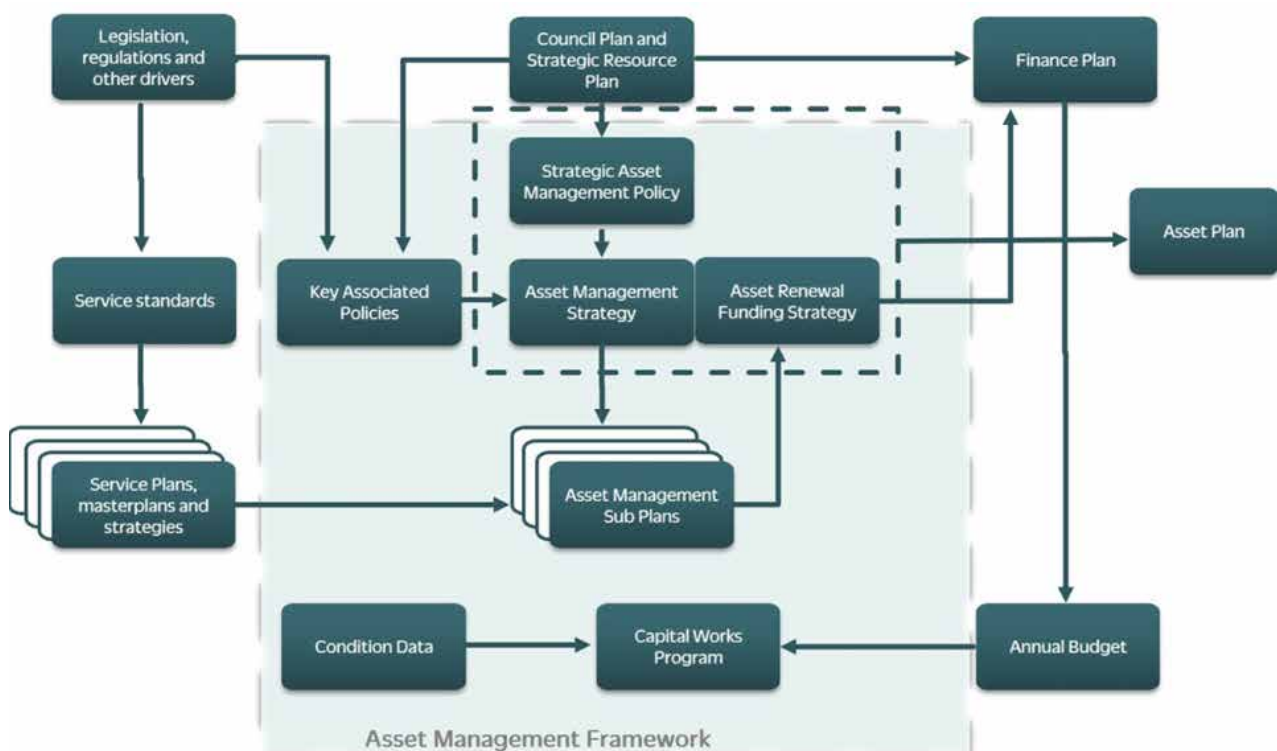
Council takes a lifecycle management approach to asset management planning, considering the resourcing requirements to operate, maintain, rehabilitate and renew assets to meet service level requirements and asset useful life expectancy.

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

Council's asset management practices are also governed internally by the Asset Management Policy, the Asset Plan and supporting documents, strategies. The whole process is supported by enablers such as technology, data, processes and people and is informed by key corporate and strategic documents. Council's Asset Management Framework is outlined below.

Asset Management Framework

Surf Coast Shire's Asset Management Framework provides a structured approach to managing our assets sustainably, ensuring alignment with strategic goals, community expectations, and long-term financial planning.



4.4 Lifecycle Approach to Asset Management

1. Planning and design

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

1. 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 should align to an endorsed management plan or strategy and is supported by a life cycle cost that informs the Financial Plan for long term maintenance and renewal needs.

1. Maintenance and operations

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

1. Renewal

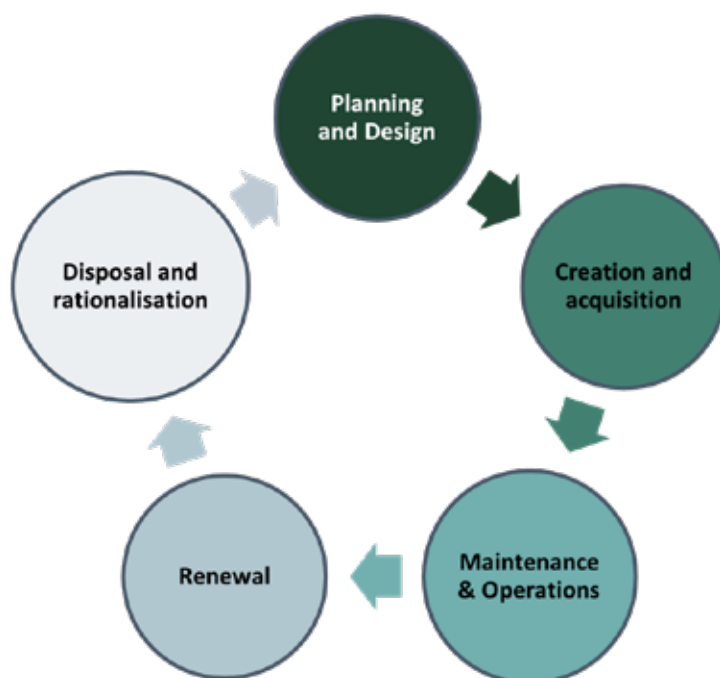
Existing assets are replaced only when they have reached their intervention state. That is, they no longer support the required level of service delivery. Prioritisation of such works is based on criticality of the service and associated assets.

1. Upgrade/expansion

Upgrades or expansions are considered when an asset no longer meets current or future service needs due to factors such as increased use, regulatory changes, or evolving community expectations. Projects must align with Council's strategic objectives, demonstrate a clear service benefit, and be assessed for long-term affordability and sustainability. Where possible, upgrades are coordinated with renewal works to maximise value.

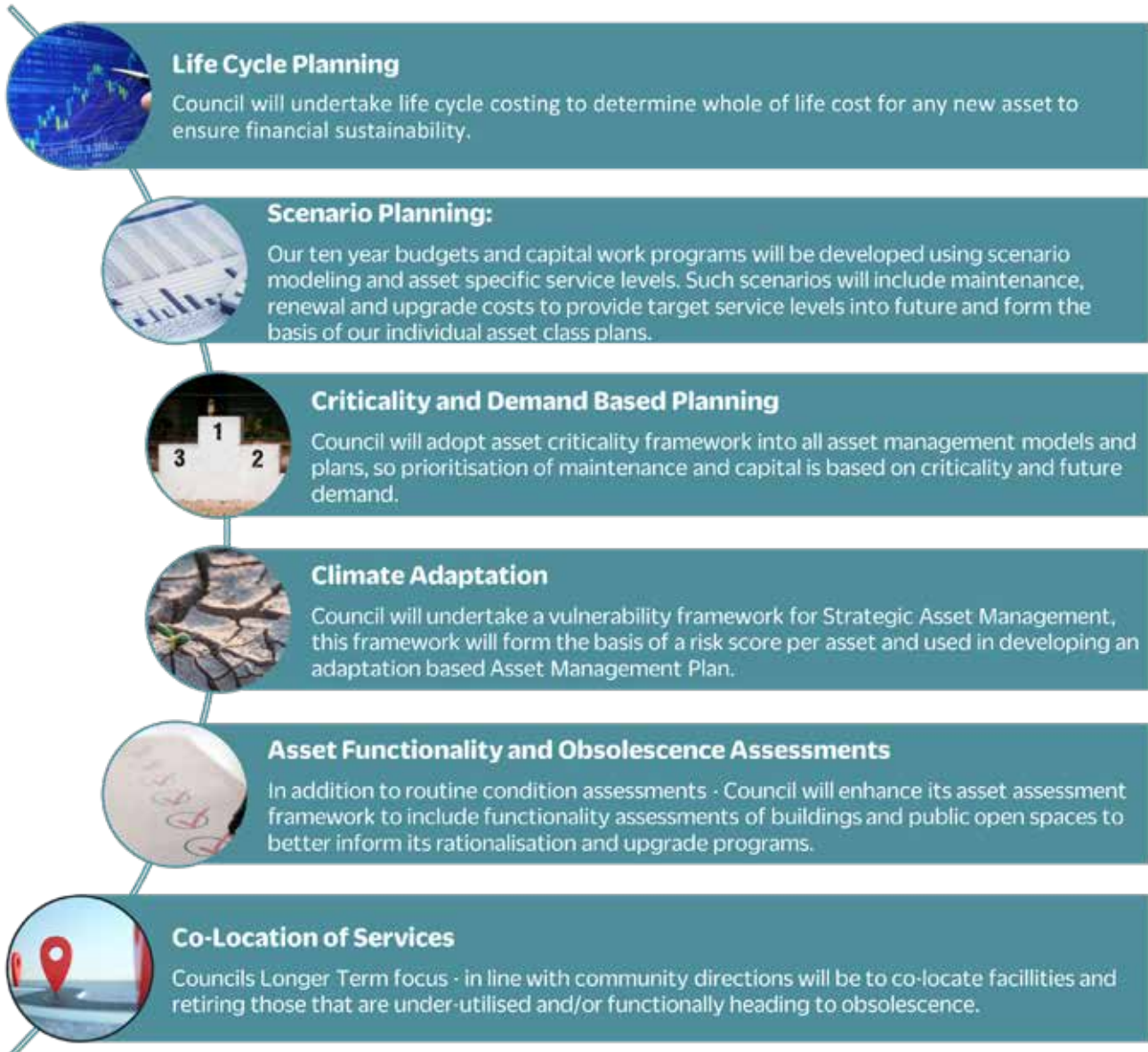
1. Disposal and rationalisation

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.



