BASS COAST

Asset Plan
2025–2035





Acknowledgement of Country

Bass Coast Shire Council acknowledges the Bunurong as the Traditional Owners and Custodians of the lands and waters, and pays respect to their Elders past, present and emerging, for they hold the memories, the traditions, the culture and Lore.

Bass Coast Shire Council celebrates the opportunity to embrace and empower the Aboriginal and/or Torres Strait Island Communities in their diversity.

Bass Coast Shire Council will create opportunities for future recognition and respectful partnerships that will honour the Traditional Owners and Custodians, and Aboriginal and/or Torres Strait Islander Peoples.

Community Vision 2045

From its flowing hills to its coastal woodlands and wild unspoiled coastlines, the Bass Coast is a source of celebration for all who live in and visit the region.

Our townships are vibrant, rich with culture and full of life, each with its own distinct character. Drawing on our creativity, innovation and resilience we've created a thriving and diverse economy that supports sustainable agriculture and industry.

We live proudly on Bunurong Country, and build on learnings from our First Peoples and their knowledge. We coexist in harmony with our environment, and are prepared for future challenges and changes.

We are the people of the Bass Coast. Experience our cultures and history, and contribute to our story.



The reason for this Plan

This Asset Plan, alongside the Long-Term Financial Plan, talks about how Council responsibly manages over $1.47 billion worth of infrastructure assets to deliver essential services supporting our diverse community.

This Plan outlines the value, the costs and the risks of managing Council's infrastructure assets and how Council is continually improving the way these assets are managed to achieve the Council Plan objectives and the Community Vision.

Diversity and Inclusion

Bass Coast Shire Council celebrates the diversity of our communities. We acknowledge and respect the skills, insights and life experiences of all community members irrespective of gender, ethnicity, ability, religious belief, sexuality or age.

Child Safe Statement

Bass Coast Shire Council is committed to child safety and wellbeing, actively working to prevent abuse by identifying and addressing risks early. This work is underpinned by Council's Child Safe Statement, which guides our commitment to ensuring the safety, inclusion and wellbeing of every child.

Gender Impact Assessment

In accordance with the *Gender Equality Act 2020*, a Gender Impact Assessment was undertaken in developing the Asset Plan 2025–2035, ensuring it reflects fairness, inclusivity and the diverse needs of our community.

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1. Definitions

Terminology	Description
Asset	**An item or thing that has potential or actual value to an organisation, such as machinery or buildings.**
Infrastructure Assets	Stationary assets forming a network and serving whole communities where the whole system is intended to be maintained indefinitely by continuing replacement and refurbishment of its components, e.g. roads, facilities, footpaths, drains and parks.
Capital Expenditure	Expenditure for new assets 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 regular and ongoing in nature.
10-year 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, typically over 10-years or more.
Asset Back-log (PVP)	The proportion of assets in state 4 and 5 based on the national framework of 1-5 where 1 = very good state and 5= very poor state. Recommended target is to keep the backlog below 10%. Also known as Poor and Very Poor assets (PVP).
Service Centric Approach	An approach where the characteristics, locations, condition and functional fitness of future assets are defined by the services that Council intends to provide and the levels at which these services are targeted.
Financial Ratios	Reporting ratios in financial statements that show performance - renewal Funding Ratio, life cycle indicator and consumption ratio are examples.
Intervention Level	A physical state of an asset defined by its condition, capacity or functionality at which Council will determine a treatment action.
Level of Service	A target state of the asset defined by its condition, capacity, functionality, availability and reliability to deliver a service it is intended to deliver. Assets with high criticality to the community would generally be deemed to deliver a higher level of service.
Asset Criticality	Assets operating in an environment that could result in significant impacts on the business if the asset fails.
Service Planning	Planning methodology for infrastructure that uses a service defined approach based on primary and secondary services that Council provides. Service Planning ensures that Council's focus is on delivering an outcome and assets simply become a means to this end.

Mayor and Councillor's Message

This Plan sets out how we will manage more than $1.47 billion worth of infrastructure assets—roads, pathways, drainage, buildings, open spaces and structures—that support the everyday lives of our community. These assets are vital: they connect us, provide safe and accessible places, enable recreation and culture, and support local business and tourism.

One of the biggest challenges we face is finding the right balance between maintaining and renewing the assets we already have, while also building new infrastructure to meet the needs of a growing and changing community. Every decision requires us to carefully weigh community expectations, long-term costs, and the financial realities of a rate-capped environment.

This Asset Plan has been directly shaped by the voices of our community. Through deliberative engagement, a representative Community Panel shared their views and helped guide our priorities. They told us it is important to protect our natural environment, make the best use of existing assets, improve accessibility, and support sustainable transport. We are proud that these values are reflected throughout this Plan.

We want to ensure that the infrastructure our community relies on continues to serve us well, now and into the future. This Plan demonstrates how we will responsibly manage what we have, plan carefully for what we need, and remain transparent about the decisions and trade-offs involved.

We are proud to present Bass Coast Shire Council's Asset Plan 2025–2035.



2. Asset Plan on a Page

Our Infrastructure Assets

What infrastructure we currently manage to deliver our services:

Roads
Replacement value $733 million
Asset health[1] 73.2%

Stormwater Drainage
Replacement value $236 million
Asset health 75.2%

Structures
Replacement value $217 million
Asset health 64.4%

Buildings
Replacement value $151 million
Asset health 67.9%

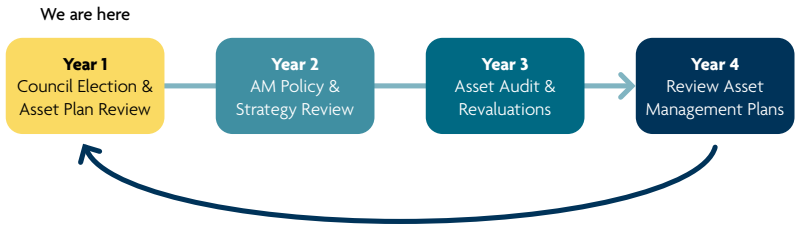
Open Space
Replacement value $58 million
Asset health 61.4%

Pathways
Replacement value $79 million
Asset health 83.3%

Total Replacement Value $1.47 billion Overall asset health 71.8%

The Asset Planning Process

Council's asset management planning process involves a rolling four-year cycle of reviewing the asset management governance documents, then the asset condition and replacement values to inform a review of the five asset class asset management plans that informs this Plan.



The four-year asset planning cycle

Roads AMP	Drainage Services AMP	Structures AMP	Buildings AMP	Open Space & Pathways AMP
Last Review/Adopted	Last Review/Adopted	Last Review/Adopted	Last Review/Adopted	Last Review/Adopted
Date July 2024	May 2024	August 2024	May 2023	September 2024

Councils five adopted Asset Management Plans

Long Term Decision Making

Key Council Plan Strategic direction: Thriving Places -
"Our facilities and infrastructure meet current and future needs"

- Understanding the whole of life infrastructure costs
- Balancing community needs with available funding
- Managing available funding to reduce long-term risk
- Prioritising future needs, available resources and funding opportunities
- Being transparent about current and future service levels.

Financial Planning

Key indicators on our performance:

- Renewal ratio = 66%
- Capital replacement ratio = 1.06
- Current infrastructure backlog (PVP) = 3.6%
- Predicted infrastructure backlog (PVP) in 2035 = 5.6%

Challenges and Opportunities

What are our challenges and how we're responding:

Challenge	Opportunity
Rate Cap income regulation.	• Focus on core services and infrastructure. • User fees and charges.
Increasing asset base.	• New assets for a growing community. • Developer contributions. • Increase asset utilisation and sharing.
Maintaining service levels with available budgets.	• Review service levels and expectations. • Repurposing existing assets.
Climate change impacts.	• Building resilience into new infrastructure and grappling with adaptation. • Nature based solutions.
Population growth and demographic shift.	• Accessible and sustainable transport infrastructure investment.
A legacy of urban areas developed before planning controls.	• Consider further implementation of the Urban Roads and Drainage Improvement priority projects.

Strategic Improvement Initiatives

What we aim to do better to achieve our vision:

- Continue 'climate resilient' infrastructure planning.
- Continue to develop a 'service centric' asset management framework.
- Prioritise funding for accessible and sustainable infrastructure investment.
- Incorporate Environmentally Sustainable Design (ESD) principles into asset planning.
- Develop sustainable asset investment guidelines.

