



ARARAT RURAL CITY COUNCIL'S ASSET PLAN 2025-34

This Asset Plan 2025–34 sets out how we will manage Council-owned assets to support our Community Vision and achieve the goals in the Council Plan. This includes how we will undertake maintenance, renewal, upgrade, acquisition, expansion, disposal and decommissioning of the infrastructure assets that are under the control of the Council.

Council manages a significant amount of assets. Examples of assets that Council is responsible for and their value is summarised below:

Asset Class	Total Value*
Roads	\$589 million
Buildings	\$177 million
Bridges	\$72 million
Playgrounds, Recreation, Leisure, and Community Facilities	\$48 million
Footpaths and Cycleways	\$15 million
Drainage	\$14 million

* At fair value 30 June 2025

The purpose of infrastructure assets is to enable and support the social and economic growth of the municipality, and good asset management is critical to the asset intensive nature of local government. This Asset Plan is informed by the Council's key drivers of financial sustainability that were adopted in July 2022. Council must balance the demands for new and upgraded assets versus the need for asset maintenance and renewal while keeping rate rises to a minimum.

The Asset Plan 2025-34 is underpinned by the following principles:

- Developing mechanisms for managing the tensions between community expectation, financial capacity and technical asset management practices
- Integrating Council systems to ensure accurate asset information is available across the decision making process
- Ensuring that maximum Council resources are available for asset renewal and improvement, with a renewal/improvement to depreciation ratio of at least 110% across a rolling two-year average

The Asset Plan 2025-34 will comprise six key elements:

1. Engaging our community
2. System alignment and development
3. Integrated planning
4. Project funding and advocacy
5. Prioritising investment
6. Managing changing demand for asset types or classes

Acknowledgement of Traditional Owners

Council acknowledges the Traditional Owners of the land on which we live and work, the Eastern Maar, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, Jupagulk, and Wadawurrung peoples, and recognise their connection to the land and waterways. We pay our respects to their Elders past, present and emerging, and to all Aboriginal and Torres Strait Islander people.



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1. ENGAGING OUR COMMUNITY

We will ensure that community input into management and development of Council's assets is a key element in Council decision making processes

- 1.1 Implement a stage in the budget process that will be informed by an annual community asset forum
- 1.2 Reconvene a Rural Roads Group to provide input into the development of a network of key roads which support essential economic, social and environmental outcomes
- 1.3 Develop a model to allow direct community involvement in asset condition monitoring through "crowd sourcing" data

2. SYSTEM ALIGNMENT AND DEVELOPMENT

We will implement systems for effective management of community assets which ensure alignment of data across Council's operations

- 2.1 Undertake a process of data cleansing between Council asset data sets that will ensure data uniformity and accuracy across key financial, geospatial, engineering and customer platforms
- 2.2 Create mechanisms for "crowd sourcing" asset condition data from community sources, including an app-based approach and integration of customer relationship management system (CRMS) data
- 2.3 Explore options for utilising artificial intelligence and existing video data from waste collection services to develop real time asset condition reporting





3. INTEGRATED PLANNING

We will ensure a closer integration of financial planning, engineering asset management and community stakeholder engagement to develop a sustainable asset planning model

- 3.1 Develop a new budget model that places achievement of asset management outcomes as the key measure of success
- 3.2 Implement a nested model of capital works planning based on rolling ten-year, four-year, two-year, and annual capital works plans
- 3.3 Ensure that community and stakeholder input, through the annual asset forum and the Rural Roads Group, form a key pillar of the integrated asset planning approach

4. PROJECT FUNDING AND ADVOCACY

We will develop a model of long-term project funding that recognises the importance of asset renewal and improvement to Council's long-term financial sustainability, and create strategic approaches to advocate for state and federal funding

- 4.1 Develop a ten-year plan for development and redevelopment of key community assets which includes costing models and potential sources of funding
- 4.2 Devise a ten-year asset funding model which identifies key funding streams including Council own source funding, recurrent state and federal government grants, specific state and federal government project funding and debt
- 4.3 Develop a strategic advocacy program which links state and federal funding of key community infrastructure to strong narratives around the importance of individual projects to community outcomes

5. PRIORITISING INVESTMENT

We will develop an approach to investment in community assets which maximises the impact of Council financial contributions, meets clear community goals and supports sound economic, social and environmental outcomes

- 5.1 Develop a project evaluation model which provides a basis for evaluating 'competing' and diverse projects on the basis of financial impact, community benefit and technical merit
- 5.2 Ensure that an asset renewal/improvement to depreciation ratio is maintained at a level of at least 110% across a rolling two-year average
- 5.3 Maintain a budgeted strategic financial reserve to ensure that Council is able to make a substantial contribution to major projects funded through state and federal government grants

6. MANAGING CHANGING DEMAND FOR ASSET TYPES OR CLASSES

We will develop mechanisms for understanding ongoing demand or viability for particular classes of assets in particular locations or situations based on demographic, social or environmental change

- 6.1 Develop a model for assessing the viability of particular asset classes based on the need to manage approaches to climate adaptation
- 6.2 Implement an approach to decommissioning assets, where they are no longer required or viable, which will include extensive community engagement
- 6.3 Undertake annual surveys of the use of a broad range of community assets, including their importance and impact on communities to inform sound, transparent decision making

PLAN IMPLEMENTATION

This Asset Plan is implemented through the annual capital works program and on a day-to-day basis in accordance with the Asset Management Plans below:

- Bridges and Major Culverts Asset Management Plan
- Buildings and Structures Asset Management Plan
- Drainage Asset Management Plan
- Footpaths and Cycleways Asset Management Plan
- Monuments Asset Management Plan
- Playgrounds Asset Management Plan
- Recreation, Leisure, and Community Facilities Asset Management Plan
- Roads and Transport Asset Management Plan
- Trees Asset Management Plan

DRIVERS AND INFLUENCES

A range of plans, strategies, policies and legislation drive and influence the implementation of this Asset Plan.

Examples of Council plans and strategies include:

- Community Vision 2035
- Council Plan 2025-29
- Financial Plan 2025-35
- Road Management Plan 2025
- Electrical Line Clearance Management Plan
- Environmental Sustainability Strategy 2024-34
- Municipal Public Health and Wellbeing Plan 2025-29
- Sport and Active Recreation Strategy (in progress)

Examples of external plans, strategies, policies and legislation include:

- Local Government Act 2020 and 1989
- Gender Equality Act 2020
- Disability Act 2006
- Disability Discrimination Act 1992
- Planning and Environment Act 1987
- Ararat Planning Scheme
- Building Act 1993
- National Construction Code
- Aboriginal Heritage Act 2006
- Native Title Act 1993
- Public Health and Wellbeing Act 2008
- Occupational Health and Safety Act 2004
- Environmental Protection Act 2017
- Graffiti Prevention Act 2004
- Road Safety Act 1986
- Transport Act 1983
- Road Management Act 2004 & associated regulations and codes of practice.
- All other relevant State and Federal Acts and Regulations
- Infrastructure Design Manual (IDM) 2015
- Australian Standards
- Australian Road Research Board Standards and Guidelines
- Austroad Guides
- VicRoads Codes and Standards
- Sports Association Guidelines