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.

4.5 Strategic Initiatives



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, where possible, to ensure we provide services and assets that are sustainable and available for future generations. Our stakeholders include the community, council, user groups and community groups.

We value the contribution that local voices bring to local decision making and we aim to provide easy access to information, to explain our actions with clarity and to make decisions that are informed by an understanding of the needs of our local communities.

5.1 Council's community engagement principles

The following guiding principles are applied at key points in our asset management planning process in line with our commitment to a best practice contemporary approach to community engagement as per Surf Coast Shire's Community Engagement Policy and Communications and Community Engagement Strategy.

Principles

- **Transparent:** We will be proactive with our communications and clear about the purpose and scope of our engagement.
- **Genuine:** We value your input and believe all citizens have a right to know about and contribute to decisions that affect them.
- **Relevant:** We will communicate to you promptly about issues of importance, and when we seek your feedback, we will ensure it is in time to inform our decision making.
- **Accessible:** We will use simple and inclusive language and reduce barriers to participation in our processes.

Our Commitment

- We will give people enough time to provide feedback
- We will communicate across multiple channels to ensure broad reach
- We will provide regular updates on our projects and services
- We will explain the reasons for our decisions
- We will ensure that everyone's view is considered fairly
- We will be innovative where doing so improves understanding, participation or deliberation

5.2 How do we engage with our community

Surf Coast Shire Council engages extensively with its community to inform strategic planning and ensure infrastructure decisions reflect local priorities. Through initiatives such as People Place Future (2021) and Our Focus Our Future (2024–2025), Council has implemented a combination of surveys, community pop-ups, youth engagement, targeted stakeholder outreach, and deliberative panels. These programs have captured diverse perspectives across all townships, age groups, and demographic backgrounds. This inclusive approach aligned with the Local Government Act 2020 and Council's Community Engagement Policy ensures that asset planning is grounded in community values, lived experiences, and shared aspirations for a sustainable future.

There are many ways members of the community can inform and influence decisions about our assets.

Community Engagement	
Annual Local Government Community Satisfaction Survey	Community members can provide input that may be used to help us identify ways we can improve our performance and provide more effective services for our community.
Annual Budget (incorporating capital works program)	Our draft Budget is developed using a consultation process that involves key stakeholders and councillors. It is then published for community comment and input.
Council meetings	We provide access to meeting agendas and minutes and community members can raise issues directly with us at public meetings.
Community forums	Community members can talk to Councillors and Council staff directly about programs, services or any other matters.
Digital Platforms	Community members can find out information about services and assets through our website or can interact directly with us via social media.
Consultation on the development of asset management strategies and policies	Community members can provide input into decisions that affect asset and service delivery.
Engagement for major infrastructure projects	We seek to engage with user groups and stakeholders who may be affected.
Customer service requests	Community members can contact us directly about any hazards, maintenance issues or other problems they see. This complements our regular inspection programs and helps us preserve the safety and function of our assets.
Asset Plan engagement	Our Community Vision, Council Plan and Financial Plan were prepared with direct input from our community via deliberative engagement. Outcomes of this engagement have also been used to inform this Asset Plan.

Future versions of the Asset Plan will be prepared following deliberative engagement. This will allow our community to consider detailed asset planning information, discuss the impacts, trade-offs and comparative options for asset management, and influence a range of important principles that will guide our future asset and service decisions.

5.3 Community Information “Popup” Session Details

Council hosted a series of Community Information “Popup” Sessions between November 2024 and February 2025 across key townships to gather input on local priorities, infrastructure requirements, and strategic planning objectives. Held at local markets, events, and public spaces, these sessions were designed to encourage broad participation and reflect the unique needs of each community. Discussions addressed a range of topics, including transport and housing, recreation and public amenity, town centre improvements, environmental concerns, and access to community and family services. Insights from this engagement process have directly informed asset planning and strengthened Council’s commitment to place-based, community-informed decision-making.



5.4 What did the Community tell us

The “Our Focus Our Future” engagement process captured broad community input through 858 survey responses, 83 youth surveys, 16 group submissions, and participation from 80 kindergarten children. Respondents represented all townships, with strong contributions from Torquay–Jan Juc, Anglesea, and Winchelsea. Demographically, 62.1% of survey participants identified as women, 34.4% as men, and 3.6% as non-binary or preferred not to say. Age representation skewed toward older groups, with 40–54 (28.7%), 55–69 (33.1%), and 70+ (17.1%) accounting for most respondents.

Community feedback highlighted concerns around cost-of-living pressures, housing affordability, transport limitations, and tourism impacts, alongside strong support for environmental protection, better infrastructure, health services, and youth programs. These insights will guide Council’s long-term strategic planning and asset investment decisions.

The following asset management themes were identified through community feedback during engagement and reflect priority areas where residents see a need for improved infrastructure and services across the Surf Coast Shire.

Theme	Community Insight
Transport & Roads	Concerns about traffic, road quality, and limited public transport options especially in rural areas.
Footpaths & Connectivity	Strong demand for more and safer footpaths, bike paths, and accessible pedestrian routes.
Open Space & Recreation	Calls for more parks, community spaces, and upgrades to sporting and recreational facilities.
Community Facilities	Interest in maintaining and upgrading libraries, community centres, and youth spaces.
Waste & Environmental Assets	Support for sustainable waste services, stormwater management, and protection of coastal/natural areas.
Health & Wellbeing Infrastructure	Desire for better access to local health services, mental health support, and spaces promoting social connection.
Growth-Ready Infrastructure	Community expectations for infrastructure keep pace with growth in areas like Torquay, Jan Juc, and Moriac.

The “Our Focus Our Future” engagement has provided valuable insight into the priorities and expectations of our community. The feedback received highlights a shared desire for sustainable infrastructure, accessible services, and thoughtful planning that supports growth while protecting the natural environment. These insights will directly inform how Surf Coast Shire invests in, manages, and renews its assets ensuring they continue to meet the evolving needs of our community now and into the future.

6. How We Manage Our Assets

6.1 Our Assets Support Our Services

Surf Coast Shire Council delivers a wide range of valued services that contribute to a vibrant, inclusive, and liveable region. The infrastructure that supports these services spanning both heritage and contemporary, built and natural assets is essential to the wellbeing of our community. These assets enable people to live, work, play, and connect across our coastal and rural landscapes. As assets age through use, exposure to the elements, or evolving community needs, they require careful stewardship. Ensuring their ongoing performance while responsibly managing ratepayer investment is critical to our long-term financial sustainability and service delivery.

Why is asset management important?

Our community expects assets to be provided to a standard that ensures public safety, amenity 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.



What assets are covered in this plan?

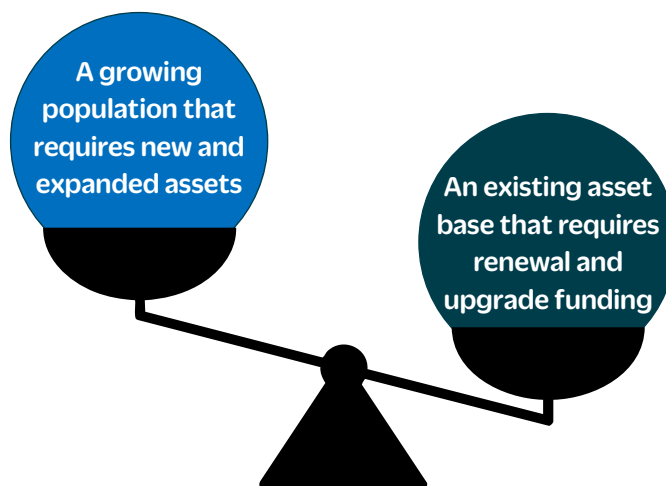
For the purposes of this Asset Plan ‘assets’ refers to the portfolio of public assets that Council is responsible for managing. To make it easier for our community to understand what these assets are, we have grouped them according to their services they provide and the functions they belong to in the following table.