Deliberative Community Engagement

13 of the 18 community top priorities depend on infrastructure. This plan outlines actions in three key areas to support those priorities:

- Natural environment and sustainable development.
- Parking and associated Infrastructure.
- Utilising existing assets.

[1] Asset Health is the percentage of all assets remaining service potential
[2] Current year figures are at June 2025
[3] Infrastructure Backlog (PVP) is the proportion of all infrastructure assets that are in Poor or Very Poor Condition.

3. Summary

Alongside the Long-Term Financial Plan, this Asset Plan talks about how Council responsibly manages over $1.47 billion of infrastructure assets to deliver essential services supporting our diverse community. This plan focuses on infrastructure assets and excludes land, plant, equipment and non-tangible assets.

This Plan outlines the value, the costs and the risks of managing Council's infrastructure assets and how Council is continually improving the way these assets are managed to achieve the Council Plan objectives and the Community Vision.

The following summary aims to help guide the reader to the key information held in this Asset Plan:

- **Section 3 - Summary:** An overview of the Plan and how it complies with the *Local Government Act 2020* and Regulations.
- **Section 4 - Integrated Planning and Reporting Framework (IPRF):** Embedding responsible asset management practices into Council's governance framework.
- **Section 5 - Statement of strategic intent and link to key documents:** How infrastructure contributes to Council's long-term objectives, strategic intent, and financial sustainability.
- **Section 6 - Our communities and our assets:** Helping the community develop an understanding of the broader context, the scale of Council infrastructure and the way these assets are being managed. Identify the value of the six major asset classes; roads, drainage, structures, buildings, pathways and open space.
- **Section 7 - State of the Assets and Service Levels:** Draw the link between the cost of infrastructure services to align decisions around assets and community needs, agreed levels of service and financial affordability. Communicate the challenges on service levels, costs, risks and consequences of the decisions made.
- **Section 8 - Financial :** Engage community and Council through asset management performance reporting. Identify the funding required and the life cycle costs of maintaining Council's infrastructure assets across the five major asset classes.
- **Section 9 - Deliberative Community Engagement:** Involving the community to develop a mutual understanding of the best use of Council assets in the interest of the community.
- **Section 10 - Challenges:** Outline the major challenges our community face with the provision and sustainable management of Council infrastructure assets alongside the opportunities.
- **Section 11 - Strategic Improvement Initiatives:** Demonstrate the key areas of focus to improve the way our assets are being managed to deliver on the Council Plan and Community Vision.



Strategic Context

This Asset Plan is intended to be a strategic document that informs the community on how the Council-controlled infrastructure assets are to be managed to achieve the Community Vision and support Council Plan objectives. This Asset Plan is a vital component of the IPRF as outlined in section 4. As such, the Plan aligns with and complements other Council planning and reporting documentation, including the Council Plan, Annual Budget, Annual Report, and the Community Vision. Notably the Asset Plan informs and is informed by the Long-Term Financial Plan.

The Local Government (Planning and Reporting) Regulations 2020 require councils to record their compliance with section 92 (the Asset Plan) of the Act by completing the Governance and Management Checklist. This checklist will continue to be published on the 'Know Your Council' website and in Council's Annual Report. This will remain as the key instrument to display transparency and accountability to reassure the public that their assets are being responsibly managed. In developing this Plan, Council has ensured that the key components of this checklist have been adhered to.

State of the Assets

Overall infrastructure in Bass Coast is in good condition with 96.4% of Council's infrastructure assets are in Very Good, Good or Fair state, whilst only 3.6% of assets are currently in Poor or Very Poor (PVP) state. This is a favourable position when comparing to other government organisations across Australia where the national benchmark average PVP is just under 10%. Asset health is a measure of the remaining useful life across all assets and has been steady around 72 – 77% over the past four years which indicates an asset base in the 'stable' phase.

Asset Health Phase	Remaining Useful Life
Stable phase	60% - 100%
Action phase	40% - 60%
Critical phase	0% - 40%

However, Council faces several challenges. Population growth and increasing levels of infrastructure assets from new developments are putting pressure on existing maintenance and renewal budgets. Additionally, new and upgraded infrastructure is required to serve our growing and aging population. Long-term under investment in renewal could see asset health drop toward the 'action' phase.

These challenges mean without spending more on replacing our existing assets or without significantly rationalising our asset base, the assets condition state will worsen over time. The implications are that additional maintenance effort will be required in future to keep these assets operating and safe for use.

Service Levels

Service levels in this Plan are measured using the percentage of assets in PVP state. In an ideal scenario, Council would keep all assets fit for use and in good condition.

However, with limited funding and an extensive, growing and ageing asset base to maintain, Council makes investment decisions to look after the most critical assets in the worst condition first.

This approach means that some less important assets are often not renewed at the ideal time and progressively worsen in appearance and state. These assets may appear poorly but will be maintained to remain safe for use or taken out of service if risks to users cannot be managed.

This Asset Plan predicts that with modest but sustainable increases to renewal funding, our infrastructure PVP will grow from 3.6% to 5.9% by the year 2035. These service levels inform the renewal funding adopted in the Long-Term Financial Plan and are explained further in section 7.

Financial Position

During the past 4 years Council has been successful in attracting over $48.9m in one-off capital funding grants from state and federal government sources. These grants have enabled the delivery of many new and upgraded assets to support our growing community needs. This boost to our capital works program shows an increased average of $36.5m spend each year over the same period.

Growth in gifted new assets from developments amounts to $43.7m over the past 4 years. Council's new asset capital spending was $61.3m for the same period. Because of this significant growth and recent increases in asset valuations, the value of infrastructure per head of permanent population has grown 87% from $18,100 in 2021 to $33,856 in 2025. Accordingly, our infrastructure capital spend per head of population has increased from $452 in 2021 to $643 in 2025.

The ratio of funding provided to replace existing infrastructure assets (Renewal Ratio) has been variable over time, with the average four-year period being 99% up to 30 June 2025. As Council strives to responsibly fund over 100% of renewal spending to maintain the growing asset base, this is placing pressure on allocating money to build new and upgrade existing assets. Furthermore with increasing funding required to replace a growing and ageing asset base, the forecasted renewal ratio trend is unsustainably low.

The combination of a capped rating income stream and substantial growth of new assets gifted from developments is presenting significant financial sustainability challenges in the medium and long-term. In response Council is adjusting asset renewal spending to moderate increases to sustainable service levels, outlined in section 7.

This Plan allocates $152.5 million over the 10-year forecast period to renew existing assets. The draft Long Term Financial Plan allows for the funding of approximately $290 million for new and upgraded assets in the Long-Term Financial Plan to support the growing community infrastructure needs.

Council recognises the significant risk of Climate Change on the cost of maintaining infrastructure and have progressed identifying key hazards and potential impacts to three of the five asset classes. However, more work is planned to give a wholistic climate risk profile to confidently inform the Long-Term Financial Plan. In summary, further investment for renewing our assets is required over the medium term to increase climate resilience and maintain current service levels.

[4] Essential Services Commission Fair Go Rates system

4. Integrated Planning and Reporting Framework (IPRF)

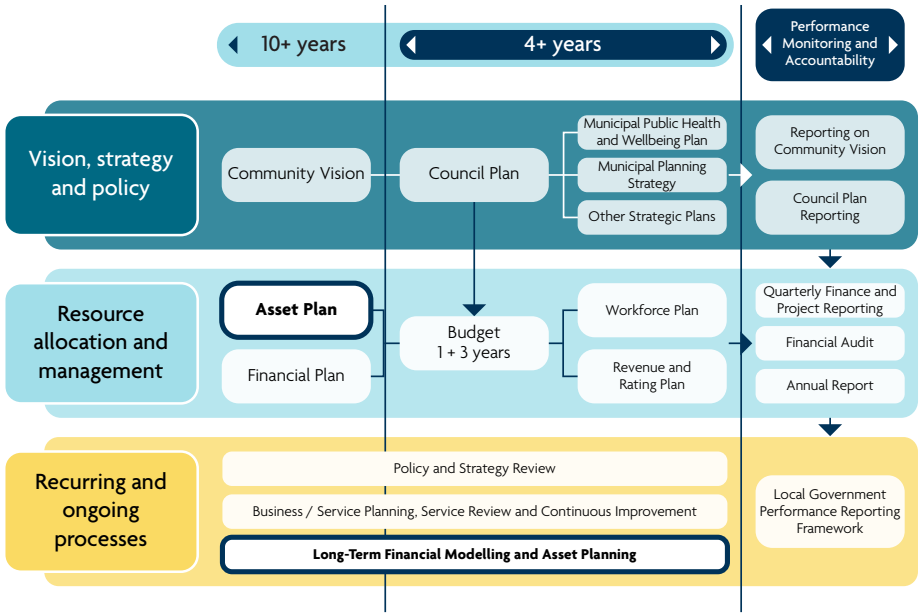
Effective planning and reporting are essential for ensuring transparency and accountability to the community and other levels of government. The Local Government Act 2020 requires all councils to adopt an integrated approach to planning, monitoring and performance reporting to achieve the best outcomes for the community.

