Asset Management Strategy

Version 3.00 – June 2014

DOCUMENT CONTROL

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Responsible Branch	Infrastructure Services
Responsible Officer	Manager Infrastructure Services
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Contents

1. Introduction

1.1. Purpose

The purpose of this Strategy (the Strategy) is to provide a focus on requirements necessary to implement Council's Asset Management Policy.

The Strategy defines key objectives and outlines the framework for making sustainable, consistent and financially sound management decisions for all Council owned or managed assets.

Individual asset management plans for each asset class are required to implement the Policy in accordance with the Strategy.

1.2. Scope

The Strategy applies to the management of Council assets, including but not limited to: roads, bridges, footpaths, stormwater drainage, buildings, recreational infrastructure, trees, parks and public open space. It provides guidance for the planning, implementation, upkeep and disposal of assets throughout their lifecycle.

1.3. Approach

Council's asset management approach is guided by peak industry professional organisations and programs and international standards in consultation with Council's Asset Management Working Group. Review of this Strategy will take place every three years or earlier in line with major changes within Government policies, legislation and best practice guidelines.

2. Goals

2.1. Vision

That Council's assets meet the required levels of service, are well maintained and fit for purpose. Investments in new and existing assets are financially sustainable, follows industry best practice and is aligned with the Council Plan.

2.2. Objectives

- **To provide for the service needs of our community:**
  - ❑ *by ascertaining service level needs through a community consultation process*
  - ❑ *by focussing on outputs and outcomes with a view to continuously improving the match between service requirements and service delivery*
  - ❑ *by ensuring our assets are appropriately used and maintained*

- **To optimise the service potential of our assets:**
  - ❑ *through effective management of our existing assets*
  - ❑ *through flexibility of our asset base*
  - ❑ *through rigorous planning, evaluation and budgetary processes*
  - ❑ *by using economies of scale for more cost effective service delivery*

- **To maximise value for money:**
  - ❑ *by taking account of the full costs of holding, using and disposing of assets throughout their life cycles*
  - ❑ *by ensuring asset management decisions are responsive to performance measurement and monitoring*

    ❑ *by producing costed options for the delivery of asset services.*

- ▪ **To contribute to economic growth:**
  - ❑ *by appropriate matching of assets to meet service delivery demands*
  - ❑ *by ensuring that all asset management decisions are made within the context of Council's overall resource allocation and management framework*

- ▪ **To assign responsibility and accountability:**
  - ❑ *by clearly defining ownership and control of assets through asset information systems that meet both government and management decision making requirements*
  - ❑ *by determining and communicating accountability and reporting responsibilities throughout each step of the integrated approach to asset management*

- ▪ **To promote balance between development and sustainability:**
  - ❑ *by balancing the demand for new assets through the use of non-asset service delivery alternatives where appropriate*
  - ❑ *by making asset decisions that consider and protect the needs of future generations*
  - ❑ *through consideration of asset renewal and rehabilitation options wherever feasible*

- ▪ **To minimise risks to the community and to Council's financial viability:**
  - ❑ *through the application of risk assessment and reduction strategies*
  - ❑ *by regular condition audits consistent with the criticality of the various asset categories*
  - ❑ *through the delivery of appropriate asset maintenance and renewal programs*

3. Principles

These guiding rules support the key principles outlined in the Policy. They are the basis for which the Asset Management Plans are to be developed. They include:

1. Asset management funding should be informed by the Asset Management Funding Strategy.

2. Asset renewal investment must, as a minimum, be increased in line with inflation.

3. The funding strategy is reviewed annually based on the renewal demand, to maintain the asset to meet the required levels of service.

4. Renewal and maintenenace programs are to be reviewed every three years to ensure that they align with Council's overall strategy.

5. Accepted "useful lives" for asset classes are to be used to inform maintenance and renewal programs. Life-spans are to be determined from local experience and regular condition assessments.

6. Where class specific information is not available, estimates are to be based on best aggregated information from other sources including benchmarking with other councils.