Asset Classes	Service / Function	Includes
Transport Infrastructure	The infrastructure needed for movement, within or beyond our Shire and as part of our day-to-day activities, whether by vehicle or bike or as a pedestrian.	Roads and streets, bridges, footpaths, trails, roundabouts, speed humps and traffic management devices
Open Space	The locations and environments we frequent while enjoying the natural surroundings or engaging in recreational and leisure activities.	Parks and gardens (trees, flower beds, fences, gates), playgrounds, waterways, sports fields, stadiums, public furniture and amenity assets (seats, barbecues, pergolas, shade sails)
Buildings	The locations and areas we utilise when accessing community services or participating in recreational, cultural, or social activities.	Town halls, leisure and aquatic centres, sports pavilions, libraries, community centres, maternal health and other buildings that house community services, public toilets and shelters.
Stormwater Drainage	The infrastructure we need to direct stormwater run-off, mitigate flooding and improve water quality in line with EPA standards. Water Sensitive Urban Design (WSUD) assets are specially designed features that help manage rainwater in ways that protect our environment and support healthy, sustainable communities.	Drains, pipes, and pits. WSUD include things like rain gardens, wetlands, swales, and permeable paving that slow down and filter stormwater before it reaches our rivers, creeks, and oceans.
Fleet	Essential for open space maintenance, waste management, infrastructure works, community support and regulatory services	Vehicles, heavy vehicles, plant and equipment
IT	Systems and infrastructure that support the delivery of digital services to the community and internal operations	Computers, mobile devices, IT infrastructure, audio visual, cloud services, software and cyber security
Land	These assets support a wide range of community, environmental, and operational functions, from recreation and open space to waste management and administrative services.	Freehold land, land parcels, and crown land managed by Council

6.2 How Our Assets Support Community Needs

Our assets exist to support the delivery of Council services and public amenities that, in turn, support our community's social and economic needs.

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



6.3 Levels of Service

Our Service Levels are defined by our expectations of the standard at which an asset needs to perform. We define our service levels with respect to availability of the service, quality of the service, risk posed by service deficiency, accessibility of the service and comfort level of the service. Service levels inform our capital works planning and delivery by guiding when assets need to be renewed, upgraded, or replaced to continue delivering value to our community, this is illustrated in the examples below. We acknowledge that where a higher service level provision is required due to higher utilisation and need, it will mean a higher criticality of the asset providing the service.

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 to future upgrades
Poor	Good-Fair	Good-Fair	High	Consider Asset Renewal 3-5 years

Service levels are set by the Council based on community expectation, legislated levels of service and subject matter 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), 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 levels and then
- Finding the balance based on priority, risk and utilisation

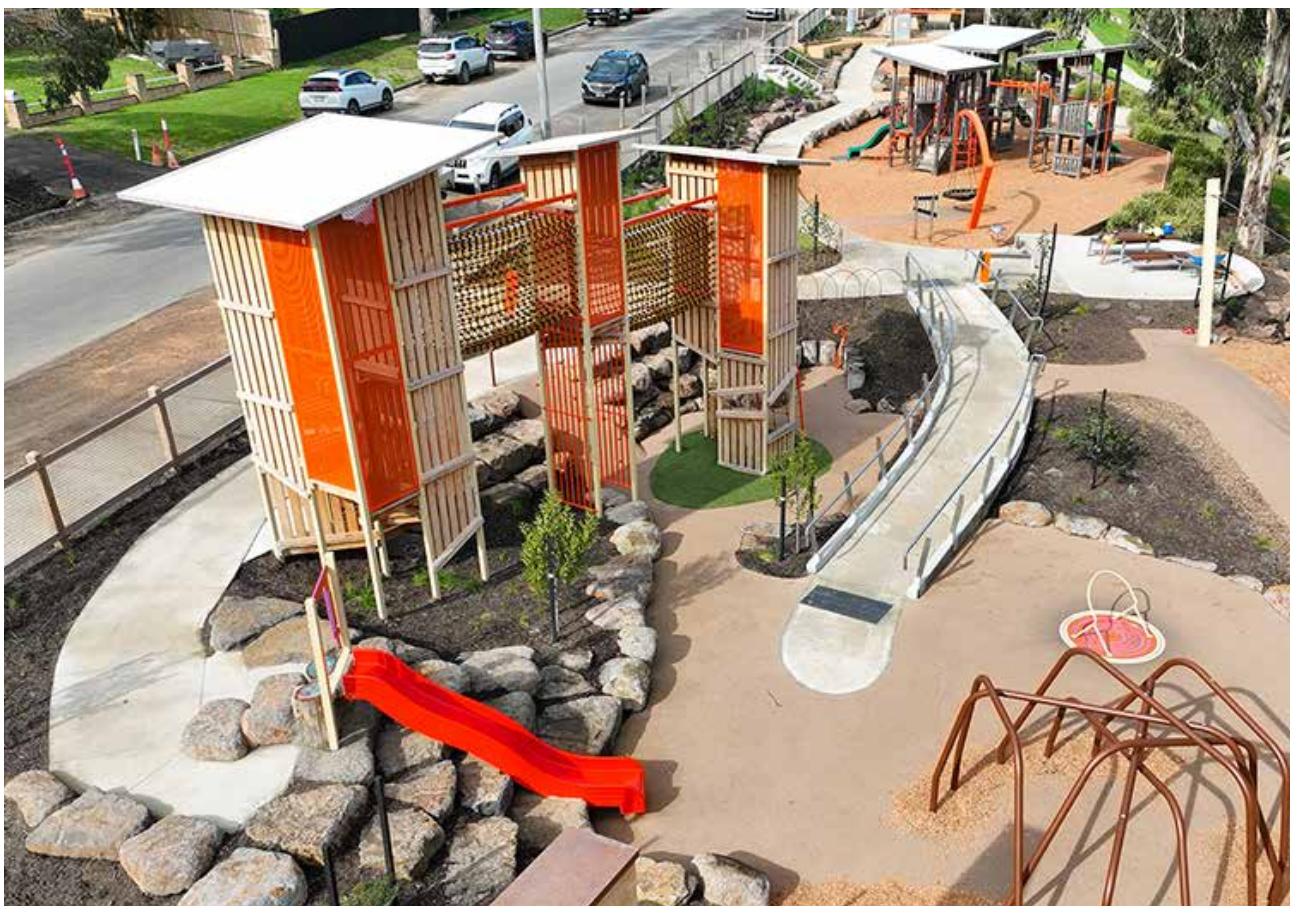
Our service levels are defined in two categories:

Community (Customer) Levels of Service

These describe what the community experiences when using Shire-managed assets. For example, how accessible, safe, or well-maintained roads, public toilets, trails, parks, and buildings are.

Technical Levels of Service

These describe the measurable performance standards we apply in managing and maintaining our assets. This includes frequency of inspections, response times for repairs, and target condition levels for different asset classes.



6.4 Our Asset Response to Gender and Equality Impacts Assessment (GEIA)

Surf Coast Shire Council is committed to ensuring that public assets are planned, delivered, and maintained in ways that support equity and inclusion. In line with the Gender Equality Act 2020, the Council incorporates Gender and Equality Impact Assessments (GEIAs) into infrastructure planning and policy development to evaluate how people of different genders may experience and access public assets. This includes facilities such as sporting pavilions, public toilets, and community centres. Council's approach is supported by its Gender Equality and Diversity Action Plan 2021–2025, which outlines actions to address systemic barriers and promote equitable service delivery.

To further embed this commitment, Council has a Fair Access Policy⁵ and will develop and implement a formal GEIA framework to be applied to all relevant new build, upgrade, and renewal programs, ensuring gender-responsive infrastructure outcomes. Implementation of the Fair Access Policy as all sporting clubs build capacity and capabilities to remove gender inequality in community sports infrastructure.



5 <https://yoursay.surfcoast.vic.gov.au/fair-access-policy>

7. The State of Our Assets

All Assets

Infrastructure
Land
IT
Fleet

\$1.7 Billion

Total value for all Assets

Asset Value Per Capita \$40,072

Asset value per head of population

Infrastructure Assets

39,750+ Assets

Transport Infrastructure
Buildings
Open Space
Stormwater

\$1.27 Billion

Assets supporting the delivery of Council's services

PVP Condition

5.8%

Value of assets that are currently considered poor or very poor

Average Condition

1.97

The average condition for all modelled assets

Asset Value Per Capita \$23,167

Infrastructure value per head of population

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 class, as well as intervention levels and service monitoring, future financial sustainability options and consequences, can be found in the relevant asset management plan for each asset class.