Council's Integrated Planning and Reporting Framework (IPRF), connects the long-term community needs through relationships between each document and related processes.

At each stage of the Integrated Planning and Reporting Framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.

This Asset Plan has a 10-year planning horizon that outlines the financial resources that Council requires to achieve the strategic objectives described in the Council Plan and set out in the Long-Term Financial Plan. The Asset Plan is required to be reviewed by each new Council, in the year following a general election. The Asset Plan and the long-term financial modelling which informs it are key parts of the IPRF as shown below, with the Asset Plan and associated processes highlighted:

Bass Coast Integrated Planning and Reporting Framework



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Diagram 1 – The Bass Coast Shire Council Integrated Planning and Reporting Framework

The following table outlines the role and planning horizon of key IPRF documents related to the asset management planning processes.

IPRF Document	Role	Planning Horizon
Community Vision	Our community's aspirations and priorities for the future of Bass Coast.	20 Years
Council Plan	Details the objectives and strategies to aim for to achieve the Community Vision.	4 years
This Asset Plan	Details the strategic actions and asset management indicators that provide for deliberative community engagement in line with the Victorian 2020 regulation.	10 years of scenario planning and annual review.
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
Asset Management Strategy	Measures our maturity state in terms of asset management and provides an action plan for a future desired maturity state.	4 years
Individual Asset Class Plans	For each major class – roads, drainage, structures, buildings, pathways & open space, they detail the funding needs for maintenance and capital for a range of service levels.	15 years and with a comprehensive update every re-valuation cycle.

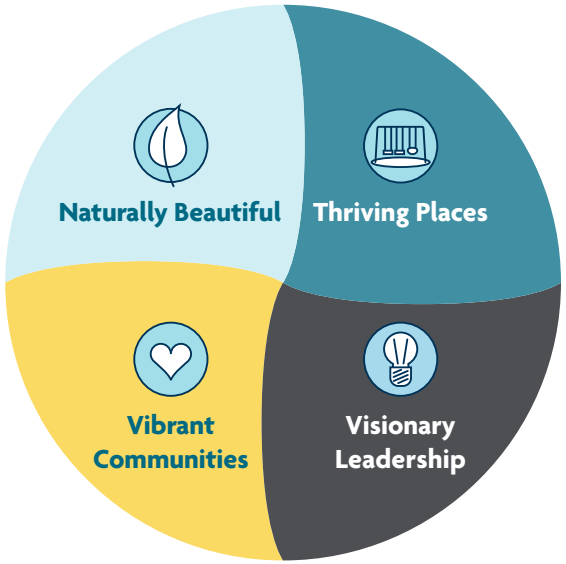




5. Statement of strategic intent and link to key documents

This section describes how the Asset Plan supports the achievement of the Community Vision and Council Plan. The Council Plan is the key strategic document of Council, and outlines the clear strategic objectives, strategies, major initiatives, and considers the resources required to support delivery. The Council Plan, reflects the broader direction set by the Community Vision, and other adopted policies, strategies and plans, such as the Municipal Health and Wellbeing Plan.

Council have linked the Community Vision themes with the Council Plan with the following Strategic Objectives:



This table demonstrates how the Council Plan strategic objectives and aspirations are supported by key council documents and identifies the role this Asset Plan plays:

Strategic Objectives and Priorities	Community Aspiration	Supporting Documents	Role of Asset Plan
Naturally Beautiful • Enhancing biodiversity and natural asset protection • Increasing energy, disaster and climate resilience • Optimising water management • Strengthening waste management • Supporting circular economy	Together we build resilience and protect and enhance our natural environment.	• Climate Change Action Plan • Natural Environment Strategy • Circular Economy Framework • Integrated Water Management Plan Strategy • Urban Forest Strategy • Waste Management Strategy	• Asset planning process includes climate change impacts into asset modelling and financial forecasts to enable improved infrastructure resilience. • Funding to maintain our water quality improvement of drainage assets to sustain healthy waterways.
Thriving Places • Delivering well-planned townships • Enhancing Eco Tourism • Facilitating sustainable development • Providing fit for purpose assets and facilities • Supporting local industry, business and producers	• Facilities and infrastructure meet current and future needs. • Growth is sustainable and well planned. • Our economy, agriculture, tourism and industries are resilient and unique character is preserved.	• Asset Management Policy and Strategy for Infrastructure Assets • Economic Development Framework • Municipal Planning Strategy • Asset Class Plans • Bass Coast Planning Scheme • Integrated Transport Strategy • Urban Roads and Drainage Improvement Policy	• Development of infrastructure investment framework to maximise utilisation of existing assets. • Understanding the whole of life costs of infrastructure to support current and future community needs. • Provision of desirable service standards for infrastructure at the lowest long-term cost.
Vibrant Communities • Attracting and retaining youth • Celebrating culture and history • Enhancing reconciliation • Increasing housing and access to local services • Promoting healthy, safe and inclusive communities • Strengthening community connection and resilience	• Communities are healthy, inclusive, safe and socially connected. Communities celebrate opportunity, recreation, diversity, heritage and reconciliation.	• Healthy, Safe and Resilient Bass Coast Plan (Municipal Public Health and Wellbeing Plan) • Active Bass Coast Plan • Arts and Culture Strategy 2019-2029 • Affordable Housing Strategy • Disability Action Plan • Domestic Animal Management Plan • Gender Equality Action Plan • Municipal Emergency Management Plan	• Enhance and maximise the use of Council's open space and community facilities to deliver required community benefits. • Ensure essential infrastructure provision is maintained, safe and fit for purpose.
Visionary Leadership • Driving innovation • Effective communication and engagement • Maximising Revenue • Optimising partnerships • Strong advocacy	Our community flourishes through leadership that is open and responsible, ensuring decisions serve the community's best interests, and comply with legislative obligations.	• Long-Term Financial Plan • Annual Budget and Strategic Resource Plan • Revenue and Rating Plan • Gender Equality Action Plan • Communication and Engagement Strategy • Advocacy Strategy	• Provide whole-of-life infrastructure costs to inform budgets that support sustainable infrastructure provision. • Identify funding priorities to inform advocacy. • Comprehensive asset management plans that address risks and satisfy legislative obligations.

6. Our communities and our assets

Bass Coast Shire is located on the traditional lands of the Bunurong people. A predominantly coastal municipality, Bass Coast boasts a stunning and diverse natural environment—from rugged coastlines and iconic beaches to rich farmland and bushland.

With a collection of over 30 vibrant townships and rural communities, each with its own unique identity and history, Bass Coast offers a mix of coastal and country living. Just 130 kilometres south-east of Melbourne, it is one of the fastest growing regional areas in Victoria. Bordered by Bass Strait to the south and neighbouring Cardinia and South Gippsland shires, Bass Coast is both accessible and deeply connected to its natural surrounds.

Housing tenure

Fully owned 44.6%
Mortgage 27.3%
Renting 19.5%



Households

Households in 2021: 18,107



Couples without children: 31.3%
People living alone: 29.5%
Couples with children: 19.5%
One parent families: 8.8%

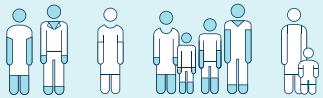
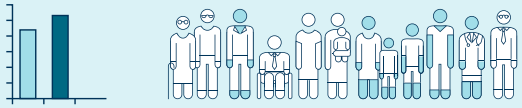


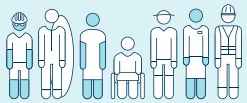
Diagram 2 – Households in Bass Coast

Home to over 40,000 permanent residents, the population increases significantly during holiday periods. Bass Coast offers a blend of rural, residential and holiday living, set against a backdrop of beaches, rolling hills, and wide-open skies.