7. Business cases submitted for the provision of new assets shall include a reasonable assessment of its whole-of-life costs (including its eventual disposal) as well as ongoing operational and maintenance costs. The assessment of any new asset to be provided must also account for associated risks.

8. On average, for the life of an asset, approximately 2% of the capital value of the asset must be invested per annum for its renewal.

9. Depreciation is not a measure of required expenditure on assets in any given year. Depreciation can only be used as a guide of renewal spending.

10. Prior to any major refurbishment or rehabilitation of an asset, the following assessments needs to be undertaken:
    - *there is still a need for the asset (short and long term)*
    - *legislative requirements*
    - *opportunities for rationalisation*
    - *opportunities for multiple use*
    - *capacity to generate income/ reduce operational costs*
    - *ability to improve energy efficiency*
    - *risk and safety issues to be addressed*
    - *future liability including ultimate retention/disposal*
    - *operability and maintainability issues*

11. Asset condition assesments and performance is to be monitored at specified intervals for each asset class, to ensure that it is meeting the intended function and level of service. And that the service being provided is continuing to be utilised by the community.

12. Council shall recognise and acknowledge the "Non-Discretionary" aspects of renewal funding.

13. Funding be "Service Driven", rather than "Budget Driven"

3.1. Budget Framework

The table below sets out some examples of the various asset management practices to sustain infrastructure assets into the future and form the basis of strategic financial planning.

Operations	Maintenance	Renewal	New / Upgrade	
Recurrent	Recurrent	Capital	Capital	Consequential Recurrent Costs
· Street lighting · Utility costs · Gas · Electricity · Water · Cleaning · Staff Wages · Fleet fuel	· Pothole patch · Road grading · Footpath grinding · Park maintenance · Building maintenance/repairs · Inspections condition audits	· Road resheet, reseal or rehab. · Footpath bay replacements · Oval resurfacing · Building refurbishment · Open space infrastructure repairs · Drainage renewal	· Road pavement widening · New footpaths · Major park reconstruction · Building extension · New facility	· Adds to asset base/ portfolio · Increased operational costs · Increased maintenance
Non-Discretionary	Non-Discretionary	Non-Discretionary	Discretionary	Non-Discretionary

- Maintenance: Actions necessary for prevention of accelerated deterioration of an asset, resulting in the delay of replacement or rehabilitation.
- Renewal: Works to return existing assets to a condition which provides their original intended level of service. Generally has no impact on revenue, but may reduce future operating and maintenance expenditure.
- Upgrade: Works which increase the level of service of the current asset base, resulting in additional future operating and maintenance costs
- New: Works which increase the asset base, resulting in additional future operating and maintenance costs, however may also increase revenue.

4. Service Planning

4.1. Assessment of Need

The assessment of community "need" for a new or upgraded asset should involve a process of community consultation. As well as identifying the specific needs of the community, they in turn need to be aware of issues of cost and risk.

There are three measures that need to be addressed in asset assessment:
- Condition: Indicator of how far the asset is through its life.
- Capacity: May reduce over time as population increases.
- Function: It is still required, has it become obsolete.

4.2. Level of Service

Council assets have been established to provide a level of service to the end user. This level of service has been developed based on a balance of the needs and expectations of the community as users, and the Council as asset owners/ managers. A higher level of service typically demands a higher ongoing maintenance/ renewal cost. This provides the basis for the life cycle management strategies and works programmes identified within the Asset Management Plans. Level of service is the defined service quality for a particular activity or service area against which service performance can be measured.

There are two measures of performance:
- Strategic: the standard for long-term management of the asset and can also be referred to as the community's expectation.
- Operational: the standard for day-to-day management of the asset and can also be referred to as the technical performance standard.