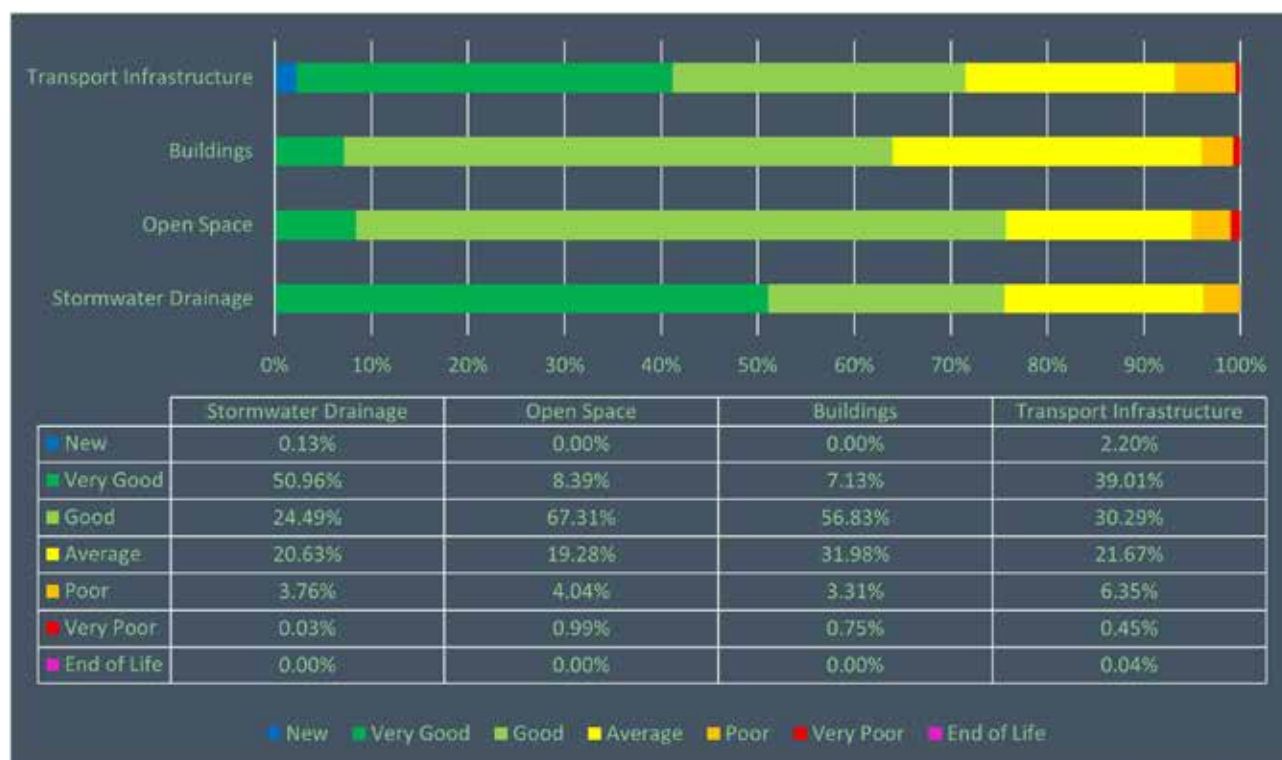
The condition for infrastructure asset classes is reported using a 0 to 6 rating system consistent with IPWEA guidelines (IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80) as shown below:

Note: Road asset condition is originally recorded in our Asset Information System on a 1 to 10 scale. For reporting purposes, these ratings are converted to a 1 to 5 scale to ensure consistency and alignment with the IPWEA framework, allowing a holistic view of our asset base.

Condition Rating	Description
0 – New	Brand new asset or recently constructed. No deterioration. Full design capacity available.
1 – Excellent	Near new condition. No visible signs of wear. Performs at optimal level with no issues.
2 – Good	Minor signs of wear and tear but fully functional. Only routine maintenance required.
3 – Fair	Moderate wear evident. Asset remains serviceable but may require more frequent maintenance.
4 – Poor	Significant wear and reduced performance. Increased risk of failure. Planning for renewal needed.
5 – Very Poor	Asset is nearing the end of its useful life. Performance is compromised. Renewal or upgrade urgent.
6 – End of Life	Asset is no longer serviceable. Major failure has occurred or is imminent. Decommission required.

Asset Condition Assessment Rating

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



8. Funding for the Future

To ensure responsible and sustainable stewardship of our assets, Council is committed to balancing community needs and aspirations with what is affordable for ratepayers. Decision-making in asset funding requires an ongoing balance between service levels, risk, and the financial capacity to maintain, renew, and improve infrastructure. Our long-term objective is to achieve sustainable service delivery through planned and prioritised investment in our assets.

8.1 Integration with the Financial Plan

The integration of this Asset Plan with Council's Long-Term Financial Plan (LTFP) ensures that the financial resources needed to manage, maintain, and develop assets are identified and planned for. This Asset Plan considers a minimum of two funding scenarios per asset class, aligned with community levels of service, and selects an adopted expenditure pathway that reflects affordability and strategic need.

All asset portfolio funding requirements identified in this plan are included in the Financial Plan. Forecasts cover a 10-year period and will be reviewed regularly as new asset data, particularly condition and usage, becomes available. This may require future adjustments to both the Asset Plan and LTFP.

8.2 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

8.3 Prioritising Renewal Investment

Council places a high priority on renewing existing assets to maintain safety, functionality, and service delivery. Unlike funding for new and upgraded assets, which is typically subject to external grants or internal funding bids through the annual planning process, renewal funding is allocated annually as a dedicated budget line item. This ensures that essential renewal works are prioritised without needing to compete against discretionary new initiatives.

Strategic modelling is used to forecast the deterioration of asset classes and assess the impact of different renewal funding scenarios. This modelling directly informs annual renewal allocations and underpins our focus on long-term asset sustainability.

Council also maintains a Renewal Reserve, which is used to set aside funds specifically for future renewal projects. This ensures that resources are available when assets reach the end of their useful life and reinforces Council's commitment to long-term infrastructure sustainability.

8.4 Adaptive Approach to Asset Renewal

Council does not automatically replace assets on a like-for-like basis at end of life. When an asset is due for renewal, a review is undertaken to assess whether the asset remains fit-for-purpose or whether it should be redeveloped, repurposed, expanded, or potentially decommissioned. This process considers factors such as community demand, usage trends, alignment with strategic objectives, condition and risk, and cost-benefit analysis.

This adaptive approach ensures that infrastructure continues to meet the needs of a changing community and delivers value over time. It also aligns with broader planning frameworks such as the Council Plan 2025-2029, the Access and Inclusion Strategic Plan, and Council's evolving Social Infrastructure Planning Framework.

8.5 Asset investment categories

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

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

8.6 Lifecycle investment profile

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our assets and the impact of various renewal funding scenarios on future asset condition. The objective of forecasted funding requirements is to model the impact on Council's public domain portfolio by exploring various funding and service delivery scenarios. This process typically involves setting up lifecycle paths for each public domain asset, along with their inspected condition, identifying the appropriate treatments and unit rates to deliver these treatments and configuring the treatment rule base (matrices based on selected condition criteria that when matching will drive a treatment based on the condition).

By utilising the above process and setting up the criteria and logic utilising modelling and simulation techniques, it is possible to model the future costs of Council's asset portfolio renewal requirements and to predict the future condition of these assets under varying funding scenarios.

A detailed breakdown of what we expect to spend on each asset class over the next 10 years is outlined within individual asset class profiles under section 10 – Asset Class Detail. The table below summarises the adopted LTFP 10-year expenditure by asset class for 2025-2035. This is revised each year and subject to change due to updated modelling based on new condition data and prioritisation of works:

	Total Renewal	Average Renewal Pa	Total Maintenance	Average Maintenance Pa	Total Upgrade/New	Average Upgrade/New Pa
Transport	\$58,085,400	\$5,280,491	\$58,259,685	\$5,825,969	\$25,177,761	\$2,517,776
Buildings	\$16,701,000	\$1,670,100	\$23,807,935	\$2,380,794	\$6,332,914	\$633,291
Open Space	\$25,995,000	\$2,599,500	\$51,541,794	\$5,154,179	\$ 6,234,331	\$623,433
Stormwater	\$4,014,000	\$401,400	\$9,930,000	\$993,000	Included in Transport	Included in Transport
Fleet & IT	\$30,598,000	\$3,059,800	N/A	N/A	N/A	N/A
Land	N/A	N/A	N/A	N/A	N/A	N/A
Total	\$135,393,400	\$13,011,291	\$143,539,414	\$14,353,942	\$37,745,006	\$3,774,500

9. Asset Class Detail





9.1 Transport Infrastructure

What assets are included?