Population



Population in 2025 43,557
Projected Population by 2036 47,408

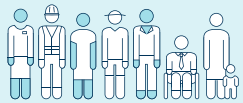


Median age 51

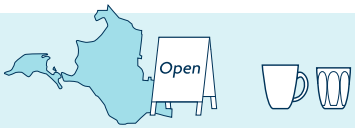
Diagram 3 – Resident population in Bass Coast

Bass Coast continues to grow as a place where people come to live, work, invest and visit—attracted by its lifestyle, natural beauty, strong community spirit, and future-focused approach.

Jobs



People working in Bass Coast
13,337



Number of local businesses 3,657
Number of employed residents 18,717



Unemployment rate
3.8%

Diagram 4 – Jobs in Bass Coast

From an infrastructure provision perspective, Council needs to ensure that its $1.47 billion of major infrastructure which consists of roads, buildings, open space and drainage assets are preserved at the highest, most sustainable and affordable level of service to support this community lifestyle.

The region is also home to the award-winning cultural venue Berninneit at the heart of Phillip Island in Cowes, and The Union Theatre in Wonthaggi, a venue deeply connected to the area's rich history of coal mining and social change. These facilities reflect a strong community commitment to creativity, storytelling and cultural connection.

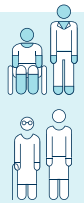
Climate Emergency

Council has declared a climate emergency and developed The Climate Change Action Plan with a vision that *our homes, buildings and infrastructure are comfortable, efficient and resilient to the impacts of climate change.* Council's asset management planning processes are sector leading and now consider the risks and impacts of climate change. Our asset management plans identify the risks, potential costs and service impacts, considering the opportunities to adapt or re-build more resilient infrastructure.



People in need of assistance due to a disability **7.1%**

People providing unpaid care to a person with a disability, long-term illness or old age (persons aged 15+) **14.6%**



Community Assistance

Our largest age bracket is 60–69-year-olds who make up 18.4% of our population, which is 4.8% higher than the state average.

Our largest industry is health care and social assistance which supports a growing number of our elderly population and 7.1% of people in need of assistance due to a disability. This cohort rely on safe and accessible infrastructure to maintain mobility and live independent lives. During the Deliberative Engagement process, our Community Panel highlighted safety issues, poor access for people with disabilities, and a lack of public transport as significant priority for Council to address.

Economy

Our Gross Regional Product (GRP) is estimated to be $2.43 billion annually. Construction represents the third largest employer in Bass Coast at 12.4%, behind Retail at 12.6% and Health Care and Social Assistance at 17.3%. Our Retail sector is supported by the visitor economy. With 3.244 million visitors annually who are drawn by major events, coastal escapes, outdoor adventure, and cultural experiences, from surfing and cycling to local markets, the arts, wine and food, and nature-based tourism - this visitation is placing pressure on Council infrastructure, which was built decades ago mostly for a small local population.

Diversity and Equality

Council recognises its duty to act against intersectional inequality in workplaces and the community. Our Infrastructure is used by a diverse community with disadvantage playing a significant role in the user experience. This Plan recognises there are opportunities during the design and management of Community infrastructure assets to consider and promote gender equality.

Funding for this Asset Plan includes several important initiatives to improve accessibility and equity, driven by Council policies, plans and strategies such as the Access, Equity and Inclusion in Bass Coast Plan, and the Active Bass Coast Plan, which informs the project priorities and programs outlined within the Long-Term Financial Plan.

Council is committed through our Project Management Framework to require all capital works projects to undertake a Gender Impact Assessment to identify the opportunities to address inequality and inform the project scope. The biggest opportunities to consider and promote gender equality are present during the design phases in major projects such as new building construction, streetscapes and facility upgrades.

Natural Assets and Recreation

Council manages:

- 42 km of foreshore
- 150 hectares of bushland reserves
- 644.5 hectares of parks and open space
- 345 km of tracks, trails and pathways
- 61 public playgrounds

Our Asset Base

The assets owned and operated by our Council across five major asset classes i.e. Roads, drainage, structures, buildings, pathways and open space total $1.47 billion in replacement costs.

The mix of infrastructure is detailed in the following diagram:

	Roads	Drainage	Structures	Buildings	Pathways	Open Space
Replacement Value $ / %	**$733 million**	**$236 million**	**$217 million**	**$151 million**	**$79 million**	**$58 million**
Replacement Value Proportion %	**49.7%**	**16.0%**	**14.7%**	**10.3%**	**5.4%**	**3.9%**
Quantum	1,010 km Total Road Network	570 km Underground Pipe Network	1,200 individual Structures	410 Individual Buildings	345 km Total Path Length	11,800 Open Space Assets

Replacement Value $ / % $1.47 billion **Replacement Value Proportion % 100%**

Diagram 5 – Value and scale of Infrastructure Assets by class

These infrastructure assets support nearly every aspect of our community's day-to-day activities. They keep us safe, healthy, connected and employed. The following table shows the different asset types and services provided from each major asset class:

Asset class	Asset types	Services
Roads	Unsealed roads, sealed roads, kerbing.	Vehicular transport, freight, cycling transport, property access, overland drainage.
Drainage	Underground pits & pipes, wetlands, pollutant traps, raingardens and swales.	Urban stormwater flood protection and water quality improvement.
Structures	Bridges, major culverts, retaining walls, stairs, boardwalks, marine structures, public artwork structures.	Vehicular and pedestrian transport, access to coast and open space, land stability protection of shoreline and transport networks, public arts and memorials.
Buildings	Buildings, pavilions, gazebos, sheds.	Community meeting spaces, Council administration and operations, community, artistic, recreation & leisure services.
Pathways	Beach tracks, trails and footpaths.	Pedestrian and cycling transport, recreation, leisure and fitness, access to open space and coast.
Open Space	Park furniture, playgrounds, signage, fencing, memorials, public art, playing surfaces and courts.	Active and passive recreation, gathering and play spaces, sports playing surfaces, public arts, memorials and wayfinding.

The annual rate of depreciation of this asset base is $25.4 million per annum and Council is currently spending circa $13.0 million on capital renewal works annually to keep Council's infrastructure assets at the agreed level of service. Capital renewal works are planned to grow to $18.8 million by 2035 to maintain the adopted service levels, as outlined in section 7.

According to the latest condition assessments, Councils backlog, or portion of assets in Poor and Very Poor state (PVP) is approximately 3.6% - significantly below the national average of less than 10%. However, with limited capital funding available and strong demand for new infrastructure to support a growing and ageing population, even with a growing capital renewal program, overall, the backlog is expected to grow to 5.6% over the forecast 10-year period presenting financial and service provision sustainability challenges.

The Asset Planning Process

Council's asset management planning process involves a rolling four-year cycle of reviewing the asset management governance documents, then the asset condition and replacement values to inform a review of the five asset class asset management plans that informs this Plan.

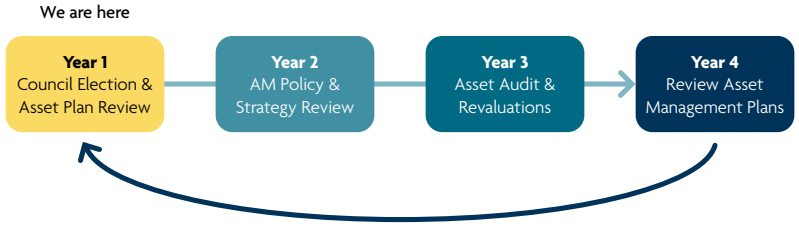


Diagram 6 – The four-year asset planning cycle

Council's governing documents are the Asset Management Policy and Asset Management Strategy which includes an Improvement Plan. These documents confirm Council's commitment to be a responsible custodian of infrastructure and provide the framework for the development of asset management plans for all infrastructure asset groups. The Improvement Plan also sets the priorities to improve the way we manage infrastructure assets to 'better practice' and toward a more 'service centric' asset system.