Levels of service should be determined from public consultation and customer satisfaction surveys. They reflect the strategic objectives of Council and are based on:
- Customer expectations for quality of service and willingness to pay
- Legislative requirements; environmental standards, regulations and legislation that impacts the way assets are managed
- Council's mission and objectives as stated in the strategic plan
- Available resources, particularly financial constraints
- Organisational delivery mechanisms
- Design Standards and Codes of Practice

The importance of the level of service is that it allows the asset to be maintained and/or renewed as required while at the same time strategically managing the allocation of scarce funding resources. The level of service provided by each specific asset class will be outlined in the AMP. It is important to note that within the "Level of Service" guidelines are the criteria for "intervention", based on asset preservation and risk management. These criteria then allow the prediction of asset renewal costing based on condition, age, function or obsolescence.

4.3. Risk Management

Council's risk assessment processes are outlined in Risk Management Procedures 2014. Each AMP also outlines how risks are to be managed specifically for each asset class. This is covered by stating inspection frequencies required to reasonably ensure that an asset is in a 'safe' condition for use, the response times in which the risks shall be removed or minimised.

A risk assessment must be undertaken for proposed new or upgraded assets. These must account for issues relating to the ageing of an asset or interference by external impacts that create hazards for users. It is paramount that when considering conceptual designs of new assets, the designer must consider risks to users for both able-bodied and those with disabilities. Aesthetics are important in municipal infrastructure, but functionality and minimum risk are also major considerations.

4.4. Agreements

Council shall have formal agreements such as a Lease, Agreement, or Memorandum of Understanding for assets where there is a shared responsibility or ownership. This includes: adjoining councils, road or utility authorities, businesses, tenants and private property owners. These documents shall cover issues relating to maintenance responsibilities, access to carry out inspections, insurance, ownership of liabilities, lease expiry date, and responsibility for disposal of the asset.

5. Whole of Life Management

5.1. Evaluation

Asset life-cycle management evaluation requires an asset to be replaced or refurbished when it no longer meets the level of service that it was originally built to meet. In addition, long-term considerations within asset management planning for refurbishment/replacement or improvements to an asset should also include:

- Continuing need and usage demand (short and long term)
- Legislative requirements
- Risk management issues
- Future or ongoing liabilities of retention
- Opportunity for multiple uses
- Improved energy/environmental concepts

5.2. Asset Management Plans
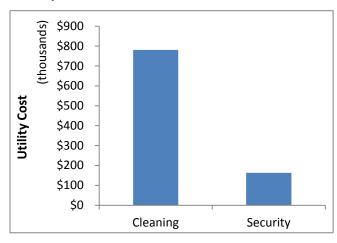
Each Asset Management Plan will:
- Describe the asset (physical, financial, quantities).
- Describe the objective/purpose of the asset (or each key component of it).
- Define the service levels.
- Define the intended time frame or lifecycle of the asset.
- Include financial forecast for budgeting.
- Recognise the decline in service potential.
- State assumptions and data confidence levels.
- Outline an improvement program.
- Identify key performance measures.
- Be reviewed regularly.

The Plans shall document Council's long-term plans for asset activities in each area. These are typically 20 years for infrastructure assets. This will form the basis for Council's LTFP to ensure adequate funding for asset maintenance and renewal. This 20 year forecast provides future spikes in required resources to be foreseen and allows for strategic planning. The plans may be reviewed at a shorter interval in order to reflect changes in objectives, policies, customer expectations, improvements in AM systems or data in general.

5.3. Acquisitions

Assets acquired by / gifted to Council will be required to meet lifecycle principles before being formally accepted by Council. The increase in Non-Discretionary costs must be clearly assessed and budgeted for in future.

5.4. Operational Costs

Although electricity consumption is one of Council's largest costs, it is only cleaning and security costs that impact on maintenance.

A regular cleaning regime not only provides a better level of service, but also keeps assets in a better condition for longer resulting in a longer life.

The provision of security reduces the chance of damage through vandalism, inturn reducing reactive maintenance and renewal costs.

5.1. Condition Assessments

The primary measure of level of service is through asset condition. Asset classes are condition assessed every 3 to 5 years as outlined in their AMP to determine the rate of deterioration and remaining useful life. This is typically on a scale of 1 (brand new) to 5 (end of life). In some cases, 0 is used to indicate it is constructed this year and has not yet received a condition inspection, and a condition of 6 may be used to emphasis the asset is beyond functional.

