



Yarra Ranges Council

# Asset Plan

## 2025–2035





## Acknowledgement of Country

Yarra Ranges Council acknowledges the Wurundjeri and other Kulin Nation peoples as the Traditional Owners and Custodians of these lands and waterways. We pay our respects to all Elders, past, present, and emerging, who have been, and always will be, integral to the story of our region. We proudly share custodianship to care for Country together.

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# Introduction





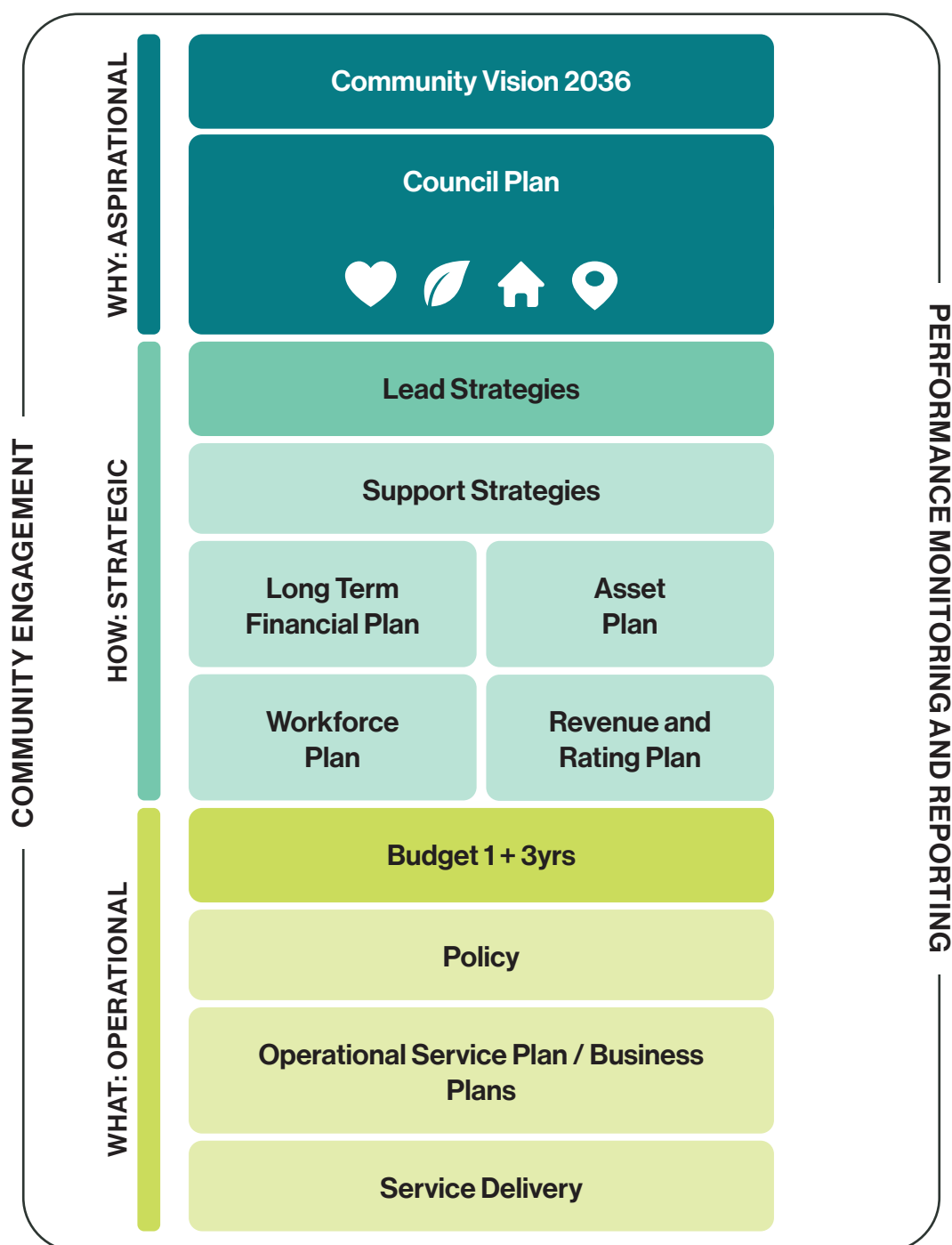
**Providing effective and efficient assets for the community is an integral part of Council's operations.**

As the steward of these assets, Council is committed to managing them in the most cost-effective and responsible way. From planning, design and creation to maintenance, renewal, repair and operation, and ultimately to replacement or disposal, Council undertakes all these activities with the goal of providing safe, reliable, and efficient services for both the current community and future generations.

# Integrated planning

This Asset Plan has been prepared in accordance with the requirements of the *Local Government Act 2020*. It provides an overview of Yarra Ranges Council's approach to maintain, renew, acquire, expand, upgrade, dispose and/or decommission its infrastructure assets. This Asset Plan is not a stand-alone document; it is integrated with other key documents. The following diagram shows how Council's different plans and strategies fit together. Informed by evidence, state and federal legislation and policy, community engagement and continuous improvement, these plans guide the delivery of all Council services to help achieve our Community Vision.

**Figure 1. Planning Framework**



# The purpose of this Asset Plan

This Asset Plan provides an overview of all the assets Council owns and outlines how Council will manage these assets efficiently and responsibly. By minimising risks, maximising benefits and managing investments, Council aims to provide quality, well-maintained and reliable assets for the community to enjoy now and into the future.

Council works to address the diverse needs of our community, including gender, intersectionality and accessibility.

## **This Asset Plan:**

- Lists the assets Council owns, including how many there are and total replacement cost.
- Outlines the money needed to operate and invest in these assets.
- Explains how Council calculates risks related to infrastructure.
- Details how Council decides on the amount of money to invest and which assets to focus on. Ensures that decisions about managing assets align with Council's overall vision and strategic objectives.
- Ensures there is alignment between asset management planning and the Long-Term Financial Plan.
- Incorporates community feedback and considers the changing needs of the local community.

Council prepares Asset Management Plans for each major asset category including buildings, drainage, roads infrastructure, pathways, and open space. These technical plans are reviewed regularly and cover a 10-20-year planning period and ensure legislative compliance.

The development of this version of the Asset Plan is based on Council's understanding of the performance and condition of Council's assets, feedback from community and other key assumptions included in strategies, implementation plans and urban design frameworks, amongst others, at its time of preparation.

Council acquires, renews, expands, upgrades and disposes of assets based on community needs and required service levels. Changes in technology, political and financial environments can affect the original assumptions and forecasts in the Asset Plan, therefore it is essential to actively monitor, review and update this document to reflect significant changes.

# What is an asset?

The most basic definition is - **something that is of value.**

Assets are all the things that enable Council to deliver services for our community, and help residents to stay connected, healthy and active.

Many of the things our community see as they step outside their home are assets that Council manages: the footpaths leading to shops, schools or sports centres; most of the roads (75%); buildings for community activities such as halls and libraries; parks and open spaces that keep community healthy and active, and playgrounds that provide endless fun for children. This Asset Plan focuses on these tangible assets that community can touch and feel.