Council's asset management plans set out the capital expenditure requirements to meet the agreed levels of service for the next 10 years and are a key input to the Long-Term Financial Plan. The Asset Management Plans predict infrastructure usage, life-cycle funding needs, and consider future community service expectations.



Roads AMP	Drainage Services AMP	Structures AMP	Buildings AMP	Open Space & Pathways AMP
Last Review/Adopted	Last Review/Adopted	Last Review/Adopted	Last Review/Adopted	Last Review/Adopted
Date July 2024	May 2024	August 2024	May 2023	September 2024

Diagram 7 – Councils five adopted Asset Management Plans

Over the four-year cycle, as each asset management plan is adopted by Council, it then informs the review of the Asset Plan (this document) which happens at the start of the new Council term.

Asset Class Values

The following table is a snapshot of Council's asset portfolio values as of 30 June 2025.

Asset class	Revaluation date	Gross replacement cost millions	Written down value millions	Asset health	Annual depreciation millions
Roads	June 2024	$733	$536.8	73.2%	$13.0
Drainage	June 2023	$236	$177.2	75.2%	$2.3
Structures	July 2024	$217	$140.1	64.4%	$2.7
Buildings	June 2022	$151	$102.7	67.9%	$3.3
Pathways	June 2024	$79	$65.8	83.3%	$1.7
Open Space	June 2024	$58	$35.6	61.4%	$2.5
Total		**$1,475**	**$1,058**	**71.8%**	**$25.4**

These values reflect the current cost of assets that have been acquired or built by Council since the last revaluation. Since 2021 Councils infrastructure has grown 100% in replacement value from $738 million in 2021 to $1.47 billion in 2025 for four main reasons:

1. **New developments** - growth in new assets of $60.1 million from developments gifted to Council such as roads, drains and footpaths built for new residential subdivisions.
2. **Capital works** - construction of new and expanded assets in Council's Capital Works Program worth $68.6 million.
3. **Inflation** - the inflationary increases in the cost of building infrastructure through the COVID-19 years. This is in part due to the material and labour shortages from the Victorian Government's 'Big Build' projects combined with upward pressure on material supply chains, which persist. These costs have been reflected in the recent revaluation of all infrastructure during the past 2 years
4. **Revaluation timing** – the timing of the last revaluations is another significant factor. Most of Council's infrastructure assets were last revalued in the period 2017 to 2019. Council aims to revalue all infrastructure assets on a 4-year rolling cycle to ensure the asset plans are reviewed using the most up to date asset values.



7. State of the Assets and Service Levels

The current level of service is measured by the average asset condition and renewal backlog, measured by the proportion of assets in Poor and Very Poor (PVP) condition state. The following diagram illustrates the various asset condition states, what impact each state has on the user and service levels:

State	Description of Condition	Impact on Service and Users	Service Level	Example Photo
1	Very Good Condition	No signs of deterioration, as new appearance, no impact.	Acceptable	
2	Good Condition	Limited deterioration, minor appearance deterioration, limited impact.	Acceptable	
3	Fair Condition	Sound with some defects, some impact to appearance and use, work maybe required.	Acceptable	
4	Poor Condition	Significant defects, some structural issues, some risks to users managed by maintenance and renewal works likely required.	PVP – Renewal works required	
5	Very Poor Condition	Serious defects, unacceptable appearance, risks to user safety, urgent renewal work required.	PVP – Backlog renewal works required	

Diagram 9 – Description of asset condition, impact to services and service levels.

The table below provides a snapshot of Council's current asset condition distribution, average condition and PVP as at 2024 and predicted PVP in 2035 for the major asset types:

Asset class	Condition 1	Condition 2	Condition 3	Condition 4	Condition 5	Average condition score	PVP % in 2024^	PVP in 2035
Sealed Roads	44.0%	31.2%	17.6%	5.0%	0.7%	2.00	5.7%	9.8%
Kerbs	10.0%	31.4%	58.5%	0.2%	0.0%	2.50	0.2%	3.2%
Unsealed Roads	12.3%	67.3%	18.3%	2.0%	0.2%	2.10	2.2%	2.3%
Drainage	29.5%	28.8%	39.5%	1.9%	0.3%	2.15	2.2%	6.9%
Structures	18.1%	34.8%	43.9%	1.0%	2.2%	2.34	3.1%	0.0%
Buildings	29.5%	43.6%	23.7%	1.3%	1.8%	2.02	3.2%	4.3%
Footpaths	60.7%	33.1%	4.3%	1.4%	0.4%	1.48	1.8%	4.7%
Open Space	20.9%	13.4%	61.8%	2.9%	1.0%	2.50	3.9%	8.6%
Grand Total	**31.5%**	**32.5%**	**32.1%**	**3.0%**	**0.6%**	**2.12**	**3.6%**	**5.6%**

Council's current PVP backlog is 3.6% which is favourable when compared to the national average of just under 10%. Council's service targets are different for each asset class over the 10-year period under a sustainable, risk management approach to funding.

The proposed service level targets have been developed using an industry leading asset modelling approach during the review of the asset management plans for each asset class between 2023 and 2024. A multi-scenario modelling process was used to identify the most sustainable and appropriate service levels. The following scenarios were used during each plan review:

Scenario name	Aim/output
Current Funding	Understand the future state of the assets if funding does not change.
Less Funding	Identify the impact on the future state by reducing current funding.
Maintain	Understand what funding is needed to maintain current service levels or a target service level.
Zero PVP	Identify funding needed to remove all assets back-log over time.
Climate	Understand the financial impact of potential climate risks.

Information used in the modelling process included current replacement costs and current condition state to predict the end of useful life and expected treatment cost to replace each asset. These scenarios were run for a minimum 15-year forecast period to identify the funding requirements and predicted service levels over time.

The climate risk scenario was modelled for those asset classes which have available climate risk data (roads drainage, buildings and open space). This scenario models the high and very high risks of climate change by reducing the asset useful life and increasing the treatment cost. Council wants to continue this work by improving the assumptions to understand wholistically how climate risks will impact all infrastructure in the future.

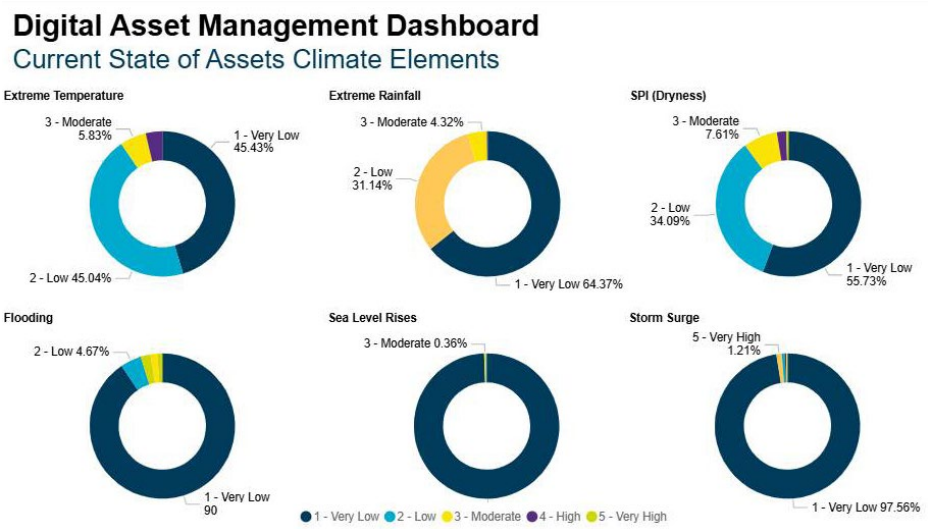


Diagram 10 – The climate risks identified for Road assets

Each asset management plan review was informed by a community engagement process and feedback from the community. When deciding on the desired level of service and required funding, the key considerations were available funding, asset risks, service type and the benchmarking against national state of the assets report cards.

The following table shows the adopted scenario for each asset class plan, required funding, current and future service levels. The climate resilience column indicates the predicted additional funding required to treat those assets that are considered at high risk of climate change impact or continue to investigate the risks.