Definition	Scale (1 – 5)	Scale (1 – 10)
New	1	1
As new / Minor wear	2	2, 3
Worn	3	4, 5, 6
Deteriorated	4	7, 8
End of Life	5	9, 10

When using the Moloney Model, condition profiles are converted to a scale of 1 – 10. This smooths peaks and troughs in the forecasting, allowing for assets in condition 5 to be prioritised and addressed over multiple years.
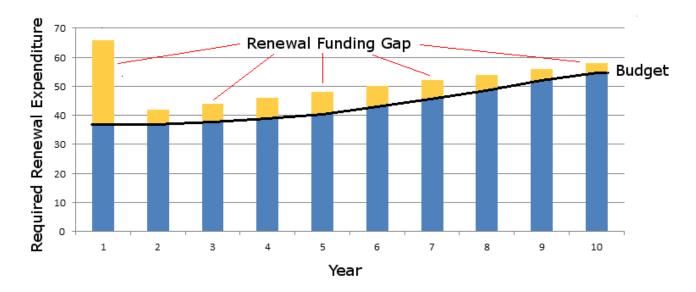
5.2. Asset Disposal

Decisions to dispose of an asset require thorough examination and economic appraisal. Like acquisition decisions, they need to be taken within an integrated planning framework that takes into account service delivery needs, Council objectives, financial and budgetary constraints and Council's overall resource allocation objectives.

Asset disposal terminates control of a particular asset but may generate the need for a replacement to support the continuing delivery of services.

6. Forecasting

6.1. Renewal Gap and Funding Strategy

Renewal funding gap is the difference between the amount of funds required annually for the renewal of an asset class over the useful life of that asset class, and the amount of funds currently being spent on renewing the asset class annually (the graph below is indicative only)

In recent years, Council has increased investment in asset renewal, with increased allocations in buildings and bridges. However, there is still a renewal gap in these and other asset classes. The Funding Strategy adopted in 2008 required asset renewal investment to increase by a minimum of 4% annually until the gap is reduced. If insufficient investment is made the renewal gap widens and become uneconomic to address.

The annual renewal budget should, as a minimum, meet the increase in CPI. Even in this scenario, this will only retain the current asset base in their current condition; it will not assist in closing the renewal gap. The annual increase in Council's asset base from gifted assets and capital works will further increase the renewal demand. State and Federal grants may be necessary to cover this cost. Every couple of years Council receives grants for large renewal projects, this causes peaks in the renewal trend and so these are generally modelled as a smaller amount over multiple years to show a more consistent expenditure. Capital works resulting in new and upgraded assets will further increase the renewal demand on Council in the future and have not been considered in these forecasts.

The ongoing additional renewal investment should be reviewed annually to keep pace with inflation, assets acquired, and to reduce the renewal gap. The renewal demand and renewal gap are to be regularly reviewed due to changes with costs of materials over time, as well as a result of more accurate information becoming available on asset lives, conditions, component costs and levels of service.

An accurate indication of renewal and maintenance requirements can only be modelled when a full audit is carried out on these assets to determine quantities, condition and functionality. Drainage is the only major class lacking in these details. A commitment should be made to further these surveys as well as continuously reassessing all asset classes as per the AMP's.

The Funding Strategy outlines the annual financial requirements determined by asset modelling systems as part of the MAV STEP Program. It outlines the annual renewal requirements, proposed expenditures, and the impact these will have on the annual renewal gap and consequently, the cumulative renewal gap.

Asset Management Plans provide a detailed summary of the long-term financial needs for each asset class including: the various maintenance and renewal works programs, as well as their proposed upgrades. In order to maintain assets at the accepted level, alternative restoration techniques will need to be considered. Road stabilisations may be more cost effective than a full rehabilitation. Relining drainage pipes would be more economical than removal and relaying of a whole new pipe.