**1,050 km of  
sealed roads**



**700 km of  
unsealed roads**



**50,000 drainage  
related assets**



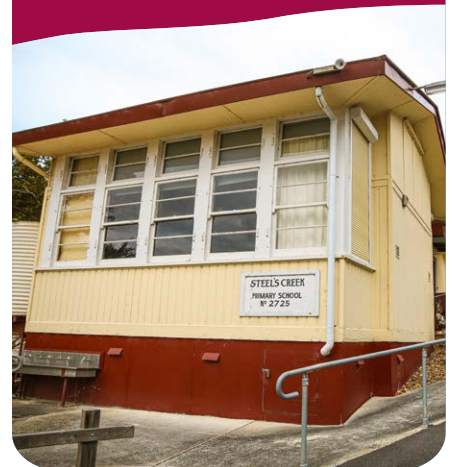
**599 Council owned  
land sites**



**53 halls, community  
hubs, etc.**



**35 community  
centres**



# Why do we have assets?

Council's infrastructure assets help support many service outcomes and benefits:

| Service outcome                                               | Description and examples                                                                                                                                                                                                   |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Social Connection</b>                                      | Strongly affiliated with volunteer-run organisations, i.e. Friends of groups. Any activities that support groups coming together and building social capital.                                                              |
| <b>Preparedness for emergencies and severe weather events</b> | Strengthens community resilience in emergencies through its community emergency networks and community planning groups.                                                                                                    |
| <b>Active Living</b>                                          | Promotes recreation, sport, and movement for all ages, genders and abilities.                                                                                                                                              |
| <b>Food Security</b>                                          | Includes community gardens and food systems such as community supported agriculture and food relief support.                                                                                                               |
| <b>Health and Wellbeing</b>                                   | Enhances physical and mental health and wellbeing, providing access to a range of health services.                                                                                                                         |
| <b>Education and Training</b>                                 | Facilitates skills development and supports access to education or training opportunities.                                                                                                                                 |
| <b>Employment</b>                                             | Assisting people in job seeking and job readiness.                                                                                                                                                                         |
| <b>Culture</b>                                                | Celebrates arts, heritage, indigenous history, creativity, performance, and our collective history.                                                                                                                        |
| <b>Community Participation</b>                                | Encourages community involvement in decision making (place-based or issue based) and self-determination for all communities.                                                                                               |
| <b>Transport</b>                                              | Connects people to essential services and amenities, supporting a range of transport available for the needs of our community.                                                                                             |
| <b>Social inclusion and non-discrimination</b>                | Supports gender equity and programs to reduce gender-based violence against women and children. Also addresses the needs of the ageing population, culturally and linguistically diverse considerations and accessibility. |

## How does Council measure assets?

The characteristics or specifications that underpin these service outcomes are defined as Levels of Service characteristics. This is the way of measuring how those assets support the different services Council delivers for the community. To provide these services, Council needs different infrastructure assets. Sometimes infrastructure like buildings and car parks support many different services. Others, like pipes, pits and roads, support a smaller number of them. All, however, are important for the local community. Therefore, to ensure assets are helping to provide the best service they can, Council measures:

### Condition

- How does the asset look, feel and sound?
- Are there cracks, damage or wear and tear?
- Is it safe and durable?



### Utilisation

- How many people are using the infrastructure?
- How many people are visiting this building?



### Function

- Is it fit for purpose?
- Is it accessible and available to everyone in our community?



### Capacity

- How much can it carry, move or support?
- How much water can flow through this pipe in a storm?

The graphics on the following pages demonstrate the complexity and link between:



**Table: Link between levels of service characteristics (left column)**

|                                              | Services Types                                                                                                                                                                                                                                                                                                                           | Assets                                                                                                                                                                                                                     | Measures                                                                                                                                 |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Social Connection</b>                     | <ul style="list-style-type: none"> <li>Community Strengthening</li> <li>Arts, Culture and Heritage</li> <li>Early and Middle Years</li> <li>Maternal and Child Health</li> <li>Youth Development</li> <li>Healthy Active Ageing</li> <li>Pavilion and Club Houses</li> <li>Cultural Venues Community Halls</li> <li>Libraries</li> </ul> | <ul style="list-style-type: none"> <li>Buildings</li> <li>Car Parks</li> <li>Playspaces</li> <li>Footpaths</li> <li>Land</li> <li>Art</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>Feeling secure</li> <li>Sense of community</li> </ul>                                             |
| <b>Emergency Preparedness and Resilience</b> | <ul style="list-style-type: none"> <li>Animal Management</li> <li>Emergency Management.</li> <li>Public and Environmental Health</li> <li>Building Service</li> <li>Strategic Projects</li> <li>Tree Management</li> <li>Land Management</li> <li>Climate Adaptation</li> <li>Energy Transition and Emission Management</li> </ul>       | <ul style="list-style-type: none"> <li>Buildings</li> <li>Land</li> <li>Car Parks</li> <li>Plant, Fleet and Equipment</li> <li>Pipes</li> <li>Pits</li> <li>Kerb and Channel</li> </ul>                                    | <ul style="list-style-type: none"> <li>Prepared for weather events</li> <li>Council Carbon Emissions</li> <li>Water Diversion</li> </ul> |
| <b>Active Living</b>                         | <ul style="list-style-type: none"> <li>Public Health and Wellbeing</li> <li>Local Roads, Bridges, Footpaths, and Carparks</li> <li>Sports Fields</li> <li>Trails</li> <li>Aquatics</li> <li>Pavilions and Club Houses</li> <li>Recreation Facilities</li> <li>Play Spaces</li> <li>Parks</li> <li>Open Spaces</li> </ul>                 | <ul style="list-style-type: none"> <li>Buildings</li> <li>Car Parks</li> <li>Playspaces</li> <li>Trails</li> <li>Parks</li> <li>Land</li> <li>Pools</li> <li>Roads</li> <li>Sportsfields</li> <li>Sports Courts</li> </ul> | <ul style="list-style-type: none"> <li>Access to Open Space</li> </ul>                                                                   |
| <b>Food Security</b>                         | <ul style="list-style-type: none"> <li>Community Strengthening</li> </ul>                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Buildings</li> <li>Land</li> </ul>                                                                                                                                                  | <ul style="list-style-type: none"> <li>Biodiversity protection</li> </ul>                                                                |
| <b>Health and Wellbeing</b>                  | <ul style="list-style-type: none"> <li>Maternal and Child Health</li> <li>Healthy Active Ageing</li> <li>Immunisation</li> <li>Public Health and Wellbeing</li> <li>Employee Relations</li> </ul>                                                                                                                                        | <ul style="list-style-type: none"> <li>Buildings</li> <li>Car Parks</li> <li>Plant, Fleet and Equipment</li> <li>Playspaces</li> <li>Land</li> </ul>                                                                       | <ul style="list-style-type: none"> <li>Mental Health</li> </ul>                                                                          |