Sealed Roads, Kerbs, Footpaths, Unsealed Roads, Unsealed Road Shoulders, Car Parks, Bridges, Guardrails, LATM

What does our work involve?

Recurrent	Renewal	Upgrade and Growth
<ul style="list-style-type: none"> Maintenance and repairs to roads such as patching potholes, crack sealing and path grinding Operational servicing such as street sweeping, vegetation management and weed spraying 	<ul style="list-style-type: none"> Resurfacing of existing roads Road reconstruction or major patching of road failures Replacement of sections of existing pathways to an equivalent standard 	<ul style="list-style-type: none"> New constructed and gifted assets by developers Road safety improvements such as installation of crash barriers, intersection upgrades, etc. Widening of existing roads Upgrading of gravel roads to sealed, Traffic calming treatments such as construction of roundabouts, installation of speed humps, etc Extension of existing pathway network to address gaps in connectivity

How is funding prioritised?

Funding for transport assets is primarily directed toward asset renewal, with allocations informed by strategic modelling that predicts asset deterioration over time and assesses the long-term impacts of various funding scenarios on overall network condition. This approach ensures that limited resources are used effectively to maintain service levels and minimise lifecycle costs.

New and upgrade works such as road expansions and network improvements are generally funded through external sources. This includes the Australian Government's Roads to Recovery (R2R) program, which provides targeted funding to local governments for road construction and maintenance. However, R2R funding is only guaranteed in four-year blocks and is subject to renewal at the discretion of the federal government. Minor road safety improvements are typically funded through internal budget bids during Council's annual planning process.

Council prioritises both renewal and upgrade investments based on asset condition data, usage levels, risk assessments, and alignment with strategic planning objectives, ensuring resources are directed where they provide the greatest community benefit.

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

Projected expenditure 2025-2035:

Projected expenditure (\$'000)												
Transport Assets		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Maintenance	All Transport (incl. Stormwater)	6,816	6,807	6,819	6,821	6,821	6,821	6,821	6,821	6,821	6,821	68,190
Renewal	Sealed Roads	1,600	1,364	2,238	1,627	3,342	2,602	3,955	4,489	4,853	5,250	31,319
	Unsealed Roads	1,000	1,000	1,001	978	978	979	1,581	1,581	1,582	1,582	12,262
	Kerbs/LATM	150	100	101	102	102	102	102	103	104	104	1,070
	Footpaths	255	289	433	433	434	434	435	405	435	435	3,988
	Guardrails	100	100	101	102	102	102	159	159	158	159	1,242
	Bridges	100	100	101	102	102	102	102	103	104	104	1,020
Upgrade/New	Roads to Recovery (R2R)	1,682	1,997	2,102	2,102	2,102	2,102	2,102	2,102	2,102	2,102	20,495
	DCP - Roads		70		694		116	1,168				2,048
	DCP - Pathways	757		402	382			1,093				2,634
Total		12,460	11,827	13,298	13,343	13,983	13,360	17,518	15,763	16,159	16,557	144,268

- o Figures in 2025 dollars. No CPI.
- o Figures to be reviewed annually as part of annual budget process
- o Post 2025 maintenance figures subject to change due to asset growth and level of service factors

What are the future challenges and opportunities?

Theme	Challenges	Opportunities
Changing Population	Population growth and increased dwelling density are placing greater demand on the local road network, particularly on connections between local roads, collector roads, and State-managed routes. This increased usage requires coordinated planning across jurisdictions to manage safety, capacity, and access.	Council has the opportunity to improve connectivity through integrated transport planning, ensure alignment with State infrastructure investment, and apply network hierarchy principles to guide road upgrades and asset prioritisation.
Increased Freight Task	The rising number of heavy vehicles and increased freight loading is accelerating deterioration across parts of the local road network. This creates a need for more frequent maintenance and raises long-term funding pressures for renewal and rehabilitation.	Strategic use of pavement condition data and freight movement analysis can help prioritise asset upgrades in high-impact areas. Council can also collaborate with industry and other levels of government to manage freight impacts sustainably.
Climate Change	More frequent and extreme weather events increase the risk of damage to road and path infrastructure, including washouts, surface failures, and loss of access. Designing assets to withstand future climate conditions is a growing requirement.	Incorporating resilience into road design and construction standards—such as improving drainage, using climate-tolerant materials, and adapting road alignments can extend asset life and improve service continuity during adverse events.
Legislation and Compliance	Council must ensure its road infrastructure and operations comply with legal obligations under the Road Traffic Act 1961 and the Road Management Plan. There is also an ongoing need to clearly define road ownership and maintenance responsibilities, particularly where assets adjoin other agencies.	Improving internal asset data, mapping, and governance processes can strengthen compliance and reduce risk. Council can also clarify road responsibilities through policy updates and improved coordination with regional and State authorities.



9.2 Buildings & Facilities

What assets are included?

Buildings and structures.

What does our work involve?

Recurrent	Renewal	Upgrade and Growth
<ul style="list-style-type: none"> Minor repairs to building components due to failure, vandalism, etc. Unblocking drains, service checks, carpet repairs, etc. Safety, compliance, and condition inspections 	<ul style="list-style-type: none"> Major structural repairs Replacement of roof or wall cladding Replacement of bathrooms and kitchens 	<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 Replacement of amenities with DDA compliance

How is funding prioritised?

Funding for Buildings and Facilities is primarily directed toward asset renewal, with allocations informed by strategic modelling that predicts the deterioration of assets over time and assesses the long-term impacts of various renewal funding scenarios on asset condition and service delivery. This modelling supports evidence-based decision-making to ensure resources are allocated efficiently and sustainably.

When a building reaches the point of renewal, Council does not automatically replace it like for like. Instead, a service needs assessment is undertaken to determine whether the existing asset continues to meet community requirements. This may result in decisions to redevelop, repurpose, expand, or in some cases decommission the asset, depending on changes in demand, functionality, and alignment with strategic objectives.

New and upgrade projects, such as facility expansions, redevelopments or accessibility improvements, are typically subject to the availability of external grant funding or progressed through internal funding bids as part of Council's annual planning and budget process.

All building investment decisions, whether for renewal or upgrade, are prioritised based on a combination of asset condition data, risk assessments, service needs, usage levels, and alignment with Council's strategic and community objectives.

This funding allocation approach ensures long-term sustainability and supports a responsive, adaptable infrastructure network that continues to meet the evolving needs of the Surf Coast community.

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

Projected expenditure 2025-2035:

Projected expenditure (\$'000)											
Building Assets	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Maintenance	2,385	2,378	2,380	2,381	2,381	2,381	2,381	2,381	2,381	2,381	23,808
Renewal	800	3,391	2,058	801	802	4,321	1,400	1,061	1,066	1,001	16,701
Upgrade/New (DCP)		30	690	5,613							6,333
Total	3,185	5,799	5,128	8,795	3,183	6,702	3,781	3,442	3,447	3,382	46,842

- o Figures in 2025 dollars. No CPI.
- o Figures to be reviewed annually as part of annual budget process
- o Post 2025 maintenance figures subject to change due to asset growth and level of service factors

What are the future challenges and opportunities?

Theme	Challenges	Opportunities*
Changing Population	The growing and diversifying population presents increasing pressure to improve access for all genders, abilities, and underrepresented communities. There is also a need to balance diverse and sometimes competing community expectations for facilities and services across different townships.	Council can respond by planning flexible, multi-use facilities that serve a broader demographic and enable more efficient use of public buildings. This supports inclusive community development and long-term service adaptability.
Financial	Managing community facilities involves challenges such as maximising the use of existing buildings, disposing of surplus assets, and addressing unplanned maintenance liabilities where community groups are no longer able to manage facilities themselves.	There is an opportunity to rationalise underused assets and reinvest in priority facilities. Council can also improve utilisation through co-location, shared use, and technology-driven space management strategies.
Climate Change	The increasing frequency and severity of extreme weather events pose a higher risk of physical damage to buildings and community infrastructure. Additionally, achieving Council's target of net zero emissions presents both a technical and financial challenge for built assets.	Buildings can be upgraded or designed to meet higher environmental performance standards, incorporating energy-efficient systems, sustainable materials, and climate resilience measures that support Council's sustainability commitments.
Legislation and Compliance	Council is required to ensure all buildings comply with legislation covering accessibility, fire safety, occupational health and safety, and the National Construction Code. Meeting these requirements can be complex, especially across a diverse and ageing portfolio of assets.	Continued compliance provides an opportunity to improve safety, functionality, and user experience. Upgrades and renewals aligned with modern codes also support broader strategic goals, such as inclusion and long-term asset sustainability.