Asset Class	Asset Value $ million	Current PVP	Current PVP $ million	Adopted scenario	10-year PVP	10-year PVP $ million	10-year capital	Climate resilience
Roads	$733	4.54%	$ 31.1	Target LOS <10% PVP	8.20%	$ 56.2	$51.74 m	$9.64 m for resilience treatments
Drainage & Water Sensitive Urban Design (WSUD)	$236	2.20%	$ 5.2	Maintain + 3-Star Capacity Works	2.90%	$ 6.9	$12.84 m	$0.40 m for flood risk modelling
Structures	$217	3.14%	$ 5.7	Remove Backlog	0.00%	$ -	$25.31 m	Not modelled
Buildings	$151	3.15%	$ 3.4	Maintain Funding	4.30%	$ 4.6	$44.35 m	$5.00 m for resilience treatments
Pathways	$79	1.83%	$ 1.4	Target LOS <5% PVP	4.70%	$ 3.6	$3.34 m	Not modelled
Open Space	$58	3.92%	$ 1.8	Target LOS <10% PVP	8.58%	$ 4.0	$11.45 m	$1.75 for resilience treatments m
Total:	**$1,475**	**3.6%**	**$ 48.7**		**5.6%**	**$ 75.3**	**$149.1 m**	**$16.8 m**

At this stage this additional climate resilience funding has not been allocated pending further refinement of the climate risk models and collection of additional data through the next asset planning cycle, identified in section 11.



With Councils backlog, or portion of assets in Poor and Very Poor state (PVP) at approximately 3.6%, it is important to note that the proportion of assets in Very Poor state currently sits at 0.9%. This represents approximately $13 million in replacement costs, which is equivalent to Council's 2025 annual capital renewal budget.

However, with limited capital funding available and strong demand for new infrastructure to support a growing and ageing population, even with a growing capital renewal program, overall, the backlog is expected to grow to 5.6% over the forecast 10-year period.

This presents a challenge which is currently being managed by choosing an affordable level of service while balancing available funding, the inherent risks and the criticality of asset types within each asset management plan. This is highlighted in the Structures Asset Management Plan strategy to eliminate PVP because of the public safety risks involved with these types of assets. Conversely, the open space Asset Management Plan identifies opportunities to 'sweat' some assets, avoid rebuilding non-critical assets and using nature-based solutions instead of hard 'grey' infrastructure that aim to reduce costs over time.

Additionally, Council is committing to develop sustainable asset investment guidelines to help guide future asset decisions. These guidelines will consider the whole-of life cost impacts of asset investments, which are explained further in section 11.

8. Financial Performance and Long-Term Financial Plan

A snapshot of Council's financial ratios and indicators across all asset classes is provided below, with further information and predictions found within the Long-Term Financial plan:

Year	Renewal spend $ million	Renewal ratio %	Capital replacement ratio	Asset health%	Infrastructure per head $	Capital spend per head $	Capital grants $ million	Total capital works $ million
2021	$8.765	68%	1.21	77%	$18,143	$452	$3.854	$18.365
2022	$10.404	138%	2.14	76%	$18,693	$834	$11.188	$34.881
2023	$12.494	108%	2.60	76%	$20,395	$1,098	$13.079	$46.926
2024	$13.919	121%	1.83	74%	$31,747	$834	$14.392	$36.318
2025	$13.089	66%	1.06	72%	$33,856	$643	$10.250	$28.023
5-year Average	**$11.396**	**99%**	**1.77**	**-**	**-**	**$772**	**$10.553**	**$32.903**



The following table provides a description of each indicator, observations and trends:

Indicator	Description	Observation
Annual renewal spend	The amount of funding spent each year renewing existing infrastructure assets. Recommended target is identified in the asset class asset management plan and forecast into the Long-Term Financial Plan.	The actual annual renewal spend has typically been in line with the planned budget, which is reflected in a healthy renewal ratio.
Renewal funding ratio	A measure of annual asset renewal and upgrade expense compared with depreciation expense. Recommended target = 85-115%.	The renewal ratio has been variable over time, with the average four-year period being 99% up to 30 June 2025. Council strives to responsibly fund over 100% of renewal spending to maintain the growing asset base. The Long-Term Financial Plan predictions show the predicted 10-year renewal ratio average of 70% and 62.3% in 2034/35 which demonstrates a significant long-term renewal underspend.
Capital replacement ratio	This ratio is about the overall spending on infrastructure compared to depreciation.	The more recent result is reflective of the allocation of funds which have been made available through organisational efficiencies being invested into our capital program.
Asset health (consumption ratio)	Written down value of an asset / Gross Replacement costs measured using the remaining life of an asset or its component. Recommended target = 60- 85%. Also known as Consumption ratio.	The asset health ratio has declined from 77% in 2021 to 72% in 2025 which indicates an asset base in the 'stable' phase, however long-term under investment in renewal could see a further drop in the indicator toward the 'action' phase.
Infrastructure per head	The total value of infrastructure compared with population, measured as a proportion for each person. Used as a benchmark to assess financial sustainability.	Growth in gifted new assets from developments and Council's new asset capital spending total $105 million in the past four years. Considering recent revaluations, the value of infrastructure per head of permanent population has grown 87% from $18,100 in 2021 to $33,856 in 2025.
Capital spend per head	The value of capital works spend compared with population. Used as a benchmark to assess financial sustainability.	Our infrastructure capital spend per head of population has increased from $452 in 2021 to $643 in 2025, in line with increasing value of infrastructure assets.
Capital grants	The total annual value of once-off grants to build infrastructure received from other levels of government. This indicates the reliance on other levels of government to fund capital works.	During the past four years Council has been successful in attracting over $48.9 million in one-off capital funding grants from government sources. These grants have enabled the delivery of many new and upgraded assets to support our growing community needs.
Total capital works	Total annual expense spent building, renewing and upgrading infrastructure.	The capital grants have given a welcome boost to our capital works program showing an average $36.5 million spend each year over the last 4-year period.

Long Term Financial Plan

Expenditure on Council infrastructure assets is categorised as follows:

Capital works plan	New	Creating a new asset to meet additional service level requirements, e.g. new building, new lighting
	Upgrade/ expansion	Enhancing an existing asset to provide higher levels of service, e.g. widening an existing pathway to allow for cyclists
	Renewal	Replacing an existing asset like for like, e.g. resurfacing a road, replacing a section of broken footpath
Operating budgets	Maintenance	Repair and service works required to keep assets operational, e.g. roof leak repairs, road pothole patching, repainting
	Operations	Regular activities to provide public health, safety and amenity, e.g. street sweeping, grass mowing.

The projected expenditure requirements for Council infrastructure assets over the next 10 years is as shown in the tables below. These outlays have been determined based on the affordability assessments made in Council's Long-Term Financial Plan and represent the investment that is required to build, maintain and renew Council's infrastructure assets.

The maintenance budgets are based on the adopted Annual Budget 2025-26 budget and extended for the next 10 years. The figures for renewal works were extracted from Council's Long Term Financial Plan 2025-35 figures, which were informed by the 5 adopted asset management plans.

Capital outlays for new and upgraded infrastructure assets have been informed by Council's various service plans, master plans, policies and strategies. These plans can be found on Council's website and include for example;

- Active Bass Coast Plan 2018-28;
- Thompson Reserve Master Plan 2019;
- Wonthaggi Activity Centre Streetscape Master Plan 2023;
- Bass Coast Tracks and Trails Strategy 2022-32;
- Phillip Island Integrated Transport Study 2014;
- Urban Road and Drainage Improvement Policy 2024; and
- Major projects identified during the Council Plan development.

More information about the funded projects can be found by viewing the Long-Term Financial Plan and Annual Budget.