|                                         | Services Types                                                                                                                                                                                                                                                                  | Assets                                                                                                                                               | Measures                                                                                                     |
|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| Education and Training                  | <ul style="list-style-type: none"> <li>Local Laws and Regulatory Compliance</li> <li>Community Strengthening</li> <li>Early and Middle Years</li> <li>Economy, Tourism and Investment Support</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>Buildings</li> <li>Car Parks</li> <li>Plant, Fleet and Equipment</li> <li>Playspaces</li> <li>Land</li> </ul> | <ul style="list-style-type: none"> <li>Local employment</li> </ul>                                           |
| Employment                              | <ul style="list-style-type: none"> <li>Economy, Tourism and Investment Support</li> </ul>                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Buildings</li> <li>Car Parks</li> <li>Land</li> </ul>                                                         | <ul style="list-style-type: none"> <li>Diversity of local economy</li> <li>Overnight stay tourism</li> </ul> |
| Culture                                 | <ul style="list-style-type: none"> <li>Arts, Culture and Heritage</li> <li>Cultural Venues and Community Halls</li> <li>Libraries</li> </ul>                                                                                                                                    | <ul style="list-style-type: none"> <li>Buildings</li> <li>Car Parks</li> <li>Art</li> <li>Land</li> </ul>                                            | <ul style="list-style-type: none"> <li>Access to services and facilities</li> </ul>                          |
| Civic Participation                     | <ul style="list-style-type: none"> <li>Emergency Management</li> <li>Community Strengthening</li> <li>Indigenous Development</li> <li>Youth Development</li> <li>Economy, Tourism and Investment Support</li> <li>Community Engagement</li> <li>Executive Governance</li> </ul> | <ul style="list-style-type: none"> <li>Buildings</li> <li>Land</li> </ul>                                                                            | <ul style="list-style-type: none"> <li>Community facilities usage and demand</li> </ul>                      |
| Transport                               | <ul style="list-style-type: none"> <li>Local Roads, Bridges, Footpaths, and Carparks</li> <li>Traffic Management</li> </ul>                                                                                                                                                     | <ul style="list-style-type: none"> <li>Bridges</li> <li>Car Parks</li> <li>Roads</li> <li>Footpaths and Trails</li> <li>Signs</li> </ul>             | <ul style="list-style-type: none"> <li>Transport options</li> </ul>                                          |
| Social Inclusion and Non-discrimination | <ul style="list-style-type: none"> <li>Community Strengthening</li> <li>Indigenous Development</li> <li>Youth Development</li> <li>Healthy Active Ageing</li> <li>Public Health and Wellbeing</li> <li>Libraries</li> <li>Communications</li> </ul>                             | <ul style="list-style-type: none"> <li>Buildings</li> <li>Land</li> </ul>                                                                            | <ul style="list-style-type: none"> <li>Diversity of housing supply</li> </ul>                                |

# Assets in our Region





**766 km**  
footpaths



**145 km**  
trails



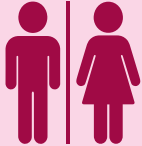
**197**  
sports courts  
and fields



**14**  
BMX /  
skate parks



**9**  
aquatic facilities and  
water play parks



**74**  
toilet blocks



**126**  
playspaces



**211**  
reserves  
and parks



**392**  
off-street  
car parks



**301**  
bridges, major culverts  
and structures

**Council manages a vast network of assets that support the delivery of services for the Yarra Ranges community. These assets, combined, have a total replacement value of over \$2 billion.**

The management of Council's assets is strongly supported by community in many ways. The need for improvement and maintenance of assets is often raised through engagement with the community and by receiving customer requests.

Council also works in partnership with the community in managing assets. Community groups such as Township Groups, Environmental Volunteers, Committees of Management, Sporting Clubs, users of facilities who have lease, licence, tenancy or hire agreements and committees such as Preschool Committees, play an active role in shaping and maintaining these assets. The ongoing support of local community and community groups is essential to managing the wide range of facilities across the municipality.

The asset quantities and values for all Yarra Ranges Council are outlined in the table below.

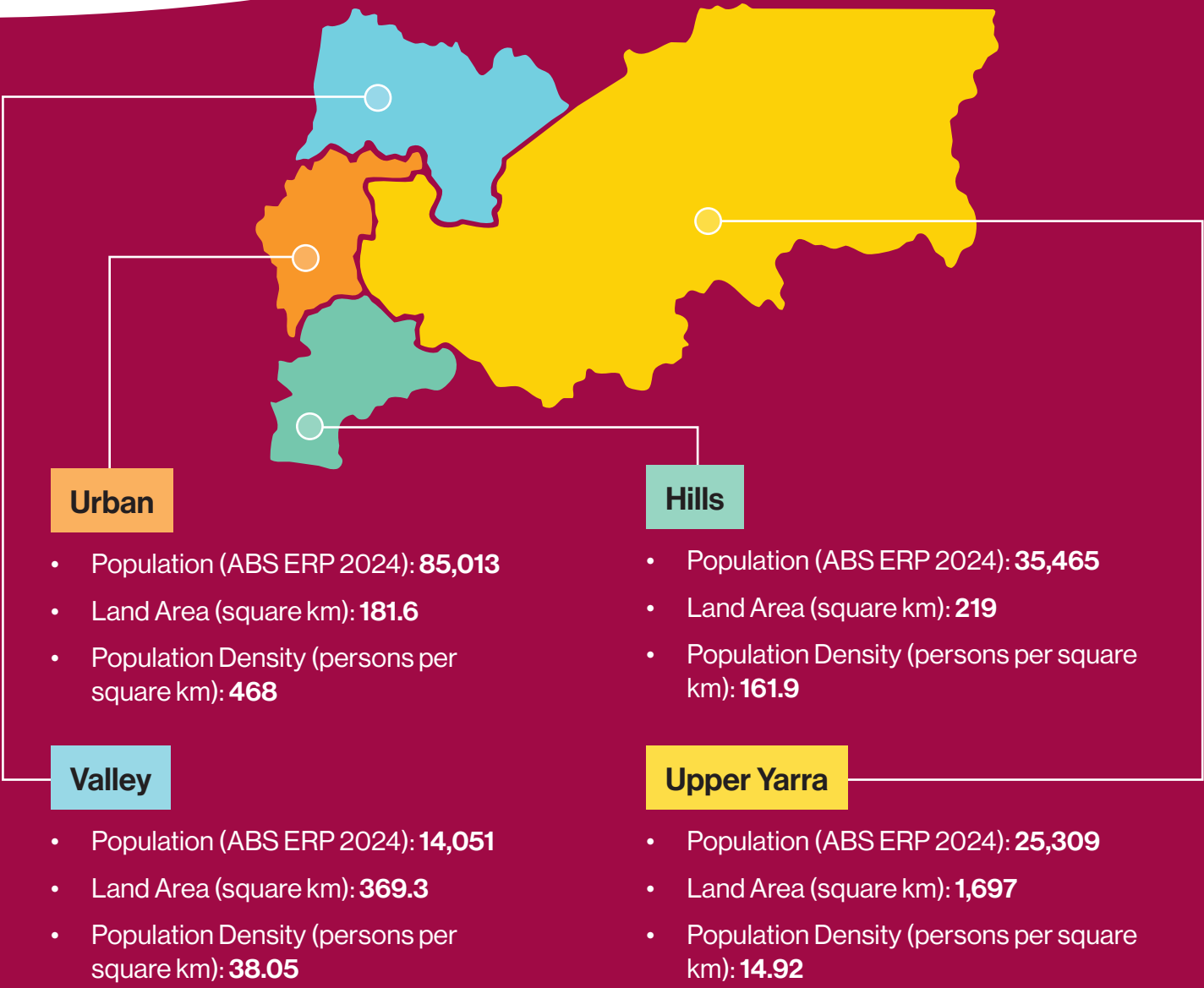
| Asset Class                              | Asset Quantities | Asset Descriptions                                                       | Current Replacement Cost (\$ million) |
|------------------------------------------|------------------|--------------------------------------------------------------------------|---------------------------------------|
| Buildings, Aquatics and Minor Structures | 53               | Halls, Community Hub/Link and Scout/Guide Halls                          | \$840                                 |
|                                          | 35               | Community Centres (Neighbourhood House and Senior Citizens)              |                                       |
|                                          | 44               | Community Sports Pavilions                                               |                                       |
|                                          | 74               | Toilet Blocks                                                            |                                       |
|                                          | 9                | Aquatic Facility and Water Play Parks                                    |                                       |
|                                          | 159              | Recreational and utility shelter structures larger than 10 m2            |                                       |
| Drainage                                 | 844 km           | Pipes                                                                    | \$ 217.7                              |
|                                          | 33,321           | Pits                                                                     |                                       |
|                                          | 44               | Stormwater related assets                                                |                                       |
| Parks, Bushland and Recreation           | 197              | Sports Courts and Fields                                                 | \$ 70.5                               |
|                                          | 14               | BMX/Skate Parks                                                          |                                       |
|                                          | 126              | Playspaces                                                               |                                       |
|                                          | 211              | Reserves and Parks                                                       |                                       |
| Pathways                                 | 766 km           | Footpaths                                                                | \$ 85.9                               |
|                                          | 145 km           | Trails                                                                   |                                       |
| Roads, Kerbs, Car parks and Bridges      | 1,050 km         | Sealed Roads                                                             | \$ 550                                |
|                                          | 700 km           | Unsealed Roads                                                           |                                       |
|                                          | 1000 km          | Kerb and channel                                                         |                                       |
|                                          | 301              | Bridges, major culverts and associated structures (including boardwalks) |                                       |
|                                          | 392              | Off-Street Car Parks                                                     |                                       |
| Land                                     | 599              | Council owned land sites                                                 | \$ 454.7                              |
| <b>TOTAL</b>                             |                  |                                                                          | <b>\$ 2,218.8</b>                     |