6.2. Growth

Warrnambool's population is expected to grow steadily at 1.4%pa over the next 20 years. 80% of developments are currently greenfield sites. Greenfield developments results in both a large infrastructure provision and ongoing cost to Council.
On average, over the past four years, gifted assets have increased Council's portfolio by $2.7 million annually. This includes the addition of 2km of new roads and 4km of footpaths each year. This rate of subdivision growth can be expected to continue over the next 10 years, further increasing the renewal demand on Council assets in the future.

The value of assets shown above does not include land, fleet, chattels, artworks.

Consequential renewal and maintenance is a factor that needs to be addressed when taking on subdivided gifted assets, as well as those provided through Council's capital works programs. Council will need to budget for these extra requirements due to the increased asset base. Growth of each asset class is further outlined in the AMP's. While new assets may not need renewal for 10 to 50 years, they will impose immediate operational and maintenance costs which also need to be budgeted for.

7. Action Plan

Actions denoted by **(!)** have been published as a recommendation by the Victorian Auditor General's Office and should be considered a high priority.

AM Processes	Proposed Action	Time Frame
Information systems	There is scope to further integrate the AMS (Conquest) with the GIS (Exponare) as well as the finance system (TechOne)	Mid Term
Asset Register & Database	**(!)** Inventories need to be completed for each asset class.	Mid Term
	Information in databases needs to be checked for accuracy.	Ongoing
	Develop a process to ensure that changes to asset data information is made when they occur in the field.	Short Term
	Complete inventory of drainage and open space assets	Short Term
Asset Functionality	Undertake reviews to ensure that each asset continues to meet its intended function / is fit for purpose	Ongoing
AM Framework Assessment	**(!)** Finalise Asset Management Plans for: buildings, playgrounds, bridges, stormwater drainage & open space	Mid Term
	(!) Annually update all AMP with current information from the AMS to reflect any changes in asset quantities, service levels, financial requirements, etc.	Ongoing
	(!) Ensure the AM Policy and Strategy are reviewed at regular intervals (4 years). The Strategy shall be integrated into Council's annual planning/budget process.	Ongoing
Community Consultation	**(!)** Levels of service have been assumed to meet community needs. During any future consultation process Council will test these assumptions to make sure that they are correct and will amend them accordingly.	Long Term
Design Standards & Guidelines	Design of all new works shall be in accordance with any relevant Regulations, Guidelines or Standards.	Short Term
	All new works (internal or external) should be the subject of design to ensure that design requirements are clearly established and understood and also to provide a defence for Council in event of litigation.	Short Term
	Design plans are to be amended to indicate any 'As constructed' variations that were made during the construction process.	Short Term
Service Levels	Further work is required to adequately documents service levels and their associated budgets. These shall be outlined in the AMP	Short Term
Maintenance	Maintenance levels have been documented into Maintenance Service Agreements for road and open space assets. Review the need for remaining asset class maintenance agreements as well as suitable guidance documentation for maintenance specifications such as AUSPEC.	Mid Term
Defect Inspections	Finalise inspection arrangements for buildings, open space assets and urban stormwater drains	Mid Term
	Document inspection arrangements for playgrounds	Short Term
Condition Inspections	Programs for condition inspections need to be developed for all asset groups. Currently missing: stormwater drainage, playgrounds, open space, property improvements.	Long Term
	Ensure that funding for condition inspections are recognised in the budget.	Mid Term