New

Asset class	Sum of Expenditure 2025/26	Sum of Expenditure 2026/27	Sum of Expenditure 2027/28	Sum of Expenditure 2028/29	Sum of Expenditure 2029/30	Sum of Expenditure 2030/31	Sum of Expenditure 2031/32	Sum of Expenditure 2032/33	Sum of Expenditure 2033/34	Sum of Expenditure 2034/35	Sum of Total Project Cost (10 Years)
Artworks	50,000	-	103,781	-	109,035	-	114,555	-	120,354	-	497,725
Buildings	975,000	985,000	-	11,275,000	20,000,000	12,075,000	15,200,000	33,075,000	33,000,000	32,275,000	158,860,000
Land Improvements	4,084,000	7,975,000	1,850,000	2,600,000	3,650,000	2,350,000	2,730,000	4,200,000	900,000	500,000	30,839,000
Pathways	3,720,000	400,000	1,680,000	1,200,000	-	150,000	-	-	-	-	7,150,000
Sealed Roads	332,520	2,945,000	100,000	300,000	100,000	300,000	100,000	300,000	100,000	300,000	4,877,520
Unsealed Roads	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	800,000
Waste Management	-	200,000	3,500,000	-	-	500,000	-	-	-	-	4,200,000
Grand Total	**9,161,520**	**12,505,000**	**7,333,781**	**15,475,000**	**23,959,035**	**15,475,000**	**18,244,555**	**37,675,000**	**34,220,354**	**33,175,000**	**207,224,245**

Upgrade and Expansion

Asset class	Sum of Expenditure 2025/26	Sum of Expenditure 2026/27	Sum of Expenditure 2027/28	Sum of Expenditure 2028/29	Sum of Expenditure 2029/30	Sum of Expenditure 2030/31	Sum of Expenditure 2031/32	Sum of Expenditure 2032/33	Sum of Expenditure 2033/34	Sum of Expenditure 2034/35	Sum of Total Project Cost (10 Years)
Buildings	3,895,000	2,095,000	1,650,000	1,150,000	-	2,000,000	-	2,000,000	-	-	12,790,000
Computers and telecommunications	-	36,000	-	-	-	-	-	-	-	-	36,000
Drainage	-	720,000	-	-	-	-	-	-	1,200,000	-	1,920,000
Land Improvements	292,000	335,000	560,000	2,220,000	70,000	70,000	1,070,000	70,000	70,000	70,000	4,827,000
Pathways	325,000	205,000	235,000	240,000	245,000	250,000	255,000	260,000	265,000	270,000	2,550,000
Sealed Roads	-	-	-	-	-	-	-	-	-	-	-
Unsealed Roads	650,000	701,000	1,201,000	825,000	1,025,000	-	200,000	-	200,000	-	4,802,000
Waste Management	1,216,000	4,282,000	1,462,000	30,000	1,384,000	-	-	-	-	-	8,374,000
Grand Total	**6,378,000**	**8,374,000**	**5,108,000**	**4,465,000**	**2,724,000**	**2,320,000**	**1,525,000**	**2,330,000**	**1,735,000**	**340,000**	**35,299,000**

Renewal

Asset class	Sum of Expenditure 2025/26	Sum of Expenditure 2026/27	Sum of Expenditure 2027/28	Sum of Expenditure 2028/29	Sum of Expenditure 2029/30	Sum of Expenditure 2030/31	Sum of Expenditure 2031/32	Sum of Expenditure 2032/33	Sum of Expenditure 2033/34	Sum of Expenditure 2034/35	Sum of Total Project Cost (10 Years)
Bridges	768,000	2,000,000	2,000,000	2,000,000	2,100,000	2,300,000	2,340,000	3,200,000	3,905,000	4,695,000	25,308,000
Buildings	4,405,883	3,661,000	3,734,000	3,809,000	4,384,000	4,861,000	4,940,000	4,938,000	4,932,000	4,932,000	44,596,883
Computers and telecommunications	700,000	660,000	660,000	660,000	660,000	660,000	662,000	662,000	663,000	663,000	6,650,000
Drainage	1,168,794	970,000	1,070,000	1,000,000	1,270,000	1,400,000	1,430,000	1,485,000	1,500,000	1,550,000	12,843,794
Land Improvements	1,405,307	1,770,000	1,631,000	1,365,000	1,716,000	1,815,000	1,816,000	1,865,000	1,815,000	2,331,000	17,529,307
Pathways	250,819	262,000	261,000	266,000	391,000	392,000	391,000	391,000	392,000	392,000	3,388,819
Plant & equipment	2,410,000	1,480,000	1,450,000	1,450,000	1,430,000	1,540,000	1,604,000	1,604,000	1,650,000	1,700,000	16,318,000
Sealed Roads	2,292,000	2,418,000	2,419,000	2,416,000	2,419,000	2,419,000	2,420,000	2,420,000	2,420,000	2,415,000	24,058,000
Unsealed Roads	2,607,600	2,798,000	2,800,000	2,798,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	27,803,600
Waste Management	-	830,000	851,000	872,000	894,000	916,000	939,000	962,000	986,000	1,011,000	8,261,000
Grand Total	**16,008,403**	**16,849,000**	**16,876,000**	**16,636,000**	**18,064,000**	**19,103,000**	**19,342,000**	**20,327,000**	**21,063,000**	**22,489,000**	**186,757,403**

9. Deliberative Community Engagement

The IAP2 Public Participation Spectrum below describes the community engagement spectrum from a low-level engagement (inform) to a high-level engagement (empower).

The IAP2 Public Participation Spectrum describes the community engagement spectrum from a low-level engagement (inform) to a high-level engagement (empower). The engagement processes leading up to the development of this Plan are in the range of Involve and Collaborate.

During the second half of 2024, we asked our community some key questions about their priorities to inform the development of the Council Plan, Community Vision and this Asset Plan. This process gathered a broad range of community perspectives.

Of the 18 top priorities identified, 13 areas were identified as relying significantly on Council infrastructure assets, meaning infrastructure is a core element of Council's service delivery, so infrastructure investment should remain a core priority.



Image courtesy of Social Pinpoint

Diagram 12 – Top priority areas from 2024 engagement with infrastructure reliant areas highlighted.



A key part of the engagement to inform this Plan was establishing a representative community panel. In early 2025 the Bass Coast Community Panel was established consisting of a group of 42 randomly selected people who broadly represent the community demographically.

The Panel's role was to share opinions and viewpoints on specific topics. Through a series of 4 workshops, participants deliberated on the challenges for Council and shared their insights to help Council prioritise spending on services, infrastructure and assets that reflect the community's diverse needs and aspirations. One of the three main challenges posed to the panel was:

"Where do we focus our spend in a rate constrained environment and how do we prioritise funding relating to assets?"

The panels main feedback regarding infrastructure investment related to three key priority areas:

Priority Area	Feedback and Reasoning
Natural environment and sustainable development.	The Panel strongly believes the natural environment is Bass Coast's defining feature and greatest asset. Protecting it underpins tourism, agriculture, and community identity. Sustainable development was seen as essential to preserve biodiversity, support farming, and ensure future generations enjoy the same environmental richness that attracts current residents and visitors.
Parking and associated Infrastructure.	Mobility around Bass Coast needs to be re-focused for sustainability, local business vitality, and liveability. There was a strong desire to balance car use with better public transport and cycling infrastructure, reduce congestion, and ensure parking remains accessible and fair. Council should consider parking in all future developments, ensuring spaces are convenient but not at the expense of sustainability goals. Panel members highlighted safety issues, poor access for people with disabilities, and a lack of public transport. There were calls for more strategic planning, investment in walkable communities, and ensuring infrastructure kept pace with population growth and tourism demand.
Utilising existing assets.	The community values existing public assets such as town halls, playgrounds, and community venues and wants them to be used wisely, fairly and efficiently. There is a clear preference for maintaining and repurposing existing infrastructure over starting new greenfield projects, especially when budgets are tight or usage is low. The Panel urged Council to better maintain, repurpose, and activate community buildings and spaces. Improving utilisation could foster social connection, reduce waste and provide affordable venues for events, housing, or arts – all without major new investments.

This feedback has informed the development of this Asset Plan in 4 ways:

1. Council proposes to continue to investigate the risks of climate change and include these in the asset planning process. This work will inform the likely impacts and treatments that are required to adapt to the changes or improve infrastructure resilience.
2. Incorporate Environmentally Sustainable Design (ESD) Principles in the asset planning process. These objectives aim to maximise the use and efficiency of existing buildings and infrastructure.
3. Council has prioritised funding for accessibility improvements and sustainable transport initiatives. Examples of this funding include a pipeline of projects in the Long-Term Financial Plan such as the Cowes Activity Centre plan and Wonthaggi Activity Centre Plan priorities, strategic pathways tracks and trails program, footpath gaps program, local road safety improvement program and the disability action plan.
4. Council proposes to develop Asset Investment Guidelines to ensure every asset Council builds or acquires fulfills an important community need and considers whole-of-life cost impacts.