Yarra Ranges is quite different from other municipalities. Covering approximately 2,500 square kilometres, it is 22 times larger than Manningham (114 km<sup>2</sup>), five times larger than Nillumbik (432 km<sup>2</sup>) and 40 times larger than Banyule (63 km<sup>2</sup>).

Yarra Ranges Council uses the .id Community Profile to provide a comprehensive socio-demographic analysis of the area, including suburbs and localities. This profile is updated regularly with data from the Australian Bureau of Statistics. Council has categorised infrastructure based on the Profile. Id planning regions to provide a detailed insight into where Council's assets are located. This vast area has been split into four separate regions: Urban, Hills, Valley and Upper Yarra.

By utilising demographic data at a regional level, Council can move beyond a 'one-size-fits-all' approach to provide more efficient resource allocation, better-targeted services and more liveable and sustainable assets for the community, ensuring the right infrastructure is built in the right place at the right time.

The following table shows the population, land area and density of population (person/km<sup>2</sup>) of each region.



## Estimated replacement cost of Council assets in the Valley region

| Asset Class                              | Asset Quantities | Asset Descriptions                                                       | Current Replacement Cost (\$ million) |
|------------------------------------------|------------------|--------------------------------------------------------------------------|---------------------------------------|
| Buildings, Aquatics and Minor Structures | 5                | Halls, Community Hub/Link and Scout/Guide Halls                          | \$100.8                               |
|                                          | 15               | Community Centres (Neighbourhood House and Senior Citizens)              |                                       |
|                                          | 5                | Community Sports Pavilions                                               |                                       |
|                                          | 10               | Toilet Blocks                                                            |                                       |
|                                          | 1                | Outdoor Pool                                                             |                                       |
|                                          | 28               | Recreational and utility shelter structures larger than 10 m2            |                                       |
| Drainage                                 | 76 km            | Pipes                                                                    | \$ 21.8                               |
|                                          | 2,753            | Pits                                                                     |                                       |
|                                          | 4                | Stormwater related assets                                                |                                       |
| Parks, Bushland and Recreation           | 24               | Sports Courts and Fields                                                 | \$ 9.8                                |
|                                          | 3                | BMX/Skate Parks                                                          |                                       |
|                                          | 11               | Playspaces                                                               |                                       |
|                                          | 18               | Reserves and Parks                                                       |                                       |
| Pathways                                 | 60 km            | Footpaths                                                                | \$ 6.6                                |
|                                          | 10 km            | Trails                                                                   |                                       |
| Roads, Kerbs, Car parks and Bridges      | 123 km           | Sealed Roads                                                             | \$ 67.5                               |
|                                          | 142 km           | Unsealed Roads                                                           |                                       |
|                                          | 57 km            | Kerb and channel                                                         |                                       |
|                                          | 51               | Bridges, major culverts and associated structures (including boardwalks) |                                       |
|                                          | 48               | Off-Street Car Parks                                                     |                                       |
| Land                                     | 56               | Council owned land sites                                                 | \$ 32.2                               |
| <b>TOTAL</b>                             |                  |                                                                          | <b>\$ 238.7</b>                       |

## Estimated replacement cost for Council assets in the Upper Yarra region

| Asset Class                              | Asset Quantities | Asset Descriptions                                                       | Current Replacement Cost (\$ million) |
|------------------------------------------|------------------|--------------------------------------------------------------------------|---------------------------------------|
| Buildings, Aquatics and Minor Structures | 12               | Halls, Community Centres, Senior Citizens and Scout Halls                | \$ 181.6                              |
|                                          | 4                | Community Houses                                                         |                                       |
|                                          | 13               | Community Sports Pavilions                                               |                                       |
|                                          | 27               | Toilet Blocks                                                            |                                       |
|                                          | 1                | Indoor Aquatic Facility                                                  |                                       |
|                                          | 2                | Water Play Parks                                                         |                                       |
|                                          | 45               | Recreational and utility shelter structures larger than 10 m2            |                                       |
| Drainage                                 | 86 km            | Pipes                                                                    | \$ 24.2                               |
|                                          | 3,460            | Pits                                                                     |                                       |
|                                          | 3                | Stormwater related assets                                                |                                       |
| Parks, Bushland and Recreation           | 46               | Sports Courts and Fields                                                 | \$ 17.1                               |
|                                          | 3                | BMX/Skate Parks                                                          |                                       |
|                                          | 25               | Playspaces                                                               |                                       |
|                                          | 42               | Reserves and Parks                                                       |                                       |
| Pathways                                 | 56 km            | Footpaths                                                                | \$ 9.2                                |
|                                          | 37 km            | Trails                                                                   |                                       |
| Roads, Kerbs, Car parks and Bridges      | 235 km           | Sealed Roads                                                             | \$ 143.5                              |
|                                          | 263 km           | Unsealed Roads                                                           |                                       |
|                                          | 86 km            | Kerb and channel                                                         |                                       |
|                                          | 119              | Bridges, major culverts and associated structures (including boardwalks) |                                       |
|                                          | 72               | Off-Street Car Parks                                                     |                                       |
| Land                                     | 121              | Council owned land sites                                                 | \$ 44.9                               |

