

Policy



Asset Management

Approved by Council: 17 August 2022

Principles for implementing asset management processes that meet agreed service levels in a sustainable and cost-effective manner.

Safety

Teamwork

Accountability

Respect

Background

Asset management practices impact directly on the core business of Council. Appropriate asset management assists Council to meet Community expectations and achieve its strategic objectives thereby having a positive impact on:

- Council's capacity to deliver a sustainable level of service and infrastructure
- Community wellbeing and confidence in Council
- Council's financial sustainability
- The political environment in which Council operates
- The legal liabilities of Council

This policy establishes the (1) objectives, (2) principles, and (3) responsibilities for asset management activities and decision-making at Council and is one component of a suite of documents that form Council's asset management system (see 'Related Documents').

Application

This policy applies to all physical assets of Council. Asset classes covered include:

- *Water*: infrastructure assets that provide bulk and retail water supply and related services
- *Flood*: flood mitigation assets currently listed within our asset register
- *Land & Buildings*: all land and buildings controlled by Council, including furniture and fixtures
- *Fleet*: all fleet, plant and equipment controlled by Council
- *ICT*: all information and communication assets including intangible assets
- *Other*: all other assets controlled by Council, not recognised in a class above

Policy Statement

1. **Objectives:**

Council's asset management objectives are:

1.1 Council's asset management mission is to:

- 1.1.1. Deliver affordable, quality services while safeguarding assets for the future,
- 1.1.2. Grow internal awareness and capability, and

- 1.1.3. Have transparent and accountable processes aligned with industry best practice
- 1.2 Council will achieve this by delivering:
 - 1.2.1. A reliable, quality service to meet demand now and in the future
 - 1.2.2. Notification and responsive action to minimise interruption of services
 - 1.2.3. Sustainable whole of life value through proactive, prioritised actions
 - 1.2.4. The resources to meet strategic long-term outcomes from assets
 - 1.2.5. Evidence of outcomes and the condition of assets

2. Principles:

Council will achieve its asset management objectives by applying the following principles:

- 2.1 Ensure organisational objectives and legislative requirements are met by implementing appropriate asset management strategies and financial resources;
- 2.2 Ensure responsibility for asset management is allocated;
- 2.3 Ensure resources and operational capabilities are identified with asset management planning and funding models extending a minimum of 10 years into the future;
- 2.4 Allocate adequate resources for development and delivery of asset management functions in accordance with the asset management strategy, asset management plans, service level documents and Council strategies;
- 2.5 Ensure that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to the community that balance the current and future environmental, economic, cultural, and social outcomes to achieve best value;
- 2.6 Manage the impact of growth through demand management and infrastructure investment;
- 2.7 Take a lifecycle approach to develop cost-effective management strategies for the long-term that meet the defined level of service with asset planning decisions based on an evaluation of alternatives that consider the whole of life of an asset through acquisition, operation, maintenance, renewal and disposal;
- 2.8 Ensure assets are only acquired or created after due consideration has been given to the service and the operating needs of Council, and consideration given to whether an asset solution is the most effective method of meeting service and operating needs of Council;
- 2.9 Implement clear and transparent processes that align with demonstrated best practice to ensure an integrated approach across all of Council in asset management
- 2.10 Create awareness amongst employees and elected members of their responsibilities in asset management;
- 2.11 Ensure all relevant employees are appropriately trained in asset and financial management principles, practices and processes;
- 2.12 Provide systems and knowledge necessary to achieve asset management and implement sound data governance and data quality management;
- 2.13 Ensure asset and asset management performance is monitored; and
- 2.14 Ensure that asset management practice reviews are undertaken to achieve best practice and continuous improvement.

3. **Responsibilities:**

Responsibility for asset management is as follows:

3.1 Council and Leadership team:

- 1.2.6. To adopt strategic direction for Council in relation to Asset Management;
- 1.2.7. Provide professional advice to Council to enable informed asset management decisions;
- 1.2.8. Promotion of asset management across the organisation;
- 1.2.9. To ensure consultation occurs between staff, Council and the community as required;
- 1.2.10. Monitor progress and performance in the implementation of asset management plans;
- 1.2.11. To allocate appropriate resources to achieve asset management objectives; and
- 1.2.12. Ensure outcomes support Council's Business Activity Strategic Plan.