*Refer Recreation Infrastructure Plan



9.3 Open Space

What assets are included?

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

What does our work involve?

Recurrent	Renewal	Upgrade and Growth
<ul style="list-style-type: none"> Hazard/defect inspections Mowing, vegetation/weed control Garden bed maintenance Litter collection and cleaning Graffiti removal 	<ul style="list-style-type: none"> Replacement of playground equipment, Replacement of park furniture Rejuvenation or replacement of entire playing courts, skate parks, bike parks or sports fields, to an equivalent standard 	<ul style="list-style-type: none"> Playing court extension Replacement of playground equipment to a higher standard Development of a new park or reserve

How is funding prioritised?

Funding for Open Space assets is primarily focused on renewal to ensure that parks, reserves, playgrounds, and other recreational spaces remain safe, functional, and aligned with community expectations. Allocation of renewal funding is informed by strategic modelling that forecasts asset deterioration over time and assesses the long-term impacts of different funding scenarios on asset condition and service outcomes. This supports proactive and evidence-based decision-making.

When an open space asset is due for renewal, Council assesses the current and future service need before proceeding. Rather than replacing assets like for like, consideration is given to whether the asset should be upgraded, modified, expanded, or possibly removed. This approach ensures that investments respond to changes in community use, environmental considerations, and strategic priorities.

Funding for new or upgraded open space assets, such as new play spaces, public amenities, or landscaping projects, is typically sourced through external grants or allocated via internal funding proposals submitted during Council's annual planning and budget process.

Investment decisions for open space assets are prioritised based on asset condition, usage data, risk assessments, service needs, and alignment with broader strategies, including open space planning frameworks and community engagement outcomes.

This approach enables Council to maintain a high-quality, accessible and adaptable open space network that supports health, wellbeing and liveability across the Surf Coast Shire.

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

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

Projected expenditure 2025-2035:

Projected expenditure (\$'000)												
Open Space Assets		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Maintenance		5,147	5,144	5,155	5,157	5,157	5,157	5,157	5,157	5,157	5,157	5,147
Renewal		4,414	2,627	1,515	3,139	3,735	2,766	1,946	1,948	1,951	1,954	25,995
Upgrade/New	Torquay Jan Juc DCP	145		160	466		140	2,844				3,755
	Winchelsea Infrastructure Plan					1,748						1,748
Total		9,706	7,771	6,830	8,762	10,640	8,063	9,947	7,105	7,108	7,111	83,043

- o Figures in 2025 dollars. No CPI.
- o Figures to be reviewed annually as part of annual budget process
- o Post 2025 maintenance figures subject to change due to asset growth and level of service factors

What are the future challenges and opportunities?

Theme	Challenges	Opportunities
Changing Population	<p>Increasing population in coastal towns and growth areas places greater pressure on existing open spaces, especially where lot sizes are small and private open space is limited.</p> <p>Demand is rising for open spaces that support diverse recreation and wellbeing needs across age groups.</p>	<p>Use development contributions to fund new or upgraded open space in growth areas.</p> <p>Incorporate high-quality, multipurpose public open space into structure planning and infill development frameworks.</p>
Open Space Provision	<p>Acquiring new open space land is increasingly difficult in established areas due to cost and limited availability.</p> <p>Some communities have limited access to open space within a safe walking distance.</p>	<p>Identify and repurpose underutilised land such as road reserves, drainage corridors, or redundant facilities into local parks or green corridors. Enhance existing spaces to increase their functionality and appeal.</p>
Participation Trends	<p>Shift from organised sport to informal recreation activities like walking, dog exercise, group fitness, and nature play is changing the types of open space required.</p> <p>Increasing expectations for accessible and inclusive design.</p>	<p>Design flexible, adaptable spaces (e.g. open lawns, shaded areas, movable seating) that can serve multiple user groups.</p> <p>Embed universal design principles and gender-inclusive, culturally responsive planning approaches.</p>
Environmental Sustainability	<p>Rising community expectations for sustainability, biodiversity protection, and climate-resilient design.</p> <p>Environmental pressures including heat stress and biodiversity loss require new management approaches.</p>	<p>Integrate green infrastructure such as wetlands, raingardens, and native vegetation to improve amenity and support climate resilience.</p> <p>Apply low-impact maintenance practices and promote sustainability through public education.</p>



9.4 Stormwater

What assets are included?

Stormwater Pipes, Pits and WSUD.

What does our work involve?

Recurrent	Renewal	Upgrade and Growth
<ul style="list-style-type: none"> Pit cleaning Pipe cleansing and removal of debris, sediment, etc. Removal of litter from Gross Pollutant Traps Programmed inspections 	<ul style="list-style-type: none"> Replacement of pits and pipes Renewal of existing wetlands and other stormwater quality improvement devices 	<ul style="list-style-type: none"> Replacement of pipes to a higher hydraulic capacity Extension of the stormwater drainage network Installation of stormwater quality improvement devices, such as rain gardens, litter traps, etc. Stormwater harvesting initiatives

How is funding prioritised?

Funding for stormwater and drainage assets is primarily directed towards renewal and maintenance to ensure the ongoing protection of people, property, and the environment from flooding and water-related hazards. Strategic modelling is used to forecast asset deterioration and to assess the long-term impacts of different funding scenarios on network condition, service performance, and environmental outcomes.

When a drainage asset reaches the end of its useful life or shows signs of failure, Council evaluates the service need, risk level, and broader network performance before committing to renewal. Rather than automatically replacing assets like for like, opportunities are considered to improve capacity, integrate water-sensitive urban design (WSUD), or reconfigure infrastructure to support sustainable stormwater management and climate resilience.

New or upgraded drainage infrastructure—such as increased pipe capacity, additional pits, or WSUD features—is typically funded through developer contributions, external grants, or Council's capital works budget as part of broader infrastructure or urban development projects.

Investment decisions for drainage assets are prioritised based on condition data, hydraulic performance, flood risk assessments, maintenance history, and alignment with strategic planning documents, including flood management studies and climate adaptation strategies.

This approach ensures that Surf Coast Shire's stormwater network remains effective, resilient, and adaptable to future challenges such as urban growth and changing rainfall patterns.

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

Projected expenditure 2025-2035:

Projected expenditure (\$'000)												
Stormwater Assets		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Maintenance		993	993	993	993	993	993	993	993	993	993	9,930
Renewal	Pipes/Pits	150	145	151	152	152	153	277	277	277	278	2,012
	WSUD	150	145	151	152	152	150	277	277	270	278	2,002
Total	1,293	1,283	1,295	1,297	1,297	1,296	1,547	1,547	1,540	1,549	13,944	

* Upgrade / New expenditure is included in Transport Infrastructure

- o Figures in 2025 dollars. No CPI.
- o Figures to be reviewed annually as part of annual budget process
- o Post 2025 maintenance figures subject to change due to asset growth and level of service factors

What are the future challenges and opportunities?

Theme	Challenges	Opportunities
Development Density	Increased urban consolidation is leading to higher volumes of stormwater runoff, which places pressure on the existing drainage infrastructure. Greater areas of impervious surfaces reduce natural infiltration and elevate the risk of localised flooding.	There is an opportunity to upgrade the drainage network capacity in growth areas through integrated water management planning. Incorporating Water Sensitive Urban Design (WSUD) into new developments can help manage stormwater quantity and quality at the source.
Ageing Infrastructure	Many older drainage assets are under capacity or in deteriorating condition, resulting in reduced performance and increased flood risk. Limited funding can constrain the timely renewal or upgrade of these assets.	Council can use asset condition assessments and hydraulic modelling to prioritise renewal and upgrade works. Coordinating drainage upgrades with road or open space projects also provides cost efficiencies and reduces community disruption.
Climate Change	More frequent and extreme weather events are increasing the severity and frequency of flooding, which is projected to reduce the current level of flood protection provided by the existing drainage network.	Applying climate resilience principles in drainage design and planning will help mitigate risks. High-risk catchments can be identified and prioritised for adaptation measures to reduce vulnerability and maintain service levels.
Environmental Sustainability	Stormwater runoff can transport pollutants into receiving waterways, impacting environmental health. There is currently a lack of infrastructure to support stormwater harvesting, treatment, and reuse.	Investment in stormwater treatment assets such as wetlands, raingardens, and gross pollutant traps will help improve water quality. There are also growing opportunities to capture and reuse stormwater for irrigation or non-potable use in public infrastructure.



9.5 Information Technology

What assets are included?