AM Processes	Proposed Action	Time Frame
	Ensure that data collected will provide condition assessment information in a format suitable for the preparation of both short and long-term maintenance, rehabilitation and renewal works programs.	Long Term
Work Order Planning	Look to improve the current systems, better links between the Customer Request System and Conquest. The AMS needs to prioritise works on the basis of urgency of need of remedial action.	Mid Term
Capital Budget Evaluation	(!) Continue development of reporting to provide works programs not only based on condition, but also functionality and capacity.	Mid Term
Asset Performance Assessment and Monitoring	Continue to monitor performance of the road network through local knowledge and customer feedback.	Ongoing
	Formally document buildings & facilities management: monitor utilisation (what they are being used for) and capacity (user numbers). This may be stated in the Building AMP	Mid Term
	Develop performance monitoring techniques for remaining asset classes.	Long Term
Staff Resources	Resources to be provided at a lower level to help offset lack of resource at higher level. The lower level resources to undertake tasks suitable to their expertise but will remove some load from the Senior Engineering positions	Ongoing
	(!) Develop a skills matrix and action plan to identify skill and resource requirements and gaps	Mid Term
Risk Management	Ensure that the organisational risk management process adopts the Consequences Chart as recommended by AS/NZS 4360:2004 and this process is shown in the Asset Management Plans	Mid Term
	Document insurance process to ensure major Council assets are sufficiently covered. This may not necessarily be their replacement cost.	Short Term
Cost Management	Full costing of all works (ie all applicable costs) is applied.	Short Term
	Implications of consequential recurrent costs are to be included in evaluation of capital works and then budgeted for. This includes those acquired from subdivision activity	Short Term
	Costs of works programs to be regularly monitoring as they progress and reported quarterly to Council	Short Term
Life cycle planning	Invest in life-cycle planning for open space assets and playgrounds to optimise maintenance and renewal costs	Mid Term
Demand Management	Annually review Asset Management Plans in relation to any impacts on demand that may have arisen during the year and adjust requirements accordingly. Impacts include potential demographic changes, changes in community need, external impacts such as influences from neighbouring municipalities and Government, changes in technology, or simply better ways of doing things.	Ongoing
	Developments within the municipality can be inhibited if infrastructure is inadequate or not provided for services. (eg: wide roads, deep pavements, large drains).	Ongoing
Investment and Renewal	Develop programs for undertaking periodic (3 to 4 yearly) infrastructure asset condition assessments to be better able to establish actual renewal needs across all asset classes.	Mid Term
	Establish the overall extent of renewal requirements following periodic condition assessments. There is a renewal funding gap but this is yet to be accurately quantified	Ongoing

AM Processes	Proposed Action	Time Frame
	Process these needs into long-term capital renewal programs and from these the Long-Term Financial Plan	Ongoing
Funding Performance Evaluation	(!) Further develop a performance assessment mechanism (eg: simple chart) that in readily identifies which assets are being funded to meet the required levels of service and which are underfunded. This will assist Council in its budget deliberations.	Mid Term
Audit & Review	(!) Develop a review process to meet the requirements of the Asset Management Plans.	Long Term
Asset Performance Reporting	(!) Develop a suitable mechanism to report on asset performance in Council's Annual Report. This should provide an outline of how the long-term financial commitments are progressing. Also whether levels of service are also being met.	Ongoing
Awareness of Organisation	Develop organisational awareness of the importance of infrastructure assets and their ongoing management. Promote AM as everyone's responsibility (similar to customer service, OH&S, record keeping).	Ongoing
Capital Works Planning	Develop a 10 year capital works program. Individual AMP will detail how Council's planned objectives will be achieved through the capital works program.	Ongoing
	Develop automated electronic prioritisation of capital works for major infrastructure asset classes to remove personal bias. Criteria should be defined in the AMS and align with the respective asset management plans	Mid Term
	Larger capital works projects to be phased over more than one budget cycle to accommodate for the longer delivery timeframe. Typical stages are: planning, design, construction and commissioning.	Ongoing
Risk Audit	Address all risks raised by 2008 RSM Bird Cameron Report.	Long Term
Expenditure Recognition	Accurately identify operational costs to prevent this expenditure from being covered from the maintenance budget.	Short Term
	Optimise renewal and maintenance requirements, to conserve the service level in the most cost effective manner.	Ongoing
MAV STEP Modelling	Assets, engineering, and finance staff to assess and agree on the model's underlying assumptions that form part of the inputs (such as useful lives, costs and intervention levels).	Mid Term

8. Monitoring & Review

8.1. Asset Management Plans

To ensure that these remain useful documents and relevant to the ongoing management of the asset, there is an annual review and monitoring process incorporated into it.