**TOTAL**

**\$ 420.5**

## Estimated replacement cost for Council assets in the Urban Area region

| Asset Class                              | Asset Quantities | Asset Descriptions                                                       | Current Replacement Cost (\$ million) |
|------------------------------------------|------------------|--------------------------------------------------------------------------|---------------------------------------|
| Buildings, Aquatics and Minor Structures | 17               | Halls, Community Centres, Senior Citizens and Scout Halls                | \$ 323.3                              |
|                                          | 9                | Community Houses                                                         |                                       |
|                                          | 17               | Community Sports Pavilions                                               |                                       |
|                                          | 16               | Toilets Blocks                                                           |                                       |
|                                          | 1                | Outdoor Pool                                                             |                                       |
|                                          | 1                | Water Play Park                                                          |                                       |
|                                          | 65               | Recreational and utility shelter structures larger than 10 m2            |                                       |
| Drainage                                 | 528 km           | Pipes                                                                    | \$ 131.2                              |
|                                          | 20,040           | Pits                                                                     |                                       |
|                                          | 27               | Stormwater related assets                                                |                                       |
| Parks, Bushland and Recreation           | 81               | Sports Courts and Fields                                                 | \$ 33.6                               |
|                                          | 5                | BMX/Skate Parks                                                          |                                       |
|                                          | 69               | Playspaces                                                               |                                       |
|                                          | 105              | Reserves and Parks                                                       |                                       |
| Pathways                                 | 532 km           | Footpaths                                                                | \$ 52.5                               |
|                                          | 85 km            | Trails                                                                   |                                       |
| Roads, Kerbs, Car parks and Bridges      | 446 km           | Sealed Roads                                                             | \$ 231.5                              |
|                                          | 55 km            | Unsealed Roads                                                           |                                       |
|                                          | 653 km           | Kerb and channel                                                         |                                       |
|                                          | 91               | Bridges, major culverts and associated structures (including boardwalks) |                                       |
|                                          | 172              | Off-Street Car Parks                                                     |                                       |
| Land                                     | 274              | Council owned land sites                                                 | \$ 307.8                              |
| <b>TOTAL</b>                             |                  |                                                                          | <b>\$ 1,079.9</b>                     |

## Estimated replacement cost for Council assets in the Hills region

| Asset Class                              | Asset Quantities | Asset Descriptions                                                       | Current Replacement Cost (\$ million) |
|------------------------------------------|------------------|--------------------------------------------------------------------------|---------------------------------------|
| Buildings, Aquatics and Minor Structures | 19               | Halls, Community Centres, Senior Citizens and Scout Halls                | \$ 234.3                              |
|                                          | 7                | Community Houses                                                         |                                       |
|                                          | 9                | Community Sports Pavilions                                               |                                       |
|                                          | 21               | Public Toilets                                                           |                                       |
|                                          | 1                | Indoor Aquatic Facility                                                  |                                       |
|                                          | 2                | Outdoor Aquatic Facilities                                               |                                       |
|                                          | 21               | Recreational and utility shelter structures larger than 10 m2            |                                       |
| Drainage                                 | 154 km           | Pipes                                                                    | \$ 40.5                               |
|                                          | 7,068            | Pits                                                                     |                                       |
|                                          | 10               | Stormwater related assets                                                |                                       |
| Parks, Bushland and Recreation           | 46               | Sports Courts and Fields                                                 | \$ 10.0                               |
|                                          | 3                | BMX/Skate Parks                                                          |                                       |
|                                          | 21               | Playspaces                                                               |                                       |
|                                          | 46               | Reserves and Parks                                                       |                                       |
| Pathways                                 | 118 km           | Footpaths                                                                | \$ 17.6                               |
|                                          | 13 km            | Trails                                                                   |                                       |
| Roads, Kerbs, Car parks and Bridges      | 246 km           | Sealed Roads                                                             | \$ 107.5                              |
|                                          | 243 km           | Unsealed Roads                                                           |                                       |
|                                          | 203 km           | Kerb and channel                                                         |                                       |
|                                          | 40               | Bridges, major culverts and associated structures (including boardwalks) |                                       |
|                                          | 100              | Off-Street Car Parks                                                     |                                       |
| Land                                     | 148              | Council owned land sites                                                 | \$ 69.8                               |
| <b>TOTAL</b>                             |                  |                                                                          | <b>\$ 479.7</b>                       |

# How this plan was developed



**Since March 2024 Council have received direct feedback from over 1,250 people and informed over 6,000 community members in the development of the Council Plan, Long Term Financial Plan and Asset Plan. This included:**

**700+**  
survey  
responses

**213**  
postcards  
completed

**800+**  
community members  
connected with  
across 9 pop-up's

**135**  
attendees at 3  
community and  
stakeholder summits

**400+**  
EOI's for Deliberative  
Community Panel

**40**  
community members  
selected for panel

**3**  
workshops to discuss  
and debate Council  
priorities

**10+**  
focus groups with key  
population groups

For further information read the full Community Engagement Reports available via Council's website.

In these conversations the community spoke strongly about the following priorities, which have formed the strategic intent for Asset Management at Council, and thus the development of this Asset Plan.



**Planning to provide services to current and future generations within the community**



**Encouraging and supporting the economic, environmental, social and cultural development of the municipality**



**Providing quality community infrastructure as an integral factor in providing liveable places that support community connection**



**Developing assets that are responsive to the changing environment in which community live**

**The strategic intent is supported by the guiding principles outlined below. These principles were developed by the community in 2022 and re-tested by a community panel in 2024. These principles guide asset-related decision-making at Council.**

### **Evidence Based**

- Informed decision making
- Asset planning will incorporate population projection and demand forecasts for Council services
- The reliability of asset data will be regularly reviewed, and any necessary improvements identified and documented

### **Sustainability**

- The impact on environmental, financial, social and cultural sustainability will be considered when evaluating asset projects and processes
- Asset planning and service levels are developed in consideration of available resources identified in Council's Long Term Financial Plan

### **Appropriate Quality**

- Assets are planned and managed in a structured and coordinated way to be functional, efficient and sustainable for current and future generations

### **Community Vision**

- Asset management objectives align and are consistent with our community vision and key strategic objectives noted in the Council Plan
- The views of the community are valued and play an important role in determining appropriate levels of service for assets through engagement activities that are consistent with the Council's Community Engagement Policy

### **Fairness**

- Asset provisions will consider fairness in population distribution and geographic location

### **Health and Wellbeing**

- Council plans for, and manages, infrastructure that supports active living, mental wellbeing and social connections
- Council optimises the utilisation of public spaces and facilities to meet service demands and support community connections

### **Safety and Resilience**

- Asset related risks are identified and managed
- Critical assets are identified and managed to maximise their availability, including times of emergency response and recovery

### **Continuous Improvement**

- Adequate resources are provided to ensure Council realises its asset management objectives
- The implementation and performance of the Asset Management System will be overseen by an internal steering committee that has cross organisational representation

# Challenges for assets in the region



## As the community changes over time, so do their needs and wishes. As a result, Council needs to provide new, different or bigger assets to meet changing needs for the future.

This also involves replacing those assets that are no longer useful, fit for purpose or offer poor value for money in supporting services to the community.

There are several complex issues facing local communities and Council. These have been identified by community and Councillors as ongoing challenges.