Surf Coast Shire's Information Technology (IT) assets include the systems and infrastructure that support the delivery of digital services to the community and internal operations. This includes:

- Desktop and laptop computers
- Mobile devices
- Servers and network equipment
- Audio-visual and conferencing equipment
- IT software and applications
- Cloud services and data storage systems
- Cybersecurity infrastructure

What does our work involve?

- Ensuring reliable and secure access to systems for staff and community services
- Keeping software and hardware up to date to support efficient operations
- Managing licences, subscriptions, and vendor relationships
- Monitoring system performance, cybersecurity risks, and data integrity
- Supporting staff through IT helpdesk and training services
- Aligning IT investment with the delivery of Council's strategic goals and digital transformation initiatives

Although IT assets are not modelled in the same way as long-life infrastructure, they are tracked through asset registers and managed under defined refresh and renewal cycles.

How is funding prioritised?

Funding for IT assets is prioritised based on:

- **Business continuity and risk:** Ensuring critical systems and equipment are supported and reliable to maintain core service delivery.
- **Cybersecurity and compliance:** Investing in systems and upgrades that meet legislative requirements, including data protection and privacy standards.
- **Strategic alignment with Council goals:** Supporting initiatives that enable digital service delivery, remote work, and improved community engagement.
- **Efficiency and user needs:** Addressing areas where system upgrades or enhancements will improve performance, reduce downtime, or enhance user experience.
- **Community access and equity:** Ensuring digital services are inclusive, accessible across devices, and available to all residents regardless of location or digital literacy.

Council also considers opportunities to improve digital equity, ensuring that all residents including those in rural areas or without reliable internet have fair access to Council services. This may involve investing in mobile-friendly services, accessible digital platforms, or partnerships with libraries and community centres that support digital inclusion.

Service-level expectations include reliable system availability, secure access to data, and timely response to IT support needs. Council reviews these expectations regularly to ensure technology continues to meet both operational and community needs.

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

Projected expenditure 2025-2035:

Projected expenditure (\$'000)											
IT Assets	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
IT Renewal	390	150	150	150	150	150	250	250	250	250	2,140
IT Software Renewal	500	403	2,150	2,150	1,150	150	250	250	250	250	7,503
Total	890	553	2,300	2,300	1,300	300	500	500	500	500	9,643

- o Figures in 2025 dollars. No CPI.
- o Figures to be reviewed annually as part of annual budget process

What are the future challenges and opportunities?

Theme	Challenges	Opportunities
Technology Lifecycle	Rapid obsolescence of hardware and software	Implement structured refresh cycles and explore as-a-service models to reduce upfront costs
Cybersecurity	Increasing cyber threats and need for stronger data protection	Invest in modern security infrastructure and staff training to build cyber resilience
Service Delivery	Rising community expectations for 24/7 digital access and real-time updates	Enhance online platforms and automate processes to improve user experience and responsiveness
Workforce Enablement	Ensuring staff have the tools and support to work efficiently, including remotely	Continue expanding flexible IT solutions and user-focused support services
Digital Equity	Ensuring fair access to digital services for all residents	Partner with community centres, libraries, and regional initiatives to improve digital inclusion
Integration & Complexity	Managing a growing number of systems and applications across departments	Leverage cloud-based platforms and integration tools for streamlined operations
Funding and Prioritisation	Balancing competing priorities within limited IT budgets	Align IT investment with Council Plan outcomes and demonstrate value through efficiency gains
Environmental Sustainability	E-waste and energy usage from IT infrastructure	Transition to energy-efficient devices and environmentally responsible procurement practices



9.6 Fleet

What assets are included?

Council's fleet assets support the delivery of a wide range of services to the Surf Coast Shire community. These include:

- Passenger vehicles (pool cars, utes, SUVs)
- Heavy vehicles (trucks, graders, loaders)
- Plant and equipment (ride-on mowers, tractors, trailers)
- Specialist vehicles (waste collection trucks, beach-cleaning equipment)

These assets are essential for service areas such as parks and open space maintenance, waste management, infrastructure works, community support, and regulatory services.

What does our work involve?

Fleet management ensures that Council staff have access to safe, reliable, and fit-for-purpose vehicles and equipment to perform their roles. This includes:

- Maintaining a central fleet register and tracking usage, condition, and maintenance history
- Scheduling regular servicing and safety inspections to meet roadworthiness and compliance standards
- Coordinating vehicle replacements to minimise downtime and maximise value for money
- Supporting environmentally responsible choices through procurement of low-emission and fuel-efficient vehicles
- Optimising utilisation through pool vehicle systems and equipment-sharing across departments
- Managing insurance, registration, and disposal of assets

Fleet assets are generally managed on shorter life cycles compared to infrastructure, with renewals guided by age, condition, usage, and operational requirements.

How is funding prioritised?

Funding for fleet assets is prioritised based on:

- **Safety and compliance:** Replacing vehicles that no longer meet safety standards or pose operational risks.
- **Operational impact:** Prioritising the renewal of vehicles that are essential to delivering core community services.
- **Asset lifecycle stage:** Renewing assets that have reached the end of their useful life or are incurring high maintenance costs.
- **Environmental sustainability:** Transitioning to electric or low-emission vehicles in line with Council's environmental goals.
- **Cost-effectiveness:** Using whole-of-life cost analysis to guide investment in vehicles that offer the best long-term value.

Council seeks to balance cost, efficiency, and sustainability, planning for regular fleet renewals in alignment with its operational needs and environmental commitments.

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

Projected expenditure 2025-2035:

Projected expenditure (\$'000)											
Fleet & Plant	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Small Plant Renewal	90	104	55	41	112	130	64	134	79	47	856
Light Fleet Renewal	100	421	436	1371	488	193	308	850	243	428	4,838
Heavy Plant Renewal	1,400	1,494	1,725	997	1,140	1,012	2,144	1,615	2,276	1,458	15,261
Total	1,590	2,019	2,216	2,409	1,740	1,335	2,516	2,599	2,598	1,933	20,955

- o Figures in 2025 dollars. No CPI.
- o Figures to be reviewed annually as part of annual budget process

What are the future challenges and opportunities?

Theme	Challenges	Opportunities
Asset Lifecycle	Managing ageing vehicles with increasing maintenance costs	Optimise renewal cycles using condition and usage data to improve reliability and reduce downtime
Environmental Sustainability	Transitioning to low-emission or electric vehicles across a diverse fleet	Leverage government incentives and trial new technologies to reduce emissions and fuel use
Budget Constraints	Balancing fleet replacement costs with other service delivery needs	Adopt whole-of-life cost analysis to support strategic investment in high-use or shared assets
Technology & Safety	Keeping up with advancements in vehicle safety and fleet tracking	Introduce telematics to monitor performance, fuel use, and driver safety behaviours
Utilisation Efficiency	Underused or duplicated vehicles across service areas	Improve utilisation through pooled resources and cross-departmental coordination
Skills and Training	Ensuring staff are trained in the safe use of new or specialised equipment	Provide targeted training to reduce risk and support a more flexible, capable workforce
Infrastructure Readiness	Limited charging infrastructure for electric or hybrid vehicles	Plan for staged rollout of EV charging stations aligned with fleet transition plans



9.7 Land

What assets are included

Council's land assets form the foundation for many of its services and community spaces. These include:

- Freehold land owned by Council (e.g., reserves, civic precincts, depot sites)
- Crown land managed by Council under Committee of Management arrangements
- Land associated with public buildings, open space, and infrastructure assets
- Land parcels reserved for future development or strategic purposes

These assets support a wide range of community, environmental, and operational functions, from recreation and open space to waste management and administrative services.

What does our work involve

Council's role in managing land assets includes:

- Maintaining a comprehensive land register, including ownership, tenure, and use
- Ensuring land is appropriately zoned and utilised in line with Council and community needs
- Complying with relevant legislation, including Crown land management obligations
- Supporting land use planning, development approvals, and infrastructure delivery
- Managing risks such as contamination, encroachment, or unauthorised use
- Facilitating access, leasing, and use agreements with third parties where appropriate

Land is a non-depreciating asset and is not subject to renewal in the same way as physical infrastructure. However, it requires active management to ensure it continues to deliver value to the community and support long-term planning.

How is funding prioritised

Funding related to land assets is prioritised based on the following criteria:

- **Strategic alignment:** Acquiring or reserving land to support long-term growth, infrastructure needs, or environmental protection.
- **Legislative compliance:** Meeting obligations for land under Crown management, including environmental, cultural heritage, and access requirements.
- **Risk management:** Addressing known risks, such as poor access, flooding, contamination, or legal liability.
- **Service delivery needs:** Ensuring land remains suitable and available for essential Council services and community use.
- **Community benefit:** Supporting open space, recreation, or cultural uses that meet evolving community needs and priorities.