Where changes are made that do not alter the technical aspects of management of the assets (ie standards and specifications) and seek only to enhance the information provided within the Plan, the changes will be approved by the Director City Infrastructure.

If material changes are made to standards and specifications, a report will be presented to Council as to why such changes were necessary and will require their endorsement.

8.2. Road Management Plan

The Road Management Plan (RMP) is a statutory document and is closely aligned with the Roads AMP & Pathways AMP. These documents are to be reviewed at the same time to ensure that any changes necessary are incorporated into both documents where relevant.

Where there are changes to the RMP that require Council endorsement, the amended RMP need to be put through the process of Council endorsement, gazettal notice of public exhibition, public exhibition, consideration by Council of any public comment, then approval of the amended document as adjusted and a final gazetted notice of the adoption.

8.3. Audit Review Process

The Asset Management Systems requires ongoing internal auditing for compliance issues and external auditing for legislative purposes. The objective of such audits is to ensure that Council's services are performing consistently and that Service Units' internal processes remain current. In addition there are periodic audits undertaken of various asset management processes by CMP and for MAV STEP program and best values audits.

Auditors seek objective evidence to determine that an activity has been carried out in accordance with specified requirements. Objective evidence must be available and witnessed to verify conformance.

8.4. AMP Performance Measures

Performance measures will be developed to ensure that work practices and the AMP are reflective of each other. A key measure will be the budget itself. If the AMP properly indicates the costs for various activities & Council funds them accordingly, then the work must be completed on time and within budget. Variances will occur periodically due to unforseen circumstances or significant changes in conditions such as weather.

8.5. Asset Delivery Performance

Part of the annual budget process is to review asset performance following delivery of the maintenance program. Actual expenditures are compared to those budgeted & any significant variances are analysed with any necessary remedial action accounted for in the new budget. Also, effectiveness of the various maintenance activities is reviewed to ensure that they are delivering what is required to keep the asset performing at the required level of service. Performance measures include:
- Delivery of the annual Capital Works Program.
- Results from Customer Request System on reactive responses.
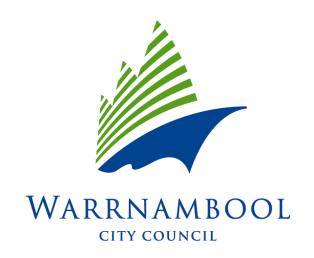- Performance for routine response (CMP audit of RM Plan).

- Renewal GAP

Part of this process determines whether it is effective to continue funding maintenance or in fact that the particular asset or asset component requires rehabilitation, renewal or upgrading or even being downgraded (eg: reversion of a poor condition sealed surface to gravel). The following annual performance reviews of maintenance programs and strategies will be undertaken by management:

- Assessment from asset databases of response times for completion of defect rectification works from the time of their being reported;
- That specified defect intervention levels are effective;
- That intervention responses are timely;
- Assess the relative improvements achieved since the previous review and compare this to what was intended to be achieved;
- Where relevant industry benchmarking information is available, test the relative status of the organisation and its AM performance comparing with AM best practice & endeavour to introduce improvements if appropriate to the Council;

8.6. Reporting Asset Achievements

Council's Annual Report is used to report to the community the status of its infrastructure assets. Annual financial audits, new works and services reports, and statistical information given through the Department for Victorian Communities' Local Government Asset Performance Measures program all act as reporting mechanisms. Other information sources that can be used are the local newspaper and Council's website.

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1. INTRODUCTION

1.1. Purpose

The purpose of this Policy (the Policy) is to ensure Council manages and provides assets in a sustainable manner in line with the required levels of service based upon the vision of the adopted Council Plan.

The Policy is implemented through Council's adopted Asset Management Strategy.

1.2. Scope

The Policy is applicable to Warrnambool City Council in its operations and functions relating to asset management within the Municipality. It applies to Councillors, Executive Management, Staff, Committees of Management, and in consultation with the community where applicable.