**Some of the key issues that Council is facing in the Asset Management space are:**

| Challenge                       | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Growth and development</b>   | <p>Yarra Ranges' population is expected to grow by 13,000 over the next 10 years. This will carry with it an associated growth in demand for Council services. The changes in population across Council is used to help understand the changing needs of the community and what impact this might have on investment.</p> <p>Regions within Yarra Ranges are popular tourist destinations with visitation projected to double to nine million over the next 10 years. This increase of visitors contributes to wear and tear on infrastructure.</p> |
| <b>Staying healthy and safe</b> | <p>Over the next 10 to 20 years the region is forecast to experience significant growth in the number of residents that are of retirement age or older. This will impact the way Council provides and delivers services which can influence the type of infrastructure community needs.</p> <p>Closing the gender gap by applying a gender lens to asset planning and considering the needs and priorities of different gender groups when making decisions about community assets.</p>                                                             |
| <b>Extreme weather</b>          | <p>Council faces significant challenges in the construction of climate resilient assets including rising costs, replacement of ageing assets and navigating the unique topography of Yarra Ranges.</p>                                                                                                                                                                                                                                                                                                                                              |

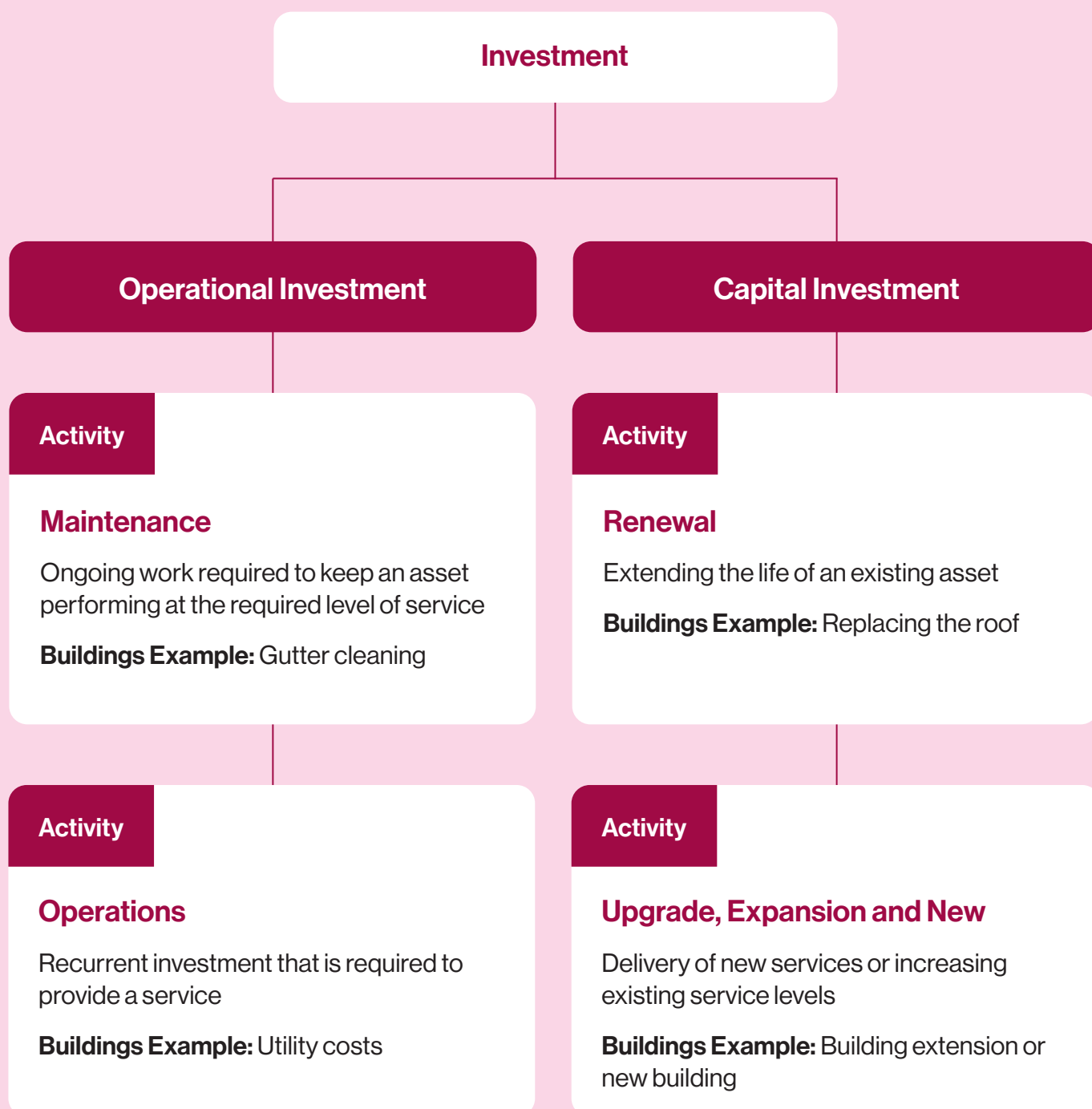
# Asset Investment Strategy



## Type of Asset Investment

The money that Council invests on assets can be broken down into capital investment and operational investment.

The funds that drive this investment at Council come from several sources such as rates, borrowings, grants and proceeds from asset disposal. Renewal, Maintenance and Operations investment is primarily supported by rates and borrowings. This type of investment is prioritised over Upgrade, Expansion and New. Upgrade, Expansion and New investment is often leveraged from grants and proceeds from asset disposals. The decision-making process related to this investment is outlined below.



# Asset Investment Decision

Assets cost money to maintain and operate and, as assets age and deteriorate, Council must decide whether to renew, upgrade or dispose them. Decisions regarding when, where, and how much to invest in specific assets are primarily driven by risk considerations.

Council has an approach to consider risk associated with both new and existing infrastructure.

Risks associated with investment on new infrastructure considers Social, Environmental, Economic, and Cultural factors, and incorporates governance considerations like Risk, Strategic Alignment and Financial Implications. Therefore, any new major investment projects, such as the Urban Aquatics Facility, will only be considered within the Asset Plan once Long Term Financial Planning has been undertaken, funding secured and the project endorsed by Council.

Risk factors considered in assessing investment in existing infrastructure are Consequence of Failure (COF), Likelihood of Failure (LOF) and Criticality.

This approach ensures that assets with high consequences, high likelihoods and high criticality are prioritised for investment. It's not just about if something bad will happen, but also how bad it could be.

When investing based on risk, Council considers lowering the likelihood of something bad happening. Often the Consequence is fixed and unlikely to change. For example, a brand-new building that is in excellent condition and provides maternal and child health services, may be riskier than a small car park that is in poor condition. Council has defined the criteria for consequence, likelihood and criticality in the tables below.

During the life of this Asset Plan, Council will continue to collect and collate data, test assumptions and refine this approach to risk-based investment.



**For example:**

- | Consequence:                                                                                                                                                                   | Likelihood:                                                                                                                                                                | Criticality:                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• If something bad does happen, how bad will it be?</li><li>• Will it be a little problem, a medium problem, or a big problem?</li></ul> | <ul style="list-style-type: none"><li>• How likely is it that something bad will occur?</li><li>• Is it probably going to happen, maybe, or is it very unlikely?</li></ul> | <ul style="list-style-type: none"><li>• Is the impact to the community easily fixed?</li><li>• Or is this the only asset around that can do this thing?</li></ul> |