What are the future challenges and opportunities?

As Surf Coast Shire continues to grow and evolve, the way Council manages its land assets will play a vital role in shaping the future of the region. The table below outlines key challenges and opportunities that will influence how land is protected, utilised, and enhanced over time. Proactive and strategic land management will ensure these assets continue to support community wellbeing, environmental sustainability, and resilient service delivery into the future.

Theme	Challenges	Opportunities
Population Growth & Urban Expansion	Increasing demand for land to support housing, infrastructure, and community services	Strategically acquire or repurpose land to meet future growth and service delivery needs
Environmental Management	Balancing development with environmental protection, including biodiversity and waterways	Preserve and enhance green spaces, implement sustainable land use planning
Regulatory Compliance	Managing Crown land in accordance with complex legal and governance frameworks	Strengthen processes and partnerships to support compliance and responsible land stewardship
Cultural Heritage	Ensuring land management respects Aboriginal cultural heritage and values	Collaborate with Traditional Owners to embed cultural knowledge and practices in land use decisions
Climate Resilience	Exposure to risks such as bushfire, erosion, and flooding	Use land strategically to support climate adaptation, including buffer zones and natural infrastructure
Community Expectations	Growing community interest in access, equity, and amenity	Activate underused land for recreation, affordable housing, or social infrastructure
Land Use Efficiency	Underutilised or fragmented land holdings across the municipality	Consolidate or repurpose land to deliver greater public value and operational efficiency

10. Monitoring and Improvement Plan

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.

Asset 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.

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 it is responsive to our available financial resources over time.

Reporting

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.

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 and Council is committed to continuously working to improve our knowledge, skills and operational practices in line with sector-wide best practice.

The financial analysis and projections in this Asset Plan are based on existing data, processes, systems, processes and standards. Council is 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.

10.1 Improvement Plan

Initiative	Description
Climate Resilience Asset Modelling	Integrate climate adaptation scenarios into asset lifecycle planning, including coastal erosion, bushfire risk, and increased storm intensity, to inform prioritisation and renewal decisions.
Gender & Equity Impact Assessments	Apply gender & equity impact assessments to asset planning and public infrastructure investments to ensure equitable access, safety, and usability for all community members.
Asset Modelling	Fine tune and update modelling as new data becomes available
Asset Rationalisation	Identify underutilised or ageing assets for divestment, repurposing, or consolidation to optimise resource use and reduce maintenance burden.
Funding Performance	Review and monitor annual allocations vs optimised modelling on performance pvp/vp.
Asset Management Reporting	State of the Assets / performance reporting to Council and executive team.
Linkages to Strategic Documents	Develop mechanism to link current and future strategy actions to assets within Councils asset renewal candidates.
Maintenance Modelling	Work to improve understanding of maintenance costs and incorporate findings into asset modelling

Appendix 1: long term investment plan

Figures from Strategic Asset Modelling

Renewal Expenditure based on LTFP										
Projected Renewal Expenditure										
Asset class	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
Transport Infrastructure	\$3,205,000	\$2,953,000	\$3,975,000	\$3,344,000	\$5,059,600	\$4,321,000	\$6,334,000	\$6,839,800	\$7,236,000	\$7,634,000
Buildings	\$800,000	\$3,391,000	\$2,058,000	\$801,000	\$802,000	\$4,321,000	\$1,400,000	\$1,061,000	\$1,066,000	\$1,001,000
Stormwater & WSUD	\$300,000	\$290,000	\$302,000	\$304,000	\$304,000	\$303,000	\$554,000	\$554,000	\$547,000	\$556,000
Open Space	\$4,414,000	\$2,627,000	\$1,515,000	\$3,139,000	\$3,735,000	\$2,766,000	\$1,946,000	\$1,948,000	\$1,951,000	\$1,954,000
Total	\$8,719,000	\$9,261,000	\$7,850,000	\$7,588,000	\$9,900,600	\$11,711,000	\$10,234,000	\$10,402,800	\$10,800,000	\$11,145,000

Maintenance Expenditure										
Projected Recurrent Expenditure										
Asset class	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
Transport & Stormwater/WSUD	\$6,815,706	\$6,806,859	\$6,819,097	\$6,821,146	\$6,821,146	\$6,821,146	\$6,821,146	\$6,821,147	\$6,821,146	\$6,821,146
Buildings	\$2,384,902	\$2,377,999	\$2,380,294	\$2,380,678	\$2,380,677	\$2,380,677	\$2,380,677	\$2,380,677	\$2,380,677	\$2,380,677
Open Space	\$5,147,273	\$5,143,850	\$5,154,737	\$5,156,562	\$5,156,562	\$5,156,562	\$5,156,562	\$5,156,562	\$5,156,562	\$5,156,562
Total	\$14,347,881	\$14,328,708	\$14,354,128	\$14,358,386	\$14,358,385	\$14,358,385	\$14,358,385	\$14,358,386	\$14,358,385	\$14,358,385

Upgrade & New Expenditure based on LTFP										
Projected Growth Expenditure										
Asset class	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
Transport Infrastructure	\$2,438,766	\$2,067,021	\$2,503,712	\$3,177,960	\$2,102,128	\$2,218,032	\$4,363,758	\$2,102,128	\$2,102,128	\$2,102,128
Buildings		\$30,000	\$690,000	\$5,612,914						
Stormwater & WSUD										
Open Space	\$145,000		\$160,000	\$466,253	\$2,479,011	\$140,000	\$2,844,067			
Total	\$2,583,766	\$2,097,021	\$3,353,712	\$9,257,127	\$4,581,139	\$2,358,032	\$7,207,825	\$2,102,128	\$2,102,128	\$2,102,128

Appendix 2: long term investment plan other non-modelled asset classes

Non-Modelled Asset Class Expenditure based on LTFP										
Projected Growth Expenditure										
Asset class	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
Condition Audits	\$150,000	\$175,000	\$125,000	\$200,000	\$125,000	\$150,000	\$250,000	\$225,000	\$175,000	\$250,000
Renewal Program Delivery	\$109,000	\$107,233	\$105,686	\$104,162	\$102,659	\$101,178	\$99,719	\$98,280	\$96,862	\$95,465
Unsealed Shoulders	\$100,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Small Plant Renewal	\$90,000	\$104,000	\$55,000	\$41,000	\$112,000	\$130,000	\$64,000	\$134,000	\$79,000	\$47,000
Light Fleet Renewal	\$100,000	\$421,000	\$436,000	\$1,371,000	\$488,000	\$193,000	\$308,000	\$850,000	\$243,000	\$428,000
Heavy Plant Renewal	\$1,400,000	\$1,494,000	\$1,725,000	\$997,000	\$1,140,000	\$1,012,000	\$2,144,000	\$1,615,000	\$2,276,000	\$1,458,000
Information Technology Renewal	\$390,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$250,000	\$250,000	\$250,000	\$250,000
Information Technology - Software Renewal	\$500,000	\$403,000	\$2,150,000	\$2,150,000	\$1,150,000	\$150,000	\$250,000	\$250,000	\$250,000	\$250,000
Total	\$2,839,000	\$2,854,233	\$4,846,686	\$5,113,162	\$3,367,659	\$1,986,178	\$3,465,719	\$3,522,280	\$3,469,862	\$2,878,465

Appendix 3: key terms & definitions

Terminology	Description
Infrastructure Assets	Stationary systems forming a network and serving whole communities where the system as a whole is intended to be maintained indefinitely by continuing replacement and refurbishment of its components, e.g. roads, facilities, footpaths, drains, parks.
Capital Expenditure	Expenditure for new infrastructure and for the renewal or upgrade of existing assets that enhances the service potential of the assets.
Maintenance	Expenditure that is incurred to ensure that the asset continues to provide its pre-determined service capacity and quality and achieves its expected useful life. Maintenance expenditure is of a regular and ongoing nature.
Long Term Financial Plan	A Financial Plan based on a Service Level Target that produces a year-by-year forecast of the investment needed in capital renewals, capital upgrades, new infrastructure and ongoing maintenance.
Lifecycle Indicator	Planned 10-year LTFP / Desired 10-year LTFP costs (maintenance, renewal, upgrade and new expenditure for desired service level). Recommended target = 85-115%.
Asset Health	Asset Health refers to the remaining life expectancy and serviceability of the asset portfolio
Intervention Level	A physical state of an asset defined by its condition, capacity or functionality at which Council will determine a treatment action.
Gender Equity Impact Assessment (GEIA)	A requirement under Victoria's Gender Equality Act 2020, a GEIA assesses how a policy, program or service may affect people of different genders to ensure equitable, inclusive outcomes in public decision-making.