1.3. Definitions

Term	Definition
Asset	An item that has a value to an organisation, for a life greater than 12 months. This Policy only refers to physical assets (plant, infrastructure, land).
Asset Management (AM)	The systematic and coordinated activities and practices of an organisation to optimally and sustainably deliver through the cost-effective lifecycle management of assets.
Asset Management Working Group	A cross-directorate committee providing a coordinated and integrated approach to asset management across the entire organisation with an increased understanding of asset management issues.
Council	Warrnambool City Council.
Council Plan	The Council Plan is the document, required by law, which sets out the direction and priorities for Council over a four-year period.
Level of Service	The quality of an asset which can be measured by inspection frequencies, response times, width of roads or footpaths.
The City	The Municipality of Warrnambool.
The Policy	Council's adopted Asset Management Policy (Policy).
The Strategy	Council's adopted Asset Management Strategy (Strategy).

1.4. References

Acts	• Local Government Act 1989 • Road Management Act 2004
Industry	• Municipal Association of Victoria (MAV) STEP Program • Victorian Auditor General's Office (VAGO) • ISO 55000:2014 • International Infrastructure Management Manual (IIMM) • Australian Infrastructure Financial Management (AIFM) Guidelines • National Asset Management Assessment Framework (NAMAF) • Local Government Victoria

Council Documents	• Council Plan 2013-17 (amended) • Asset Management Strategy (2014) • Asset Management Plans (AMP) • Long-Term Financial Plan (LTFP) • Risk Management Policy • Risk Management Strategy

2. POLICY

2.1. Council Plan

"Our sustainable city will be financially secure… have well maintained assets… balanced with financial viability"

2.2. Policy Objectives

- Ensure that Council's legal obligations are met
- Asset management is to be integrated with the organisation's corporate processes, including business plan, budget and reporting procedures
- A "whole of life" cost approach shall be used to determine financial requirements for all assets.
- Provide infrastructure assets that support services that are appropriate, accessible, responsive, and sustainable to the community.
- Ensure that the roles and responsibilities of asset managers and users are well defined and understood with respects to ownership, control, accountability and reporting

3. GOVERNANCE

3.1. Owner

Manager Infrastructure Services

3.2. Review

This Policy is implemented in accordance with Council's adopted Asset Management Strategy June 2014 in consultation with Council's Asset Management Working Group. The Coordinator Asset Management will review the policy for any necessary amendments no later than four years after its formulation or after the last review in accordance with industry best practices.

3.3. Compliance Responsibility

Failure to follow the principles set out in this policy may result in Council undertaking unsustainable practices, non-compliance with legislation, increased risk, and burdening itself with an unmanageable financial responsibility. Roles and responsibilities are outlined below:

3.3.1. Councillors
- Act as stewards for infrastructure assets on behalf of the community.
- To ensure appropriate resources and funding for asset management activities are made available to integrate policies, strategies and plans into the Council governance framework.
- Provide consistent and transparent decision making based on adopted criteria.

3.3.2. Management Executive Group (Chief Executive and Directors)
- To continually promote AM across the organisation and with Council and the community.
- To validate and challenge proposals to ensure they meet the Council Plan objectives.

- To adequately budget funding of asset renewal in accordance with the Policy

3.3.3. *All Employees*
- To provide the correct technical and professional advice to Council so that they may make the best decisions.
- Implementation of the Strategy and AMP.
- Continually seek innovative ways of meeting service needs.
- Identify "levels of service" for implementation.
- To develop and implement maintenance and refurbishment capital works programs in accordance with AMP.
- Ensure the asset database is maintained and updated.
- Provide reports to Council.
- Promote and raise awareness of asset management to Council and staff.

3.4. Charter of Human Rights Compliance

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act (2007).

Warrnambool City Council is committed to consultation and cooperation between management and employees. The Council will formally involve elected employee health and safety representatives in any workplace change that may affect the health and safety of any of its employees.