Our timetable for community consultation that took place to inform the Community Vision, Council Plan and Asset Plan is shown below:

Key Stage	When Delivered
Engagement planning	November 2023 – February 2024
Councillor overview	April 2024
Wider community engagement Bass Coast	July – August 2024
Panel recruitment	October 2024 – February 2025
Councillor workshop	February 2025
Panel deliberation workshops	March – May 2025
Developing Council's strategic draft documents	May – September 2025
Final check in with community	September 2025
Councillor review and adoption	October 2025

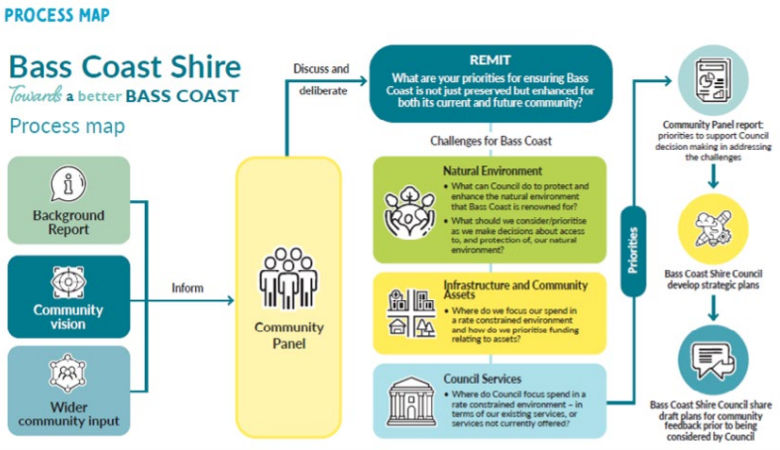


Diagram 13 – Engagement Process followed to develop The Council Plan, Community Vision and Asset Plan



10. Challenges and opportunities

There are several challenges currently facing Council in the current environment and considering current trends, some emerging issues. The following table itemises the significant challenges, as well as some of the available opportunities and strategies to counteract these issues.

Challenge	Opportunity	How the Asset Plan will address this
Rate Cap income regulation.	• Focus on core services and infrastructure. • Repurpose and maximise the use of existing assets. • Reviewing user fees and charges.	Prioritised sensible provision of funding for legal compliance, renewal, maintenance and operation of existing assets in preference to financing new works or asset upgrades. The Plan aims to introduce investment guidelines and processes to ensure that Council spending is optimised for efficient resource allocation and proactive maintenance practices to make the best use of existing assets.
An increasing and ageing asset base.	• New assets for a growing community. • Developer contributions. • Increase asset utilisation and sharing.	Recognition that with a growing asset base, our expanded communities' needs are being met, but our funding priorities will need to shift with a focus on increasing our current assets utilisation to maximise the investment. This plan responsibly allocates an affordable level of funding to ensure modest growth to support a larger asset base. This plan proposes an affordable, risk-based approach to infrastructure funding to manage competing funding demands across a broad range of projects, programs, and services.
Maintaining service levels with available budgets.	• Review service levels and expectations. • Repurposing existing assets.	Council needs to meet statutory obligations to maintain existing infrastructure while being conscious of maintaining affordability and financial sustainability. This Plan also includes an improvement strategy action to develop asset investment guidelines considering the whole of life-cycle costs. This Plan highlights the cost of services and the challenge of meeting community expectations versus affordability.
Climate change impacts.	• Building resilience into new infrastructure and grappling with adaptation. • Nature based solutions.	This Plan recommends continuing to utilise the latest research and climate projections to periodically reassess climate risk to Council's assets, and to include best practice climate adaptation principles in asset management plans. For further details see improvement initiatives in section 11.
Population growth and demographic shift.	• Accessible and sustainable transport infrastructure investment.	Council will need to aim to continually balance the affordable provision of services against the needs of the community. Council has prioritised funding for a pipeline of projects in the Long-Term Financial Plan for accessibility improvements and sustainable transport initiatives. Examples of this funding are outlined in section 9.
A legacy of urban areas developed before planning controls.	• Implementation of the Urban Roads and Drainage Improvement (URDI) and Integrated Transport Strategy (ITS) priority projects.	The Long-Term Financial Plan currently funding allocated toward progressing priority URDI and ITS priority projects.

11. Strategic Improvement Initiatives

Based on the actions identified in each of the five asset management plans and the community engagement feedback, 5 key strategic improvement initiatives have been identified for implementation over the coming asset planning cycle as follows:

Strategic Improvement Initiative	Action Background and Justification	Performance Indicator
Strategic Initiative 1 Continue climate resilient infrastructure planning work.	Council proposes to continue to investigate the risks of climate change and include climate adaptation principles in asset management plans. The work achieved to date has already identified a significant impact on the assets for which climate hazard data is available. Continuing the work will look at risks for all assets and refine the assumptions included in the asset modelling. This work will inform the likely impacts and treatments that are required to adapt to the changes or improve infrastructure resilience and ultimately inform decisions regarding asset investment and Council budgets.	• Number of asset classes with hazard data. • Climate projections incorporated into Asset Plans. • Funding allocated.
Strategic Initiative 2 Continue to develop a 'Service Centric' asset management model.	Undertake a review of levels of service for each asset class. Levels of service are critical because they define the service quality for a particular activity or service area against which service performance may be measured and indicate the level at which assets need to be maintained to satisfy community needs and desires. Document the Council service catalogue with connections to assets that underpin each service. Incorporate asset planning principles into service plans and strategies. Incorporate asset investment guidelines into the project management framework.	• Reviewed Levels of service with each Asset Plan review. • % of service catalogue complete with linkages to each asset. Investment guidelines incorporated into capital planning processes.
Strategic Initiative 3 Prioritise funding for accessible and sustainable infrastructure investment.	Prioritise funding for accessibility improvements and sustainable transport initiatives in the Long-Term Financial Plan to meet the community engagement panel priority recommendations. Examples of this funding include the Cowes Activity Centre plan and Wonthaggi Activity Centre Plan priorities, strategic pathways tracks and trails program, footpath gaps program, local road safety improvement program, Integrated Transport Strategy priorities and the Disability Action Plan.	• Number of projects contributing to improved accessibility and sustainable transport funded and delivered.
Strategic Initiative 4 Incorporate Environmentally Sustainable Design (ESD) Principles into asset design.	In response to the Community Panel urging Council to better maintain, repurpose, and activate community buildings and spaces priority regarding sustainable principles. The principles proposed are: - Avoid - Minimise the demand for new buildings and infrastructure. The most sustainable way to minimise material consumption and limit emissions is to maximise the use of existing buildings and infrastructure. - Reconfigure - Review available capacity, consider options for re-configuration. - Reduce - Consider alternative ways to deliver services that reduce the demand for new buildings and infrastructure. - Implement ESD - Promote the sustainable use of existing buildings by incorporating Environmentally Sustainable principles into infrastructure design. - Investing responsibly - Construct new buildings and infrastructure responsibly, considering the whole-of-life costs.	• Incorporation of these principles into the Project Management Framework, project scoping and design processes. • Adoption of ESD Policy.
Strategic Initiative 5 Develop sustainable asset investment guidelines.	Council's Asset Management Policy includes principles about what attributes any asset Council manages should possess, including the need to have an identified strategic purpose that contributes to Council's community infrastructure and/or service delivery objectives and be managed where the total life cycle cost of new assets is factored into the creation of new assets in the future. The processes that identify asset investment currently do not always take these principles into account, nor is the impact of the increasing life-cycle-costs of maintaining a new asset allocated in future budgets nor does it influence investment decisions. Council proposes to develop asset investment guidelines to ensure every asset Council builds or acquires fulfills an important community need and considers whole-of-life cost impacts. The investment guidelines will provide processes and principles to ensure a sustainable approach to asset investment is taken and will encourage responsible alternative funding sources, grants and partnerships to balance community needs and resources to meet the infrastructure challenges outlined in this Plan.	• Adoption of Investment Guidelines. • Incorporation of guidelines in asset planning and project management framework processes.



Document Information and Revision History

Document Information

Type	Bass Coast Shire Council Asset Plan 2025–2035
Mayor	(Governance to insert signature and name post adoption)
Date Adopted	Council Meeting date month year
Responsible Officer	Manager Infrastructure Delivery
Version Number	Version 1.4 – Draft Post Consultation



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