| Consequence of Asset Failure                   | Description                                                                                                                                      | Example                                                                                                                                                                            |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Asset Consequence</b>                       | If this asset fails, how impactful is it to the service that it provides or supports?                                                            | A major bridge collapse severely disrupts road transport, impacting commuters, emergency services, and commerce.                                                                   |
| <b>Business Interruption</b>                   | How valuable are the outcomes of this service?                                                                                                   | The closure of a maternal and child health centre leads to significant disruptions in essential healthcare services for vulnerable populations.                                    |
| <b>Natural Environment</b>                     | How much damage to the natural environment could this asset cause?                                                                               | A leaking septic tank contaminates a waterway with serious environmental consequences compared to the collapse of a sports light which can have minimal impact on the environment. |
| <b>Health and Safety</b>                       | What are the risks to people if this asset fails?                                                                                                | A poorly maintained playground structure poses a risk for injury to children.                                                                                                      |
| <b>Reputation and Stakeholder Relationship</b> | How will stakeholders view the organisation if this asset or facility is not managed properly? What would be the impact on Council's reputation? | The closure of a community library leads to public outcry and damages trust in local government.                                                                                   |
| <b>Financials</b>                              | How much does this asset cost to replace?                                                                                                        | Replacing a sporting pavilion requires significant capital investment due to its size, complexity and varied use.                                                                  |
| <b>Regulation and Compliance</b>               | Is there legislation that relates specifically to this type of asset?                                                                            | A bridge must comply with strict regulations, making its failure legally complex.                                                                                                  |



| Likelihood of Asset Failure | Description                                                                                                     | Example                                                                                                     |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| <b>Condition</b>            | What is the physical state of the asset? Does it have damage that might cause failure?                          | A bridge with visible cracks and corrosion is at a high risk of structural failure.                         |
| <b>Age</b>                  | How old is this asset?                                                                                          | A drainage pipe network built in the 1970s has deteriorated over time.                                      |
| <b>Climate</b>              | Is this asset prepared for future climate events? What impact will fire, wind, rain and temperature have on it? | A road located in a flood-prone area is vulnerable to damage from increased rainfall and flooding.          |
| <b>Utilisation</b>          | How many people use this asset? Is this causing it to deteriorate quicker than usual?                           | A popular urban park trail experiences heavy foot traffic, leading to accelerated wear and tear.            |
| <b>Capacity</b>             | How much demand can this asset manage before it fails?                                                          | A stormwater pipe (part of the network) struggles to manage peak load during heavy rainfall events.         |
| <b>Function</b>             | Is it designed in a way that makes it fit for purpose?                                                          | A community hall with poor accessibility features is not fully functional for all members of the community. |



| Criticality        | Description                                                                                                                             | Example                                                                                                    |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| <b>Criticality</b> | Can you get a similar asset or service in nearby proximity and how does it compare in terms of cost and access to those similar assets? | A remote rural bridge has no easily accessible alternatives, making its failure critical for local access. |

Council manages these risks by increasing preventative maintenance, investing capital and/or decommissioning an asset. Often Council uses a mix of these three options to obtain acceptable levels of risk and maintain quality services whilst achieving financial sustainability.

## How much money will Council be spending?

Over the next ten years, Council has forecast it will spend a total of \$520 million in capital expenditure (renewal, upgrading and creating new assets) and \$621 million in operational expenditure (maintenance and operations of existing and new assets). This investment is aligned with Council's Long-Term Financial Plan.

The below table summarises the capital and operational funding planned for our assets over the next ten years.

| Financial Year | Renewal Funding<br>(\$'000) | Upgrade, Expansion<br>and New Funding<br>(\$'000) | Maintenance and<br>Operations Funding<br>(\$'000) |
|----------------|-----------------------------|---------------------------------------------------|---------------------------------------------------|
| 2025/26        | 26,044                      | 32,254                                            | 59,397                                            |
| 2026/27        | 25,490                      | 24,572                                            | 59,991                                            |
| 2027/28        | 22,813                      | 20,116                                            | 60,591                                            |
| 2028/29        | 24,354                      | 19,980                                            | 61,197                                            |
| 2029/30        | 27,589                      | 16,507                                            | 61,809                                            |
| 2030/31        | 29,274                      | 18,713                                            | 62,427                                            |
| 2031/32        | 27,918                      | 22,586                                            | 63,051                                            |
| 2032/33        | 31,633                      | 26,533                                            | 63,682                                            |
| 2033/34        | 32,370                      | 26,707                                            | 64,318                                            |
| 2034/35        | 32,746                      | 32,697                                            | 64,962                                            |

*Note: The figures in the table above exclude any Project Management allocation. It also only includes operational investment related directly to managing and operating assets.*

While the Asset Plan covers a ten-year horizon, the life of this plan is only four years. This Plan is due to be published again in 2029.

**Below is a detailed breakdown of the asset investment allocation by asset class over the life of this Asset Plan (four years):**

| Asset Class                | Renewal Funding<br>(\$'000) | Upgrade, Expansion<br>and New Funding<br>(\$'000) | Total Funding<br>(\$'000) |
|----------------------------|-----------------------------|---------------------------------------------------|---------------------------|
| Roads                      | 41,611                      | 14,497                                            | 56,108                    |
| Buildings                  | 12,774                      | 18,840                                            | 31,614                    |
| Footpaths and Trails       | 7,367                       | 17,159                                            | 24,527                    |
| IT, Plant and<br>Equipment | 13,200                      | -                                                 | 13,200                    |
| Drainage                   | 1,450                       | 10,819                                            | 12,269                    |
| Aquatics                   | 6,174                       | -                                                 | 6,174                     |
| Playspaces                 | 3,165                       | -                                                 | 3,165                     |
| Carparks                   | 1,400                       | -                                                 | 1,400                     |
| Bridges                    | 1,124                       | -                                                 | 1,124                     |

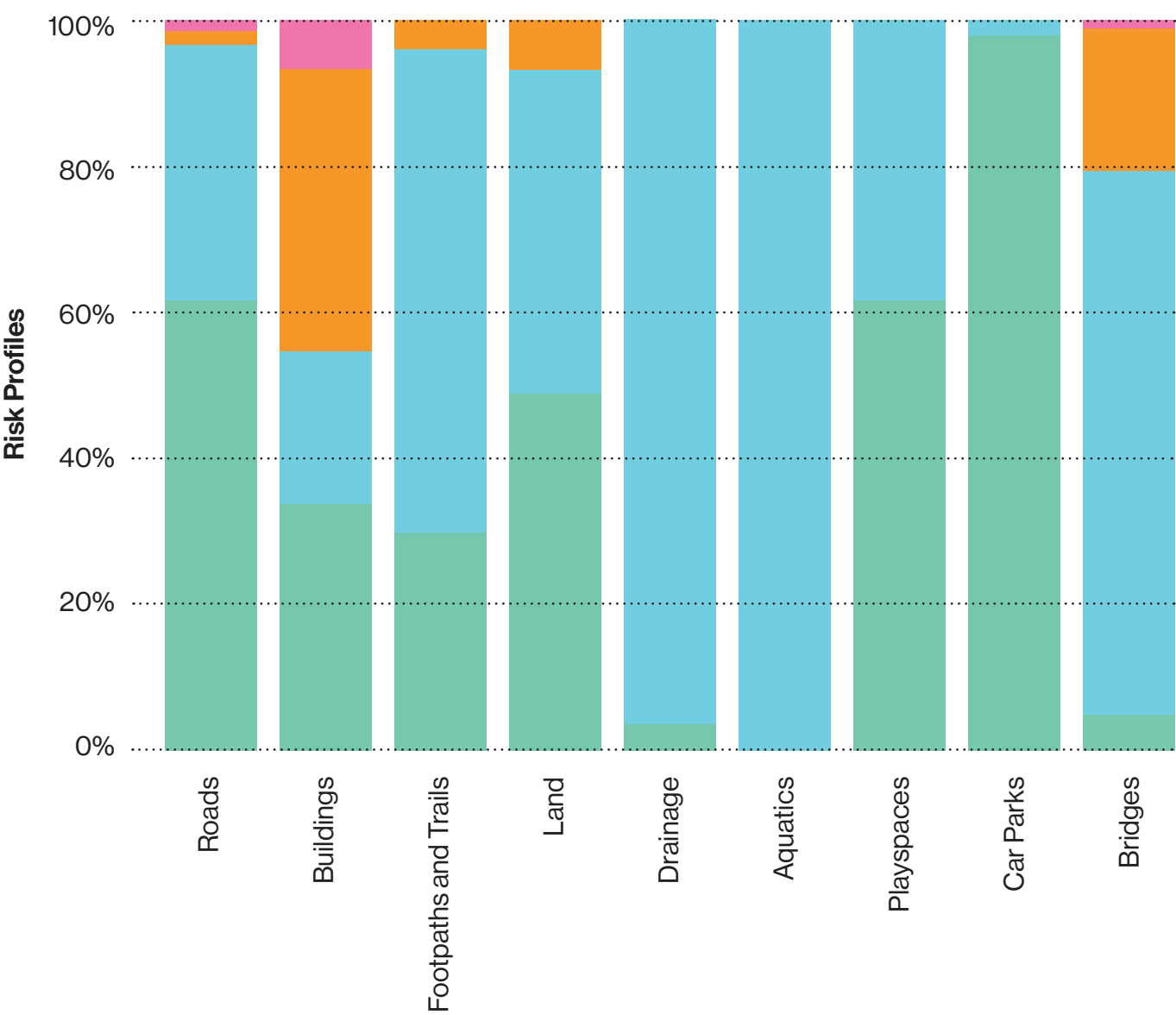
*Note: The figures in the table above exclude \$9.8 million allocated to the Asset Improvement Fund, and \$20 million allocated to Project Management. These amounts are yet to be allocated to specific projects and will depend on the priorities of our community at the time.*