3.2 Asset Management Steering Committee:

- 1.2.13. Maintain a broad membership providing a whole of organisation view to ensure assets are managed in a systemic, efficient and coordinated manner;
- 1.2.14. Provide leadership to set direction and priorities for development of asset management capabilities;
- 1.2.15. Implement, monitor and report on the corporate approach to asset management;
- 1.2.16. Ensure responsibility for all asset management activities are assigned within the organisation and skill levels are sufficient to achieve desired results;
- 1.2.17. Endorse and review asset management policy, objectives, strategy, plans and documented processes;
- 1.2.18. Provide input and direction in identifying priorities for asset management improvements and overview the implementation of these improvements; and
- 1.2.19. Ensure information flow for financial/capital/operational planning and reporting is in place.

3.3 Planning & Delivery:

- 1.2.20. Develop and implement asset management policies and strategies;
- 1.2.21. Develop and implement asset management plans;
- 1.2.22. Establish current levels of service for infrastructure assets, compare to benchmarks, assess against community needs and identify gaps or challenges;
- 1.2.23. Manage asset systems and develop procedures to ensure compliance with standards, legislation and ensure consistent decision making;
- 1.2.24. Ensure communication between staff and the Leadership Team;
- 1.2.25. Effectively and efficiently manage funds allocated for capital upgrades, renewal and maintenance;
- 1.2.26. Develop forward operational programs in accordance with the long-term financial plan; and

- 1.2.27. Promote and raise awareness of asset management in the organisation and the community.
- 3.4 Finance:
 - 1.2.28. To report accurately on the status of Council's infrastructure assets in line with standards and statutory requirements;
 - 1.2.29. Coordinating asset accounting deliverables and initiatives across Council; and
 - 1.2.30. Working with staff across Council to establish best practice procedures for the delivery and reporting on asset service delivery.
- 3.5 Operations:
 - 1.2.31. Effectively and efficiently manage funds allocated for capital upgrades, renewal and maintenance;
 - 1.2.32. Develop forward operational programs in accordance with the long-term financial plan;
 - 1.2.33. Consider the impacts to the life of the asset and delivery of service when considering procedural changes and when planning operational activities; and
 - 1.2.34. Communicate with the asset management team to ensure that operational procedures and administration align and support asset management objectives.
- 3.6 All Staff:
 - 1.2.35. Collect all required asset information and ensure that all asset information is entered into the relevant Council system(s).

Definitions

Asset management: a systematic process to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets.

Asset: a resource controlled by Council as a result of past events and from which future economic benefits are expected to flow to Council and these benefits can be measured reliably. Assets include physical assets which provide future economic benefits for more than 12 months. Any item which has a life of less than 12 months is expensed under a maintenance or operational budget and cannot be classed as an Asset.

Minor assets: items acquired for a cost less than the asset capitalisation threshold. The acquisition of minor assets is treated as an expense. Minor assets with a cost between \$250 and \$1,000 are recorded in an *Attractive Assets Register* and are subject to audit.

Asset Management Plan: a plan developed for the management of one or more infrastructure assets that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the assets in the most cost-effective manner to provide a specified level of service. A significant component of the plan is long-term cash flow projection of the activities

Asset classes: a grouping of assets having common characteristics that distinguish those assets as a group or type.

Contact officer

Group Manager Planning and Delivery

Related documents

Strategies & Plans

Asset Management Strategy

Asset Management Plan – Water

Asset Management Plan – Flood

Procedures

Asset Capitalisation Procedure

Asset Addition & Disposal Procedure

Legislation

Local Government Act 1993 (NSW).

Office use only	File no.: F20/324-01	Next review date: 2024	
Version	Purpose and description	Date adopted by Council	Resolution no.
2.0	To set guidelines for implementing asset management processes that allow Council to meet agreed service levels in a sustainable and cost effective manner.	21/06/2017	54/17
3.0	Update policy objectives, principles and responsibilities to align with Asset Management Strategy 2022/25	17/08/2022	53/22

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