Council engages with community in the development of strategic and planning documents. This information is collated and considered to inform Council and support decision making on investment priorities. Council then allocates the capital budgets for each asset classes with the intention of prioritising assets that present the highest risk to Council. This allocation of funding aligns with the risk management approach outlined above.

The graph below shows the distribution of asset risk within each asset class. The colour gradient (minimal to extreme) provides a clear visual hierarchy of risk severity, allowing for quick identification of assets that hold the most risk to Council.

**Asset Risk Profiles:**

- Minimal (7-58)
- Slight (59-110)
- Moderate (111-162)
- Considerable (163-214)
- Substantial (215-266)
- Extreme (>266)



## Capital Investment Program Allocation and Percentage of Current Replacement Cost by Risk:

| Asset Class                 | Minimal (7-58) | Slight (59-110) | Moderate (111-162) | Considerable (163-214) | Substantial (215-266) | Extreme (>266) | 10 Year Capital Funding Allocation** (\$ million) | Total Current Replacement Cost** (\$ million) |
|-----------------------------|----------------|-----------------|--------------------|------------------------|-----------------------|----------------|---------------------------------------------------|-----------------------------------------------|
| <b>Buildings</b>            | 34%            | 21%             | 40%                | 5%                     | 0%                    | 0%             | 56                                                | <b>815</b>                                    |
| <b>Roads</b>                | 62%            | 35%             | 2%                 | 1%                     | 0%                    | 0%             | 115                                               | <b>420</b>                                    |
| <b>Footpaths and Trails</b> | 30%            | 66%             | 4%                 | 0%                     | 0%                    | 0%             | 46                                                | <b>86</b>                                     |
| <b>Bridges</b>              | 5%             | 74%             | 20%                | 1%                     | 0%                    | 0%             | 4                                                 | <b>106</b>                                    |
| <b>Aquatics***</b>          | 0%             | 0%              | 100%               | 0%                     | 0%                    | 0%             | 17                                                | <b>25</b>                                     |
| <b>Drainage</b>             | 4%             | 96%             | 0%                 | 0%                     | 0%                    | 0%             | 19                                                | <b>218</b>                                    |
| <b>Car Parks</b>            | 98%            | 2%              | 0%                 | 0%                     | 0%                    | 0%             | 5                                                 | <b>25</b>                                     |
| <b>Land*</b>                | 49%            | 44%             | 7%                 | 0%                     | 0%                    | 0%             | 42                                                | <b>455</b>                                    |
| <b>Playspaces</b>           | 62%            | 38%             | 0%                 | 0%                     | 0%                    | 0%             | 10                                                | <b>60</b>                                     |

\*10 Year asset funding allocation for Land includes Open Space, Townships and Sports field investment.

\*\* Figures rounded

\*\*\*Aquatics only includes pools, pumps and filtration and does not include the building

Council's investment strategy focuses on prioritising assets with moderate and considerable risk to prevent them from deteriorating into higher-risk categories. This approach doesn't aim to eliminate all risk but rather to maintain a comfortable level of residual risk for the organisation. It is important to note that many assets that have a minimal to slight risk profile will deteriorate over the next ten years, and thus their likelihood of failure will increase. Council has factored this risk transition into the prioritisation process.

Investment decisions are communicated through internal processes where the strategic intent of asset management is balanced against organisational strategic direction to provide the best outcome for the community.

# Performance, Reporting and Success Measurement



## The Council Plan 2025-2029 contains key initiatives and/or projects that Council will commit to deliver over the next four years.

The actions listed within the Council Plan 2025-2029 will be reported to Council over the four-year period and this Asset Plan will be measured against the performance of four initiatives that support Quality Infrastructure and Liveable Places.

| #  | Initiative                                                                                                                                                                                                           |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9  | <b>Reduce stormwater and flood risks.</b><br>Proactively manage stormwater to safeguard our community, promote sustainable development practices and preserve natural ecosystems.                                    |
| 10 | <b>Activate Ridges and Rivers.</b><br>Deliver funded stages and operating models of ngurrak-barring/Ridge Walk, Yarra Valley Trail and Warburton Mountain Bike Park while continuing to advocate for future funding. |
| 11 | <b>Facilitate diverse housing options.</b><br>Work with partners and industry to increase opportunities for diverse housing around transport hubs, employment centres and key services.                              |
| 12 | <b>Improve safety and maintenance of local roads.</b><br>Plan and deliver road maintenance in accordance with local priorities and advocate for further funding opportunities.                                       |

While the Asset Plan covers a ten-year horizon, it is reviewed every **four** years by 31 October in the year following a Council Election as required by the Local Government Act 2020.

This Asset Plan supersedes any previous versions and is due to be published again in 2029.

# Contact information

## Community Links

Civic Centre - Lilydale Community Link  
15 Anderson Street

Healesville Community Link  
110 River Street

Monbulk Community Link  
21 Main Road

Upwey Community Link  
40 Main Street

Yarra Junction Community Link  
2442–2444 Warburton Highway

## National Relay Service

**133 677** For callers who have a hearing, speech or communication impairment and for Text Telephone or modem callers

**1300 555 727** For callers using Speech to Speech relay

**9658 9461** TTY

## Translation and Interpreting Service

131 450 Translating and Interpreting Services (TIS) National. An interpreting service is available if required.

## Copies and further information

Copies of the Asset Plan are available as hard copies or online.

All strategic documents to support the delivery of the strategic objectives are available in hard copy and in electronic format on Council's website at: [www.yarraranges.vic.gov.au](http://www.yarraranges.vic.gov.au) or by contacting 1300 368 333.

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